



NOUS
SOMMES LE



MSM

WE ARE
THE

CHUM

**NURSING
DIRECTORATE**



EVOLUTION NURSING

STRATEGIC PLAN
2025-2028

**Alain BIRON**

Director
of Nursing

**Dr Lucie OPATRY**

President and
Executive Director

MESSAGE FROM THE DIRECTOR OF NURSING

We are excited to introduce the Nursing Strategic Plan 2025-2028, aligning with the MUHC mission. This plan, the result of our collective wisdom, will guide our actions towards the goals we have set for the next three years.

As nurses, we play a pivotal role in providing the highest standards of care, driving innovation, and transforming practices. We prioritize patient and family care, collaborate across departments, and lead initiatives to transform the way we provide quality care. I am proud of these initiatives led by our profession, highlighting our expertise and the significant impact we have on patients and families. I look forward to our continued advancement and future successes. Every nurse plays a crucial role in achieving our strategic goals.

Together, let's inspire and transform care.

MESSAGE FROM THE PRESIDENT AND EXECUTIVE DIRECTOR

We are delighted to present the Nursing directorate's 2025-2028 Strategic Plan, which aligns with our mission as a bilingual quaternary academic health centre assuring care across the lifespan, as well as research and education. The Nursing directorate is a pillar of our organization. Thanks to the depth and breadth of our nurses' expertise, we continue to innovate and transform practices.

As President and Executive Director of the MUHC, I am in fact committed to ensuring that we constantly strive for and deliver excellence in people-centred care through clear direction.

Together, let us continue to imagine, inspire and drive the future of health care.



MISSION

MISSION OF NURSING DIRECTORATE ALIGNED WITH MUHC MISSION AND VALUES

RESEARCH We develop our health knowledge based on clinical, fundamental and outcome research to transform our clinical, educational, and administrative policies and practices within and outside our Directorate.

TEACHING We provide exceptional learning and professional development opportunities to develop new nursing leaders in society and the rapidly evolving health care sector.

THE CARE We provide compassionate, exemplary, inclusive, and culturally safe care to our patients through a strengths-based nursing approach.

EVALUATION We evaluate technologies, processes, and practices with our partners to adapt and transform nursing care, enabling fair and transparent decision-making from both a clinical perspective and in terms of resource allocation.





VISION

TOGETHER

To **RE-DEFINE**
nursing quality standards

To **DRIVE**
research and innovation

To **TRANSFORM**
nursing practices for patients
and their families

**TOGETHER,
LET'S SHINE!**



VALUES

EXCELLENCE



COLLABORATION

PATIENT-
AND FAMILY-
CENTERED CARE



COMPASSION



STRATEGIC ORIENTATIONS AND OBJECTIVES

1

EXCELLENCE THROUGH COLLABORATION

- Cultivating our strengths to care for tomorrow
- Collaborating to succeed together
- Showcasing our profession and expertise

2

AT THE HEART OF CARE

- Adapting healthcare to the needs of our society
- Informing and transforming nursing with data

3

A BRIDGE TO TOMORROW

- Evolving practices with innovative technologies
- Embracing the opportunity for change with confidence and deliver projects with impact
- Simplifying for better action
- Building collectively a sustainable environment





1 **ORIENTATION** EXCELLENCE THROUGH COLLABORATION

STRATEGIC PRIORITIES

OBJECTIVES

Cultivating our strengths to care for tomorrow

- Promote the autonomy and flexibility of nurses in their work schedules, practice and career development
- Provide nurses with support, skills development and professional development throughout their careers
- Ensure access to prevention and support resources for the physical and mental health of nurses
- Provide nursing leaders with opportunities to learn and thrive in their management role

Collaborating to succeed together

- Update our model of care to better meet the needs of caregivers and patients
- Relying on intradisciplinarity and interdisciplinarity in our clinical environments

Showcasing our profession and expertise

- Increase recognition of nurses, instill pride, and celebrate successes, both internally and externally
- Raise the profile of our achievements nationally and internationally
- Position nursing expertise in the media



2 **ORIENTATION** AT THE HEART OF CARE

OBJECTIVES

Adapting healthcare to the needs of our society

- Develop our expertise in ultra-specialized care and with vulnerable populations in response to current social issues
- Prepare our nursing teams to respond to various emergencies
- Foster opportunities to share and mobilize expertise of our nursing teams with vulnerable populations or in remote areas
- Capitalize on the full potential of our team and bringing together the strengths of our advanced practice nurses to build patient and family-centered care pathways and foster access to care for the population
- Provide support and care to patients and their families from their home to their return to home to encourage their contribution and autonomy
- Increase partnerships with other departments and new players to plan for the care of tomorrow from both a clinical and research perspective

Informing and transforming nursing with data

- Collaborate to provide quick and easy access to data on nursing practice
- Develop partnerships with the organization and academia for advanced data analysis
- Ensure continuous monitoring and transformation of nursing practices, based on evidence and analysis of our data

STRATEGIC PRIORITIES



3 **ORIENTATION** A BRIDGE TO TOMORROW

STRATEGIC PRIORITIES

OBJECTIVES

Evolving practices with innovative technologies

- Making the digital shift by integrating technology and artificial intelligence into care and training
- Create an innovation hub with academic, international and private partners to modulate clinical care and advanced nursing practice
- Contribute to the design of efficient and safe clinical environments

Embracing the opportunity for change with confidence and deliver projects with impact

- Train and support the nursing leadership team in project management
- Deploy resources to strengthen change management with frontline staff

Simplifying for better action

- Simplify, eliminate inefficiencies, and automate processes with technology

Building collectively a sustainable environment

- Implement equitable, sustainable and inclusive nursing clinical and leadership practices



THANKS

TO OUR NURSING TEAMS

We would like to express our heartfelt gratitude to all those who contributed to this initiative and helped shape an inclusive strategic plan. Your commitment and dedication embody the values of our organization and are essential to the success of this project, which serves the health and well-being of all.





THANKS



We would like to extend our sincere thanks to our partners, whose commitment and collaboration were key to the success of this initiative.

Associate President and Executive Director
Clinical Transformation
Council of Nurses
Education and Simulation Directorate
Financial Resources Directorate
Human Resources Directorate
Information Resources and Digital Transformation Directorate
Innovation, Performance and Quality Directorate
Ingram School of Nursing - McGill University
La Fédération interprofessionnelle de la santé du Québec (FIQ)
McGill University Health Centre Foundation
Medical and Professional Services Directorate
Montreal General Hospital Foundation
MUHC's Patient Partners
Multidisciplinary Services Directorate
Surgeon-in-Chief of the MUHC Surgical Mission
Physician-in-Chief of the MUHC Medical Mission

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