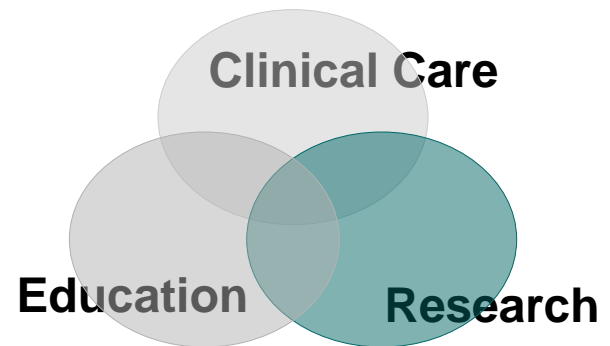


Division of Respiriology

- Excellence required in all 3 areas



- Address the Research directions only



Current Respiriology Research Foci

- Sleep and control of breathing
- Lung inflammation & acute lung injury
- Diseases of the airways

- Set in ~ 1992
- One external review



Review of Division in 2008

- 57 members of Division (includes those doing Critical Care)
 - 39 (65%) doing research
 - 13 CS
 - 14 CI
 - 7 RS
- A very young Division
 - 55% in first 10 yrs of appt
 - 30% in first 5 yrs
 - 10% to retire within 5 yrs



Process of Determining Research Foci for the Division

- Review of research in Division
 - Town Hall meetings (2)
 - Questionnaire sent to all members of faculty
 - Review of current research foci and productivity
 - Review of last 4 years of grants and publications from the Division
 - Review of scored abstracts submitted to Research Day over 5 yrs
 - Review of trainees in program 1972-2004



Research review

- Looked at grants (PI) and publications (1st or last author)
- Abstracts submitted to Research Day (scored)
- Identified 2 research areas with significant productivity
 - Sleep
 - Acute lung injury
- Productive individual researchers



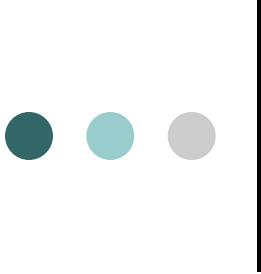
Process of Determining Research Foci for the Division

- A one day meeting of Research Advisory Group
 - Division Director
 - Research Directors of Division of Respiriology
 - External reviewer
 - Division Heads of Critical Care, Thoracic Surgery and Pediatric Respiriology
 - Vice Chair of Medicine (Research)



Problems identified during review of program

- Respiriology not a priority at any hospital
- No critical mass in any one research area
- Investigators spread across many sites
- Limited salary support for senior researchers
- No salary support for Clinician Investigators
- Lack of mentorship
- Lack of excitement / apathy



Problems identified: Lack of engagement

- Poor turnout to Town Hall meetings
- Poor turnout to Research in Progress Rds
- Few researchers willing to present at RIP Rds
- Poor response rate to questionnaire
(50% of researchers)
- Low numbers of abstracts submitted to
Research Day



Review, discussion & thought

- 
- Work from current strengths
 - Position Respiriology within environment
 - Hospitals, University, funding agencies, MOHLTC
 - Develop collaborations/partnerships
 - Break barriers/build bridges
 - Re-energize research environment
 - Determine an objective review process with clear outcome measures



Respirology Research at University of Toronto

Vision:

- International leadership in innovative, productive and world-class respiratory research and training programs



What is the purpose of research foci ?

- Create a critical mass of investigators in a theme or area
- Drive recruitment which will be competitive and focused
- Direct resources, focus fund-raising
- Guide residents interested in research



Research Foci

- City-wide areas of excellence
 - Defined as research programs that have a critical mass of researchers and have met benchmarks of research productivity and grants
- Areas of opportunity
 - Based on infrastructure or emerging research excellence



City-Wide Areas of Excellence

- Sleep and control of breathing

Recruit and strengthen

- Acute lung injury/Critical Care

Re-integrate within Respiriology

- Lung transplantation

Recruit and strengthen



Accountability for city-wide areas of excellence

- Establish director within each area of excellence
- Establish 3-year goals for each area
- Annual review process for all researchers
- Required presentations at RIP Rds
- Formal 3-yr review process by independent external reviewer



Areas of opportunity

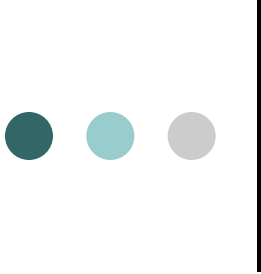
- Cystic fibrosis
- Airways disease including impact of the environment
- Rare lung diseases
- Health outcomes / knowledge translation

Not a priority for resources compared with areas of excellence



Accountability for areas of opportunity

- No formal leaders
- Up to individual researchers within area to decide what group looks like
- Annual review process for all researchers
- May participate in formal 3-yr review process by independent external reviewer
- Required presentations at RIP Rds



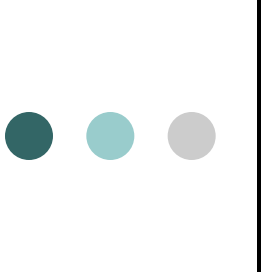
What about those researchers who do not fit into these areas?

- Valued members of Division
- Can still be successful and productive
- Will not have same degree of resources
- Consider collaborations outside of Division of Respiriology to maximize opportunities
- Annual review process for all researchers



Formal Review Process

- Annual assessment of all researchers using job description and guidelines for 3 yr review or promotion
- Annual report of research activities of the Division
- Formal 3-yr review process by independent external reviewer
- Fluid system....change is possible and desirable
 - Areas of opportunity may become city-wide areas of excellence



Outcome measures: how do we measure success?

- Recruitment
- Grants
- Publications
- Fellowships/studentships
- Invited presentations (Canada and international)
- Research Day abstracts
- Attendance at research activities (eg RIP Rds)



Summary of research directions

- New way of defining foci:
 - City-wide areas of excellence
 - Areas of opportunity
- More structure and feedback:
 - Formal review process
- More opportunity for change/growth:
 - Short cycle for review



My goals

- Facilitate success of individual researchers in their careers
- Promote meaningful and successful collaborations
 - Build bridges / break barriers
- Facilitate development of internationally renowned research programs
- Re energize the Respiriology research group



Next steps

- Today was the overview
- For discussion and details:
 - Come to meet with me
 - Come to NEW Research-in-progress Rds which will start in September



An open road...
opportunity...
excitement ...
a great journey

Thank you