

SUMMARY

■ **Alberta Innovates – Health Solutions (AIHS)** is an integral part of Alberta Innovates. We work with our shareholder and stakeholders to support health research and innovation in the province and make Alberta more competitive in the global economy. This first Strategic Framework was developed to:

- represent our Board’s vision and accountability,
- guide management in establishing and implementing strategies to achieve that vision, and
- inform stakeholders about our strategies and priorities and help identify opportunities to align their interests with those of AIHS and the government’s strategies for health, and health research and innovation.

HISTORICAL DEVELOPMENT

The Government of Alberta created AIHS on January 1, 2010, to build on the Alberta Heritage Foundation for Medical Research’s legacy of excellence and capacity. Health research has evolved into a major enterprise, and the research enterprise’s funding is now a more pro-active, outcomes-focused activity that expects timely returns on investments. Global trends have resulted in changes in research agencies’ funding models and processes, including:

- selecting research that gives timely societal and economic benefits,
- agreeing with researchers and knowledge users on expected deliverables,
- identifying ways to assess progress towards deliverables, and
- creating management processes that allow both supportive and corrective action.

PARTNERS AND COLLABORATORS

Within Alberta, our mandate is integrated with the plans and activities of other major public institutions and organizations. Our stakeholders are broadly grouped in the following market segments: the public and not-for-profit health organizations; post-secondary institutions; the private sector; and the Alberta government (including the health care sector and other Alberta Innovates corporations). Moreover, we collaborate with other research groups across Canada and the world.



THE ALBERTA INNOVATES SYSTEM

We draw our mandate and mission from our governing legislation, and our direction from the provincial strategies of the relevant government ministries. The Alberta Research and Innovation Business Framework directs the coordinated efforts of the Alberta Innovates corporations and outlines the overall vision for Alberta's publicly funded research and innovation efforts.

MANDATE AND ROLES

Our mandate—drawn directly from the Mandate and Roles document developed by the Department of Advanced Education and Technology—is to support health research and innovation activities aligned with the government's priorities, and to create value by

- investing in excellence,
- prioritizing investments to support Alberta's strengths or give Alberta a unique opportunity,
- optimizing health, societal, and economic benefits from investments,
- using performance management to demonstrate accountability and measure investment impact, and
- increasing support for private sector health research and innovation in Alberta.

VISION AND MISSION

Our vision is to transform health and wellbeing through research and innovation. We will measure our success by linking the innovation output and system-level outcomes to the research and innovation investments we make.

Our mission is to work with partners and stakeholders to design, develop, deliver, and evaluate programs, services, and initiatives to help us achieve excellence in innovation and health research, and solutions to health sector problems. The result will be a robust health-research-based economy in Alberta.



CORE VALUES

Our core values and principles are:

- **RELEVANCE:** Listening and responding to the needs of Alberta
- **LEADERSHIP:** Having the courage to take on tough issues, seize opportunity, and transform
- **CREATIVITY:** Finding unique ways to work – for ourselves and others
- **ACCOUNTABILITY:** Being counted on to openly assess impact and progress
- **EXCELLENCE:** Passionately striving for the highest quality in our processes and the research we fund, as well as fair ways to measure success.

STRATEGIES FOR SUCCESS

Our two strategies for success are:

1. **SUPPORT *DISCOVERY*:** focus and catalyze excellence in innovation and health research, and
2. **STIMULATE *APPLICATION*:** support the development of innovative solutions to health sector issues.

STRATEGIC IMPLEMENTATION PROCESS

We have accepted the strategic framework Alberta's Health Research and Innovation Strategy (AHRIS), developed by the Department of Advanced Education and Technology and the Department of Health and Wellness, and endorsed by the Government of Alberta. The framework focuses on three strategic priorities: Wellness at Every Age, Innovative Health Service Delivery, and Enhanced Socio-Economic Outcomes.

To focus our research investments to meet these three strategic priorities, we must take action in three enabling directions: Highly Skilled People, Knowledge Translation, and Innovation Platforms. We will engage with stakeholders to develop new initiatives based on needs, gaps, and opportunities in a dozen thematic areas set out in AHRIS. To align our



activities to AHRIS, we will develop a new business model that gives a much more focused perspective on our investments. This will include quality measurements and more defined purposes (with deliberate expectations, and a keen interest in system-level outcomes).

RISK MITIGATION

We will continue to monitor the risk environment and implement appropriate risk mitigation strategies, if needed.

RESOURCES

We will organize our resources into three management functions: stakeholder relationship, research and innovation programs, and corporate affairs (information technology, finance, and human resources).

Significant resources for new opportunities and investment will become available as outstanding commitments to legacy programs decline over the next six years, and as we develop our partnerships and collaborations.

IMPACT FRAMEWORK

We will define the expected impacts of funded health research and strive to improve the returns on investment.

The impact framework will give us the blueprint and tools necessary to monitor and evaluate our strategies and investments and how they contribute to our mandate and to Alberta's Research and Innovation System. We want to **optimize the health, societal, and economic benefits** from our strategic investments in health research and innovation. We will foster **accountability** and focus on **quality improvement** by integrating an evidence-based performance management and evaluation practice across the organization.

