

# The 2018 NICHD Strategic Planning Process

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Director

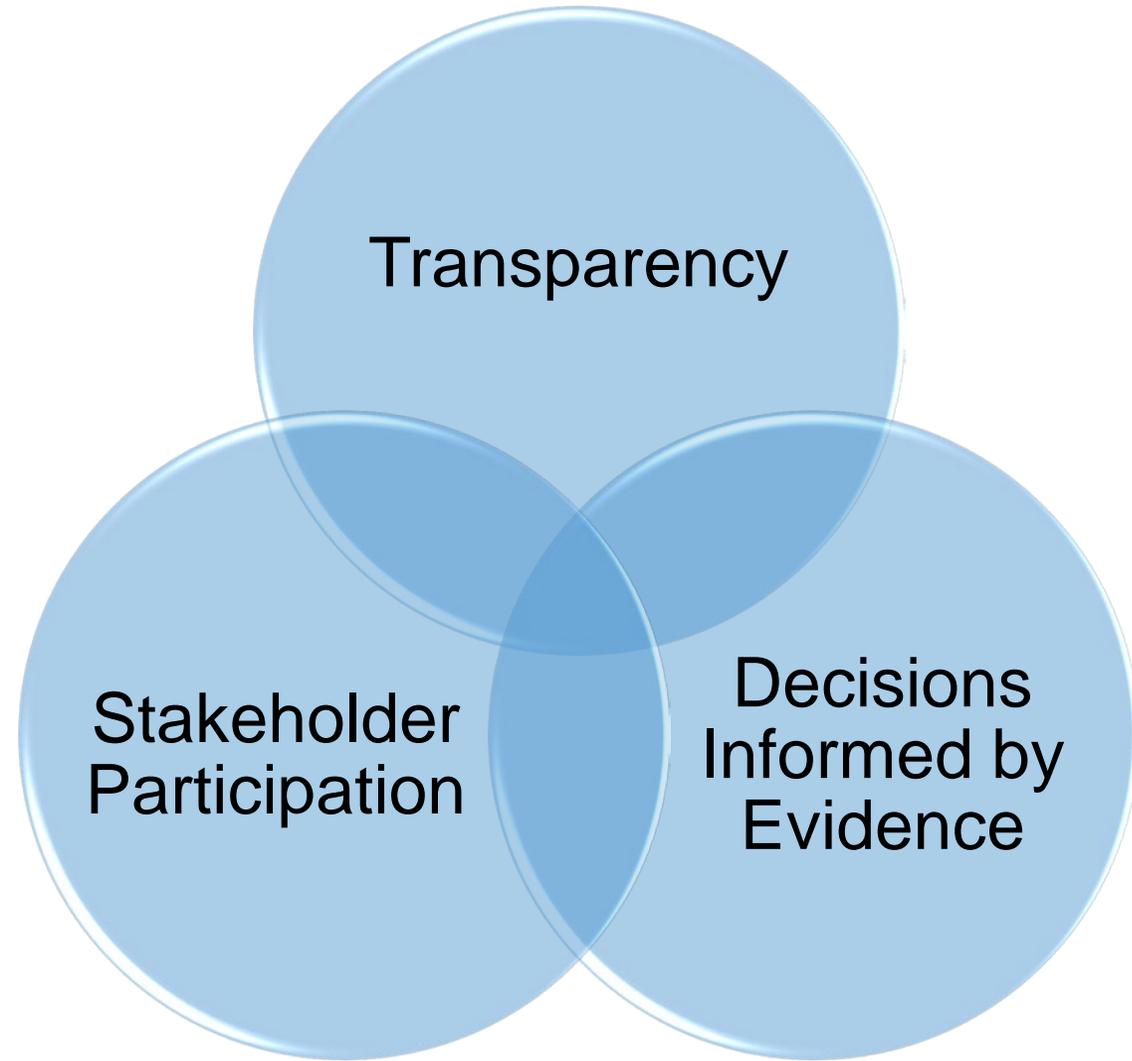
September 13, 2018



## Presentation Overview

- Why and Why Now?
  - Values and Questions
  - Visioning vs. Strategic Planning
- NICHD Strategic Planning: Purpose
  - Alignment Across the NICHD and NIH
  - 21<sup>st</sup> Century Cures Act Mandate
- Role of Advisory Council
- Strategic Planning Process
  - Elements of the Process
  - Timeline
- Key Questions for Today

# Core Principles





## Why and Why Now?

- What is the identity of the Institute?
- Do we want to continue our focus on health and development or shift our priorities to specific diseases or conditions?
- Do we focus more on clinical, basic or translational research?
- How do we integrate and align our broad areas of science and our many stakeholders?



# NICHD Strategic Planning and Visioning History

			
Year Published	2000	2012	2019
Type	Strategic Plan for NICHD	Vision for the field	Strategic Plan for NICHD
Document organization	Summary document and individual documents for topical themes	Summary document White papers	Summary document
Level of specificity	Specific NICHD-focused objectives and implementation steps (via thematic plans)	Defined gaps & priorities for the fields NICHD represents	Specific NICHD-focused objectives
Internal/external participation	Mostly internal, some external	Mostly external	Mix of internal and external

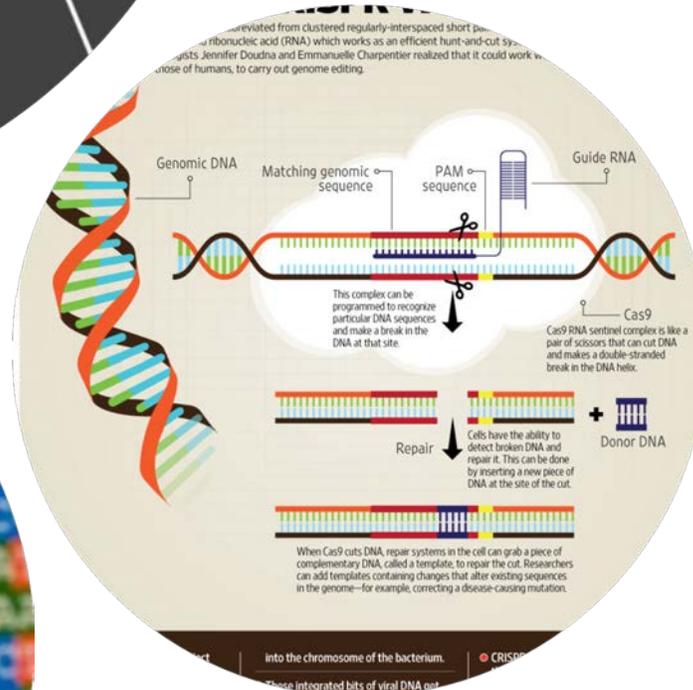


# BIG DATA

## The World Has Changed a Lot Since 2000 and 2012

Advances in technology, genetics, and techniques are changing science rapidly

The Institute needs to determine what types of funding, training, and infrastructure are needed in response to change





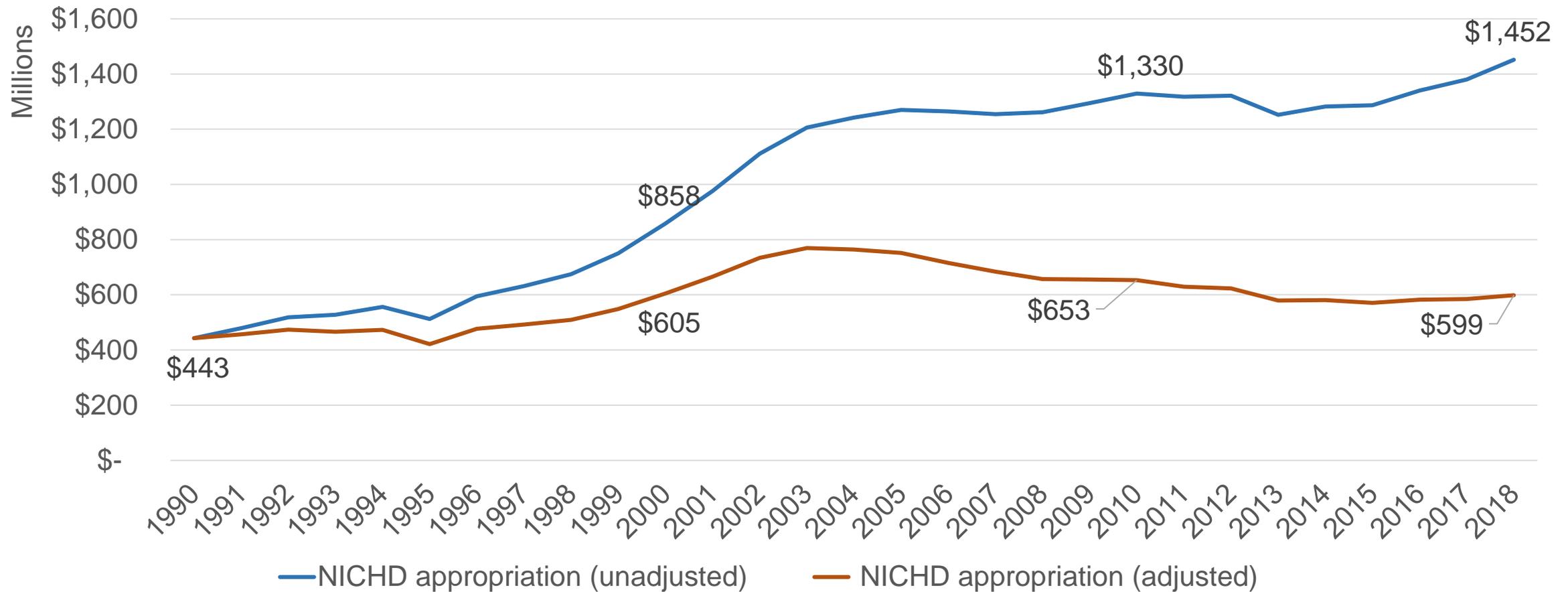
# NICHD Strategic Planning: Purpose

- Enable internal and external stakeholders to look at NICHD's portfolio with a fresh perspective
- Review and refocus NICHD's science
- Align resources with scientific priorities
- Improve the health of the populations we serve





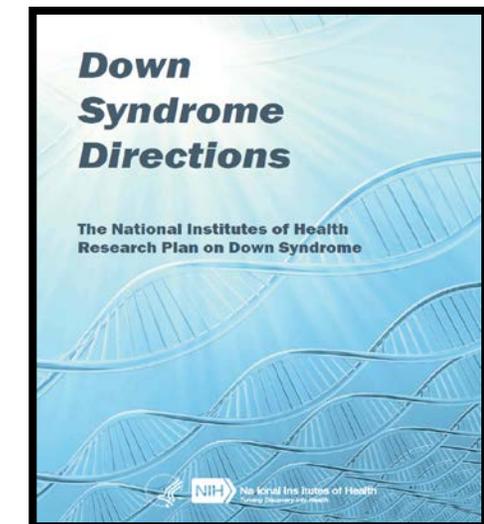
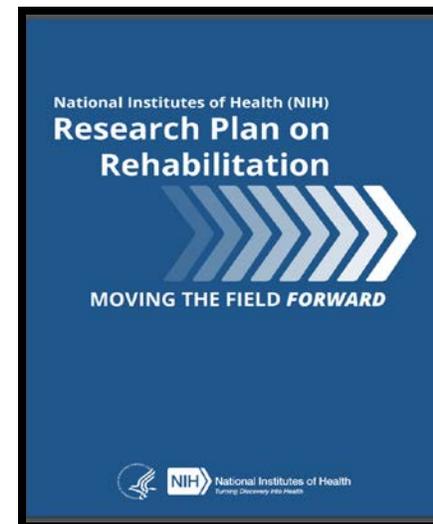
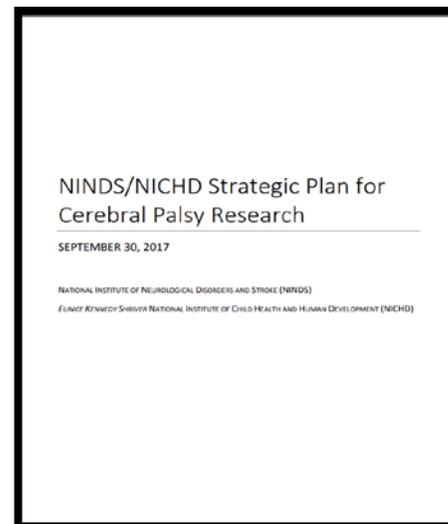
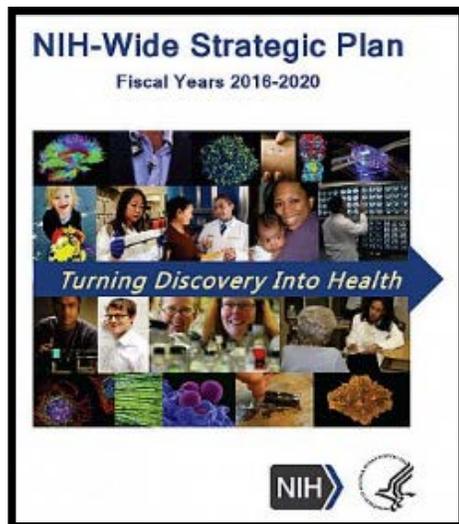
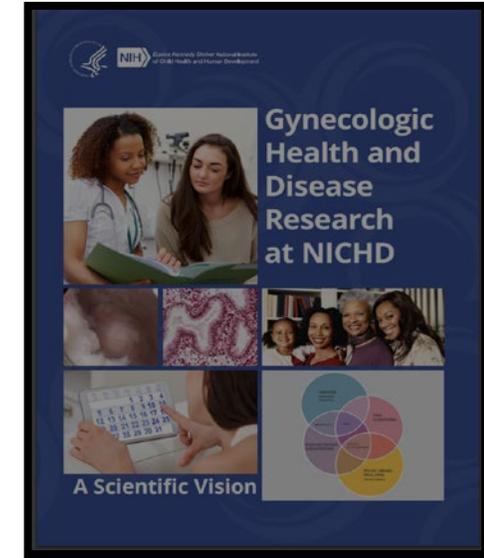
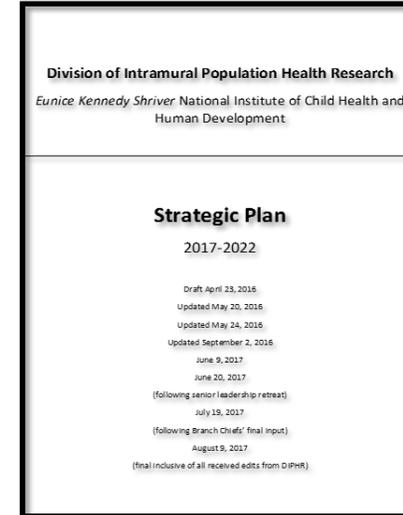
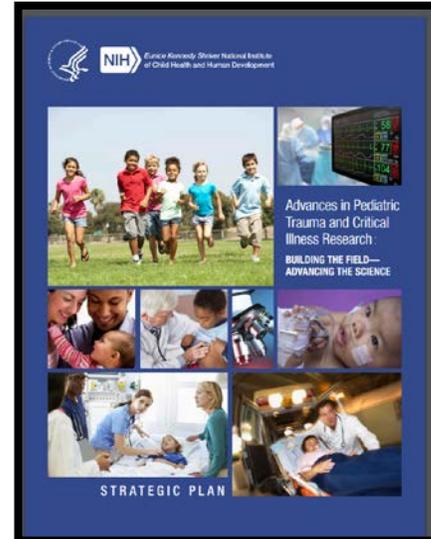
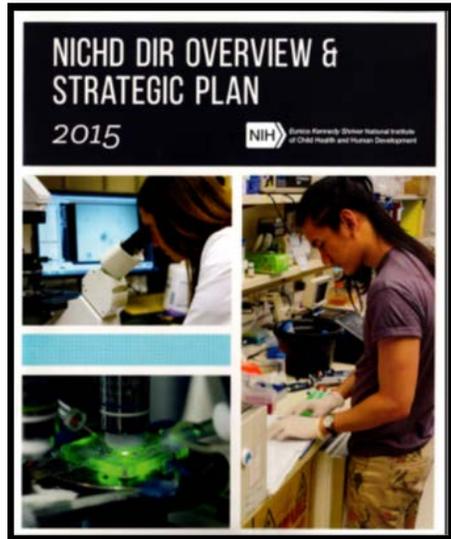
# Why a New Strategic Plan? Increase in Budget



*Note: Figures do not include ARRA funding.*



# Why a New Strategic Plan? Alignment Across NICHD and NIH





# Why a New Strategic Plan? Legislative Mandates

## **21<sup>st</sup> Century Cures Act**

### **SEC. 2031. NATIONAL INSTITUTES OF HEALTH STRATEGIC PLAN**

Section 402(m) of the PHS Act: Strategic plans developed and updated by the national research institutes and national centers of the National Institutes of Health shall be prepared regularly and in such a manner that such plans will be informed by the strategic plans developed and updated under this subsection. Such plans developed by and updated by the national research institutes and national centers shall have a common template.





# Unique Role of the Advisory Council

- Council members see entire NICHD portfolio, offers a unique perspective
- Council members bring expertise across the spectrum of NICHD science
- As national leaders, Council members are experienced in:
  - designing and conducting high quality research
  - representing the needs of the communities we serve
  - training and mentoring the next generation of researchers
- Council members' input--on both scientific priorities and research implementation--will be requested at multiple points in the strategic planning process



*New members of Council, January 2017*



# NICHD Strategic Planning Process

**Guiding Principles:** Focus on the science, guided by evidence, informed by our communities, emphasis on transparency and accountability for all aspects of strategic planning process – no *a priori* decisions have been made.





Jan-Apr  
2018  
Pre-  
Planning

## Established an internal planning committee:

- **OD Planning Committee** – An internal NICHD Steering Committee that provides support, guidance and oversight of progress on the strategic planning process.
  - Diana W. Bianchi, M.D.
  - Alison Cernich, Ph.D., ABPP-Cn
  - Mary Dasso, Ph.D.
  - Stephen E. Gilman, Sc.D.
  - Della M. Hann, Ph.D.
  - Rohan Hazra, M.D.
  - Lisa Kaeser, J.D.
  - G. Stephane Philogene, Ph.D.
  - Rodney W. Rivera, Jr.
  - Christine M. Rogers, M.A.
  - Constantine A. Stratakis, M.D., D(med)Sci
  - Paul Williams
  - Anne Leong, Ph.D. (Recorder)



Jan-Apr  
2018  
Pre-  
Planning

## Identified members of the working group:

- Inclusion of NICHD staff (n=27)
  - DER Branch Chiefs, DIR and DIPHR Leaders, OD staff
- Outside expertise (n=53)
  - Staff were asked to nominate experts in the many areas of science represented in the NICHD portfolio
  - Preference for people with multi-disciplinary expertise, broad thinkers
  - Also included ~1/3 young investigators, who represent the future of NICHD
- Members: <https://www.nichd.nih.gov/sites/default/files/2018-07/StrategicPlanningWorkingGroup2.pdf>



Jan-Aug 2018  
Collect &  
Analyze Data

Collected and analyzed key data:

- Process is informed throughout by evidence
- **NICHD Strategic Data Review**
  - Analyzed portfolio by public health and scientific domains
  - Reviewed NICHD/NIH strategic plans and internal scientific research plans
  - Reviewed areas of emphasis in NICHD Vision, 2000 Strategic Plan
  - Performed bibliometric analyses of the portfolio (ongoing)
  - Analyzed impact of select networks and centers within Division of Extramural Research (ongoing)



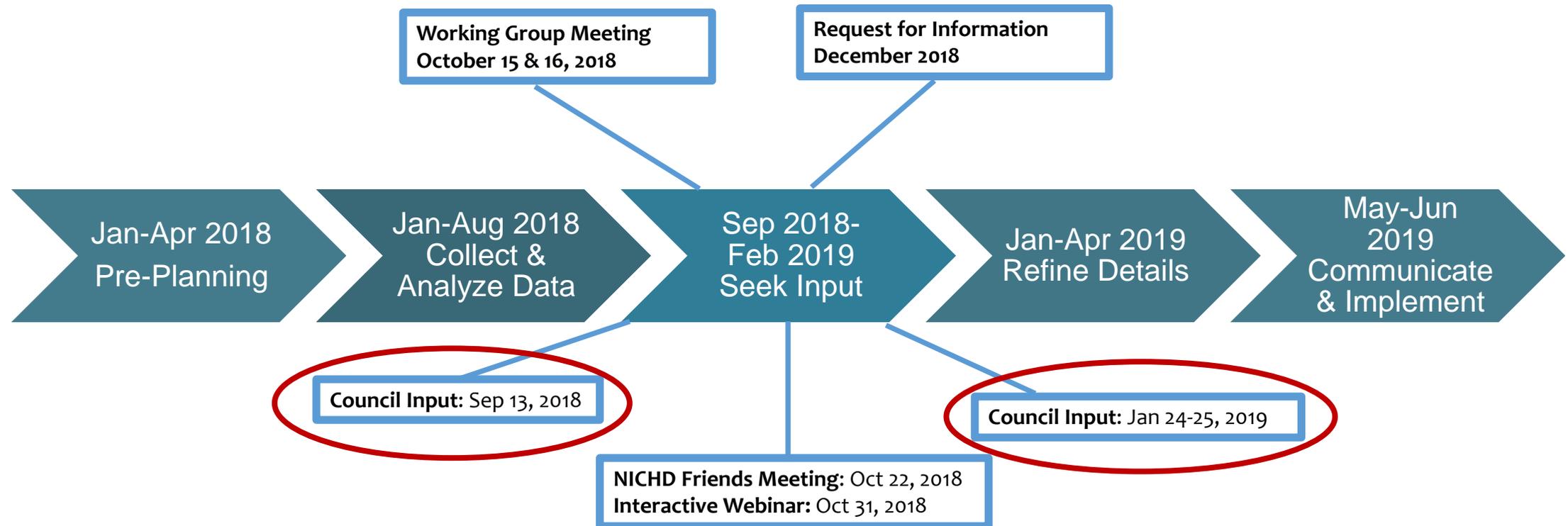
Sep 2018-  
Feb 2019  
Seek Input

## Multiple Opportunities for Input:

- NACHD Advisory Council meeting today
- October 15-16: Working Group Meeting (27 NICHD, 53 external)
  - Providing input on scientific foci or themes for NICHD
- October 22: Friends of the NICHD discussion
- October 31: Interactive public webinar
- Request For Information (RFI) in December
- Goal is to have a transparent process with all of our stakeholders participating



# Multiple Opportunities for Input:



Email your questions or ideas to us at [NICHDStrategicPlan@nih.gov](mailto:NICHDStrategicPlan@nih.gov)



# Key questions to be addressed today

1. What do you think are the five most important research priorities for NICHD over the next ten years?
2. What do you think is the single most important thing that NICHD could accomplish for the public, patients, and health care providers over the next five to ten years?
3. What do you think are the most important kinds of partnerships that NICHD must develop and maintain to achieve the priorities you have identified?
4. What types/areas of training are needed to prepare the next generation of scientific leaders?
5. What emerging technologies and techniques do you feel will impact the types and methods of research conducted in the next ten years?

# NICHD Strategic Planning Process



Questions