Centre de recherche de St. Mary
St. Mary's Research Centre

Strategy & Priorities

October 2023

Thank you to our partners

Centre intégré universitaire de santé et de services sociaux de l'Ouest-de-l'Île-de-Montréal

Québec

McGill

Fondation de l'Hôpital St. Mary

St. Mary's Hospital Foundation

Today's Agenda

Objectives

- Present SMRC Strategy
- Highlight Priorities and Roadmap
- Network
- Build momentum

9h15-10h00 - Research Domains

- Introduction
- Research Domains Priorities

10h00-10h15

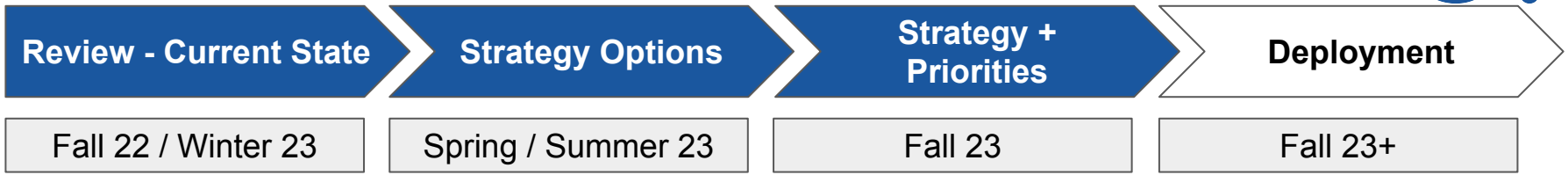
- Break

10h15-11h00 - SMRC Strategy

- SMRC Strategy + Priorities
- Action plan + Next steps

11h00-12h00 - Networking

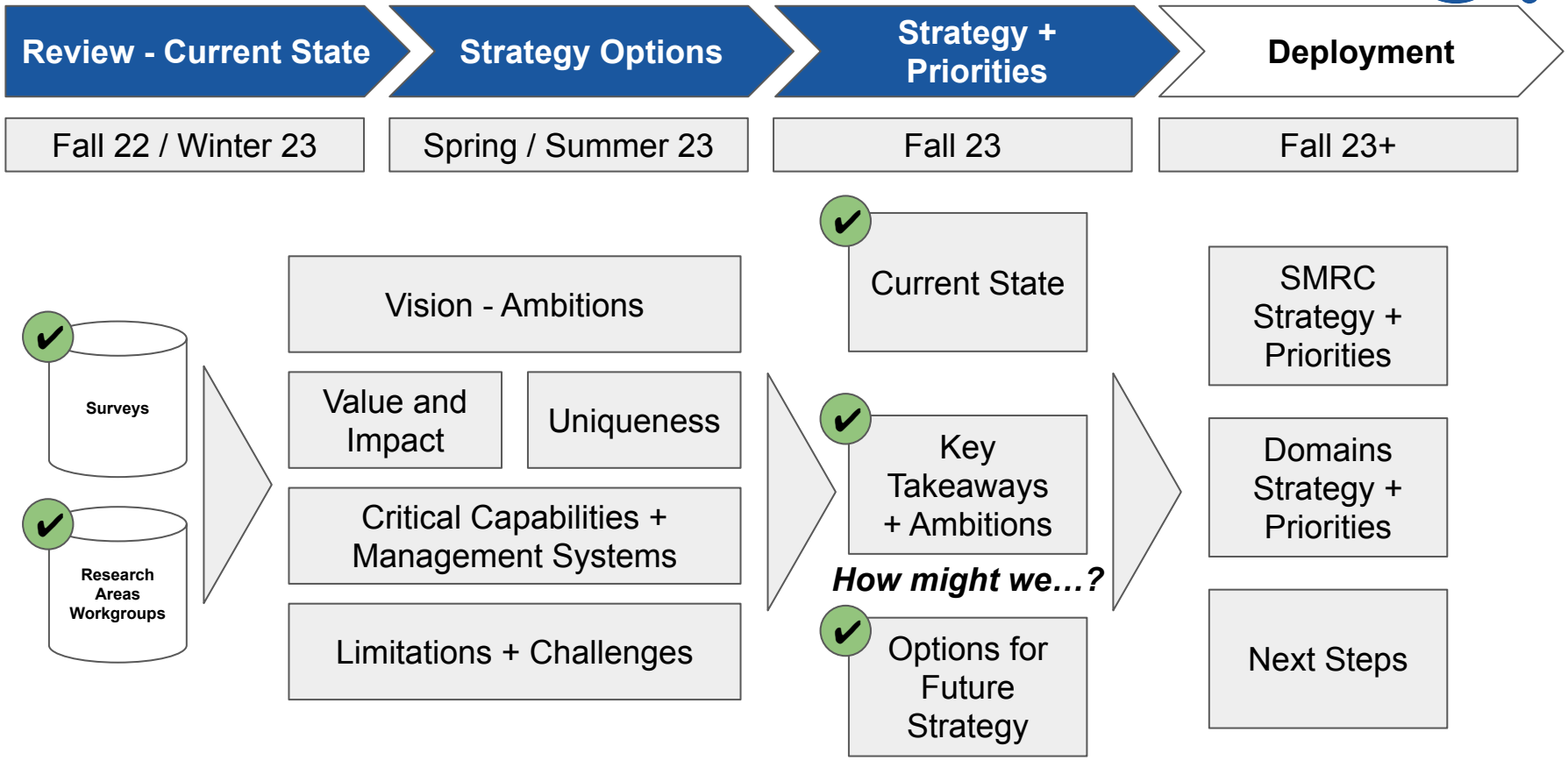
Strategy Definition Roadmap



Philosophy and objectives

- Promote active participation of SMRC stakeholders.
- Foster interdisciplinary collaboration and interaction.
- Guide the strategy development + deployment.

Formulating SMRC Strategy



Current State Review Participation

Survey

80 invitations

- All sectors targeted including CIUSSS and McGill
- 28 complete responses

Response rate: 35%

Mini-Workshops

9 workgroups

- Core + coordinators
- Research domains specific workshops

1:1 Discussions

5 sessions

- CIUSSS
- DAUER
- SMH Foundation
- Dr. Joshi
- Pharmacy

33 participants

Strategy Options Exploration Participation

May 1st Mini-Retreat

- Current state.
- Research domains ambitions.
- 14 participants.

Research Domains Sessions

- Choices, capabilities, priorities.
- Over 25 working sessions.
- CORE Team + 10 researchers.

Strategy is about making choices to achieve our Vision

Looking Forward

Mission

St.Mary’s Research Centre is dedicated to advancing healthcare through **pioneering research and patient-centric practices**.

With a focus on **patient proximity**, **innovation**, and **care accessibility**, we’re shaping a healthier future that embraces diversity, minority groups, and women’s health.

Our commitment to **inclusivity** drives us to **create solutions** that cater to the needs of every individual in our vibrant **community**.

Vision

To be an **officially recognized** institution within Quebec’s clinical and university research network.

By focusing on **academic excellence and scientific progress**, the SMRC seeks to make **significant contributions** in its **domains of expertise**, for the benefit of the St. Mary's Hospital Centre community and beyond.

Our Values

Integrity and Transparency

We prioritize **honesty and ethical conduct** in all aspects of our work.

Transparency is our commitment to openness and clarity in our actions and decisions.

We hold ourselves **accountable** for our responsibilities and strive for reproducibility in our processes.

Collegiality, Collaboration and Inclusivity

We embrace **diversity** of ideas, champion equity, ensure representation, practice **cultural sensitivity**, create **welcoming** environments, and actively work to eliminate bias.

Through **collegiality**, we foster a sense of community where every voice is valued and heard.

Collaboration is our driving force as we come together to achieve our **shared vision** of an inclusive and equitable environment for all.

Results Driven

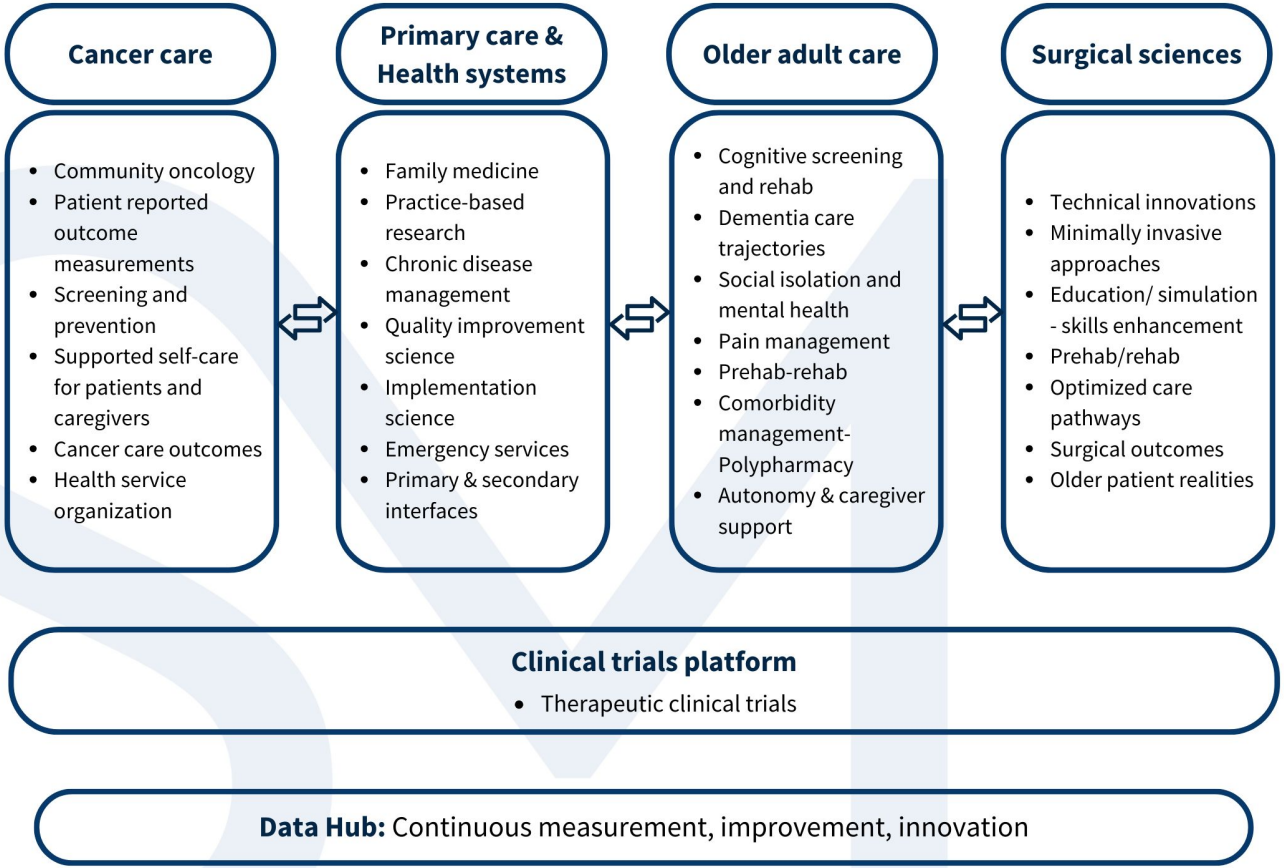
Our actions are guided by a commitment to **adaptability**, operational **efficiency**, continuous feedback, and quantifiable progress.

We believe in results-driven, solution-oriented approaches, ensuring that we remain **agile**, productive, and focused on delivering impactful outcomes.

Our Unique Advantage

- Proximity of patients - community dimension.
- “Patient-centered approach”.
- Diversity - access to a more diversified population of patients.
- Engagement with other healthcare professionals, buy-in from leadership and optimal integration with clinical operations as winning approaches.
- Access to receptive leadership.
- Efficient execution and agility - from research planning to publication/visibility.

Our Research Domains



Surgical Sciences

Presenter: Anthony Albers

Our Scientific Ambition

Surgical Sciences	Older Adult Care	Cancer Care.	Primary C. & H.S.
Clinical Trials Platform			
Data Hub			

- Become an integral part of McGill University's surgery department research portfolio.
  - Forge strong collaborations with McGill University's surgery department to integrate SM surgery research initiatives.
- Elevate surgery toward academic profile.
- Advance the science of care that is efficient, safe, and cost-effective, focusing on processes rather than devices, that serves the general population (not niche market).
- Improve patients' care - impact:
  - Quality of care vs continuum (pre + ops + post)
  - Cost-effectiveness
  - Provide applicable research to the general population.
  - Leverage technology to enhance/improve care (Artificial Reality/Virtual reality in research)
- Improve knowledge transfer and research volume.

Our Priorities

Where to focus our attention

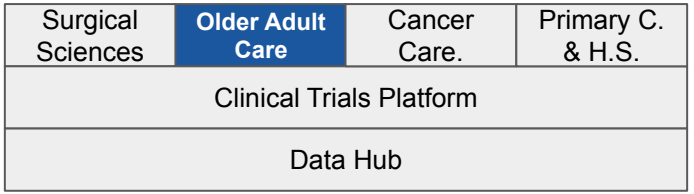
Surgical Sciences	Older Adult Care	Cancer Care.	Primary C. & H.S.
Clinical Trials Platform			
Data Hub			

- Develop strategies to enhance cost-effectiveness in surgical procedures without compromising patient outcomes.
- Build expertise in incorporating technologies like Artificial Reality (AR) and Virtual Reality (VR) into surgical research, utilizing these tools to enhance patient care, training, and procedure planning.
- Develop strong communication strategies to disseminate research findings to medical professionals, policymakers, and the general public.
- Develop the capability to secure grants and funding for a diverse range of research endeavors.
- Develop the capability to collect and analyze data throughout the surgical journey, enabling evidence-based decision-making and continuous improvement.
- Develop synergies with other clinical departments.
- Develop synergies among research domains (urogynecology, surgery, geriatrics, cancer care, etc.).

Older Adult Care

Presenter: Julia Chabot

Our Scientific Ambition



- Implement technological interventions for older adults to improve mental health, cognition, quality of life, decrease length of stay for patients admitted to St. Mary's Hospital Centre and support aging in the community.
- Implement real-world solutions in a multidisciplinary team setting and integrate stakeholders, including geriatrics clinical healthcare team, older adult and caregiver representatives, community organizations, industry partners, and long-term care facilities.
- Be a national leader in the validation and implementation of non-pharmacologic therapy.

Our Priorities

Where to focus our attention

Surgical Sciences	**Older Adult Care**	Cancer Care.	Primary C. & H.S.
Clinical Trials Platform			
Data Hub			

Short-Term

- Perform a feasibility randomized controlled trial (RCT) studies of VR-based behavioural interventions for older adults (e.g., music, meditation, exercise) in the Geriatric Assessment Unit.

Mid-Term

- Pilot a feasibility randomized controlled trial (RCT) studies of Social/humanoid robotics for Behavioural and Psychological Symptoms of Dementia (BPSD), social isolation and mental health in the Geriatric Assessment Unit.
- Leverage technology to complete screening and scales prior to follow-ups appointments with the health care team.

Long-Term

- Leverage telemedicine for post-discharge continuity of care.

Cancer Care

Presenter: Sylvie Lambert

Our Scientific Ambition

Surgical Sciences	Older Adult Care	**Cancer Care.**	Primary C. & H.S.
Clinical Trials Platform			
Data Hub			

- Generate applicable knowledge to impact cancer patients, survivors and their families.
- Nationally lead Discovery science in Epidemiology.
- Nationally lead in implementation science for patient-centered cancer care and prevention.
- Influence managers, policymakers and other stakeholders as the experts in specific cancers.

Our Priorities

Where to focus our attention

Surgical Sciences	Older Adult Care	**Cancer Care.**	Primary C. & H.S.
Clinical Trials Platform			
Data Hub			

Short-Term

- Improve visibility of research activities:
  - Across stakeholders.
  - Work with SMRC / DAUER for knowledge transfer activities.
  - Ensure representation on key committees beyond McGill, at provincial levels (maybe more medium term).
- Develop research agenda in Cancer Epidemiology.
- Spread SMRC evidence based innovations.

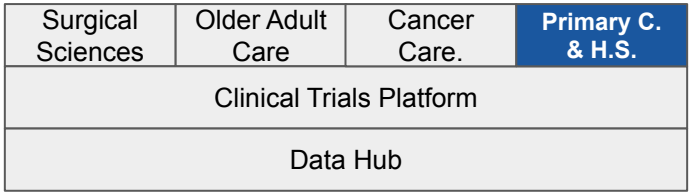
Mid-Term

- Develop a strategic plan to influence policies based on science generated at SMRC.

Primary Care & Health Systems

Presenter: Christina Raneburger

Our Scientific Ambition



- Generate knowledge in partnership with clinicians, researchers, and healthcare users organizations in order to improve patient outcomes, healthcare delivery, administration and funding.
- Conduct high quality clinical and health services research relevant to the patients of and services provided by St. Mary's Hospital.
- Promote knowledge synthesis, transfer, and exchange activities supporting evidence-informed decision-making in practice, management and policy.
- Support the application of evidence through quality improvement, action research and implementation science.
- Support a high quality training program for students and medical residents by creating a research-ready environment.

Our Priorities

Where to focus our attention

Surgical Sciences	Older Adult Care	Cancer Care.	**Primary C. & H.S.**
Clinical Trials Platform			
Data Hub			

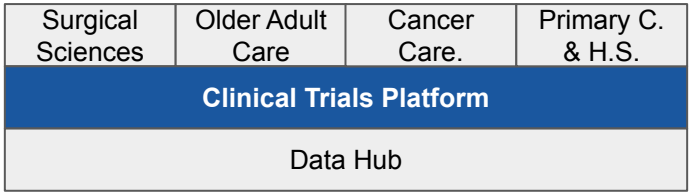
SMRC Driven Actions

- Build relationships and bridges with physicians and residents of GMFU.
- Find potential research project opportunities.
- Offer support to clinician scientist for submission of grants (such as CARE grant) and navigating administrative processes (methodological support, research ethics process, budget preparation and management).

Clinical Trials

Presenter: Nicholas Meti

Our Scientific Ambition



- To be recognized by industry sponsors and collaborative groups as a reliable cancer center that can take and execute Clinical (Phase 2 and 3) Trials.
- Expand clinical trials to the other research domains of the Research Centre.

Short-Term

- Scale Oncology and Surgical Sc. capabilities development to support vision.
- Explore other research domains.
- Focus on patients' impact (Overall Survival and Quality of Life expectancy + quality of care).

Mid-Term

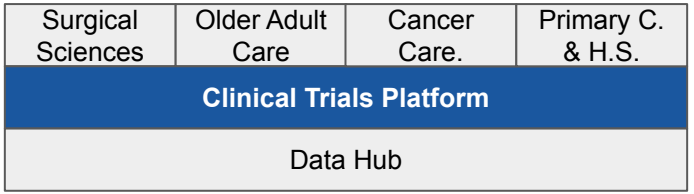
- Possess the capacity to run investigators' initiated trials.

Long-Term

- Offer early phase trials.
- Be able to support basic science and translational research.

Our Priorities

Where to focus our attention



Reinforce Visibility

- Establish brand identity.
- Explore the benefits of a board of advisors.
- Establish a mentorship program for research groups new to clinical trials.
- Develop a critical mass of researchers and support staff (Clinical Research Coordinators).
- Become member of CCTG.

Explore other research domains

- Identify and evaluate other research domains that align with the center's expertise and resources.
- Promote collaboration and knowledge sharing between researchers from different domains. Create an environment that encourages interdisciplinary research projects and fosters innovation.
- Increasing hematology clinical trials (need: develop contact with sponsors - ie. pharma.).

Data Hub

Presenter: Ari Meguerditchian

“All Data, All Patients, All Locations, All the Time”

Real-time access to RAMQ data

Optimum

BEST CARE FOR OUR SURVIVORS

Non-traditional data

Geo-spatial localization

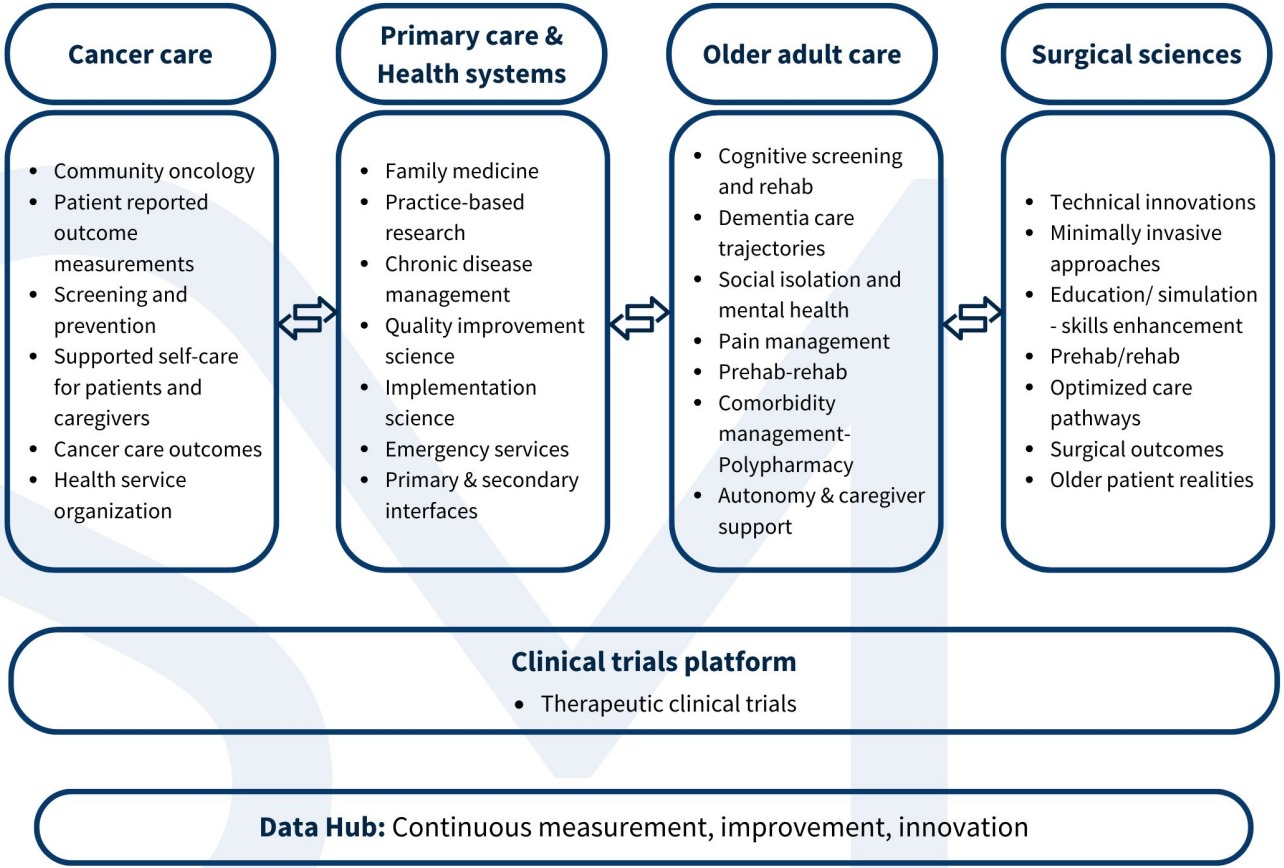
Stats / census data

Patient-entered data (e.g. e-IMPAQc)

Institution-wide flow data

BREAK

Our Research Domains



Key Capabilities

What key activities/resources will produce our unique advantage

Key activities

- Efficient research process
- Efficient administration and support process
- Visibility, collaboration and communications
- Recruitment and culture of research development
- Stakeholders' and partnership' management
- Community relationship management
- Data management and optimization

Key resources

- Clinical + non-clinical investigators
- Professional staff
- Internal key stakeholders part of the research process (e.g. CIUSSS, Pharmacy)
- IT infrastructure and Data
- Research knowledge (research valorization)
- SMRC offices and infrastructure
- Funding and grants

Enablers to Make the Strategy Work

Technology

- Specific applications per Research Domains
- Database - Patients' outcomes
- IT strategy

Culture and Talent

- Culture of research
  - Mentorship
  - Recruitment
- Foster collaboration and interdisciplinarity

SMRC Management

- Management scorecard
- Resource management
- CORE support to Research Domains
- Scientific productivity office
- Management of communications and knowledge transfer
- Accreditations with funding agencies

Develop Structure and Systems to Support Research

Key actions - Priorities

- Process
- Stakeholders
- Technology
- Culture and Talent
- Visibility and Knowledge Transfer

SMRC Priorities

Process

- Scientific productivity office
- Efficient Administrative Processes/ Agility
- Sustain Core operations

Stakeholders

- Community Engagement

SMRC Priorities

Technology

- Data Management and Research Software Tools
- Develop an IT strategy

Culture and People

- Collaborative Environment
- Increase Researchers' recruitment and research professionals

SMRC Priorities

Visibility and Knowledge Transfer

- Seminars, Workshops, and Conferences
- Mentorship and Knowledge Transfer
- Online Visibility

Action Plan

Short term & 36 months

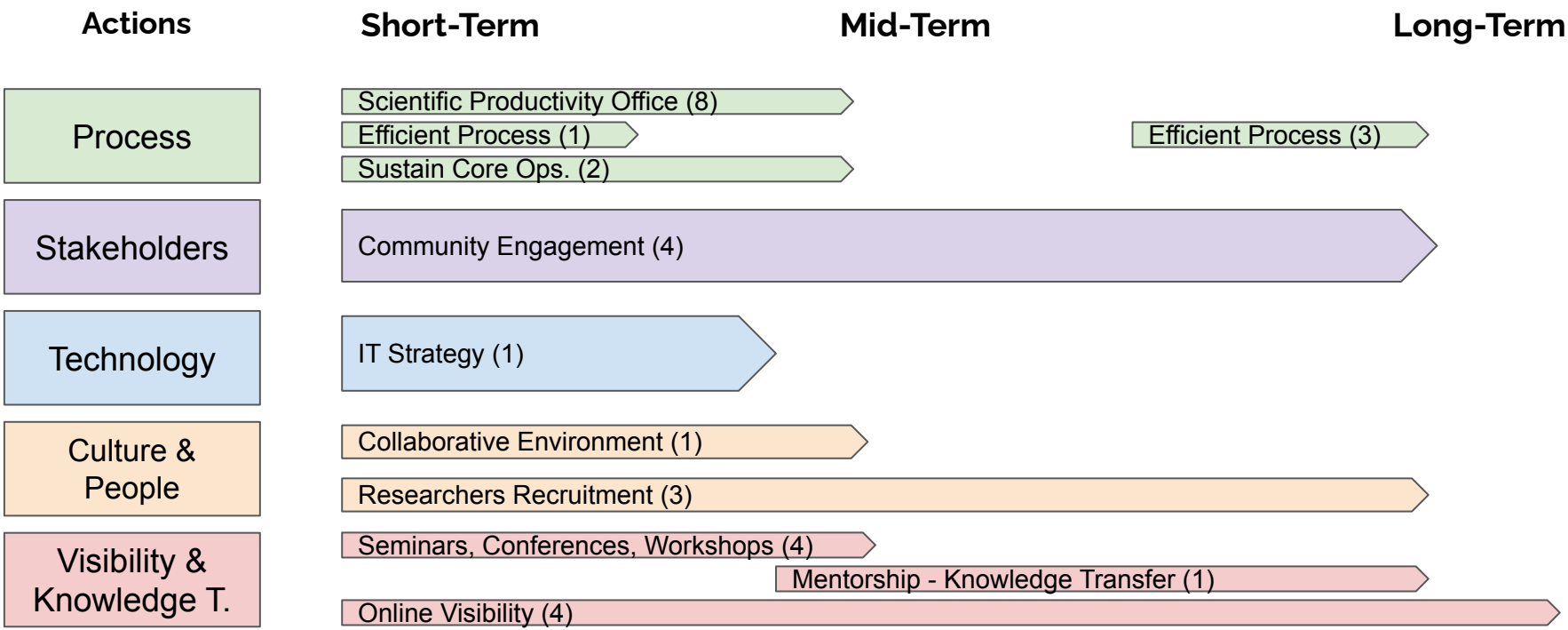
Initiatives

Calendar

Key Success Factors

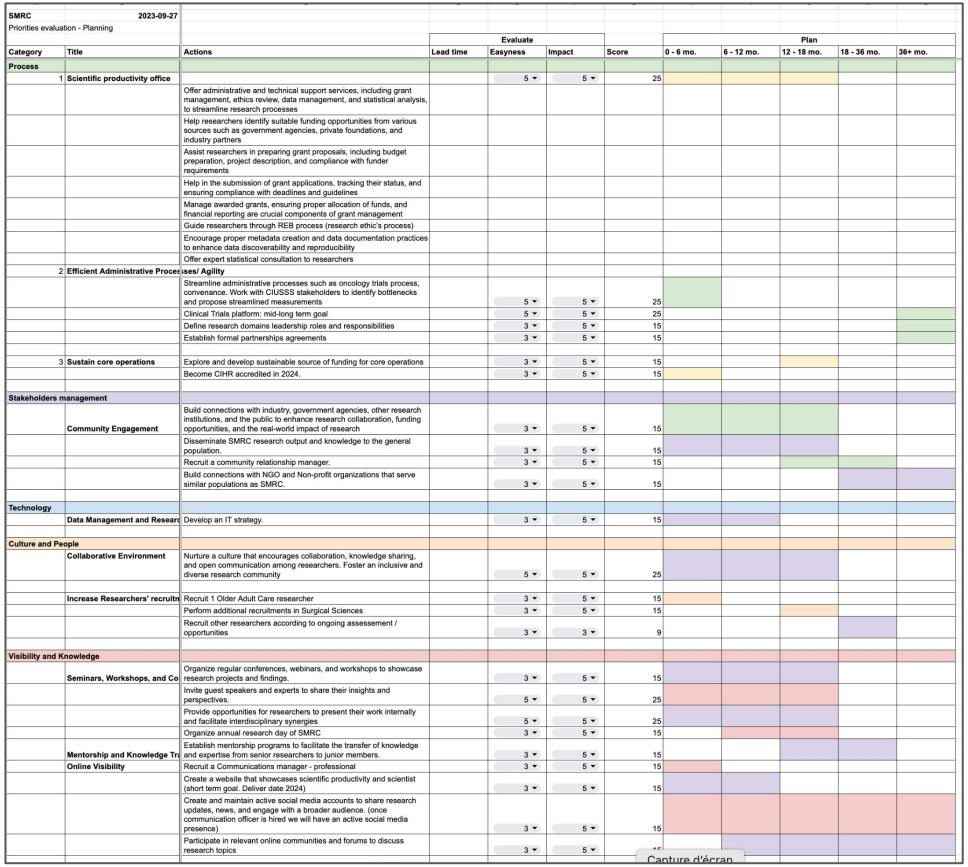
1. Our values + St.Mary's RC DNA (mission)
2. Strategy as a dynamic and ongoing process
3. Co-development and co-implementation of strategy

Initial Calendar of Priorities



Note: (# planned initiatives)

Detailed Calendar (V1.0)



SMRC 2023-09-27
Priorities evaluation - Planning

Category	Title	Actions	Evaluate: Lead time	Evaluate: Easyness	Evaluate: Impact	Evaluate: Score	Plan: 0 - 6 mo.	Plan: 6 - 12 mo.	Plan: 12 - 18 mo.	Plan: 18 - 36 mo.	Plan: 36+ mo.
Process											
1	Scientific productivity office			5	5	25					
		Offer administrative and technical support services, including grant management, ethics review, data management, and statistical analysis, to streamline research processes									
		Help researchers identify suitable funding opportunities from various sources such as government agencies, private foundations, and industry partners									
		Assist researchers in preparing grant proposals, including budget preparation, project description, and compliance with funder requirements									
		Help in the submission of grant applications, tracking their status, and ensuring compliance with deadlines and guidelines									
		Manage awarded grants, ensuring proper allocation of funds, and financial reporting are crucial components of grant management									
		Guide researchers through REB process (research ethic's process)									
		Encourage proper metadata creation and data documentation practices to enhance data discoverability and reproducibility									
		Offer expert statistical consultation to researchers									
2	Efficient Administrative Processes/ Agility										
		Streamline administrative processes such as oncology trials process, convenance. Work with CIUSSS stakeholders to identify bottlenecks and propose streamlined measurements		5	5	25					
		Clinical Trials platform: mid-long term goal		5	5	25					
		Define research domains leadership roles and responsibilities		3	5	15					
		Establish formal partnerships agreements		3	5	15					
3	Sustain core operations	Explore and develop sustainable source of funding for core operations		3	5	15					
		Become CIHR accredited in 2024.		3	5	15					
Stakeholders management											
	Community Engagement	Build connections with industry, government agencies, other research institutions, and the public to enhance research collaboration, funding opportunities, and the real-world impact of research		3	5	15					
		Disseminate SMRC research output and knowledge to the general population.		3	5	15					
		Recruit a community relationship manager.		3	5	15					
		Build connections with NGO and Non-profit organizations that serve similar populations as SMRC.		3	5	15					
Technology											
	Data Management and Researc	Develop an IT strategy.		3	5	15					
Culture and People											
	Collaborative Environment	Nurture a culture that encourages collaboration, knowledge sharing, and open communication among researchers. Foster an inclusive and diverse research community		5	5	25					
	Increase Researchers' recruitn	Recruit 1 Older Adult Care researcher		3	5	15					
		Perform additional recruitments in Surgical Sciences		3	5	15					
		Recruit other researchers according to ongoing assessement / opportunities		3	3	9					
Visibility and Knowledge											
	Seminars, Workshops, and Co	Organize regular conferences, webinars, and workshops to showcase research projects and findings.		3	5	15					
		Invite guest speakers and experts to share their insights and perspectives.		5	5	25					
		Provide opportunities for researchers to present their work internally and facilitate interdisciplinary synergies		5	5	25					
		Organize annual research day of SMRC		3	5	15					
	Mentorship and Knowledge Tr	Establish mentorship programs to facilitate the transfer of knowledge and expertise from senior researchers to junior members.		3	5	15					
	Online Visibility	Recruit a Communications manager - professional		3	5	15					
		Create a website that showcases scientific productivity and scientist (short term goal. Deliver date 2024)		3	5	15					
		Create and maintain active social media accounts to share research updates, news, and engage with a broader audience. (once communication officer is hired we will have an active social media presence)		3	5	15					
		Participate in relevant online communities and forums to discuss research topics		3	5						

Capture d'écran

Key actions

- Process
- Stakeholders
- Technology
- Culture and Talent
- Visibility and Knowledge Transfer

Immediate Next Steps

- Scientific productivity office
- Communications
- CIHR accreditation

Networking