



Canadian Institutes of Health Research

2019–20

Departmental Plan

The Honourable Ginette Petitpas Taylor, P.C., M.P.
MINISTER OF HEALTH

Canadian Institutes of Health Research (CIHR)

At the Canadian Institutes of Health Research (CIHR), we know that research has the power to change lives. As Canada's health research investment agency, we collaborate with partners and researchers to support the discoveries and innovations that improve our health and strengthen our health care system.

Canadian Institutes of Health Research

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Minister's message

I am pleased to present the 2019–20 Departmental Plan of the Canadian Institutes of Health Research (CIHR).

2020 will mark CIHR's 20th anniversary, providing us with an opportunity to celebrate the agency's contributions to building Canada's exceptional health research community and improving the health of Canadians over a generation.

Among CIHR's top priorities for the coming year will be the development of a new strategic plan, which will be launched in 2020. This strategic plan will allow CIHR to establish priorities for research investment that will address the most pressing health challenges we face as a nation – both now and into the future. The plan will bring a renewed focus on supporting the lifespan of the investigator, as well as ensuring equity in funding. This exercise will be an open, transparent process that will engage the entire agency, the research community, our stakeholders, and the Canadian public.

Following the legalization and regulation of cannabis, CIHR will continue to play an important role in supporting research to inform public policy on this front. CIHR grants will provide opportunities for Canadian researchers to enhance our understanding of the potential benefits and harms of cannabis use, and to help develop practical and effective policies, programs, and services.

Post-Traumatic Stress Disorder and Injury (PTSD/PTSI) are conditions that affect many Canadians – from athletes, to military veterans, to public safety personnel, and many others. Building on previous investments in brain and mental health research, CIHR will continue to support research projects focused on understanding and preventing PTSI and PTSD. It is my sincere hope that these research efforts will produce findings that will help alleviate the suffering experienced by these individuals.

CIHR and its Tri-Agency partners will also play a leadership role in the management and administration of the New Frontiers in Research Fund. Supported through the Canada Research Coordinating Committee, this fund will support international, multidisciplinary, high-risk, and rapid-response research aimed at generating new knowledge that will have a transformative impact on the health of Canadians.

On behalf of CIHR, I invite you to read this 2019–20 Departmental Plan to learn more about how CIHR's investments are helping to improve our health and strengthen our health care system.

The Honourable Ginette Petitpas Taylor, P.C., M.P.

Minister of Health



Plans at a glance and operating context

As per the *Canadian Institutes of Health Research Act*,ⁱ CIHR plays an important role in improving health outcomes for Canadians and people around the world, and contributes to strengthening the Canadian health care system. Over the past five years, CIHR's *Health Research Roadmap II*ⁱⁱ has provided the strategic direction that has guided CIHR and its *13 Institutes*ⁱⁱⁱ in delivering on this vision.

In 2019–20, CIHR will once again work with its *Governing Council members*,^{iv} *Scientific Directors*,^v Institutes, partners, the research community, and other stakeholders to develop a new strategic plan that will establish a vision for health research for the next generation, starting with the identification of new research priorities for the next five years. This process will involve consultations that will help determine how best to improve health systems and health outcomes for Canadians.

CIHR is committed to promoting health research that meets the highest standards of excellence and ethics. CIHR also remains committed to ensuring that its programs and peer review processes fund participants equitably, in accordance with its *Equity Strategy*.^{vi} In addition, as part of the *Ethics Action Plan*,^{vii} CIHR will release the third Ethics Performance Measurement Report, which details its performance against metrics set out in the *Performance Measurement Strategy*.^{viii}

CIHR will also continue to collaborate with its *Tri-Agency partners*^{ix} to support shared programs to enhance Canada's research capacity. Together, the agencies will invest in talented people, research excellence, and infrastructure, and facilitate knowledge translation and mobilization to help foster a culture of social and commercial innovation.

Budget 2018 announced the creation of the *New Frontiers in Research Fund*.^x The *Canada Research Coordinating Committee (CRCC)*^{xi} designed the Fund, which is administered by the Tri-Agency Institutional Programs Secretariat, on behalf of Canada's three research granting agencies.

CIHR will achieve its mandate through its Core Responsibility – Funding Health Research and Training – by focusing on its three Departmental Results.

Departmental Result 1: Canada's health research is internationally competitive

In 2019–20, to address the complex health and scientific challenges of a continuously changing landscape, CIHR will continue to redesign and refine its *Programs*^{xii} under the Investigator-Initiated Research Program. This Program is designed to support researchers at any career stage in conducting health-related research and knowledge translation projects.

Collaborations with national and international partners are critical to establishing priorities and integrating the diverse perspectives required to advance the boundaries of health knowledge. Through its Research in Priority Areas Program, CIHR will continue to strengthen its relationships with international partners through bi-lateral and multi-lateral arrangements and

participation in international consortia. Furthermore, CIHR will offer new funding opportunities with one or more global partners to foster international collaboration for Canadian health researchers.

Departmental Result 2: Canada’s health research capacity is strengthened

CIHR will adopt a research life-cycle approach to capacity building, in an effort to optimize the development of talent for both research and professional careers. New commitments that build on our [Health Research Training Strategy](#)^{xiii} will target early career health researchers to position Canada’s next generation for success as leaders in their fields. This will include the launch of a Strategy for Patient-Oriented Research (SPOR) [Capacity Development Initiative](#)^{xiv} to address national gaps in patient-oriented research career development, training, and coordination.

In alignment with the Equity Strategy and with the Health Portfolio’s [Sex and Gender-Based Analysis Policy](#),^{xv} CIHR will continue to implement a [Gender Based Analysis Plus \(GBA+\) Framework](#),^{xvi} which will involve collaboration with sister agencies to promote equitable practices across Canada’s health research system. In May 2018, in collaboration with NSERC and SSHRC, CIHR implemented a Self-Identification Questionnaire to collect applicant data on five equity dimensions (gender, age, visible minority identity, Indigenous identity, disability). Collecting data on these important equity dimensions will allow us to monitor the equity performance of our funding programs and will inform evidence-based policy solutions designed to increase equity, diversity and inclusion among all those involved in the research enterprise.

To improve the health and well-being of Indigenous peoples, CIHR will support [Indigenous Health Research \(IHR\)](#)^{xvii} within the [Network Environments for Indigenous Health Research Initiative \(NEIHR\)](#).^{xviii} Working closely with Indigenous communities, this initiative will take a broad and comprehensive approach to IHR and capacity building in order to enhance research and knowledge translation in this area.

Departmental Result 3: Canada’s health research is used

As part of the Government of Canada’s commitment to support the mental wellness of Public Safety Personnel (PSP), CIHR will support the development of new research evidence and tools to address existing and emerging gaps in [Post-Traumatic Stress Injuries \(PTSI\)](#).^{xix} CIHR will work with the [Canadian Institute for Public Safety Research and Treatment](#)^{xx} to develop a national research consortium on PTSI among PSP to support research and knowledge translation activities in areas of research expertise and strategic importance.

In 2019–20, CIHR will also mobilize Canada’s best research and innovation talent to address societal challenges. CIHR will remain responsive to targeted Government priorities and emerging threats through its partnerships and major initiatives, such as the [Federal Initiative to Address HIV / AIDS in Canada](#),^{xxi} [Antimicrobial Resistance Initiatives](#),^{xxii} the [Canadian Drugs and Substances Strategy \(CDSS\)](#)^{xxiii} and [SPOR](#).^{xxiv}

For more information on CIHR’s plans, priorities and planned results, see the “Planned results” section of this report.

Planned results: what we want to achieve this year and beyond

Core Responsibility

Funding Health Research and Training

Description

The Canadian Institutes of Health Research is Canada's health research investment agency. By funding research excellence, CIHR supports 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. This is done by providing grants that fund health research and/or provide career and training support to the current and next generation of researchers.

Planning highlights

To achieve its Departmental Results, CIHR will continue to promote excellence, creativity and breadth in health research and knowledge translation by supporting leading researchers and important advances in health.

Departmental Result 1: Canada's health research is internationally competitive

As part of its mission, CIHR seeks to lead, stimulate and facilitate effective national and international partner collaborations in health research that benefit Canadians and the global community. CIHR will continue to contribute to domestic and international health research through the following actions and initiatives:

- i) Promoting a culture of collaboration in the international research environment

In collaboration with its international partners, such as the Department of Biotechnology in India, the South African Medical Research Council and the World Health Organization, CIHR will continue to provide leadership to the [Healthy Life Trajectories Initiative \(HeLTI\) Linked International Intervention Cohorts](#).^{xxv} These linked cohorts will implement interventions focused on risk factors for non-communicable diseases.

In partnership with the National Health and Medical Research Council of Australia and the Health Research Council of New Zealand, CIHR is continuing to collaborate on mutual priorities to improve the health and wellness of Indigenous peoples through research.

CIHR will also be a leading funder in the [Joint Programming Initiative on Antimicrobial Resistance](#),^{xxvi} comprised of 27 countries, and maintain its international leadership in the development of a Virtual Research Institute – a global platform for scientific interaction and research capacity-building, covering the One Health Spectrum.

- ii) Supporting World-Class Researchers through its Investigator-Initiated Research Program

CIHR will continue to invest in its Investigator-Initiated Research Program to support health research in diverse and emerging fields by funding high-impact research projects.

Departmental Result 2: Canada's health research capacity is strengthened

CIHR aims to build capacity and support the health research landscape by providing funding which supports training and salaries to researchers and academic organizations. Canada has a strong record of accomplishment in health research; however, continual efforts are required to strengthen capacity in new areas of science and to invest in the next generation of highly qualified health research personnel. These investments are designed to demonstrate excellence and the potential impact the research will have on health systems and/or health outcomes by:

i) Establishing strong foundations in Indigenous health

CIHR supports innovative community-based research such as the [Network Environments for Indigenous Health Research initiative](#),^{xxvii} which aims to establish a national network of centres focused on capacity development, research, and knowledge translation. Through the [Indigenous Healthy Life Trajectories Initiative \(I-HeLTI\)](#),^{xxviii} CIHR will support research teams to build the infrastructure and capacity to conduct an Indigenous-driven Intervention Cohort Research Study. I-HeLTI will take a Developmental Origins of Health and Disease (DOHaD) approach, supporting the development, implementation, testing and evaluation of Indigenous-focused early interventions designed to improve health outcomes in later life for Indigenous peoples. In addition, the [Pathways to Health Equity for Aboriginal Peoples Initiative](#)^{xxix} will continue to support implementation research through grants focused on the scale-up of promising interventions in Indigenous communities.

ii) Equity-based research and considerations

As part of the CIHR's Equity Strategy and vision, CIHR is a signatory of the Government of Canada's [Health Portfolio Sex and Gender-Based Analysis \(SGBA\) Policy](#).^{xxx} In 2019–20, building on the recently published CIHR [Gender Based Analysis Plus \(GBA+\) Framework](#),^{xxxi} CIHR (in collaboration with the other funding agencies) will focus on three streams of action: SGBA in research for impactful science – an equitable funding system for a diverse research community; an equitable and GBA+ aware work environment; and, equitable practices across health research system stakeholders. CIHR, NSERC and SSHRC developed a Tri-Agency Equity, Diversity and Inclusion (EDI) and Early Career Researcher (ECR) Action Plan in response to the recommendations within the [Fundamental Science Review](#),^{xxxii} and to address subsequent priorities outlined by the Canada Research Coordinating Committee related to EDI/ECR. The Plan was recently approved by Treasury Board and a public version will be made available in spring 2019.

iii) Strengthening training and career support

CIHR is adopting a research life cycle approach to research capacity building. The agency will expand its [Health Research Training Strategy](#)^{xxxiii} with opportunities for hands-on

experience in diverse training environments, on-line learning, and networking workshops, as well as advance new strategic commitments to optimize the onboarding and development of talent in the research and professional career lifecycles.

To achieve Departmental Result 2 – Canada’s health research capacity is strengthened, CIHR and its Tri-Agency partners will:

- Fund approximately 530 Canada Graduate Scholarships at the masters and doctoral levels, 56 new [Vanier CGS](#)^{xxxiv} and 23 new [Banting postdoctoral fellowships](#),^{xxxv}
- Support Canada’s post-secondary institutions through the [Canada First Research Excellence Fund \(CFREF\)](#);^{xxxvi}
- Support 24 researchers through the [Canada 150 Research Chairs](#);^{xxxvii}
- Support at least 615 new and established researchers through the [Canada Research Chairs](#)^{xxxviii} program; and
- Support 19 researchers through the [Canada Excellence Research Chairs](#)^{xxxix} program.

Departmental Result 3: Canada’s health research is used

CIHR will provide targeted funding for the advancement, application and translation of health research knowledge to address priority health challenges. In collaboration with partners and other federal departments and agencies, CIHR will continue to:

i) Align research and policy

CIHR values and supports patient engagement in research to inform the development of health policies and improve the health care system, and will release the [Ethics Guidance on Developing Research Partnerships with Patients](#)^{xl} to support the meaningful engagement of patients as active collaborators in research.

CIHR will support interaction, exchange, and mutual learning between researchers and decision makers in order to facilitate the sharing and use of information on high priority topics. In 2019–20, CIHR will support the planning of up to three federal and seven provincial/territorial [Best Brains Exchanges](#),^{xli} bringing together senior policy makers and researchers to discuss health topics of shared interest and of high priority.

ii) Respond to government priorities

CIHR supports several [initiatives](#)^{xlii} that respond to targeted Government of Canada priorities and emerging threats, as mentioned in the “Plans at a glance and operating context” section.

In 2018, CIHR developed an [Integrated Cannabis Research Strategy \(ICRS\)](#).^{xliii} The ICRS is a multi-Institute, multi- department, and trans-disciplinary initiative that funds research to increase cannabis research capacity, in order to maximize benefits and minimize harms to Canadians; to inform the health system; and to provide timely evidence for policy makers.

Through the [Canadian Drugs and Substances Strategy \(CDSS\)](#),^{xliv} CIHR will fund new research to address Canada's opioid crisis. CIHR will also support the [Canadian Research Initiative in Substance Misuse \(CRISM\)](#),^{xlv} which is a network comprised of four large, multi-disciplinary and integrated teams of substance use researchers, service providers, decision makers, and people with lived experience that collaborate to research problematic substance use.

CIHR will continue to work with NSERC and SSHRC to support the federal commitments made in Budget 2018:

- The Scholarships and Fellowships Study, led by Innovation, Science and Economic Development Canada, is determining how to better support students (the next generation of researchers) through scholarships and fellowships; and
- The Horizontal Review of Skills Programming, led by the Treasury Board of Canada Secretariat, is seeking to maximize the effectiveness of skills programming provided by the Government of Canada.

To achieve its Departmental Result 3 – Canada's health research is used, CIHR will:

- Launch the next phase of SPOR, in partnership with key stakeholders that include, but are not limited to, provincial and territorial ministries of health, health charities, the private sector, patients, researchers, and health professionals with a \$59.7M annual investment;
- Through the [Health Research and Health-Related Data Framework and Action Plan](#),^{xlvi} CIHR will continue to foster a collective research culture, develop skills, resources, and infrastructure, and harness the transformative potential of research data;
- Contribute to a Sexually Transmitted and Blood-borne Infections (STBBIs) Federal Framework Action Plan, in response to the report Reducing the Public Health Impact of STBBIs in Canada by 2030;
- Continue to support the [transition of the NCE Program](#).^{xlvii} The NCE final competition results, for both new and renewed Networks, is planned for 2019–20 (no further opportunities will be available through the program);
- Support the development of the Lyme Disease Research Network and the creation of a patient cohort to conduct research on preventive measures, interventions, co-infections, modes of transmission, and population health approaches to curb Lyme disease in partnership with the Public Health Agency of Canada; and
- Support a research initiative on the relationship between [Food Security and Climate Change in the Canadian North](#),^{xlviii} with particular focus on Indigenous populations. This investment will contribute to the development of effective policies, programs, and interventions to address food insecurity and enable climate change adaptation.

- Support the establishment of a new national research consortium, in collaboration with the [Canadian Institute for Public Safety Research and Treatment](#),^{xlix} focused on post-traumatic stress injuries among public safety officers in order to encourage research collaboration and knowledge mobilization. This work is the result of a partnership between CIHR and Public Safety Canada.

Experimentation

Over the past few years, the federal granting agencies have been engaged in independent projects to modernize their respective Grants Management Systems (GMS). The modernization schemes were intended to reduce the administrative burden on users, reduce the risks linked to our respective legacy systems, and improve our service delivery and efficiency. The Tri-Agencies are now working together to develop a single solution – creating a new initiative called Gateway. This joint project will build on the successes of NSERC and SSHRC (Research Portal 2.0) and CIHR systems, and is currently in its discovery and experimentation phase. The scope of this project will demand an iterative development process, as well as the active engagement of stakeholders from the research community. This consultation will incorporate all users’ perspectives, both internal and external, identify current areas of concern, and assist in planning rapid prototyping activities.

Planned results

Departmental Results	Departmental Result Indicators	Target	Date to achieve target	2015–16 Actual results	2016–17 Actual results	2017–18 Actual results
Canada's health research is internationally competitive	Canada's rank among G7 nations in share of health research publications	2nd in the G7	March 31, 2020	2nd	2nd	2nd*
	% of research involving international collaborations	Greater than or equal to 11%**	March 31, 2020	11%	11%	12%
	Citation score of health research publications compared to the world average	Greater than or equal to 1.5	March 31, 2020	1.52	1.53	1.53
Canada's health research capacity is strengthened	\$ co-invested by partners in health research	Greater than or equal to \$0.80**	March 31, 2020	\$0.80	\$0.79	\$0.84
	% of research that addresses sex or gender considerations	Greater than or equal to 56%	March 31, 2020	44%	50%	57%
	% of research investments addressing Indigenous health	Greater than or equal to 4.6% of CIHR's annual base budget	March 31, 2020	1.9%	2.4%	3%
	% of the next generation of researchers that go on to work in a research position	Greater than or equal to 87%	March 31, 2020	Not available‡	86%	69%
Canada's health research is used	% of federal health documents informed by research	Greater than or equal to 20%	March 31, 2020	24%	21%	24.7%
	% of research that informs patents	Greater than or equal to 9%	March 31, 2020	Not available‡	9%***	14.4%#
	% of research contributing to improving health for Canadians	Greater than or equal to 39%	March 31, 2020	37%	39%	37%

* Due to the nature of the data, the last information available is from 2016.

** Data are based on the rolling average of the previous three years of available data and the data trend across years (e.g. data for 2016–17 are based on actual results from 2014–15 to 2016–17).

*** Due to the nature of the data, the last information available is from 2014.

Data are based on the rolling average of the previous three years of available data (2009 to 2011).

‡ This new performance indicator was added for fiscal year 2016–17 and prior year data are not available.

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
1,138,655,058	1,138,655,058	1,149,805,324	1,166,179,443

Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
236	235	235

Financial, human resources, and performance information for the Canadian Institutes of Health Research's Program Inventory is available in the [GC InfoBase](#).¹

Internal Services

Description

Internal Services are those groups of related activities and resources that the federal government considers to be services in support of Programs and/or required to meet corporate obligations of an organization. Internal Services refers to the activities and resources of the 10 distinct services that support Program delivery in the organization, regardless of the Internal Services delivery model in a department. These services are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Management Services; Materiel Management Services; and Acquisition Management Services.

Budgetary financial resources (dollars)

2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
33,908,815	33,908,815	33,789,505	34,066,386

Human resources (full-time equivalents)

2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
242	234	226

Planning highlights

The Government of Canada, through CIHR, is responsible for delivering on a national health research agenda. As a steward of public funds, CIHR will pursue innovation and continuous improvement in the design and delivery of its programs and internal services to reinforce an environment that cultivates effective management, enhances transparency and accountability, ensures responsible governance and stewardship, and builds a modern, world-class work environment through the following activities:

- i) Adapting to a changing landscape

CIHR will collaborate with SSHRC and NSERC to develop and implement a [Tri-Agency Research Data Management Policy](#),^{li} which aims to support Canadian research excellence by fostering sound digital data management and data stewardship practices.

The [Canada Research Coordinating Committee \(CRCC\)](#)^{lii} will support the efforts of the Tri-Agencies and the [Canada Foundation for Innovation \(CFI\)](#)^{liii} to improve and harmonize access to funds; strengthen equity, diversity, and the capacity of Indigenous communities to

conduct research and work with the broader academic community; and provide more flexibility to allow researchers to conduct research with minimal administrative costs.

ii) Systems and service innovation and harmonization

CIHR makes an essential contribution by funding the research and knowledge translation needed to inform Canadian health policy and regulation, and by taking an advisory role on research and innovation issues. CIHR will publish information and datasets on the [Open Government Portal](#)^{liv} regarding health research funding, which will be of interest not only to the research community, but also to other federal departments and agencies, as well as to the Canadian public. In this regard, CIHR is committed to complying with the requirements of the Directive on Open Government through 2020 as one of its key non-funding related activities, by following its [Open Government Implementation Plan \(OGIP\)](#).^{lv}

CIHR will also continue to adapt to the evolving technology landscape in order to deliver and support effective secure digital solutions, as part of its commitment to delivering on its Core Responsibility.

As a part of these efforts, CIHR will be enhancing its Enterprise Architecture (EA), in an effort to enable business transformation and ensure that the agency moves efficiently and effectively towards fulfilling its strategies and objectives.

iii) Supporting a healthy work environment

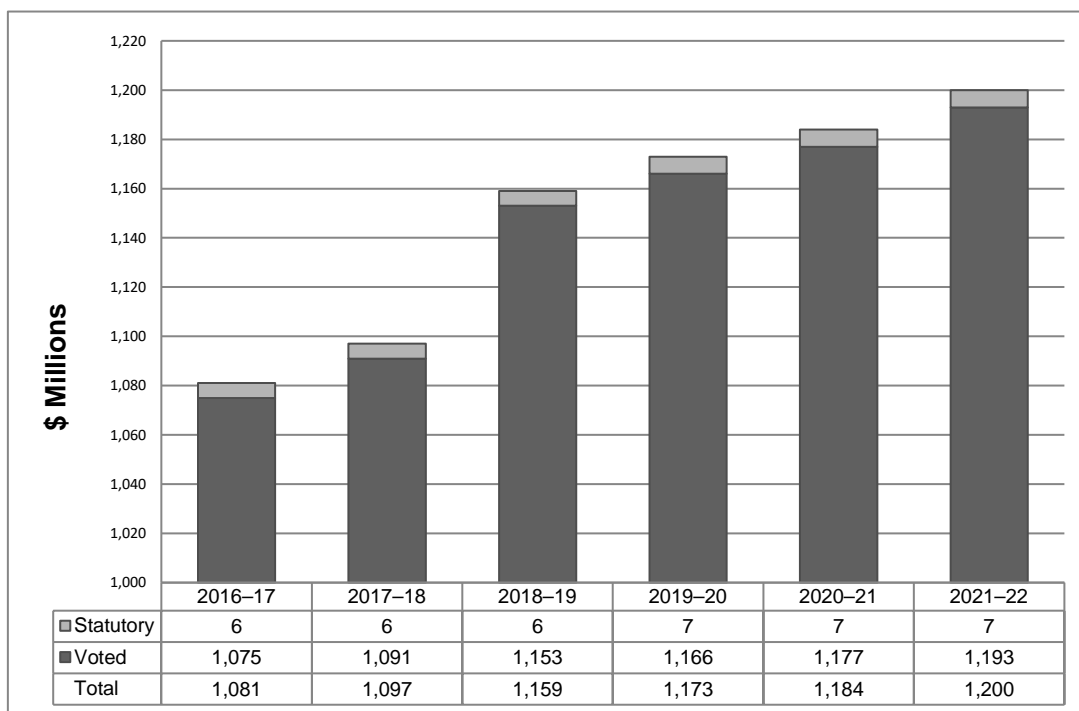
In 2019–20, CIHR will implement the recommendations of the Organizational, Compensation and Classification Assessment and Human Resources Policy Review conducted in 2018–19. Among the key recommendations is the review and update of human resources policies and related guidelines and procedures, including a review of CIHR's classification and compensation systems. The objective is to ensure that the CIHR's organizational structure and classification/compensation system supports the achievement of its mandate, allowing it to attract, develop, and retain talent to ensure its sustainability over the long term.

Further changes are expected to flow from the policy review, including movement towards a streamlined and fully integrated performance management and talent management program that includes career paths at all levels of the organization; learning plans that span the employee life-cycle; and a development framework for current and aspiring supervisors and directors. This will form much of the basis for our three year operating plan, which is currently in development.

Spending and human resources

Planned spending

Departmental spending trend graph



Budgetary planning summary for Core Responsibilities and Internal Services (dollars)

Core Responsibilities and Internal Services	2016–17 Expenditures	2017–18 Expenditures	2018–19 Forecast spending	2019–20 Main Estimates	2019–20 Planned spending	2020–21 Planned spending	2021–22 Planned spending
Funding Health Research and Training	1,049,492,127	1,068,516,854	1,125,267,930	1,138,655,058	1,138,655,058	1,149,805,324	1,166,179,443
Subtotal	1,049,492,127	1,068,516,854	1,125,267,930	1,138,655,058	1,138,655,058	1,149,805,324	1,166,179,443
Internal Services	31,838,217	28,644,331	33,610,854	33,908,815	33,908,815	33,789,505	34,066,386
Total	1,081,330,344	1,097,161,185	1,158,878,784	1,172,563,873	1,172,563,873	1,183,594,829	1,200,245,829

Over the next few years, CIHR's planned spending is expected to gradually increase to reach approximately \$1.2 billion by 2021–22.

CIHR's variance in expenditures and planned spending is mainly due to the allocation of new ongoing funding announced in Federal Budgets for CIHR and funding for Tri-Agency programs (in collaboration with NSERC and SSHRC). Funding for these programs varies by fiscal year as CIHR receives funding following each distinct competition depending on the successful applications' alignment with CIHR's health-related mandate.

The net variance between 2017–18 and future years is mainly due to the allocation of additional funding to CIHR as follows:

- \$44.1M in 2018–19, increasing to \$90.1M annually in 2022–23 and ongoing to enhance support for health research announced in Budget 2018;
- \$13.0M in 2018–19, increasing to \$18.9M annually in 2023–24 and ongoing to attract and retain a diverse community of excellent researchers across all career stages and to better support early career researchers through the Tri-Agency Canada Research Chair program announced in Budget 2018; and
- \$3.0M annually from 2018–19 to 2023–24, for a total of \$15.0M to support research on post-traumatic stress injuries among public safety officers announced in Budget 2018.

The remaining variance in future years is explained by funding allocated to CIHR for Tri-Agency programs, such as the Canada Excellence Research Chair (CERC) program and the Centres of Excellence for Commercialization and Research (CECR) program.

Planned human resources

Human resources planning summary for Core Responsibilities and Internal Services (full-time equivalents)

Core Responsibilities and Internal Services	2016–17 Actual full-time equivalents	2017–18 Actual full-time equivalents	2018–19 Forecast full-time equivalents	2019–20 Planned full-time equivalents	2020–21 Planned full-time equivalents	2021–22 Planned full-time equivalents
Funding Health Research and Training	239	255	233	236	235	235
Subtotal	239	255	233	236	235	235
Internal Services	201	205	240	242	234	226
Total	440	460	473	478	469	461

In 2016–17, CIHR created positions to deliver the programs and initiatives funded through Budget 2015 and Budget 2016 (with funding and positions both beginning in 2016–17). While these positions were created in 2016–17, CIHR staffed most of these positions in 2017–18, along with other positions to address both government-wide and organizational priorities.

The net increase continues in 2018–19 mainly as a result of 15 new positions in 2018–19 and increasing to 17 in 2020–21 to deliver and support programs to enhance health research announced in Budget 2018. The increase is offset starting in 2020–21 due to term positions ending in 2020–21 and 2021–22.

Estimates by vote

Information on the Canadian Institutes of Health Research’s organizational appropriations is available in the [2019–20 Main Estimates](#).^{lvi}

Future-Oriented Condensed Statement of Operations

The Future-Oriented Condensed Statement of Operations provides a general overview of the Canadian Institutes of Health Research’s operations. The forecast of financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability and to improve transparency and financial management. The forecast and planned spending amounts presented in other sections of the Departmental Plan are prepared on an expenditure basis; as a result, amounts may differ.

A more detailed Future-Oriented Statement of Operations and associated notes, including a reconciliation of the net cost of operations to the requested authorities, are available on the [Canadian Institutes of Health Research’s website](#).^{lvii}

Future–Oriented Condensed Statement of Operations
for the year ending March 31, 2020 (dollars)

Financial information	2018–19 Forecast results	2019–20 Planned results	Difference (2019–20 Planned results minus 2018–19 Forecast results)
Total expenses	1,164,735,671	1,177,223,795	12,488,124
Total revenues	2,057,736	1,237,989	(819,747)
Net cost of operations before government funding and transfers	1,162,677,935	1,175,985,806	13,307,871

Total expenses include grants and awards payments for health research and training of approximately \$1,095.0M in 2018–19 and \$1,108.1M in 2019–20. The balance relates to operating expenses including salaries, goods and services, and peer review expenses (non-public servant travel and hospitality).

Total revenues include funds received from external parties for health research and training.

Total expenses are planned to increase by \$12.5M (1.1%) in 2019–20. The increase is mainly due to the allocation of additional funding to CIHR. Total revenues are planned to decrease by \$0.8M (39.8%) in 2019–20 due to a lower amount of funds received from external parties.

As a result, the net cost of operations is planned to increase similarly by \$13.3M (1.1%) from 2018–19 to 2019–20.

Additional information

Corporate information

Organizational profile

Appropriate minister: The Honourable Ginette Petitpas Taylor, P.C., M.P.

Institutional head: Dr. Michael J. Strong, President

Ministerial portfolio: Health

Enabling instrument: *Canadian Institutes of Health Research Act*^{lviii} (S.C. 2000, c. 6)

Year of incorporation / commencement: 2000

Raison d’être, mandate and role: who we are and what we do

“Raison d’être, mandate and role: who we are and what we do” is available on the [Canadian Institutes of Health Research’s website](#).^{lix}

Reporting framework

The Canadian Institutes of Health Research Departmental Results Framework and Program Inventory of record for 2019–20 are shown below.

Core Responsibility: Funding Health Research and Training		
Departmental Results Framework	Departmental Result: Canada’s health research is internationally competitive	Indicator: Canada’s rank among G7 nations in share of health research publications
		Indicator: % of research involving international collaborations
		Indicator: Citation score of health research publications compared to the world average
	Departmental Result: Canada’s health research capacity is strengthened	Indicator: \$ co-invested by partners in health research
		Indicator: % of research that addresses sex or gender considerations
		Indicator: % of research investments addressing Indigenous health
		Indicator: % of the next generation of researchers that go on to work in a research position
	Departmental Result: Canada’s health research is used	Indicator: % of federal health documents informed by research
		Indicator: % of research that informs patents
		Indicator: % of research contributing to improving health for Canadians
Program Inventory	Program: Investigator-Initiated Research	
	Program: Training and Career Support	
	Program: Research in Priority Areas	

Internal Services

Supporting information on the Program Inventory

Supporting information on planned expenditures, human resources, and results related to the Canadian Institutes of Health Research's Program Inventory is available in the [GC InfoBase](#).^{lx}

Supplementary information tables

The following supplementary information tables are available on the [Canadian Institutes of Health Research's website](#):^{lxi}

- ▶ Departmental Sustainable Development Strategy
- ▶ Details on transfer payment programs of \$5 million or more
- ▶ Disclosure of transfer payment programs under \$5 million
- ▶ Gender-based analysis plus

Federal tax expenditures

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance Canada publishes cost estimates and projections for these measures each year in the [Report on Federal Tax Expenditures](#).^{lxii} This report also provides detailed background information on tax expenditures, including descriptions, objectives, historical information and references to related federal spending programs, as well as evaluations, research papers and gender-based analysis. The tax measures presented in this report are the responsibility of the Minister of Finance.

Organizational contact information

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Appendix: definitions

appropriation (crédit)

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures (dépenses budgétaires)

Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Core Responsibility (responsabilité essentielle)

An enduring function or role performed by a department. The intentions of the department with respect to a Core Responsibility are reflected in one or more related Departmental Results that the department seeks to contribute to or influence.

Departmental Plan (plan ministériel)

A report on the plans and expected performance of an appropriated department over a three-year period. Departmental Plans are tabled in Parliament each spring.

Departmental Result (résultat ministériel)

Any change that the department seeks to influence. A Departmental Result is often outside departments' immediate control, but it should be influenced by Program-level outcomes.

Departmental Result Indicator (indicateur de résultat ministériel)

A factor or variable that provides a valid and reliable means to measure or describe progress on a Departmental Result.

Departmental Results Framework (cadre ministériel des résultats)

The department's Core Responsibilities, Departmental Results and Departmental Result Indicators.

Departmental Results Report (rapport sur les résultats ministériels)

A report on the actual accomplishments against the plans, priorities and expected results set out in the corresponding Departmental Plan.

evaluation (évaluation)

In the Government of Canada, the systematic and neutral collection and analysis of evidence to judge merit, worth or value. Evaluation informs decision making, improvements, innovation and accountability. Evaluations typically focus on programs, policies and priorities and examine questions related to relevance, effectiveness and efficiency. Depending on user needs, however, evaluations can also examine other units, themes and issues, including alternatives to existing interventions. Evaluations generally employ social science research methods.

experimentation (expérimentation)

Activities that seek to explore, test and compare the effects and impacts of policies, interventions and approaches, to inform evidence-based decision-making, by learning what works and what does not.

full-time equivalent (équivalent temps plein)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

gender-based analysis plus (GBA+) (analyse comparative entre les sexes plus [ACS+])

An analytical process used to help identify the potential impacts of policies, Programs and services on diverse groups of women, men and gender-diverse people. The “plus” acknowledges that GBA goes beyond sex and gender differences. We all have multiple identity factors that intersect to make us who we are; GBA+ considers many other identity factors, such as race, ethnicity, religion, age, and mental or physical disability.

government-wide priorities (priorités pangouvernementales)

For the purpose of the 2019–20 Departmental Plan, government-wide priorities refers to those high-level themes outlining the government’s agenda in the 2015 Speech from the Throne, namely: Growth for the Middle Class; Open and Transparent Government; A Clean Environment and a Strong Economy; Diversity is Canada's Strength; and Security and Opportunity.

horizontal initiative (initiative horizontale)

An initiative where two or more departments are given funding to pursue a shared outcome, often linked to a government priority.

non-budgetary expenditures (dépenses non budgétaires)

Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance (rendement)

What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

performance indicator (indicateur de rendement)

A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, Program, policy or initiative respecting expected results.

Performance Information Profile (profil de l'information sur le rendement)

The document that identifies the performance information for each Program from the Program Inventory.

performance reporting (production de rapports sur le rendement)

The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

plan (plan)

The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

planned spending (dépenses prévues)

For Departmental Plans and Departmental Results Reports, planned spending refers to those amounts presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their Departmental Plans and Departmental Results Reports.

priority (priorité)

A plan or project that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Departmental Results.

Program (programme)

Individual or groups of services, activities or combinations thereof that are managed together within the department and focus on a specific set of outputs, outcomes or service levels.

Program Inventory (répertoire des programmes)

Identifies all of the department's programs and describes how resources are organized to contribute to the department's Core Responsibilities and Results.

result (résultat)

An external consequence attributed, in part, to an organization, policy, Program or initiative. Results are not within the control of a single organization, policy, Program or initiative; instead they are within the area of the organization's influence.

statutory expenditures (dépenses législatives)

Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

sunset program (programme temporisé)

A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target (cible)

A measurable performance or success level that an organization, Program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

voted expenditures (dépenses votées)

Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

Endnotes

- i *Canadian Institutes of Health Research Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-18.1/FullText.html>
- ii Health Research Roadmap II: Capturing Innovation to Produce Better Health and Health Care for Canadians, <http://www.cihr-irsc.gc.ca/e/48964.html>
- iii CIHR Institutes, <http://www.cihr-irsc.gc.ca/e/9466.html>
- iv Governing Council - Members, <http://www.cihr-irsc.gc.ca/e/6953.html>
- v Scientific Directors, <http://www.cihr-irsc.gc.ca/e/2890.html>
- vi Equitable access to health research funding, <http://www.cihr-irsc.gc.ca/e/50068.html>
- vii Ethics action plan: Placing Ethics at the core of CIHR's business, <http://www.cihr-irsc.gc.ca/e/49289.html>
- viii Performance measurement strategy, <http://www.cihr-irsc.gc.ca/e/49668.html>
- ix Collaborations between federal research funding organizations, <http://www.cihr-irsc.gc.ca/e/46884.html>
- x New Frontiers in Research Fund, <http://www.sshrc-crsh.gc.ca/funding-financement/nfrf-fnfr/index-eng.aspx>
- xi Canada Research Coordinating Committee, <http://www.ic.gc.ca/eic/site/127.nsf/eng/home>
- xii Funding, <http://www.cihr-irsc.gc.ca/e/46880.html>
- xiii Health Research Training at CIHR, <http://www.cihr-irsc.gc.ca/e/50507.html>
- xiv SPOR SUPPORT Unit Training and Capacity Development Opportunities, <http://www.cihr-irsc.gc.ca/e/50896.html>
- xv Health Portfolio Sex and Gender-Based Analysis Policy, <https://www.canada.ca/en/health-canada/corporate/transparency/corporate-management-reporting/health-portfolio-sex-gender-based-analysis-policy.html>
- xvi CIHR GBA+ Framework, <http://www.cihr-irsc.gc.ca/e/50970.html>
- xvii Indigenous health research, <http://www.cihr-irsc.gc.ca/e/50339.html>
- xviii Network Environments for Indigenous Health Research (NEIHR), <http://www.cihr-irsc.gc.ca/e/51161.html>
- xix New research support for post-traumatic stress injuries in public safety personnel, <https://www.canada.ca/en/institutes-health-research/news/2018/07/new-research-support-for-post-traumatic-stress-injuries-in-public-safety-personnel.html>
- xx Post-Traumatic Stress Injuries and Support for Public Safety Officers, <https://www.publicsafety.gc.ca/cnt/mrgnc-mngmnt/mrgnc-prprdnss/ptsi-en.aspx>
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- xxii Antimicrobial Resistance Initiatives, <http://www.cihr-irsc.gc.ca/e/40484.html>
- xxiii Canadian drugs and substances strategy, https://www.canada.ca/en/health-canada/services/substance-abuse/canadian-drugs-substances-strategy.html?utm_source=vanity_url&utm_medium=url_en&utm_content=redirect_justice_nationalantidrugstrategy.gc.ca&utm_campaign=pidu_14
- xxiv Strategy for Patient-Oriented Research, <http://www.cihr-irsc.gc.ca/e/41204.html>
- xxv Healthy Life Trajectories Initiative (HeLTI): components, <http://www.cihr-irsc.gc.ca/e/50275.html>
- xxvi Announcement: Joint Programming Initiative on Antimicrobial Resistance – Call on Diagnostics and Surveillance 2019, <http://www.cihr-irsc.gc.ca/e/51244.html>
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- xxxv Banting postdoctoral fellowships, <http://banting.fellowships-bourses.gc.ca/>
- xxxvi Canada First Research Excellence Fund (CFREF), <http://www.cfref-apogee.gc.ca/home-accueil-eng.aspx>
- xxxvii Canada 150 Research Chairs, <http://www.canada150.chairs-chaire.gc.ca/>
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- xliv Canadian drugs and substances strategy, https://www.canada.ca/en/health-canada/services/substance-abuse/canadian-drugs-substances-strategy.html?utm_source=vanity_url&utm_medium=url_en&utm_content=redirect_justice_nationalantidrugstrategy.gc.ca&utm_campaign=pidu_14
- xlv Canadian Research Initiative in Substance Misuse (CRISM), <http://www.cihr-irsc.gc.ca/e/44597.html>
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- xlvii Networks of Centres of Excellence Program News, http://www.nce-rce.gc.ca/Media-Medias/news-communicues/News-Communique_eng.asp?ID=197
- xlviii Pre-announcement: Food Security and Climate Change in the Canadian North Initiative, <http://www.cihr-irsc.gc.ca/e/51002.html>
- xlix Canadian Institute for Public Safety Research and Treatment, <https://www.cipsrt-icrtsp.ca/>
- l GC InfoBase, <https://www.tbs-sct.gc.ca/ems-sgd/edb-bdd/index-eng.html>
- li Research Data Management, http://www.science.gc.ca/eic/site/063.nsf/eng/h_547652FB.html
- lii Canada Research Coordinating Committee, <http://www.ic.gc.ca/eic/site/icgc.nsf/eng/07620.html>
- liii Canada Foundation for Innovation (CFI), <https://www.innovation.ca/>
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- lviii *Canadian Institutes of Health Research Act*, <https://laws-lois.justice.gc.ca/eng/acts/C-18.1/FullText.html>
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