

# CIHR Three-Year Implementation Plan and Progress Report 2011–14

Health Research Roadmap:  
*Creating innovative research for  
better health and health care*



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- Foster a culture of ethical research by promoting and assisting the discussion and application of ethical principles to health research
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## President's Message



The Canadian Institutes of Health Research (CIHR) celebrated its 10th anniversary this past fiscal year by working hard towards meeting objectives outlined in our strategic plan, *Health Research Roadmap*. It has been a year of change, progress and challenges. Throughout this period of transition, we began to deliver on many of the commitments articulated in Roadmap.

The prestigious new Banting Postdoctoral Fellowships program, launched with our partners the Natural Sciences and Engineering Research Council (NSERC) and the Social Sciences and Humanities Research Council (SSHRC), completes an important missing piece for the Government of Canada's training/salary support programs. With the Banting Postdoctoral Fellowships, Canada can now offer the full spectrum of support from graduate to postgraduate studies and beyond. We can expect the program to attract and retain top-tier postdoctoral talent nationally and internationally.

This year also saw the launch of a new process for directing investments towards the five strategic research priorities identified in Roadmap. We initiated a rigorous business planning process to identify needs and opportunities where additional research investment could make a difference. We have since identified eight Roadmap signature initiatives for future development, including the Canadian Epigenetics, Environment and Health Research Consortium; Community-Based Primary Health Care; and Inflammation in Chronic Disease. These initiatives will represent a pan-institute approach to strategic research and will help CIHR allocate its resources to make the strongest possible impact on health and health care.

As part of our ongoing efforts to improve organizational excellence, CIHR also participated in a second International Review of the organization. The review was conducted by an International Review Panel chaired by Dr. Elias Zerhouni, former Director of the US National Institutes of Health. The outcome of the review will provide an assessment of how effectively CIHR is fulfilling its mandate and of what we can do to improve.

When we originally drafted Roadmap, stakeholders described the plan as overambitious. I would freely acknowledge the truth of that sentiment; however, such a plan was absolutely necessary to achieve a strong new vision for health research in Canada. Two years after launching Roadmap, we are on course and we will continue to assess our progress as we move forward.

**Alain Beaudet, MD, PhD**

President

Canadian Institutes of Health Research

## About CIHR

### Mandate

The mandate of the Canadian Institutes of Health Research (CIHR) is to “excel, according to internationally accepted standards of scientific excellence, in the creation of new knowledge and its translation into improved health for Canadians, more effective health services and products and a strengthened Canadian health care system” (Bill C-13, April 13, 2000).

### Vision

CIHR’s vision is to position Canada as a world leader in the creation and use of health research knowledge that benefits Canadians and the global community.

### Achieving the mandate and vision

Established in 2000, CIHR promotes a solutions-focused, multidisciplinary and collaborative approach to health research. Its unique structure brings together researchers from across disciplinary and geographic boundaries through its 13 Institutes. As of June 2011, CIHR supports over 14,100 health researchers and trainees in universities, teaching hospitals and other health organizations and research centres across the country. The agency supports health research through a transparent process that meets the highest international standards of excellence and ethics in four research areas: biomedical; clinical; health systems and services; and the social, cultural and environmental factors that affect the health of populations.

## Institutes

CIHR’s 13 Institutes share responsibility for achieving the fundamental objective of CIHR and have their own distinct strategic plans that are aligned with the overarching directions, mandate and vision of CIHR. The Institutes promote and build upon Canada’s firm foundation of research excellence, engage the research community and encourage interdisciplinary, integrative health research and knowledge translation. Through their Scientific Directors and Institute Advisory Boards and under the oversight and guidance of CIHR’s Governing Council, the Institutes work with stakeholders to forge a health research agenda across disciplines, sectors and regions that embraces scientific opportunity and reflects the emerging health needs of Canadians, the evolution of the health care system and the information needs of health policy decision makers.

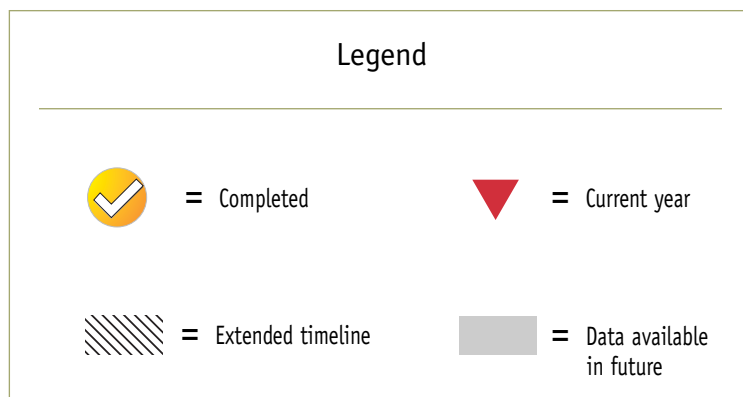


### 13 Institutes

Aboriginal Peoples’ Health  
Aging  
Cancer Research  
Circulatory and Respiratory Health  
Gender and Health  
Genetics  
Health Services and Policy Research  
Human Development, Child and Youth Health  
Infection and Immunity  
Musculoskeletal Health and Arthritis  
Neurosciences, Mental Health and Addiction  
Nutrition, Metabolism and Diabetes  
Population and Public Health

## What's new












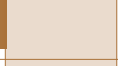
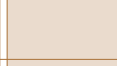
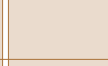


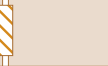



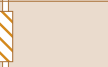


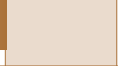
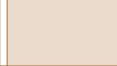
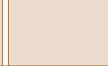




New to the *Three-Year Implementation Plan and Progress Report 2011–14* is performance information for each of the strategic directions. Results achieved will now include baseline data from 2009–10 (where available) and current data from 2010–11. This will allow CIHR to report on the actual progress made towards implementing the strategic plan, as well as measure the success of the Roadmap reforms. The performance indicators and data will continue to be refined in the coming years.





# 1 Invest in World-Class Research

## GOAL 1: Train, retain and sustain outstanding health researchers

Five-Year Objectives	Actions	 			
		2010-11	2011-12	2012-13	2013-14
• Attract and retain the best health research trainees	• Conduct a scan of CIHR support for trainees				
	• Design and implement reforms to enhance CIHR support for trainees				
• Attract and retain the best postdoctoral fellows	• Implement the prestigious Banting Postdoctoral Fellowships program announced in Budget 2010				
	• Increase funding for postdoctoral fellowships				
• Attract and retain the best early career researchers	• Design and implement reforms to enhance support for early career researchers				
• Break down professional and sectoral barriers in health research and prepare young researchers for various labour markets	• Harmonize Vanier scholarships program delivery with NSERC and SSHRC				
	• Design new programs to foster multidisciplinary training				

### 2010-11 Highlights of Results Achieved

- ✓ Initiated an environmental scan of support for trainees in Canada
- ✓ Launched the Banting Postdoctoral Fellowships program to recruit top-tier postdoctoral fellows from Canada and abroad
- ✓ Harmonized Vanier scholarships program delivery with NSERC and SSHRC
- ✓ Conducted an analysis of current funding mechanisms, national and international best practices to inform program enhancements

Five-Year Objectives	Performance Measures	Baseline 2009-10	2010-11	2011-12	2012-13	2013-14
• Attract and retain the best health research trainees	• Number and type of trainees directly supported by CIHR	3,055	3,049			
• Attract and retain the best postdoctoral fellows	• Number of postdoctoral fellows directly supported by CIHR	737	736			
• Attract and retain the best early career researchers	• Number of early career researchers directly supported by CIHR <sup>1</sup>	1,261	1,170			

<sup>1</sup> Note: An early career researcher is defined as a recipient of a CIHR new investigator salary award or a first-time grant awardee (nominated principal investigator) whose last degree ended five years or less before the original competition date.

# 1 Invest in World-Class Research

## GOAL 2: Select and sustain research excellence

Five-Year Objectives		Actions		2010-11	2011-12	2012-13	2013-14
• Strengthen peer review		• Establish a college of reviewers					
		• Develop and implement a training and evaluation process for peer reviewers					
		• Make enhancements to peer review processes					
• Improve funding mechanisms to support health research		• Assess current suite of funding mechanisms and identify best international practices					
		• Design and implement reforms to research funding mechanisms ensuring an appropriate balance between sustainability and creativity					

### 2010-11 Highlights of Results Achieved

- ✓ Initiated the design of peer review training and evaluation strategies
- ✓ Piloted a new peer review mentorship program
- ✓ Completed an environmental scan of peer review best practices from national and international funding agencies
- ✓ Completed an assessment of current funding mechanisms for the open research grants program
- ✓ Conducted a scan of international programs and identified best practices
- ✓ Streamlined excellence prizes to increase prestige
- ✓ Renewed support for the Gairdner Foundation
- ✓ Increased funding envelope for open grants competition to sustain a minimum of 800 new grants per year

Five-Year Objectives		Performance Measures	Baseline 2009-10	2010-11	2011-12	2012-13	2013-14
• Strengthen peer review		• Number of peer reviewers <sup>2</sup>	2,553	2,718			
		• Number of peer reviewers trained	N/A	N/A			
		• Estimated number of peer review work days per reviewer	N/A	N/A			
• Improve funding mechanisms to support health research		• CIHR investment in open research	\$540.1M	\$547.1M			
		• Number of researchers supported in open research programs	6,010	6,297			
		• Excellence of research supported:					
		average relative citation factor (ARC) <sup>3</sup>	1.33				
		average relative impact factor (ARIF) <sup>4</sup>	1.54				

<sup>2</sup> Note: The number of peer reviewers refers to the discrete number of reviewers and not the number of peer review occurrences as reported in the Departmental Performance Report.

<sup>3</sup> Note: Baseline ARC and ARIF ratings were calculated by CIHR's Evaluation Unit using bibliometric data for the Open Operating Grant Program (2000-09) from Observatoire des sciences et des technologies in 2010.

<sup>4</sup> Ibid.



# 1 Invest in World-Class Research

## GOAL 3: Promote interdisciplinary and international innovation

Five-Year Objectives	Actions	 			
		2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>Attract and retain the best international scholars and experts to Canada</li> <li>Increase number of international partners investing with CIHR</li> </ul>	<ul style="list-style-type: none"> <li>Review and reform funding programs to attract and retain international researchers</li> </ul>				
	<ul style="list-style-type: none"> <li>Develop and implement a new CIHR international strategy</li> </ul>				
	<ul style="list-style-type: none"> <li>Foster key international partnerships</li> </ul>		Ongoing		
	<ul style="list-style-type: none"> <li>Lead the development of international health research consortia</li> </ul>		Ongoing		
<ul style="list-style-type: none"> <li>Facilitate health research capacity building in low- and middle-income countries</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a global health research strategy</li> </ul>				

### 2010-11 Highlights of Results Achieved

- ✓ Implemented the Canada Excellence Research Chairs program to attract and retain international researchers
- ✓ Renewed support for the Human Frontier Science Program for an additional three years
- ✓ Developed an international strategy, which includes a dedicated global health research component
- ✓ Supported 18 new joint health research projects between Canada and the National Natural Science Foundation of China
- ✓ Renewed an agreement with the Indian Council of Medical Research to fund joint health research
- ✓ Developed the Implementation Research on Hypertension in Low- and Middle-Income Countries funding opportunity in partnership with the Global Alliance for Chronic Disease
- ✓ Partnered with the International Development Research Centre and Grand Challenges Canada to support innovations in health in developing countries

# 1 Invest in World-Class Research

## GOAL 3: Promote interdisciplinary and international innovation

Five-Year Objectives	Performance Measures	Baseline 2009-10	2010-11	2011-12	2012-13	2013-14
• Attract and retain the best international scholars and experts to Canada	• Number of international researchers recruited to Canada <sup>5</sup>	31	32			
• Increase number of international partners investing with CIHR	• Number of active international partnership agreements <sup>6</sup>	39	45			
	• CIHR investment in international programs	\$17.1M	\$22.4M			
	• Leveraged partner contributions through international and global health agreements <sup>7</sup>	\$50.4M	\$57.7M			
• Facilitate health research capacity building in low- and middle-income countries	• CIHR investments in building research capacity in low- and middle-income countries	N/A				

<sup>5</sup> Note: Count only includes international researchers recruited by the Vanier Canada Graduate Scholarships program, Banting Postdoctoral Fellowships program and Canada Research Chairs program.

<sup>6</sup> Note: Includes various types of agreements (with or without funding associated). Renewals are not counted separately.

<sup>7</sup> Note: Leveraged partner contributions through international and global health agreements include national and international partner contributions. International partner contributions are not administered by CIHR; the partners pay their researchers directly. Partner contributions are estimates due to variances in currency conversion and other reasons.

## 2 Address Health and Health System Research Priorities

### GOAL 1: Improve focus, coherence and impact from CIHR's strategic investments

Five-Year Objectives	Actions	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>Establish a comprehensive process for selecting strategic priorities</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a new strategic investment planning process</li> </ul>				
	<ul style="list-style-type: none"> <li>Develop and implement a program design framework</li> </ul>				
<ul style="list-style-type: none"> <li>Identify and launch strategic initiatives with clear and measurable objectives that are aligned to strategic priorities and designed to achieve the desired impact</li> </ul>	<ul style="list-style-type: none"> <li>Identify and launch strategic initiatives</li> </ul>				
	<ul style="list-style-type: none"> <li>Monitor and evaluate strategic initiatives</li> </ul>				
Ongoing					

#### 2010-11 Highlights of Results Achieved

- ✓ Approved five new pan-CIHR signature initiatives: Evidence-Informed Health Care Renewal; Canadian Epigenetics, Environment and Health Research Consortium; Community-Based Primary Health Care; Personalized Medicine; and Inflammation in Chronic Disease<sup>8</sup>
- ✓ Facilitated the Epigenetics, Environment and Health consensus workshop in April 2010
- ✓ Initiated an annual scanning process to assess and validate the five priority areas
- ✓ Developed a framework for evaluating success in the five priority areas

Five-Year Objectives	Performance Measures	Baseline 2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>Identify and launch strategic initiatives with clear and measurable objectives that are aligned to strategic priorities and designed to achieve the desired impact</li> </ul>	<ul style="list-style-type: none"> <li>CIHR investment in strategic initiative research</li> </ul>	\$268.1M	\$287.9M			
	<ul style="list-style-type: none"> <li>Number of strategic funding opportunities launched<sup>9</sup></li> </ul>	117	96			
	<ul style="list-style-type: none"> <li>Number of new Roadmap signature initiatives that were approved</li> </ul>	1	4			

<sup>8</sup> Note: There are three other signature initiatives under development: Pathways to Health Equity for Aboriginal Peoples; the Strategy for Patient-Oriented Research; and the International Collaborative Research Strategy on Alzheimer's Disease.

<sup>9</sup> Note: Totals for strategic initiative funding opportunities exclude priority announcements.

## 2 Address Health and Health System Research Priorities

### GOAL 2: Build strategies and initiatives that address health and health system priorities



Five-Year Objectives	Actions	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>CIHR will focus its activities on the following five broad priorities:               <ul style="list-style-type: none"> <li>Enhance patient-oriented care and improve clinical results</li> <li>Support a high-quality, accessible and sustainable health care system</li> <li>Reduce health inequities of Aboriginal peoples and other vulnerable populations</li> <li>Prepare for and respond to existing and emerging threats to health</li> <li>Promote health and reduce the burden of chronic disease and mental illness</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>In collaboration with partners, researchers and other key stakeholders, develop strategies to address specific priorities that identify key gaps and opportunities and propose solutions</li> </ul>				
		Ongoing			
	<ul style="list-style-type: none"> <li>Launch strategic initiatives to advance knowledge, build capacity and translate knowledge for the benefit of Canadians</li> </ul>				
	<ul style="list-style-type: none"> <li>Use CIHR's convening power to engage decision makers and experts on issues of concern to health researchers, institutions, health providers, public policy makers and citizens</li> </ul>				

#### 2010-11 Highlights of Results Achieved

##### Enhance patient-oriented care and improve clinical results

- ✓ Launched the Medical Imaging Clinical Trials Network
- ✓ Funded a major pan-Canadian study on patient safety in home care with the Canadian Patient Safety Institute
- ✓ Partnered with Genome Canada on the Canadian Epigenetics, Environment and Health Research Consortium
- ✓ Strengthened critical partnerships by renewing the memorandum of understanding between CIHR and Canada's Research-Based Pharmaceutical Companies
- ✓ Engaged in nationwide consultations with stakeholder groups to discuss the challenges in conducting multicentre clinical trials
- ✓ Hosted a national primary health care summit called *Patient-Oriented Primary Health Care – Scaling Up Innovation*
- ✓ Planned an international workshop with the UK Medical Research Council, Cancer Research UK and the US National Cancer Institute on the medical imaging challenge, the use of new biomarkers and imaging technologies in clinics, and advancements in the field of personalized medicine

## 2 Address Health and Health System Research Priorities

### GOAL 2: Build strategies and initiatives that address health and health system priorities

#### 2010-11 Highlights of Results Achieved

##### Support a high-quality, accessible and sustainable health care system

- ✓ Awarded the Canadian Network for Observational Drug Effect Studies \$3.5 million in annual funding for five years to build a knowledge base for safe and optimal prescription and use of drugs within the health care system
- ✓ Launched the Evidence-Informed Health Care Renewal signature initiative
- ✓ Organized the first forum on Research Methodologies in Real World Drug Safety and Comparative Effectiveness to discuss challenges and best practices in post-market drug safety and effectiveness research
- ✓ Hosted a national conference on health services for aging populations: *Boomerangst: Myths and Realities of Health Care for an Aging Population*, in partnership with the University of British Columbia's Centre for Health Services Policy Research

##### Reduce health inequities of Aboriginal peoples and other vulnerable populations

- ✓ Committed \$9.3 million over two years to support and strengthen the Network Environments for Aboriginal Health Research to advance research capacity and infrastructure in Aboriginal health research; foster collaborative research relationships between communities and researchers; and promote the exchange of community knowledge to improve the health of First Nations, Inuit and Métis communities
- ✓ Awarded \$5 million to two national consortiums whose goals are to identify the genes that cause the most challenging types of cancer and rare diseases in children and find new treatments
- ✓ Launched the Strategic Teams in Applied Injury Research initiative, with four of the six funded teams specifically focused on vulnerable populations, including children, adolescents and institutionalized elders
- ✓ Supported innovative and collaborative health intervention research between researchers and communities to address the health needs of First Nations, Inuit and Métis peoples
- ✓ Developed the forward strategy for the Mobility in Aging initiative on Age-Supportive Built Environments with collaborators from the United Kingdom
- ✓ Held an international symposium to advance the field of population health intervention research and strengthen the methods and theories underpinning the science with the Population Health Intervention Research Initiative and Public Health Agency of Canada (PHAC)



## 2 Address Health and Health System Research Priorities

### GOAL 2: Build strategies and initiatives that address health and health system priorities

#### *2010-11 Highlights of Results Achieved*

##### **Prepare for and respond to existing emerging threats to health**

- ✓ Invested a total of \$17 million in partnership with the Canadian International Development Agency to promote partnerships between Canadian HIV researchers and their counterparts in low- and middle-income countries
- ✓ Committed \$2.3 million to support the International Research Initiative on Adaptation to Climate Change, with the goal of creating new knowledge to help vulnerable populations in Canada and in low- and middle-income countries adapt to climate change
- ✓ Supported the Pandemic Preparedness Strategic Research Initiative by funding projects in these key areas: Pandemic Preparedness, Pandemic Outbreak Research Response, Vaccines of the 21st Century, Pandemic Team Leaders and the PHAC-CIHR Influenza Research Network (PCIRN)

##### **Promote health and reduce the burden of chronic disease and mental illness**

- ✓ Committed \$1.5 million to support the National Institutes of Health's Alzheimer's Disease Neuroimaging Initiative, to advance knowledge into the onset and progression of Alzheimer's disease; and improve treatment and drug development
- ✓ Supported international research on Alzheimer's disease and other neurodegenerative disorders with partners from Quebec, France and China
- ✓ Launched the Initiative for Sodium Reduction in the Canadian Food Supply, in partnership with the Natural Sciences and Engineering Research Council, to support research focused on the challenge of implementing gradual reductions of sodium in the food supply
- ✓ Launched the Canadian Microbiome Initiative to analyze and characterize the role of the human microbiome in health and disease
- ✓ Committed \$10 million to support research in physical activity, mobility and health of adults and children living with musculoskeletal disease
- ✓ Developed the Canadian agenda for research in prevention and treatment of addiction with Canadian researchers, other federal departments and the National Institute on Drug Abuse



### 3 Accelerate the Capture of Health and Economic Benefits of Health Research

#### GOAL 1: Reap the socioeconomic benefits from research through KT and partnerships



Five-Year Objectives	Actions	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>Facilitate and strengthen partnerships between researchers and knowledge users and between CIHR and a variety of organizations to achieve impact</li> </ul>	<ul style="list-style-type: none"> <li>Assess the current suite of integrated knowledge translation funding mechanisms to identify best practices and design and implement improvements as appropriate</li> </ul>				
	<ul style="list-style-type: none"> <li>Implement improved partnership practices</li> </ul>	Ongoing			
<ul style="list-style-type: none"> <li>Support evidence-informed policy making to improve health and the health system at the provincial, territorial and federal levels</li> </ul>	<ul style="list-style-type: none"> <li>Implement and deliver programs to support evidence-informed policy making and increase policy makers' access to high-quality evidence</li> </ul>				
<ul style="list-style-type: none"> <li>Facilitate innovation and commercialization by creating incentives for health researcher and private sector partners to work together to translate health research findings into improved health products, technologies and tools for Canadians</li> </ul>	<ul style="list-style-type: none"> <li>Assess current funding mechanisms and design and implement improvements, as appropriate, to reflect the changing commercialization environment</li> </ul>				
<ul style="list-style-type: none"> <li>Increase citizen engagement and public outreach initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement tools and resources to increase external participation and uptake in citizen engagement activities</li> </ul>				
	<ul style="list-style-type: none"> <li>Develop and implement communication and engagement strategies to elevate CIHR's profile nationally and internationally</li> </ul>				

#### 2010-11 Highlights of Results Achieved

##### Partnerships

- ✓ Launched key knowledge translation funding opportunities such as the expedited knowledge synthesis grants for multiple sclerosis and opportunities under the Evidence-Informed Health Care Renewal initiative that involved partnering with knowledge users
- ✓ Streamlined the partnership agreement process
- ✓ Developed and implemented new monitoring and reporting processes for partnership activities

##### Evidence-informed policy making

- ✓ Convened a meeting of top researchers with the Multiple Sclerosis Society of Canada and made recommendations to the Minister of Health based on current scientific evidence on the safety and efficacy of the chronic cerebrospinal venous insufficiency procedure

### 3 Accelerate the Capture of Health and Economic Benefits of Health Research

#### GOAL 1: Reap the socioeconomic benefits from research through KT and partnerships

##### 2010-11 Highlights of Results Achieved

- ✓ Held five Best Brains Exchanges (BBE) with federal decision makers (Health Canada) and provincial decision makers from Saskatchewan, Ontario and New Brunswick on primary care; patient and family-centered care; health research in the Arctic; social determinants of health and obesity in First Nations communities; and integrated care systems for mental health and addiction illnesses
- ✓ Approved an expansion of the BBE program to all provinces and territories
- ✓ Launched the Evidence-Informed Health Care Renewal signature initiative to mobilize research that responds to policy makers' evidence needs and to convene opportunities for KT with policy makers

##### Commercialization

- ✓ Increased investments in interdisciplinary collaborative research projects from \$6.9M to \$10.2M through the Collaborative Health Research Projects Program, a CIHR-NSERC partnership
- ✓ Conducted an environmental scan for the Proof of Principle Program to inform program enhancements that will better help researchers commercialize their health research results

##### Citizen engagement and public outreach

- ✓ Developed and distributed *Health Research in Canada and You* (2010), an orientation to health research for the public
- ✓ Included a citizen engagement requirement to knowledge translation (KT) funding opportunities to increase public participation
- ✓ Hosted over 100 Cafés Scientifiques and attracted 3,900 views to the Café Scientifique blog, Science on Tap
- ✓ Attracted over 1,000 researchers to be Synapse mentors to Canadian students, bringing the total number of mentors to over 8,000
- ✓ Awarded the CIHR-CMAJ Top Achievements in Health Research Award to six researchers whose scientific accomplishments resulted in significant improvements in health, health care and/or health research in Canada and around the world

### 3 Accelerate the Capture of Health and Economic Benefits of Health Research

#### GOAL 1: Reap the socioeconomic benefits from research through KT and partnerships

Five-Year Objectives	Performance Measures	Baseline 2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>Facilitate and strengthen partnerships between researchers and knowledge users and between CIHR and a variety of organizations to achieve impact</li> </ul>	<ul style="list-style-type: none"> <li>Number of partners<sup>10</sup></li> </ul>	277	279			
	<ul style="list-style-type: none"> <li>Leveraged partner contributions<sup>11</sup></li> </ul>	\$74.6M	\$78.9M			
<ul style="list-style-type: none"> <li>Facilitate innovation and commercialization by creating incentives for health researchers and private sector partners to work together to translate health research findings into improved health products, technologies and tools for Canadians</li> </ul>	<ul style="list-style-type: none"> <li>CIHR investments in commercialization programs<sup>12</sup></li> </ul>	\$21.9M	\$22.6M			
<ul style="list-style-type: none"> <li>Increase citizen engagement and public outreach initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Number of media citations (in both official languages)</li> </ul>	4,041	5,682			
	<ul style="list-style-type: none"> <li>Number of visitors to the CIHR website<sup>13</sup></li> </ul>	1.0M	1.0M			

<sup>10</sup> Note: This count only includes partners with a formal agreement with CIHR. Agreements may have a cash research contribution, in-kind contribution or operational budget amount.

<sup>11</sup> Note: Total leveraged partner contributions are estimates and include financial contributions from partners in the voluntary and private sectors as well as provincial health research funders that may or may not be administered by CIHR. Partner contributions as measured here do not include in-kind partner contributions and may not include all partner funds not administered by CIHR (i.e. international).

<sup>12</sup> Note: This count includes programs from the suite of commercialization programs as well as programs designed to advance the commercialization of health research, including industry-partnered programs.

<sup>13</sup> Note: Baseline data for CIHR web performance metrics starts from 2010–11. Researchers, parliamentarians and the media make up approximately 22% of the overall audience that can be identified.

### 3 Accelerate the Capture of Health and Economic Benefits of Health Research

#### GOAL 2: Enhance the application of research and its evaluation

Five-Year Objectives	Actions	2010-11	2011-12	2012-13	2013-14
• Advance the application of research and its evaluation	• Develop and implement KT innovations to move knowledge into action				
• Build capacity of both researchers and knowledge users to engage in KT	• Promote and support effective dissemination and exchange of research findings from CIHR investments with relevant knowledge users	Ongoing			
	• Develop and implement guides and tools to support end of grant KT and integrated KT for applicants and reviewers				
• Increase the number of researchers advancing the science of KT	• Launch new funding mechanisms that support KT science and build KT capacity				

#### 2010-11 Highlights of Results Achieved

- ✓ Partnered with Cochrane France and the province of Quebec to support the translation of health research abstracts
- ✓ Developed a Canadian branch to OrphaNet, the European rare disease and orphan drug information portal, to provide expert peer-reviewed information on rare diseases and orphan drugs to facilitate the diagnosis, care and treatment of patients with rare diseases
- ✓ Developed the Knowledge to Action Map, a framework and implementation strategy that will allow CIHR to gather, store, package, summarize and disseminate/exchange the results of research that it funds
- ✓ Expanded both the scope of eligibility and dollar amount of the KT supplement program, increasing its value to \$100K per grant
- ✓ Refocused the Meetings, Planning and Dissemination Grant Program into two streams: planning grants and dissemination grants
- ✓ Developed and launched a network catalyst grant to create and expand new KT networks





Five-Year Objectives	Performance Measures	Baseline 2009-10	2010-11	2011-12	2012-13	2013-14
• Advance the application of research and its evaluation	• CIHR expenditures in KT programs <sup>14</sup>	\$21.9M	\$32.2M			
• Build capacity of both researchers and knowledge users to engage in KT	• Number of CIHR-funded researchers and trainees involved in KT research <sup>15</sup>	1,581	2,113			
• Increase the number of researchers advancing the science of KT	• Number of KT grants awarded	450	653			

<sup>14</sup> Note: KT programs include specific programs in the suite of Core KT Programs as well as programs related to KT in the Core Open Operating Grant Program.

<sup>15</sup> Ibid.

# 4 Achieve Organizational Excellence, Foster Ethics and Demonstrate Impact

## GOAL 1: Advance organizational excellence and ensure transparency and accountability

Five-Year Objectives	Actions	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>Develop state-of-the-art human resource management practices across the organization</li> <li>Apply technology-based solutions across the organization</li> </ul>	<ul style="list-style-type: none"> <li>Implement human resources strategy and action plans</li> </ul>				
	<ul style="list-style-type: none"> <li>Develop and implement a three-year information-technology plan</li> <li>Design and implement an architecture framework (technology, information, business process) aimed at aligning services</li> <li>Develop and implement a health researcher database</li> </ul>	  			

### 2010-11 Highlights of Results Achieved





- ✓ Named one of the National Capital Region's Top 25 Employers
- ✓ Implemented an online human resources recruiting system
- ✓ Completed customer satisfaction surveys on IT system performance, which showed that:
  - 90% of Banting applicants and 74% of Banting peer reviewers found the system easy to use and efficient
  - 88% of Vanier Canada graduate scholarship applicants found the system easy to use and efficient
  - 80% of research administrators found the instructions easy to follow and the system easy to use
- ✓ Initiated design of the health researcher database to leverage the Common CV renewal project

Five-Year Objectives	Performance Measures	Baseline 2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>Develop state-of-the-art human resource management practices across the organization</li> </ul>	<ul style="list-style-type: none"> <li>Time to process individual performance awards (days)</li> </ul>	21	25			
	<ul style="list-style-type: none"> <li>Average number of paid sick days per user</li> </ul>	8.56	7.48			
	<ul style="list-style-type: none"> <li>Average number of training days per person</li> </ul>	3.31	3.48			
<ul style="list-style-type: none"> <li>Apply technology-based solutions across the organization</li> </ul>	<ul style="list-style-type: none"> <li>Availability of CIHR's key systems (ResearchNET)</li> </ul>	N/A				



# 4 Achieve Organizational Excellence, Foster Ethics and Demonstrate Impact

## GOAL 2: Evaluate the overall success of CIHR

Five-Year Objectives	Actions	 			
		2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>Ensure relevancy and effectiveness of CIHR programs</li> </ul>	<ul style="list-style-type: none"> <li>Implement a CIHR five-year evaluation plan</li> </ul>				
	<ul style="list-style-type: none"> <li>Complete CIHR's second International Review</li> </ul>				
	<ul style="list-style-type: none"> <li>Develop and implement strategies responding to recommendations made in CIHR's second International Review Report</li> </ul>				

### 2010-11 Highlights of Results Achieved

- ✓ Developed the 2010-11/2014-15 CIHR evaluation plan
- ✓ Completed an evaluation of salary support programs
- ✓ Designed evaluation frameworks for CIHR's Regenerative Medicine and Nanomedicine Initiative, Knowledge Translation Program and Open Operating Grant Program
- ✓ Participated in a second International Review led by an International Review Panel
- ✓ Developed one corporate and 13 institute impact assessment reports for the International Review Panel's consideration

Five-Year Objectives	Performance Measures	Baseline 2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>Ensure relevancy and effectiveness of CIHR programs</li> </ul>	<ul style="list-style-type: none"> <li>Number of corporate evaluations completed</li> </ul>	N/A	2			
	<ul style="list-style-type: none"> <li>Percentage of 2011 International Review recommendations addressed</li> </ul>	N/A				



# 4 Achieve Organizational Excellence, Foster Ethics and Demonstrate Impact

## GOAL 3: Foster a culture of ethical research by promoting and assisting the discussion and application of ethical principles to health research

Five-Year Objectives	Actions	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>Be nationally respected and internationally acknowledged for CIHR's role in the creation of health ethics knowledge and in its continuous translation into the highest standards of ethics and integrity in health research, policy and practice</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a health research ethics strategy</li> </ul>				
	<ul style="list-style-type: none"> <li>Enhance funding mechanisms to support the creation and foster the use of knowledge in health ethics</li> </ul>				
	<ul style="list-style-type: none"> <li>Develop and implement policies and guidelines to promote the ethical conduct of Canadian health researchers and institutions supported by CIHR</li> </ul>				

### 2010-11 Highlights of Results Achieved

- ✓ Developed the ethics framework for partnerships with the private sector and incorporated the framework into the *CIHR Partnership Handbook*
- ✓ Developed best practices for health research involving children and adolescents
- ✓ Drafted the 2nd edition of the Tri-Council Policy Statement, *Ethical Conduct for Research Involving Humans*
- ✓ Convened stakeholders to discuss streamlining ethics review of multicentre clinical trials and produced a report describing practical solutions to address inefficiencies in the current system
- ✓ Played a lead role in harmonizing the Tri-Agency Policy on Responsible Conduct of Research to address allegations of non-compliance
- ✓ Co-led the development of an approach for an accreditation system for Research Ethics Boards with Health Canada and Industry Canada



Five-Year Objectives	Performance Measures	Baseline 2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>Be nationally respected and internationally acknowledged for CIHR's role in the creation of health ethics knowledge and in its continuous translation into the highest standards of ethics and integrity in health research, policy and practice</li> </ul>	<ul style="list-style-type: none"> <li>Number of CIHR-funded researchers and trainees involved in ethics research<sup>16</sup></li> </ul>	223	251			
	<ul style="list-style-type: none"> <li>CIHR expenditures in ethics research<sup>17</sup></li> </ul>	\$1.4M	\$1.2M			

<sup>16</sup> Note: This count only includes programs launched by CIHR's Ethics Office.

<sup>17</sup> Ibid.

## 4 Achieve Organizational Excellence, Foster Ethics and Demonstrate Impact

### GOAL 4: Assess progress and impact by demonstrating the impacts of CIHR investments

Five-Year Objectives	Actions	 			
		2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>Build conceptual and technical infrastructure to track and demonstrate the impacts of health research and CIHR investments</li> </ul>	<ul style="list-style-type: none"> <li>Implement changes to requests for applications process to ensure clear objectives and performance measures are established</li> </ul>				
	<ul style="list-style-type: none"> <li>Develop and implement corporate-wide research classification system</li> </ul>				
	<ul style="list-style-type: none"> <li>Implement the CIHR Impact Assessment Framework through the completion of specific studies</li> </ul>				
	<ul style="list-style-type: none"> <li>Implement the Research Reporting System</li> </ul>				

### 2010-11 Highlights of Results Achieved

- ✓ Identified a new research classification system that will enable CIHR to report on its effectiveness in achieving its mandate and strategic directions
- ✓ Collaborated on the international impact assessment, *Retrosight: Understanding the returns from cardiovascular and stroke research* (2010)
- ✓ Launched the Research Reporting System to provide systematic, high-quality reporting of the results of funded research and provide evidence on the effectiveness of CIHR funding programs

Five-Year Objectives	Performance Measures	Baseline 2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> <li>Build conceptual and technical infrastructure to track and demonstrate the impacts of health research and CIHR investments</li> </ul>	<ul style="list-style-type: none"> <li>Number of Research Reporting System end-of-grant reports received</li> </ul>	N/A				