

The Road to Developing Strategic Research KPIs for a Research Hospital

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University Health Network

On the traditional territory of many nations, including

- the Mississaugas of the Credit
- the Anishnabeg
- the Chippewa
- the Haudenosaunee
- the Wendat

Largest research hospital system in Canada

Ranked first in Canada for total research funding (Research Infosource 2023)

Ranked third best hospital in the world (Newsweek 2025)



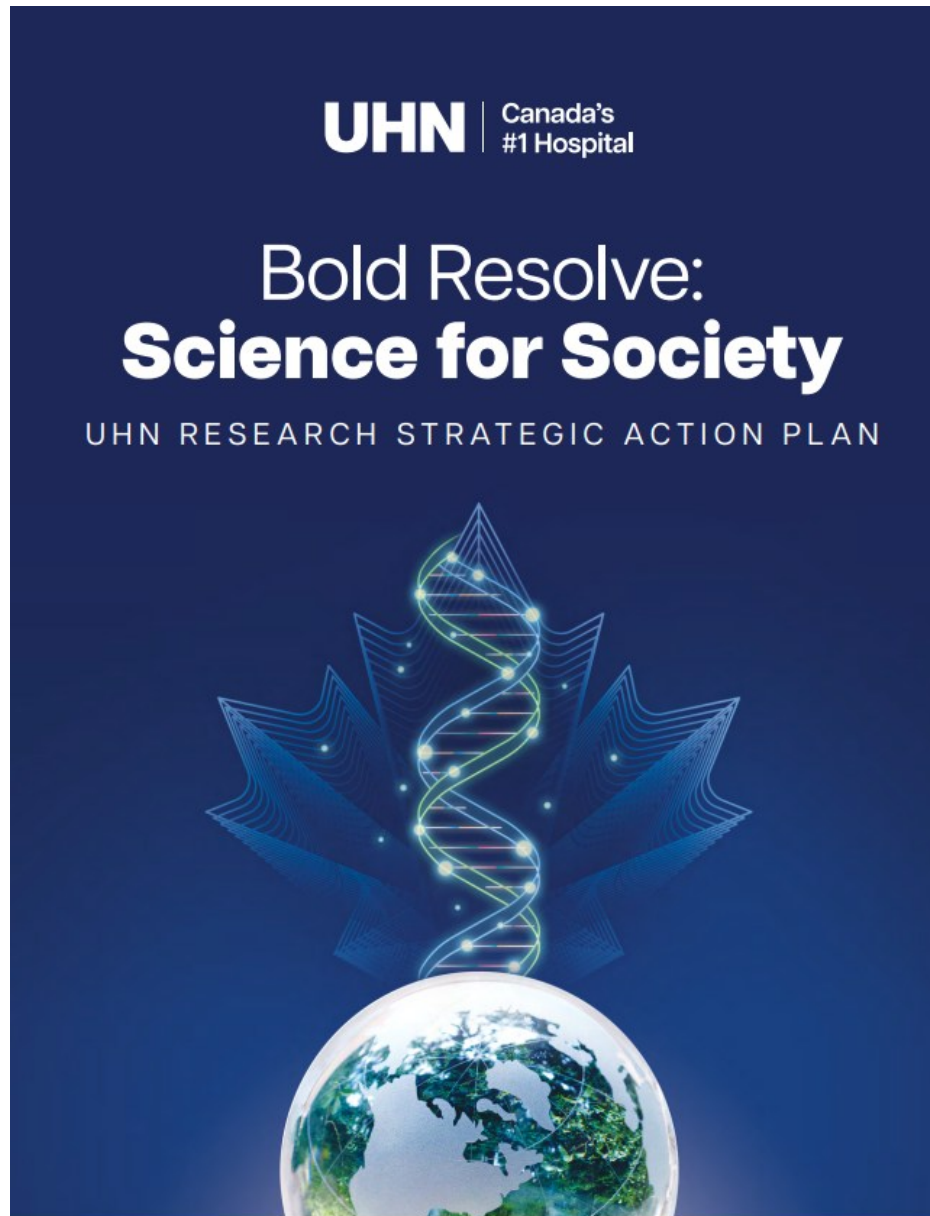
Photo from UHN Annual Research Report 2019 by Dr. Ben Pakuts



UHN

Toronto General
Toronto Western
Princess Margaret
Toronto Rehab
Michener Institute

Reaching our Goals?



RESEARCH MISSION

Together we drive excellence in discovery and innovation to create *A Healthier World*

GOALS

GOALS FOR RESEARCH IMPACT

UHN's research addresses unmet needs and makes vital contributions to society by achieving the following:

1

Advancing the fundamental understanding of health and disease for all groups of people

2

Accelerating discovery and translation to improve clinical practice and health systems

3

Training, educating, and developing tomorrow's research and health care leaders

GOALS FOR ORGANIZATIONAL EXCELLENCE

Together, UHN's 'one team' of scientific, technical, and administrative experts creates a world-class research destination by achieving the following:

4

Enabling the development of discoveries that change the world through efficient, rigorous, and cutting-edge support services

5

Elevating UHN as a preferred solution provider for partners to address local and global health challenges, and for people with lived experience to participate in and benefit from cutting-edge research

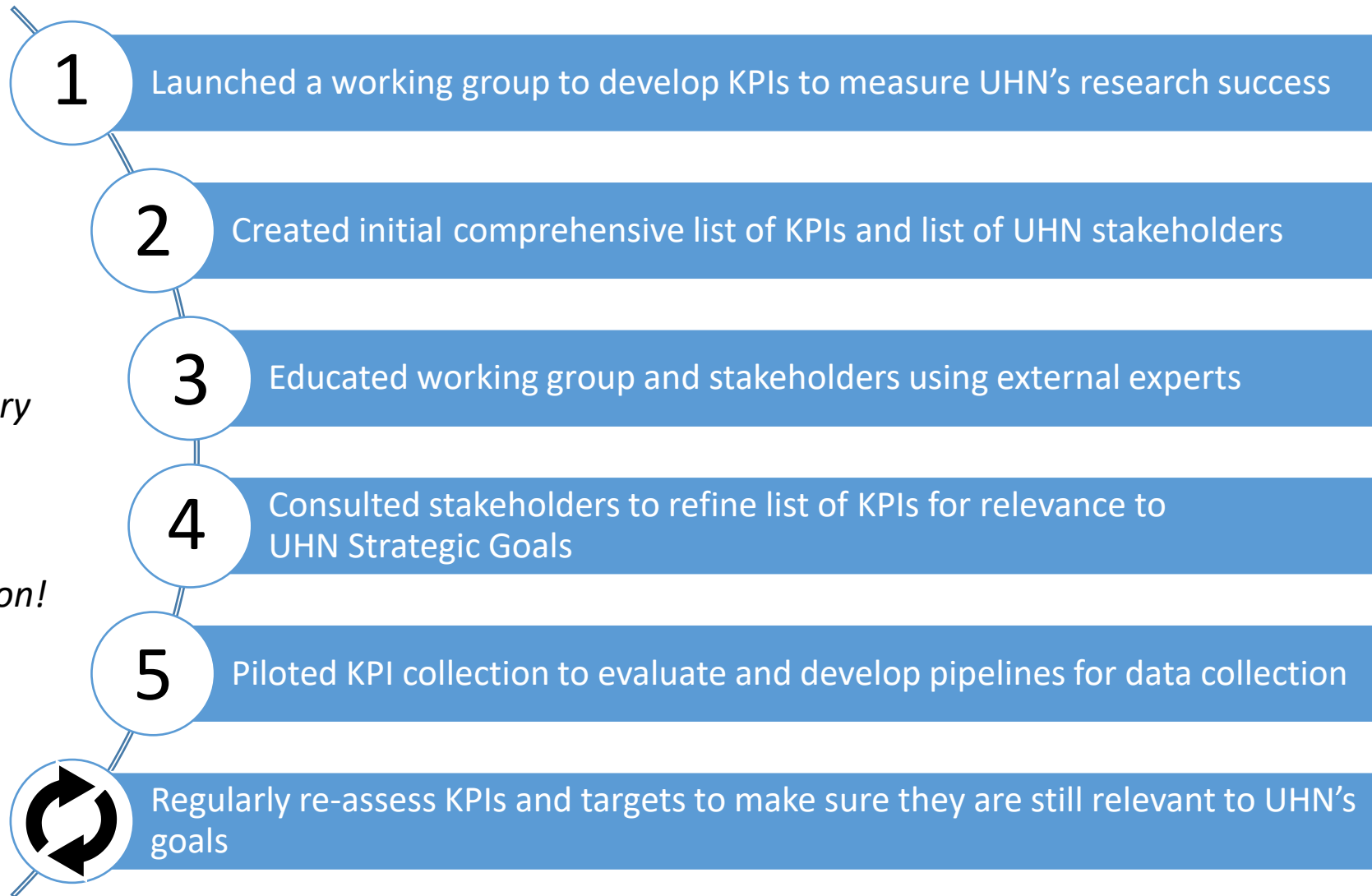
6

Attracting, developing, and retaining top research talent by prioritizing diversity, collaboration, and empowerment

Bold Resolve: Science for Society

6

Our Process



Turns out, this is very similar to INORMS' SCOPE Framework

Convergent evolution!

Challenges and Lessons Learned

Challenge:

Having the necessary motivation and expertise in your working group

Lesson Learned:

Need the right team composition

- Researchers because they are often the ones being measured
- **Admins because they have the most operational knowledge**
- **Data specialists because they will be ones collecting the data**

Challenges and Lessons Learned

Challenge:

Understanding what is important to your organization

Lesson Learned:

Break very general goals into more practical chunks

Leverage other specialist working groups in your organization to parachute in with content expertise

Challenges and Lessons Learned

Challenge:

Gaining consensus from everyone else on what is important to your organization

Lesson Learned:

There has to be a mix of general surveys and focus group meetings

- General surveys generate buy-in
- Focus groups ensure your key stakeholders actually provide input

Piloting the KPIs really got operational units involved in terms of feedback

Challenges and Lessons Learned

Challenge:

Overcoming the inertia of doing nothing

- Nobody wants to be the one responsible for deciding how everyone will be gauged

Lesson Learned:

Someone has to be brave and willing to take the leap

Lean on the iterative nature of this process to control risk

Be ambitious with proposed targets to drive change

Acknowledgements

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Questions and Discussion

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