



Data
Discovery
Better Health

Strategic Plan

2020/21—2022/23

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A Message from the CEO

Enclosed is the three-year strategic plan for ICES for the period 2020/21 to 2022/2023. This plan builds on our success and achievements to date and sets an aspirational vision for the future of our organization.

The plan was developed in consultation with our partners and funders, our provincial network of staff and scientists, and our public advisory committee, and with the guidance and direction of our board of directors. Throughout this process, we listened and carefully reflected on what is needed to support Ontario's changing health system and how we as a world-leading research institute can help to advance our vision of improved

health and health care for everyone through world-leading research and analytics.

As we work toward this vision, ICES will remain, first and foremost, an institute focused on research excellence and analytics that improves health and health care in Ontario and elsewhere. We will continue to expand and improve our data holdings, infrastructure and service models, and support innovation in data science and advanced methodologies while keeping data safe. We recognize that we need strong partnerships to realize shared objectives and achieve greater impact. We will also engage and communicate with the public to ensure



their needs and perspectives inform planning and decision making across our organization. And finally, we will ensure our organization can enable our goals through supporting our people, diversifying our funding sources and enhancing our efficiency.

I am proud of our accomplishments, and I am excited and confident about the future of this organization. I look forward to working together and reporting on our progress as we move this plan forward.

A handwritten signature in black ink, which appears to read "Michael Schull". The signature is fluid and cursive, written on a white background.

Dr. Michael Schull

Who We Are and What We Do

Who We Are

ICES is an independent not-for-profit research institute made up of a highly accomplished community of research, data, clinical and health system experts who work in a network of seven sites across Ontario. ICES is governed by a volunteer board of directors and guided by a scientific advisory committee and a public advisory council. We collaborate with data custodians, government, policy makers, health system stakeholders and members of the public to secure data and generate trusted evidence to improve health care.

What We Do

- ICES is a world leader in research and analytics. The diversity of our researchers and their expertise in generating meaningful insights using linked data sets are the foundations for the impact of our work to improve policy, patient care and health outcomes.
- Data is at the heart of all we do. ICES is entrusted with and provides secure access to health-related data for Ontario's population, including population-based health surveys, anonymous patient records, and administrative and clinical databases. In recent years, these data holdings have grown to include non-health-related data, such as indicators of the social determinants of health.
- Partnerships with other organizations are key to achieving outcomes that benefit all partners and support better health and health care for the public.
- As a leading data, analytics and research institute, ICES provides a range of important services to meet the needs of internal and external users.

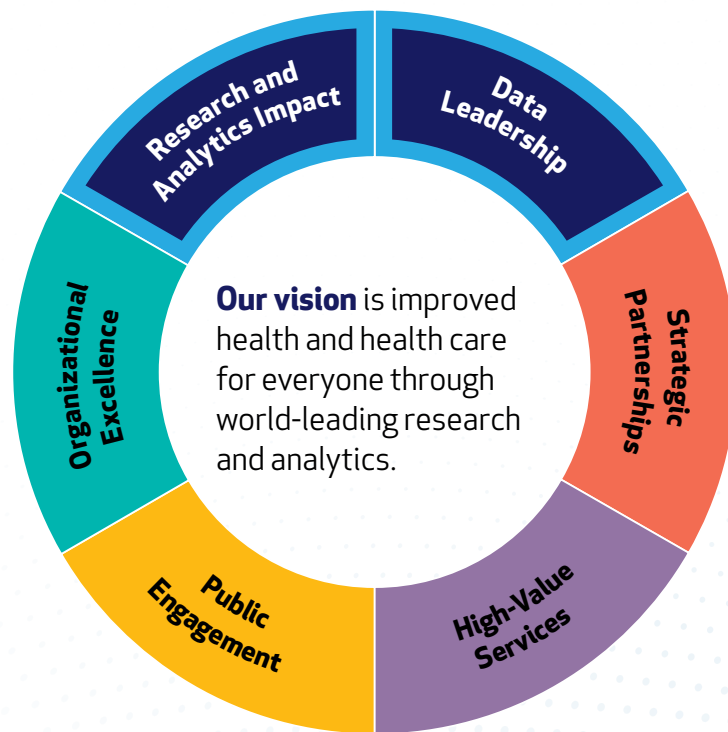
- We engage members of the public in the design of our activities and seek their input to guide our strategic decision making. The public's information is at the heart of our work, and it is therefore critical that our research and practices reflect the values of Ontarians.
- We recognize that our people are our strength. We invest in our teams, staff and scientists at all levels to support them in doing outstanding work.

Research Focus and Outputs

ICES scientists ask and respond to some of the most pressing health, health care and health policy questions. Our strategic plan renews our focus on our research priorities in Indigenous health, policy evaluation, health system and interjurisdictional evaluation, data science and social determinants of health, and calls out health equity as an important cross-cutting theme that underpins all of them. Over the next three years, ICES research outputs will continue to impact the development, implementation and evaluation of policy and the delivery of health care.

Strategic Framework

Our mission is translating data into trusted evidence that makes policy and health care better and people healthier.



Our values

- **We strive for excellence** – demonstrated by the quality, innovation and rigour of our work.
- **We behave with integrity** – expressed through independence, transparency and impartiality.
- **Our work is relevant** – by providing actionable and timely analyses that lead to improved health equity, outcomes and value and are responsive to health priorities.
- **We collaborate** – through effective partnerships, accessible data and a spirit of openness.
- **We are respectful** – exemplified by inclusiveness and appreciation of each other, trusted data stewardship, meaningful public engagement and alignment with Ontarians' values and accountability for our funding.

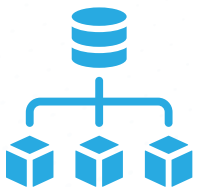
Research and Analytics Impact



For ICES, this means we will:

- Proactively identify where data holdings can generate new and timely evidence for health system stakeholders.
- Lead in policy-relevant, applied health research that responds to the needs of Ontario, including investigator-led research.
- Support investigator-led research across a number of disciplines and research priorities.
- Support growth and innovation in data science and advanced methodologies.
- Expand knowledge transfer and exchange activities to maximize the awareness, understanding and use of our research and analytics.
- Ensure ICES remains a prized setting for students and trainees.

Data Leadership



For ICES, this means we will:

- Expand our data holdings and partnerships strategically to increase the policy and health impacts of our work.
- Ensure that privacy and security are at the forefront of all the work we do.
- Keep data safe and continuously strive to be a trusted data steward.
- Strengthen and expand pan-Canadian and international collaborations.
- Be innovators in new models for data access and integration.
- Share our knowledge and expertise to build data capabilities in our partners and more widely.

Strategic Partnerships



For ICES, this means we will:

- Ensure that partnerships foster effective collaboration, minimize duplication and achieve mutually beneficial outcomes.
- Identify new partnership opportunities with both public and private sector organizations for the public good.
- Ensure we have the right governance, process, and frameworks to operationalize strategic partnerships.
- Be a trusted partner to Indigenous organizations and communities.

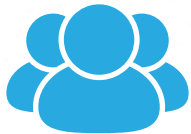
High-Value Services



For ICES, this means we will:

- Be responsive to the needs of internal and external clients through enhanced and expanded services.
- Improve responsiveness and timeliness to enhance the client experience.
- Enhance our data and analytic infrastructure to facilitate ease of use.

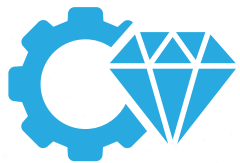
Public Engagement



For ICES, this means we will:

- Seek public involvement and input to guide operations and strategic decision making, with a focus on ensuring representativeness and diversity.
- Engage the public in the design, implementation and communication of research activities.
- Enable and support staff and scientists to engage with and involve the public in their research.
- Build broader awareness of ICES as an organization and how it works with and protects data.






Organizational Excellence



For ICES, this means we will:

- Develop and empower our people to do outstanding work.
- Foster an environment that attracts and retains highly qualified people.
- Diversify our funding and operations to ensure sustainability.
- Enhance efficiency, reduce road blocks and demonstrate value for money.
- Continuously improve operations while ensuring compliance.

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