





University Health Network

# Commercialization Lives Here: Strategic Plan

# Our strategy



 Elevate Canada as a world destination for commercialization and discovery

 Accelerate the translation of discovery to practice



*Input from  
120+ stakeholders*



**#1 Institution** in Research Commercialization  
in Canada for past 2 years



**Our Purpose:** Enabling and leading commercialization and industry partnership for a healthier world

We are the catalyst for accelerating the translation of research discovery and clinical innovation into products and partnerships with industry and new ventures by:

- Maximizing health impact on lives and communities globally
- Securing fair value for sustainability and re-investment
- Elevating Canada as a world destination for life science commercialization

# UHN Commercialization Strategic Plan – 2021-2026



## SHORT FORM



# Our Purpose and Values

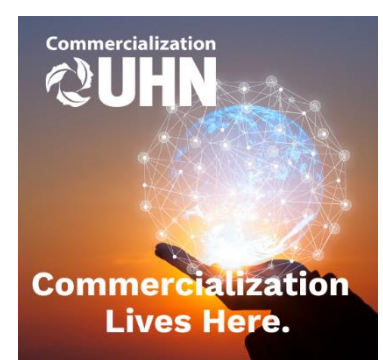


*Enabling and leading commercialization and industry partnership for a healthier world.*

We are the catalyst for accelerating the translation of research discovery and clinical innovation into products and partnerships with industry and new ventures by:

- Maximizing health impact on lives and communities globally;
- Securing fair value for sustainability and re-investment; and
- Elevating Canada as a world destination for life science commercialization

# Strategic Priorities and Initiatives



*Accelerate commercial success of our most promising innovations and clinical capabilities*

- Focus and grow three paths:
  - Spin-offs
  - Licensing
  - Sponsored partnerships
- Grow range of activity:
  - Data/digital/AI
  - Clinical trials/expertise
- Grow funding programs
  - Expand *Innovation Acceleration Fund*
  - Create *Clinical Acceleration Fund*



*Empower commercialization culture*

- Inspire a top-tier global presence, driving winning relationships:
  - Within UHN and its Foundations
  - For industry, investors and partners
  - Within our local ecosystem
- Create a 'safe-harbour' for growth



*Attract and retain the world's best commercialization talent*

- Attract global entrepreneurs-in-residence and best management teams to lead UHN spin-offs
- Create recognition through incentives and accolades
- Embed commercialization into evaluation of research impact
- Create professional development opportunities for staff

# UHN Commercialization Strategic Plan – 2021- 2026

## LONG FORM



# COMMERCIALIZATION STRATEGY 2021-2026



Elevate Canada as a world destination for commercialization and discovery



Accelerate the translation of discovery to practice



*Input from 120+ stakeholders*

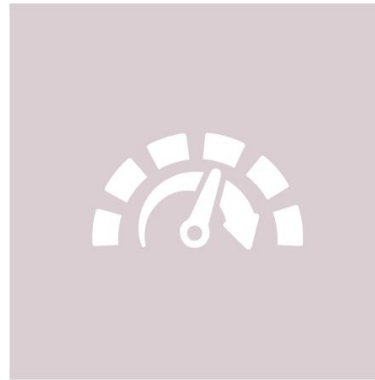


**Our Purpose:** Enabling and leading commercialization and industry partnership for a healthier world

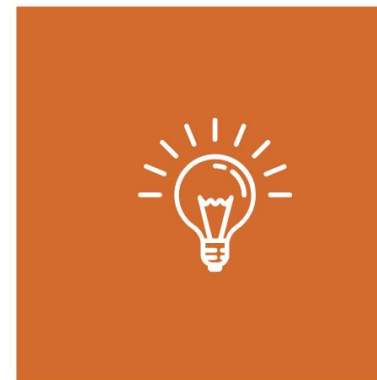
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# Commercialization Strategic Priorities



**Accelerate commercial  
success of our  
most promising  
innovations &  
clinical capabilities**



**Empower  
commercialization  
culture**



**Attract & retain  
world's best  
commercialization  
talent**



# We will



**Accelerate commercial  
success of our  
most promising  
innovations &  
clinical capabilities**

- **Focus on and grow the 3 commercialization paths:**
  - **spin-offs**
  - **licensing**
  - **sponsored partnerships**
- **Grow our commercialization funding programs**
- **Increase engagement of our clinical capability**



**Accelerate commercial success of our most promising innovations & clinical capabilities**

# Major Initiatives

- Create funded programs to develop, de-risk and incubate our most promising assets.
- Create a data commercial strategy and grow a Digital, Data, and AI Commercial Capability.
- Create discovery-to-clinical program collaborations with Pharma/Device companies.
- Formalize and grow our proven differentiated spin-off approach with experienced teams and partners.
- Grow and streamline our 'non-exclusive' license portfolio (i.e. questionnaires, materials, data, etc.).
- Restructure and grow resources to offer industry-experienced business, IP, and strategic support.

# We will



**Empower  
commercialization  
culture**

- **Inspire others to create a top-tier global presence, driving winning relationships:**
  - **within UHN and our foundations**
  - **for industry, investors and partners**
  - **within our local ecosystem**
- **Create a 'safe harbour' for growth.**



**Empower  
commercialization  
culture**

## Major initiatives

- Create an inspiring internal and external commercialization presence for UHN and the ecosystem
- Establish an internal risk-tolerant approach to streamline commercialization activities
- Expand our 'institute-champion' strategy to other key programs, including clinical teams
- Increase internal researcher engagement through streamlined and fast-track interactions
- Deepen relationships with Foundations through donor engagement and programs on commercialization
- Drive important joint initiatives with our ecosystem partners



## We will



**Attract & retain  
world's best  
commercialization  
talent**

- **Attract the best teams to lead our spin-offs.**
- **Motivate and incentivize research, clinical and commercialization teams.**
- **Draw industry-friendly/savvy researchers and staff to UHN.**

# Major initiatives



**Attract & retain  
world's best  
commercialization  
talent**

- **Attract global EIR and management teams to our opportunities**
- **Create early commercialization recognition through incentives/accolades and celebrate successes**
- **Embed commercialization into evaluation of researchers, institutes and clinical programs**
- **Motivate clinical departments to participate in commercialization**
- **Create incentives for key staff and continually upgrade through training**
- **Structure to provide new opportunities for existing and new industry-experienced staff**