



University
of Victoria

Nursing



School of Nursing

Strategic Plan 2023–2027

Connect. Inspire. Lead.

Developed March 2023

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Territory Acknowledgement

Unceded lək'wəŋən & WSÁNEĆ Territories

We acknowledge and respect the lək'wəŋən peoples on whose traditional territory the university stands and the Songhees, Esquimalt and WSÁNEĆ peoples whose historical relationships with the land continue to this day.

A Message from the Director



Times are complicated and a response to the demand for creativity and political action in nursing is needed more than ever.

As the Director of the School of Nursing at the University of Victoria, I am pleased to share our strategic plan for 2023-2027. This plan was developed amidst a global pandemic and an ongoing drug poisoning crisis, which further amplified existing social inequities and exacerbated the mass exodus of nurses from the profession. We have seen rapid change within our School and are focused on sustaining and rebuilding a workforce of nurse educators and researchers.

Our plan reflects our commitment to administrative staff, faculty, and students' resilience and to finding joy in our work in an increasingly complex reality. We are recognized for our transformative community engaged scholarship and research, as well as our focus on diversity, belonging, and inclusion.

The focus of our strategic plan is to advance our leadership in health equity and strengthen our ability to create services, systems, and policies in nursing and healthcare that will address racism and structural marginalization, advance critical social justice, foster culturally safe and competent care, and create a workforce that is prepared to work together with those most impacted to address issues of inequities.

Warmly,

Vera Caine, PhD (she/her)

Professor and Director - School of Nursing
Faculty of Human and Social Development

About Us

UVic Nursing is a highly respected school where remarkable nurses are educated who make a difference in their communities.

We are committed to knowledge generation and advancement of nursing practice to promote health equity and social change.

We uphold an inclusive environment wherein diversity in beliefs and practices—as well as individual uniqueness—is lived, celebrated, and respected.

Uniquely situated in the Faculty of Human and Social Development, the School of Nursing provides opportunity to pursue scholarly links with the university through:

- Institute on Aging and Lifelong Health
- Centre for Youth and Society
- Centre for Studies in Religion and Society (CSRS)
- The Canadian Institute for Substance Use Research (CISUR)

Our Unique Strengths and Contributions



Research Profile and Partnerships

UVIC Nursing is one of the most research-intensive schools in British Columbia.

We are linked with research centres at the University of British Columbia with strong research and practice linkages across all BC Health Authorities, and the BC Ministry of Health.

\$1M+ in research funding dollars in Nursing and Centres.



Teaching and Research

We are committed to excellence in accessible, innovative and research inspired undergraduate and graduate nursing education, research initiatives, and professional practice.

18 Staff **39** Faculty Members **40+** Sessional Lecturers

#9 Research Reputation among 20 Canadian universities (Maclean's 2023)



Academic Profile

Students, staff, faculty, and alumni contribute their local and global perspectives to solve pressing health challenges of our time:

630 Students; 70% Undergraduate and 30% Graduate students.

The School is **accredited** by the Canadian Association of Schools of Nursing and approved by the British Columbia College of Nurses and Midwives



UVic's Impact and Rankings

#1 Canadian comprehensive universities, a distinction shared with SFU (Maclean's 2022)

#1 University in North America for international research collaboration (Leiden University rankings)

\$3.7B UVic annual economic impact

Our Unique Strengths and Contributions

UVIC Nursing has a **LONG HISTORY OF PROVIDING AN ACCESSIBLE ONLINE** master's and PhD in nursing.

We are home to a CIHR funded **INDIGENOUS HEALTH RESEARCH CHAIR** in Nursing.

We are home to a **TIER 1 CANADA RESEARCH CHAIR** on Palliative Approaches to Care in Aging and Community Health.

We are **LEADERS IN RESEARCH AND PRACTICE COLLABORATION** with community and post-secondary organizations across BC and the Northwest Territories (NWT) to promote health equity and reduce health inequities.

Nursing houses the Centre for Evidence-Informed Nursing and Healthcare (CEiNHC) which includes the **ONLY JBI CENTRE OF EXCELLENCE IN WESTERN CANADA.**

Our Strategy Co-creation Journey

START

NOVEMBER 2022

Initiated the planning for the strategic planning process.

Conducted data and document reviews to understand the strengths, opportunities, and current and future trends impacting the School of Nursing's operating environment.

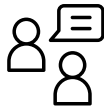


JANUARY 2023

Conducted one-on-one **discovery interviews with select community partners.**

Consulted with students, staff, and faculty through the strategy engagement survey to understand the needs of the Nursing community and identify potential priorities for the next 5 years.

Held engagements internally through several **meetings with the Faculty Council, undergraduate, and graduate students** to understand key challenges facing the school and opportunities for growth and improvement.



FEBRUARY 2023

Completed the Key Insights Report to share what we heard from the UVic Nursing community. The report highlighted our key strengths, challenges, and recommendations for our future direction.

Shared progress updates and dialogue with staff and faculty through Faculty Council meetings and team alignment/preparation sessions with the Strategy Working Group. The group comprised of representatives of Nursing students, staff, faculty, and community partners.



MARCH 2023

Facilitated two Strategy co-creation sessions with the Working Group to develop the draft mission, vision, values, strategic priorities, and goals.

Initiated planning for the team-level cascade (implementation) planning process.



WE ARE HERE

NEXT STEPS – BEYOND MARCH 2023

The School of Nursing Faculty Council will meet to review and vote on the draft strategic plan.

Develop team-level implementation plans including initiatives and success measures.



This strategy co-creation process was co-designed and facilitated by Impact Plus Consulting, an award-winning strategy and engagement consulting firm that was co-founded by a HSD alum. (www.impactplusconsulting.ca)

Building the School of Nursing Together

OUR MISSION

UVic Nursing prepares nurses to lead, disrupt, and engage for healthy and equitable communities.

OUR VISION

UVic Nursing, together with our partners, will be a bold, vibrant and dynamic school.

OUR VALUES

Integrity

Social Justice

Professionalism

Inquiry

Respect

Excellence

Diversity

OUR STRATEGIC PRIORITIES

Transform Learning
and Teaching
Experiences

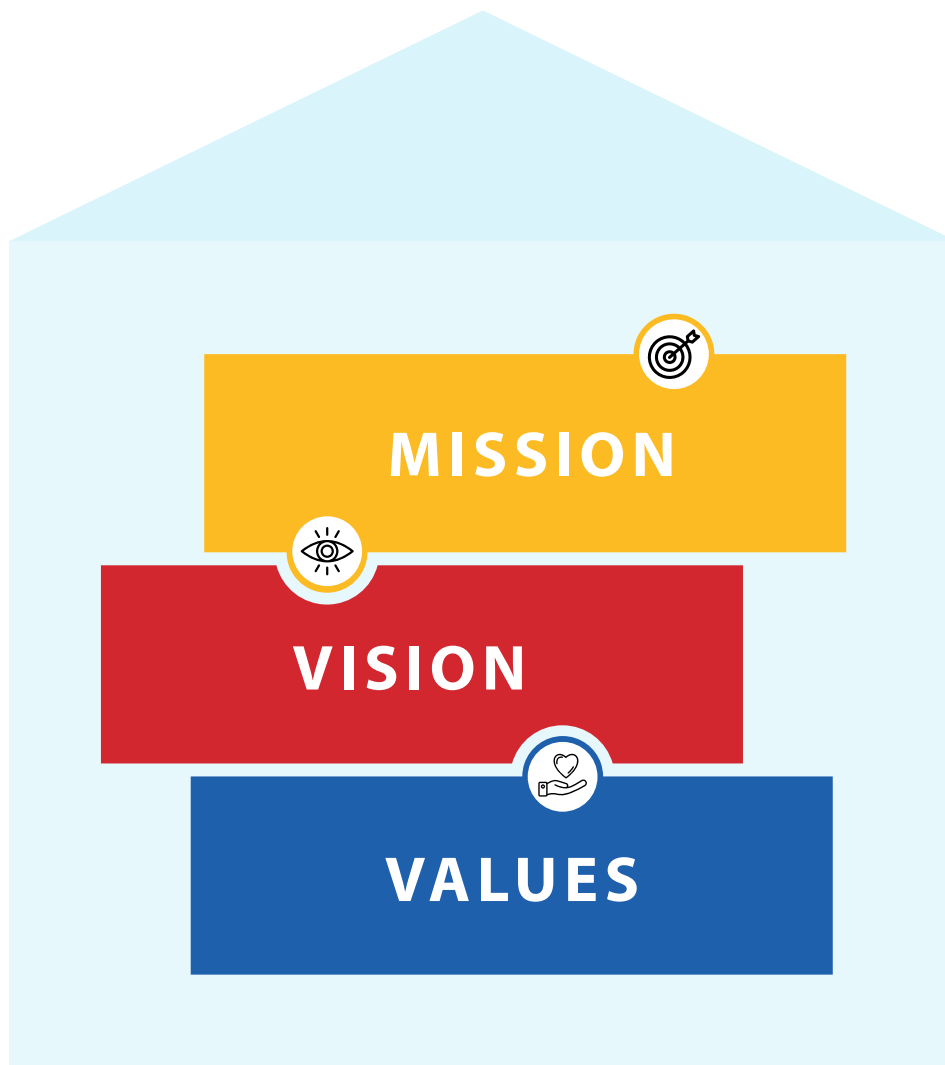
Amplify Research
& Scholarship
Excellence and Profile

Advance EDI, Decolonization,
Indigenization, and
Accessibility

Enhance our
Digital and Physical
Infrastructure

Foster a Healthy and
Inclusive Culture

Raise our Visibility
and Impact Locally
and Globally



Our Mission

UVic Nursing prepares nurses to lead, disrupt, and engage for healthy and equitable communities.

Our Vision

UVic Nursing, together with our partners, will be a bold, vibrant and dynamic school.

Our Values

Integrity – We are guided by honesty, trust and responsive action.

Social Justice – We are committed to education and action to foster equity.

Professionalism – We promote competency, accountability, responsibility, and collaboration.

Inquiry – We encourage curiosity, mindfulness, discernment, and thoughtful reflection.

Respect – We esteem relationship and consensus building.

Excellence – We lead and innovate in education, scholarship, and practice.

Diversity – We strive for inclusivity and reflecting acceptance of diverse beliefs, practices, and approaches.

PRIORITY

Transform Learning and Teaching Experiences



Goals

- Rethink current undergraduate and graduate program offerings and implement new programs.
- Improve accessibility to address student diversity in learning.
- Sustain and build quality experiential learning and practice opportunities, including learning pathways.
- Develop formal mentorship opportunities and resources for faculty, staff, and undergraduate nursing students at UVic and partner college, and graduate students, so students can thrive.

PRIORITY

Amplify Research & Scholarship Excellence and Profile



Goals

- Lead research and scholarship in nursing and health care.
- Advance knowledge mobilization activities with communities we serve, across partnership sites, and beyond to achieve better health and health care.
- Pursue sustainable research and scholarship funding opportunities.
- Profile and support faculty and student research and scholarship.

PRIORITY

Advance EDI, Decolonization, Indigenization, and Accessibility



Goals

- Attract, support, and retain talented students, faculty, and staff who reflect the diverse communities we serve.
- Provide an environment that addresses barriers to inclusion and success for groups that have historically been marginalized.
- Create environments that foster engagement with local Indigenous communities.
- Provide equitable learning and working conditions.

PRIORITY

Enhance our Digital and Physical Infrastructure



Goals

- Engage in simulation and practice opportunities that reflect the current and future dynamics of healthcare.
- Reimagine the use of physical spaces and equipment to facilitate and support the transition to digital infrastructure and adopt emerging technology trends.
- Rethink access, use, support, and training with technology and communication platforms to enhance the digital experience across the school.

PRIORITY

Foster a Healthy and Inclusive Culture



Goals

- Create safer and more welcoming spaces and opportunities for the School of Nursing community to connect, thrive, and belong.
- Invest in and support the professional development and career advancement of staff, faculty, and sessional educators.
- Celebrate the excellence and diversity of contributions of the School of Nursing community.

PRIORITY

Raise our Visibility and Impact Locally and Globally



Goals

- Sustain and foster meaningful, respectful partnerships with Indigenous communities, UVic departments, government, organizations, and networks in the healthcare ecosystem to advance the nursing profession.
- Pursue excellence by optimizing existing resources through careful planning, expanding partnerships, and meaningful philanthropic engagement.
- Expand an intentional and impactful social media presence.

Next Steps

Implementation and Review Process



WE ARE HERE

NEXT STEPS

- Through a collaborative 3-month engagement process, we engaged the **School of Nursing students, staff, faculty, and community partners** to identify priority areas and suggested initiatives to help envision how we might thrive over the next five years.
- To move this work forward, **our implementation and review process provides flexibility for teams** to develop implementation plans and success measures that align with the priorities. We will collaborate across the School to amplify our impact.
- As we implement the plan, **we will listen to and work with our partners** to respond to emerging needs within communities. Let's build together.

Develop Implementation Plans

- Develop and refine initiatives with a high-level strategy review and monitoring process during the School-wide offsite session.
- Determine baselines for success measures and develop targets.
- Develop team-level implementation plans.

Launch/ Communicate the Plan

Develop and implement an integrated communications plan to share the approved strategic plan across and beyond the School of Nursing.

ONGOING

Monitor and Review Progress

Continue to communicate, implement, evaluate and adapt the plan.

Approve the Plan

- Faculty Council will review the strategic plan.

APRIL –
MAY 2023

JUNE 2023

JUNE –
JULY 2023



**University
of Victoria**

Nursing

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