

Strategic Plan

2020 – 2025



The five-year CanChild Strategic Plan reflects our hopes for the future state of CanChild: a centre with a shared purpose, where innovative and impactful child health research is at the heart of what we do, and a centre that is recognized internationally for an environment that cultivates diversity and inclusion, collaboration and partnerships.

In developing the Strategic Plan we listened to our communities and asked critical questions about external factors to which our centre will need to respond, while identifying our strengths that are important to preserve into the future for CanChild.

We listened to ideas from students, staff, scientists, individuals with disabilities and their families, and other stakeholders about their priorities and hopes for the work of CanChild.

We heard appreciation for CanChild's interdisciplinary orientation to research, for being a resource-efficient centre with high research intensity and productivity, and for its culture of diversity and inclusivity with openness to different perspectives, including those from children and families.

We heard a desire for developing strong, engaged and meaningful collaborations with our community, and for optimizing our resources to deliver on our core priorities. Our centre asked for stronger communication and accountability within the organization; and for developing future leaders who continue to build on CanChild's strengths. We listened.

The Strategic Plan builds on the strengths of CanChild since its foundation in 1989 and outlines new objectives and initiatives to extend our leadership locally, nationally and internationally. While our Strategic Plan responds to the needs identified by our community, we see this as an opportunity for ongoing conversation. We will continue to ask, listen and respond to feedback as our strategy is implemented in the next five years.

Mission and Strategic Drivers

- » Take a leadership role in identifying emerging issues for research, practice, policy and education;
- » Conduct high quality programs of research;
- » Provide inter-professional education for students that encourages and develops new researchers in the fields of childhood disability and child health and development;
- » Effectively transfer knowledge into practice at a clinical and health systems levels.

In this Strategic Plan we developed three strategic drivers: Impactful Research and Knowledge Translation, Intentional Collaboration, and Engaged Culture for CanChild. These drivers are interdependent, and the vision cannot be achieved without all three of them: a Centre with an Engaged Culture with the capacity to deliver on Impactful Research and Knowledge Translation, through Intentional Collaboration with the goal of Generating Knowledge, Transforming Lives. Each of these strategic drivers and the supporting objectives and initiatives is critical to the overall success of the CanChild Strategic Plan.

About CanChild

Since its founding in 1989, CanChild has become an international leader in the field of childhood disability research through innovative research and a commitment to making research findings accessible to a wide range of audiences. In 2018, CanChild received formal Senate approval as a University Research Centre at McMaster University.

To ensure CanChild research addresses real-world concerns, our researchers work in close partnership with multiple stakeholders, including:

- » Children, youth and young adults with disabilities and their families
- » Healthcare professionals and organizations who provide services for children and youth
- » Researchers and university educators in Canada and around the world
- » Policy analysts and decision-makers from provincial and national governments

While the scope of CanChild's research is broad, the majority is applied clinical and health services research focused on issues of concern for children and youth with physical, developmental and communication needs and their families.

The Strategic Drivers

Each strategic driver encompasses five-year objectives that represent the main areas of focus for the CanChild Strategic Plan. These objectives further cascade into a series of initiatives that will require investments and resources and will deliver the outcomes necessary to move closer to achieving the CanChild Vision. Corresponding initiatives will unfold over the next two years. Many will be undertaken concurrently, while others have interlinked dependencies that require sequenced implementations.

Impactful Research and Knowledge Translation

CanChild's core strength is our research excellence. We are focused on generating knowledge that transforms the lives of children and youth with physical, developmental and communication needs and their families. We are the 'go to' place to access the most recent and relevant research, which is used both locally and globally in practice, to set policy and inform decision-making. Our work has a sustainable, meaningful and positive global impact.

Intentional Collaboration

CanChild is built on strong, engaged and meaningful collaborations. Our partnerships allow us to expand the reach, impact and influence of our work. We are open to diverse and inclusive perspectives that deepen our understanding of the world around us.

Engaged Culture for CanChild

At CanChild we are committed to a culture that fosters a sense of belonging, engagement and shared purpose. We are aligned in our work and focus on optimizing our resources to deliver on our core priorities. We are committed to developing future leaders who continue to build on CanChild's strengths.

The Planning

2019

August

Consulted with various stakeholders at CanChild to prepare the Strategic Plan process

October

Through a Survey, solicited ideas on the future of CanChild and external factors that are likely to face CanChild

November

Brainstormed with various stakeholders to inform the direction of CanChild over the next five years during a full-day session with interactive break out sessions

2020

January

Developed preliminary Strategic Plan with focus on strategic drivers and objectives

February – April

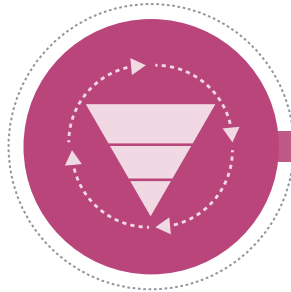
Formed the CanChild Strategic Plan Project Team

May – June

Consulted with scientists, staff and students on the strategic drivers and initiatives

July

Finalized and endorsed CanChild Strategic Plan 2020-2025



Impactful Research and Knowledge Translation

1 Embed knowledge translation strategies into research using KT science.

Strategic Initiatives

- » Conduct an internal environmental scan of KT practices currently being used at CanChild.
- » Provide professional development opportunities for KT science best practices.



2 Explore, define and reflect an aligned research identity for CanChild.

Strategic Initiatives

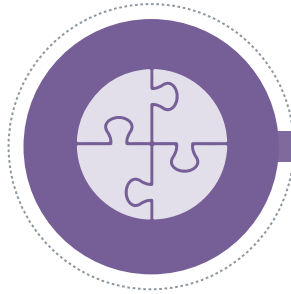
- » Develop an understanding of the past, current and future research focus to develop an aligned research identity for CanChild
- » Conduct an internal review with scientists to explore research activity and alignment with the World Health Organization's International Classification of Functioning (ICF), Disability and Health.
- » Conduct an external review with other institutes to understand perspectives on what is unique (strengths, opportunities) about CanChild's research.

3 Develop, implement and evaluate strategies to promote the impact of CanChild.

Strategic Initiatives

- » Identify target audiences and develop strategies to promote the impact of CanChild.
- » Optimize the existing resources to maximize the global impact of CanChild's research identity.
- » Optimize the existing resources to maximize the local impact of CanChild (community, provincial).





Intentional Collaboration

1 Develop and implement a clear partnership strategy.

Strategic Initiatives

- » Identify, prioritize and strengthen key stakeholder relationships (children and youth, families, health care professionals, administrators, policy makers, educators, employers, organizations, etc) with consideration for diverse representation, equitable supports, and meaningful inclusion.
- » Develop a proactive approach to explore new partnerships (marketing CanChild products/services and securing new contracts) for revenue generation.
- » Identify new partners (industry, Not for Profit) to support the research enterprise.



School of
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Science
REACHING FURTHER

2 Increase collaboration with researchers within CanChild to advance the mandate.

Strategic Initiatives

- » Identify opportunities for collaboration for CanChild researchers.





Engaged Culture for CanChild

1 Enhance engagement of CanChild Team.

Strategic Initiatives

- » Conduct engagement review.
- » Identify short- and long-term engagement strategy to build a sense of belonging, optimization and alignment.

2 Optimize the organizational design for CanChild.

Strategic Initiatives

- » Evaluate the current roles and structure at CanChild.

3 Build leadership capacity for CanChild.

Strategic Initiatives

- » Conduct an assessment for the leadership needs at CanChild.
- » Develop consistent process for funding allocation for post-doctoral fellows.



Thank You!

The process for developing this Strategic Plan includes many voices and perspectives. We want to thank all of those who contributed to the development of this plan and share their hopes for our future.



Email: canchild@mcmaster.ca

Website: canchild.ca

Phone: 905.525.9140 ext. 27850