



CHILDREN'S HEALTH RESEARCH INSTITUTE Strategic Plan 2018-2023

OUR VISION

Life-long health for children

OUR MISSION

To conduct innovative research to optimize the life-long health of children

OUR VALUES

Every member of the Children's Health Research Institute embraces these core values:

- **Compassion** for children, youth, and their families
- **Commitment** to and **Integrity** in rigorous scientific inquiry
- **Passion** for knowledge creation and its mobilization
- **Collegiality** and **Collaboration**
- **Excellence**
- **Respect** for diversity

STRATEGIC PRIORITIES

1. **To continue to promote a broad ranging program of research on children's health**
 - Emphasize multi-disciplinary research and cross-sectoral collaborations
 - Foster research that spans preconception to adulthood
 - Emphasize knowledge generation towards knowledge translation
 - Support new research initiatives through substantive "incubator" or "seed" funding
 - Respond to emerging research opportunities
 - Develop two or three research themes that will achieve international recognition

2. To foster leadership and professionalism in CHRI

- Provide opportunities and support for leadership development at CHRI
- Develop a clear and transparent process for leadership succession at CHRI
- Strive for diversity in leadership
- Create an environment of professionalism and collaboration

3. To optimize CHRI's relationships with its key partners

- Clarify CHRI's relationships with major clinical partners (Paediatrics and OB/GYN)
- Continue to foster relationships with LHSC/Children's Hospital and Thames Valley Children's Centre
- Work collaboratively with the Children's Health Foundation to develop inspirational opportunities for donors that align with CHRI research strengths
- Identify and promote collaborative research opportunities with Western and the Lawson Health Research Institute
- Continue to work closely with the Lawson Health Research Institute
- Provide leadership in a city-wide review of children's health research
- Support Scientists to assume leadership positions in scientific organizations and academies, granting agencies and in the University and research institutes
- Partner with Western and the Lawson Health Research Institute in strategic recruitments and stable funding of scientists
- Partner with Western and the Lawson Health Research Institute in the acquisition of major equipment

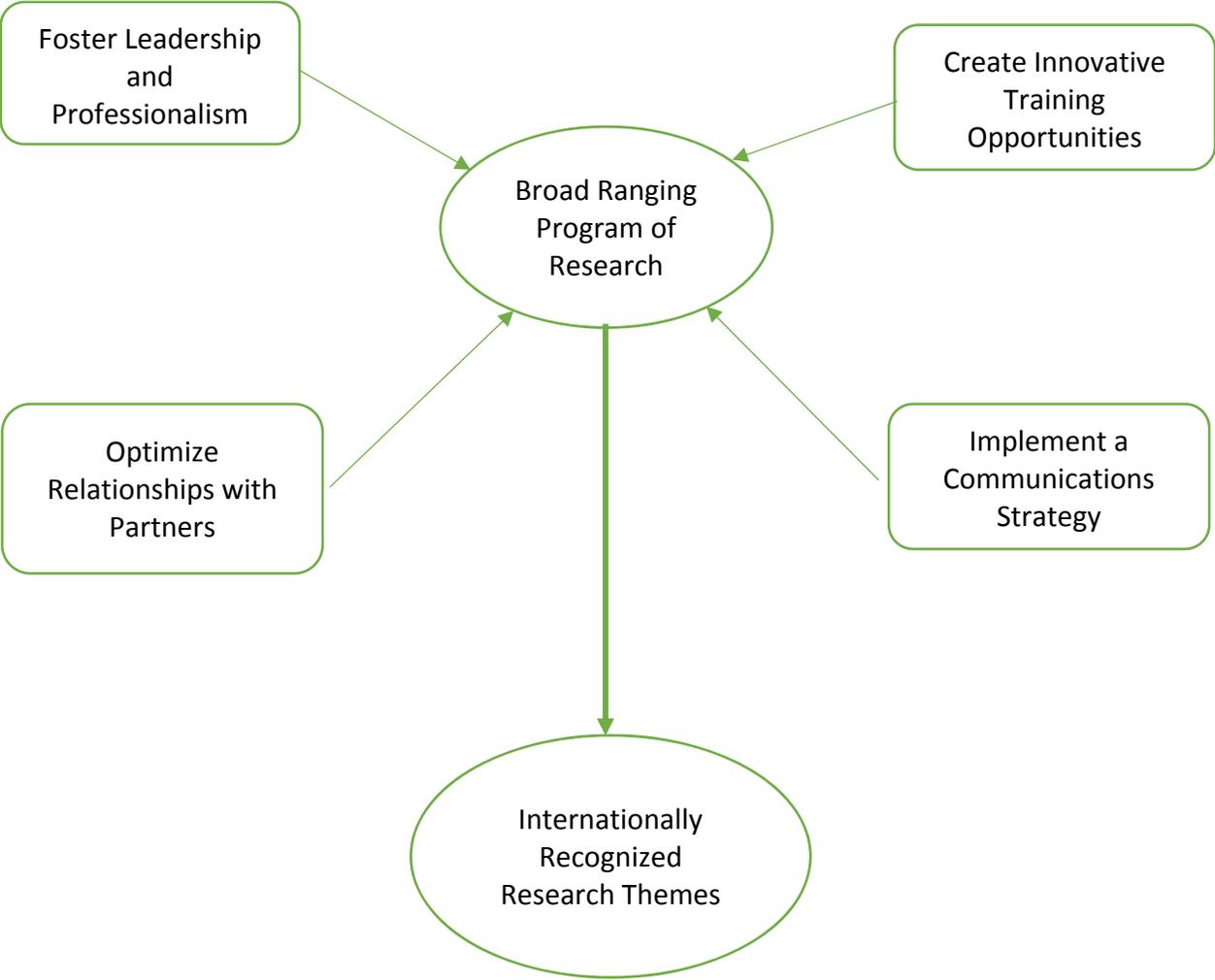
4. To create innovative opportunities in children's health research for graduate, post-doctoral, and clinical trainees

- Enhance opportunities for trainees to interact across programs
- Enhance mentorship for trainees
- Support for participation in training programs
- Provide research opportunities for clinical trainees
- Foster professionalism

5. To create and implement a comprehensive communications strategy

- Create a more effective internal communications system
- Enhance regular communications with CHRI's key partners
- Celebrate successes internally and externally
- Enhance communications among Scientists and Associate Scientists to stimulate collaborative research initiatives

The continued promotion of a broad ranging program of research is CHRI's top strategic priority. CHRI will also focus on two or three research themes for which it will be recognized internationally. The four additional strategic directions all contribute to the achievement of these goals.



THE ACTION PLAN

For each of the Strategic Priorities, a series of short-term and long-term actions are specified. Short-term actions are those that can be completed within 12 months of their initiation. Long-term actions may require 18 to 48 months to complete.

Strategic Priority 1: Promotion of a broad-ranging program of research

Short-term:

1. Create an Asset Mapping Team to develop an inventory of CHRI's expertise in clinical and basic science research. Asset mapping will identify potential opportunities for collaboration
2. Review the administrative structure of CHRI, including terms of reference and specified terms of service
3. Re-orient the CHRI seminar series to stimulate collaborative, multi-disciplinary research
4. Reconfigure and expand the Internal Research Grant competitions with more substantive funding to emphasize
 - Incubation and seed grants
 - Innovation
 - Multi-disciplinary research
 - Emerging research opportunities

Longer-term:

1. Identify new directions in research at CHRI that will
 - Facilitate multi-disciplinary collaborations within CHRI
 - Continue to play a significant role in the London Children's Health Research Collaborative
 - Increase opportunities for participation in multi-centre collaborations across Canada
 - Generate excitement from donors
2. Facilitate the development of multi-disciplinary research groups with emphasis on
 - The development and establishment of two or three research themes that will achieve international recognition
 - Collaborations among clinical and basic science researchers

- Co-location of researchers with their clinical partners
 - Providing necessary funding and administrative support
3. In collaboration with CHRI's partners, recruit a mid-career or senior clinician-scientist
 4. In collaboration with CHRI's partners, to create a clinical research centre for children's health that
 - Facilitates patient engagement and recruitment
 - Encourages co-location with CHRI's clinical partners

Strategic Priority 2: Foster leadership and professionalism

Short-term:

1. Alert Scientists and trainees to resources provided by Western and the LHRI about professionalism and the ethical conduct of research
2. Create position descriptions for the senior leadership roles (Scientific Director and Division Chairs)
3. Define and communicate a plan for leadership succession

Long-term:

1. Create a leadership development initiative
 - Identify potential leadership candidates
 - Provide leadership opportunities within CHRI for emerging leader (committee assignments; opportunities to represent CHRI)
 - Encourage external opportunities for leadership (service on grant review committees; service on departmental or university committees at Western)
 - Provide opportunities and support for formal leadership learning and development
2. Encourage newly appointed Scientists and Associate Scientists to participate in Mentorship Program
 - Provide a standardized orientation package for newly appointed Associate Scientists and Scientists
 - Offer opportunities to early and mid-career Scientists and Associate Scientists to be mentored

Strategic Priority 3: Optimize CHRI's relationships with its partners

Short-term:

1. Clarify the organizational structure of CHRI and describe CHRI's relationship with Western, LHRI, LHSC, and CHF
2. Develop Memoranda of Understanding with clinical partners (Paediatrics; OB/GYN)
3. Develop a Memorandum of Understanding with the Children's Health Foundation
4. Collaborate with CHF to create a seamless information exchange that will
 - Inform CHF of new initiatives and research developments at CHRI
 - Alert CHRI of opportunities offered by CHF donors
 - Create opportunities for CHRI scientists to interact with CHF

Long-term:

1. Engage in discussions with Western, Schulich, and LHRI to identify priorities for the acquisition of major research equipment
2. Identify opportunities for scientists and clinicians to co-locate and work collaboratively
3. Provide leadership and actively participate in a city-wide review of children's health research

Strategic Priority 4: Create innovative opportunities for graduate, post-doctoral, and clinical trainees

Short-term:

1. Provide more opportunities for trainees from different labs and teams to interact
 - Organize a retreat for CHRI trainees
 - Facilitate greater interaction among trainees from different labs and programs
 - Identify training enhancements that are attractive to trainees

2. Create more effective communications between trainees and CHRI leadership
3. Provide trainees with more opportunities to interact with CHF and its donors
4. Develop an information package for new trainees that includes a description of CHRI and its Vision, Mission, and Values

Strategic Priority 5: Create a comprehensive communications strategy

Short-term:

1. Create a Communications Team to
 - Update the CHRI website and ensure that it is current
 - Generate a regular newsletter or news feed to CHRI scientists, trainees, and staff, and to CHF
 - Develop more contemporary modes of communication such as Twitter and podcasts to push information out to interested audiences
2. Continue to celebrate successes through
 - Annual awards
 - Letters of congratulation with copies to Deans and Department Chairs
 - Announcements on CHRI website and Twitter
3. Hold regularly scheduled meetings of each Division to
 - Identify collaborative research opportunities
 - Encourage translational research initiatives
4. Create a systematic process for obtaining and reporting metrics on research performance, including
 - Publications and citations
 - Grants and contracts awarded
 - Training of highly qualified personnel
 - Awards and honours received
 - Appointments to grant review committees, editorial boards, and leadership positions in scientific organizations
5. Collaborate with our partners in developing a highly functional teleconferencing/videoconferencing capability that enhances communications among CHRI researchers