

CIHR Three-Year Implementation Plan and Progress Report 2012–15

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



Canadian Institutes of Health Research

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President's Message



As Canada's leading health research funder, the Canadian Institutes of Health Research (CIHR) must not only support the strongest science, we must also help build a research enterprise that

will translate knowledge into improved health and standards of care for Canadians.

That is why, in 2009, CIHR launched *Health Research Roadmap*, a five-year strategic plan. Roadmap presented four strategic directions to help CIHR achieve its goals. It was an ambitious plan, but over the past three years we have made great progress in meeting Roadmap's objectives.

In August 2011, CIHR and Health Canada officially launched the Strategy for Patient-Oriented Research (SPOR) after extensive consultation with stakeholders. The concept of patient-oriented research is at Roadmap's core. In Canada and the United States, it is estimated that less than half of clinical acts are evidence-based. Worse, an estimated 30% of clinical interventions are at best useless and at worse harmful. By focusing health research on patient's needs and integrating evidence at all levels of the health care system, we can improve health outcomes and enhance patients' health care experience. SPOR will provide a clear and shared sense of direction

that will bridge the gaps between basic research and clinical practice.

As part of the implementation of Roadmap, CIHR is increasing its strategic investments through Signature Initiatives. Since the approval of the original Signature Initiatives in January 2011, CIHR has launched a number of competitions and continued to engage and leverage external partnerships. Highlights from 2011–12 include the Genomics and Personalized Medicine Request for Applications in partnership with Genome Canada; the first Team Grant for the Community-Based Primary Health Signature Initiative; and the first Team Grant: Canadian Epigenetics, Environment, and Health Research Consortium. A new series of Signature Initiative competitions is planned for 2012–13.

CIHR has also continued to improve the way we operate as an organization. In February 2012, we released a design discussion document, outlining proposed reforms to our Open Suite of programs and peer review system. These reforms are intended to ensure the long-term sustainability of the Canadian health research enterprise. After releasing the discussion document, we asked the research community for feedback. We are carefully reviewing all of the comments received before announcing our design decisions.

For the past three years, Roadmap has provided a strong vision for health research in Canada. As we continue to follow this vision, we will assess our progress and consider our next steps.

Alain Beaudet, MD, PhD

President

Canadian Institutes of Health Research

About CIHR

Mandate

The mandate of 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 2012, CIHR supports over 13,639 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.

CIHR's 13 Institutes

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

What's new

The *Three-Year Implementation Plan and Progress Report 2012–15* includes performance information for each of the strategic directions. Certain performance indicators have been refined. Some of the data in previous fiscal years have been restated in order to reflect current definitions and revisions to indicators over the time period. Further details on definitions and explanations for the changes are available upon request.

Legend			
	= Completed		= Current year
	= Extended timeline		= Data available in future

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 and Banting Postdoctoral Fellowships program delivery with NSERC and SSHRC				
		• Design new programs to foster multidisciplinary training				

Five-Year Objectives		Performance Measures	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 ¹	3,055	3,049	2,580		
• Attract and retain the best postdoctoral fellows		• Number of postdoctoral fellows directly supported by CIHR	737	736	699		
• Attract and retain the best early career researchers		• Number of early career researchers directly supported by CIHR	1,261	1,170	1,032		

2011-12 Highlights of Results Achieved

- ✓ Training program scan underway, being used to inform the development of a new CIHR training strategy.
- ✓ Funded 24 Banting postdoctoral fellowships and 56 Vanier scholarships.

- ✓ Funded 7 Science Policy fellowships to promote researcher involvement in developing and informing public policy.

¹ The relative drop in the number of trainees and postdoctoral fellows supported by CIHR in 2011-12 was attributable to temporary funding from the Government of Canada's Economic Action Plan (EAP) coming to an end, which had provided for an additional 400 Canada Graduate Scholarship (CGS) masters scholarships in the 2009 and 2010 competitions. The EAP also provided for an additional 200 doctoral scholarships in 2009 to be funded over the following 3 years. We expect to see the drop in FY 2012-13.

1 Invest in World-Class Research

GOAL 2: Select and sustain research excellence

Five-Year Objectives		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				

Five-Year Objectives		2009-10	2010-11	2011-12	2012-13	2013-14
• Strengthen peer review	• Number of reviewers that participated in CIHR review processes	2,682	2,750	2,720		
	• Number of peer reviewers trained	n/a	n/a	n/a		
	• Estimated number of peer review work days per reviewer	n/a	n/a	5.9 days		
• Improve funding mechanisms to support health research	• CIHR investment in Open Operating Grants program	\$430.5M	\$444.6M	\$456.2M		
	• Number of researchers supported in open research program ²	6,473	6,697	6,915		
	• Excellence of research supported:					
	Canada – ARIF / ARC ³	1.20 / 1.36	1.22 / 1.42	1.22 / 1.40		

2011-12 Highlights of Results Achieved

- ✓ Implemented a peer review survey to establish, monitor, and review workload of peer reviewers.
- ✓ Developed peer review training and evaluation strategies.
- ✓ Published Design Discussion document on the proposed design of CIHR's new open suite of programs as part of engagement with research community. Conducted extensive consultations with the

research community and key partners on the proposed changes to the open research programs and peer review enhancement; this included discussions with over 80 institutions, partners and associations.

- ✓ Managed funding envelope for Open Operating Grants competition to sustain a minimum of 800 new grants per year.

² Includes the number of researchers with a role as nominated principal investigator, principal investigator or co-investigator on a grant.

³ Indicators for Canada, not specific to CIHR. ARIF: average relative impact factor; Source: Observatoire des sciences et des technologies (OST), SCI-Expanded. ARC: average relative citation factor; Source: OST, SCI-Expanded.

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"> Attract and retain the best international scholars and experts to Canada Increase number of international partners investing with CIHR 		<ul style="list-style-type: none"> Review and reform funding programs to attract and retain international researchers 				
		<ul style="list-style-type: none"> Develop and implement a new CIHR international strategy 				
		<ul style="list-style-type: none"> Foster key international partnerships 				
		<ul style="list-style-type: none"> Lead the development of international health research consortia 				
		<ul style="list-style-type: none"> Develop and implement a global health research strategy 				

Five-Year Objectives		Performance Measures	2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> Attract and retain the best international scholars and experts to Canada Increase number of international partners investing with CIHR 		<ul style="list-style-type: none"> Number of international researchers recruited to Canada as a result of CIHR programs^{4,5} 	31	32	22		
		<ul style="list-style-type: none"> Number of active international partnership agreements 	43	49	50		
		<ul style="list-style-type: none"> CIHR investment in international programs linked to agreements 	\$17.1M	\$22.4M	\$27.2M		
		<ul style="list-style-type: none"> Leveraged partner contributions through international agreements⁶ 	\$50.4M	\$57.7M	\$32.9M		
		<ul style="list-style-type: none"> CIHR investments in building research capacity in low- and middle-income countries 	\$25.6M	\$28.8M	\$26.9M		

⁴ Count only includes international researchers recruited by the Vanier Canada Graduate Scholarships program, Banting Postdoctoral Fellowships program and Canada Research Chairs program.

⁵ The relative drop in international researchers recruited to Canada in 2011-12 was attributable to temporary funding from the Government of Canada's Economic Action Plan (EAP) coming to an end, which included CGS masters scholarships in 2009 and 2010 competitions and an additional 200 doctoral scholarships in 2009 over the following 3 years.

⁶ The drop in leveraged partner contributions through international agreements this year is largely attributable to CIHR partners' existing contributions coming to an end (e.g. \$15M from the Structural Genomics Consortium).

1 Invest in World-Class Research

GOAL 3: Promote interdisciplinary and international innovation

2011-12 Highlights of Results Achieved

- ✓ Renewed the Global Health Research Initiative until 2016 in partnership with the Canadian International Development Agency and the International Development Research Centre.
- ✓ Established international research partnerships as part of CIHR's Signature Initiatives:
 - Epigenetics of stem cells with the Japan Science and Technology Agency.
 - Community-based primary health care with the Australian Primary Health Care Research Institute and the Health Research Council of New Zealand.
 - Evidence-informed Health Care Renewal Initiative with the European Observatory.
- ✓ Renewed a trilateral cooperation with the National Health and Medical Research Council of Australia and the Health Research Council of New Zealand to improve Indigenous peoples' health.
- ✓ CIHR, in collaboration with Genome Canada, became a founding member with the EU and NIH of the International Rare Diseases Research Consortium. The consortium coordinates and provides guidance to optimize international efforts in rare diseases research among the participating organizations with the goal of delivering 200 new therapies for rare diseases and diagnostic tests for all rare diseases by 2020.

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"> Establish a comprehensive process for selecting strategic priorities 	<ul style="list-style-type: none"> Develop and implement a new strategic investment planning process 				
	<ul style="list-style-type: none"> Develop and implement a program design framework 				
<ul style="list-style-type: none"> Identify and launch strategic initiatives with clear and measurable objectives that are aligned to strategic priorities and designed to achieve the desired impact 	<ul style="list-style-type: none"> Identify and launch strategic initiatives 	Ongoing			
	<ul style="list-style-type: none"> Monitor and evaluate strategic initiatives 	Ongoing			

Five-Year Objectives	Performance Measures	2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> Identify and launch strategic initiatives with clear and measurable objectives that are aligned to strategic priorities and designed to achieve the desired impact 	<ul style="list-style-type: none"> CIHR investment in strategic initiative research 	\$268.1M	\$287.9M	\$287.6M		
	<ul style="list-style-type: none"> Number of strategic requests for applications launched 	117	89	63		
	<ul style="list-style-type: none"> Total number of the Roadmap Signature Initiatives that have launched funding opportunities 	1	4	1		

2011-12 Highlights of Results Achieved

- ✓ Launched Canada's Strategy for Patient-Oriented Research (SPOR), a transformative research initiative that places patients at the centre of health care.
- ✓ Launched Community-based primary health care initiative on Chronic Disease Prevention and Management and Access to Care for Vulnerable Populations.
- ✓ Launched a joint program, Large-Scale Applied Research Project Competition in Genomics and Personalized Health, to demonstrate how genomics-based research can contribute to a more evidence-based approach to health and improving the cost-effectiveness of

the health care system, partnering with Genome Canada and the Cancer Stem Cell Consortium (competition total: \$135M).

- ✓ Launched the Inflammation in Chronic Disease signature initiative, which is a national initiative to break down silos and bring the inflammation community together to transform clinical outcomes for all patients suffering from inflammation.
- ✓ Implemented planning and monitoring processes to improve the focus, coherence and impact of CIHR's strategic investments, resulting in a decrease in requests for applications.

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"> CIHR will focus its activities on the following five broad priorities: <ul style="list-style-type: none"> Enhance patient-oriented care and improve clinical results Support a high-quality, accessible and sustainable health care system Reduce health inequities of Aboriginal peoples and other vulnerable populations Prepare for and respond to existing emerging threats to health Promote health and reduce the burden of chronic disease and mental illness 	<ul style="list-style-type: none"> In collaboration with partners, researchers and other key stakeholders, develop strategies to address specific priorities that identify key gaps and opportunities and propose solutions 		Ongoing		
	<ul style="list-style-type: none"> Launch strategic initiatives to advance knowledge, build capacity and translate knowledge for the benefit of Canadians 		Ongoing		
	<ul style="list-style-type: none"> 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 		Ongoing		

2011-12 Highlights of Results Achieved

Enhance patient-oriented care and improve clinical results

- ✓ Implemented an overall national governance structure for the patient-oriented research strategy which includes representatives from provinces, territories, patient groups, researchers, research institutions, partners, industry and the federal government.
- ✓ Initiated a process to identify targeted patient-oriented networks.
- ✓ Engaged with jurisdictional partners to establish a framework for Support for People and Patient-Oriented Research and Trials (SUPPORT) units.
- ✓ As part of the Personalized Medicine initiative, supported nine teams in rare diseases in partnership with five voluntary health organizations representing an \$18.5M investment aimed at improving the lives of people with rare diseases.
- ✓ Established partnership with Canada's Research-Based Pharmaceutical Companies (Rx&D) Health Research Foundation, committing \$6M (\$3M from each partner) towards the Fostering Innovation in Health Care Initiative.

2 Address Health and Health System Research Priorities

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

2011-12 Highlights of Results Achieved

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

- ✓ As part of the Evidence-Informed Health Care Renewal Initiative, partnered with 13 provincial and territorial ministries to address key questions from ministries related to governance, sustainability and financing of the health care system.
- ✓ Through the Drug Safety and Effectiveness Network (DSEN), addressed priority questions on post-market drug safety and effectiveness.
- ✓ As part of the Community-Based Primary Health Care Initiative, launched a competition to support a number of large research teams focused on community-based primary health care.

Reduce health inequities of Aboriginal peoples and other vulnerable populations

- ✓ Partnered with the First Nations and Inuit Health Branch at Health Canada to support highly relevant intervention research projects to strengthen and improve policies and programs that positively impact on the health of First Nations, Inuit and Métis (Aboriginal) peoples.
- ✓ As part of the HIV/AIDS Research Initiative, launched a catalyst grant program in partnership with the Public Health Agency of Canada (PHAC) and the First Nations and Inuit Health Branch to understand and improve the situation of HIV/AIDS within Aboriginal populations across Canada.

Prepare for and respond to existing emerging threats to health

- ✓ Partnered with national AIDS services organizations, the Mental Health Commission of Canada and PHAC to support large research teams working to improve the health of people living with HIV in Canada.
- ✓ Partnered with the United Kingdom High Commission to host an international workshop on environmental exposure and threats to human health, which brought together more than 60 government and academic researchers from Canada, the United Kingdom and the United States to synthesize research expertise and develop future priorities.
- ✓ Hosted a workshop in collaboration with PHAC and the National Collaborating Centre for Infectious Diseases to examine how H1N1 pandemic health systems research results can be used to inform decision making and better prepare Canada for future pandemics.

2 Address Health and Health System Research Priorities

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

2011-12 Highlights of Results Achieved

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

- ✓ Funded the Epigenomics Platform program as part of the Canadian Epigenetics, Environment and Health Research Consortium (CEEHRC), in partnership with regional genome funding agencies (\$15M over 5 years).
- ✓ Launched a series of multidisciplinary Team grant funding opportunities as part of CEEHRC with multiple partners (total: \$24.5M over 5 years).
- ✓ As part of International Collaborative Research Strategy for Alzheimer's Disease (ICRSAD) initiatives, Canadian, international and inter-sectoral partnerships were initiated and further developed, including:
 - Funded three grants under the 'China-Canada: Alzheimer's Disease and Related Disorders' funding opportunity, and re-launched the partnered program with the National Natural Science Foundation of China;
 - Funded seven grants through the International Network of Centres of Excellence in Neurodegeneration (COEN) Catalyst Grant Initiative, partnering with Belgium, Germany, Ireland, Italy and the United Kingdom; and
 - Contributed to the Canadian Alzheimer's Disease Neuroimaging Initiative (ADNI-2) sites, an initiative led by the Foundation for the U.S. National Institutes of Health (NIH).
- ✓ Engaged over 150 researchers, clinicians, consumers/patients and other stakeholders in an Inflammation in Chronic Disease Consensus Conference to examine opportunities for research and collaboration in this area.

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"> Facilitate and strengthen partnerships between researchers and knowledge users and between CIHR and a variety of organizations to achieve impact 	<ul style="list-style-type: none"> Assess the current suite of integrated knowledge translation funding mechanisms to identify best practices, and design and implement improvements as appropriate 				
	<ul style="list-style-type: none"> Implement improved partnership practices 	Ongoing			
<ul style="list-style-type: none"> Support evidence-informed policy making to improve health and the health system at the provincial, territorial and federal levels 	<ul style="list-style-type: none"> Implement and deliver programs to support evidence-informed policy making and increase policy makers' access to high-quality evidence 				
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Assess current funding mechanisms and design and implement improvements, as appropriate, to reflect the changing commercialization environment 				
<ul style="list-style-type: none"> Increase citizen engagement and public outreach initiatives 	<ul style="list-style-type: none"> Develop and implement tools and resources to increase external participation and uptake in citizen engagement activities 				
	<ul style="list-style-type: none"> Develop and implement communication and engagement strategies to elevate CIHR's profile nationally and internationally 				

Five-Year Objectives	Performance Measures	2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> Facilitate and strengthen partnerships between researchers and knowledge users and between CIHR and a variety of organizations to achieve impact 	<ul style="list-style-type: none"> Number of partnership agreements 	277	283	299		
	<ul style="list-style-type: none"> Leveraged partner contributions 	\$74.6M	\$78.9M	\$89.7M		
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> CIHR investment in commercialization programs 	\$21.9M	\$22.6M	\$24.9M		
<ul style="list-style-type: none"> Increase citizen engagement and public outreach initiatives 	<ul style="list-style-type: none"> Number of media citations (in both official languages) 	5,084	5,650	8,011		
	<ul style="list-style-type: none"> Number of visitors to the CIHR website 	1.0M	1.0M	0.7M		

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

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

2011-12 Highlights of Results Achieved

Partnerships

- ✓ Held an Evidence-Informed Healthcare Renewal (EIHR) Roundtable with over 30 participating organizations on research and research evidence related to financing, governance and sustainability of the health care system.
- ✓ Initiated the development of an EIHR portal that catalogues evidence related to financing, governance and sustainability of the health care system.
- ✓ In partnership with the Parkinson Society Canada and CIHR-INMHA, CIHR launched *A Guide to the Non-Motor Symptoms of Parkinson's Disease*, designed to help people with Parkinson's disease recognize and manage non-motor symptoms.

Evidence-informed policy making

- ✓ Held 13 Best Brains Exchanges with provincial and federal ministries to support evidence-informed decision making, with topics ranging from "Healthy Aging and Technology" to "Slowing the Growth of Health Care Expenditures", to "Managing System Change in Chronic Disease Management in Primary Health Care".
- ✓ Successfully partnered with ministries of Health across the country to launch the EIHR Expedited Knowledge Synthesis program and Health Care Policy Analysis funding opportunity incorporating key questions from ministries related to health care renewal.

Commercialization

- ✓ Reported on the nature and size of the pharmaceutical industry's investment spending in Canada jointly with Canada's Research-Based Pharmaceutical Companies (Rx&D), Industry Canada, and the Patented Medicine Prices Review Board (PMPRB).
- ✓ Launched a refreshed version of the Collaborative Health Research program with NSERC and assumed the administrative lead for the program.

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

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

2011-12 Highlights of Results Achieved

Citizen engagement and public outreach

- ✓ CIHR's Institutes and branches hosted 25 conferences, planning meetings and forums involving and engaging citizens.
- ✓ 19 CIHR Funding Opportunities included the Citizen Engagement Framework in the General Guidelines in order to encourage researchers to engage citizens in their research process.
- ✓ Published CIHR's *Citizen Engagement in Health Casebook* to facilitate knowledge translation and exchange about citizen engagement in health within the Canadian health sector and to learn from these examples for future practice and policy.
- ✓ CIHR and 85 funding partners hosted 106 Café Scientifiques and attracted more than 5,500 people to the Café Scientifique blog.

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		2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> Advance the application of research and its evaluation Build capacity of both researchers and knowledge users to engage in KT 	<ul style="list-style-type: none"> Develop and implement knowledge translation (KT) innovations to move knowledge into action 		✓		
	<ul style="list-style-type: none"> Promote and support effective dissemination and exchange of research findings from CIHR investments with relevant knowledge users Develop and implement guides and tools to support end-of-grant KT and integrated KT for applicants and reviewers 		Ongoing		
<ul style="list-style-type: none"> Increase the number of researchers advancing the science of KT 	<ul style="list-style-type: none"> Launch new funding mechanisms that support KT science and build KT capacity 		✓		

Five-Year Objectives		2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> Advance the application of research and its evaluation 	<ul style="list-style-type: none"> CIHR expenditures in KT programs 	\$21.9M	\$32.2M	\$29.7M		
<ul style="list-style-type: none"> Build capacity of both researchers and knowledge users to engage in KT 	<ul style="list-style-type: none"> Number of CIHR-funded researchers and trainees involved in KT research 	1,581	2,113	1,706		
<ul style="list-style-type: none"> Increase the number of researchers advancing the science of KT 	<ul style="list-style-type: none"> Number of KT grants awarded 	450	653	636		

2011-12 Highlights of Results Achieved

- ✓ Launched the Expedited Knowledge Synthesis funding opportunity on Suicide Prevention.
- ✓ In collaboration with Health Canada, CIHR launched a new Science Policy Fellowship program for highly qualified researchers to learn current Canadian health policy activities and the science/policy interface.
- ✓ Produced a new education module: "A Guide to Evaluation in Health Research" and "Guide to Knowledge Translation Planning at CIHR: Integrated and End-of-Grant Approaches".
- ✓ Implemented program changes to Partnerships for Health System Improvement (PHSI), increasing the grant amount to better reflect the scope of the projects that are supported through the program and the resources required to conduct research with an integrated KT approach.

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"> Develop state-of-the-art human resource management practices across the organization Apply technology-based solutions across the organization 	<ul style="list-style-type: none"> Implement human resources strategy and action plans 	Ongoing			
	<ul style="list-style-type: none"> Develop and implement a three-year information technology plan Design and implement an architecture framework (technology, information, business process) aimed at aligning services Develop and implement a health researcher database 				

Five-Year Objectives	Performance Measures	2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> Develop state-of-the-art human resource management practices across the organization 	<ul style="list-style-type: none"> Time to process individual performance awards (days) 	21	25	20		
	<ul style="list-style-type: none"> Average number of paid sick days per user 	8.56	7.48	8.24		
	<ul style="list-style-type: none"> Average number of training days per person 	3.31	3.48	3.32		
	<ul style="list-style-type: none"> Average number of months to staff a critical position vacancy 	n/a	2.56	3.7		
<ul style="list-style-type: none"> Apply technology-based solutions across the organization 	<ul style="list-style-type: none"> Proportion of CIHR employees on new Electronic Records and Document Management – target: 100% by March 2015 	0%	0%	11.6%		
	<ul style="list-style-type: none"> Availability of CIHR internal systems – target: 99.5% 	99.86%	99.97%	99.89%		
	<ul style="list-style-type: none"> IT spending as a % of CIHR operational costs 	11.6%	11.5%	10.3%		
	<ul style="list-style-type: none"> % of requests to Help Desk from external clients that are closed within defined service levels 	n/a	n/a	99.3%		

2011-12 Highlights of Results Achieved

- ✓ Named one of the National Capital Region's Top 25 Employers.
- ✓ Launched e-Monitoring Phase 1 in August 2011 providing a more efficient and comprehensive review of the risks associated with third-party administration of grants and awards. Twenty-seven institutions participated in the pilot.
- ✓ Successfully rolled out Electronic Records and Document Management System (Infonet) pilot to six CIHR units, which will allow CIHR to better manage its electronic information.

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"> Ensure relevancy and effectiveness of CIHR programs 	<ul style="list-style-type: none"> Implement a CIHR five-year rolling evaluation plan 					
	<ul style="list-style-type: none"> Complete CIHR's second International Review 		✓			
	<ul style="list-style-type: none"> Develop and implement strategies responding to recommendations made in CIHR's second International Review Report 					

Five-Year Objectives		Performance Measures	2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> Ensure relevancy and effectiveness of CIHR programs 	<ul style="list-style-type: none"> Number of evaluations completed 		5	1	1		
	<ul style="list-style-type: none"> Number of action plans implemented to address the 16 recommendations of the International Review Panel 	<ul style="list-style-type: none"> Actions addressed 	n/a		2		

2011-12 Highlights of Results Achieved

- ✓ Refreshed CIHR's Five-Year Evaluation Plan.
- ✓ Completed the International Review Panel (IRP) Report and posted recommendations and management response on CIHR website.
- ✓ Completed the design and data collection for evaluations of CIHR's Regenerative Medicine and Nanomedicine Initiative, Knowledge Translation program and Open Operating Grants program.

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"> 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 	<ul style="list-style-type: none"> Develop and implement a health research ethics strategy 				
	<ul style="list-style-type: none"> Enhance funding mechanisms to support the creation and foster the use of knowledge in health ethics 				
	<ul style="list-style-type: none"> Develop and implement policies and guidelines to promote the ethical conduct of Canadian health researchers and institutions supported by CIHR 				

Five-Year Objectives	Performance Measures	2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Number of CIHR-funded researchers and trainees involved in ethics research 	388	473	486		
	<ul style="list-style-type: none"> CIHR expenditures in ethics research 	\$11.1M	\$11.3M	\$11.1M		

2011-12 Highlights of Results Achieved

- ✓ Contributed to building ethics capacity in Canada via support of several funding opportunities and strategic partnerships with Institutes.
- ✓ Created the SPOR Health Research Ethics Review External Advisory Committee to develop tools to streamline the research ethics review process for Canadian research ethics boards (REBs) involved in clinical trial research review.
- ✓ Contributed to the integration of KT by partnering with the Canadian Coalition for Global Health Research in the development of a database of Canadian-sponsored research in developing countries.

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"> Build a conceptual and technical infrastructure to track and demonstrate the impacts of health research and CIHR investments 		<ul style="list-style-type: none"> Implement changes to requests for applications process to ensure clear objectives and performance measures are established 				
		<ul style="list-style-type: none"> Develop and implement a corporate-wide research classification system 				
		<ul style="list-style-type: none"> Implement the CIHR Impact Assessment Framework through the completion of specific studies 		✓		
		<ul style="list-style-type: none"> Implement the Research Reporting System 		✓		

Five-Year Objectives		Performance Measures	2009-10	2010-11	2011-12	2012-13	2013-14
<ul style="list-style-type: none"> Build a conceptual and technical infrastructure to track and demonstrate the impacts of health research and CIHR investments 		<ul style="list-style-type: none"> Number of Research Reporting System end-of-grant reports received 	n/a	n/a	224		

2011-12 Highlights of Results Achieved

- ✓ Launched the Research Reporting System for the Open Operating Grants program in order to systematically collect information on the results of funded research and provide evidence on the effectiveness of CIHR funding programs.