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All Roads Lead to ROMA

Lessons Learned from Children's Hospital Los Angeles'
Research Operating Model Assessment, Investment in
Research, and Research Enterprise Strategic Plan

Session Description and Agenda

Like many institutions post-pandemic, Children's Hospital Los Angeles (CHLA) felt the pain of trying to manage an expanded research portfolio while managing staff turnover. Simultaneously, as a safety net hospital, CHLA wanted to ensure it was maximizing its investment in research. To address both needs, CHLA underwent an external assessment of its research operating model to inform improvements to its people and systems infrastructure and to validate how it calculated its investment in research.

This session will provide a high-level discussion of the **background and purpose** of CHLA's review and **major findings**. The majority of this session will discuss **lessons learned** along the way, including ways to obtain faculty perspective and willingness to engage in self-governance, strategies for aligning and justifying needs with strategic plans and other institutional missions, and effectively telling the story of research at your institution to garner leadership buy-in.

Presenters



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Background and Purpose

ROMA Overview and Approach

Project Overview

Objective CHLA engaged Huron to develop recommendations to enhance the sophisticated service provided to researchers and research teams that is scalable as CHLA's portfolio grows.

Scope Huron's evaluation considered central research administration and clinical research support provided through Research Operations in The Saban Research Institute (TSRI) and departments in the following areas:

- CHLA's Operating Model, Business Process and Technology
- CHLA's Investment In Research
- Governance and Oversight

Project
Approach

Established
Project
Governance

Defined
Guiding
Principles

Conducted
Assessment

Reviewed
Research
Enterprise
Strategic Plan

Prepared
Recommendations

ROMA by the Numbers

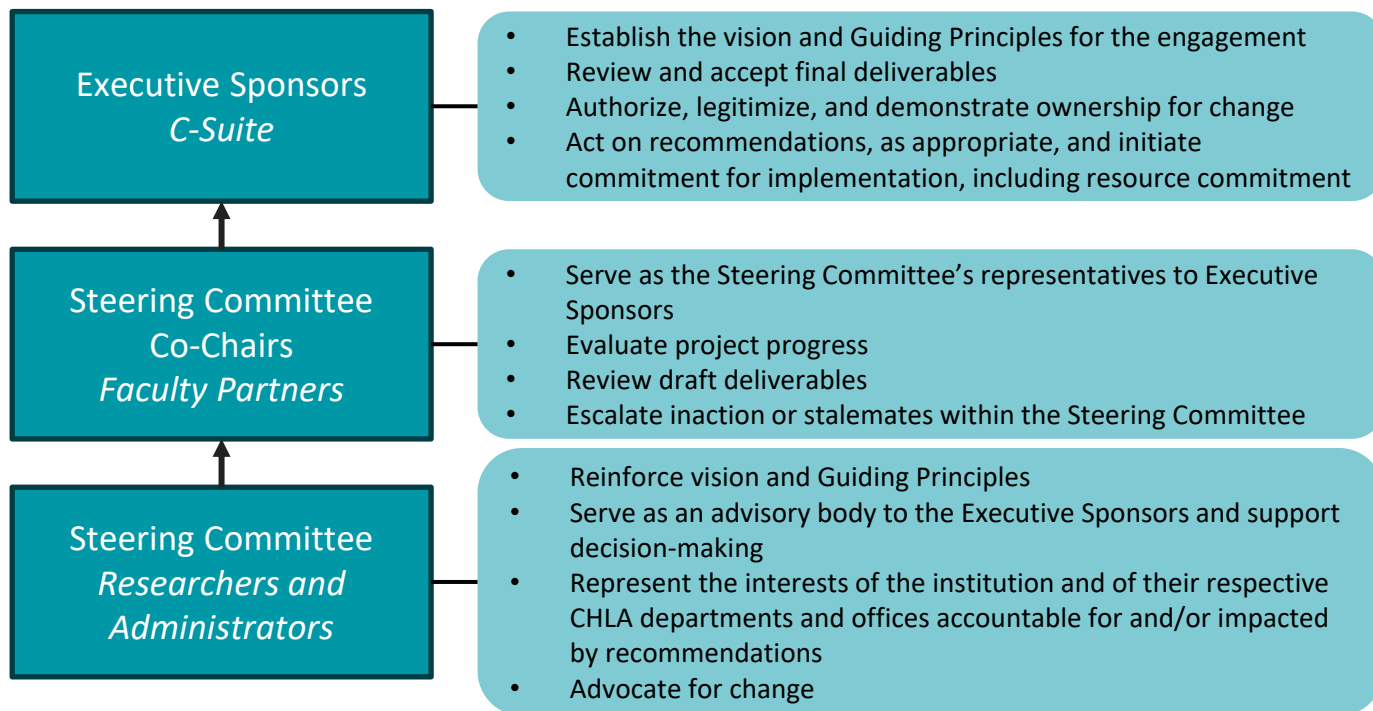
CHLA Participants

23 Steering Committee Members	143 Total Interviewees	74 Faculty Interviewees	
		28 Department Administration Interviewees	33 Central Operations Interviewees
			8 Research Leadership Interviewees

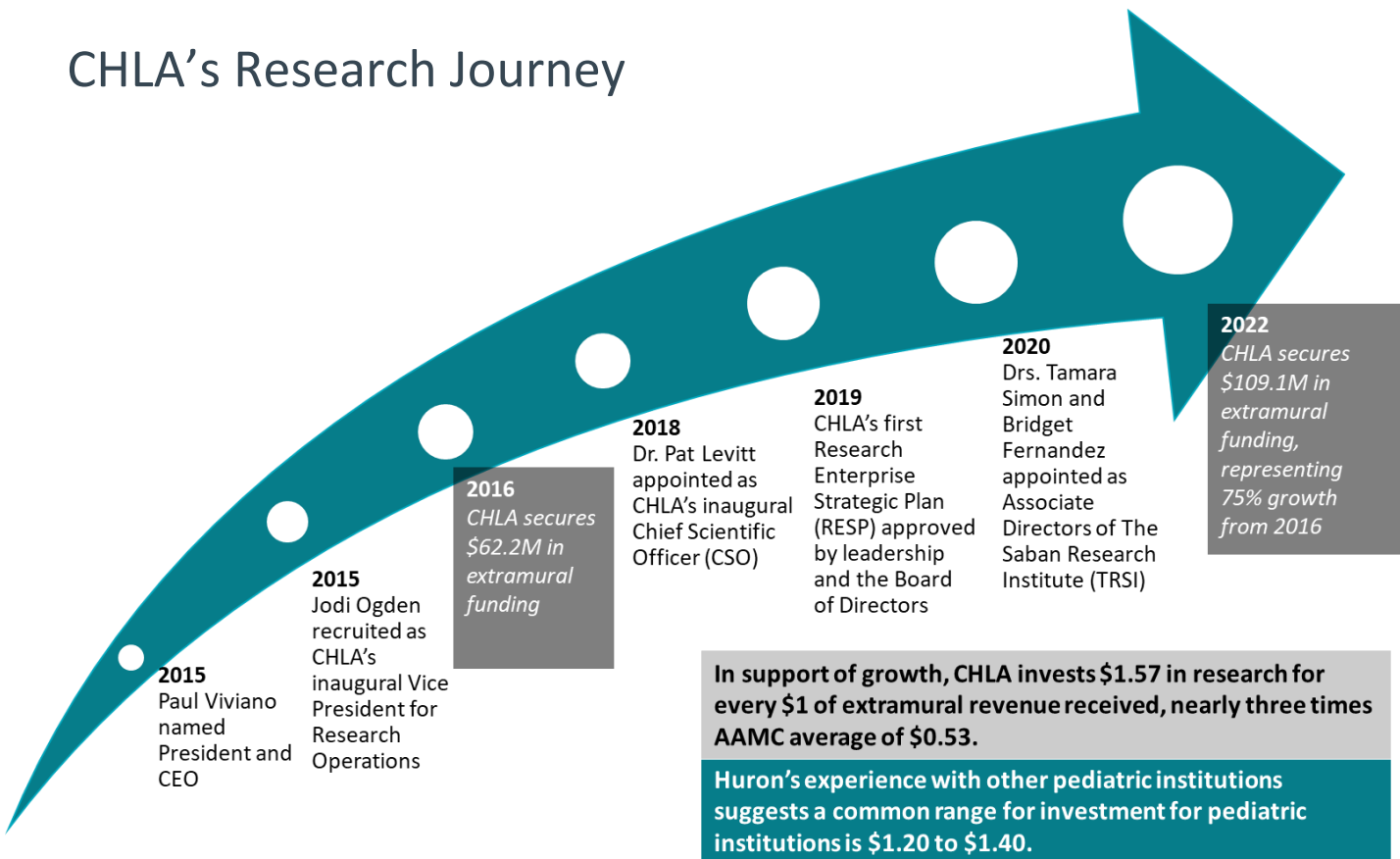
Benchmarking

Top 10 U.S. News and World Report's Best Children's Hospitals Cohort	8 Pediatric Research Leadership Forum Cohort	10 Peer Institutions Expenditure Cohort	111 RADIUS Participants	250 Institutions AAHRPP Metrics on HRPP Performance
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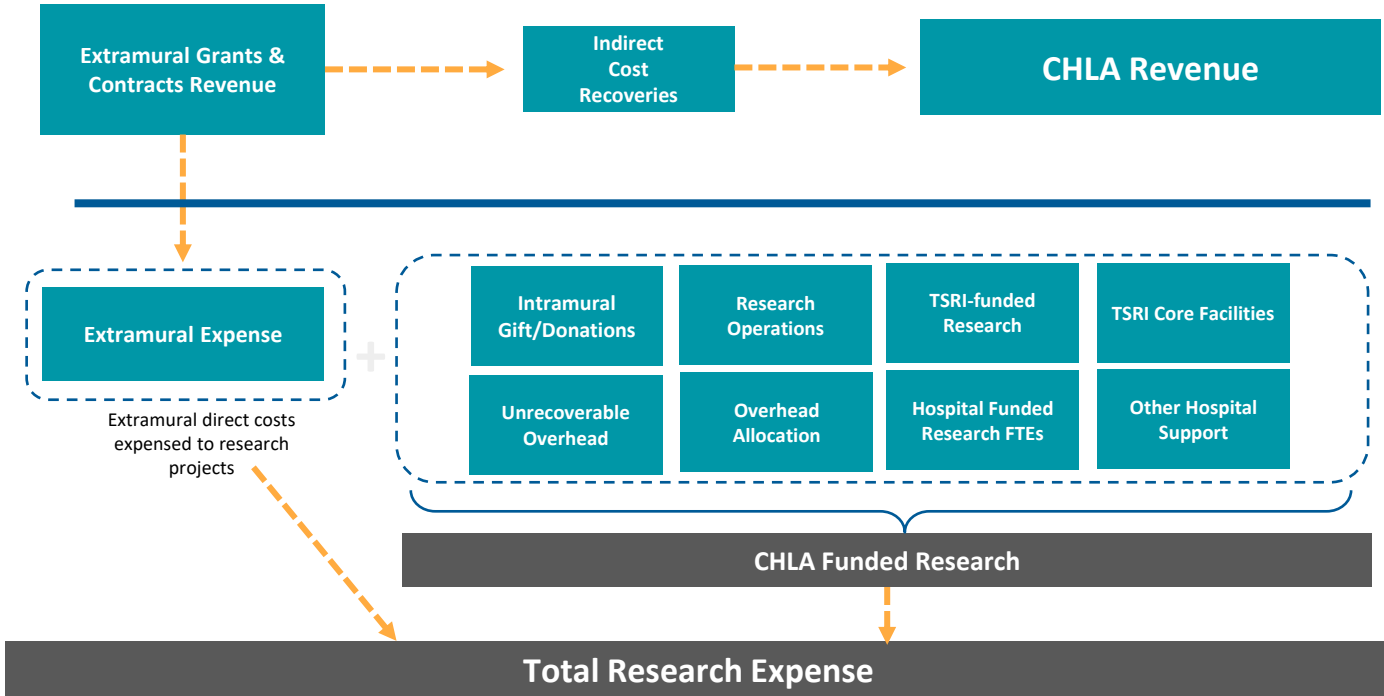
ROMA Project Governance



CHLA's Research Journey



Investment in Research



Indirect Cost Recovery



Actual Rate

- Rate calculated by including all facilities and administrative cost incurred in support of research

Negotiated Rate

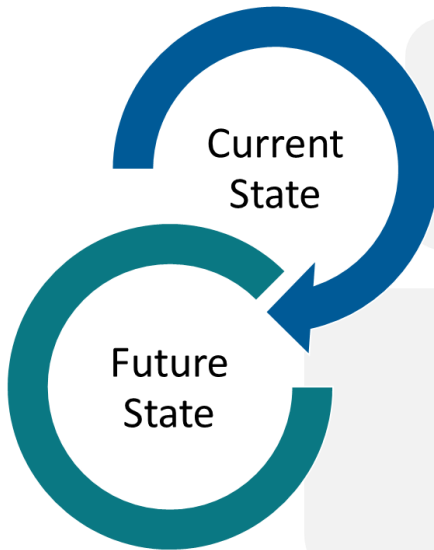
- Rate negotiated with the cognizant agency
- Across the country, AMC negotiated rates are consistently lower than actual rates

Effective Rate

- Rate actually recovered
- The delta between the negotiated and effective rate stems from awards where sponsor terms and conditions restrict recovery or the institution waives indirect costs

Major Findings

Toward the Future State



Investment with Unsatisfactory Impact

- CHLA has made significant investments in research at rates that outpace norms, but investments have not consistently resulted in researchers or staff being well-positioned for success.
- Governance supporting research investment is notional, preventing CHLA from making strategic investments.

High-Impact Investment

- CHLA should implement governance and accountability that drives culture change, educates stakeholders on the economics of research, ensures investments align to the RESP, addresses CHLA-wide needs, and allows researchers to help drive investment stewardship.
- Investments should be supported by defined goals and success metrics, enabling CHLA to measure investment impact more regularly and update investment strategy to ensure high-impact results.

ROMA Recommendations



Governance

Implement governance and accountability:

- **Research Governance Committee**
- **Research Advisory Committee**
- **Research Operations Committee**



Infrastructure

Invest in systems and people:

- **Optimize PeopleSoft**
- **Implement electronic Research Administration (eRA) system**
- **Optimize OnCore**
- **Increase staffing levels**



Communication

Promote communication and coordination across CHLA's research enterprise:

- **ROMA Phased Rollout**
- **Change Ambassadors**
- **Measure Success**

Aligns with and informs the Research Enterprise Strategic Plan



Growth



Culture



Infrastructure



Training



Knowledge

ROMA Recommendations



Governance

Implementing the recommended governance and accountability will enable CHLA to:

- Optimize CHLA's investment in research
- Ensure investments are strategic and aligned with TSRI-wide needs
- Access to data to accurately inform resource needs and future investments
- Promote research-focused culture
- Increase research productivity and success
- Increase cross-discipline collaboration



Infrastructure

Implementing the recommended investments in systems and people will enable CHLA to:

- Optimize time/effort of staff and researchers
- Improve the experience of staff and researchers
- Enhance service level support to researchers
- Ensure system-wide continuity
- Reduce team members frustration and increase wellness scores
- Reduce manual efforts
- Promote data and reporting integrity
- Reduce data reconciliation issues, thus reducing audit risk and penalties

ROMA Recommendations

ROMA Phased Rollout

Communicate and Implement recommendations in workstreams:

- PROSCI-ADKAR Methodology
- Waterfall Announcement (Leadership - broader research community)
- Research Community

Change Ambassadors

Foster open communication with the research community, build engagement and trust:

- Research Governance Committee
- Research Advisory Committee
- Research Operations Committee
- Department Leadership

Measure Success

Measure specific success metrics to track progress:

- Funding Mix
- Collaboration
- Innovation
- Faculty productivity
- Clinical study accrual
- IDC recovery
- Space efficiency

Lessons Learned

Metrics Program Development

Understand

Understand the current state

Prioritize and Track

Determine priorities for developing and regularly tracking metrics

Share

Use established communication mechanisms:

- Town Halls
- Leadership email blasts

Key metrics include:

- Investment in research
- Proposal data (by sponsor, mechanism, department, etc.)
- Award data (by sponsor, mechanism, department, etc.)
- Research productivity
- ROI of Intramural funding programs
- ROI of Core facilities

Telling the Story of Research



Educating Leadership on:

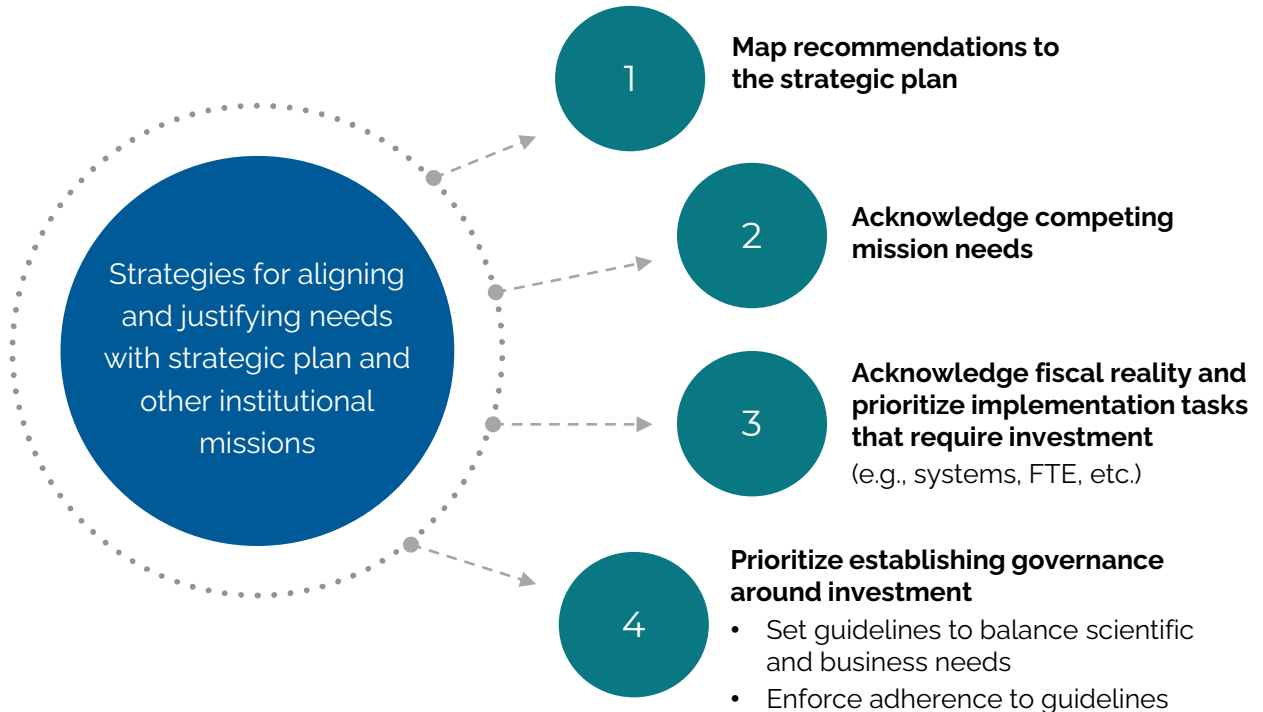
- **Significance of research** as a component of a tripartite mission
- **Research economics** and demonstrating "ROI"
 - Over 10 years, investment of \$9.4M in intramural program funding resulted in \$64.5M in awarded budget
 - Over 6 years, investment of \$13.4M in 10 core facilities resulted in \$181M in total awarded budget



Educating Faculty on:

- **What constitutes investment** (e.g., unfunded salary, salary over the cap, research staff salary, unrecoverable overhead)
- **Macro-level strategy** for research support and stewardship of resources

Strategic Alignment and Justification



Developing Faculty Self-Governance

Justification

Establish a value proposition for self-governance

- Use data to your advantage
- Show dollar amounts of unproductive investment

Collaboration

Include faculty in drafting and reviewing recommendations, such as through:

- Interview participants
- Steering committee members

Engagement

Conduct a “Buy-In Roadshow” and socialize governance by meeting with:

- Hospital executive leadership
- Department chairs
- Research faculty and research staff Town Hall

Adaptation

Prepare for cultural realities of faculty leadership structures

- Willingness to cede responsibility to vice-chairs
- Ability to deliver unfavorable news to colleagues

Odds and Ends



**Supporting hiring needs
through financial
creativity**



Attrition-proofing



**Working towards an
efficient complement of
technology and people**



**Supporting change
management and
communication outside
of faculty**

Questions