

Association of Professional Nurses of Saskatchewan (APNS)

Strategic Plan 2025-2026

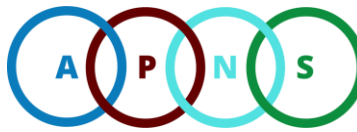
Executive Summary (Part One)

The 2025/26 Board of Directors of the Association of Professional Nurses of Saskatchewan (APNS), hereafter known as “the Board,” met on September 27, 2025, to determine the strategic direction of the Association for the next year. The 2025/26 Strategic Plan was informed by the history of the Association, the “Three Pillars of Nursing” and the current trends that are shaping the future of the organization. These goals were also aligned to the Mission and Values of the Association.

The Board agreed to five goals to drive the mission and work of the Association over the next six months. The goals will be evaluated in six months. The five strategic goals are as follows:

Strategic Goals

1. Establish a strong and vibrant membership base.
 2. Be recognized by industry partners for our expertise- Be a voice at the table.
 3. Increase the visibility of the Association with our member community and the public.
 4. Strengthen our engagement with our current members (paid and free membership).
 5. Create value for the members.
-



History of the Association of Professional Nurses of Saskatchewan

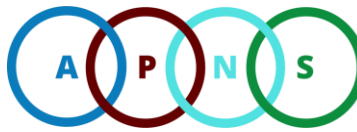


The Saskatchewan Registered Nurses Association (SRNA) Council, now called the College of Registered Nurses of Saskatchewan (CRNS), recognized a shift in the regulatory landscape and the trend in regulatory reform across Canada. The CRNS Council put forward a resolution to its membership to move from a dual mandate organization of regulation and advocacy to a single mandate focused on regulation. This shift to a single mandate would alleviate the potential conflict between the competing roles of public

protection and advocacy for the nursing profession. To support the development of a nursing advocacy organization, CRNS invited registered nurses with a keen interest in championing the development of the advocacy pillar of nursing to a discussion. The result of the discussion was to invite the entire family of nursing, Registered Nurses (RNs), Licensed Practice Nurses (LPNs), Registered Psychiatric Nurses (RPNs), and Nurse Practitioners (NPs) to become part of a new advocacy organization.

Invitations were sent to all nursing professional membership groups, and through expression of interest, approximately ninety nurses agreed to participate in the development of an organization dedicated to the advocacy of the nursing professions. From this group, a smaller Steering Committee was formed with equal representation from each nursing profession. Each of the provincial regulatory bodies, the CRNS, the College of Licensed practical Nurses of Saskatchewan (CLPNS), and the College of Registered Psychiatric Nurses Association of Saskatchewan (CRPNS) supported the development of the Saskatchewan Nurses' Association.

In November 2021, an interim board of directors was established, with two representatives from each of the nursing professions. Since that time, the Board of Director has been establishing relationships with stakeholders, identifying the advocacy and support work required, and creating a value-add association that benefits members. In June of 2025, the Board of Directors hired the Association's first Executive Director to lead the Association.



The Three Pillars of Nursing

The APNS is a firm proponent of the three pillars of nurses as illustrated below. We believe that while the work of the Association is distinct from the that of the provider unions and the regulatory colleges, we work together in synergy, constructive collaboration, and in solidarity to advance the profession of nursing in the province.

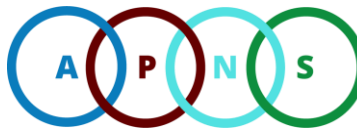
The Three Pillars of Nursing



Mission

The Association of Professional Nurses of Saskatchewan (APNS) is the professional association representing licensed practical nurses (LPNS), registered psychiatric nurses (RPNs), nurse practitioners (NPs), registered nurses (RNs), graduate nurses, nursing students, and former licensed or registered nurses in Saskatchewan.

As a leading voice in healthcare, our mission is to advance the development of health public policy through the expertise, advocacy, and leadership of nursing professionals. We are



committed to promoting health equity, social justice, and evidence-informed decision-making to improve the health and well-being of all individuals and communities.

By unifying the voices of all Saskatchewan nurses, we strive to create a more inclusive, resilient, and compassionate healthcare for present and future generations.

Values

Collaboration - We achieve more through the engagement of the collective power of nurses working together in partnership with our stakeholders.

Agility - We are nimble enough to seek opportunities for change and move forward with change.

Respect - We trust each other, listen to one another, and seek to understand each other's professions.

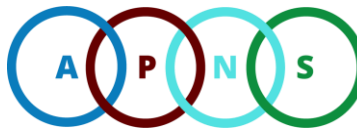
Evidence-Informed - We understand professional nursing and advocate for evidence-informed practice, which is more inclusive, resilient and compassionate.

Strategic Goals (September 2025- April 2026)

The following are the five (5) strategic goals for the Association for the 2025/26 year. These will guide the activities and work of the Association. The Board decided that these goals will be evaluated in April 2026, therefore, the activities outlined under these strategic goals have target dates of April 2026.

Strategic Goal 1: Establish a strong and vibrant membership base

1. The Board will set the membership fee structure by the end of September 2025.
2. The Association will launch a paid membership platform by November 1st, 2025.
 - a. The launch will include a soft launch from October 15- 31.
 - b. The launch will include draws and prizes for members who subscribe.
 - c. A successful launch will involve revamping our technological infrastructure to accommodate the change and an aggressive communication/ social media campaign.



3. Convert all free memberships to paid memberships.

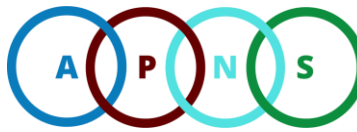
Strategic Goal 2: Be Recognized by Industry Partners for our Expertise- Be a Voice at the Table

1. The Executive Director will meet with industry partners regularly to provide updates and to consult with them. The identified partners include:
 - a. The Minister of Health, Honorable Jeremy Cockrill
 - b. The Chief Nursing Officer of Saskatchewan, Liliana Canadic
 - c. The Chief Nursing Officer of the Saskatchewan Health Authority and/or their representative, Gaylene Molnar
 - d. The Executive Director of the College of Registered Nurses of Saskatchewan, Cindy Smith
 - e. The Executive Director of the College of Licensed Practical Nurses of Saskatchewan, Lynsay Kurjata
 - f. The Executive Director of the College of Psychiatric Nurses of Saskatchewan, Beverly Balaski
 - g. Saskatchewan Union of Nurses and/or their representatives, Bryce Boynton
 - h. Canadian Union of Public Employees 5430 and/or their representatives, Bashir Jalloh
 - i. Saskatchewan Government Employees Union and/or their representatives, Tracey Sauer
 - j. Service Employees International Union- West and/or their representatives, Lisa Zunti

Strategic Goal 3: Increase the Visibility of the Association with our Member Community and the Public

1. Establish a Communications Committee.
2. Create a yearly calendar of events for social media posts.
3. Using social media and other communication tools such as newsletters, keep communication consistent with the public and our members

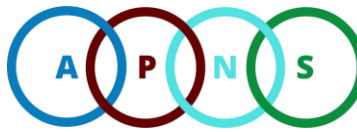
Strategic Goal 4: Strengthen our Engagement with our Current Members (paid and free membership)



1. Organize an event to allow the members to meet with the Board and staff of APNS.
2. Invite members of the Association to represent the Association at events such as conferences etc.- The Association will sponsor members to attend those events.
3. Conduct a membership survey to identify priority issues for the members.
4. Highlight members of the Association in feature stories. Stories will include achievements, successes, innovations, and any feel-good stories members want to share to encourage other nurses.
5. Engage students from the four designations of the profession.
 - a. Consider creating a student hub on the website
 - b. Utilize an aggressive campaign to reach out to students. This will involve going to nursing programs at the educational institutions and doing presentations about the Association and utilizing social media campaigns.
6. Consider the possibility of an in-person Annual General Meeting at the end of 2026.
 - a. Begin the legwork planning for this event. Feasibility is contingent upon how many paid members we have at the end of the year and on financial resources.

Strategic Goal 5: Create Value for Members

1. Organize at least one educational or informational webinar and workshops for members per month.
 - a. Give members the opportunity to get certificates of attendance for their participation in educational webinars.
2. Pursue valuable perks and discounts for members. Current perks include
 - a. Endless savings for retail shops (old)
 - b. Co-operators home insurance discounts (new)
 - c. Canadian Healthcare Education Network- discount on educational courses (new)
3. Secure Research and Library resources for members
4. Develop relationships with sponsors for Association events that benefit members.



Executive summary (Part Two)

The Board met again on May 24, 2026, to evaluate the strategic goals that had been set out for the organization from September 2025- April 2026, and to set new strategic directions for the Association for the rest of the year. The May 2026 - December 2026 Strategic Plan was informed by the Membership Survey launched between March 16 and April 16, current state of the organization, and immediate priorities of the organization. These goals were also aligned to the Mission and Values of the Association.

The Board agreed to five goals to drive the mission and work of the Association over the next six months. The goals will be evaluated in January 2027. The five strategic goals are as follows:

Strategic Goals

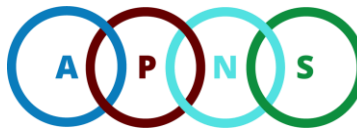
1. Cultivate a strong, vibrant membership community through meaningful engagement.
2. Earn recognition and endorsement from industry partners as a trusted and influential voice.
3. Increase the visibility of the Association with our member community and the public.
4. Amplify APNS' value proposition to members.
5. Raise \$80,000 through targeted fundraising.

Strategic Goals (May 2026 – December 2026)

The following are the five (5) strategic goals for the Association for the rest of the year 2026. These will guide the activities and work of the Association. The activities outlined under these strategic goals have target dates of December 2026.

Strategic Goal 1: Cultivate a strong, vibrant membership community through meaningful engagement

1. Establish at least one strategic community of practice with a target of monthly meetings.
2. Organize at least one in-person networking event for nurses.
 - a. Consider multiple cities to expand the reach for nurses.
 - b. Consider cost-recovery options/ conversion strategies for non-members.
3. Engage students from the four designations of the profession.
 - a. Consider creating a student hub on the website



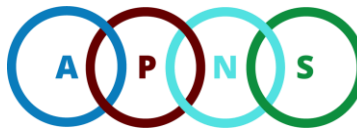
- b. Utilize an aggressive campaign to reach out to students. This will involve going to nursing programs at the educational institutions and doing presentations about the Association and utilizing social media campaigns.
4. Highlight members of the Association in feature stories. Stories will include achievements, successes, innovations, and any feel-good stories members want to share to encourage other nurses.
5. Consider the possibility of a virtual Annual General Meeting at the end of 2026.
 - a. Begin the legwork planning for this event.

Strategic Goal 2: Earn recognition and endorsement from industry partners as a trusted and influential voice

1. The Executive Director will continue to meet with industry partners regularly to provide updates and to consult with them. The identified partners include:
 - a. The Minister of Health, Honorable Jeremy Cockrill
 - b. The Chief Nursing Officer of Saskatchewan, Liliana Canadic
 - c. The Chief Nursing Officer of the Saskatchewan Health Authority and/or their representative, Gaylene Molnar
 - d. The Executive Director/ Chief Nursing Officers of the provincial nursing regulatory bodies (CRNS, CLPNS, and CRPNS)
 - e. The Executive Director/ Chief Nursing Officers of national and provincial nursing associations across the country
 - f. Presidents of our local provider unions and /or their representatives (SUN, CUPE local 5430, SGEU, and SEIU-West)
2. Seek opportunities to collaborate with stakeholders and industry partners to advance nursing professional practice in Saskatchewan.

Strategic Goal 3: Increase the Visibility of the Association with our Member Community and the Public

1. Create a targeted advertisement campaign using Facebook ads and google ads to gain more members.
2. Engage our partners to send out information about the Association to their members and audiences. Specific partners include:
 - a. Saskatchewan Health Authority
 - b. College of Registered Nurses of Saskatchewan
 - c. College of Licensed Practical Nurses of Saskatchewan



- d. College of Psychiatric Nurses of Saskatchewan
- e. Saskatchewan Cancer Agency
- 3. Continue to utilize the yearly calendar of events for social media posts to create recognition and engagement with members.
- 4. Expand our social media presence to LinkedIn.
- 5. Continue using social media and other communication tools such as newsletters, keep communication consistent with the public and our members.
- 6. The Communications Committee will put together an informational package about the Association that can be readily shared with partners.

Strategic Goal 4: Amplify APNS' value proposition to members

- 1. Organize at least one educational or informational webinar or workshop for members per month.
 - a. Partner with other organizations (e.g., Association of Registered Nurses of Manitoba) to deliver monthly webinars.
 - b. Give members the opportunity to get certificates of attendance for their participation in educational webinars.
- 2. Pursue valuable perks and discounts for members. Current perks include
 - a. Endless savings for retail shops
 - b. Co-operators home insurance discounts
 - c. Canadian Healthcare Education Network- discount on educational courses
 - d. APNS DAISY Nurse Leader in Advocacy Award

Strategic Goal 5: Raise \$80,000 through targeted fundraising.

- 1. Identify and create a list of all potential sponsors.
 - a. The list of sponsors will be reviewed and approved by the Board at an upcoming monthly board meeting.
 - b. Board members will identify sponsors that each of them will be responsible for.
- 2. The Communications Committee will draft the sponsorship package for approval of the Board (including perks of sponsorship and FAQs).
- 3. Launch the Fundraising Campaign.
 - a. The Board will identify the start of the fundraising campaign.
 - b. The President and Financial Committee will report on the progress of the campaign at every monthly board meeting.