



HSA

The Union of Healthcare Professionals

STRATEGIC PLAN

2026-2028

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Mission

HSAA unites and empowers health-care professionals through advocacy, engagement, and solidarity, so that Albertans know and appreciate their value.

Core Values

- Unity: We stand together in solidarity and collective strength to protect and advance workers' rights.
- Respect: We treat everyone with dignity, fairness, and professionalism.
- Inclusivity: We foster an inclusive environment where everyone is welcomed, valued, and heard.
- Integrity: We build trust through honesty, accountability, transparency, and open dialogue.

Vision

HSAA and our members are united, valued, and respected, with a powerful voice. We advocate for publicly funded, universal health care. HSAA is a strong union whose efforts improve the lives of our members and the communities in which they work.



Desired Future

Members

HSAA members feel valued, supported, and proud to be part of their union. They have safe workplaces, fair compensation, and strong mental and physical well-being. The union is a powerful voice for members—one that understands their needs, represents them effectively, and provides the tools and opportunities they need to engage locally. Members are active and connected, seeing themselves reflected in the strength and success of HSAA.

Government

HSAA is recognized at all levels of government as a respected, solutions-oriented partner in shaping policy that supports both workers and the health system. Decision-makers regularly seek HSAA's insights and collaboration to strengthen Alberta's workforce and the care Albertans receive.

Employers

Employers value and respect HSAA members as skilled professionals and essential partners in delivering quality care. They work collaboratively with the union to ensure safe, supportive, and sustainable workplaces. Together, HSAA and employers create environments where workers thrive and patients benefit.

Patients and all Albertans

Albertans know who HSAA members are and appreciate their vital role in health care. The public understands that HSAA represents a diverse community of professionals—each contributing to the strength and quality of Alberta's health system. HSAA is recognized as a trusted advocate for the professionals Albertans rely on, fostering pride in their contributions and greater public appreciation of their essential role in health care.

GOALS, OBJECTIVES & STRATEGIES

Goal A – Members

Goal: Members are safe, valued, and respected health-care professionals in their union, workplace, and community.

Objectives

1. Increase members' awareness of their rights and resources available to them.
2. Increase members' involvement in decisions that directly affect them.
3. Strengthen HSAA's understanding of members' priorities and needs.
4. Improve HSAA's accountability and transparency to members.
5. Increase members' sense of belonging, inclusion, and value within their union.
6. Increase members' understanding and appreciation of their respective roles in the health-care system.

Strategies

1. Implement improved steward program.
2. Report on union's strategic plan to members at least annually.
3. Develop an engagement plan that raises members' awareness of their rights and available resources.
4. Improve access to key union documents and resources for all members.
5. Define and promote standards for safe workloads and staffing levels.
6. Implement high impact tactics from the engagement, local unit, women in leadership, and education frameworks, measure and report the impact and results.
7. Increase engagement opportunities for board members, including President and Vice-President, with members and local unit leadership outlined in annual engagement plan.
8. Maintain and enhance processes for members to report unresolved safety issues.



Goal B – Government

Goal: HSAA builds relationships with all levels of government to advance members' priorities while valuing our diverse political perspectives.

Objectives

1. Establish collaborative relationships with decision-makers at all levels of government.
2. Increase political leaders' understanding of HSAA members and our shared goals.
3. Build members engagement on political issues that impact them.
4. Increase members' awareness of our collective goals across diverse political perspectives.
5. Increase advocacy for access to affordable education programs for healthcare professionals.
6. Reduce the impact of privatization on members.

Strategies

1. Build Organizing capability within HSAA and target organizing private health care workers.
2. Develop a government relations strategy to advance members' priorities.
3. Create opportunities for meaningful dialogue between HSAA members and political leaders.
4. Develop language used in all communication and engagement and education activities to be inclusive and supportive of members across the political spectrum.
5. Gather evidence on private and public health care services, clarify HSAA's position based on the evidence and use in advocacy efforts.
6. Gather evidence on education programs for healthcare professionals, human health resource data, and prepare proposals for improvements targeted at government and other partners.
7. Create opportunities for member participation in political processes and events.

GOALS, OBJECTIVES & STRATEGIES

Goal C – Employers

Goal: HSAA will improve our members' well-being by strengthening relationships with employers to foster safe, supportive, and sustainable workplaces.

Objectives

1. Increase retention and recruitment of health-care professionals.
2. Improve the collection and use of reliable data on members' workplace conditions and challenges.
3. Increase employers' knowledge of and compliance with our Collective Agreements.
4. Increase members' satisfaction in their workplaces.
5. Strengthen communication and collaboration with employers.
6. Reduce workplace-related psychological and physical injuries among members.

Strategies

1. Negotiate collective agreements that have improvements in workplace rights, wages, benefits and/or pensions. Critical
2. Define and promote standards for safe workloads and staffing levels.
3. Design an approach to strengthen collaboration with employers through joint working groups that use evidence-based data to implement workplace improvements.
4. Identify barriers and improvements in rural staffing funding programs to reduce vacancies and support workforce sustainability.
5. Develop member feedback tools to capture members' workplace concerns and translate them into common themes and priorities.
6. Assess and improve member data collection and analytic capabilities to support collection and sharing of data on members' workplace conditions and challenges.

Goal D – Patients and all Albertans

Goal: HSAA will raise public awareness of who our members are, the value of the care they provide, and their integral role in the health-care system.

Objectives

1. Expand HSAA's presence across traditional and digital media platforms.
2. Increase public understanding of the valuable roles and contributions of HSAA members in health care.
3. Strengthen public support for HSAA and our members.
4. Increase opportunities for public connection with members and the HSAA brand.

Strategies

1. Develop and deploy a variety of awareness tactics including social media targeted at general public and measure effectiveness.
2. Engage with members directly in public awareness campaigns.
3. Develop a plan within the engagement plan, to improve HSAA's presence in communities and public spaces to build meaningful connections with Albertans.



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