



UNIVERSITY OF TORONTO  
FACULTY OF MEDICINE  
Centre for Child Nutrition & Health

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CENTRE FOR  
CHILD  
NUTRITION &  
HEALTH

STRATEGIC PLAN 2020

Prepared by Offord Group



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## **FOREWORD**

The Centre for Child Nutrition & Health at the University of Toronto has built a solid foundation in less than three years. It is a Centre that is collaborative in nature with accomplished, world-

leading researchers and academics from within the University of Toronto's globally renowned Faculty of Medicine. Individuals from the Departments of Nutritional Sciences, Family and Community Medicine (DFCM), and Paediatrics work closely together with many partners within the University and government, the food system and agriculture, health care and community health service practitioners to form the core of a vast network of expertise and resources that extends from doctors' offices and other local clinical settings to global collaborations.

This plan aims to prepare for the future. It reflects significant thinking and meaningful goals designed to engage Centre members with the larger community in programs that will achieve the vision of the Centre to be the global university-centred leader in advancing child nutrition, creating a world of nutritionally healthy children.

Setting strategic priorities is a team effort and there are many people to be commended on their willingness to provide insights, ideas and support. A special thank you to all executive committee members who served as the planning team: Dr. Mary R. L'Abbé, Chair, Department of Nutritional Sciences, Dr. Lynn Wilson, Vice-Dean, Partnerships, Faculty of Medicine, Dr. Denis Daneman, Chair, Department of Paediatrics, Jill Hamilton, Professor, Paediatrics and Nutritional Sciences and Rick Hegele, Vice Dean, Research & Innovation. This process benefited significantly from their encouragement, ideas and perspectives, and from the contributions and support provided by Lilisha Burris, project manager, and Patrice Lee, Assistant to the Centre for her administrative assistance with this project. Thank you to both. Input from the Office of Advancement, Faculty of Medicine is also appreciated.

A lot of work remains to be done as we move forward with our implementation strategy. I will look to members of our executive committee and the Centre as well as our supporters and partners to help us as we embark on these next steps. In the coming months, we will call on many of the faculty and partners who have demonstrated a shared commitment to helping us realize these important goals.

Dr. G. Harvey Anderson  
Executive Director, Centre for Child Nutrition & Health (CCNH)

## INTRODUCTION

The Centre for Child Nutrition & Health was launched in 2012 with the leadership of three departments within the University of Toronto's globally renowned Faculty of Medicine. The Departments of Nutritional Sciences, Family and Community Medicine (DFCM), and Paediatrics form the core of a vast network of expertise and resources that extends from doctors' offices and other local clinical settings to global collaborations among leading academics and researchers.

Anchored within the University of Toronto's Faculty of Medicine and integrated with Toronto's remarkable health sciences research cluster, the Centre for Child Nutrition & Health is a fusion of researchers and academics working closely with government, agriculture, the food industry, health care and community health partners and practitioners.

In late 2015, the Centre for Child Nutrition & Health began a strategic planning initiative. This planning initiative included focused interviews with key stakeholders, planning sessions with the Executive and a planning retreat for Centre member stakeholders in January 2016. The Centre's leaders in each of the three supporting departments as well as in allied departments, along with our key supporters, have been included in the planning. Since then, the Centre's leadership team has developed a set of achievable and ambitious strategic direction along with measurable goals and impacts.

The Centre's Strategic Priorities are aligned with the overarching goals of the Faculty of Medicine and the University and will support achievement of the Centre's mission to find effective, evidence-based solutions to complex food and nutrition-related problems that affect childhood. Through the Centre's leadership as an innovative University Centre we will positively impact health outcomes for Canadians and global communities.

The achievement of these priorities is grounded in the notion of ongoing close collaborations among the University's medical, nutrition and health leaders and those working locally, provincially, nationally and globally in agriculture, food, the food system, NGOs, hospitals, research institutes and in community health agencies.



There are five inter-related priorities that will be the focus of the Centre's strategic direction towards 2020:

1. Developing the Best Talent
2. Ensuring a Secure Food Environment
3. Innovating & Discovering Healthful Food
4. Translating Knowledge
5. Building Successful Partnerships

These strategic priorities will provide a roadmap for the Centre's leadership and its members. They will be reviewed and refreshed as needed based on today's constantly changing environment.

The Centre aims to lever its strengths across research, scholarship and education in order to:

- measurably improve child health outcomes through an improved food and nutrition environment;
- positively impact the nutritional quality and availability of the food supply for all, locally, nationally and internationally and especially for vulnerable populations;
- develop future solution-oriented nutrition world-leaders through innovative research and education programs;
- ensure access to evidence-based information that informs food policies and effective nutrition education for children;
- contribute to social and economic prosperity by applying a public health policy perspective and guidance to agri-food systems; and,
- provide a trusted voice for the public in the translation of nutrition information for children and their families.

The Centre's formidable expertise and resources and its close collaboration with key players make it the most ideally-positioned organization in the world today for achieving its aims. The compelling nature of its mission has been demonstrated repeatedly both through its ability to attract enthusiastic partners as well as through significant and generous early donations from visionary philanthropists, most notably Joanna and Brian Lawson. With the Centre now established, further philanthropic gifts can be applied toward the priorities of the strategic plan.



## PLANNING CONTEXT

Food and nutritional health are topics of very broad and current interest today around the world, making the Centre's work highly timely and relevant. Many factors are having an impact on child nutrition and health today and have and will continue to influence the Centre in the years to come. Some specific factors that have been identified and must be considered as the goals and objectives of the Centre are implemented include:

- Changing Canadian demographics<sup>1</sup>
- Insecure food environment for many Canadians and globally<sup>2</sup>
- Increased interest in proactive knowledge around food and eating
- Environmental issues affecting food safety and security
- Nutrition and health inequities throughout different populations
- Nutrition sciences advancements e.g. the microbiome
- Evolving landscape : segmenting of markets, influence of nudge theory, use of and applicability of /ability to use technology to modify /create behaviour change
- Increased scrutiny of research and its partners and supporters
- Increased importance of transparency and accountability
- Economic instability for many in Canada and globally
- Globalization – borders and boundaries are more diffuse
- The need for interdisciplinary science to solve complex problems

Given the complex environment of today's world, executing our strategic plan will require a collective effort from members of the Centre, as well as resources, support and leadership from the Faculty and our many partners. We know that better childhood nutrition leads to better and fuller lives for children and families in Canada and around the world.

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<sup>1</sup> Recent Changes in Demographic Trends, Statistics Canada 2015, October 27, 2015

<http://www.statcan.gc.ca/pub/75-006-x/2015001/article/14240-eng.htm#a6>

<sup>2</sup> Measuring the Food Environment in Canada, Health Canada, 2012

[http://www.foodsecuritynews.com/resource-documents/MeasureFoodEnvironm\\_EN.pdf](http://www.foodsecuritynews.com/resource-documents/MeasureFoodEnvironm_EN.pdf)



## SUMMARY OF STRATEGIC DIRECTIONS 2020

<b>STRATEGIC DIRECTION 1: DEVELOPING THE BEST TALENT</b>	Attracting and retaining top talent will be critical to ensuring the Centre's enduring reputation, authority and credibility.
<b>STRATEGIC DIRECTION 2: ENSURING A SECURE FOOD ENVIRONMENT</b>	The food environment is a powerful determinant of health and needs to be addressed with a focus on children.
<b>STRATEGIC DIRECTION 3: INNOVATING &amp; DISCOVERING HEALTHFUL FOOD</b>	Building on the strong history the University has had around discovery and innovation, the Centre will focus on the research around the food people want, need, can and will pay for and that the planet can sustain.
<b>STRATEGIC DIRECTION 4: TRANSLATING KNOWLEDGE</b>	It will be of paramount importance for the Centre to synthesize, disseminate, share, exchange, mobilize and apply the best of what is both known and discovered to the public locally and globally to improve the nutritional health of children.
<b>STRATEGIC DIRECTION 5: BUILDING SUCCESSFUL PARTNERSHIPS</b>	The Centre will succeed because of its partnerships with donors, government, NGOs, hospitals, research institutes, community health agencies, agriculture and partners throughout the food system. Being the leading, evidence-based Centre will ensure its impact on society and on health policy that impacts children. Public-private partnerships (PPP) will be integral to maximizing the Centre's impact.

## VISION, MISSION & VALUES



**Vision:** The University of Toronto’s Centre for Child Nutrition & Health will be the global university-centred leader in advancing child nutrition, creating a world of nutritionally healthy children who are able to reach their fullest potential in childhood and beyond.

**Mission:** Our mission is to find effective, evidence-based solutions to complex food and nutrition-related problems that affect childhood. Through our leadership as an innovative University Centre that brings together world-leading researchers, academics and many partners we strive to positively impact health outcomes for Canadians and global communities.

**To achieve our vision, we plan to:**

- Maximize the University-wide, as well as provincial and national, network of researchers with expertise in maternal and childhood nutrition and related disciplines, to conduct collaborative research that will positively impact nutritional health outcomes globally.
- Be the leading go-to Centre for credible evidence-based information.
- Elevate the Faculty’s reputation by ensuring the highest quality evidence-based child nutrition research and its application.
- Work with and advocate for the development of evidence-based policies and practices needed to support child nutrition.
- Lead research to modify the food environment for children to address malnutrition and food security nationally and globally, emphasizing vulnerable populations and cultural diversity.
- Lead research to identify factors that put children at risk for poor nutrition and health.
- Engage and align educators, researchers, clinicians, the public, government and the food system to apply an evidence-based approach to advocate for a healthy food environment.

**Values: We are guided by the following core values:**

- Accountability & Transparency
- Collaboration
- Openness
- Connected to our Communities & Partners
- Excellence
- Strong Ethics
- Integrity and Honesty
- Innovation

**WHERE WE ARE TODAY**



The Centre for Child Nutrition & Health possesses many unique attributes: it is unique...

- ...in the city, province, country and globally;
- ...in the University – with its three departments working together – this has not been replicated anywhere else;
- ...in that the curriculum and collaborations developed through and within the Centre and with its partners could not have been done anywhere else.

While the Centre has a collection of great strengths, there are also weaknesses, which can be viewed as opportunities. Key strengths include: outstanding, deep talent in the members who are engaged in the Centre; committed and engaged administrators; supportive donors and partners; and a high degree of cooperation and collaboration across disciplines in the Faculty and University. The University's and Faculty's reputation add to the credibility of the Centre. The University is one of the top three most published and cited universities in the world; it is a biomedical powerhouse.

The University and Faculty have been fortunate and opportunistic in building meaningful partnerships and the Centre has benefitted from the collaborative spirit found within the University and with its many teaching hospitals and other partners. Within the Centre itself, people feel they have a voice and the ability to implement programs and partnerships. One of the challenges is that while there are some strong partnerships in place, they are currently only affecting a small number of Centre members; there is enormous opportunity and potential to make even stronger connections for more people.

Because of the Centre's connection to key departments within and external to the Faculty of Medicine, there is a built-in opportunity to support the development of legitimate multi-disciplinary networks. The great support of past and current deans and senior leaders within the Faculty of Medicine has enabled the Centre to build these networks and it will be important to achieving the Centre's goals that this central support and these networks continue to grow.

Upon looking at the variety of research projects in progress, one can see the enormous value the Centre can play in pulling all of that research together to create links and influence knowledge and practice around child nutrition, health, the microbiome, physical activity, food security and more. The Centre is a hub – a critical nucleus for a great deal of specific activity that might not otherwise occur. The magic of the Centre is when you can pull in all of the work being done by members, connect the dots and develop recommendations and conclusions bigger than the impact and knowledge that will come from just one of these endeavours. The



impact and knowledge gained is that much more compelling and will have a much enhanced influence on policy change, behaviour and education.

Some of the Centre's weaknesses can be traced back to a relative lack of wide and effective communication with some of our key constituencies, including Centre members. There has been a gap and lack of knowledge of the Centre within the University – a higher profile will create new opportunities for the Centre and value for Centre members. As one Centre member put it, "if I made a big discovery now, there is no mechanism in place to get the information out quickly, but if the Centre could help me with this, it would create enormous value for me as a researcher." For some, the traditional academic setting has potential limitations for those trying to be push boundaries / be innovative and some may debate the value of some partnerships based on potential preconceived notions of undue influence. Defining the role of partnerships and people in order to be sustainable will be critical. An early objective will be to develop frameworks for partnerships to ensure any potential biases are mitigated.

A few other weaknesses include the challenge of trying to bring together multiple members, partners and supporters around a complex topic and where there is such a wide diversity of research and funding.

A number of infrastructure weaknesses are important to note here: the Centre's current low quality space and time constraints of Centre members are both significant challenges that ideally will be addressed through improved, dedicated space and increased funding to protect time for the talented researchers and practitioners so that Centre work can move from the side of people's desks to being more of a dominant activity.

Looking out towards 2020, it will be critical to address sustainable funding sources and determine what can be counted on long-term and whether central support can also be relied upon going forward. There appears to be definite potential and interest to strengthen partnerships even further. Many funders, including government, value collaborative approaches and networks.



## STRATEGIC DIRECTIONS

<p><b>STRATEGIC DIRECTION 1: DEVELOPING THE BEST TALENT</b></p>	<p>Attracting and retaining the top talent and nurturing potential talent will be critical to ensuring the Centre’s enduring reputation, authority and credibility.</p> <ol style="list-style-type: none"> <li>1. Prepare tomorrow’s leading medical and nutrition researchers and scientists, health professionals and practitioners who will contribute to fulfilling the vision of the Centre by expanding the nutritional medical education curriculum offerings for undergraduate and graduate students.</li> <li>2. Develop future nutrition leaders and creative thinkers who will find solutions to complex nutrition related problems.</li> <li>3. Continue to develop opportunities for clinician scientist awards and other faculty development.</li> <li>4. Enhance opportunities for cross disciplinary education across the Faculty and the University by building nutrition into the curriculum.</li> <li>5. Enhance continuing education and professional development offerings in collaboration with key partners.</li> <li>6. Create an Endowed Chair for the Executive Director of the Centre to set the tone for the Centre around both profile and excellence.</li> <li>7. Ensure a strong value proposition for individual Centre members through talent development programs, opportunities to collaborate and disseminate and share research findings, build profile/impact and access funding.</li> <li>8. Facilitate more cross appointments across clinical departments and graduate studies department to enhance opportunities for collaboration, knowledge sharing and profile.</li> </ol>
<p><b>STRATEGIC DIRECTION 2: ENSURING A SECURE FOOD ENVIRONMENT</b></p>	<p>The food environment is a powerful determinant of health and needs to be addressed with a focus on children.</p> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>1. Through research and discovery, improve the nutritional quality of the food supply.</li> <li>2. Ensure ongoing connections are built in the research undertaken to better understand the relationships between food and the environment (how and where people eat and how advertising and other social determinants of health affect food knowledge and choices).</li> <li>3. Create opportunities to connect the relationship between the food environment and physical activity.</li> <li>4. Engage curriculum leads in medical and public health schools in ensuring a focus on child nutrition learning and a connection to the Centre.</li> </ol>



	<p>5. Further develop and establish a nutrition &amp; assessment hub within the Centre.</p>
<p><b>STRATEGIC DIRECTION 3: INNOVATING &amp; DISCOVERING HEALTHFUL FOOD</b></p>	<p>Building on the strong history the University has had around discovery, the Centre will focus on the research around the food people want, need, can and will pay for and that the planet can sustain.</p> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>1. Ensure ongoing focus on research of food discovery that can promote greater nutritional health promotion, and management of disease.</li> <li>2. Improve the health of our children, families and communities and break the trajectory of chronic disease in later life.</li> <li>3. Through innovation and discovery with partners that will impact policy, ensure that further knowledge is gained to build greater food security.</li> <li>4. Identify factors that put children at a higher risk for poor nutrition, beginning before birth to their pre-teen years.</li> <li>5. Inform and create policies, practices and services and support product innovation in a culturally relevant manner, relying on local resources to prevent the harmful effects of childhood overnutrition and undernutrition in vulnerable populations, on a national and global scale.</li> </ol>
<p><b>STRATEGIC DIRECTION 4: TRANSLATING KNOWLEDGE</b></p>	<p>It will be of paramount importance for the Centre to synthesize, disseminate, share, exchange, mobilize and apply the best of what is both known and discovered to the public locally and globally to improve nutritional health.</p> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>1. With the leadership of the Chair in Patient Engagement in Child Nutrition, develop and disseminate innovative evidence-based practice tools for family physicians, paediatricians and primary care health providers to incorporate nutrition education into patient care.</li> <li>2. Develop interdisciplinary and multi-partner systems to disseminate information from the Centre to its members, the University, partners, donors, children, parents, teachers, caregivers and the general public.</li> <li>3. Partner with members, students, partners, policy makers and community practitioners to share research results and to apply them to policy and practice.</li> <li>4. Build capacity of researchers to engage in knowledge translation, education and exchange to create change in food knowledge, eating patterns and highlight the importance of healthy food as a determinant of health.</li> <li>5. Promote opportunities to communicate research results and discoveries to a wide audience nationally and globally (symposia,</li> </ol>



	conferences, lectures with partners –ie: Munk Debates idea).
<p><b>STRATEGIC DIRECTION 5: BUILDING SUCCESSFUL PARTNERSHIPS</b></p>	<p>The Centre will succeed because of its effective partnerships with multiple sectors of society, including the university community, hospitals, research institutes, community health agencies , NGOs, the food system, government and donors. Being the leading, evidence-based Centre will ensure its impact in advancing the nutritional health of children from conception to adulthood.</p> <p><b>Goals:</b></p> <ol style="list-style-type: none"> <li>1. Establish a framework for engagement &amp; participation by multiple sectors of society. This is a significant opportunity for the Centre to create and demonstrate leadership with and through its partnerships.</li> <li>2. Determine a funding model that will ensure the credibility and sustainability of the Centre long-term.</li> <li>3. Engage in mutually beneficial collaborations with other university academic units and centres to integrate education, research and advocacy activities.</li> <li>4. Build partnerships to ensure whole of society solutions in order to create substantive impact on the food environment to improve the nutrition of children nationally and internationally.</li> <li>5. Create opportunities with partners to encourage the best decisions around nutrition and health by policy makers.</li> <li>6. Support research to inform evidence-based policies and practices needed to support child nutrition.</li> <li>7. Attain sustainable funding for ongoing priorities of the Centre and plan for growth.</li> <li>8. Establish partnerships and collaborations that further knowledge and offer opportunities for internal and external communication of evidence to inform policy.</li> <li>9. Build in specific roles for the Advisory Council to access new partners, help to influence profile and authority.</li> </ol>



## **Next Steps - Implementation Planning, Tactics & Measures**

The Centre's strategic priorities will guide the next steps in developing a specific implementation plan including tactics and key performance measures. Under the guidance of the Executive Director, the executive leadership of the Centre for Child Nutrition & Health will work closely with their colleagues throughout the Faculty of Medicine and important partners to identify tactics and achievable timelines and success indicators.

The first issue that must be addressed will be around funding and what is acceptable for the Centre. There was considerable discussion through the consultation process around the Centre making an assertive statement by not accepting funding from the food industry to eliminate any perception of undue influence on findings and recommendations. While neutrality is a critical issue for the Centre to be a credible authority around nutrition, health and food issues, significant funds are also required in order to conduct research, teach, ensure protected time for faculty, to innovate and to disseminate research findings and recommendations. Some expressed an interest in making the funding issue a public issue – a public conversation/debate. The field appears split in its opinions around what is best and the Centre members seem to be as well. Spending time on developing the funding and partnership terms of reference that will have meaning for as many as possible, while ensuring the activities of the Centre can grow and flourish, will be critical.

Time must be spent by Centre members filling out the detailed objectives to flow from the goals under each of the five strategic priorities. From this work then, an Implementation Planning document will be prepared. This work will take place over the next six months (to be completed no later than Fall 2016). Key performance indicators will be developed to measure outcomes and impact.



## Appendix A: Process & Participants

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### *Significant Milestone Dates:*

Project Initiation Meeting with Executive Planning Meeting	November 24, 2015
Planning Meeting with Centre Members	January 5, 2016
Debrief meeting	January 22, 2016
Meeting with Lawsons	February 8, 2016
Meeting with Executive	February 9, 2016
Meetings with Chairs	February 17, 2016
Draft Strategic Plan Presented	March & April 2016
Additional Meetings for Input & Directional Endorsement	April 2016
Faculty endorsement	April to June 2016
Partnership & Funding Policy Developed	July 2016
Implementation Plan Developed	April to September 2016

### *Thank you to all participants:*

Lilisha Burris  
 Denis Daneman  
 Jennifer Drouillard Duce  
 Richard Hegele  
 Darina Landa  
 Joannah and Brian Lawson  
 Lynn Wilson

#### **Department of Paediatrics:**

Robert Bandsma  
 Catherine Birken  
 Jill Hamilton  
 Jonathon Maguire  
 Shaun Morris  
 Patricia Parkin  
 Daniel Roth

#### **Department of Nutritional Sciences:**

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 Richard P. Bazinet  
 Zulfiqar Bhutta  
 Elena M. Comelli  
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 David J. A. Jenkins  
 Mary R. L'Abbé  
 Deborah L. O'Connor  
 John Sievenpiper  
 Valerie Tarasuk  
 Christopher Tomlinson

#### **Department of Family & Community Medicine:**

Onil Bhattacharyya  
 Michael J. Coons  
 Mike Evans  
 Eva Grunfeld  
 Nav Persaud  
 Karen Tu

#### **Affiliated Researchers from Other Departments and Faculties:**

Daniel Moore  
 Daniel Sellen

## **Appendix B: Highlights of CCNH Development and Progress**

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### **2012**

- Concept proposal

### **2013**

- Development of concept and business plan
- Submitted and received approval of EDU-C (extra-departmental unit) from Faculty and University governing councils

### **2014**

- Budget commitment from the three core departments; Department of Nutritional Sciences, Department of Family and Community Medicine, Department of Paediatrics (\$450,000/year for five years)
- Lawson Family Donation (\$5M)
- Executive Director appointed
- Senior Development Officer hired
- Chair in Patient Engagement in Child Nutrition and Lawson Chair in Microbiome appointed
- Web site launched

### **2015**

- Individuals, foundations and corporations committed \$1.7M toward the Centre
- Academic Core Program Members: 20+
- Inaugural Advisory Council Engagement Discussion; with external stakeholders; attendance and active participation from provincial and national government officials, including Ontario Minister of Health and Long-Term Care, Dr. Bob Bell; food industry leaders; NGOs, and the Centre's Executive Committee
- Centre Campaign Launch to raise funds for the Centre
- Nutritional Medical Education Coordinator appointed in the Department of Nutritional Sciences and to the Endocrine and Metabolic subcommittee for the new preclerkship unit 2a curriculum
- Launch of "CCNHD Intro": A custom Whiteboard describing the CCNHD and its role in nutritional research, education, and policy change. The video also describes emerging opportunities being explored at the CCNHD such as the microbiome, brain plasticity, and engagement of the public. See <https://www.youtube.com/watch?v=HipMRWrNXVs>
- Executive Director met with Dr. David Mowat, Chief Medical Officer of Health, Ministry of Health and Long-Term Care and separately with Dr. Peter Donnelly, Chief Executive Officer, Public Health Ontario to introduce the Centre and discuss potential areas for collaboration.



- Talent mobilization through the *Eat, Play, Think! Catalyst Grants*; three of \$25,000 each, the Centre supported the collaboration of world-class child nutrition researchers across a range of themes including malnutrition, risk of micronutrient deficiency, and smartphone apps for teens
- Public Policy Advisory Committee had inaugural meeting to share ideas on key policy aspects in order to develop a Request for Proposal (RFP) that will build evidence for the development or implementation of a policy that impacts child nutrition and health.
- Microbiome Advisory Committee had inaugural meeting to discuss possibilities for the Centre's role in the area of the microbiome, nutrition and children and potential opportunities for leadership and collaboration
- Education Advisory Committee had inaugural meeting to share ideas regarding medical nutrition education curriculum renewal
- "*What's the Best Diet? Healthy Eating 101*", the Centre's flagship whiteboard by Dr. Mike Evans, launched on Centre's web site (over 40,000 views)
- Name change: The Centre removed 'development' from the name and became known as the Centre for Child Nutrition and Health; this more succinct and focused title was chosen to help differentiate the Centre in the field.

## 2016

- Strategic Planning Retreat; 20 attendees
- Draft strategic plan prepared
- Nutritional Medical Education team expanded to include Project Assistant, Nutritional Medical Education, Family Medicine Nutrition Undergraduate Education Lead for the new Foundations Curriculum and Paediatrics SickKids Nutrition Curriculum Lead
- Joannah and Brian Lawson's six-month, fundraising matching challenge raised almost \$1.2 million in additional funds for Centre programs and initiatives
- CCNH Collaborative Microbiome and Nutrition Grant awarded: Microbiome patterns associated with specific growth trajectories in school age children: interactive effects of diet and social determinants of health (\$500,000)
- CCNH Nutritional Medical Education Grant launched (three awards of \$10,000 each)



## Diagram 1: CCNH Strategic Priorities

