

# VISION 2030

# IMPLEMENTATION PLAN

## ENABLING PRIORITIES

# TABLE OF CONTENTS

<u>Introduction</u>	3
<u>Enabling priority A: Provide an environment of world-class service and operational excellence</u>	5
<u>Enabling priority B: Strengthen our research capabilities, tools, and platforms</u>	7
<u>Enabling priority C: Develop our talent and reinforce interdisciplinary research networks</u>	9
<u>Enabling priority D: Intensify and enrich our diverse partnerships</u>	11
<u>Monitoring, assessment, and risk mitigation</u>	13
<u>Communicating progress</u>	14

# INTRODUCTION

As established in the [2030 Vision](#), the goal of The Institute is to be globally recognised as a leading research institute in transformative discoveries and innovations that advance precision health throughout the life course using a precision health strategy.

We will do this by focusing on our guiding principles: **transversal collaborations** and **patient-oriented research**.

As set out in the 2030 Vision, we have identified **five Research Priorities** and **four Enabling Priorities**. The Enabling Priorities are our commitments to organisational excellence, which provide the operational foundation upon which to support our Research Priorities in an outstanding working environment.

The **Research Priorities** are:

- Expand mechanistic and multiomic research to understand health and disease;
- Develop precise and effective preventive, diagnostic, and therapeutic strategies;
- Integrate data science and digital technologies across research;
- Advance clinical trials through novel methods to inform and improve patient care at all ages; and
- Incorporate determinants of health and disease to reduce disparities.

The **Enabling Priorities** are:

- Provide an environment of world-class service and operational excellence;
- Strengthen our research capabilities, tools, and platforms;
- Develop our talent and reinforce interdisciplinary research networks; and
- Intensify and enrich our diverse partnerships.

---

Two implementation plans — one for the **Research Priorities** and one for the **Enabling Priorities** — will expand on how The Institute will deliver its approved initiatives and meet set goals. Our 6-year implementation plans are living documents that will be revised, refined, and re-evaluated in 2-year increments throughout the next six years of the 2030 Vision (2024-2030).

This 2-year implementation plan for the **Enabling Priorities** will expand upon how we will:

- Execute approved initiatives;
- Establish a roadmap of key performance indicators and milestones to realise the priorities and objectives outlined in the [2030 Vision](#);
- Anticipate potential challenges and risks and provide strategies for mitigation; and
- Describe the plan for reporting progress, updates, and any challenges.

---

As with all Institute activity, the **Enabling Priorities Implementation Plan** should be considered and interpreted through our key values:

- **Diversity in perspectives**
- **Freedom to innovate**
- **Collaboration**
- **Mentorship**
- **Integrity**

# ENABLING PRIORITY A

## PROVIDE AN ENVIRONMENT OF WORLD-CLASS SERVICE AND OPERATIONAL EXCELLENCE

### Objective A.1 Ensure accessible, clear, and continuous communication

#### Key Initiatives and Activities

- Develop a branding strategy for digital and physical spaces
- Increase traffic on The Institute website through strategic content and structural improvements
- Increase users on social media by frequent sharing of relevant content
- Prepare news stories about research, balancing science and operational topics. Widely share via multiple promotional channels

#### Measuring Progress (Key Performance Indicators)

Progress towards objectives will be measured in the following ways:

- Implementation of branding strategy
- End-user surveys
- Increase in website traffic
- Number of posts and followers across social media platforms
- Number of stories published per week

### Objective A.2 Establish a comprehensive onboarding process for new researchers and staff

#### Key Initiatives and Activities

- Replace departmental orientation processes with a holistic and standardised onboarding program

#### Measuring Progress (Key Performance Indicators)

Progress towards objectives will be measured in the following ways:

- Preparation and availability of onboarding materials for new researchers
- Acquisition and implementation of onboarding software for new staff
- End-user surveys

### Objective A.3 Implement robust administrative, infrastructure, and IT support

#### Key Initiatives and Activities

- Lead the Application Modernisation Program (AMP) project to improve efficiency and efficacy of research operations
- Provide comprehensive IT technical support to researchers, trainees, and staff
- Maintain and improve data security through training, awareness, and robust testing
- Streamline internal grant applications from pre- to post- award phase to improve efficiency
- Develop a new maintenance and preventive services policy for research equipment, buildings, and spaces in alignment with the 2030 Vision
- Support best practices in animal welfare in accordance with Canadian Council on Animal Care (CCAC) recommendations to maintain certification

#### Measuring Progress (Key Performance Indicators)

Progress towards objectives will be measured in the following ways:

- Acquisition and implementation of a new Clinical Trial Management System (CTMS)
- Acquisition and implementation of new Finance and HR applications, implement improvements to existing grant account software
- Decreased response time for IT technical support requests
- Increased support for grant applications from pre-award to post-award
- Completion and implementation of new maintenance and preventive services policy for research equipment, buildings, and spaces
- Number of CCAC recommendations implemented
- End-user surveys

### Objective A.4 Establish an eco-friendly environment that supports sustainability

#### Key Initiatives and Activities

- Create a dedicated Office of Sustainability at The Institute that is responsible for overseeing all institutional sustainability initiatives
- Develop a sustainable laboratory guide outlining feasible sustainability policies for The Institute

#### Measuring Progress (Key Performance Indicators)

Progress towards objectives will be measured in the following ways:

- Recycled wastes
- Cold storage management
- Equipment energy savings
- Staff hiring and establishment of operational and governance structures

# ENABLING PRIORITY B

## STRENGTHEN OUR RESEARCH CAPABILITIES, TOOLS, AND PLATFORMS

**Objective B.1**  
Improve access to, and usability of, MUHC data to support research

**Key Initiatives and Activities**

- Enhance data warehouse accessibility for researchers
- Reduce time to fulfill data warehouse requests (from reception to delivery)

**Measuring Progress (Key Performance Indicators)**

Progress towards objectives will be measured in the following ways:

- Number of data requests completed
- Completion time to fulfill requests

**Objective B.2**  
Advance the capabilities and accessibility of our research support and technology platforms

**Key Initiatives and Activities**

- Promote Centre for Translational Biology (CTB) platform services within and beyond The Institute community to secure diversified funding sources that will ensure long-term viability and growth
- Renew, upgrade, and expand equipment within the Centre for Innovative Medicine (CIM) Technical Platforms
- Modernise key instruments to state-of-the-art advanced technologies within the CTB Platforms
- Improve operations by disseminating relevant Pre-Awards metrics across administrative divisions
- Provide update for Containment Level 3 (CL-3) housing and include the capabilities of Digital Ventilated Cage technology

**Measuring Progress (Key Performance Indicators)**

Progress towards objectives will be measured in the following ways:

- Number of new users to CTB Platform Services
- Increase diversified sources of revenue (e.g. industry/other Quebec centres)
- Completion time to fulfill data-related IT requests
- Increase in funding applications (e.g. Canada Foundation for Innovation [CFI], MUHC Foundations, other agencies) for new equipment
- Number of instruments replaced and/or upgraded
- Reception and installation of DVC technology equipment within the Animal Resources Division

**Objective B.3**  
Conduct a researcher-guided evaluation of needs and use cases to inform additional investments

**Key Initiatives and Activities**

- Establish a Technology Platforms Task Force to identify and prioritise the needs within each of the eight CTB Platforms, and CIM Platforms
- Survey users, programs, and research networks to assess animal research needs

**Measuring Progress (Key Performance Indicators)**

Progress towards objectives will be measured in the following ways:

- Assess feedback from platform researchers and users through surveys

# ENABLING PRIORITY C

## DEVELOP OUR TALENT AND REINFORCE INTERDISCIPLINARY RESEARCH NETWORKS

### Objective C.1 Strengthen our team science support and interdisciplinary research networks

#### Key Initiatives and Activities

- Increase the number of strategically submitted cross-functional Team Grants
- Establish Desjardins Centre for Advanced Training (DCAT) partnerships with Institute-led interdisciplinary team grants that involve training and professional development to strengthen application fundability
- Launch and implement The Institute Networks
- Increase the number of submitted grants that undergo internal scientific peer-review

#### Measuring Progress (Key Performance Indicators)

Progress towards objectives will be measured in the following ways:

- Number of submitted grant applications involving cross-functional teams
- Number of submitted team grant applications supported by Pre-Awards advisors
- Number of DCAT-partnered team grants submitted
- Increase number of successful team grants
- Funding procured by awarded team grants to support DCAT activities
- New Institute Networks established
- Internal scientific peer-review participation rate

### Objective C.2 Recruit researchers and highly qualified personnel strategically

#### Key Initiatives and Activities

- Enhance support to researchers during their staff hiring process through recruitment-specific training, strategies, and best practices
- Diversify recruitment strategies and talent across the institution
- Resume annual institutional succession planning exercise for critical positions within administration

#### Measuring Progress (Key Performance Indicators)

Progress towards objectives will be measured in the following ways:

- |  |  |
|--|--|
| • Number of researcher-initiated requests for recruitment materials fulfilled            | • Number of Equity, Diversity, and Inclusion (EDI) initiatives and trainings offered |
| • Number of recruitment-related resources made widely available to Institute researchers | • Retention rates  |
| • Demographics   | • Number of employees that are internally promoted                                   |
| • Minority representation  | • Turnover rates   |

### Objective C.3 Enhance training opportunities across targeted skillsets

#### Key Initiatives and Activities

- Participate in the development of training programs, initiatives, and/or partnerships in key areas aligned with the 2030 Vision Research Priorities for trainees
- Expand the breadth of grant writing informational and training sessions provided to researchers by the Pre-Awards Office
- Offer career planning/developmental upskilling opportunities to members of The Institute
- Establish a formal collaboration between the CIM and [CANTRAIN](#) to initiate a clinical-research oriented training program for CIM staff (Phase 1) then Institute staff (Phase 2)
- Develop new animal-training initiatives informed by the needs of The Institute community

#### Measuring Progress (Key Performance Indicators)

Progress towards objectives will be measured in the following ways:

- Number of new trainee-centric training initiatives
- Implementation and adoption of clinical research-oriented training programs for CIM staff
- Number of grant writing requests submitted and fulfilled
- Number of training sessions and initiatives offered
- Number of employees receiving career development upskilling support, and scope of support
- End-user surveys

### Objective C.4 Implement high-quality mentorship programs for all personnel

#### Key Initiatives and Activities

- Establish the Tremplin Ambassadorship Program at The Institute to support the career and professional development of trainees through mentorship opportunities
- Formally establish the early career (EA)-Mentor Program to pair postdocs and research associates (mentees) with professional mentors across academic and industry sectors
- Enhance the scope and quantity of networking opportunities and training workshops available to postdocs and research associates
- Develop mentorship programs for Veterinary Medicine (DVM) and Animal Health Technicians (AHT)
- Establish a mentorship program that partners administrative personnel with mentors across diverse administrative roles/departments

#### Measuring Progress (Key Performance Indicators)

Progress towards objectives will be measured in the following ways:

- Number of new Tremplin ambassadors at The Institute
- Number of established mentor/mentee partnerships across all areas (e.g. staff, trainees, early career researchers)
- Number of new training and network initiatives launched
- Number of interns and students mentored and established mentor/mentee partnerships

# ENABLING PRIORITY D

## INTENSIFY AND ENRICH OUR DIVERSE PARTNERSHIPS

### Objective D.1

Engage patient and community advisory groups from the diverse locales served by The Institute and MUHC

#### Key Initiatives and Activities

- Establish a formal Patient Advisory Committee at The Institute to inform institutional strategic initiatives
- Work with the MUHC Patient Engagement Office to include patient representation/MUHC volunteer service/MUHC Research Ethics Board in Facility Animal Care Committees (FACCs) as a community representative/observer
- Increase transparency to allow for greater patient and community understanding of animal research projects (organising visits, information sessions)

#### Measuring Progress (Key Performance Indicators)

Progress towards objectives will be measured in the following ways:

- Number of patients engaged
- Number of initiatives for which patient feedback is sought
- Frequency and nature of engagement with community and patient representatives
- Number of visits to the Animal Resources Division by patients/general public

### Objective D.2

Enhance collaborative opportunities across the Montreal and Quebec health-science and research ecosystems

#### Key Initiatives and Activities

- Enhance industry-partnered research
- Optimise relationships with external funding organisations (e.g., McGill-affiliated Foundations, Axelys)
- Build external awareness of the CTB Platforms through Business Development campaigns and research events
- Develop an application to monitor collaborative fund transfers to reduce administrative burden

#### Measuring Progress (Key Performance Indicators)

Progress towards objectives will be measured in the following ways:

- Number of new Quebec-based industry engagements
- Number of new Quebec-based industry partnerships
- Number of Institute-led research initiatives with external funding organisations (e.g., McGill-affiliated Foundations, Axelys)
- Number of external venues to which Technology Platforms are presented
- Number of non-Institute Technology Platform users

### Objective D.3

Strive to integrate national and international collaborators in large-scale, multi-site research initiatives

#### Key Initiatives and Activities

- Enhance industry-partnered research
- Increase the number of Institute-led pan-Canadian and international team grants
- Enhance the number of pan-Canadian and international speakers invited to The Institute through the Distinguished Professor Lecture Series
- Develop transgenic marmoset project to increase collaborations within and beyond Canada

#### Measuring Progress (Key Performance Indicators)

Progress towards objectives will be measured in the following ways:

- Number of new non-Quebec and international industry engagements
- Number of new non-Quebec and international industry partnerships
- Number of team grant submissions and success rate
- Number of invited speakers from outside Quebec and Canada
- Number of collaborations utilising marmosets

# MONITORING, ASSESSMENT, AND RISK MITIGATION

## MONITORING

Effective monitoring is essential for ensuring the successful implementation of the 2030 Vision. This section outlines the processes and metrics we will use to track progress, assess performance, and make data-driven adjustments throughout the next two years. By establishing key performance indicators and regular evaluation intervals, we aim to maintain alignment with our strategic objectives, identify potential issues early, and ensure that resources are utilised efficiently.

Key initiatives will be monitored quarterly. The initial monitoring session for the Enabling Priorities Implementation Plan will take place in October 2024; this session will involve meetings with the Divisional directors and key stakeholders to define initiative-specific targets and current statues, milestones and corresponding timelines.

## ASSESSMENT

The current status of key initiatives will be assessed relative to milestone-specific timelines and tracked using a scorecard, which will be depicted as follows:

- **Gold:** Current status exceeds established target
- **Green:** Current status meets established target
- **Yellow:** Current status is below established target, but within a tolerance interval
- **Red:** Current status is below established target and requires urgent attention
- **White:** Current status not started, but not scheduled to start (i.e., no delays)

## RISK MITIGATION

If and when a key initiative is given a scorecard status of yellow or red, the following steps will be taken within the quarter that the assessment was made:

- Key initiative leads will meet with the *Strategic Advisor, Priorities and Performance* within the *Research Strategy Office* to discuss challenges that have arisen and identify risks that may exacerbate those challenges
- A collective decision will be made to define the most appropriate risk mitigation strategy for the identified risks/challenges (i.e., avoidance, reduction, transfer, or acceptance)
- The Strategic Advisor, Priorities and Performance will work together with the initiative lead, Executive Director and Chief Scientific Officer (ED/CSO), and Director of Research Services to identify the resources and/or support needed to execute this risk mitigation strategy to either a) resume or b) adapt initiative-specific milestones and timelines

# COMMUNICATING PROGRESS

Effective communication is pivotal for the successful implementation and impact of our 2030 Vision. We will provide a clear, timely, and transparent flow of information among all stakeholders through the following initiatives:

- Regular updates to the research community through meetings, newsletters, and a dedicated reporting web page
- Regular updates to The Institute Board of Directors
- Regular updates to senior management and Divisional Directors
- An annual progress report from the ED/CSO published on The Institute Portal and website
- Key achievements highlighted on social media