



Research Institute

STRATEGIC PLAN

2016-2021

IMPROVING
THE HEALTH
OF CHILDREN
AND FAMILIES



MESSAGE FROM THE EXECUTIVE DIRECTOR

Established in 1995, BC Children's Hospital Research Institute conducts world-class research to improve the health of children and families in British Columbia and around the world. During the past twenty years, our investigators have advanced scientific knowledge, improved clinical practice and contributed to the development of new therapies and medical technologies.

For the next phase in our evolution, our aim is to grow the Institute to become one of the top research institutes in North America dedicated to child and family health research.

To achieve this, we will build on the strength of our research community, our partnership with BC Children's Hospital and the support of BC Children's Hospital Foundation, which is made possible by the generosity of the people of British Columbia.

Following the arrival of a new executive team in 2014, the Institute began a vital period of review and consultation with internal and external stakeholders that led to the unveiling of our new research structure in April 2015. This new structure will enable the growth of our research programs and align with the emerging priorities of BC Children's Hospital.

Over the following months, the Institute transitioned from eight research clusters to four Research Themes: Childhood Diseases, Evidence to Innovation, Healthy Starts and the M.I.N.D. Across these Themes, we foster dynamic Groups that bring together multidisciplinary teams of experts to focus on key topics.



Wyeth W. Wasserman, PhD
Executive Director

Professor and Associate Dean
for Research, Faculty of
Medicine, University of
British Columbia



We are currently engaged in an exciting period of renewal and change and we are already seeing the benefits of working together as a community to develop a shared strategic vision:



The transition to the new Theme structure has energized our research community and is opening new strategic directions and creating opportunities for research innovation;



Over 80% of our investigators participated in Research Theme and Group planning and priority sessions during the Summer of 2015, resulting in a renewed sense of organizational engagement and the development of new collaborative partnerships;



The new structure has streamlined leadership channels across the organization, supporting the development of new leaders and ensuring the future sustainability of expert governance at BC Children's Hospital Research Institute.

The Institute's 5-year Strategic Framework (2016-2021) builds on our decades of success while charting a new course for continued growth and research excellence. This Framework serves to guide The Institute's organizational development, support consolidation of research leadership and establish key strategic research directions for the next five years. As we use the Framework to support our aim of being one of the top pediatric research institutes in North America, we remain passionately committed to our central goal: improving the lives of children and families in BC through innovative health research.

Sincerely,



Wyeth W. Wasserman, PhD
Executive Director, BC Children's Hospital Research Institute

OUR MISSION

BC Children's Hospital Research Institute conducts discovery research to benefit the health of children and families.

OUR VISION

Science making miracles: we passionately pursue discovery, knowing our achievements have the capacity to transform lives.



KEY PARTNERSHIPS

- BC Children's Hospital Foundation (BCCHF)
- University of British Columbia (UBC)
- BC Children's Hospital (BCCH) / Provincial Health Services Authority (PHSA)

KEY STAKEHOLDERS

- Children and families of BC
- Our investigators, employees, staff, students and trainees
- Health professionals and providers across BC
- National and international academic and research collaborators
- Government and policy makers
- Industry partners

FAST FACTS*

- 319 investigators
- 309 trainees
- 264,000 square feet of research space
- \$48 million in external grant funding

* updated August 2016.



OUR VALUES



INTEGRITY



EXCELLENCE



TRANSFORMATION



INTERACTION



OPENNESS

CONTEXT / OUTSIDE INFLUENCERS



ON THE OAK STREET CAMPUS:

The construction of the new Teck Acute Care Centre exemplifies the exciting period of growth and change currently underway on the Oak Street campus. Some of the many developments and opportunities include:

- 2014: The Child Health Integrative Partnership Strategy Committee (CHIPS) including clinical, research, academic, fundraising and executive representatives from the Oak Street campus is established
- 2014: The Research Institute simplifies its governance structure to align with other research institutes within PHSA and across the province
- 2015: BC Mental Health and Addictions Research Institute (BCMhari) joins BC Children's Hospital Research Institute
- 2017: The Teck Acute Care Centre opens
- 2019: Sunny Hill Health Centre for Children relocates to the Oak Street campus

As we lay out and implement our strategic framework, we will align our priorities with the emerging campus vision.

ACROSS BC:

PHSA has identified research as a key part of excellent patient-centered care. We will work with PHSA to execute an integrated research plan that improves healthcare for patients across the province.

The BC government, PHSA and UBC are developing a shared vision for an academic health centre that will foster collaboration between scientists, clinical leaders and government health authorities to promote the translational potential of research.

PHSA is currently engaged in the Clinical & Systems Transformation (CST) project that will transform clinical practice by integrating the latest technology and evidence-based guidelines into patient care.

We will continue our partnership with UBC, working closely with the new leadership of the Faculty of Medicine. We look forward to continued opportunities for collaboration and capacity building.



NATIONAL:

The Canadian Institutes of Health Research (CIHR) is currently undergoing a period of significant structural change that includes a greater emphasis on applied and translational health research. These developments present challenges as well as opportunities for strategic growth.

Increasingly in Canada, funding is available for large-scale projects that require collaborative teams with strong management. We will work as a community to foster teamwork and develop leaders in order to optimize our potential in this funding climate.

FIVE YEAR STRATEGIC GOALS



Build Capacity



Ensure Excellence



Transfer Knowledge



BUILD CAPACITY: WE ARE GOING TO DO MORE



People

- Recruit high calibre investigators in key strategic areas
- Increase salary support funding for investigators to facilitate protected time for research
- Attract and support top trainees and new investigators
- Develop new research leaders by providing leadership opportunities at all levels

Systems & Management

- Optimize the use of resources to increase impact
- Ensure transparency and accountability in the management of resources
- Ensure the sustainability of both new and existing programs

Infrastructure

- Optimize and improve core facilities, research space and clinical research capability
- Support the development of large-scale Canada Foundation for Innovation (CFI) infrastructure grants

Networks & Partnerships

- Support the development of Themes & Groups
- Support collaboration, minimize barriers and provide opportunities for cross-disciplinary collaborations
- Advance current and future partnerships

ENSURE EXCELLENCE: WE ARE GOING TO BE BETTER



Quality

- Recognize and celebrate excellence in our community to raise our collective goals and expectations
- Utilize the Research Institute's newly established Scientific Advisory Board to provide expert external advice and measure our work against international standards
- Foster mentorship to continually grow skills, capacity and expertise
- Broaden capability of our Research and Technology Development Office (RTDO) to diversify and expand external funding success

Evaluation

- Define metrics, establish a baseline and track key research performance indicators
- Foster a culture of rigorous and meaningful review and response

Impact

- Highlight outstanding research findings and achievements of our researchers for both the scientific and public realms
- Focus resources to high impact opportunities that offer the promise of improving health outcomes, yielding system-wide social and economic impacts, and leveraging limited funds
- Encourage and support investigator participation in provincial, national and international research organizations and associations as well as leadership roles in national and international research projects

TRANSFER KNOWLEDGE: WE ARE GOING TO MAKE A DIFFERENCE



Outreach

- Optimize the translation and exchange of knowledge by actively engaging with our stakeholders
- Connect with patients and families to inform our research goals and promote access to the latest scientific findings
- Collaborate with the scientific community to share results and push the frontiers of knowledge
- Build healthier communities by expanding our outreach programs across BC
- Strengthen our health literacy and promotion efforts in partnership with BC Children's Hospital and BC Children's Hospital Foundation to give people evidence-based tools that help them lead the healthiest possible lives

Policy

- Advocate for child health by supporting and participating in the development of evidence-based policies at the provincial, national and international levels

Enhanced Information

- Enhance our data capabilities to support research innovation
- Build registries to track patient outcomes and improve care
- Optimize data analysis to uncover meaningful patterns that further scientific discovery
- Develop data management capacity to facilitate work with the large, complex datasets that are integral to leading-edge health research

Implementation

- Transform innovative research into improved outcomes for patients
- Develop new technologies and therapies and make them available to patients and clinicians
- Create care guidelines that use the latest research to direct clinical practice
- Partner with doctors, nurses and health care workers to turn research advances into meaningful changes in patient care
- Establish procedures for contacting patients about opportunities to participate in research in order to advance innovation while safeguarding privacy

RESEARCH AGENDA:



EVIDENCE TO INNOVATION

encompasses research in the data, clinical and community environments, along with population and community research.

GROUPS:

- Changing Behaviours: Knowledge Discovery to Translation
- Clinical & Community Data, Analytics & Informatics
- Clinical Pharmacology
- Clinical Practice, Outcomes & Innovation



HEALTHY STARTS is aimed at keeping children and families healthy and out of hospital, preventing lifelong health disparities that are rooted in early childhood, and promoting healthy life trajectories.

GROUPS:

- Global Health Innovation
- Origins of Child Health and Disease
- Pathways to Healthy Birth
- Vaccines, Infections & Host Defenses

EVIDENCE TO INNOVATION



HEALTHY STARTS



CHILDHOOD DISEASES includes groups that are focused on studying childhood diseases and disorders. There is a specific focus on understanding mechanisms of health versus disease, as well as identifying and testing new diagnostic and therapeutic approaches.

GROUPS:

-  **Childhood Cancer & Blood Research**
-  **Diabetes**
-  **Immunity in Health & Disease**
-  **Rare Diseases**

CHILDHOOD DISEASES



BRAIN, BEHAVIOUR AND DEVELOPMENT



Brain, Behaviour & Development is an exciting new area of strategic focus that brings together our research strengths in areas such as autism, clinical neurosciences, mental health, brain and behaviour research.

GROUPS:

-  **Mental Health & Behaviour**
-  **Neurodevelopmental Disorders**
-  **Pain and Stress in Child Health**
-  **Visualizing the Brain**

Strategic Research Opportunities



Data: Child "InfoZone"

Optimizing the use of data and digital information to further research and improve health



Community Child Health Initiative

Reaching out to all children in British Columbia to give them the best possible starts in life

Evidence to Innovation

Childhood Diseases

Healthy Starts

Important and potentially transformational emerging research agendas were identified during the development of the Theme Strategic Frameworks. Each addresses a key niche in child health research and offers potential to make a significant difference in the health and wellbeing of children and families.

Precision Medicine

Moving genome sequencing from research into clinical practice to speed diagnoses and improve treatment outcomes



Transplantation and Cell Therapy Program (TRACE)

Promoting the research and implementation of cell-based intervention, an area of increasing importance to the future of health care



Brain, Behaviour and Development

Child Brain and Mind Centre

Bringing together expertise from Sunny Hill Health Centre for Children with existing research strength in neuroscience and behavioural disorders to benefit children and families across the province



Health Literacy and Promotion

Working with our partners to translate key scientific findings into accessible messaging that informs health choices in British Columbia and beyond

IN FIVE YEARS: what we aim to achieve by 2021

Consistent with where we are in our development in this dynamic period of time, we're seeking to define metrics, establish a baseline and track key performance indicators over the next five years. The following is an indication of achievements we aim to track and report on over the next five years.

Expanded Capacity:

- Recruit investigators in key strategic areas
- Increase the amount and diversity of external funding
- Increase the number of investigators holding external funding
- Increase the number of trainees holding external funding
- Optimize space
- Increase the Institute's research support to the clinical community

Ensured Excellence:

- Increase the number of large-scale grants and contracts led by Institute investigators (> \$1 million)
- Increase the number of publications in high impact journals
- Increase the number of Institute investigators with a lead role in provincial, national and international research consortia and advisory boards
- Increase the number of Institute investigators receiving research recognition such as awards, chairs and honours

Transferred Knowledge:

- Increase the number of investigators participating in policy development
- Extend the scope of research education programming within and beyond the lower mainland
- Increase the number of patients and families engaged in Institute programs and advisory panels
- Increase impact on patient care guidelines and standard of practice
- Increase access and use of data to facilitate clinical research
- Increase the number of new technologies and innovations assessed and implemented into practice

A Bright Future



BC Children's Hospital Research Institute works in close partnership with BC Children's Hospital, the Provincial Health Services Authority and its agencies, and the University of British Columbia. The cutting-edge research that takes place everyday at the Institute is made possible by the support of BC Children's Hospital Foundation and the generosity of the people of British Columbia.

We look forward to working together as a community to implement this strategic framework and continue a rich dialogue about the Institute's organizational goals. During this dynamic period of change and transition, we remain deeply committed to conducting innovative research to benefit the health of children and families in British Columbia and beyond.



BC 
**Children's
Hospital**[™]
Research Institute

THANK YOU

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