



INSPIRE

UHN Nursing Strategy | 2023-2028
DESIGNING OUR FUTURE




UHN Toronto General
 Toronto Western
 Princess Margaret
 Toronto Rehab
 Michener Institute





A MESSAGE FROM PAM AND KEVIN

Nurses are at the heart of all we do at UHN. We need their specialized skillsets now more than ever as we recover from the COVID-19 pandemic amid a growing global shortage of health-care providers.

And so, UHN is designing a future that nurses want to be part of.

Our Nursing Strategy – co-created with a diverse group of nurses across our organization – recognizes that nurses' innovation, leadership, and professional expertise across collaborative roles and teams are critical to the unfolding future of health care.

The health care system today is experiencing complex challenges, including high provider burnout and turnover. As the largest academic health sciences centre in Canada, UHN is well-positioned to address some of these challenges head-on.

We must reimagine and reset.

We will strive for UHN to become a beacon for all nurses who want a dynamic, meaningful career. We envision a healthy and healing workplace that inspires hope and meaning. A place for nurses to be leaders who use evidence-informed practices with creativity and innovation, advance new practices with emerging information and technologies, and continuously improve and generate new knowledge through scholarship. A place where we are in full partnership with patients and where we seek to partner broadly and boldly with key leaders to shape the future of health care.

We invite you to help us realize our Nursing Strategy. Together, we can enable nurses to push boundaries and be champions of change, be exceptional nursing leaders who develop the next generation of health-care providers, and thrive in healthy, dynamic and diverse teams.



Pam Hubley

VP Health Disciplines & Chief Nursing Executive



Dr. Kevin Smith

President & CEO



CARE

#UHN Nursing

VISION AND MISSION

Our Vision

To be global leaders in the professional practice of nursing through exceptional care, education, research and innovation, putting patients first and ensuring excellence in all that we do.

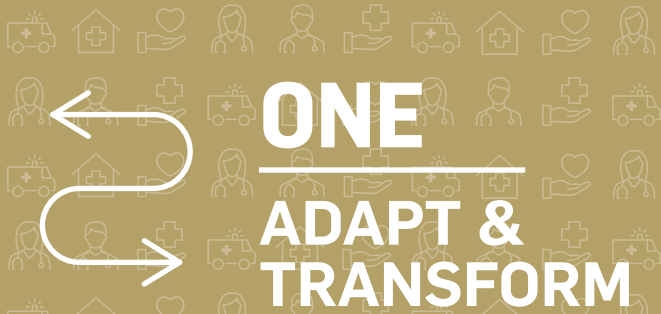
Our Mission

We will celebrate and honour diversity, cultivate healthy work environments, and be leaders who make a difference in the lives of others. We will be exceptional professionals, trailblazers and collaborators who act with knowledge, compassion, cultural humility and respect.



STRATEGIC DIRECTIONS

In collaboration with nurses who hold a wide range of roles across all of our sites, we have defined the four strategic priorities which are fundamental to the future of Nursing at UHN. Each of these priorities articulates a roadmap for specific actions and initiatives that we will cultivate, implement and advance together to strengthen and elevate Nursing at UHN.



ONE

ADAPT & TRANSFORM

Be agile and adapt to the changing needs of patients and their communities, teams and the health system.



TWO

DEVELOP & GROW

Invest and support in nurses to meet the needs of a multigenerational and diverse workforce while developing career pathways and career laddering.





THREE

ADVANCE & CELEBRATE

Recognize, celebrate and acknowledge nurses and their contributions. Build competence and confidence in our nurses and develop exceptional nursing leaders,



FOUR

INNOVATE & LEAD

Innovate the nursing profession and cultivate a spirit of curiosity. Advance innovative nurse-led initiatives and leverage technology to improve performance and deliver excellence in care.



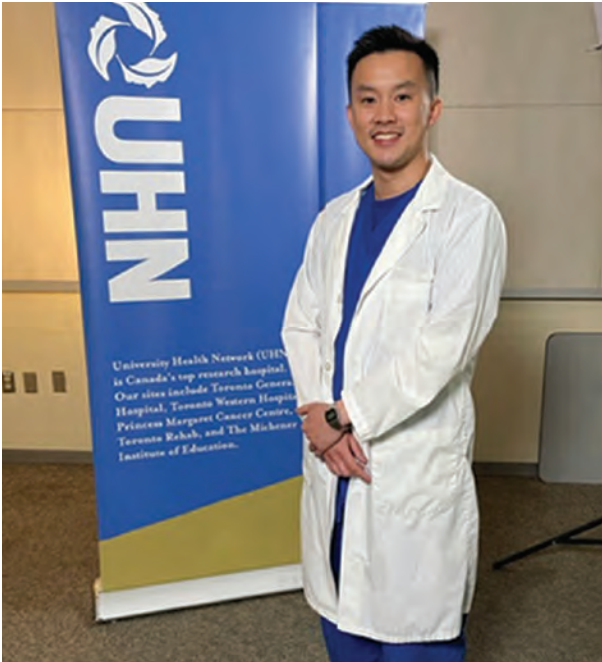


ADAPT

ADAPT & TRANSFORM

We will be agile and adapt to the changing needs of patients and their communities, teams and the health system by:

- 1. Improving the health and well-being of nurses and work environments
- 2. Remaining committed to person-centred care, uncovering and meeting the changing needs of our patients, appreciating their strengths and supporting their health journey
- 3. Using data and resources wisely to deliver high quality, safe and impactful care to improve patient outcomes
- 4. Anticipating system level pressures, influences and opportunities





GROW

DEVELOP & GROW

We will invest in nurses by:



- 1. Redesigning work experiences to meet the needs of a multigenerational and diverse workforce
- 2. Embracing learners and developing the next generation of nurses (students, internationally educated nurses, clinical externs)
- 3. Supporting novice nurses to thrive as they transition into practice environments and nursing at UHN through mentorship and positive work environments
- 4. Supporting all nurses to thrive in their careers, developing career pathways and intentional clinical and career laddering





ADVANCE

ADVANCE & CELEBRATE

We will support nurses to reach their full potential by:

1. Recognizing, celebrating and acknowledging nurses and nursing contributions
2. Engaging nurses in shared governance approaches that cultivate professional accountability and leadership at the point of care
3. Enabling professional practice environments that are generative and fulfilling to support nurses to use their full knowledge and skills
4. Building competence and confidence in nurses through innovative learning programs and creative knowledge sharing approaches
5. Developing exceptional nursing leaders





INNOVATE

INNOVATE & LEAD

We will innovate within the profession of nursing and cultivate a spirit of curiosity by:

- 1. Leading and participating in quality improvement, research and scholarship
- 2. Advancing innovative nurse-led initiatives that transform care delivery systems, teams and patient outcomes
- 3. Leveraging innovative technology to improve performance and deliver excellence in care
- 4. Generating and applying new knowledge through the creation of roles that enable scholarship





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