

# Osler Research Institute for Health Innovation

Strategic Plan  
2025-2030

Transforming discoveries  
into practice for better health



Osler Research Institute  
FOR HEALTH INNOVATION

# A Bold New Path for Research

## Introducing the Osler Research Institute for Health Innovation (ORIH)

William Osler Health System (Osler) is paving a bold new path for research by establishing the Osler Research Institute for Health Innovation (ORIH) and laying out an ambitious strategy for the future.

ORIH builds on over a decade of valuable health services research led by clinicians focused on solving front-line challenges through research. ORIH unites Osler's research and innovation into a collaborative ecosystem where researchers, innovators, and scholars work together to create real-world solutions that improve patient care and health outcomes.

## Shaping the Strategic Plan

ORIH's inaugural strategic plan was developed through an extensive engagement process between January to November 2024, connecting with over 3,700 people within Osler and our communities. The consultative approach included an environmental scan of research priorities in our region and Canada; analysis of Osler's historical performance in research; strategy input sessions with staff and physicians; visioning sessions with executive leadership and board members; self assessment of research activities by each program; widely distributed community survey; strategy review with research committees and councils. We collated and analyzed the resulting input to identify common themes, which we refined into strategic priorities for action.





# Our purpose: Transforming discoveries into practice for better health

ORIHl's vision is to advance health research and innovation through a commitment to excellence, collaboration, and community engagement. To achieve this, ORIHl will focus on key areas that foster a thriving ecosystem of people, partnerships, and transformative research, ensuring that its work has a lasting and positive impact on practice and health.

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## People & Culture

ORIHl will empower a diverse array of professionals with varied perspectives to engage in research and innovation by fostering an inclusive environment that values interdisciplinary collaboration and the exchange of ideas. This commitment to diversity and inclusion will enhance the quality of research and ensure that innovative solutions are informed by a wide range of experiences, ultimately driving progress and improving outcomes in health outcomes.

## Scholarship

ORIHl will provide learners an exemplary educational experience that enables them to apply theoretical knowledge to real-world research challenges. Student placements will be made possible by an increasing number of academic partnerships, predominantly with the Toronto Metropolitan University School of Medicine.

## Partnerships

ORIHl will forge strategic partnerships with academia, industry, government, and community partners to advance our transformational purpose and ensure long term viability of the institute. Through these collaborations, we aim to enhance our research capabilities, secure sustainable funding, and drive innovative solutions that address pressing health challenges.



## Community

ORIHl will deepen community connections to ensure that our research and knowledge translation efforts are effective, equitable and responsive to the real needs of the communities we serve. This collaborative approach will enrich the research process and foster a sense of ownership, empowering people to actively participate in shaping health solutions in our region and beyond.

## Knowledge Translation

ORIHl will harness the transformative work of its researchers, innovators, scholars, partners, and communities under three pillars of research and innovation. This approach aims for global impact, influencing healthcare practices worldwide and setting new standards for excellence by rapidly translating findings into practice.

## Research Excellence

ORIHl will foster an environment where research services are optimized for both efficiency and excellence, cultivating a dynamic community of researchers who are empowered to tackle complex challenges, drive innovation, and make meaningful contributions to the global advancement of knowledge.

**Our Goal: To advance world-class pillars of research and innovation to generate practice-changing, real-world solutions with the greatest impact on health**



**These three pillars of research and innovation work in synergy to deliver powerful, evidence-based solutions that drive transformative change in healthcare practices, creating benefits for individuals and communities alike.**

ORIH will identify signature programs that distinguish themselves as leaders in their respective fields of research with potential to drive significant change and innovation. By recognizing these programs, ORIH can focus its resources and support to scale their impact effectively and create a ripple effect that influences healthcare practices globally. The goal is not only to enhance the quality of care within specific communities but also to set new standards that can be replicated in diverse settings. Ultimately, this initiative will contribute to the overarching purpose of generating impactful, real-world solutions that address pressing health challenges and improve population health outcomes.

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## **Personalized Health**



**Tailoring healthcare interventions to individual characteristics, such as genetics, lifestyle, preferences, and environmental factors, to improve health.**

A focus on Personalized Health produces targeted solutions that ensure patients receive the most appropriate care, leading to improved health and greater patient satisfaction. It allows for early detection and prevention strategies tailored to individual risk profiles, ultimately reducing healthcare costs, and improving overall health outcomes

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## **Population Health**



**Understanding, researching, and innovating to address the health needs of our diverse population.**

Focusing on the health needs of diverse populations allows for a comprehensive understanding of health disparities and social determinants of health. Research in this area identifies patterns and trends, enabling the development of interventions that address specific community needs. Through creating innovative solutions tailored to different demographic groups, we can improve health equity and ensure that vulnerable populations receive the essential care they require, ultimately fostering healthier communities for all.

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## **Health Systems**



**Studying and optimizing the structures and processes of our healthcare systems to ensure they are efficient, equitable, and people centered.**

Studying and optimizing the way in which healthcare services are delivered to populations is essential for ensuring efficiency, equity, and a people-centered approach. This pillar focuses on analyzing existing structures to identify barriers and areas for improvement. By implementing evidence-based practices, we can streamline operations, reduce waste, and enhance care quality. Improved health systems will better meet patient needs, leading to better health outcomes, fostering a more sustainable healthcare environment.





**ORIHl is set to undergo a transformative evolution over the next five years. By 2030, ORIHl aims to achieve nine significant outcomes, outlined as follows.**

**1**

### **Cultivate Future Leaders**

Achieve recognition as a leading institution for fostering and nurturing the next generation of researchers, scholars, and innovators.

**2**

### **Engage Broadly in Research**

Establish engagement in research across all Osler departments and professions, fostering a culture of collaboration and inquiry.

**3**

### **Lead Global Networks and Partnerships**

Become a leader in shaping, influencing, and coordinating activities within international research networks, driving impactful collaborations that advance scientific knowledge.

**4**

### **Foster Community Engagement**

Ensure meaningful collaboration and participation with communities, making research relevant and beneficial to all stakeholders.

**5**

### **Set Benchmark Standards**

Be recognized as a best-in-class organization for delivering real-world solutions and seamlessly integrating innovative practices into healthcare.

**6**

### **Impact Healthcare Globally**

Produce outputs that have a significant global impact, influencing healthcare practices and improving health outcomes worldwide.

**7**

### **Secure Sustainable Funding**

Build a robust and sustainable funding base that supports innovative research initiatives and long-term growth.

**8**

### **Commercialize Research Effectively**

Transforming research outcomes into marketable products, services, or technologies that generate economic value, translating discoveries into impactful products and solutions.

**9**

### **Ensure Research Excellence**

Uphold high standards and efficiency in all research processes, ensuring quality results and rigorous practices.

# ORIH Strategic Priorities

Over the next 5 years, ORIH will achieve these outcomes by concentrating its resources, talent, and efforts in advancing five strategic priorities.



**Leadership,  
People,  
Culture**



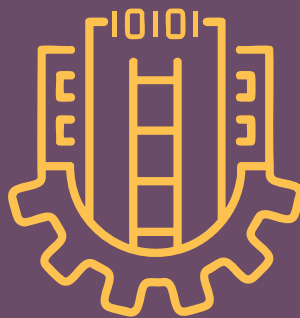
**Collaborations  
and  
Community**



**Knowledge  
Sharing and  
Translation**



**Sustainable  
and Innovative  
Funding**



**Research  
Services and  
Infrastructure**



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## STRATEGIC PRIORITY 1

# Leadership, People, Culture



ORIHl's success begins with Osler's people and their diverse expertise, passion for discovery, and collaborative spirit drive innovative solutions and impactful research. By fostering a supportive environment based on strong values, ORIHl empowers researchers, innovators, and scholars to explore new ideas and challenge existing paradigms. Through exceptional training, mentorship, and research opportunities, ORIHl equips emerging talent with the skills needed to tackle complex challenges.

### Strategies

- Attract, recruit, and retain best-in-class scientists, innovators and trainees
- Create pathways and build competency of all staff, physicians and learners wanting to engage in research and innovation
- Determine research leadership needs and develop a phased hiring strategy
- Incorporate equity, diversity, and inclusion into every facet of research to foster meaningful cultural change

### Outcomes

- Cultivate future leaders
- Engage broadly in research



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## STRATEGIC PRIORITY 2



# Collaborations and Community

Partnerships and community engagement are essential to ORIHl's success. ORIHl will continue to foster productive global collaborations with institutions, industries, and governments to significantly influence health outcomes. Additionally, ORIHl will actively connect with communities to ensure its work remains relevant and impactful, facilitating a mutually beneficial exchange of knowledge between researchers and community members.

## Strategies

- Expand partnership networks to advance our pillars, translate ideas into practice, enhance funding opportunities, share resources, and maximize impact on communities
- Broaden patient and community access to research opportunities and create pathways to participate in research design
- Formalize partnerships with academic institutions to advance scholarly activity, create educational experiences, foster interdisciplinary research, and enhance knowledge exchange

## Outcomes

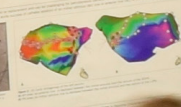
- Lead global networks and partnerships
- Foster community engagement



**ASKLEPIOS**

### Feasibility and acute success of catheter ablation of mitral isthmus line and anterior line in patients with prior mitral valve surgery

Background: Catheter ablation of the mitral isthmus line (MIL) and anterior line (AL) is a common procedure for atrial fibrillation (AF) ablation. However, the feasibility and acute success of this procedure in patients with prior mitral valve surgery (MVS) remains unclear. This study aims to evaluate the feasibility and acute success of MIL and AL ablation in this patient population.



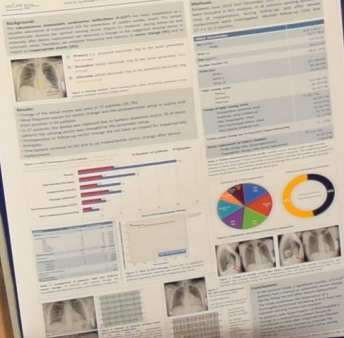
Methods: A total of 100 patients with prior MVS and AF were included in the study. The patients were divided into two groups: MIL ablation (n=50) and AL ablation (n=50). The procedure was performed using a catheter ablation system. The primary endpoint was the feasibility of the procedure, defined as the successful completion of the ablation procedure. The secondary endpoint was the acute success rate, defined as the absence of AF during the procedure.

Results: The feasibility of the procedure was 100% in both groups. The acute success rate was significantly higher in the MIL ablation group (80%) compared to the AL ablation group (60%).

**UKM**

### Change of sensing vector in subcutaneous ICD during follow-up and after device replacement

Background: Subcutaneous implantable cardioverter-defibrillators (S-ICDs) are used for the prevention of sudden cardiac death. The sensing vector is a critical component of the S-ICD system. This study aims to evaluate the change of sensing vector in S-ICD during follow-up and after device replacement.



Methods: A total of 100 patients with S-ICD were included in the study. The patients were divided into two groups: follow-up (n=50) and device replacement (n=50). The primary endpoint was the change of sensing vector during follow-up. The secondary endpoint was the change of sensing vector after device replacement.

Results: The change of sensing vector during follow-up was significantly higher in the follow-up group (30%) compared to the device replacement group (10%).

**UMM** **DZHK**

### Implantable cardioverter-defibrillator in channelopathy: head-to-head comparison between the transvenous and subcutaneous defibrillator

Background: Implantable cardioverter-defibrillators (ICDs) are used for the prevention of sudden cardiac death. The choice between transvenous ICD (TV-ICD) and subcutaneous ICD (S-ICD) remains unclear. This study aims to compare the efficacy and safety of TV-ICD and S-ICD in channelopathy.



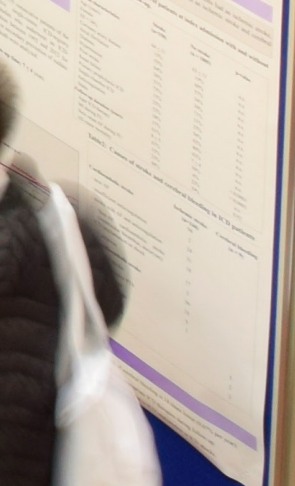
Methods: A total of 100 patients with channelopathy were included in the study. The patients were divided into two groups: TV-ICD (n=50) and S-ICD (n=50). The primary endpoint was the efficacy of the device, defined as the number of shocks delivered. The secondary endpoint was the safety of the device, defined as the number of complications.

Results: The efficacy of the device was significantly higher in the TV-ICD group (80%) compared to the S-ICD group (60%). The safety of the device was significantly higher in the S-ICD group (90%) compared to the TV-ICD group (70%).

**KULU**

### Incidence and causes of ischemic and hemorrhagic strokes in ICD patients

Background: Ischemic and hemorrhagic strokes are common complications in ICD patients. This study aims to evaluate the incidence and causes of ischemic and hemorrhagic strokes in ICD patients.



Methods: A total of 100 ICD patients were included in the study. The patients were divided into two groups: ischemic stroke (n=50) and hemorrhagic stroke (n=50). The primary endpoint was the incidence of ischemic and hemorrhagic strokes. The secondary endpoint was the causes of ischemic and hemorrhagic strokes.

Results: The incidence of ischemic and hemorrhagic strokes was significantly higher in the ICD group (30%) compared to the control group (10%).



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## STRATEGIC PRIORITY 3

# Knowledge Sharing and Translation



Enhance knowledge sharing and translation to drive scientific progress, foster collaboration, and increase societal impact, ensuring the institute's long-term success and relevance.

## Strategies

- Drive integration of research findings into practice through effective knowledge dissemination
- Create communities of practice to tackle complex challenges, thereby expanding the scope and applicability of shared knowledge across various sectors
- Enhance capacity of researchers to integrate knowledge translation into research design
- Grow ORIHl's reputation as a benchmark organization through public engagement, social media outreach, and research media efforts

## Outcomes

- Set benchmark standards
- Impact healthcare globally



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## STRATEGIC PRIORITY 4

# Sustainable and innovative funding



ORIHl's long-term success relies on creating a strong and diverse funding base that goes beyond current sources to include new opportunities in commercialization and philanthropy.

## Strategies

- Develop partnerships with philanthropic organizations and foundations to advance research that addresses local interests
- Advance private sector partnerships to fund research and innovation that aligns with common interests
- Expand government funding by becoming tri-agency eligible and seeking new government funds that match our expertise
- Develop pathways for commercializing research findings

## Outcomes

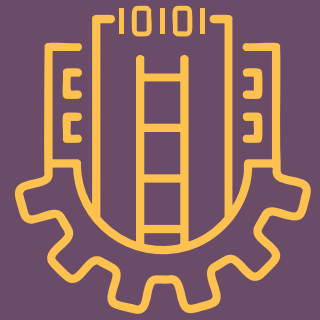
- Secure sustainable funding
- Commercialize research effectively



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## STRATEGIC PRIORITY 5

# Research Services and Infrastructure



ORIHl will strengthen and expand its research services and infrastructure by introducing new tools, specialized supports, and technologies that empower individuals to advance their work efficiently.

## Strategies

- Strengthen research compliance and support services to streamline research activities
- Offer continuous training to enhance researcher's effectiveness and impact
- Develop internal funding programs to facilitate investigator-initiated studies
- Create connections and ensure compatibility between data and data systems for research purposes

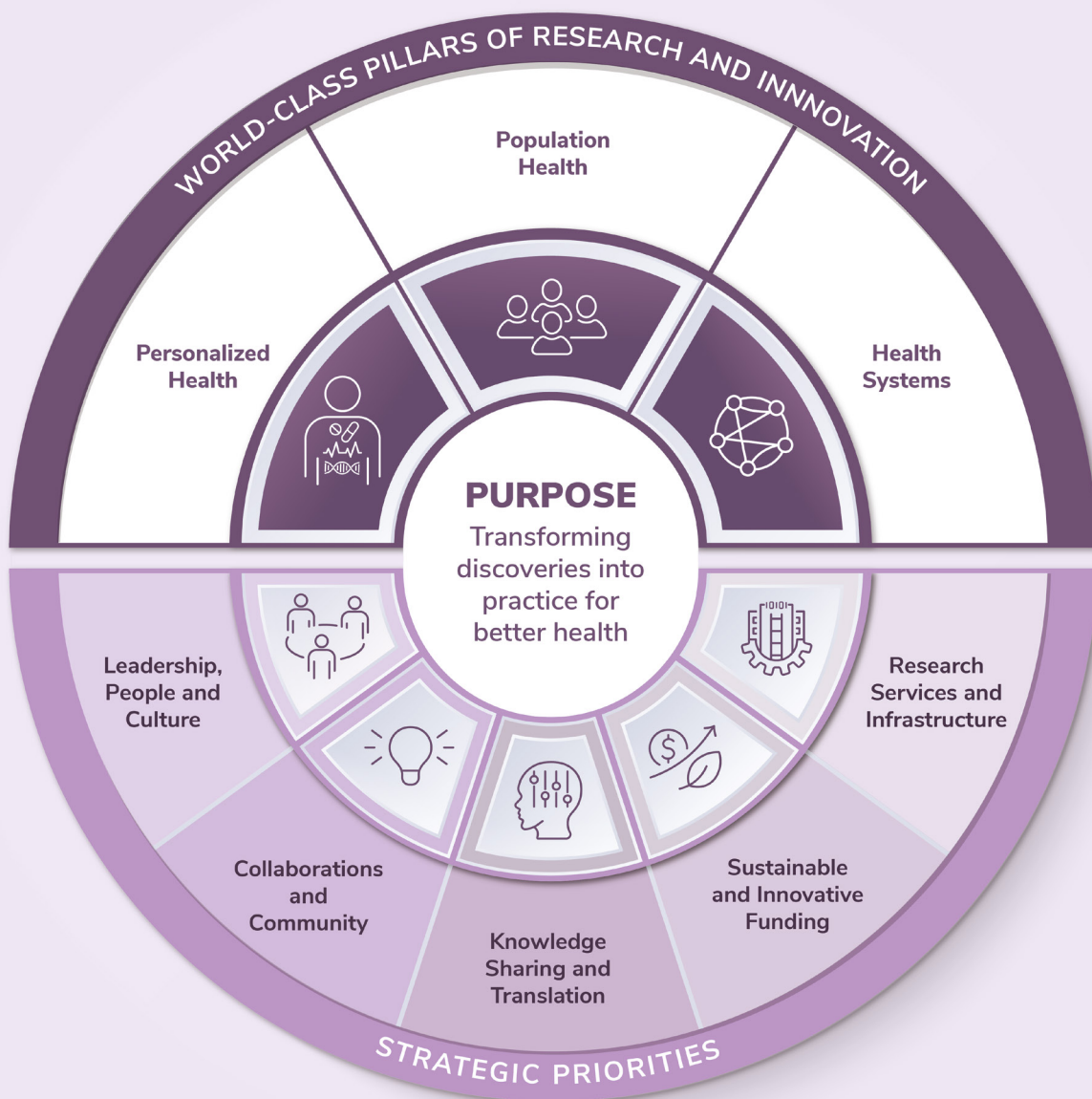
## Outcomes

- Ensure research excellence

# ORIHI

## Strategy-At-A-Glance

The strategy is presented in a concise “Strategy-at-a-Glance” visual, showing how the strategic priorities drive the core pillars and align with the organization’s purpose. Over time, programs that demonstrate leadership in their research fields will become signature programs, fully integrated within these pillars.



# A Bold Future for Research

ORIHl is striving to become a leading force in developing the next generation of researchers, scholars, and innovators to transform care in our community, and beyond. By promoting research engagement across Osler, ORIHl will foster a collaborative culture rooted in inquiry. It also aims to set standards for delivering practical solutions that integrate innovation seamlessly into healthcare.

ORIHl is dedicated to advancing global healthcare practices by building international research networks and partnerships that drive scientific progress. With community engagement at the forefront, ORIHl is ensuring research remains relevant and beneficial for all partners.

To sustain these efforts, ORIHl will establish a strong funding base to support long-term growth and innovative projects. By commercializing research findings, ORIHl will transform discoveries into impactful solutions. Emphasizing excellence in all research processes, ORIHl is committed to producing high-quality outcomes and upholding rigorous standards, securing its position as a transformative leader in healthcare. This dedication to innovation will allow ORIHl to both adapt to and shape the future of healthcare, contributing to a healthier world for all.



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