



The Ottawa
Hospital

RESEARCH
INSTITUTE

L'Hôpital
d'Ottawa

INSTITUT DE
RECHERCHE

Invest, Integrate, Innovate through partnership

Ottawa Hospital Research Institute
Corporate Strategic Plan (2020-2025)



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Inspired by research. **Inspiré par la recherche.**
Driven by compassion. **Guidé par la compassion.**

Introduction

The Ottawa Hospital is one of Canada's top learning and research hospitals, where excellent care is inspired by research and driven by compassion. Our researchers are making important discoveries every day and leading the way in translating these discoveries into new therapies and approaches for improving health. We excel in performing high quality clinical research leading to changes in practice. While patients at The Ottawa Hospital are often the first to benefit, the positive impact of our research is felt around the world.

The Ottawa Hospital Research Institute (OHRI) is the research arm of The Ottawa Hospital and together we are affiliated with the University of Ottawa. The Ottawa Hospital has achieved remarkable success in research in recent years, ranking third out of more than 600 hospitals for funding from the Canadian Institutes of Health Research, with 50% growth in high-impact publications over the last three years.

In October 2017, OHRI initiated a strategic planning process. The first phase (which is the subject of this report) focused on developing a Corporate Strategic Plan that will enable OHRI to prepare the kind of nurturing environment we need to build a robust and sustainable research enterprise. In brief, to allow OHRI researchers to thrive and excel at what they do best, we need to:

1. Strategically invest in research that will have the greatest impact on health

2. Accelerate the integration of research into patient care

3. Make The Ottawa Hospital a leading health research and innovation hub by creating and nurturing strategic partnerships

Having identified the kind of research environment we need to build and sustain, we are now developing a work plan to bring the Corporate Strategic Plan to life in our everyday practices and define how we will measure its success.



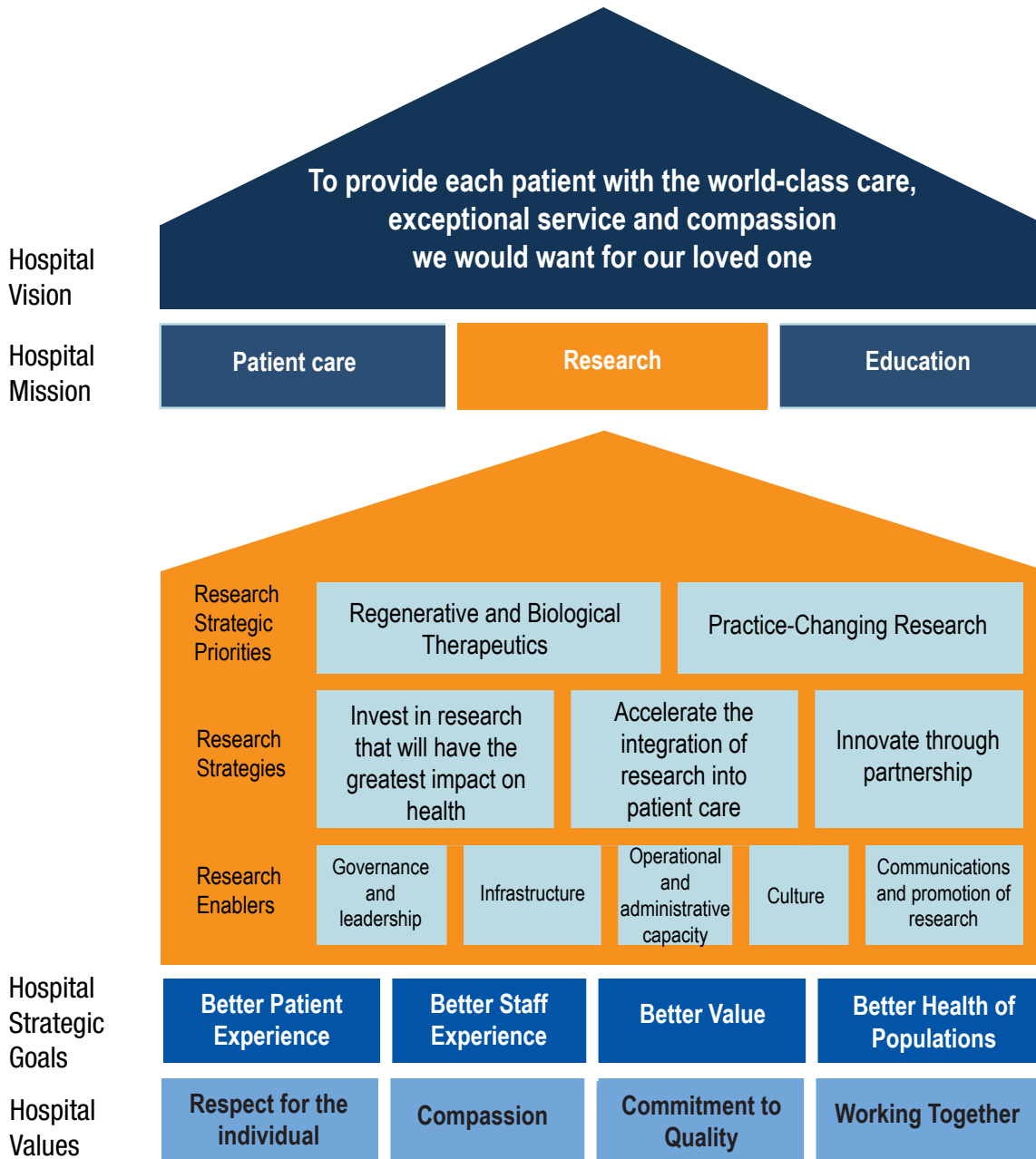
The second phase of our strategic planning process, which is just beginning, will identify which scientific priorities OHRI and its partners are strategically best-placed to focus on and the most appropriate Research Program structure to support those priority areas. This process will involve internal and external consultations and is expected to be completed in 2020. In the meantime, we have included our existing scientific priorities (Regenerative & Biological Therapeutics, and Practice-Changing Research) in the current version of the Corporate Strategic Plan and will update and adapt the plan as needed once this second phase is completed.

We would like to thank the many people who participated in the consultations that inspired the development of this Corporate Strategic Plan, as well as those who helped refine it. We look forward to the exciting next phase that will identify the right scientific priorities fit for our time!

Patricia Kosseim, Chair, Board of Directors, Ottawa Hospital Research Institute

Dr. Duncan Stewart, CEO and Scientific Director, Ottawa Hospital Research Institute; Executive Vice-President, Research, The Ottawa Hospital; Professor, University of Ottawa

Summary Graphic



Vision

The Vision of The Ottawa Hospital is to provide each patient with the world-class care, exceptional service and compassion that we would want for our loved one. The Research Institute furthers that vision by giving new hope through research that is making tomorrow's health care possible today.

Mission

The Ottawa Hospital has a three-part Mission that focuses on Patient Care, Education and Research. The Research Institute works in partnership with the Hospital to fulfill the Research Mission, which is to develop, share and apply new knowledge and technology in the delivery of patient care through world-leading research programs.

Strategic Research Priorities

The Research Institute is focused on answering important health questions and translating new findings into benefits for patients and society. Several innovative therapies developed in-house are now showing promise in clinical trials, and there are many examples of Research Institute-led studies transforming health care around the world.

To capitalize on this success, we are focusing on the following Strategic Research Priorities (to be updated in Phase II of the strategic planning process):

Regenerative and Biological Therapeutics

We will be a leader in bench to bedside research – turning basic discoveries in cellular and molecular biology into new regenerative and biological therapeutics to improve health.



Practice-Changing Research

We will be a leader in performing high quality clinical research that can enhance health decisions and ensuring that results are optimally applied to change practice and improve health.



Research Strategies

To deliver on these Strategic Research Priorities, we need first and foremost to have a robust research enterprise at The Ottawa Hospital. To that end, we will focus on the following three Research Strategies:

Invest

Strategically invest in research that will have the greatest impact on health

- Make strategic investments and decisions aligned with our Strategic Research Priorities
- Review and renew the research program structure of the Research Institute
- Work with the Foundation to develop a renewed framework for inspiring and managing philanthropic gifts
- Collaborate with the University of Ottawa to leverage research opportunities and maximize mutual benefit from shared resources
- Develop a proactive, focused and strategic approach to business development, commercialization and technology transfer



**Aligned Hospital Strategic Goals:
Better Value, Better Population Health**

Integrate

Accelerate the integration of research into patient care

- Develop mechanisms to ensure better integration of basic science and clinical research and researchers
- Create a framework to meaningfully engage those with lived experiences (patients and families) as part of the research endeavour
- Translate advances in biomedical research into better approaches for diagnosis, prevention and treatment of disease and increase the positive impact of practice-changing research on patient safety and quality



**Aligned Hospital Strategic Goals:
Better Patient Experience, Better Staff
Experience, Better Value**

Innovate through partnership

Make The Ottawa Hospital a leading health research and innovation hub by creating and nurturing strategic partnerships

- Build on continued organizational alignment and operational integration with the Hospital
- Strengthen the relationship with the Foundation by establishing clarity and agreement on governance, communications, collaborative action and accountability
- Formalize an overarching partnership agreement with the University of Ottawa to potentially include governance, joint funding model/mechanisms, human resources, space, resource planning and fundraising
- Leverage the opportunity of a new, state-of-the-art Hospital campus, and renewal of existing campuses, to promote broader regional approaches or the creation of 'research hubs' with other strategic partners across multiple sectors



**Aligned Hospital Strategic Goals:
Better Patient Experience, Better Staff
Experience, Better Value**

Research Enablers



Governance and Leadership

- Continue to implement Board reforms focusing on best practices in governance
- Strategically invest in our people, including scientific leadership and administrative personnel

Infrastructure

- Build on the momentum of the new campus and the opportunities for innovative, state-of-the-art facilities that will strategically position the Research Institute for the future
- Conduct an assessment and review of Core Resources (facilities and services)

Operational and Administrative Capacity

- Work with the Hospital, the University of Ottawa and the Heart Institute to reduce barriers and find ways to streamline administrative processes to better enable research
- Improve process efficiency for approval and initiation of clinical research studies
- Challenge and support management and staff to continually seek ways of streamlining our processes, increasing efficiency and better enabling research

Culture

- Promote and support responsible research conduct through the effective management of conflicts of interest and publication practices
- Create an internal culture where research is embraced, valued and rewarded and where due process and transparency in decision-making are supported
- Ensure that Board and Management processes are nimble and responsive and actively promote a service-oriented culture among administrative staff
- Seek to create a collaborative, dynamic and inclusive environment

Communications and Promotion of Research

- Work with the Hospital and Foundation to create an exciting and compelling Hospital brand that highlights the Research Mission
- Increase the visibility and profile of research and build a compelling case for support that focuses on the beneficial impacts of research in improving and saving lives
- Evaluate and potentially expand the Ask Me About Our Research Campaign to promote engagement of patients and their families
- Work with Hospital leadership to better integrate research into clinical settings

Appendix

The consultation process to inform Phase I of planning took place from October, 2017 to June, 2018 and included:

- A preliminary presentation to The Ottawa Hospital Board of Governors
- Key Informant interviews with OHRI Scientists (both senior and mid-career), including all members of the OHRI Senior Management Team
- Key Informant interviews with Partners and Stakeholders
- Focus group with members of The Ottawa Hospital Patient and Family Advisory Council
- Focus group with OHRI Research Administration Staff
- Electronic survey sent to 2,200 OHRI Researchers and Staff (499 responses were received)
- Discussion at OHRI Board Retreat with Board of Directors, OHRI Senior Management and representatives of The Ottawa Hospital, The Ottawa Hospital Foundation and the University of Ottawa.

