What is a Strategic Plan?

*Strategic planning is an organizational management activity that is used to **set priorities, focus energy and resources, strengthen operations, ensure that staff and stakeholders are working toward common goals**, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.*

Why Do It?

- Provides disciplined effort that produces fundamental decisions and actions that shape and guide **what an organization is, who it serves, what it does, and why it does it, with a focus on the future.**
- Effective strategic planning articulates not only **where an organization is going and the actions needed to make progress**, but also how it will know if it is successful.

IHCC Strategic Planning (SP) Roadmap to TODAY
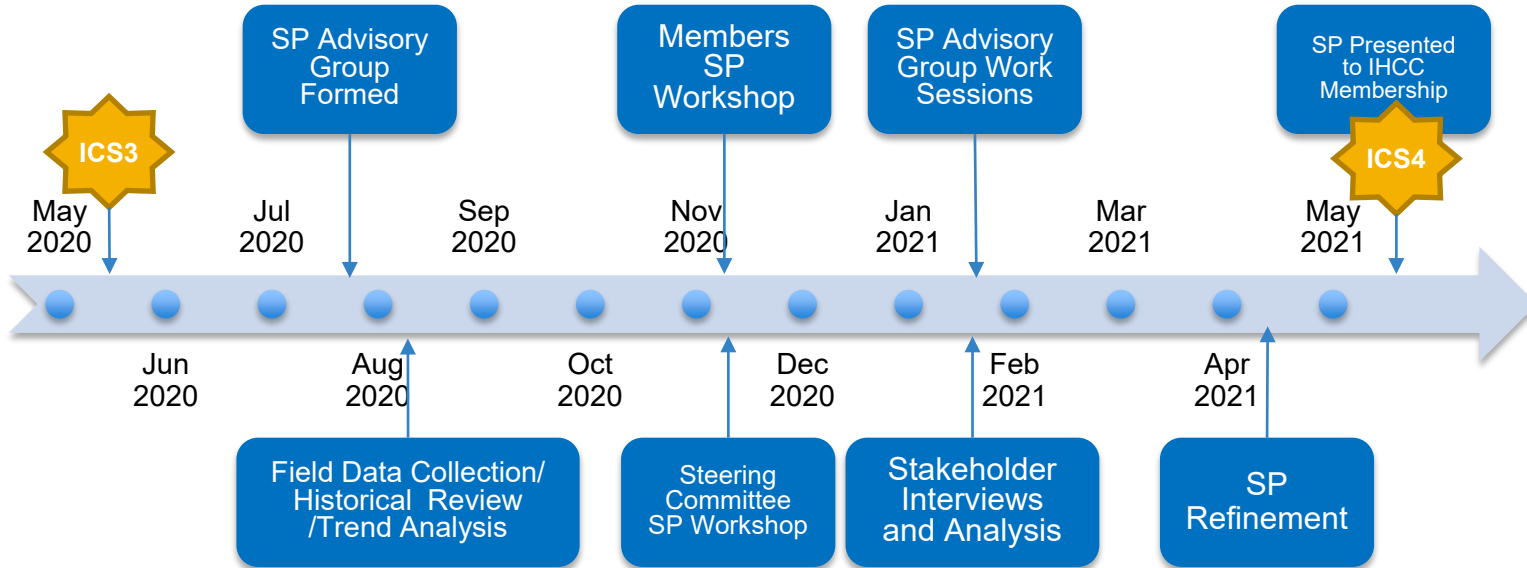
UPDATED: IHCC Mission and Vision

VISION: A global community of cohorts working together to advance science and improve health for all.

MISSION: To forge cohort connections that revolutionize population health science by providing sustainable data infrastructure, cultivating a collaborative research environment, and promoting policies and best practices that foster connectivity, interoperability, and reciprocity.

Strategic Plan

Connecting cohorts, advancing science

Doing more together than we can do alone

Our Values and Guiding Principles (IIDEA)

| We are **INTENTIONAL**	We have **INTEGRITY**	We embrace **DIVERSITY**	We strive for **EQUITY**	We act with **AUDACITY**
• We focus on building the systems, structures, policies, and practices that enable and sustain cohort collaboration. • We do great science rather than just talking about it. • We communicate and disseminate our work widely.	• We value transparency, honesty, fairness, and respect. • We approach our research with absolute integrity as the basis for the trust imperative to our collective and collaborative endeavors.	• We strive to be truly global and inclusive. Any [qualifying] cohort that wants to be part of our community is welcome. • We believe that all cohorts have something to gain and something to contribute, and that reciprocity in learning is key to our success.	• We create a supportive environment in which all cohorts and colleagues will excel. • We enhance the capacity of each cohort and across cohorts. • We see all cohorts as equal in terms of stature and opportunities to contribute.	• We take moonshots and tackle difficult challenges to make progress. • We encourage innovation in the discovery and translation of breakthroughs.

Eric's Section

IHCC Strategic Directions

Demonstrate that IHCC Generates Impactful Science
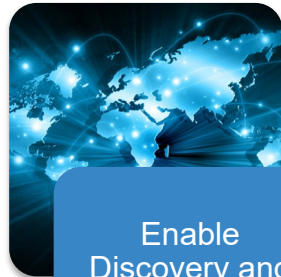
Enable Discovery and Connectivity of Cohorts for Collaboration

Make it Possible for ALL Cohorts to Contribute to IHCC Science Challenges

Build Strong Governance and Operational Foundation

Demonstrate that IHCC Generates Impactful Science

Provide "proof of concept" that IHCC generates impactful science through ambitious scientific projects that require scale and diversity and improve health for all

This directive is charged to the current "Scientific Strategy and Cohorts Enhancement" Working Group

Enable Discovery and Connectivity of Cohorts for Collaboration

Facilitate cohort interoperability and reuse of human data through
- federated data discovery
- interoperable authentication and authorization
- harmonized cohort level metadata
- federated analysis interoperability for research

This directive is charged to the current "Data Standards and Infrastructure" Working Group

Make it Possible for ALL Cohorts to Contribute to IHCC Science Challenges

Promote the development and/or adoption of policies and best practices and enhance cohort capabilities and competencies to improve the practice of collaboration

This directive is charged to the current "Data Standards and Infrastructure" Working Group and a NEW 4th IHCC Working Group "Learning, Sharing and Workforce Development"

# Build a Strong Operational Foundation for the Work

Ensure IHCC has effective governance and adequate staffing and resources, design and enforce internal policies and practices that reflect values, and promote and protect IHCC brand and identity

This directive is charged to small subcommittees consisting of topic-relevant secretariat staff and volunteer SSC members

- Staffing and Operations Subcommittee

- Inclusivity and Reciprocity Subcommittee

- Marketing and Communications Subcommittee

IHCC Strategic Organizational Chart

Scientific Steering Committee

Executive Committee

Scientific Strategy & Cohort Enhancement WG

Scientific Project Subcommittee

Data Standards & Infrastructure WG

Policy and Systems WG

Workforce Development WG

Staffing and Operations Subcommittee

Inclusivity and Reciprocity Subcommittee

Marketing and Communications Subcommittee
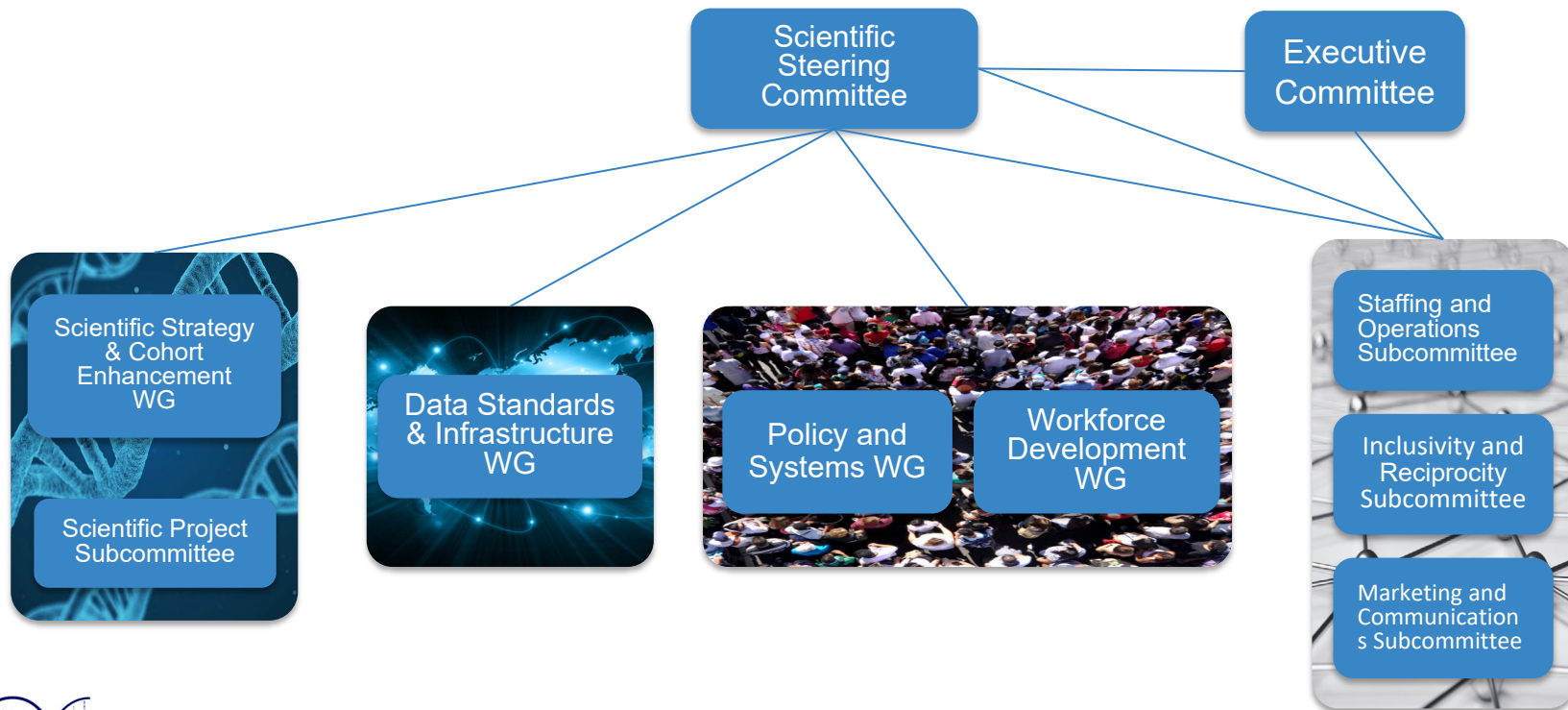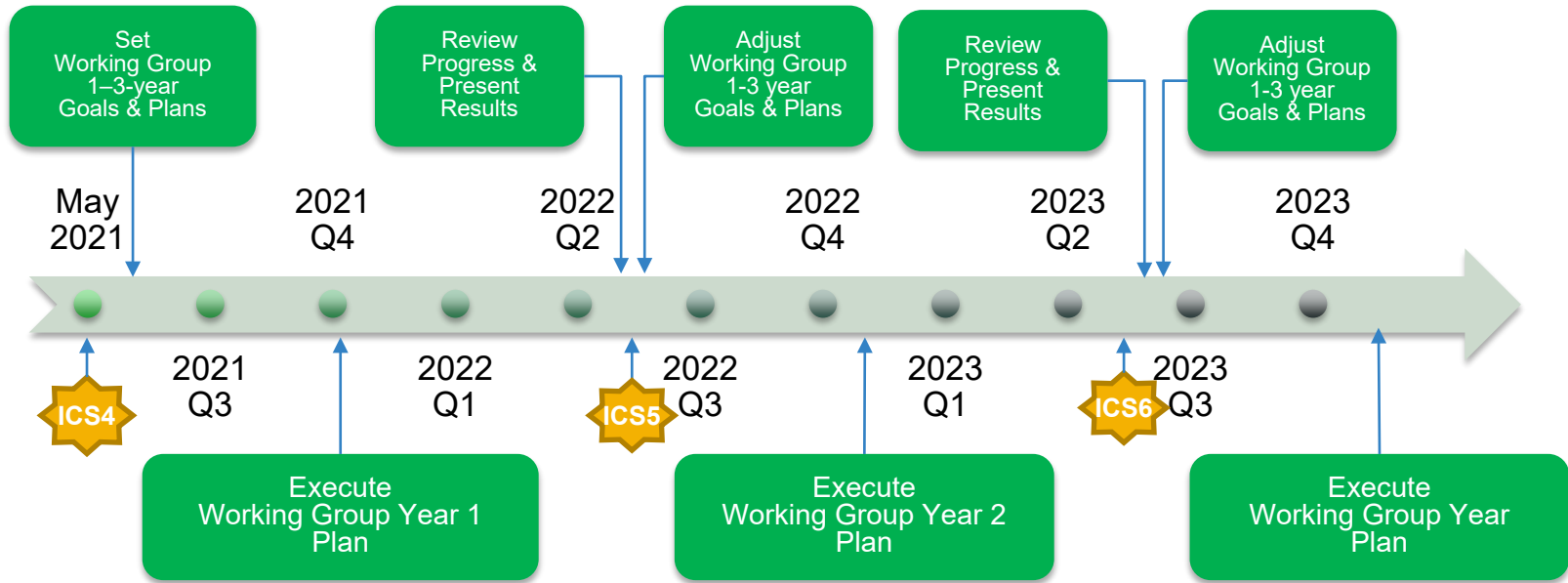
Implementation Plan – by Working Group (WG)

- WG leaders will present the proposed high-level WG goals for the next 1-3 years
- This meeting with then breakout into 4 distinct sessions to review and discuss the merit and approach to the goals – are they **SMART**?
  (**SPECIFIC, MEASURABLE, ACHIEVABLE, REALISTIC TIME BOUND**)
- Breakout groups will begin action planning for the next 12 months and report back to the broader summit audience the results of their session

PLEASE HOLD QUESTIONS UNTIL THE BREAKOUTS SESSIONS

Learning and Sharing Section

IHCC Learning and Sharing (L&S) Working Group – Strategic Purpose

This NEW Working Group will support the IHCC Strategic Directive ***"Make it Possible for ALL Cohorts to Contribute to IHCC Science Challenges"*** by:

- Assessing cohort workforce capabilities and competencies and designing activities to address identified needs

- Coordination with other working groups to address workforce needs related to scientific challenges

- Training the next generation of cohort leaders

IHCC Learning and Sharing (L&S) Working Group – Proposed Goals

5-year Goal – *For the IHCC to be viewed as THE go-to resource for large cohort research.*

How do we get there?

1-3 year Goals:

- **Establish Cross-Cohort Exchange Program**
- **Establish Mentorship Activities for Young Investigators**
- **Establish an ongoing Cohort Educational Webinar Series, with additional hands-on workshops and/or forum discussions as needed**

IHCC Learning and Sharing (L&S) Working Group - Action Planning

- Nominate/recruit (2) L&S co-chair leaders
- "Brand" the L&S working group – rename the group (?) and define the appropriate scope and boundaries for the work to be undertaken
- Develop processes to define and understand gaps in cohort resources
- Identify resources to fill gaps to support ongoing success
- Build Knowledge, Skills and Attitudes (KSA) needed to do population research using cohort data

Breakout slides

IHCC Learning and Sharing (L&S) Working Group – <u>Strategic Purpose</u>

This NEW Working Group will support the IHCC Strategic Directive *"Make it Possible for ALL Cohorts to Contribute to IHCC Science Challenges"* by:

- Assessing cohort workforce capabilities and competencies and designing activities to address identified needs

- Coordination with other working groups to address workforce needs related to scientific challenges

- Training the next generation of cohort leaders

IHCC Learning and Sharing (L&S) Working Group – Proposed Goals

5-year Goal – *For the IHCC to be viewed as <u>THE</u> go-to resource for large cohort research.*

How do we get there?

1-3 year Goals:
- **Establish Cross-Cohort Exchange Program**
- **Establish Mentorship Activities for Young Investigators**
- **Establish an ongoing Cohort Educational Webinar Series, with additional hands-on workshops and/or forum discussions as needed**

IHCC Learning and Sharing (L&S) Working Group - Action Planning

- Nominate/recruit (2) L&S co-chair leaders
- "Brand" the L&S working group – rename the group (?) and define the appropriate scope and boundaries for the work to be undertaken
- Develop processes to define and understand gaps in cohort resources
- Identify resources to fill gaps to support ongoing success
- Build Knowledge, Skills and Attitudes (KSA) needed to do population research using cohort data

Discussion / Next Steps

- **Team**: Albert Tenesa, Catterina's colleague, Zhengming's colleague, Nahla Afifi
- Were also present: Geoff Ginsburg, Nora Franceschini,
- **Objectives**: learning sharing, data analysis, exchanges, consulting, propose creative solutions to resource finding (especially for low resource cohorts), sharing expertise biobanks, teaching & training network of academics, exchanges of students, postdocs program or short term students visit, doctoral training program (support of scholarship), fundings for scholars or industry sponsorship to support these scholars"

Discussion / Next Steps

More concrete ways:
- workshops, seminars, symposia, training channel
- cohort curriculum (multiple modules and levels), agreements between universities as well, IHCC summer school (virtual/live bootcamp), on data management, cohort design
- IHCC website visibility of training and educational programs and resources, virtual trainings with certificate
- priority content - data analysis, IT
- partnership with countries with more resources
- reach out to young investigators community
- **New name:** "Training, sharing and capacity development WG"