



Strategic Plan 2022-2027
Ingram School of Nursing, McGill University

About Us

Established in 1920, the McGill School of Nursing was born during a once-in-a-century pandemic. Exactly 100 years later, we were tested yet again by another pandemic that wreaked havoc on our society and required us to adapt to a rapidly changing world. Thanks to the dedication of our faculty, staff, and clinical partners, we rose to the challenge. To take just one example, our one-of-a-kind BNI Online, launched in 2021, has been remarkably successful, setting the gold standard for McGill University's online programs.

Consistently ranked among the top five nursing universities in Canada, the Ingram School of Nursing (ISoN) is committed to pioneering new ways of teaching and learning, collaborating on timely, mutually beneficial projects with our clinical and community partners, and generating, sharing, and disseminating new knowledge as widely as possible, thereby contributing to improved nursing practice.

One of several health profession schools within the world-renowned McGill University Faculty of Medicine and Health Sciences, the ISoN offers opportunities for interprofessional training and a learning environment where students can excel, innovate, and be proud ambassadors of the nursing profession as they prepare for their careers on the frontlines of care delivery, and public and global health.

Outside the classroom, our students enjoy Montreal's vibrant cultural offerings, festivals, a thriving restaurant scene and exciting nightlife. Voted one of the top 20 student-friendly cities in the world, Montreal is a great place to study, to learn and to connect with people who come from around the globe.

At this critical juncture in our school's history, our strategic plan provides us with a roadmap for sustaining and enhancing academic excellence, providing students with the knowledge, the skills, and the confidence to make their own contributions to improved health here in Montreal and around the world.

A Collaborative Exercise Built on a Solid Foundation of Excellence



Whether they provide lifesaving care on the frontlines or take part in decision-making around conference room tables, whether they teach the next generation of nurses or conduct research that leads to continuous improvement, one thing is abundantly clear – nurses are at the heart of healthcare. No other profession has such an immediate and far-reaching impact on people's lives. The demand for highly competent nurses has never been greater and the stakes for university nursing schools have never been higher.

Over the past five years, the Ingram School of Nursing faced its own set of challenges and pressures. We responded to the COVID crisis by rapidly transitioning to an online learning and working environment. Thanks to the outstanding collaboration of our faculty, staff, and clinical partners, our students were able to graduate on time. In the context of a global nursing shortage made worse by the pandemic, our School has been given a mandate and a funding envelope from the Quebec government to increase our enrolment numbers. To meet the needs of 21st-century nursing education, research, and practice, we dramatically expanded our faculty as well as our administrative staff. From 2018 to 2022, our staffing grew by 60%!

All of these realities informed our thinking as we reflected on the renewal of our strategic plan. The process involved an extensive collaborative effort with input from close to 100 stakeholders and 200 hours of consultation and discussion. We began by building upon our previous strategic plan and conducting an external environmental scan and gap analysis. Through online surveys, group discussion forums, prioritization exercises, and School-wide retreats, we took a deep dive into who we are as a School - our *raison d'être*. We asked questions about who we serve, what we do well, what we can do even better, where we want to go, and what it will take to get there.

After nine years as Director and Associate Dean, I will be retiring on August 31, 2024. As we transition to new leadership, I am confident that our strategic plan will allow us to build on our well-earned reputation for excellence in nursing education, research, and practice.

Anita J. Gagnon RN, MPH, PhD

Professor and Flora Madeleine Shaw Chair

Associate Dean and Director, Ingram School of Nursing

Faculty of Medicine and Health Sciences

McGill University

WHO WE ARE

Our Vision

Building on our reputation as a center of academic excellence, we will lead the way in nursing education, practice, discovery, and collaboration to meet the healthcare needs of today and tomorrow.

Our Mission

Through academic excellence and strength-based nursing and health care, we will prepare nurses for lifelong learning and generate, share, and transmit new knowledge that contributes to the advancement of nursing practice and to improved health for all.

WHAT WE DO

Our Mandate

1. **Academic Excellence:** Offering world-class education to undergraduate, graduate, and life-long learners.
2. **Research & Innovation:** Leading excellence in nursing scholarship, research, and knowledge mobilization.
3. **Community:** Building and maintaining mutually beneficial partnerships with clinical and community partners, locally, nationally, and internationally.

HOW WE DO IT

Our Strategic Priorities

ISoN's actions are shaped by its priorities:

1. **People-Centered:** Promoting wellness in a learning and working environment based on respect and free from all forms of discrimination, with an ongoing commitment and actions towards anti-oppression, anti-racism, and decolonization.
Recognizing the systemic nature of discrimination and the importance of mental health and well-being, we are committed to nurturing an inclusive environment where everyone belongs, is valued, feels heard, and has opportunities to grow to their full potential.
2. **Education:** Continuously evaluating our educational programs to ensure responsiveness to societal needs and integration of new technologies and pedagogical approaches
Given that education is a dynamic and ever-changing process requiring agility and flexibility, we will continue to explore pedagogical approaches, best practices, and technologies that align with our mission of providing world-class nursing education.
3. **Relationships:** Maintaining and creating engaged partnerships with communities and healthcare organizations
Relationship-building remains integral to our core activities, by meeting people, communities, and organizations where they are, approaching education holistically, and understanding lived experiences.
4. **Impactful research:** Enhancing our research capacity to continue producing knowledge that benefits nursing practice, education, and the health of our communities.
Offering a vision of nursing scholarship that is innovative and inclusive of everyone in the nursing ecosystem, questioning current practice and asking how we can do better, thereby strengthening communities, clinical care, education, and healthcare systems.
5. **Strengths-Based Nursing and Healthcare (SBNH):** Advancing the promotion, integration, and implementation of the SBNH approach to care.
This approach, developed by the ISoN's Laurie Gottlieb and adopted as the philosophy underpinning our curriculum, recognizes, mobilizes, capitalizes on, and develops strengths within individuals, families, communities, and institutions to promote health and facilitate healing.

Our Targets

To keep people, knowledge sharing and relationships at the heart of our activities, we plan to:

Our Actions	Our Success
Focus on our employee wellness plan	<ul style="list-style-type: none"> • A sustained employee engagement • An improvement in our wellness indicators and an increase of recognition activities • An analysis of school capacity and an action plan addressing physical, human, financial, academic, research, and other resources to respond to current and future needs
Deepen our commitment to social accountability	<ul style="list-style-type: none"> • A critical reflection exercise and action plan to address our workplace, learning environments, systems, and process issues • Actions towards planetary health and sustainability in our everyday functioning
Facilitate accessibility and support learning	<ul style="list-style-type: none"> • An increase in the rich and varied opportunities for professional development and sharing knowledge among employees • Pathways to remove barriers within our academic systems, including for Indigenous, Black, and other underrepresented communities • An improved overall inclusive, positive learning experience in terms of admissions, curriculum, environment, and funding
Continuously optimize our curriculum to respond to evolving healthcare needs	<ul style="list-style-type: none"> • Progress towards integration of anti-racism, anti-oppression, and decolonization, including actions towards the Truth and Reconciliation Commission of Canada Calls to Action, and Joyce's Principle • Reaffirmed commitment to SBNH • Implementation of innovations to remain at the forefront of healthcare education and research • Optimize PhD program curriculum to meet the roles and demands of future nursing researchers and scholars in light of new trends in healthcare research
Enhance ISoN's local, regional, and global research reputation	<ul style="list-style-type: none"> • Future-ready data collection, data-sharing, and reporting on research activities • An increase in knowledge exchange and research skill development • An increase in dissemination activities within the School and in collaboration with communities • Improved agility to pursue diverse funding opportunities and increasingly sustainable research funding
Foster and continue to invest in mutually beneficial partnerships	<ul style="list-style-type: none"> • Assess and engage in equitable community partnerships that enrich all ISoN activities, structures, and spaces