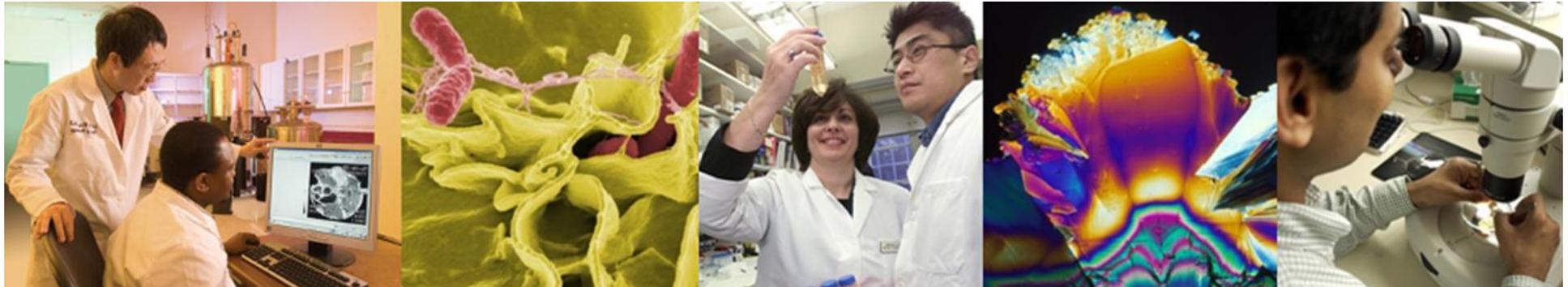


# Developing the NIH-wide Strategic Plan

*National Deafness and Other Communication Disorders Advisory Council*

*September 11, 2015*



**Lawrence A. Tabak, DDS, PhD**  
Principal Deputy Director, NIH  
Department of Health and Human Services



# Background

## **CROmnibus H.R. 83 - 346 (enacted December 16, 2014)**

- NIH shall submit to Congress an **NIH-wide 5-year scientific strategic plan** no later than 1 year after enactment

## **21<sup>st</sup> Century Cures Act, Section 1021 (pending)**

- Within 270 days of enactment, develop and maintain a 5-year biomedical research strategic plan
- Use of Plan: Identify research opportunities and develop individual strategic plans with a common template for the research activities of each IC
- Contents: Plans shall identify **strategic focus areas** that consider **return on investment**. This includes overarching and trans-NIH strategic focus areas, known as **Mission Priority Focus Areas**
- Ensure that **rare and pediatric diseases** remain a priority
- Ensure that maintaining the **biomedical workforce** remains a priority

# Goals of the NIH-Wide Strategic Plan

- The strategic plan should be a “living document” that will help guide NIH in fulfilling its mission over the next 5 years
- The strategic plan should articulate approaches and opportunities that are forward-looking and inspirational
- The strategic plan should identify major trans-NIH themes that will advance biomedical research
- The strategic plan should not describe all the many important things that NIH does and will do in the future
- The strategic plan should not address priorities of the individual Institutes, Centers, and Offices (ICOs), since each of the ICOs has their own strategic plan (and each will be referenced in the NIH strategic plan)

# Development of the Strategic Plan

- Initial involvement by NIH senior leadership
- Involvement of ICOs – Working Group
  - Receive feedback from ICO representatives weekly
    - Three NIDCD representatives on the working group
  - Critical in developing the contents and research examples
    - Over 80 “call-out” examples received

## Development of the Strategic Plan (cont.)

- Review and input from the ACD
  - Have met twice to review overall plan and framework
    - Received positive comments on most recent framework
  - Advocated for additional emphasis on the interconnected nature of the research, and the inclusion of clinical methodologies, data science, and workforce retention
- The NIH Director is monitoring progress carefully and will oversee development of the final document

## Overview

- Mission of NIH
- Unique moment of opportunity in biomedical research
- Current NIH-supported research landscape
- Constraints confronting the community in the face of lost purchasing power

### Fundamental Science

- Foundation for progress
- Consequences often unpredictable
- Advances in clinical methods stimulate progress
- Technology leaps catalyze advances
- Data science increases impact/efficiency

### Health Promotion/Disease Prevention

- Importance of studying healthy individuals
- Advances in early diagnosis/detection
- Evidence-based elimination of health disparities

### Treatments/Cures

- Opportunities based on molecular knowledge
- Breakdown of traditional disease boundaries
- Breakthroughs need partnerships, often come from unexpected directions

### Setting Priorities

- Incorporate disease burden as important, but not sole factor
- Foster scientific opportunity; need for nimbleness
- Advance research opportunities presented by rare diseases
- Consider value of permanently eradicating a pandemic

### Enhancing Stewardship

- Recruit/retain outstanding research workforce
- Enhance workforce diversity
- Encourage innovation
- Optimize approaches to inform funding decisions
- Enhance impact through partnerships
- Ensure rigor and reproducibility
- Reduce administrative burden
- Employ risk management strategies

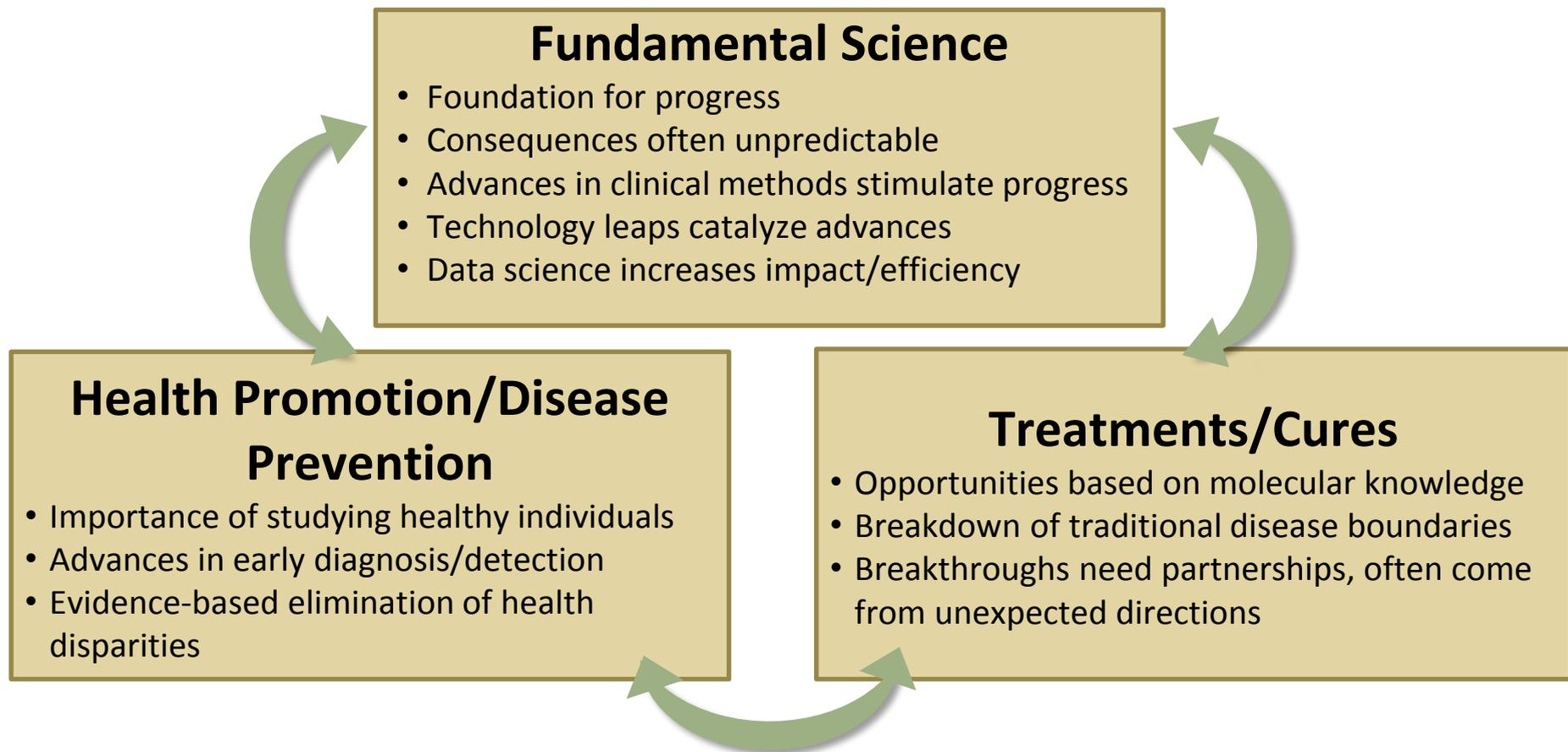
# Draft Framework (cont'd)

## Overview

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# Draft Framework (cont'd)

## ■ Areas of Opportunity that Apply Across Biomedicine

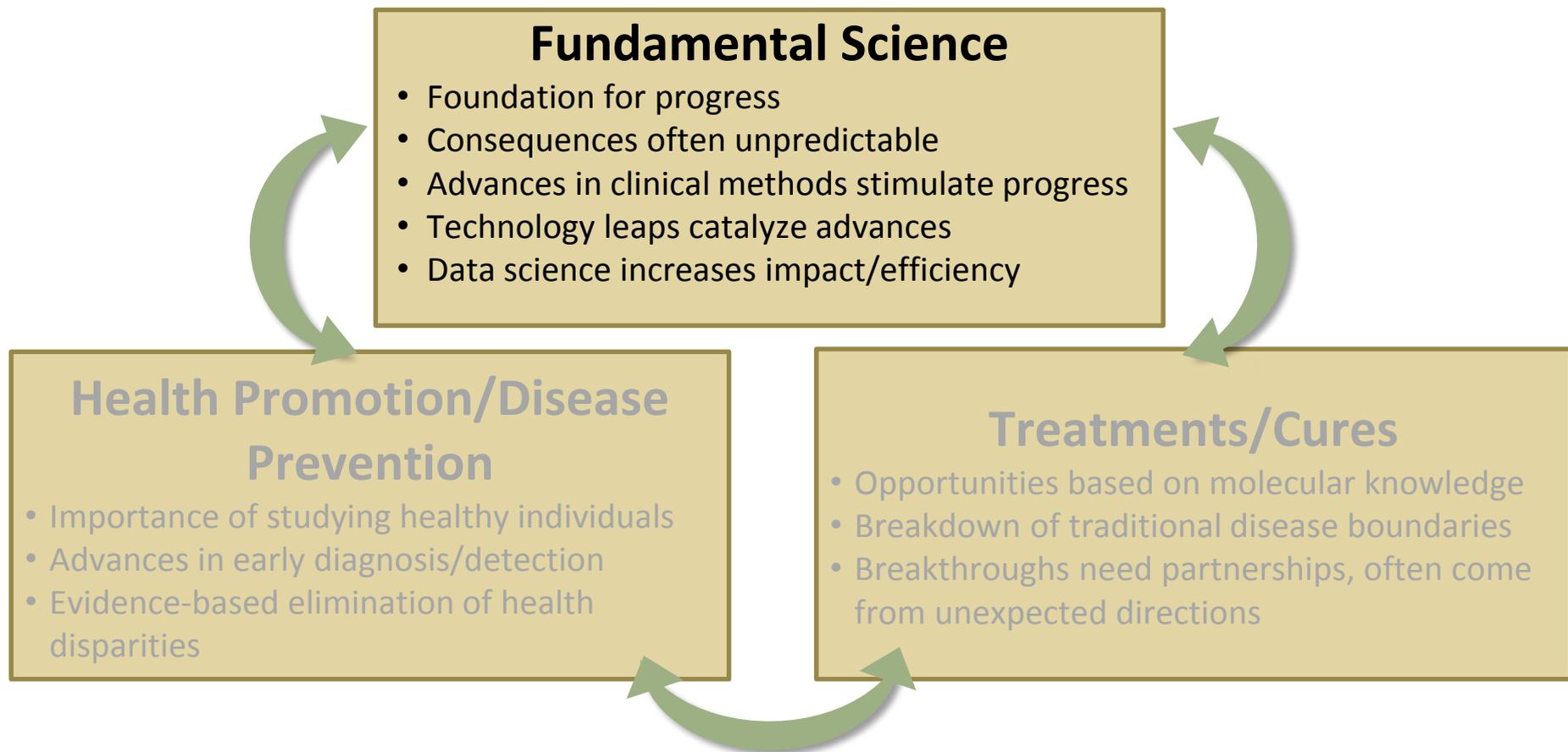


## Draft Framework (cont'd)

- **For each of the Areas of Opportunity:**
  - We will have a succinct description of emergent opportunities (and what NIH needs to realize the opportunities)
  - We will also highlight specific examples of recent breakthroughs – “Research Call-Outs”
  - Alignment with HHS Strategic Plan
  - Unique role of NIH within HHS

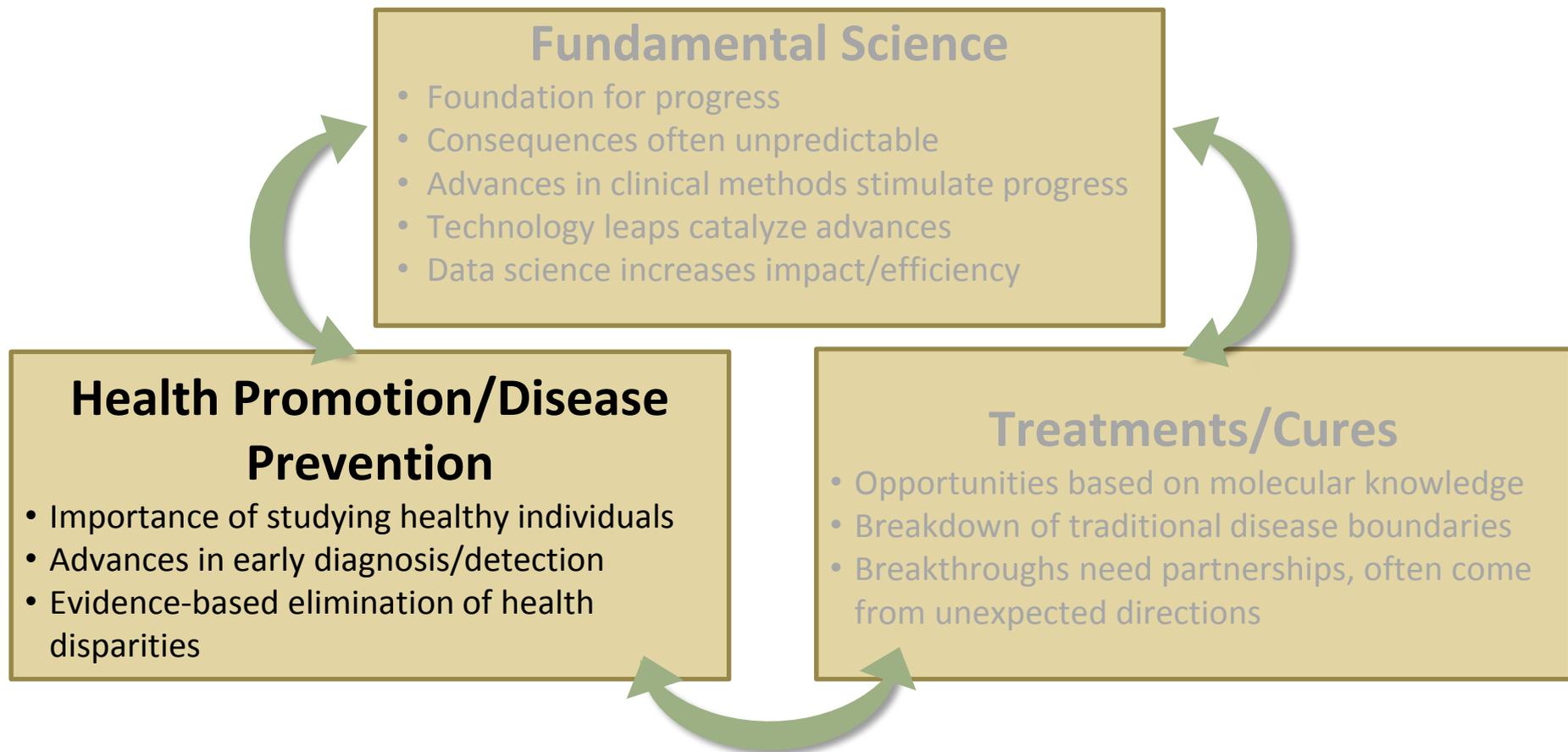
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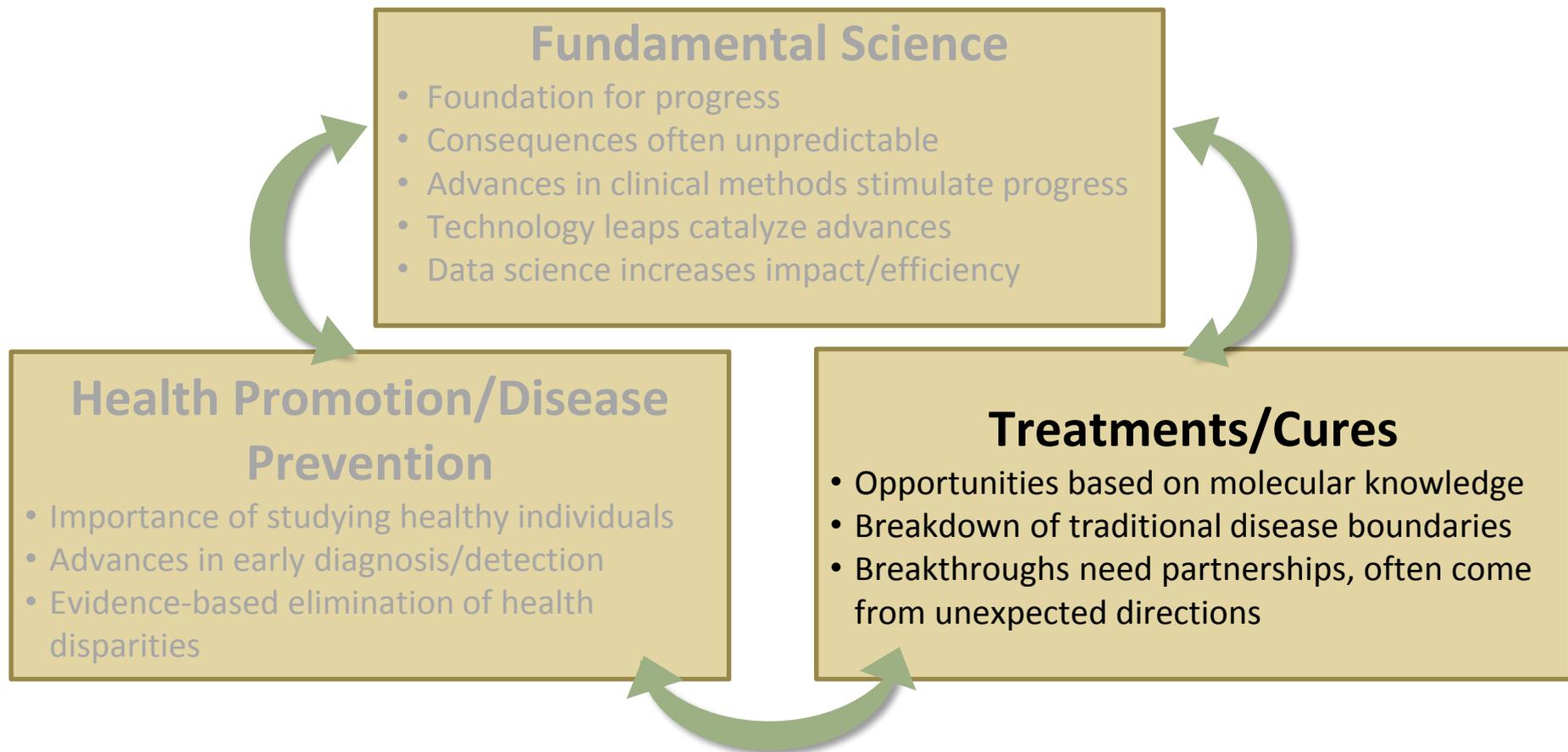
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# Draft Framework (cont'd)

## ■ Unifying Principles

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## Draft Framework (cont'd)

- **For each of the Unifying Principles:**
  - We will have a description of the current status and/or emergent opportunities (and what NIH needs to realize the opportunities)
  - We will also highlight specific examples of recent breakthroughs – “Stewardship Call-Outs”
  - Alignment with HHS Strategic Plan

# Draft Framework (cont'd)

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# Public Feedback

- We have used an **RFI and Webinars** to solicit feedback – ~ 1000 participants/comments thus far
- We will visit National Advisory Councils of 21 ICOs through October
- **Broad suggestions**
  - Emphasize implementation science, interdisciplinary science, peer review, workforce training, and systems approaches
  - More explicit inclusion of behavioral and social sciences, basic vs. applied research, patient partnerships
- **Specific suggestions**
  - Promote use of big data, emphasize population health
- **Disease-specific comments**
  - More focus on mental illness and ME/CFS/SEID

# Timeline

Activity	Timeframe
Assemble a subgroup of IC Directors (7-8) to develop the plan, informed by available DPCPSI framework	April - May
Discuss draft plan with IC Directors	Early June 2015
Present planning process to the ACD, requesting input and their help engaging the public	June 11-12
Call with HHS	July 10th
Call with ACD members	July 20th
Public comment period (i.e., RFI)	July/August 2015
Publish RFI	July 20th
Webinars	Early to Mid-August
Analyze and incorporate RFI feedback	Mid-August to September
Share with National Advisory Councils and gather feedback	September
Brief DHHS (Draft submitted for clearance)	By October 15
Incorporate all feedback	October/November 2015
Brief key Hill staff/members	Fall 2015 (late Oct/early Nov)
Distribute plan to ACD members	By November 23
Present at December ACD meeting	December 10-11, 2015
Send to Congress	Mid-December 2015

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# Questions for Discussion

- What are the benefits and drawbacks of the framework structure and content?
- Is the framework compatible with the broad scope of the NIH mission?
- Are there any trans-NIH themes that have not been captured?
- Are there future opportunities or emerging research needs that should be included?



# NIH...

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# Turning Discovery Into Health

