

2026 Strategic Plan Update - Research

July 10, 2024

Daniel Horne, Manager, Clinical Research Services

Amarjit Chahal, Manager, Business Development



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN

2026

OUR STRATEGIC DIRECTIONS



Equity, Diversity, & Inclusion

We all belong



Patient Experience

Empathy, compassion, and respect in every encounter



Staff Experience

This is where we want to work, grow and thrive



Research, Innovation, & Learning

Driven by the needs of our patients, our staff and our communities



Sustainable Future

Ensuring our Healthy Future

STRATEGIC PLAN



Research, Innovation, & Learning Overview



Research, Innovation & Learning

Driven by the needs of our patients, our staff and our communities



1. Assess and prioritize our research efforts.

OBJECTIVE

1.1 Assess, balance and align our current research priorities with our commitment to research that advances population health and health services and supports translation of knowledge to patient care.

2. Build and enhance our staff capacity and the capabilities needed for research success.

OBJECTIVE

2.1 Create an environment that fosters the retention, development, and recruitment of staff required to enable research success.

2.2 Measure the success of current and future research initiatives and impacts on patients, stakeholders, and the Hospital.

3. Create an environment inclusive and supportive of research, innovation, teaching, and learning.

OBJECTIVE

3.1 Increase efforts to translate knowledge to practice, applying research findings at the bedside, and improving the quality and safety of patient care.

STRATEGIC PLAN

2026

Year 2 Progress

**Research,
Innovation
& Learning**

Slightly behind
3 initiatives underway

Strategic Directions / Enablers & Projects	2022/23				2023/24				2024/25				2025/26				2026/27			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Research, Innovation & Learning																				
Research Prioritization & Operationalization																				
Researcher Staffing & Recruitment																				
Establish a Culture to Support Learning & Professional Development																				



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



How We Will Measure Success

Direction	Goal	Strategic Indicators	Revised Indicators
Research, Innovation & Learning	Assess and prioritize our research efforts.	<p># opened investigator initiated research studies informed by NWO population needs and applied to care</p> <p>% positive (top box) responses on patient experience survey re being made aware of research opportunities</p>	<p># opened investigator initiated research studies informed by NWO population needs</p> <p># participants enrolled in a clinical trial in current year</p>



Thunder Bay Regional
Health Sciences
Centre

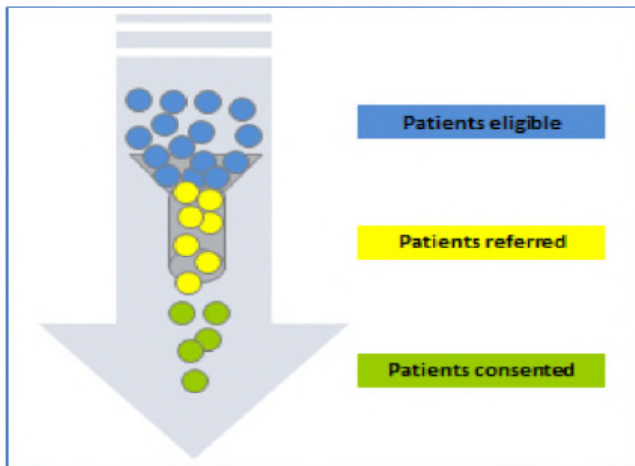
Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN



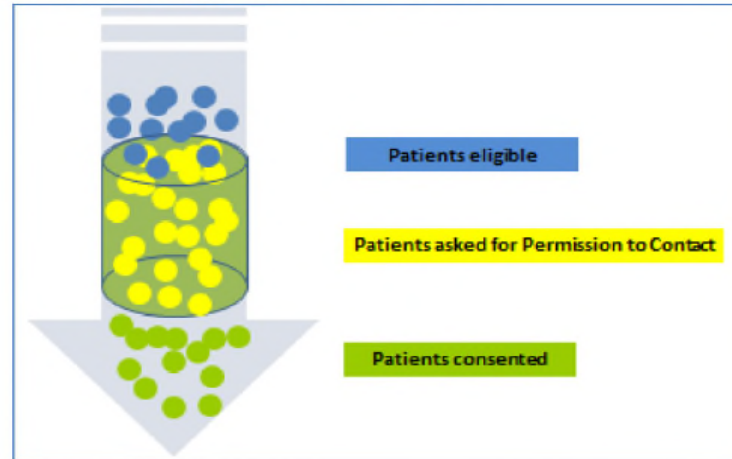
Permission to Contact for Research

Recruitment through traditional informed consent



- Inefficient
- Lack of standardization
- High likelihood of missed opportunities
- Opposes concept of patient-centered care

Recruitment through Permission to Contact



- Standardized
- Patient and community driven
- Researchers able to invite more patients to participate in research studies



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN

2026

Program Benefits

01 **Opportunity**
All patients and community members are able to proactively participate

02 **Informed Care**
Patients can be more informed about their care options

03 **All Research**
This is an investment that benefits all researchers and not just those supported by Clinical Research Services

04 **Funding**
Increased accruals also tend to have a positive correlation with research funding ensuring on-going sustainability

05 **Research Culture**
Contribute to a culture shift whereby research is part and parcel to patient care and outcomes



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN

2026

Progress to Date

Sept 2023

Project kick-off, scoping, and project charter, stakeholder identification.

Nov 2023 - Feb 2024

Met with internal and external stakeholders including other research organizations, Privacy Officer, VP of EDI, and PFA Council .



Dec 2022

Approval to explore feasibility of PtC programs in order to bring a recommendation forward.

Oct-Nov 2023

Best practice review, lit search, N2 Toolkit review

March-April 2024

Analysis of stakeholder feedback and development of recommendations.



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN

2026

PtC External Engagement

Organization	Rank in Research Infosource Top 40 Research Hospitals
University Health Network	1
Lawson Health Research Institute/The Research Institute of London Health Sciences Centre and St. Joseph's Health Care London	7
Center of Addictions and Mental Health (CAMH)	15
St. Joseph's Healthcare Hamilton/The Research Institute of St. Joe's Hamilton	22
Children's Hospital of Eastern Ontario /CHEO Research Institute	26
Health Sciences Centre Winnipeg/Shared Health	33
Holland Bloorview Kids Rehabilitation Hospital	35
Health Science North/Health Sciences North Research Institute	40
Vancouver Island Health Authority	N/A

STRATEGIC PLAN

2026

What have we learned?

- ▶ 1. No standardization of PtC programs across organizations
- ▶ 2. Opt-in PtC program has widely been the initial strategy
- ▶ 3. Current trend is a move towards an opt-out PtC program
- ▶ 4. Communication strategy is a key to success and risk mitigation
- ▶ 5. Funding and long term sustainability is a challenge, especially for opt-in programs
- ▶ 6. Limited data on value of PtC programs, including whether or not it is has led to increased patient participation
- ▶ 7. Integration into Information Systems is key regardless of program type



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN

2026

Next steps

- ▶ Awaiting guidance from BLG (legal)
- ▶ Bring proposals to TBRHRI RELC, and then TBRHSC SLC for consideration



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN

2026

Research Business Model

The Need

- ▶ TBRHRI's RELC endorsed a proposal to consider new business model(s) for research (April 2023)
 - ❖ Plan to focus on value of health research and sustainability over profitability
 - ❖ Plan will focus on aligning resources and support to meet strategic goals
 - Increasing opportunities to participate in research
 - Support research that can be translated into practice
 - Create a framework that supports development, implementation and translation of research
 - Sustainable and practical
 - Support for all researchers and administration



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN

2026

Research Business Model

► Environmental Scan

❖ Internal discussions

- How TBRHRI does business now and how it can create, deliver and capture health research value in the context of the joint strategic plan 2026.

❖ Data Sources

- Online information about academic hospitals and affiliated research institutes.
- OHA (formerly CAHO) data for six fiscal years from 2016-17 to 2021-22 for the five comparator organizations (Sudbury Health Sciences, Sunnybrook, Hamilton Health Sciences, London Health Sciences, and Kingston Health Sciences).
- Research Scorecard (primarily derived from OHA report)
- TBRHRI revenue data from last seven fiscal years (2016-17 to 2022-23).

❖ Interviews

- Virtual meetings with clinical research managers/directors of four comparators.
- The emphasis of the discussions was on TBRHRI's current business model for CRSD, and its comparison to the business models adopted by comparators.



Research Business Model

Next Steps

- ▶ Present findings, analysis and recommendations to TBRHRI RELC by end of Q2



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN

2026

QUESTIONS OR COMMENTS?

Contact:

Daniel Horne Tel: 684-7232 Email: Daniel.Horne@tbh.net



Thunder Bay Regional
Health Sciences
Centre

Thunder Bay Regional
Health Research
Institute

STRATEGIC PLAN

2026