



Thrive Group

Centre of Excellence  
In Healthcare Innovation

Centre of Excellence

# Program and Framework



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## TG-COE Development and Objectives

As a well-established community partner with a strong presence in Hamilton and the surrounding area, Thrive Group (TG) is well-positioned to lead the way in promoting locally driven research and innovation in service excellence. Focused on adults who need support, care, or services, their caregivers, and the workforce serving this population, TG's mission, vision, and values guide its commitment to implementing approaches that promote sustainability of the workforce and improve quality of care and services for the population served.

The Thrive Group Centre of Excellence in Healthcare Innovation (TG-COE) was developed in 2022 to further support health system transformation. Through leading collaborations that support innovation in identified pillars of excellence, TG-COE will demonstrate its commitment to addressing barriers to innovation and quality excellence. These pillars include: funding development, partnership evolution, exploring promising practices, facilitating and conducting research, education and training, and quality improvement.

## Why a Centre of Excellence approach?

Barriers to healthcare research and innovation have been successfully addressed through the development of Centres of Excellence across Canada dating back to 1989. Utilizing a Centre of Excellence approach to improve collaboration in finding solutions to healthcare issues will address anticipated barriers to change.

Core objectives and expected outcomes of Centres of Excellence identified by Canadian Institutes of Health Research (2021) include:

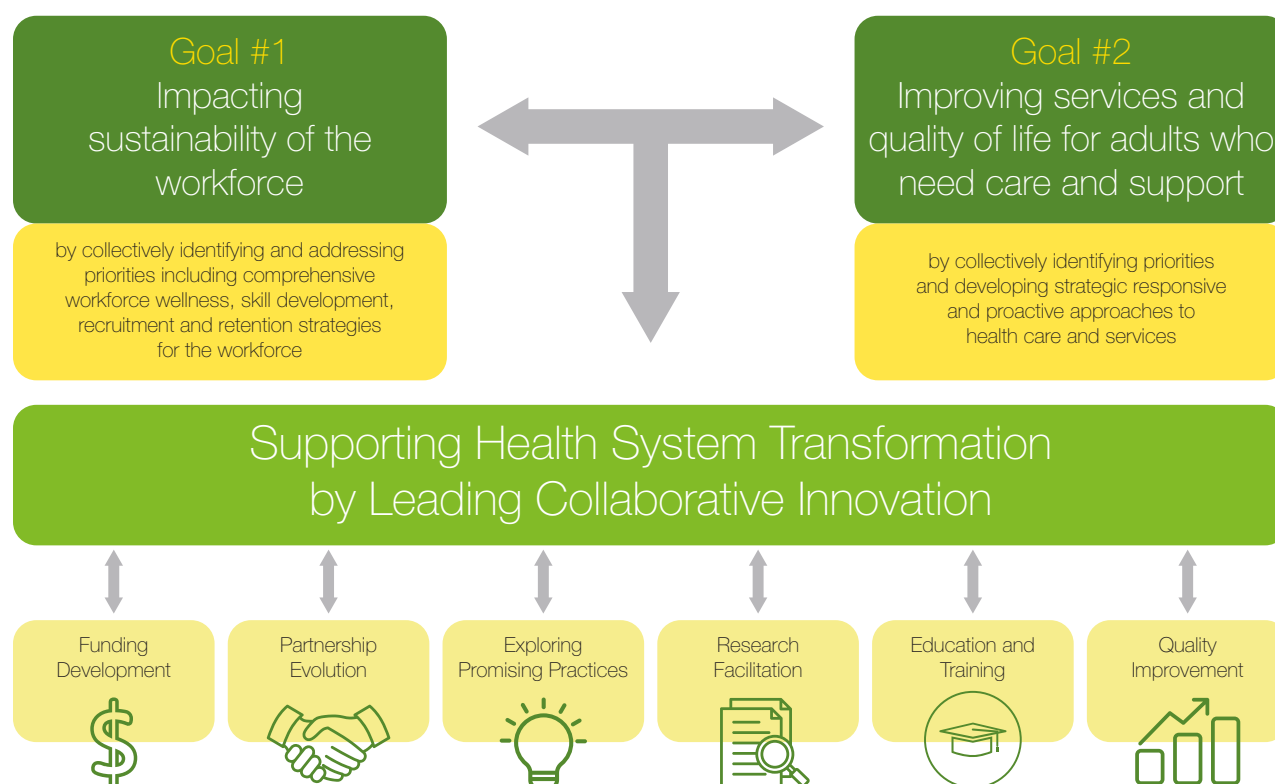
- Mobilizing research capacity;
- Engaging partners from academic institutions, sector organizations, and system end-users;
- Working with end users to accelerate the creation of new knowledge;
- Increasing collaboration between researchers and end users.

The objectives of a Centre of Excellence can be expected to result in the following outcomes:

- Increased networking and collaboration among those working with the health care system;
- Research findings that are relevant to the needs of the user sector;
- Research partnerships between universities /colleges, communities, and those served;
- Training that promotes multidisciplinary and multisectoral research;
- Attraction to the work undertaken by the Centre of Excellence;
- Creation of functional and interdisciplinary research teams;
- Increased visibility and reputation of participating organizations.

## TG-COE Core Objectives

TG-COE will achieve its objectives through the model below that highlights the pillar approach taken. This will allow for the collective identification, prioritization and consensus building needed to address priorities and establish strategic and proactive pathways to transformation. TG-COE will also lead bringing innovation to the pillars of excellence themselves.



## Pillar Activity Intentions:

Pillar development is based on the following interconnected intentions that inform pillar activity.

### Pillar 1: Funding development:

- Leveraging the reputation of engaged partners to improve eligibility for funding sources
- Explore revenue-generating opportunities (e.g. Membership, Fee for service - Scientific events, Quality Improvement support)
- Consider fundraising options
- Political support for operational costs
- Providing consultation to funders and advocacy for public funding investment

#### Pillar 2: Partnership evolution:

- Establishing Memorandums of Understanding for TG-COE and partners requiring support
- Bringing together organizations with similar interests and goals
- Development of a research and innovation plan process that is accessible and can be initiated and managed by healthcare organizations. Encourage academic and research industry relationships whereby health care organizations assist with priority agenda setting and strategies through accessing the support of research and industry partners.

#### Pillar 3: Exploring Promising Practices:

- Leading opportunities to embrace promising practices (e.g. Models of care)
- Identifying risk management approaches that remove or mitigate barriers to innovation
- Developing future accepted models and pathways

#### Pillar 4: Research Facilitation:

Implementation of a research framework that can support TG and organizations to become research and innovation-ready through:

- o Understanding their capacity
- o Strategic alignment
- o Partner connections
- o Co-design of solutions and strategy

#### Pillar 5: Education and Training:

- Adopting innovative approaches to support and deliver education and training to existing and new healthcare practitioners and organizations
- Leading or supporting sector wide dissemination of emerging best practices and research findings
- Leveraging community partnerships to support information sharing and the development of communities of practice.

#### Pillar 6: Quality Improvement:

- Change management coaching and mentorship (Communities of Practice, train the trainer programs, quality improvement consultation)
- Quality improvement as a natural outcome of the pursuit of excellence (Support for QIP development)
- Establish evaluation procedures and metrics

## TG-COE Execution Plan: Core activities

A structured approach that allows for measured execution of the strategy will guide the following core activities and result in timely and effective engagement of supporting stakeholders.

### Phase 1a: Structure Development

- a) Explore models that support objectives for program build
- b) Pursue partnership interest
- c) Create collaborative opportunities
- d) Confirm organizational support (e.g. create steering and advisory committees, employing a staff member)

### Phase 1b: Proclaim and Explain

- a) Present the model to potential partners and collaborators
- b) Launch
- c) Build a marketing plan (Logo, website, newsletters, social media, swags, sponsorships)
- d) Develop core presentation base (conference ready)

### Phase 2: Maintain: Establish a supportive and collaborative infrastructure

- a) Create long-term advisory, interest and working groups
- b) Establish administrative support
- c) Maintain a dedicated approach to priority-setting
- d) Encourage and facilitate academic, industry and sector partnerships
- e) Seek institutional eligibility status for Tri-Council agencies and additional funders
- f) Provide support for other organizations to become research/innovation-ready

### Phase 3: Sustain and Grow

- a) TG-COE to become part of the structure of the Regional Health Authority
- b) Establish a base funding model
- c) Support donor campaigns

## Current State

Establishing the TG-COE model has positioned TG-COE to build stakeholder relationships with organizations that share similar objectives. A phased approach to implementation has led to stakeholder engagement and the current focus on confirming capacity for the advancement of the TG-COE across stakeholder organizations.

### Phase 1a: Structure development

- a) Explore models that support objectives for program build (TG-COE model finalized in 2023)
- b) Collaborative partnership- Connection to Pillars (See Appendix A)
- c) Cultivating new partnerships (See Appendix B)
- d) Confirm TG organizational support (Advisory committee established and staff hired in 2022, and steering committee established in 2023)

### Phase 1b: Proclaim and Explain

- a) Launch - April 4, 2024
- b) Build marketing plan (TBD)
- c) Develop 'conference ready' core presentation (in development)

## Governance and Management

As a division of Thrive Group, TG-COE requires oversight, administrative support, and the potential for participant involvement in activities. Thrive Group has developed an organizational structure appropriate for the management of all Centre of Excellence activities.

The COE is managed by a COE advisory committee operating under the leadership of the COE Steering Committee. The Steering Committee monitors performance and provides strategic advice to the Advisory Committee, who will operationalize and execute research and innovation strategies that promote sustainability, growth, and impact of the TG-COE.

Administrative functions currently managed by the Advisory Committee, will be supported through the development of an interdisciplinary team whose knowledge and expertise will ensure optimal assessment of research and innovation opportunities. This stakeholder-facing role may include the following members: research chairs, directors, leads, coordinators, and assistants. Responsibilities assigned to this group can be expected to expand over time.

It will remain the goal of TG to support research and innovation activities that can positively impact the community served by TG organizations. TG will endeavour to participate in these activities where appropriate; however, decisions regarding the inclusion of TG organization members as participants will be managed internally and will not impact the core objectives of the TG-COE.

## Collaborative stakeholder partnerships:

The TG-COE will work with healthcare end-users, caregivers, healthcare organizations and decision-makers to establish a research, innovation, education and training, and quality improvement plan. Inclusive practices will be supported by a design for strategies and solutions that is based on co-creation and co-design, and prioritizes a knowledge-user-centred approach.

Utilizing a “dialogue” model (Tong et al., 2019), stakeholders will generate a priority agenda with potential solutions for challenges facing those living in health service organizations or within the community. This flexible design encourages discussion between stakeholders, respects participants’ lived experience and knowledge, and allows for less complicated changes in approach.

Process examples include but are not limited to:

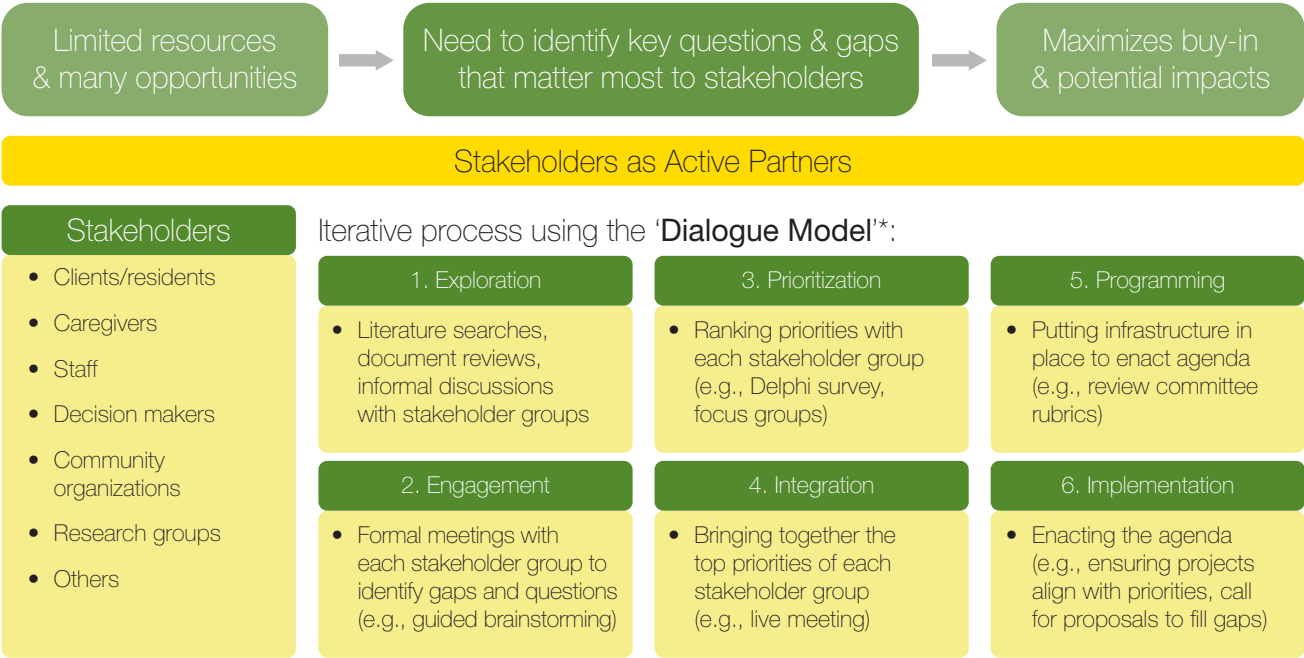
- Informal discussions
- Formal consultation
- Prioritization
- Priority integration
- Preparation
- Implementation (the actual working group activities)
- Evaluation

2024-2028 Thrive Group Centre of Excellence Focus Areas focusing on both the workplace and the care and services

- 1. Care and Services in Community Congregate Settings
- 2. Care and Services for Older Adults
- 3. Specialized Care and Services in Non-Acute Care Settings
- 4. Health Equity and Equity, Diversity, and Inclusion (EDI) for all Stakeholders

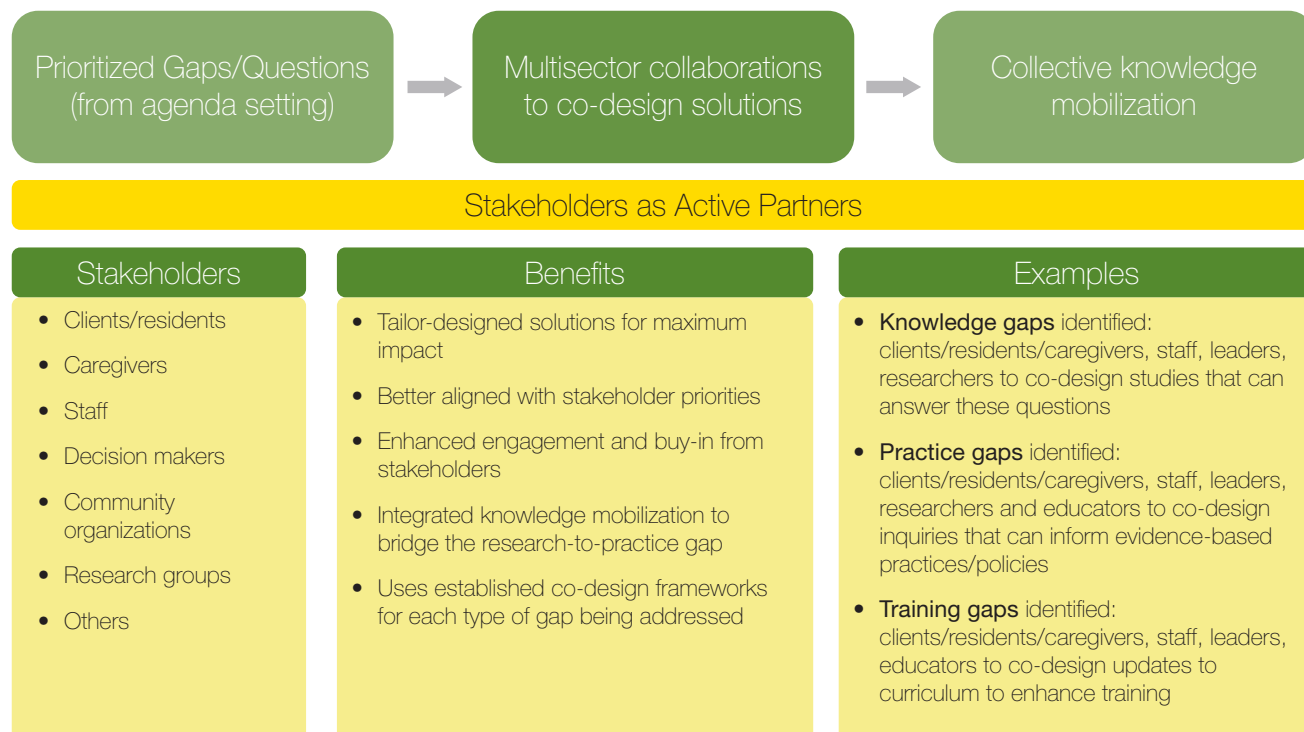


Consensus-based Agenda Setting for 2024-2028



\*Adapted from: Abma TA, Broerse JE. Patient participation as dialogue: setting research agendas. Health Expect. 2010;13(2):160-173. doi:10.1111/j.1369-7625.2009.00549.x

## Co-designing Solutions



## References

CIHR, (2021) Networks of Centres of Excellence Program Guide. Program Guide - Networks of Centres of Excellence (NCE) ([nce-rce.gc.ca](http://nce-rce.gc.ca))

Milella F, Minelli EA, Strozzi F, Croce D. Change and Innovation in Healthcare: Findings from Literature. Clinicoecon Outcomes Res. 2021 May 19;13:395-408. doi: 10.2147/CEOR.S301169. PMID: 34040399; PMCID: PMC8141398.

Thrive Group (2024). Thrive Group Centre of Excellence Research Policy. Policy Manual.

Tong, A., Synnot, A., Crowe, S. et al. Reporting guideline for priority setting of health research (REPRISE). *BMC Med Res Methodol* 19, 243 (2019). <https://doi.org/10.1186/s12874-019-0889-3>

## Appendix A

### Collaborative Partnerships and Connection to Pillars

| Collaborative Individual/Group                                   | Collaboration                                                                                                                                                                                  | Pillar connection                 |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|
| McMaster School of Medicine                                      | Department of Family Medicine:<br>Family Medicine Residency<br>Placements in LTC                                                                                                               | Training and Education            |
| McMaster School of Medicine                                      | Department of Family Medicine-<br>Co-primary investigators- Study<br>titled: “Collaborative Family<br>Meetings for Better Care in<br>Long-Term Care in the Greater<br>Hamilton”                | Research<br>Promising Practice    |
| McMaster Vulnerable Individuals<br>in Primary Care Research Lab: | Support for the establishment of<br>TG-COE<br><br>MOU in place<br><br>Research:<br>- Grant application unsuccessful-<br>lottery process.<br>- New grant application prepared<br>for submission | Partnership Evolution:            |
| Greater Hamilton Health<br>Network                               | -LTC Advisory Committee<br>-Innovation table                                                                                                                                                   | Partnership Evolution             |
| Ontario Health: OH West                                          | LTC Advisory                                                                                                                                                                                   | Partnership evolution             |
| McMaster University Schools of<br>Nursing                        | -Healer’s project<br>-SPA-LTC                                                                                                                                                                  | Research                          |
| Micheal Degroote School of<br>Business                           | EDI and skill- based scheduling of<br>care assignment<br><br>NSERT Grant application-<br>pending results                                                                                       | Research                          |
| School of Communication Studies<br>and Media Arts                | SSHRC Funded ABLE Project –<br><br>TG in the role of community<br>partner lead                                                                                                                 | Research<br>Partnership Evolution |
| McMaster Institute for Research<br>in Aging                      | Support for the establishment of<br>TG-COE<br><br>MOU in place                                                                                                                                 |                                   |

|                                                                                  |                                                                                                                      |                                                 |
|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| Mohawk College                                                                   | PSW- PTA certification<br>MOU in development<br>Grant application in place                                           | Training and Education<br>Partnership Evolution |
| Haldimand Stakeholder Council                                                    | Optimal model of social inclusion<br>for older adults living in rural<br>areas<br>Grant application- results pending | Partnership Evolution                           |
| Western University School of<br>Nursing                                          | Virtual Social Connectedness in<br>LTC Study                                                                         | Research                                        |
| Conestoga College, Canadian<br>Institute for Safety, Wellness and<br>Performance | Pilot project-<br>Co-creation of standards for<br>Employee Wellness                                                  | Research<br>Promising Practice                  |
| Regional Geriatric Program                                                       | Optimal model of social inclusion<br>for older adults living in rural<br>areas<br>Grant application- results pending | Research                                        |
| Geras Centre for Aging for<br>Research                                           | LANDMARK study- Preventing<br>hip fractures in LTC                                                                   | Research                                        |
| Entite2                                                                          | Revising optimal model of LTC<br>for Francophones                                                                    | Promising Practice                              |
| Canadian Journal of Nursing<br>Leadership                                        | Opportunity to share and discuss<br>TG-COE goals and objectives and<br>future engagement                             | Partnership Evolution                           |
| RNAO                                                                             | Reinvent and recharge event                                                                                          | Training and Education                          |

## Appendix B

### Cultivating New Partnerships

| Potential partner                              | Potential partnership                                                     |
|------------------------------------------------|---------------------------------------------------------------------------|
| RNAO                                           | Expansion of BPSO<br>Connection to resources and funding                  |
| Arthritis Society Canada                       | Innovative approaches to managing workplace injuries                      |
| Canadian Nurses Association                    | STELLAR program                                                           |
| St. Joseph's Health System                     | Research education and services for LTC                                   |
| Hamilton Health Sciences                       | Research education and services for LTC                                   |
| Ontario Occupational Health Nurses Association | Explore Sustainability of the Workforce improvements in LTC and Community |
| AdvantAge Ontario                              | Exploring opportunities to expand TG's role in Research and training      |



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# Research Policy



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# Research Policy

## Purpose and Scope:

This policy aims to provide direction on the conduct of research activities and processes to be followed at Thrive Group organizations. The policy seeks to protect residents, clients, families, employees, volunteers, the Board of Directors, and the organization. The policy applies to any employee, researcher, student, volunteer, and other collaborators involved in research activities at Thrive Group organizations.

The policy confirms Thrive Group's commitment to maintaining the highest integrity standards in all research aspects. All research will comply with applicable legislation and additional policies and procedures set out by Thrive Group.

## The Centre of Excellence:

As a pillar within the Thrive Group –Centre of Excellence TG-COE model for transformation and innovation, Research and Research Facilitation are integral to the success of the program.

The TG-COE is managed by the COE Advisory Committee who regularly convenes as per meeting Terms of Reference (Appendix A) and operates under the leadership of the TG-COE Steering Committee. The Steering committee monitors performance and provides strategic advice related to the TG-COE. The Advisory Committee develops and executes the research strategy to build research capacity and promote the COE's sustainability, growth, and visibility. Centre of Excellence governance structure is shared in Appendix B.

**Collaborative Partnerships:** Thrive Group commits to using a collaborative approach throughout the research process, involving key stakeholders and end-users to generate potential solutions for challenges facing adults who need support, health care and services.

The following principles will be considered when entering an external partnership or relationship that supports TG-COE Research projects and initiatives:

- **Strategic Alignment:** Proposed activities are clearly connected to the COE strategy and overall strategy of Thrive Group and address a current or anticipated need, gap, or problem.
- **Shared value:** There is evidence that working together will make the joint effort more successful than if it were done individually. Each partner is willing to work together to align expectations and standards. Both partners are clear and transparent regarding their respective deliverables.
- **Resource Implications:** Resource input has been assessed and discussed between the partners and is considered reasonable when balanced with anticipated outcomes.
- **Risk Management:** Where risks are identified, due diligence includes a plan for mitigation strategies.
- **Ethical implications/conflicts of interest:** Any potential conflicts have been identified and are determined not to pose a risk to any partner.

External partnerships will require a Memorandum of Understanding (MOU) or written contractual agreement indicating the terms of the agreement. All MOUs and contracts will be submitted to the COE Steering Committee for approval prior to the commencement of research activities.

## Responsible Conduct Related to Research (University of Ottawa, 2023):

At the time of the development of this policy, Thrive Group did not include a Research Ethics Board (REB). The ethical approval of research projects will be obtained from the REB of the institution where the Principal Investigator or Co-Principal Investigator has their primary affiliation.

Thrive Group will ensure that all research projects receive appropriate REB approval from an accredited REB prior to project commencement. REB review and approval of the ethical acceptability of research will be required before recruitment, formal data collection involving participants, or access to data occurs.

A researcher requesting disclosure of personal health information must submit a written application, a research protocol and related documents (e.g., consent form, data collection tools) and a copy of the decision letter from the REB approving the research protocol. In addition, the health information custodian must enter into an agreement with the researcher that may impose further restrictions, including how the researcher may use and disclose the personal health information (PHIPA, 2004).

Thrive Group will obtain a copy of the REB approval for its records and will require a copy of all approved amendments and renewals from the Principal Investigator (or delegate) throughout the project.

## Consent to participate in research:

The Privacy Practices at Thrive Group outline the conditions when personal health information may be used without consent and the procedures for determining capacity to consent.

PHIPA, 2004 permits the collection, use or disclosure of personal health information for research purposes without an individual's consent only if all the following conditions are met and the required documentation items below are provided:

1. An application in writing to conduct research
2. A research plan (see note below)
3. Research Ethics Board approval.

Where the REB requires individual consent, consent to participate in research will be obtained and documented from all participants prior to participant involvement in any related research activity.

Note: A research plan or protocol must include a description of why consent to the disclosure of personal health information is not being sought from the individual to whom the information relates, a description of how the information will be used, the safeguards the researcher will put in place to protect the confidentiality and security of the information and a description of all persons who will have access to the information.

There will be no obligation on the part of a resident/client/employee/volunteer to participate in research activities when consent is required, and researchers or other research personnel are required to inform a person of their rights as part of the consent process (PHIPA, 2004).

## Breaches in the Responsible Conduct of Research:

Thrive Group will take appropriate preventative and corrective action when a breach is suspected. Where a violation in the responsible conduct of research is suspected or discovered, individuals involved are expected to report, in good faith, any information that comes to their attention and to abide by applicable legislation, policy and/or contractual obligations.

Any breaches involving personal health information will adhere to the Privacy Practices at Thrive Group, including reporting any breaches to the Privacy Officer, and must be reported by the Principal Investigator to their REB.

### Research Processes:

All research conducted at Thrive Group organizations will be subject to review and approval by the COE Advisory Committee and must be accompanied by a copy of the Research Ethics Board application and approval and completed Application to Conduct Research at Thrive Group (Appendix C).

All research-related documents, including MOUs and Contractual agreements, will be managed and maintained by the Centre of Excellence Advisory Committee with copies provided to the Thrive Group Privacy Officer and/or Finance department (where appropriate).

In addition, a completed and signed Orientation Checklist specific to research activities is required from each external team member participating in onsite research or engaging in onsite interaction with residents/clients/employees (Appendix D).

The investigation and study of materials and sources in order to establish facts and reach conclusions may be conducted internally at Thrive Group to support quality improvement and operational decision-making. These studies do not qualify as research as the intent is solely to improve the care provided at Thrive Group organizations. If there is an intent to share the results externally, the activity may be considered research. In this circumstance, the requirement for REB approval and completion of related formal documentation will occur at the discretion of the Research Advisory Committee and/or Steering Committee.

### Authorship:

The International Committee of Medical Journal Editors (ICMJE, 2023) has developed criteria for authorship and to distinguish authors from other contributors. The following guidelines are based on the ICMJE criteria and have been adapted for publication activities at Thrive Group.

Authorship should be based on participants meeting all of the following four criteria:

1. Substantial contributions to the conception or design of the work or the acquisition, analysis, or interpretation of data for the work
2. Drafting the work or revising it critically for important intellectual content
3. Participate in final approval of the version to be published
4. Agreement to be accountable for all aspects of the work in ensuring that questions related to the research or the integrity of any part of the work are appropriately investigated and resolved.

Those who conduct the work (the authors) are responsible for identifying who meets these criteria.

The author group will determine the order in which authors are listed.

Those not meeting all four criteria should be acknowledged as non-author contributors.

### Copyright and referencing of cited material:

All research activities conducted by the Centre of Excellence will conform to copyright and academic referencing standards. Trademark and copyright of Centre of Excellence materials will be determined on an ongoing basis. When there is consensus to move forward with a trademark or copyright, a legal council will be sought, and applications will be initiated as advised.

## Intellectual Property:

All rights to any Intellectual property disclosed or introduced during the course of activities captured within an MOU or contractual agreement will remain solely the property of the participating institutions, and conditions will be outlined within a written contractual agreement.

## Research Quality

### Performance Measurement:

The COE will report quarterly on key performance indicators or more frequently as requested by the COE Steering Committee. An annual report on the progress of the Centre of Excellence in achieving its research objectives will be prepared by the Centre of Excellence Advisory Committee and submitted to the Steering Committee for further distribution to the Board of Directors and other key stakeholders..

## Communications

Public Relations (Public Relations Strategies, 2023):

- All media inquiries related to Centre of Excellence research activities will be directed to the Research Advisory lead, who will work with the CEO or their designate to coordinate a timely response.
- All official matters concerning the operations and activities of the Centre of Excellence will be responded to by the Chief Executive Officer (CEO) of Thrive Group and/or their designate.
- All social media activity related to the Centre of Excellence will adhere to the corporate social media and media relations policy.
- All Centre of Excellence research activities undertaken by or involving external partners will include branding and acknowledgement of affiliation with the Thrive Group Centre of Excellence.
- All media releases/statements related to Centre of Excellence research projects will be prepared by Thrive Group or jointly with research partners and approved by the CEO or their designate.

## Funding and Grant Applications

Thrive Group aims to manage and administer funding for research grants for successful applications where a Thrive Group setting is the main research site. If Thrive Group is not eligible to manage the research funding, the funding may be managed by a collaborating organization. In cases where both organizations are qualified to administer the funding, Thrive Group will work with the collaborating organization to come to a mutually agreeable decision on which organization will be the primary grant holder and will distribute funds to the other organization through a subgrant agreement, as needed.

## References

1. Harvard Medical School – Authorship Guidelines:  
<https://hms.harvard.edu/sites/default/files/assets/Sites/Ombuds/files/AUTHORSHIP%20GUIDELINES.pdf>
2. Information and Privacy Commissioner of Ontario:  
<https://www.ipc.on.ca/wpcontent/uploads/2015/11/hipa-faq.pdf>
3. International Committee of Medical Journal Editors:  
<http://www.icmje.org/recommendations/browse/roles-and-responsibilities/defining-the-role-ofauthors-and-contributors.html>
4. Perley Health, 2022. Centre of Excellence in Frailty Informed Care Research Policy  
[https://www.PerleyHealthCoEResearchPolicy\\_2022.pdf](https://www.PerleyHealthCoEResearchPolicy_2022.pdf)
5. Public Relations Strategies: Best practices, practical Tips, and Expert Advice:  
<https://www.smartsheet.com/public-relations-strategies>
6. University of Ottawa, Policy 115: Responsible Conduct of Research:  
<https://www.uottawa.ca/administration-and-governance/policy-115-responsible-conductresearch>

# Appendix A

## Centre of Excellence Research Committee

### Meeting Terms of Reference

Committee Title: Centre of Excellence Research Committee (COERC)

Reporting Relationship: The COERC reports are accountable to the Centre of Excellence Advisory Committee and COE Steering Committee

#### Committee Membership:

Chair

Medical Advisor

Clinical Director

Research Coordinator

(ad hoc membership)

#### Membership Criteria:

- Able to attend monthly meetings
- Available to participate in the development and/or review of reports related to COE Research progress
- Committed to ensuring the integrity of research through compliance with the responsible research practices outlined in the Thrive Group COE Research policy
- Able to meet all legislated and Thrive Group policy requirements when engaging with Thrive Group organizations' employees, residents and clients.

#### Declaration of Conflict of Interest/Breaches:

Where a conflict of interest or breach in the responsible conduct of research is present, members are expected to report this information to the committee and abide by all applicable legislation and policies.

#### COERC Purpose:

To identify and support research opportunities that:

- Raise awareness of current priorities in healthcare that impact the population served in Thrive Group organizations.
- Strengthen relationships with Thrive Group stakeholders and across the healthcare community.
- Increase the uptake of emerging practices by developing standards and evaluating quality improvement initiatives.

## Scope

Research and Research Facilitation is the 4th pillar of the 6 Centre of Excellence pillars.



## Committee Role:

The key roles of committee members include:

- Ensure research activities remain connected to the Centre of Excellence strategy.
- Develop partnerships that meet a current need and/or alleviate internal and external pressures relevant to current research.
- Engage in shared decision-making and accountability regarding Thrive Group expectations and standards.
- Identify resource limitations and establish a plan for alleviation of limitations.
- Identify and report risk.
- Maintain awareness of ethical implications and potential conflicts of interest

The committee will maintain awareness of the current project progression through the establishment of standing agenda items for discussion that will include, at a minimum:

1. Current Research project(s) status
2. Funding applications in progress
3. Pending Research ethics approvals
4. Communications/Stakeholder engagement
5. Supporting events

Current Academic Affiliation(s):

- McMaster University
- Mohawk College of Applied Arts and Technology
- Conestoga College
- University of Toronto
- Western University

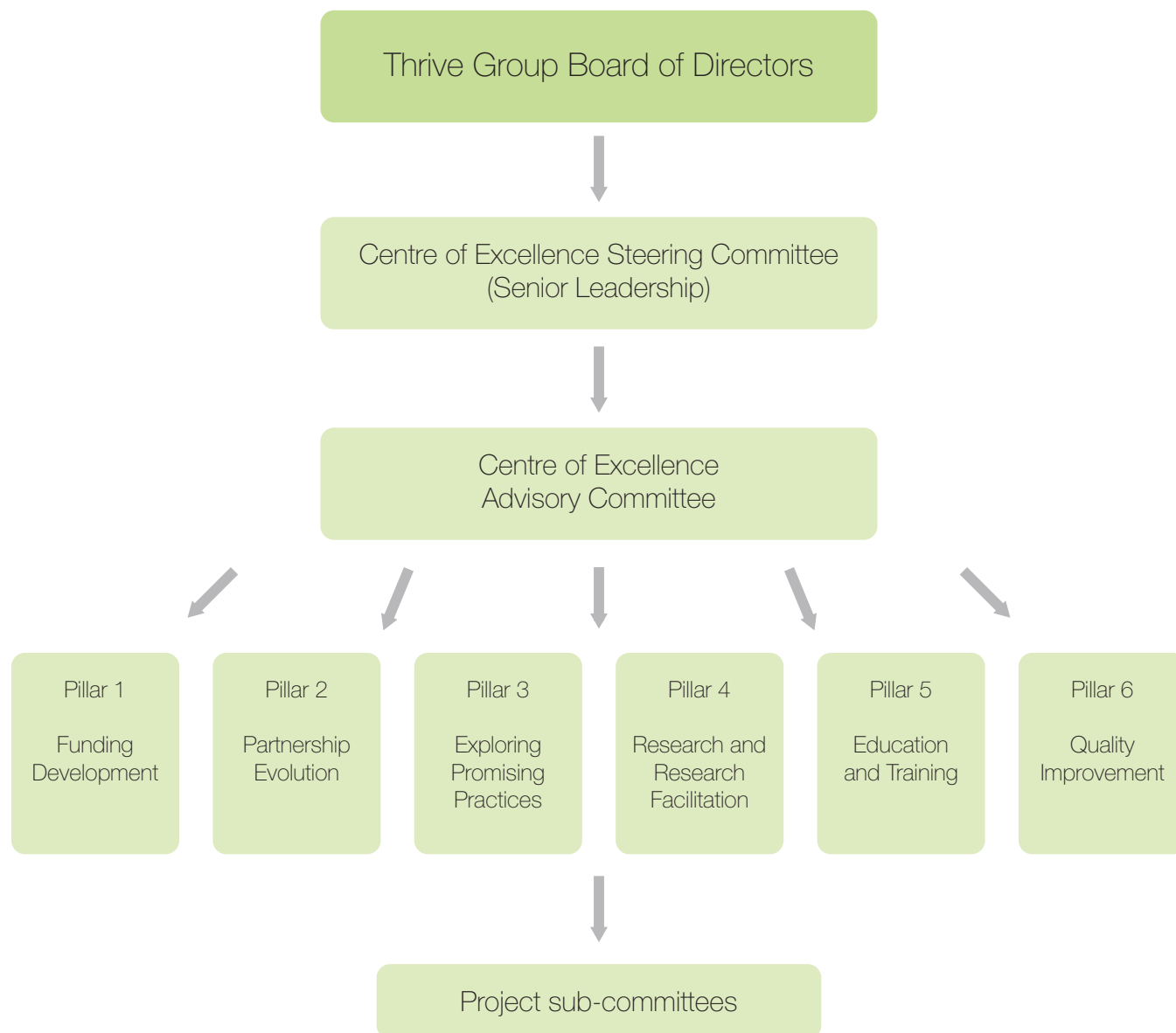
**Research commencement pathway:** Researchers must submit a completed application to conduct research at Thrive Group prior to commencing any research-related activity.

**Committee Meetings:** The Research Committee will meet monthly with additional meetings as agreed upon by the committee.

**Reporting:** The COERC will report quarterly on the progress of the COERC achieving its objectives to the COE Steering Committee.

## Appendix B

### Centre of Excellence Governance Structure



## Appendix C

### Application to Conduct Research at Thrive Group

Facilitation of research is not the primary function of Thrive Group organizations. It is expected that the majority of research at Thrive Group will be research conducted by groups with an institutional base outside of the organization.

Opportunities to engage in research activities involving external partners must be reviewed and approved by the TG-COE Advisory Committee to ensure that participation is in the best interests of Thrive Group and those served by the organization.

Internal projects: An application to conduct research requires completion at the discretion of Thrive Group for any internally managed activity that may meet the threshold for research.

External partners/organizations: An application to conduct research must be completed for any activity that meets the threshold for research involving an external partner or organization.

Completed and approved applications must be approved by an REB prior to the commencement of research.

#### Request for Approval for Research Study (prior to REB review)

Name of Study:

Date Submitted to Thrive Group:

Submitted by:

| Information                                                           | Completed | Incomplete | Comments |
|-----------------------------------------------------------------------|-----------|------------|----------|
| Investigators                                                         |           |            |          |
| Proposed dates of study                                               |           |            |          |
| Purpose of Study                                                      |           |            |          |
| Requested participants                                                |           |            |          |
| Benefits                                                              |           |            |          |
| Risks                                                                 |           |            |          |
| Statement of how results will be shared with participants             |           |            |          |
| Statement of requirements for consent and how consent will be managed |           |            |          |
| Statement on how Privacy regulations will be met                      |           |            |          |
| Proposed Costs                                                        |           |            |          |
| Pending grant applications (if applicable)                            |           |            |          |
| Required facility resources (material/human/financial)                |           |            |          |
| Previous REB applications                                             |           |            |          |

## Appendix D

### Research Activities Orientation Checklist

| Activity                                                                      | Applicability                    | Completion Timeline                                                                                        |
|-------------------------------------------------------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------|
| Evidence of a “two-step” (TB) skin test within the last 12 months.            | Long Term Care                   | Prior to the on-site visit to conduct research activities                                                  |
| A satisfactory Police Records Check, dated no more than six (6) months.       | All Thrive Group settings        | Prior to the commencement of work on-site                                                                  |
| Signed confidentiality agreement                                              | All Thrive Group settings        | Prior to approval of the research project                                                                  |
| Orientation to sign in/out procedures and expectations                        | Long Term Care<br>Community Care | During all onsite visits                                                                                   |
| Review of TG Privacy policy                                                   | All Thrive Group settings        | Prior to the commencement of access to documents, employees, residents, clients, volunteers, and families. |
| Physical orientation to the work environment                                  | All Thrive Group settings        | Prior to the commencement of work                                                                          |
| Review of TG Research policy and expectations                                 | All Thrive Group settings        | Prior to arrival on site                                                                                   |
| Signed completion of all applicable requirements of the orientation checklist | All Thrive Group settings        | Prior to the commencement of work on-site                                                                  |
| Requirements for virtual contact with employees and/or participants           | All Thrive Group settings        | Prior to the commencement of access to employees, residents, clients, volunteers, and families.            |