



UNIVERSITY OF CALGARY
FACULTY OF NURSING

nursing excellence

through leadership,
innovation and resilience

STRATEGIC PLAN 2021-24

sharpen focus on
research and scholarship

enrich the quality and
breadth of **learning**

integrate the university
with the **community**



► **STUDENT EXPERIENCE**

We cultivate an environment where students develop confident and resilient identities as nurses, health advocates and change agents

► **FACULTY CULTURE**

We foster an engaged culture of learning and development so we may become more resilient as individuals and as an organization within our community



“*Times of great change hold great potential for transformation*”

dean's message

When we first began to focus on our future priorities for this new strategic plan 18 months ago, a word that kept returning to our discussions was resiliency; resiliency in our nursing students, faculty members and staff, resiliency in nursing education, in the nursing profession and health care overall. We naturally had no idea that as we prepared to renew our strategic direction we would simultaneously be amid a global pandemic.

Resiliency is now arguably one of the most repeated words of 2020. However, this does not diminish its power nor our resolve to commit to fostering greater resiliency through this pandemic and beyond. I invite you to read the highlights of our new strategic plan 2021-24 and contribute to our bold new vision: Nursing excellence through leadership, innovation and resilience.

Early in the planning process, we acknowledged that we wanted to re-commit to the enduring foundational commitments of UCalgary's *Eyes High* Strategy: sharpen focus on research and scholarship; enrich the quality and breadth of learning; and integrate the university with the community.

Circumstances in 2020 have certainly altered some of our short-term priorities, but we are persistent, dedicated and adaptable. The times of great change also hold great potential for transformation. Undoubtedly, we are called upon to enhance our personal and collective resiliency so that we may rise stronger — together and for each other. Nursing and health care are changing. Our faculty will be there leading the way, fostering innovation and rising stronger — together!

Dr. Sandra Davidson, PhD
Dean, UCalgary Nursing



Vision

*Nursing excellence through leadership,
innovation and resilience*

values

inclusivity

We recognize and respect diversity, engaging within our differences and striving for all to feel valued and supported.

respect

We foster a supportive environment that upholds personal dignity through interactions characterized by integrity and courtesy.

compassion

We seek to understand and respond to the needs and suffering of humanity through action-oriented caring.

courage

We think creatively and act with commitment and integrity even when it is difficult.

wellbeing

We focus, individually and collectively, on promoting all aspects of health in our work, study and personal lives.

research and scholarship

We lead the generation of research and scholarship to improve and innovate nursing education, health outcomes and systems transformation

► WHERE WE ARE

- Consistent and positive growth in nursing research and research capacity
- First Canada Research Chair in Spring 2020
- Multiple research chairs and professorships
- Strategic refocusing and value on the scholarship of teaching and learning (SoTL) and educational research
- Top 5 in research among nurse education schools (*Maclean's* 2019 rankings)
- Pre- and post-award infrastructure/support (UCalgary Nursing Research Office)
- Community-engaged research and scholarship

► WHERE WE ARE GOING

- Enhancing adjunct and community partner relationships
- Making strategic hires in emerging priority areas to build bench strength and critical mass
- Developing criteria and pathways for teaching professors
- Developing leaders and innovators at the doctoral level by offering two terminal degree pathways (DN and PhD)

- Developing nurse leaders in entrepreneurial thinking and social innovation
- Increasing focus and building capacity for knowledge translation/mobilization and implementation science

► HOW WE WILL GET THERE

- Acquiring sustained funding to support research activity including increased endowments and donor funds; increased tri-council funding; matching/leveraging funds and partnership grants; potential contract work with agencies and health systems that align with our areas of strength
- Fostering researcher development through ReDI (Researcher Development Initiative): applied research workshops with micro-credentials for faculty, staff, graduate students and post-doctoral fellows
- Recruiting and retaining a diverse community of faculty and students who help us strike a balance of research and scholarship excellence; fit with our faculty culture; match our areas of strength; and build on momentum to achieve research excellence



Social innovation project can improve quality of life for NICU babies and their parents.

Community-engaged research is a hallmark of the nurse scientist's work. **Dr. Karen Benzies** (PhD) and her teams have strong and enduring partnerships that have shaped the design of the interventions and accelerated the transition from evidence to practice. Nowhere is this more evident than in Benzies's highly successful work developing Alberta FICare™ (© 2019 Karen Benzies; Family Integrated Care), an important contribution to the movement toward social innovation in the faculty and at the university.

"Social innovation is an idea generated through collaboration that renews existing structures and processes, or shifts boundaries to create new ones, and has the potential to improve the quality or quantity of life," explains Benzies.

As an innovative model of care, Alberta FICare™ provides training that enables health-care providers to integrate parents into the care of newborns in neonatal intensive care units (NICUs). With Alberta FICare™, parents can take their baby home sooner and hospitals can avoid costs.

"Traditional approaches take nearly 20 years to translate evidence to practice," Benzies continues. "Social innovation short-circuits this timeline by collaborating with community stakeholders to generate relevant evidence and quickly make it accessible to end-users."

In conjunction with Innovate Calgary, Alberta FICare™ training modules will soon be available to health-care systems in other Canadian jurisdictions and internationally. In less than one year from confirming evidence of the effectiveness of Alberta FICare™, social innovation approaches have enabled access and rapid adoption of a model of care that improves outcomes for parents of newborns in the NICU.

*Improving lives
through nursing research
and social innovation*

quality and breadth of learning

We deliver resiliency-informed experiential programs that develop the future leaders and innovators of the discipline and nursing practice

► **WHERE WE ARE**

- Traditional curriculum/delivery model
- Accredited by Canadian Association of Schools of Nursing (CASN)
- Renewed focus on mental health and wellness
- Striving towards better work-life integration for faculty, staff and students
- Leveraging technology to provide tangible improvement in quality of learning while gaining efficiencies (Clinical Simulation Learning Centre [CSLC] and technology-enabled learning environments)
- Responding to community needs (e.g. stackable certificate in oncology, development of DN degree)
- Best-in-class resources at UCalgary around teaching and learning (Taylor Institute for Teaching and Learning)

► **WHERE WE ARE GOING**

- Increasing use of blended learning and flexible delivery options
- Designing bold, innovative, future-focused programs (both undergraduate and graduate) where we fully utilize technology to enhance learning (CSLC and virtual learning)
- Increasing accessibility to learning (not geographically bound)

- Enhancing the education-practice connection
- Integrating experiential learning with innovative clinical placements and real-world grand challenges
- Integrating inter-professional education (IPE) more comprehensively and systematically
- Establishing a suite of global learning experiences

► **HOW WE WILL GET THERE**

- Supporting people to mobilize resources and structures to optimize learning (e.g. faculty development, learning technology)
- Renewing our graduate and undergraduate programs to be flexible and to meet the needs of our learners, our communities and the discipline
- Building resilience at all levels (individual, organizational, community)
- Exploring novel pathways to attract diverse types of learners
- Establishing robust mechanisms for program evaluation that enables continuous improvement in our educational programs
- Fostering reciprocal relationships with the community that inform our programs and support our learners and in turn, enhance community health and wellbeing



First cohort of graduate students in the Leadership for Health System Transformation certificate in the Stackable Certificate MN program.

If recent events have taught us nothing else, it is the importance of technology to learning cannot be underestimated. The future-focused Stackable Certificate Master of Nursing Program (laddered pathway), launched in 2019, has already demonstrated that increasing accessibility to education opens doors to learners looking to combine work and personal life with enhanced scholarship. It consists of one-year certificates offered via blended online delivery. On completion of two certificates, students may apply for admission into the MN program to finish the degree in one additional year.

When **Tralene Grillone**, BN’03, made the move from acute care to tele-triage nursing, she discovered she had more time to connect with patients. She also developed a love for patient teaching. She began the Innovations in Teaching and Learning stream of the stackable program in 2019.

“I can see a lot of potential in all the different places I could go with this. I think the sky’s the limit.”

The creation of the program was a response to the serious shortage of graduate-prepared registered nurses, but is a pathway for other health-care leaders, says **Dr. Kathryn King-Shier** (PhD), associate dean, graduate programs.

“Our first offerings in addiction and mental health, aging, leadership and innovations in teaching and learning indicate the need for diverse teaching and learning approaches to suit the 21st century student,” she says. “We now have an e-learning team to support technology-integrated instruction helping to build these flexible routes and those that are coming. We are excited to contribute to new competencies in evidence-informed practice and systems thinking.”

Enhancing opportunities to reach learners where they are

community engagement

***We engage** with local and global communities to develop sustainable relationships for mutual benefit and increased resiliency*

► WHERE WE ARE

- Engaged in local, provincial and national communities
- Students experience rich and diverse learning in clinical placements
- Indigenous Initiatives as a strong foundation
- Partnerships with rural communities
- High quality relationships with partner organizations
- Engaged and diverse members on Community Advisory Council
- Responsive to community input (e.g. Calgary Urban Projects Society)
- Bi-directional mentorship with community partners

► WHERE WE ARE GOING

- Revitalizing rural nursing through curriculum redesign, recruitment of students from rural areas and online/ blended education delivery
- Fostering global experiences and partnerships
- Focusing on creating community resilience through engagement with that community
- Renewing awareness of nurses' roles in the community
- Focusing on sustainability of relationships

- Leveraging entrepreneurship and innovation (e.g. social innovation, social enterprise) to benefit communities
- Sustaining and growing alumni and donor engagement

► HOW WE WILL GET THERE

- Developing experiences that foster global citizenship both internationally and locally (e.g. i@home – international at home)
- Creating sustainable and resilient connections with diverse communities
- Building capacity for rural health through partnership with AHS and Covenant Health
- Increasing our engagement and visibility in UCalgary's innovation ecosystem (e.g. Life Sciences Innovation Hub, Hunter Hub for Entrepreneurial Thinking, Innovate Calgary)



Louise Baptiste,
director, UCalgary
Nursing Indigenous
Initiatives with
students.

Partnering with Indigenous communities for better nursing education and understanding

In 2017, in response to the Truth and Reconciliation Commission's call to action for Canadian nursing schools, UCalgary Nursing launched the Indigenous Initiatives portfolio. Thanks to generous funding from an anonymous donor, the program has been dedicated to increasing enrolment and support for Indigenous students, integrating Indigenous history into the curriculum and supporting development of collaborative relationships with Indigenous communities.

"Relationship-building has been key to the success of the Initiative over the past three years," says **Louise Baptiste**, director, UCalgary Nursing Indigenous Initiatives. "I have been connecting with Indigenous populations inside and outside Calgary to find out what they would like to see for nursing students: how we can better support our First Nations, Métis and Inuit students and ways we can make the program more culturally appropriate.

"Moving forward we hope to support an 'elder-in-residence' and, in general, build on the created momentum."

A successful student group has mentored peers and potential new undergraduates, facilitated blanket exercises and developed a keener understanding of holistic ways of knowing and connecting.

"As a First Nations student, I was excited to be able to learn so much about Indigenous culture and to be in a nursing program that supported that learning," says nursing student **Danielle Anderson**. "It is a very important benefit to my nursing career to be able to work culturally safe with Indigenous people. I have a new respect for the people of Treaty 7 and an increased knowledge and awareness of integral relationships with the land and others."



Faculty of Nursing
University of Calgary
2500 University Drive NW
Calgary, AB T2N 1N4
Canada

nursing.ucalgary.ca/stratplan/2021