

Health and Humanity for All:

Committed to Excellence,
Dedicated to Discovery

The Research Institute of St. Joe's Hamilton
Strategic Research Plan (2023 – 2028)

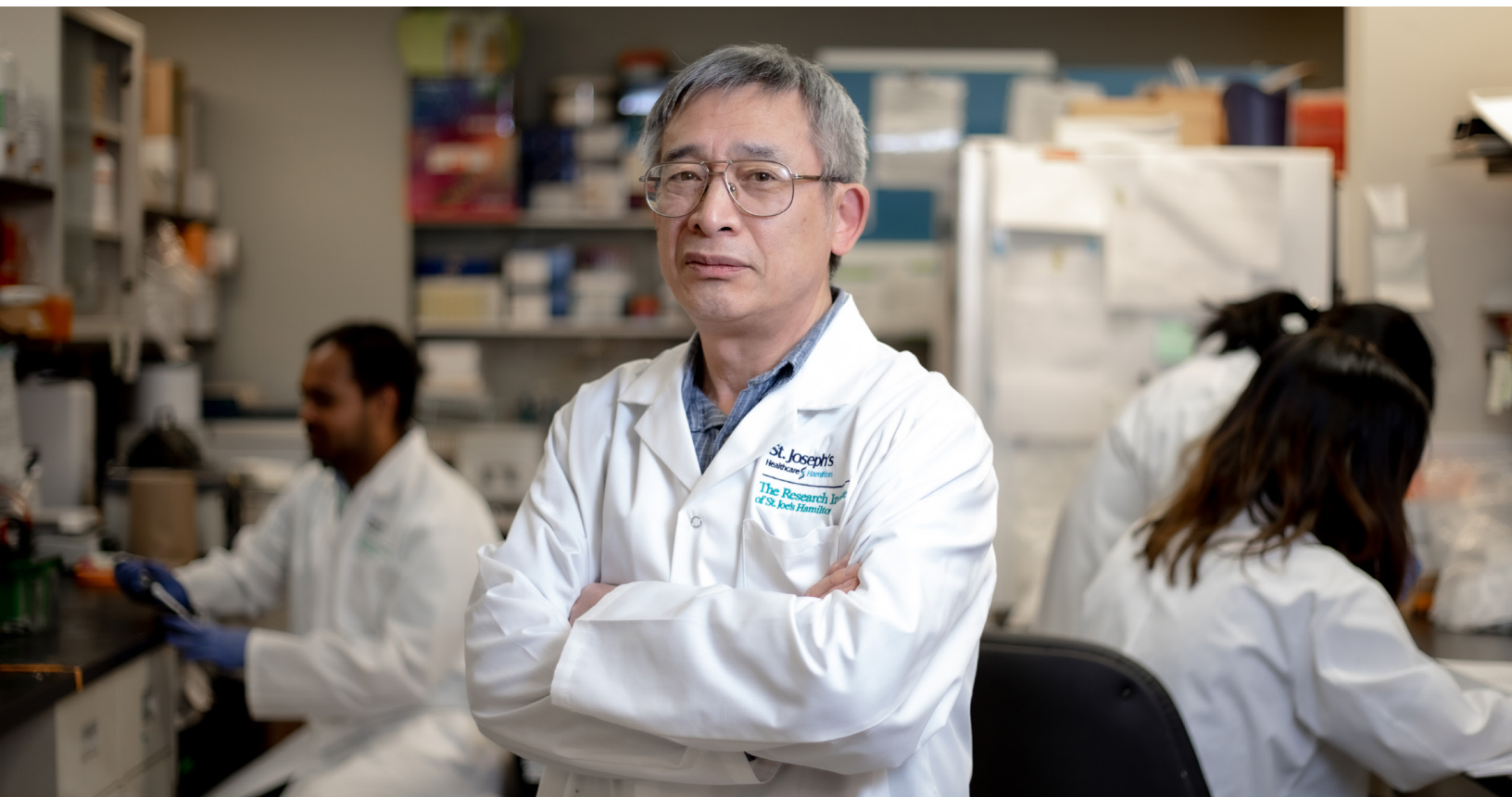
Introduction

Research is the foundation for evidence-based healthcare, as we pursue knowledge and discoveries that improve health and well-being. As an academic health sciences centre affiliated with the internationally renowned McMaster University, St. Joseph's Healthcare Hamilton relies on The Research Institute of St. Joe's Hamilton to promote and grow research as part of its academic mandate.

The Research Institute is built on the foundation of a rich legacy of care started by the founding Sisters of St. Joseph, and embraces St. Joseph's Healthcare Hamilton's mission, vision, and values. Committed to upholding this legacy, The Research Institute of St. Joe's Hamilton is dedicated to the growth of research and innovation within St. Joseph's Healthcare

Hamilton and across the St. Joseph's Health System.

Incorporated in 2014, The Research Institute has facilitated more than \$236M in research. With approximately 200 researchers supported annually, we have made many significant findings that have had global impacts on healthcare. Under the umbrella of the St. Joseph's Healthcare Hamilton Strategic Plan, ["Committed to Excellence, Dedicated to Discovery."](#) The Research Institute is focused on amplifying the Leading and Learning Pillars, while creating an environment where our research community can thrive, propelling our research and innovation growth and excellence at St. Joe's to greater heights.



Shaping Our Strategy

The strategic research planning process was launched in February 2022, with the formal approval of the planning process by the Executive Leadership Team of the Hospital.

A Working Group comprised of members from the research and hospital communities was formed and a third-party consultancy was engaged. The Working Group identified the following objectives for the strategic planning process:

- Evaluate strengths and weaknesses and identify key differentiators.
- Create a common set of goals for direction and growth.
- Create an identity for The Research Institute, while building alignment with the Hospital and the System.
- Listen and build a plan that key stakeholders can collaboratively implement.

Key to these objectives is the consultation process that was undertaken to gather insights and perspectives, as well as to support informed decision-making for the strategic research planning process. We engaged extensively with a wide range of stakeholders through one-on-one interviews, focus groups, a town-hall and an electronic survey.



Stakeholders across St. Joseph's Healthcare Hamilton contributed to building our strategic plan, including Dr. Manali Mukherjee (right) and Dr. Damu Tang (page 2).

The insights of our community were invaluable as we worked to shape the future of research at St. Joe's.

Timeline

February 2022

- Launch of the inaugural strategic research planning process.
- Formation of Working Group and finalization of planning process and consultation plan.

July 2022

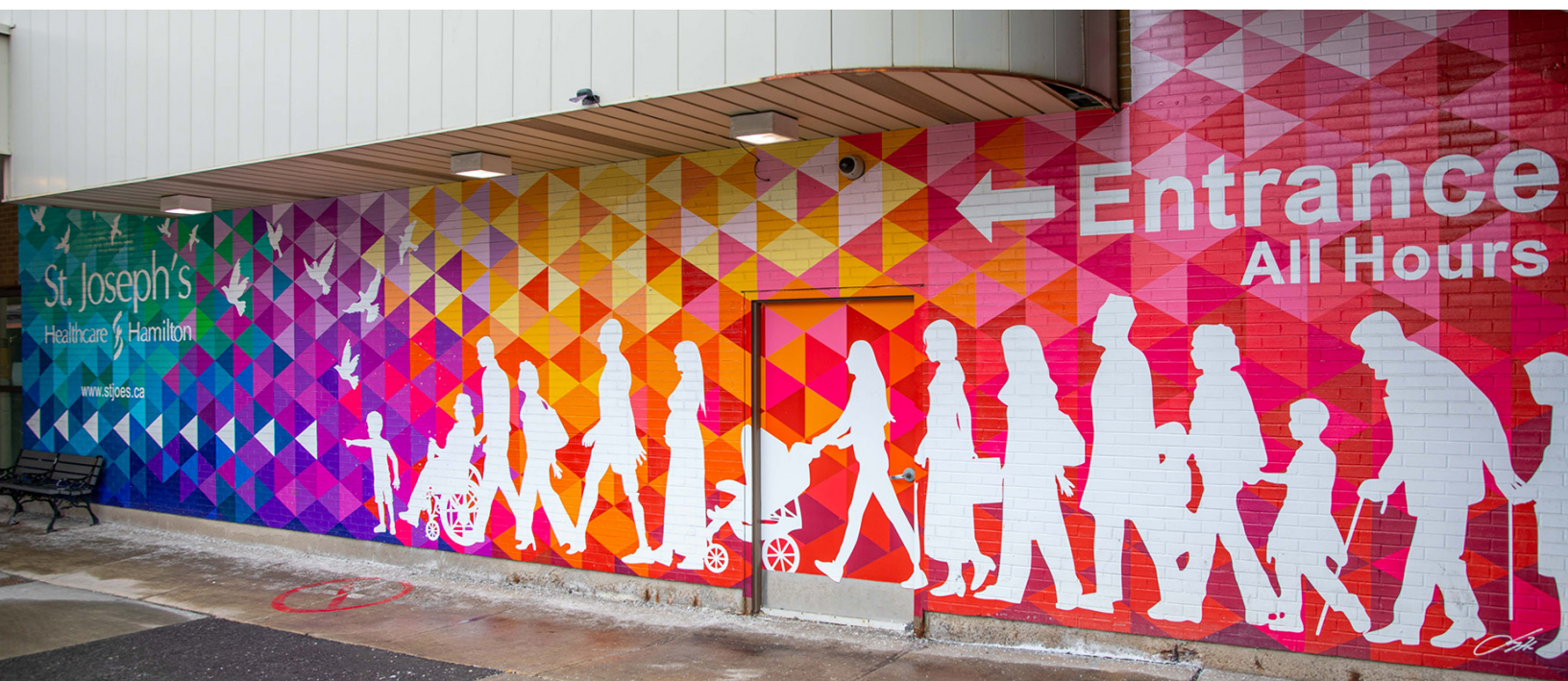
- Consultation phase with Research, Hospital, and System communities: one-on-one interviews, focus groups, a town hall, and an electronic survey.
- 16 consultations with more than 125 individuals.

November 2022

- Key components of the strategic research plan drafted by the Working Group based on consultations.
- 18 additional consultations conducted with leadership, research pillars, partners, the Hospital, and the System – soliciting feedback from more than 100 individuals.

March 2023

- Launch of The Research Institute of St. Joe's Hamilton's inaugural Strategic Research Plan: "Health & Humanity for All."



Welcome

Welcome to The Research Institute of St. Joe's Hamilton's inaugural strategic research plan.

In South Africa, Ubuntu, translated as “I am because we are,” is a word that means kindness, humanity, compassion, and goodness. While not everyone may be familiar with the term, Ubuntu is deeply embedded within the St. Joe's community and culture. This cultural feature is a key differentiator for The Research Institute; it attracts many researchers and staff to our organization and leads them to stay for many years thereafter. In this strategic research plan, we have created our own version of Ubuntu: “Health and Humanity for All.” We commit to living and working by this foundational principle – embedding it in how we treat others, how we

work among ourselves and with partners, and how we conduct research.

This foundational principle:

- is aligned with the legacy of the Sisters of St. Joe's;
- embodies the values of the St. Joseph's Health System and St. Joseph's Healthcare Hamilton – Dignity, Respect, Service, Justice, Responsibility, Enquiry; and
- emphasizes the bigger picture of working towards the collective good for all, while demonstrating our commitment to the well-being and personal growth of our community.

St. Joe's has long established its core values and proudly displays them in artwork across our campuses. The Charlton Emergency Department exterior wall (Page 4) celebrates our rich diversity, welcoming spirit, and community connection.

Researchers in the Mental Health & Addiction program at St. Joe's, including Dr. James MacKillop (right), are leading studies to identify better diagnostics and treatments for those living with mental illness and addiction.



Our Purpose

*Excellence in research and innovation,
that delivers better health for all.*

St. Joe's Charlton campus (below), photographed in Autumn, 2022.



Our Values

Anchored by the foundational principle of "health and humanity for all," we foster a culture of equity, diversity, inclusion, and allyship as we pursue research that shifts paradigms to advance science.

We are an interdisciplinary, collaborative, and supportive community dedicated to research outcomes that matter. Our core strengths lie within our people as we:

St. Joseph's
Healthcare  Hamilton

The
Research
Institute
of St. Joe's Hamilton

- Lead discoveries;
- Challenge the status quo; and
- Translate learnings from bench to bedside.

Person-centred, ambitious, and innovative – we are The Research Institute of St. Joe's Hamilton.

The 3 Wishes Project, led by Dr. Deborah Cook (below, left), hit a 10-year milestone in 2023. This ongoing research project helps ICU clinicians to foster patient and family-centred end of life care and inspire a deeper sense of their vocations.



Strategic Objectives

Our Strategic Objectives are comprised of five key areas of focus:

Expanding Research

Building Capacity

Telling Our Stories

Innovating & Partnering

Supporting Our Research & Innovation Community





Expanding Research

Expanding Research is characterized by the following strategic priorities:

- **Develop an equity, diversity, and inclusion strategy for research**, which includes education and support across all activities.
- Promote and support research that has a focus on **integrated care**.
- **Leverage new technology** to facilitate innovative research.
- Grow research through **external funding**.
- **Invest in the next generation of researchers** who will contribute to basic, translational, clinical, and social research that transforms paradigms and impacts well-being.

Vision researchers at St. Joe's King Campus (below) have recently been awarded a CIHR grant to study macular degeneration.





Building Capacity

Building Capacity is characterized by the following strategic priorities:

- **Increase research and infrastructure funding** by exploring creative opportunities.
- Encourage and enable research **commercialization**.
- **Build capacity and sustainability within leadership** through succession planning and strengthening our research programs.
- **Formalize governance structures** across all activities within The Research Institute.





Telling Our Stories

Telling Our Stories is characterized by the following strategic priorities:

- **Build internal unity and external awareness** through communicating our impact in a way that is clearly aligned with SJHH.
- **Promote SJHH as an academic health sciences centre** within an integrated health system.
- Develop standards and tools that **create brand consistency**.
- **Redevelop our website** to increase awareness, knowledge sharing, and attract talent.
- **Promote “health and humanity for all”** as the foundation of our identity, strategy, and branding.



Innovating & Partnering

Innovating & Partnering is characterized by the following strategic priorities:

- **Establish a framework for strategic collaborations** that transcends disciplinary research boundaries.
- **Increase and enhance strategic, reciprocal, and equitable partnerships** to drive collaboration and innovation.
- Increase opportunities to **partner with member organizations of St. Joseph's Health System.**
- **Develop and nurture collaborations with Indigenous peoples** that improve health and advance the Truth and Reconciliation process.
- Create opportunities to **share knowledge, interact, and learn from one another.**
- **Continue building partnerships with patients and families** to drive research and innovation outcomes.

Clinical research that connects with the community is a key strength of St. Joe's. The Juravinski Centre for Integrated Healthcare (page 13), better known as the West 5th Campus, is a key hub connecting mental health and addictions researchers with numerous community support networks and care centres across the region.



Supporting Our Research & Innovation Community

Supporting Our Research & Innovation Community is characterized by the following strategic priorities:

- Streamline and **simplify research administration processes**.
- **Enhance our onboarding** practices.
- **Increase the scope of services** provided by research administration, and **enhance educational opportunities** for researchers and staff.
- **Enhance integration with McMaster & HHS** to facilitate better research and knowledge transfer.
- **Invest in technologies that enhance efficiencies** in research and innovation.
- **Refine our resource-sharing** strategies and systems.



Thank You

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We could not have created this strategic plan without your time, honesty, and insights, and we look forward to collectively bringing this work to life in the years to come. In addition, we wish to acknowledge the diligent work of our consultancy, MacPhie.



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