



FIVE YEAR STRATEGIC PLAN

2023/24 TO 2027/28



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INTRODUCTION

In 30 years, there will be vast improvements to overall population health with brain disorders being diagnosed earlier, slowed, and even prevented. New treatments and a new generation of disease-modifying technologies will have flooded the market and we will understand the molecular fingerprint of brain diseases.

Data connection rather than data collection will be the norm and there will be a seamless transition of knowledge from the laboratory to the bedside – improving the lives of those living with brain disorders.

We will get there by:

- Creating the clinical research networks today, to support the vision for tomorrow.
- Building upon our model of team science and expanding it on a national and international basis.
- Creating the environment to connect clinical data sets and provide the technology, skills, and support to get real value out of the data.
- Transferring the knowledge gained into new policies, practices, and technologies.
- Keeping patients at the centre of what we do.

AND THE RESULT:

Ontario as a world leader in brain research, commercialization, and care.



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SETTING THE STAGE

Who We Are:

In 2009, Ontario's many neuroscience labs were carrying out promising research. But none worked together, and many competed. The neurotech economy was budding, but poorly funded. The result? Few solutions for people living with brain disorders. The Ontario Brain Institute (OBI) was formed to harness this world-class expertise and innovation to pull in the same direction and create real impact on care, policy, and the economy. After a decade of helping thousands of patients, OBI is now focusing its efforts to strengthen patient-driven neuroscience innovations.

OUR CORE PURPOSE:

Accelerate Solutions to Improve Brain Health



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OUR CORE PURPOSE

We do this by being disruptive, challenging the status quo and by creating seamless connections between research discovery, patient care and commercialization. The connecting of researchers, patients, companies, and policy makers forms a learning healthcare system.

A learning healthcare system is defined by the Institute of Medicine as a process where:

“Science, informatics, incentives, and culture are aligned for continuous improvement and innovation, with best practices seamlessly embedded in the delivery process and new knowledge captured as an integral byproduct of the delivery experience.”

The learning healthcare system can take different forms, but all follow a similar cycle of collecting, analyzing, interpreting data, and then feeding results back into the care system to create change.

OBI will continue to operate within the context of a learning healthcare system.

Our model is successful because we put patients at the centre of what we do, and we place equal emphasis on knowledge creation, translation, and commercialization; all supported by an integrated and collaborated approach based on real world evidence that comes from data. Our success will translate into improved care for people, new opportunities for companies, and place Ontario on the world stage in neurosciences.

VISION:

Ontario as a world leader in brain research, commercialization, and care.



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VISION

Ontario as a world leader in brain research, commercialization, and care.

This means that:

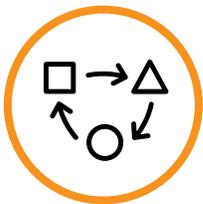
- There will be vast improvements to overall population health with brain disorders being diagnosed earlier, slowed, and even prevented.
- Within the next thirty years we will understand the molecular underpinnings of the brain disorders that affect one in three Ontarians.
- Population-level screening will be routine through the discovery of risk factors and early, prevention-oriented interventions.
- Diagnoses will be made and even anticipated based on the molecular fingerprint of disease.
- A new generation of disease-modifying drugs and technologies will have flooded the market.
- Treatment strategies employed to harness the brain's inherent plasticity will facilitate recovery from injury.
- Citizens will be empowered with knowledge and tools to be proactive in maintaining their brain health.
- Ontario's policies related to brain health will inform and be informed by this transformation.
- The impact of these advances on quality of life, cost of care, and impact on the economy cannot be overstated.

CORE VALUES OF OBI



Caring:

We care for people with brain disorders as well as our partners and colleagues. Improving their well-being is paramount to our mission.



Adaptable:

We live in a dynamic, ever-changing ecosystem and are committed to adapting to meet the most relevant challenges of the day.



Pioneer:

We embrace innovation and doing things in new ways if it means having greater impact.



Diversity & Inclusion:

Our great strength is the diversity of people involved in our work and our great pride is ensuring a welcoming and inclusive space.



Stewardship:

We take our resources and the responsibility they bring very seriously – we always seek to generate maximum value while maintaining integrity.

What will the next five years bring?



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WHERE DO WE ADD VALUE?

OBI provides value to the broader neuroscience community through concentrating on the following value elements:

Stakeholder Engagement & Involvement

- Understanding who the various players are and how we ensure that they are engaged in the activity when they need to be.
- Engaging patients/patient groups/advocates into all aspects of activities.

Ecosystem Approach

- Understanding where something starts, where it finishes, who the participants are in the system and their role, and the steps all the way through the process.

Capacity Building

- Increasing the capabilities of the individuals or groups in the ecosystem.

Virtuous Data Cycle

- Cycle from collection of data up to ensuring that we get maximum value out of the data. Not just concentration on data collection but collecting the right data and ensuring that the data is to standards and ensuring that the data can be used in the appropriate way to get results.

Disruptive Approach

- Causing people to think about things differently and outside their expectations.

Clinical Care Focus

- We are doing our research activities with a patient focus and that we are working at results that will benefit clinical activities.

Evidence Based Approach

- That the claims that are made by scientists or business owners can be validated with science.

Partnership Approach

- Bring people together to work on a specific problem/issue/opportunity.

Promotion of Network Activity

- Celebrate what happens in the entire network/group that we work with.

Value Proposition



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VALUE PROPOSITION – WHERE TO PLACE MORE EMPHASIS

OBI has determined that it can elevate the value that it brings to the system and for people with brain disorders and their representatives by elevating its contributions in the following value elements:

- Ecosystem Approach
- Capacity Building
- Virtuous Data Cycle

These areas are consistent with the recommendations from the recent external reviews.

Goals



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GOALS

The following 1-, 3- and 5-year goals have been established to ensure that we are focused on what is necessary to add value to the system and move towards the Vision that we have established. These goals will then focus the actions and tactics we will put in place to be successful.

Year One Goals

- To enhance our analytical capabilities by implementing the Centre for Analytics to support local, national, and international use of neuroscience data.
- To enhance our knowledge creation through the establishment of new networks that will be clinically oriented and have national and/or international representation with the potential to have positive impacts in Ontario.
- To identify opportunities for new technologies to be developed that will benefit people living with a brain disorder utilizing resources from various sources.

Year Three Goals

- To become immersed in selected international partnerships related to brain disease and disorders that support our model, lead to the improvements in generating innovation and improved patient care and have direct benefit to Ontario.
- To grow the Centre for Analytics so that it is seen as a key resource within the Ontario community supporting knowledge creation and the validation of technologies.
- To ensure our data and analysis are linked nationally and internationally to enable research and innovation for improvements in patient care and economic wealth.
- To enhance the involvement of patients and their care givers in our initiatives to ensure that discoveries and innovations are aligned with patient needs.
- To enhance commercialization capacity, through creation of a centre for entrepreneurship and establish a neuroscience venture capital fund.



GOALS

Year Five Goals

- To ensure that OBI's highly utilized and cited data sets are available to enable research and innovation for improvements in patient care and economic wealth nationally and internationally.
- To ensure that OBI's Networks are seen as internationally recognized platforms for brain disease and disorder innovations.
- To have in place a cadre of skilled analytical resources actively supporting the research and commercialization initiatives to ensure that maximum value is gained from the data.
- To ensure that new knowledge and technologies are being introduced into the healthcare system to improve brain health.
- To identify opportunities for new technologies to be developed that will benefit people living with a brain disorder utilizing resources from various sources.

Strategy Map



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THE STRATEGIES AND TACTICS TO BE SUCCESSFUL

OBI has established an aggressive set of Goals to achieve in the next 5 years.

These goals will:

- result in the establishment of new clinical networks encompassing local, national, and international expertise to focus our attention on translating knowledge into improved care and economic opportunities;
- result in the collection of new data and the connection of data to enhance the innovation that can be derived from large international data sets;
- develop local centres of excellence in commercialization and data innovation building world class capacity in Ontario.

OBI has based its approaches in the past, and will continue to do so, on measurable objectives and tactics. Through this approach we will ensure that we have the necessary resources to be successful, and tools in place to measure our success. We have established strategic objectives in four areas; Financial, Customers, Human Resources, and Internal Processes with established metrics for these objectives to maintain our focus and drive on improving the lives of those affected by brain disorders.

FINANCIAL – ENSURING OUR RESOURCES ARE ALIGNED WITH OUR NEEDS

Strategic Objective	Measurement tools	New Action/Tactic
To grow/diversify our funding sources.	<p>Increase in OBI Revenue.</p> <p>Increase in Investments into OBI programs.</p>	<p>Developing new partnerships with industry and foundations and other funders.</p> <p>Continue and maintain a focus on fund raising.</p> <p>Leverage data assets to increase knowledge creation and generate income.</p>
Strengthen our leverage capabilities.	Maintain and grow leveraging into all OBI programs.	Expanding programs to be national and/or international and continue to emphasize the need for partner contributions and investments into all our activities for us to be successful.
Ensure Resources are aligned with priorities.	Reduction in unspent resources requiring redirection mid year or carry over.	Undertake a continuous improvement process related to the review of use of resources ensuring that resources are continually focused on needs and make quick decisions when realignment of resources to needs is necessary.

CUSTOMER – ARE WE MAKING A DIFFERENCE FOR PEOPLE IMPACTED BY BRAIN DISORDERS

Strategic Objective	Measurement tools	New Action/Tactic
<p>Being Heard.</p>	<p>Surveys of our:</p> <ul style="list-style-type: none"> • Public Talks. • Patient advisory committee meetings. • Geek program recipients . <p>Evidence Network Surveys of our stakeholders Annual Family Day Surveys Monthly liaison meetings with government.</p>	<p>The OBI Engagement/ Communications Strategy will engage with the right people at the right time to ensure our message gets out.</p> <p>Increase national and international partnerships with academic programs, industry, and informatics leaders to base solutions on the best information available.</p> <p>Engage our community in the testing of neurotech – make them a partner in developing the latest neurotech.</p> <p>Create challenges for the development of new technologies based on the results of the patient voice.</p> <p>Better training and support for coordinators in order to improve the patient experience as a research participant.</p> <p>Ensure that the correct information that is required is collected.</p> <p>Ensure that participants are getting something from their participation in the study.</p> <p>Ensure better interface with people who are doing the intake.</p>

CUSTOMER – ARE WE MAKING A DIFFERENCE FOR PEOPLE IMPACTED BY BRAIN DISORDERS

Strategic Objective	Measurement tools	New Action/Tactic
<p>Change Guidelines, Policies and practices.</p>	<p>New guidelines, policies and practices in healthcare pertaining to brain research and health.</p> <ul style="list-style-type: none"> • of policy developments OBI participates in. • new policies actually implemented. <p># community testing projects going on.</p> <p># of community based partnerships.</p>	<p>Increased emphasis on integrating patients/advocates/clinician/researchers/industry in all our activities through design elements and keep patients at the centre of what we are doing.</p> <p>Linking our work to others' both nationally and internationally to add value quicker.</p> <p>Participate in government policy priorities (e.g. OHDC).</p> <p>Talk and listen engagement with institutes / VPRs on a regular basis to ensure alignment with OBI Goals.</p> <p>Support and engage advocacy organizations as partners.</p> <p>Engage with community partnerships for validation, feedback and clinical insight.</p> <p>Making people with brain disorders and their advocates active partners.</p>

CUSTOMER – ARE WE MAKING A DIFFERENCE FOR PEOPLE IMPACTED BY BRAIN DISORDERS

Strategic Objective	Measurement tools	New Action/Tactic
<p>Catalyze More Innovation and increase our net benefit to Ontarians.</p>	<p>Number of industry partners involved in programs and data requests.</p> <p>Number of new technologies available to benefit Ontarians.</p> <p>Increase in members of the public who we reach through our programs.</p> <p>Increase in new technologies being developed in Ontario.</p> <p>Increase in Access to technologies by Ontarians.</p> <p>Increase in Investment in OBI companies.</p>	<p>Engage with the community for testing of technologies.</p> <p>Ensure clinical trial expertise, informatics and commercialization skills are key design component of the new clinical networks.</p> <p>Operating commercialization programs on a national basis to increase access to technologies.</p> <p>Further engage industry partnerships to facilitate the generation of new knowledge and technologies.</p> <p>Develop Machine learning / Artificial intelligence tools required to combine data sets or analytics in a meaningful manner to generate new discoveries.</p> <p>Allow patients/participants access to their data, trials, OBI programs and to neurotech partnerships.</p>

KNOW HOW – DO WE HAVE THE RIGHT PEOPLE TO MAKE A DIFFERENCE

Strategic Objective	Measurement tools	New Action/Tactic
Diversify and obtain Skilled Resources.	Skill shortages decreased.	Development of an HR strategy to identify required skills, and additional skills to be added. Development of action plan to implement the HR Strategy to ensure implementation of OBI strategic plan.

INTERNAL PROCESS – ENSURING OUR PROCESSES ARE EFFICIENT AND RESPONSIVE

Strategic Objective	Measurement tools	New Action/Tactic
High Functioning Cross Functional Clinical Network Support Team .	OBI wide surveys.	Transition of organization to create cross functional team. Terms of Reference new cross functional team. Quarterly feedback to provide refocus.

Summary



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SUMMARY

Over the past 10 years, OBI harnessed Ontario's world-class expertise and innovation to pull in the same direction for real impact on health care, health policies and the economy. We have leveraged \$2 million of initial investment from private donors, into a \$600 million impact on brain healthcare.

We ignited collaboration by creating an historic level of connections among researchers and institutions and our work has led to major care advances in treatments and technologies.

We have generated the highest possible patient returns and changed lives.

As we look to the next 5 years, we will maintain our core purpose of accelerating solutions to improve brain health. We will do this by keeping our foot on the gas with a concentration on areas that promise to strengthen the system while improving everyday life for patients.

As we work towards our Vision of Ontario as a world leader in brain research, commercialization, and care, in the coming 5 years we will:

- Make advances in our understanding of brain diseases and disorders, risk factors and new policies, practices and technologies.
- Citizens will be empowered with new knowledge and tools to be proactive in maintaining their brain health.
- Ontario's policies related to brain health will inform and be informed by this transformation.
- The impact of these advances on quality of life, cost of care, and impact on the economy cannot be overstated.

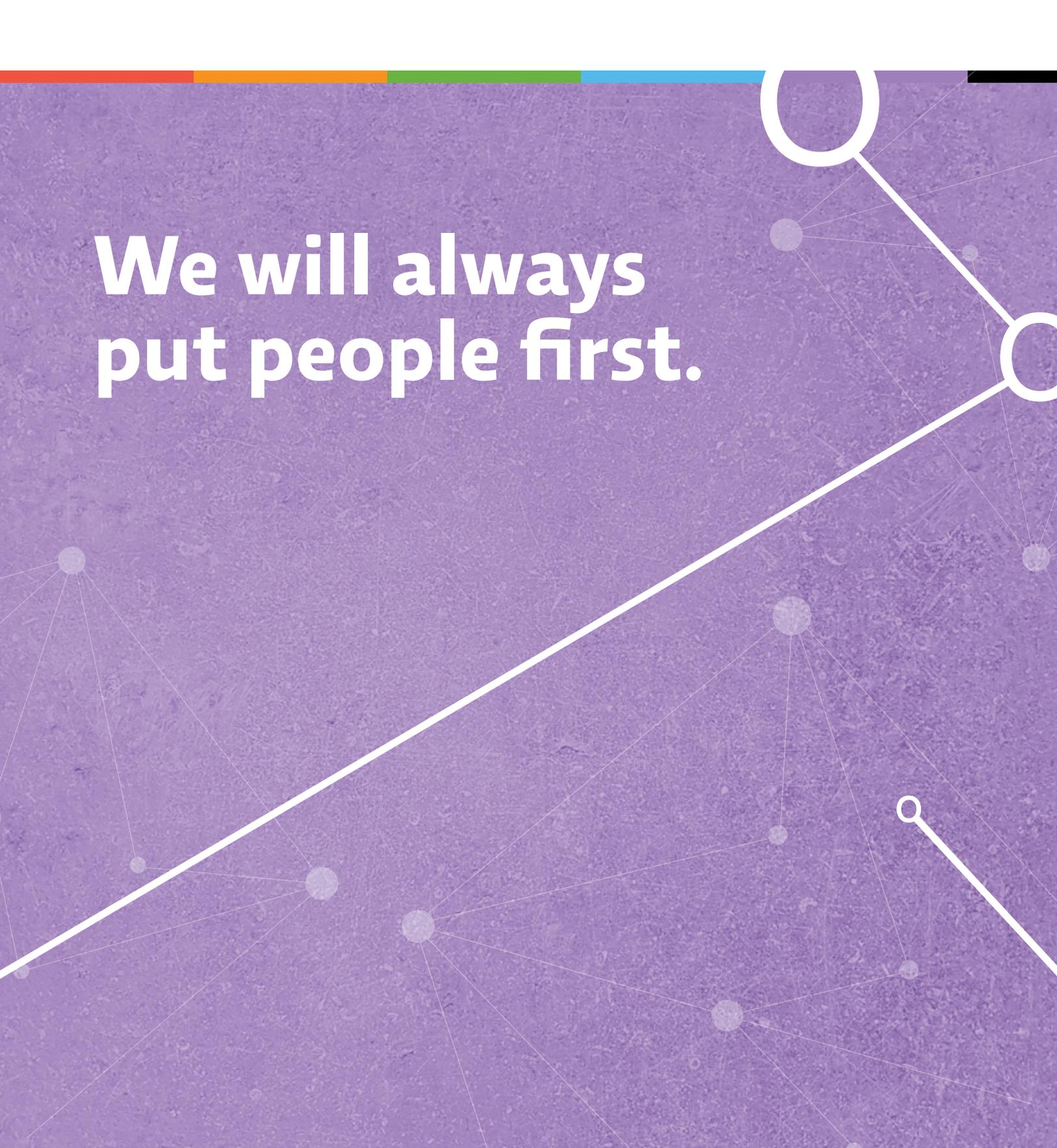


SUMMARY

Our approach will ensure that we have the necessary resources to be successful, and tools in place to measure our success. We will continue to operate within a learning healthcare system and see new infrastructure in place like focused clinical networks, and centres for entrepreneurship and data innovation to help get to results faster.

Specifically, we will elevate the value that that OBI brings through the ecosystem approach, the virtuous data cycle and capacity building to accomplish the following:

- **Expand our reach:** To grow our impact, we will add more programs and partner with companies and brain institutes throughout Canada and the world by designing New Clinical Networks.
- **Drive neurotech:** Through funding and advocacy, we will bridge the gap between ideation and commercialization for Ontario neurotech companies through the creation of the Centre for Entrepreneurship.
- **Data-driven patient impact:** We will equip our data repository with more data through both data collection and data connection and we will add data analytics to help uncover the big data insights that drive discovery and test solutions through the creation of a Centre for Analytics.
- **Unite all aspects of brain health care:** Through our New Clinical Networks we will build stronger community supports to meet patients where they are while applying new discoveries to care.



**We will always
put people first.**



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