United Nurses Associations of California/ Union of Health Care Professionals

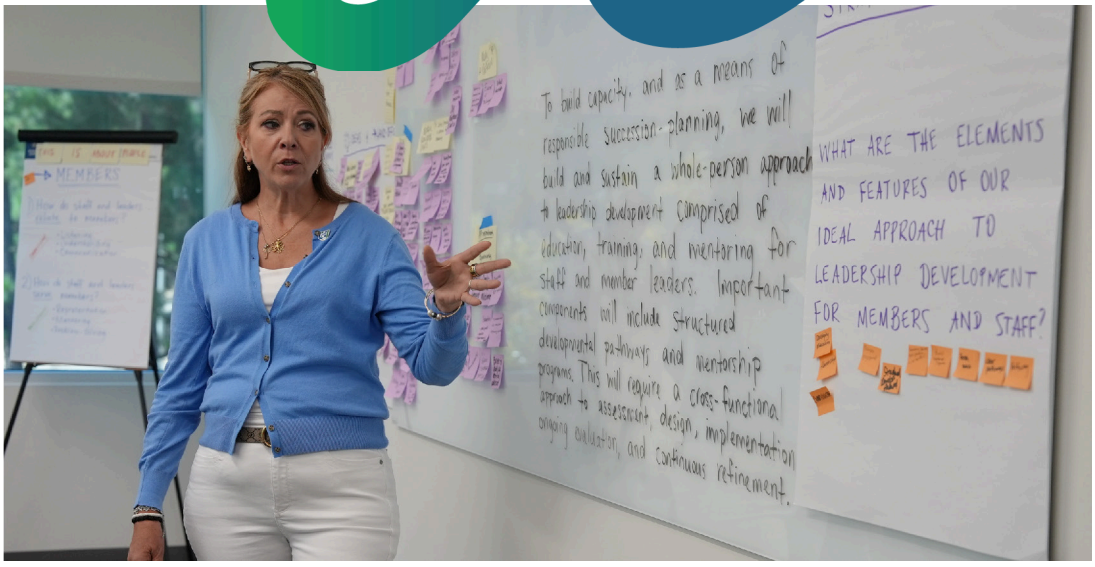
Strategic Plan

UNAC/UHCP must act decisively and strategically to implement long-term, sustainable solutions that prioritize the health, safety, and well-being of its members and the patients they serve.

— Resolution 07 passed, 41st Biennial Convention, October 2024







unacuhcp.org/strategicplan

One Union. One Plan.

Built by UNAC/UHCP members and staff, this plan meets today's needs while building the long-term capacity to carry our work into the future.

Our delegates passed a resolution in 2024, seeking action on our future. The Strategic Planning Committee—volunteers so generous with their time—spent months listening to staff, members, and member-leaders across every affiliate and chapter.

The committee, working with experienced facilitators, turned what they heard into a shared plan.

We are grateful for that work. We look forward to our Board of Directors guiding this plan into action.

This plan was not written to sit on a shelf. This plan will guide how we lead, how we support the people doing the work, and how we empower our members, because everything this union does begins and ends with people.

—UNAC/UHCP Executive Team
October 2026

Guiding belief of our UNAC/UHCP Strategic Planning work

When we elevate the people and place them at the center of our work, this union can achieve anything its members ask of it.

Our Constitution

Mission. Values. Objectives.

Our Mission

To empower healthcare professionals and healthcare employees to be advocates for UNAC/UHCP members and patients: to create a high-quality work environment; to provide economic and professional advancement; and to improve the quality of healthcare.

Our Values

We are healthcare professionals supporting one another through transparent, accessible, democratic governance; advocacy for quality care; and the empowerment of our members.

Our Objectives

- Grow UNAC/UHCP and organize healthcare professionals and employees into relationships of mutual assistance and cooperation.
- Assist members through professional negotiations, political action, legislative representation, legal counsel, public affairs, and educational and economic benefit programs.
- Raise the standards of the profession by securing best practices, safe standards, and the conditions essential to the highest-quality professional service.

The Strategic Plan goes beyond a restatement of our purpose: Our mission, values and objectives are built into our Constitution. This plan is about building the capacity and framework to deliver on our purpose, for the long run.

OUR FOUNDATION

The Powerful Legacy of 40 Nurses

In 1972, forty registered nurses decided they had waited long enough. They organized. They refused to be ignored. They stood up to protect their patients, their profession, and one another.

Today, UNAC/UHCP is tens of thousands strong. More members. More locations. More classifications and professions than at any point in our history.

Why now? Every member today inherits what our founding team built, including a responsibility to carry their vision forward. As our union grows and advances, much of what we need calls for intentional systems, capacity, and planning.

Strategic planning is how we make sure the values that our founders fought for keep growing stronger for our members, our professions, and our communities.





This is our framework

The Strategic Plan establishes UNAC/UHCP's framework—our purpose and the four pillars—for our increased growth and development. This is a pre-implementation foundation defining priorities and direction that will become an action plan with specific tactics and timelines.

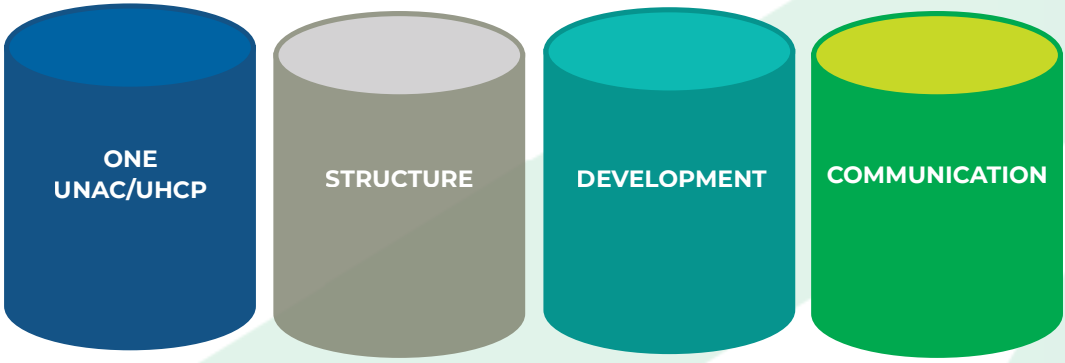
THE PLAN

Four Pillars. One Direction.

The ambition. The growth. The pride. The hope.

Everything we have seen and heard sorted itself into four themes. We shaped our strategic plan to match these themes: who we are to one another, how we are organized, how we grow our leaders, and how we talk to one another.

Each pillar carries the **vision** that defines the destination and the **goal** that reflects the commitment we make to get there.



PILLAR 1

One UNAC/UHCP

VISION

When I see UNAC/UHCP, I see me.

We are tens of thousands of healthcare professionals coming together as **One UNAC/UHCP** to advocate for fair contracts, worker protection, and continuously improving patient outcomes.



GOAL

We will provide collaborative opportunities for members, staff, and leaders to drive creative approaches to ensure every individual voice is heard—and to amplify our collective voice.



PILLAR 2

Structure

VISION

An organizational structure that is transparent, accountable, member-centered, and adaptable to growth.



GOAL

We will clearly define roles, responsibilities, and reporting relationships; ensure equitable allocation of resources; and provide the systems, tools, and leadership development necessary to effectively represent members, organize new workers, and advance the collective mission of UNAC/UHCP.





PILLAR 3

Development

VISION

A whole-person approach to leadership development to enable the next generation of effective union leaders and benefit the entire membership.



GOAL



We will build and sustain an effective leadership development program comprised of education, training, experiences, and mentoring for members, staff, and leaders to build capacity and engage in responsible succession planning.

The program will emphasize structured developmental pathways and mentorship, and it will draw inspiration and support from our whole union with a cross-functional approach to assessment, design, implementation, evaluation, and continuous refinement.

PILLAR 4

Communication

VISION

A culture of effective, mutually supportive communication for our whole union, built on inclusivity, active listening, and increased engagement to promote One UNAC/UHCP.



GOAL

We will develop and utilize a communication infrastructure built upon the core values of collaboration, consistency, and the adoption of effective new communication technologies.
Our platforms and approaches will be effective, accessible, and readily usable by members, staff, and leaders across affiliates, chapters, and headquarters.




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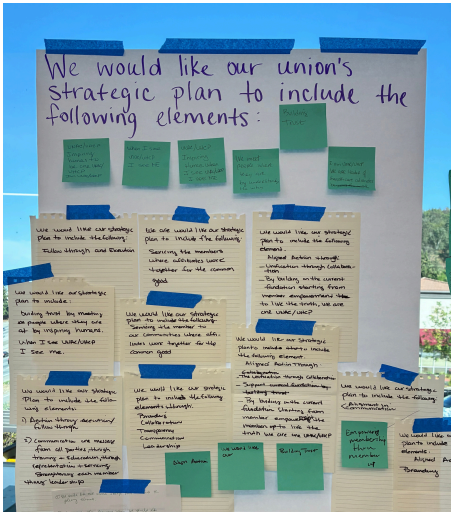
BUILT BY UNAC/UHCP

Strategic Planning in Motion

This plan was built collaboratively. Assessment interviews. Small-group conversations.

Days of facilitated workshops with members, member-leaders, and staff from every corner of UNAC/UHCP.

The results carry, almost word for word, from first flip chart to final plan.





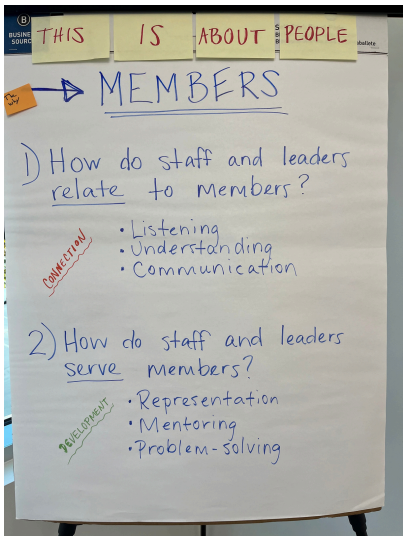


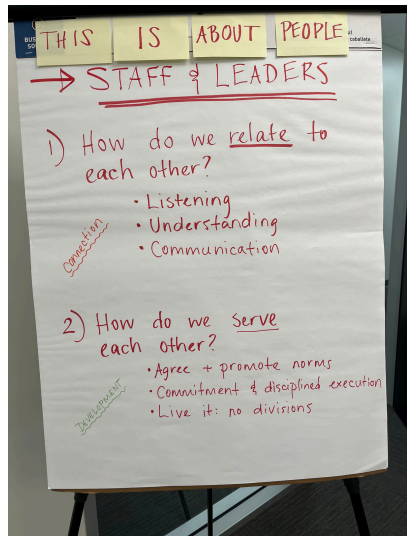
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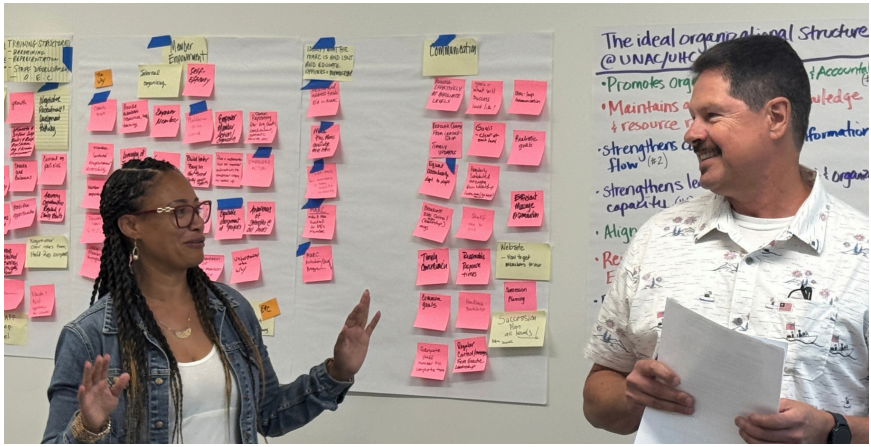
A People-Centered Approach

Every pillar in the strategic plan is about people.

The Strategic Planning Committee asked how staff and leaders in our union connect with and serve members. The group also asked how these leaders, including member-leaders, and staff connect with and serve one another. Here's what they discovered:







WHAT HAPPENS NEXT

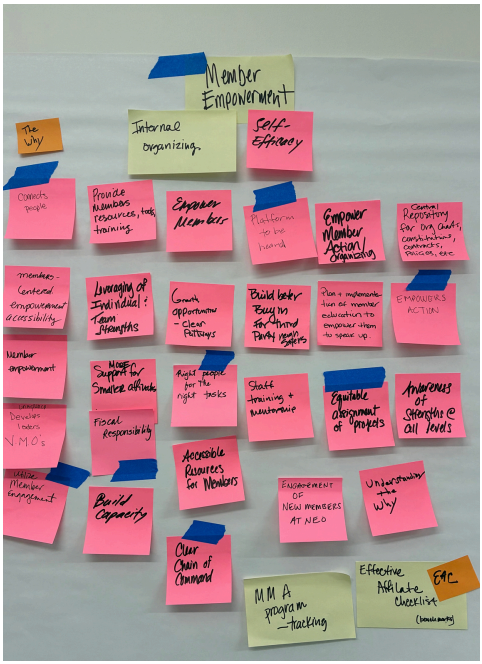
From Adoption to Execution

This plan is just the beginning of a new phase of strategic planning at UNAC/UHCP.

Four pillars that anchor the work of dozens of affiliates and chapters and scores of job classifications.

Building and sustaining this new capacity will take all of us, and every member has an opportunity to engage.

As our union and healthcare industry continue to change, this plan will be reviewed and renewed so that it remains a living guide to who we are and where we are heading.





UNAC/UHCP
United Nurses Associations of California
Union of Health Care Professionals

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UNAC/UHCP, *founded in 1972, represents 42,000 registered nurses and healthcare professionals employed in the public and private sector throughout California and Hawaii.*