



**PRHC**  
Peterborough Regional  
Health Centre

**One team, here when you need us most.**  
[www.prhc.on.ca](http://www.prhc.on.ca)



The Nursing Strategy is part of an ecosystem of strategies, frameworks and initiatives, all of which will interact with one another and reinforce key PRHC-wide strategic commitments and priorities.

Throughout the process of developing this strategy, we have had a unique opportunity to clearly define our goals and aspirations for nursing at PRHC for the next several years, setting a visionary path for our future.



# Message from the CEO and Chief Nursing Executive

From the moment we began work on PRHC's inaugural Nursing Strategy, we understood the importance of hearing directly from our nurses. We have more than 1600 RNs, RPNs, Advanced Practice Nurses, Nurse Educators and Nurse Practitioners at PRHC, and we wanted to make sure we had as many of their voices as possible at the table to help us plan for a future where nurses can thrive, build their careers, and contribute to initiatives and standards in nursing.

From focus groups to posters, online surveys, and feedback from our steering group, a huge amount of engagement has influenced the development of this strategy. What our nurses have taken the time to share with

us has been both exciting and inspiring, and we are thrilled to have their ideas and perspectives reflected in this document.

We are proud to present PRHC's first-ever Nursing Strategy, which will guide our priorities and our work in this area over the next four years. As one of the first hospitals in Canada to develop a dedicated Nursing Strategy, our goal is to ensure that the nursing profession at PRHC remains relevant, focused, and responsive to patient needs in the years ahead. We know there will be new challenges to be faced, and investing into the future of nursing will be crucial to make sure we are prepared for an evolving future.



**Dr. Lynn Mikula**  
President & CEO  
Peterborough  
Regional Health Centre



**Noel Bennett**  
Vice President & Chief  
Nursing Executive

*"I am proud of the innovation and investment being demonstrated by PRHC in the development of a dedicated Nursing strategy. This meaningful work is integral to defining and setting the direction of the positive work done each and every day by nurses who exemplify a deep commitment to the profession, paving the way for the future."*

– Steering Committee member

# Research

## Our approach to stakeholder consultation

When we began the engagement process to develop this strategy, our goals were to:

- Develop a co-created nursing strategy with a diverse group of nurses across our organization, that recognizes and strategically communicates our strengths, leadership capabilities, and expertise in nursing, while also outlining future priorities.
- Gain a deeper understanding of the commitments and initiatives PRHC can pursue to recruit and retain current and future nursing staff – enhancing their experience, and promoting their professional growth and well-being.
- Communicate the connection between the nursing strategy and PRHC’s strategic plan,

both during the development process and in the final product.

The number of nurses at PRHC has grown significantly over the last five years, and it was vitally important to have their voices reflected in this strategy. We employed a number of engagement tactics over a period of several months to ensure we provided multiple avenues and opportunities for feedback and discussion.

Our plans for the next four years will be guided by their collective voice, and supported by and aligned with PRHC’s Equity & Reconciliation Framework, Workplace Violence Prevention Plan, One Team Quality Framework, and our annual Quality Improvement Plan (QIP).

### Number of nurses at PRHC: 2021-2025

Categories	April 2021	April 2022	April 2023	April 2024	April 2025
Total Number of RNs	810	814	801	907	955
Total Number of RPNs	478	485	498	595	604
Total Number of NPs	31	32	31	35	36
Total Number of Educators	12	12	15	16	17
Total Number of APNs	4	5	4	4	4

# Research

## Stakeholder consultation breakdown

The Nursing Strategy will roll out in tandem with two other important plans launching in the spring of 2025: our Workplace Well-Being Framework and the Professional Staff Action Plan.

Together, the actions detailed in these three documents will play a crucial role in transforming PRHC into a more supportive, responsive and innovative workplace for all PRHC healthcare professionals and staff.

### Equity and Reconciliation

PRHC is committed to being a workplace where people can thrive, and to using data, analytics and technology to support people today and into the future.

As part of our Equity & Reconciliation work over the next several years, we will strive to ensure that all people – including our nurses – feel empowered and safe to share information and feedback about their experiences, including discrimination within the workplace. It is only in hearing about these experiences that we will be able to transform PRHC into a workplace where everyone feels respected and understood.



**Equity & Reconciliation**  
PRHC's Commitment to Equity,  
Diversity, Inclusion, Anti-Racism & Reconciliation



# Research

## Overall impressions

Over an eight-month period in 2024/2025, we consulted with a wide range of stakeholders, and a number of key themes emerged from these conversations.

In their feedback, PRHC nurses expressed that on their best days:

**Patients** are happy and stable, feel valued, and appreciate the care they receive

**High-quality care** is provided efficiently and effectively

**Staffing** is adequate, allowing nurses to focus on patient care

**Time** is available to spend with patients, allowing nurses to provide the kind of care they value most

**Teamwork** is visible, with colleagues working together to achieve shared goals

**Families** express gratitude and are confident about the care received

On their most challenging days, PRHC nurses said:

**Staffing shortages** can lead to burnout, increased workload, unsafe working conditions and difficulty providing safe care

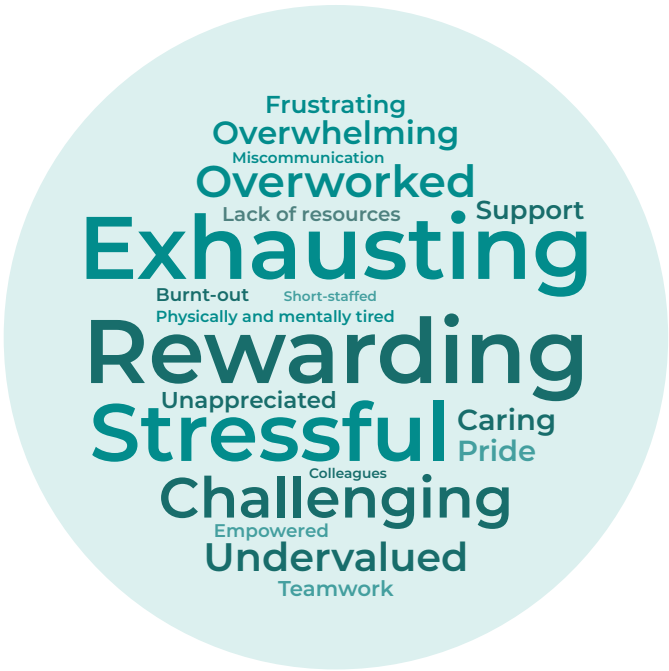
**Unavailable or malfunctioning** equipment or resources can hinder patient care

They can **feel ignored or unsupported** by leadership when dealing with staffing issues or work environment concerns

**Patient dissatisfaction** can result in complaints, negative feedback and added stress

**Inefficient or unclear communication** can cause delays, mistakes and inefficiencies

**Long waits for care, transfers or treatment** can be caused by understaffing or process delays



# Research

## Future aspirations

Five key areas for future growth have been identified for nursing at PRHC. Key stakeholders were asked to share their perspectives on where PRHC Nursing should focus its major efforts over the next several years.



### Workplace Culture

Promoting a culture of joy in the workplace prioritizing work-life balance and a positive working environment.



### Delivery of Care

Delivering the highest quality of nursing care, informed by data and analytics.



### Participatory Innovation

Actively engaging nursing staff in the generation and implementation of innovative ideas, providing structured forums to contribute.



### Nurse Growth and Development

Creating and enabling opportunities to grow within the profession for PRHC nurses.



### Technology

Embracing and embedding technology in how nursing is delivered, in a way that is complementary, not burdensome.

Of these areas, several stand out as opportunities for transformative growth, as they will directly equip nurses with the tools, supports and environment needed to excel in delivering exceptional care – ultimately driving better patient outcomes and fostering a more empowered, fulfilled nursing workforce.

### Nurse growth & development

Shaping clear opportunities for growth and development is seen as a necessary component of PRHC's nursing recruitment and retention strategy moving forward. The majority of nurses identified continuous education opportunities as the most important factor for career growth and development.

This highlights a valuable opportunity for PRHC to enhance our support for

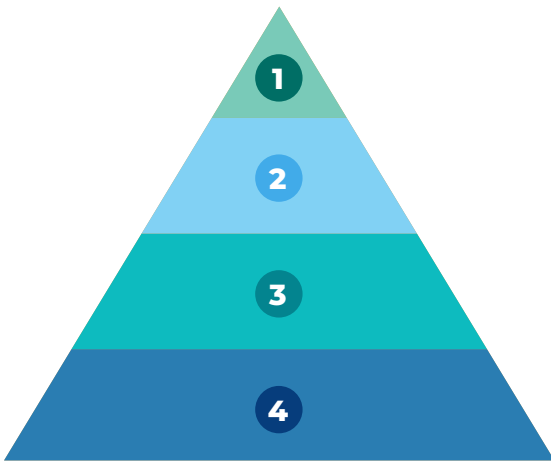
professional learning by offering more employer-supported educational programs. Nurses shared that providing accessible, paid-for learning opportunities on dedicated dates and times, free from interruptions, distractions or staffing shortages will empower nurses to grow in their careers while fostering a culture of continuous growth, development and innovation.

# 61%

of participants rated workplace culture as the **most important** area for future growth.

# Research

## Hierarchy of nursing needs at PRHC



### 1 Strategic Growth Needs

Represent the forward-looking needs that empower nurses and the organization to envision and achieve transformative change.

*Creativity, Innovation*

### 2 Training and Development Needs

Encompass the essential support structures and opportunities that equip nurses with the knowledge, skills, and confidence to excel in their roles, adapt to changes and advance in their careers.

*Tech training, skill building, education, clear growth pathways, effective onboarding*

### 3 Culture and Interpersonal Needs

Focus on fostering a positive organizational culture and building strong interpersonal relationships, which are essential in creating an environment where staff feel respected, supported, and connected.

*Recognition and appreciation, transparent and supportive leadership, effective channels for communication and collaboration*

### 4 Foundational Operational Needs

Directly impact the daily experience of nurses and their ability to show up to work happy, safe, and ready to provide excellent patient care.

*Scheduling improvements, safe staffing practices, resource availability, targeted workplace well-being efforts*



# Research

## Building foundations to achieve our vision

Just as Maslow's Hierarchy of Needs conveys the importance of foundational needs being met before higher needs can be fulfilled, addressing the fundamental concerns of PRHC nurses is essential to building a strong foundation for strategic growth.

Progress takes time, and the journey to building a strong future for nursing at PRHC requires intentional prioritization throughout the duration of the inaugural nursing strategy.

Based on feedback from nurses throughout

the consultation process, prioritizing efforts to address foundational needs holds significant value, as it directly enhances nurses' day-to-day experiences.

Once these core areas are stabilized, we can shift our attention to more aspirational goals, such as innovative care models and leadership in nursing excellence. This phased approach ensures a solid foundation upon which meaningful and sustainable progress can be built.

**Practical, tangible initiatives  
that support nurses,  
creating a solid foundation  
for sustainable growth**

**Strategic, innovative growth  
efforts, setting PRHC  
up for long-term success**



*"It was inspiring to work alongside a group so deeply passionate about the profession of nursing. Each member demonstrated a strong sense of pride, respect, and commitment to the vital role of nursing within our organization and the healthcare system. I look forward to seeing where this strategy will take us!"*

– Steering Committee member

# Strategy Overview

**We are proud that PRHC is among the first hospitals in Canada – and the only hospital of our size – to develop a dedicated nursing strategy.**

Throughout the process of developing this strategy, we have had a unique opportunity to clearly define our goals and aspirations for nursing at PRHC for the next four years, setting a visionary, yet specific, path forward.

This strategy will help us to prepare for our future by ensuring nursing remains relevant, focused and responsive to the needs of the nursing workforce and patients. It will also help us to monitor progress and results when

achieving goals, and to identify gaps and areas of opportunity.

PRHC's Strategic Plan is meant to serve as the strategic framework with which all other strategy documents and major projects are aligned. The Nursing Strategy is part of an ecosystem of strategy documents and initiatives, all of which interact with each other and reinforce key health centre-wide commitments and priorities.



*"The nursing strategy provided me with lots of hope for the future, as a new nurse who will be starting here at PRHC. The process was meaningful as it provided me with the chance to connect with various nurse leaders who all have a common goal of improving the quality of care as well as work-life balance for nurses."*

– Steering Committee member

## **PRHC Strategic Plan 2024-2029**

### **PRHC'S PURPOSE**

One team, here when you need us most.

### **PRHC'S VALUES**

Act with courage.

Embrace our community.

Find common ground.

Lead and learn.

Recognize and appreciate.

## **PRHC Nursing Strategy 2025-2029**

### **FUTURE STATE VISION**

An aspirational vision for PRHC Nursing,  
aligned with and supported by our organizational  
purpose, values and commitments.

### **OUR IMPACT**

The forces that guide our profession and  
influence our vision for PRHC Nursing.

### **NURSING COMMITMENTS**

Succinct, action-oriented statements highlighting  
how we will advance our vision.

### **NURSING PRIORITIES AND ACTIONS**

How we will achieve progress within each commitment.

# Future State Vision

## Reputation & Recognition

Nurses take pride in being part of this community and in their lifelong commitment to patient-centered care. PRHC strives to be recognized as leaders in nursing excellence at both the provincial and national levels.

## Empowered & Inclusive Decision-Making

Nurses at all levels seek a stronger role in shaping decisions that directly impact their own work environment and patient care.

## Supportive Work Environment & Culture

Nurses at PRHC are driven and energized to provide outstanding patient care. To ensure they can continue delivering at their best, we must prioritize their well-being.

## Innovation

Nursing is at the centre of continuous innovation, in order to meet the changing and unique needs of the healthcare system. We ensure that practices and resources evolve to support both patients and staff.

## Education & Professional Development

Nurses at every stage of their career desire regular access to growth and learning opportunities – both formal and informal – that align with their professional goals



*"To me, this strategy represents a commitment to elevating the role of nurses and addressing the challenges we face with innovative and sustainable solutions. It's a promise to our team and our patients that excellence in care will always be our guiding principle."*

– Steering Committee member

# Future State Vision

A **community** where **nurses thrive** and are **empowered** to **set the standard** for **excellent patient care**.

## Community

A **strong, interconnected community** where nursing doesn't happen in isolation – where **teamwork, collaboration, and shared purpose** drive everything we do.

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## Nurses thrive

An environment that fuels **growth, well-being, and professional excellence** – because when nurses thrive, patients do too.

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## Empowered

Nurses are equipped with the **support and resources to lead change, innovate, and elevate** the profession and the care they provide.

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## Set the standard

**Not just meeting expectations**, but defining them – leading the way in excellence, best practices, and patient-centered care.

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## Excellent patient care

The ultimate goal: **compassionate, high-quality care** that reflects our deep commitment to patients and their well-being.



# Our Impact

## Our impact is guided by:

### Professional fulfillment of nurses

Nurses' professional fulfillment reflects their overall well-being, engagement, and satisfaction within their roles. It encompasses career development, recognition, job satisfaction, work-life balance, and the sense of purpose in their contributions to patient care.

### Patient outcomes

Patient outcomes refer to the quality of care provided and the tangible results in patient health, safety, and satisfaction.

### Innovation in nursing practice

Nurses evolve and adapt best practices to meet the changing needs of patients and the healthcare environment. This may include the introduction of new care models, leveraging technology, and improving clinical practices through evidence-based research.



*"I truly felt that the nursing strategy broadened my understanding and love for PRHC. Learning that we are the first hospital of our size that has created a nursing strategy brings me so much hope for the future of nursing here at PRHC. These meetings were a joy to attend and truly made me excited to see what the future holds for the organization!"*

*– Steering Committee member*

# Commitments & Priorities: Overview

## What makes PRHC unique?

We are more than a workplace, we are a pillar of our community. PRHC nurses are not just caregivers; they are friends, neighbours, family members, and patients themselves – creating a deep, personal connection to the work we do. We are one team, here when you need us most and this shared investment in our health centre is part of what makes PRHC special.



# Commitment #1

## Create careers, not just jobs.

We are committed to creating a dynamic environment where every nurse has the opportunity to develop their skills, explore their interests, and shape their professional path through education, training, and professional development. By fostering a culture that values autonomy and lifelong learning and celebrates individual achievements, nurses feel supported, motivated, and invested in their futures here.

- Empower nurses to expand their skills in ways that align with their professional goals through various learning and development opportunities.
- Support nurses at every stage of their career, fostering growth and connection through mentorship, coaching, and peer support programs.
- Provide nurses with regular feedback to shape individualized growth plans, ensuring ongoing development.
- Celebrate and highlight the diversity of nursing roles and domains at PRHC, offering opportunities for nurses to explore different areas of interest and passion.
- Explore models that provide nurses with greater control over their work life balance to enhance their sense of autonomy, security, and job satisfaction.
- Recognize and celebrate the accomplishments of our nursing team, fostering a culture of appreciation for the exceptional work being done.





# Commitment #2

## Shape the future together.

We embrace community, finding common ground to harness our collective expertise and shape a better future. We ensure nurses' voices are at the heart of decision-making and innovation. Nurses are central to shaping the future of healthcare, and we believe every nurse should have the opportunity to influence meaningful change and the advancement of our practice.

- Empower nurses through shared-governance and active participation in nursing and other councils, ensuring they have a direct role in decision-making and shaping the care they provide.
- Ensure nurses are actively involved in decisions that impact their practice and well-being.
- Prioritize and promote nurse-led innovation, empowering creative ideas that drive positive change.
- Continue to build and strengthen strategic academic partnerships to enhance research collaborations and extend the impact of nursing practice within the healthcare community.
- Define nursing-related research at PRHC to position our nurses at the forefront of evidence-based practice and knowledge creation.
- Support, showcase, and mobilize the ongoing contributions of our nurses through various forums including conferences, presentations, and publications.

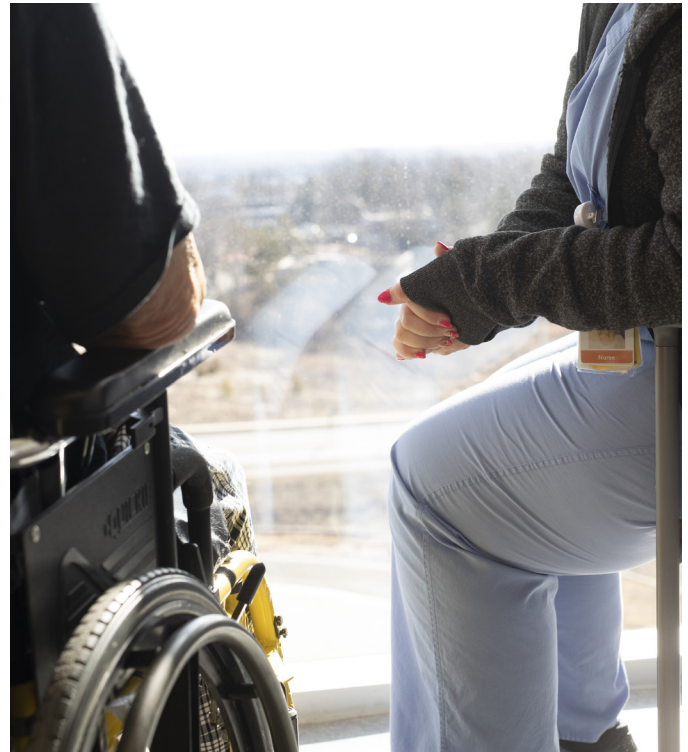


# Commitment #3

## Deliver care differently.

We are reimagining how we deliver nursing care to meet the changing needs of patients and families. As needs and priorities evolve, we are embracing new models – whether through virtual care, digital health (including AI), redefining nursing roles, or enhancing interdisciplinary collaboration – to ensure our team continues to provide the highest quality care now, and into the future.

- Investigate an external nursing excellence designation that best aligns with PRHC Nursing's aspirations for the future.
- Reduce administrative burden, allowing nurses to focus more on direct patient care.
- Investigate models for fostering stronger interdisciplinary and interdepartmental communication and collaboration.
- Collaborate with patients, families, and community partners to create sustainable solutions that empower individuals to better understand and manage their health (e.g., enhancing patient education and health teaching).
- Explore innovative nursing roles to diversify nursing career pathways and enhance quality of care.
- Foster an environment where nurses practice at their optimal scope.
- Leverage technological advancements, including digital health and virtual care options, to expand access and improve nursing care delivery for patients.





# Actions for Implementation

Each year, an action plan will be developed to guide the work of the 2025-2029 Nursing Strategy, based on our progress over the previous year and our direction for the year ahead.

At the end of each year, we will provide a progress report on what we've achieved.

## Acknowledgments

Our thanks to everyone who provided their input and guidance throughout the process of developing this strategy. We are proud of the work that has already been done, and we look forward to achieving our vision for PRHC Nursing in the years ahead.



### **PRHC Nursing Strategy Steering Committee.**

*From L-R: Delaney Doughty; Angie Brioux; Angela Corneil; Meghan Sterpin; Noel Bennett; Lori Laperle; Melinda Wall; Seanna Shearer; Emily Philips; Michael McCullough; Candice Rosenberg*



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