

2026–2029

Strategic Plan



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A Letter From Our Board Chair and Chief Executive Officer

On behalf of the PSI Foundation, we are pleased to share our 2026–2029 Strategic Plan.

Since 1970, the PSI Foundation has invested more than \$162 million in over 1,825 Ontario physicians whose research has shaped the practice of medicine. We enter this strategic cycle from a position of strength: a healthy endowment, a respected and approachable grants program, and a community of physician-researchers who say plainly that without PSI, much of their work would not happen.

However, we also recognize that we are stepping into this next chapter during one of the most demanding and highly pressured moments in Ontario's health care history. Federal project grant success rates have fallen below 15%, physician burnout has climbed to 46%, and nearly two million Ontarians are currently without access to a primary care provider.

The path of a physician-researcher has never been more challenging, compounded by mounting economic pressures and unrelenting clinical demands. In the face of these challenges, our commitment remains strong. We will continue to champion physician-researchers at every stage of their careers, funding the critical, curiosity-driven questions that will ultimately transform and improve the health of Ontarians.

To achieve this, our 2026–2029 Strategic Plan is anchored by four strategic directions: Cultivating and Supporting the Physician-Researcher Lifecycle, Catalyzing Physician-Led Research, Amplifying Our Impact, and Sustaining Operational Excellence and Building Resilience.

This roadmap is the result of a comprehensive engagement process, shaped by direct insights from 52 individuals across the health ecosystem, including physician-researchers, health system leaders, and PSI's own dedicated staff, Board, and Committees.

We are committed to translating this plan into action, ensuring that Ontario remains a place where medical innovation thrives and patient care continues to improve.

Dr. Naana Jumah
Board Chair, PSI Foundation

Samuel Moore
Chief Executive Officer, PSI Foundation

Vision, Mission, Values

Vision

Leader in funding health research to support all people to live healthy lives.

Mission

Dedicated to improving the health of people, families and communities by funding interdisciplinary and inclusive research and education that is equitable and impactful.

Values

Community

Foster a community of physician researchers in Ontario.



Inclusion

Fund physician-led research that reflects the diversity found in Ontario.



Innovation

Support innovation in physician-led research.



Equity

Design processes, initiatives, and partnerships to ensure access to funding is equitable.



Accountability

Be transparent and evidence-based in our decision-making, and report openly on our progress and outcomes to the community we serve.



Strategic Overview

Three strategic directions and one enabling direction guide PSI Foundation's 2026–2029 plan.



Direction 1

**Cultivate and Support
the Physician-
Researcher Lifecycle**



Direction 2

**Catalyze Physician-Led
Research**



Direction 3

Amplify Our Impact



Enabling Direction

Sustain Operational Excellence and Build Resilience



Direction 1

Cultivate and Support the Physician-Researcher Lifecycle

The compounding forces of economic strain, clinical demand and administrative burnout have created a hostile environment for the physician-researcher in Ontario. Recognizing that protected time is fundamental at all career stages, PSI is committed to funding the researcher, not just the research.

Physician-led research in Canada has historically been concentrated in large, urban academic centers, often creating structural barriers for community-based physician-researchers. PSI is committed to enabling physician-researchers by expanding access points for community physicians and family doctors, addressing the specific hurdles they face, and expanding research capacity across diverse clinical settings.

This direction also focuses on creating a robust community and supporting physicians from their early days as students and residents through to their late-career stages. We plan to do so by achieving the following objectives:

1 Foster an interconnected physician-researcher community.

2 Expand access points into research for physicians across career stages and practice areas.

3 Empower physician-researchers to grow and succeed across their careers.

Direction 2

Catalyze Physician-Led Research

PSI serves as a critical safety net for physician-led research. To properly catalyze this research, PSI recognizes the need to lower the barriers to entry and reduce the administrative burden on busy physicians. Furthermore, this direction emphasizes the importance of agility in responding to the evolving needs of the health care system.

Through embedding equity, diversity, and inclusion principles into the core of its evaluation processes, PSI intends to ensure that the research it funds genuinely reflects the diverse populations of Ontario. This strategic focus will help identify and address systemic hurdles, enabling a broader, more representative pool of physician-researchers and research proposals to lead impactful science. The following objectives will lead us in this approach:

1

Expand funding opportunities to respond to the needs of the health care system and physician-researchers.

2

Streamline the grant application and review process to remove administrative barriers and increase accessibility.

3

Embed Equity, Diversity, and Inclusion (EDI) principles into the grant application and evaluation processes to ensure funded research reflects the diverse populations of Ontario.

Direction 3

Amplify Our Impact

Amplifying impact requires a concerted effort to champion the successes of PSI grantees and elevate the profile of physician-led research.

By longitudinally tracking the outcomes of funded projects and strengthening strategic partnerships across the health care ecosystem, PSI will build credibility, demonstrate its immense value, and combat medical misinformation by clearly communicating scientific advancements to the public. Over the next three years, we will focus our efforts on:

1

Champion our grantees by elevating the public and professional profile of their research successes.

2

Track and evaluate the impacts of PSI's funding on patient outcomes and researcher career trajectories.

3

Strengthen strategic partnerships across the health care and research ecosystem, including academic institutions, community hospitals, and peer funding agencies.

Thank You

The PSI Foundation was created by physicians, for physicians, to make sure that the questions that emerge at the bedside in Ontario can become the evidence that changes care. That commitment is unchanged after over 50 years.

What has changed is the environment around it. This plan is our answer to navigating that: protect the people, fund the work, prove the impact, and sustain ourselves so we can keep doing all three.



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