



Canadian Institutes
of Health Research

Instituts de recherche
en santé du Canada

Canadian Institutes of Health Research

2005-2006

Report on Plans and Priorities



Honourable Ujjal Dosanjh
Minister of Health

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SECTION I – OVERVIEW

President's Message

Canadians care very deeply about their own health, the health of their loved ones and the sustainability and quality of the Canadian health care system. It was with this in mind that Parliamentarians created the Canadian Institutes of Health Research (CIHR) five years ago.

Research is a long-term commitment, and the Government has clearly indicated investments in health research remain an important long-term priority.

CIHR was given a broad mandate with a problem-based and strategic approach to health and our health care system, building on a strong foundation of research excellence.



We are actively pursuing the long-term goals and objectives set out in our strategic plan, *Investing in Canada's Future: CIHR's Blueprint for Health Research and Innovation*, in partnership with health researchers and other stakeholders. It has helped us to focus our attention and energies, and many of its goals are reflected in this document.

A prime focus for CIHR is to continue funding the best health research in Canada. More than 94 cents of every federal dollar provided to CIHR goes directly to health research and researchers—supporting important strategic research studies in significant areas such as safe food and water, continuing the excellence of our open operating grant program, developing the careers of thousands of investigators, and supporting our growing suite of knowledge translation and commercialization programs.

Specifically, five key areas that we will be working to address over the coming years are:

- Developing National Research Platforms and Initiatives;
- Supporting Strategic Research through CIHR's Institutes;
- Strengthening Canada's Health Research Communities;
- Knowledge Translation; and
- Commercialization.

We will also be improving our internal mechanisms and our programs to facilitate increased research results. And as we approach the five-year anniversary of our creation and new mandate, an International External Review Panel of outstanding researchers and policy makers will conduct an evaluation of CIHR and its Institutes to highlight our accomplishments and indicate where we can continue to improve.

Canadians have seen the progress that we have achieved in a short period of time. CIHR's next five years promise to be as innovative and exciting as our first five—building on the momentum that has been created to position Canada as a global leader in the generation and use of new health knowledge.

A handwritten signature in black ink, appearing to read "Alan Bernstein". The signature is fluid and cursive.

Dr. Alan Bernstein, O.C., FRSC
President, Canadian Institutes of Health Research

Summary Information

Raison d'être

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).

To accomplish this, CIHR provides a range of programs and activities that are designed to support outstanding research—both investigator-driven and strategic, to build health research capacity, and to promote knowledge translation in accordance with CIHR's mandate and strategic directions. CIHR funds more than 9,100 health researchers in over 95 universities, teaching hospitals, research centres and government laboratories across the country who conduct research in the following areas: biomedical; clinical; health systems and services; and population and public health. Together, these activities will position Canada as a world leader in the creation and use of health knowledge for the betterment of Canadians and people everywhere.

Financial Resources (in millions)

2005–2006	2006–2007	2007–2008
\$776.8	\$783.6	\$788.6

Human Resources¹

2005–2006	2006–2007	2007–2008
357	357	357

Departmental Priorities

Priorities ²	Type	Planned Spending (in millions)		
		2005–2006	2006–2007	2007–2008
Priority #1: Research Advance health knowledge, through excellent and ethical research, across disciplines, sectors, and geography.	Ongoing	\$420.3	\$410.1	\$410.1
Priority #2: Researchers Develop and sustain Canada's health researchers in vibrant, innovative and stable research environments.	Ongoing	\$294.2	\$311.2	\$316.2
Priority #3: Knowledge Translation Catalyze health innovation in order to strengthen health and the health care system and contribute to the growth of Canada's economy.	Ongoing	\$62.3	\$62.3	\$62.3

¹ All references to human resources are for Full Time Equivalents (FTEs), unless otherwise noted.

² Due to the new Program Activity Architecture (PAA) reporting initiative, the priorities and related financial resources for "Effective Partnerships and Public Engagement" and "Organizational Excellence"—as detailed in RPP 2004-2005 (http://www.tbs-sct.gc.ca/est-pre/20042005/CIHR-IRSC/CIHR-IRSCr45_e.asp)—are now allocated across CIHR's three remaining program priorities.

CIHR Plans and Priorities

1. Approach to Health Research

CIHR is the Government of Canada's agency for health research. CIHR's vision is to position Canada as a world leader in the creation and use of new knowledge through health research that benefits the health of Canadians and the global community.

A Problem-Based Multidisciplinary Approach

Through its 13 Institutes, CIHR is creating new opportunities for Canadian health researchers to produce results that matter to Canadians and the rest of the world.

CIHR uses a problem-based, multidisciplinary and collaborative approach to health research. The majority of its funded research is investigator-driven, while other funding is directed towards specific strategic initiatives that respond to health challenges that are of high priority to Canadians, and other scientific opportunities.

CIHR's approach is enabled by its structure—unique in the world—that brings together researchers from across disciplinary and geographic boundaries through its 13 Institutes. Each Institute addresses a health research theme that is of importance to Canadians.

CIHR 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

In total, CIHR funds more than 9,100 health researchers in over 95 universities, teaching hospitals and other health organizations, research centres and government laboratories across the country. It supports health research that meets the highest international standards of excellence and ethics in the following areas: biomedical; clinical; health systems and services; and population and public health.

2. CIHR's Core Business

CIHR activities include the funding, coordination and promotion of health research through open competitions, strategic initiatives, and knowledge translation. CIHR also participates with other federal agencies in a number of programs, including the Networks of Centres of Excellence program, Canada Research Chairs, and Canada Graduate Scholarships.

CIHR invests a significant portion of its budget on research grants and personnel support awards in "open" competitions, enabling individual researchers or groups of investigators to identify research areas that they consider to be of importance or with unique opportunity. The remainder of the CIHR budget is invested in "strategic" research, that is, research on specific topics identified by CIHR's Institutes following broad consultation.

CIHR provides a range of career and training programs to support health researchers across all disciplines, building capacity in those areas where needs are identified. It develops and

supports innovative training programs that promote a multidisciplinary approach to understanding health and disease. CIHR also contributes to improved research ethics policies and practices in Canada.

During its first five years, CIHR has established many new initiatives, almost all in partnership with others, to realize the potential of research to improve the health of Canadians, strengthen Canada's health care system, and contribute to our knowledge-based economy. They include:

- Strategic initiatives that address emerging health threats such as SARS, as well as other important priorities including health disparities among vulnerable populations; rural and northern health research; and injury;
- An innovative training initiative, the STIHR, that supports the training of the next generation of health researchers in a collaborative, interdisciplinary research environment; and
- Programs to assist researchers in taking their discoveries to the marketplace.

Knowledge Translation

A key part of CIHR's mandate, knowledge translation (KT) is about turning the knowledge gained through health research into improved health for Canadians, more effective services and products, and a strengthened health system. This includes supporting initiatives, like the Partnerships for Health System Improvement program—an initiative that produces high quality evidence that will inform priority areas in the health care system. It also includes funding research into how best to promote knowledge translation.

Commercialization

Health-related companies, including biotech companies, are responsible for more than \$20 billion in revenues each year. CIHR has developed a coherent suite of programs to help move research discoveries from the academic setting to the marketplace. CIHR's new Commercialization and Innovation Strategy builds on work done to date. Full implementation of the plan depends on securing additional financial resources.

World Class Research Through CIHR's Peer Review Process

Applications from researchers for support from CIHR undergo rigorous peer review on a competitive basis by experts in the field. These experts examine proposals with respect to their significance in advancing knowledge and promoting the health of Canadians. They also assess them on the basis of excellence, technical approach and innovativeness. The qualifications and track record of the researchers and the availability of the resources and expertise necessary for the proposed studies are also examined.

There are now more than 100 CIHR peer review committees and the peer review process involves approximately 2,500 volunteer expert reviewers each year, from Canada and abroad. The committees make recommendations on the merits of applications to CIHR's Governing Council, which then decides which applications will be funded within the available budget.

3. CIHR's Partnerships—the Key to Success

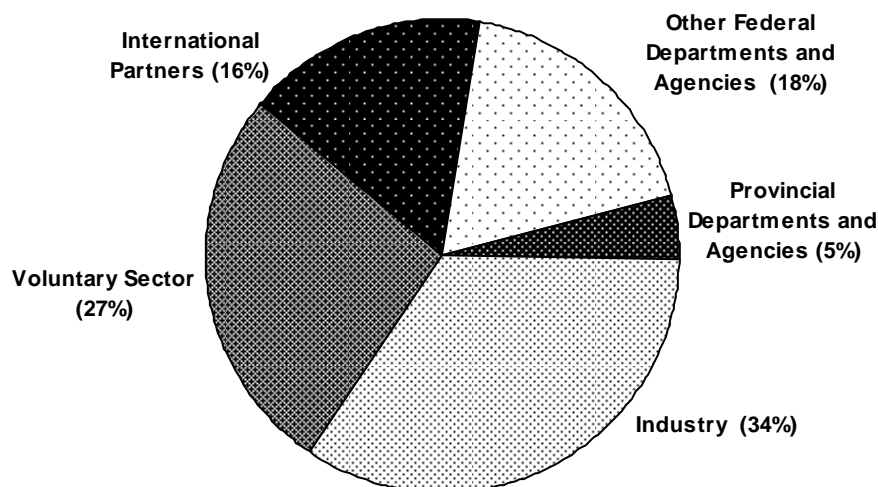
In 2004–2005, CIHR had over 160 established partnerships, with many more being negotiated. These partnerships represented a realized financial contribution of approximately \$86 million.³ The value of partnerships, however, extends beyond that of a financial transaction. Non-financial contributions can include access to professional networks, areas of expertise, shared

³ As of January 31, 2005.

tools and documentation, and in-kind resources. Whatever the contribution, CIHR partnerships are true collaborations—driven by shared goals and a desire to improve health and quality of life.

CIHR engages partners along the entire spectrum of health research, from the setting of research priorities, through the funding of the actual research, and eventually to translating the resulting knowledge into practice. Partnerships are developed primarily around the individual Institutes' strategic initiatives but can also involve CIHR-wide programs, such as those involving industry. Through strategic partnerships, CIHR is leveraging support for government priority areas.

Partner Contributions 2004–2005 (\$86 million)*



* As of January 31, 2005

Partnership Example—Partnerships for Health System Improvement (PHSI)

The effectiveness of health systems decision making is enhanced by access to timely and relevant research evidence—a process that requires effective, long-term interaction between researchers and the users of research. By catalyzing such interaction, a new CIHR funding initiative, PHSI, (previously managed by the Canadian Health Services Research Foundation), aims to produce timely, high quality evidence with short-term positive results for the Canadian health care system within applied health services and policy research priority areas. Ten priority areas, such as management of the healthcare workplace, timely access to quality care for all, and governance and accountability were identified during national consultations in 2004 (see <http://www.cihr-irsc.gc.ca/e/20461.html>), as well as in the area of nursing leadership, organization and policy.

CIHR has committed approximately \$3.4 million over three-years to this matched-funding program. One of PHSI's key requirements is the active involvement of decision makers who are likely to use the research results. Numerous partners from across Canada are collaborating with CIHR to support this funding opportunity (see <http://www.cihr-irsc.gc.ca/e/24890.html>).

CIHR Partners: Working Together for the Health of Canadians⁴

<i>Federal Departments/Agencies</i>	<i>Provincial Departments/Agencies</i>
<ul style="list-style-type: none"> • Agriculture and Agri-Food Canada • Canada Foundation for Innovation • Canadian Blood Services • Canadian Food Inspection Agency • Canadian Health Services Research Foundation • Canadian Institute for Health Information • Canadian International Development Agency • Department of National Defence • Environment Canada • Genome Canada • Health Canada • International Development Research Centre • National Research Council • National Secretariat on Homelessness • Natural Sciences and Engineering Council • Public Health Agency of Canada • Social Sciences and Humanities Research Council • Statistics Canada 	<ul style="list-style-type: none"> • Alberta Heritage Foundation for Medical Research • Fonds de la recherche en santé du Québec • Government of Saskatchewan (Innovation and Science Fund) • Manitoba Health • Medical Research Fund of New Brunswick • Michael Smith Foundation for Health Research (BC) • Ministère de la santé et des services sociaux du Québec • Newfoundland and Labrador Centre for Applied Health Research • Nova Scotia Health Research Foundation • Ontario Innovation Trust • Ontario Ministry of Health and Long-Term Care • Ontario Research and Development Challenge Fund • PEI, through the Regional Partnerships Program
<i>Voluntary Organizations</i>	<i>Industry</i>
<ul style="list-style-type: none"> • ALS Society of Canada • Alzheimer Society of Canada • The Arthritis Society • Canadian Allergy, Asthma & Immunology Foundation • Canadian Association of Gastroenterology • Canadian Association of Medical Oncologists • Canadian Breast Cancer Research Alliance • Canadian Cancer Society • Canadian Chiropractic Research Foundation • Canadian Diabetes Association • Canadian Digestive Health Foundation • Canadian Fanconi Anemia Research Fund • Canadian Hypertension Society • Canadian Institute for Relief of Pain and Disability • Canadian Lung Association • Canadian Medical Association • CNIB E.A. Baker Foundation • Epilepsy Canada • Health Charities Coalition of Canada • Fragile X Research Foundation of Canada • Heart and Stroke Foundation of Canada • Juvenile Diabetes Research Foundation • The Kidney Foundation of Canada • Muscular Dystrophy Canada • NeuroScience Canada • Ontario Neurotrauma Foundation 	<ul style="list-style-type: none"> • Canada's research-based pharmaceutical companies (Rx&D) • Canadian biotechnology companies • National agri-food organizations
	<i>International</i>

⁴ This list is representative of CIHR partners. CIHR values all its partners; however, space limitations prevent the listing of all partner organizations.

CIHR has also established various funding programs to facilitate partnership activities with international partners including:

- Various CIHR Institutes have been active in establishing collaborations with counterpart organizations in Japan (neuroscience, maternal child and youth health, aging), Germany and Italy (genomics), Mexico (tuberculosis, influenza), Australia and New Zealand (Aboriginal peoples' health), the US (mental health, heart/lung/blood), and India (chronic and life-style diseases);
- CIHR has been the lead, along with Health Canada, the International Development Research Centre, and the Canadian International Development Agency, in developing the Global Health Research Initiative, a novel initiative to increase Canada's involvement in addressing the health research needs in the developing world;
- CIHR participates in seven international scientific exchange programs, which are intended to foster collaboration between independent investigators in Canada and those from Argentina, Brazil, China, France, Italy and Japan; and
- The CIHR President, Vice-President (Research) and 13 Institute Scientific Directors, are active on many international committees and workshops. For example, the President represents Canada at biannual meetings of the Heads of International Research Organizations (HIRO), while the Scientific Director of CIHR's Institute of Cancer Research represents Canada at the International Agency for Research on Cancer (IARC).

4. Moving Forward: Blueprint for Health Research and Innovation

After broad national consultations in 2003 with health researchers and stakeholders from federal departments, provinces, health charities, and non-governmental organizations (see <http://www.cihr-irsc.gc.ca/e/20265.html>), CIHR developed its first strategic plan entitled *Investing in Canada's Future: CIHR's Blueprint for Health Research and Innovation* (see <http://www.cihr-irsc.gc.ca/e/20264.html>). *Blueprint* builds on CIHR's first four years, charting a path for the next phase of growth and setting out its future direction. Based on this strategic plan, CIHR is focusing its efforts around five key strategic directions:

1. Strengthen Canada's health research communities;
2. Address emerging health challenges and develop national research platforms and initiatives;
3. Develop a balanced research agenda that includes research on disease mechanisms, treatment, prevention and cure, and health promotion;
4. Harness research to improve health of vulnerable populations; and
5. Support health innovations that contribute to a more productive health system and prosperous economy.

Through the implementation of *Blueprint*, Canada will be a leader in the international health research community, carrying out research that is strategic, responsive, and relevant. Benefits to Canadians will include better health, a stronger and sustainable health care system, and a knowledge-based economy.

5. Exceptional Value for Canadians

CIHR is creating new opportunities for Canadian researchers to be internationally competitive. Today, more health researchers are receiving higher levels of funding in more disciplines and in all provinces. The result is health research discoveries that are making a difference to the health of Canadians, in terms of disease prevention and improved diagnosis and treatment. Other

research discoveries are helping to strengthen our health care system to better meet the needs of Canadians wherever they live and whatever their situations. More innovative products and services are being offered by Canadian companies, thanks to the support that CIHR offers to ensure the transition from the laboratory to the marketplace.

For example, since its inception in 2000, CIHR has been able to:

- Increase the number of CIHR-funded researchers from approximately 5,600 to more than 9,100;
- Increase average annual open competition operating grants for researchers from \$92,000 to \$106,000;
- Fund a large number of researchers in strategic priority areas that were identified in consultation with the community;
- Create innovative new programs to encourage and catalyze the commercialization of research;
- Develop important new partnerships with provincial health research agencies, industry and health charities; and
- Put in place new collaborative agreements with partners in countries around the world.

6. Risks and Challenges

CIHR has been very successful in attracting excellent research proposals to its strategic initiatives and the open competitions. The number of applications for research support has increased by more than 50% since 2000–2001. And while CIHR has increased the total number of researchers it funds, the number of excellent researchers it is unable to fund is also increasing. In fact, the number of proposals rated by the peer review committees as deserving of funding, but for which funding is not available, has nearly tripled. It is important to ensure a stable source of funds to keep pace with this increasing research capacity and ensure Canada does not begin to lose many of its outstanding investigators.

7. Alignment of Priorities and Plans

The following table provides an overview of the alignment between CIHR's priorities and its planned activities (strategic objectives and programs).

Priority	Strategic Outcome	Programs	
Priority #1: Research Advance health knowledge, through excellent and ethical research, across disciplines, sectors, and geography.	1. Outstanding Health Research	1.1. Fund health research.	
Priority #2: Researchers Develop and sustain Canada's health researchers in vibrant, innovative and stable research environments.	2. Outstanding Researchers in Innovative Environments	2.1. Fund health researchers and trainees.	
		2.2. Fund research resources, collaboration and other grants to strengthen the health research community.	
		2.3. Develop and support a strong health research community through national and international alliances and priority setting.	
		2.4. Inform research, clinical practice and public policy on ethical, legal and social issues (ELSI) related to health and health research.	
Priority #3: Knowledge Translation Catalyze health innovation in order to strengthen health and the health care system and contribute to the growth of Canada's economy.	3. Transforming Health Research into Action	3.1. Support activities on knowledge translation, exchange, use and strategies to strengthen the health system.	
		3.2 Support national efforts to capture the economic value for Canada of health research advances made at Canadian institutions.	
Organizational Excellence*			

* Organizational Excellence is no longer an official Strategic Outcome as a result of the new Program Activity Architecture reporting structure. Operational activities under this area enable the three strategic outcomes, and are discussed in Section IV.

**SECTION II – ANALYSIS OF PROGRAM ACTIVITIES BY
STRATEGIC OUTCOME**

Analysis by Program Activity

This section summarizes and identifies CIHR’s planned programs and activities within each of the three strategic outcome areas.

1. Strategic Outcome: Outstanding Research

CIHR supports the development of new knowledge through health research across all disciplines that are relevant to health. Throughout 2005–2006 and beyond, CIHR will work to ensure that the best health research is supported to create health knowledge responding to opportunities and priorities.

1.1. Program Activity Name: Fund Health Research

Financial Resources (in millions)

2004–2005	2005–2006	2006–2007	2007–2008
\$396.4	\$420.3	\$410.1	\$410.1

Human Resources

2004–2005	2005–2006	2006–2007	2007–2008
139	173	173	173

Program Summary

Program Activity Description	
Plan, launch and manage competitions and programs for grant funds to facilitate and enable the conduct of outstanding health research including collaborative programs in investigator-framed and Institute-framed initiatives.	
Expected Results	Indicators
Effective and efficient funding programs that enable ethical health research creating health knowledge that responds to opportunities and priorities.	<ul style="list-style-type: none"> ▶ Success of CIHR-funded research programs including results, awareness and satisfaction levels. ▶ Extent to which Institutes have appropriately influenced the research, policy and/or practice agendas in their communities.
Link to Priority	
Priority #1: Research—Advance health knowledge, through excellent and ethical research, across disciplines, sectors, and geography.	

Description of Key Programs and Services

CIHR supports the development of new knowledge through health research across all disciplines that are relevant to health. In order to effectively fund this research, CIHR provides grants for investigator-initiated research and strategic research through competitions and requests for applications (RFAs) in conjunction with many of its partners.

Funding Excellence in Health Research

Research driven by the creativity of individuals and teams lies at the heart of Canada’s health research enterprise. The pursuit of excellence in research, as judged by peers, inspires ideas

that drive progress and ensures a continuous flow of fresh insights. Over the next three years, CIHR will reinforce its commitment to research excellence through directing approximately 70% of its base budget for grants and awards to the support of investigator-initiated research programs addressing significant questions in biomedical, clinical, health systems and population health.

Supporting Strategic Research Through Institutes

CIHR's broad-based approach brings together researchers across disciplinary and geographic boundaries through its 13 Institutes, each of which addresses an area of health research that is of importance to Canadians. Each Institute is headed by a Scientific Director who is a leader in his or her field, and is guided by an Institute Advisory Board comprising volunteers from all parts of the health research community.

Each Institute has worked closely with its partners, including other research funders, those who carry out the research, and those who use its findings, to develop strategic plans which identify research priority themes. These themes are highly relevant to government priorities such as: Aboriginal health and skills development; access to health care; and solidifying Canada's place in the world. CIHR is committing 30% of its grants and awards base budget to its various strategic research initiatives.

Developing National Research Platforms and Initiatives

CIHR's Strategic Plan, *Investing in Canada's Future: CIHR's Blueprint for Health Research and Innovation*, calls upon the organization to develop national research platforms and initiatives. CIHR's Governing Council has identified a number of partnered, long-term strategic initiatives to pursue to address Canada's health research priorities. These include:

1. The Global Health Research Initiative which will develop practical solutions for the health and healthcare problems of the developing world (in conjunction with Canadian International Development Agency, International Development Research Centre and Health Canada);
2. The Clinical Research Initiative which will modernize Canada's platform for clinical research including national networks, core facilities, sustainable support mechanisms for clinician researchers, and innovative mentoring and training opportunities (in conjunction with Canadian Foundation for Innovation); and
3. The Regenerative Medicine and Nanotechnology Initiative which will harness the full potential of a number of new technologies, and examine their impact on society and the health care system (in conjunction with Natural Sciences and Engineering Research Council, National Research Council Canada, Heart and Stroke Foundation and others).

The scale to which these three initiatives are implemented is contingent on the availability of finances and contributing partners.

2. Strategic Outcome: Outstanding Researchers in Innovative Environments

CIHR is committed to strengthening Canada's health research communities by continuing to broaden, deepen and sustain health research excellence. CIHR will continue to increase its support for multidisciplinary and multisectoral teams of researchers. CIHR will ensure that it supports the right balance and mix of health researchers to realize its mandate and strategic objectives. CIHR recognizes the importance of new investigators to the Canadian health research enterprise. Throughout 2005–2006 and beyond, CIHR will work to ensure a strong Canadian health research community that is able to undertake outstanding research.

2.1. Program Activity Name: Fund Health Researchers and Trainees

Financial Resources (in millions)

2004–2005	2005–2006	2006–2007	2007–2008
\$202.4	\$195.4	\$212.4	\$217.4

Human Resources

2004–2005	2005–2006	2006–2007	2007–2008
54	67	67	67

Program Summary

Program Activity Description	
Plan, launch and manage competitions and programs for both salary awards to enable health researchers to devote more time to their research, as well as competitions for training awards to develop future health researchers.	
Expected Results	Indicators
Effective and efficient funding programs that ensure a supply of highly qualified health researchers and trainees are available to conduct outstanding research.	<ul style="list-style-type: none"> ▶ Success of CIHR-funded salary and training programs including results, awareness and satisfaction levels. ▶ Level and success of Institute activity in creating opportunities for capacity development based on successful initial and ongoing identification and targeting of research domains in need of capacity development.
Link to Priority	
Priority #2: Researchers—Develop and sustain Canada's health researchers in vibrant, innovative and stable research environments.	

Description of Key Programs and Services

CIHR provides various training grants and salary awards to support and nurture Canada's health research community. Other activities include CIHR's participation in the Canada Research Chairs and Canada Graduate Scholarships programs. CIHR will continue to evaluate and simplify its numerous program tools to become more efficient in program delivery and make it easier for researchers to access the support they need.

Training the Next Generation of Researchers

A new approach to health research requires a new generation of health researchers with a whole new skill set—the ability to work with colleagues in a wide range of disciplines. Through a

number of innovative programs, CIHR is facilitating the development of interdisciplinary teams of young researchers who receive mentorship and training while learning to work with their colleagues from diverse fields. Each year CIHR provides more than 2,000 individual training awards, including doctoral student awards, studentships and post-doctoral fellowships to support the next generation of health researchers. In order to address Canada's increased requirement for scientific and technical personnel, and health professionals, CIHR will continue to deliver innovative programs, such as Strategic Training Initiative in Health Research, which supports more than 1,000 trainees.

Supporting Research Careers

One of CIHR's core objectives is to provide leadership in building capacity within Canada's health research community. This is done through the training and development of researchers, and by fostering the development and ongoing support of scientific careers in health research. In 2004–2005, CIHR formed a Task Force on Career Support to advise its Governing Council on an appropriate niche for CIHR in the area of salary support. Following delivery of the final Task Force report, CIHR has formed an implementation group to design a portfolio of career support programs through broad consultation with all stakeholders. This will address the issues raised by the Task Force, including program sustainability. Roll-out of the newly designed programs, intended to complement support provided through the Canada Research Chairs program, is expected to begin in December 2005.

Building Research Capacity in Universities

In collaboration with the federal funding agencies (Natural Sciences and Engineering Research Council and Social Sciences and Humanities Research Council of Canada) CIHR will continue to invest in research capacity building through the Canada Research Chairs program and the Canada Graduate Scholarships program in 2005–2006 and beyond.

2.2. Program Activity Name: Fund research resources, collaboration and other grants to strengthen the health research community

Financial Resources (in millions)

2004–2005	2005–2006	2006–2007	2007–2008
\$60.8	\$64.9	\$64.9	\$64.9

Human Resources

2004–2005	2005–2006	2006–2007	2007–2008
15	20	20	20

Program Summary

Program Activity Description

Plan, launch and manage competitions and programs for grant funds for research-enabling activities, such as networking, provision of new equipment, databases and/or specialized resources. Encourage participation and involvement of stakeholders in the public and private sectors through collaborative, enabling programs and competitions.

<p>Expected Results</p> <p>Effective and efficient partnerships and funding programs that lead to a dynamic research environment and enable outstanding research.</p>	<p>Indicators</p> <ul style="list-style-type: none"> ▶ Success of CIHR-funded research resources and collaboration programs including results, awareness and satisfaction levels. ▶ Level of Institute leadership, activity and success in strengthening research infrastructure/environment.
<p>Link to Priority</p> <p>Priority #2: Researchers—Develop and sustain Canada’s health researchers in vibrant, innovative and stable research environments.</p>	

Description of Key Programs and Services

CIHR provides various team-related programs to strengthen the research environment and enable outstanding research.

Working in Multidisciplinary Teams

To leverage the success of several programs launched during its first four years, CIHR has combined them into a recently launched Team Grant program. With this program CIHR challenges researchers from multiple disciplines to work together to combine the benefits of each of their specialization areas to solve complex health problems requiring a multidisciplinary approach. This approach is facilitated by CIHR's problem-based Institute structure that brings together researchers across geographic and disciplinary boundaries to focus on the health issues that affect Canadians most. The health research community has responded well to this opportunity, with over 250 proposals received in 2004. Over the next year, CIHR will continue to establish similar innovative programs that encourage multidisciplinary teams.

Advancing Research that is Relevant to Official Language Minority Communities

CIHR is committed to supporting health research related to issues facing official language minority communities (OLMC). Building on the invitational workshop held in March 2004, CIHR is developing a multi-year action plan to respond to the needs of the OLMC. Specifically, CIHR will continue to incorporate the special circumstances affecting these communities in relevant open competitions and strategic initiatives. CIHR will also work closely with the newly established Consultative Committee whose mandate is to provide ongoing advice on health research and capacity-building issues related to OLMC. CIHR has also made recent modifications to the mandates of its permanent peer review committees to include special circumstances affecting OLMC. CIHR will evaluate each of these initiatives as part of its ongoing commitment to the evaluation and improvement of all of its programs and policies. In particular, it will carefully track and monitor relevant submissions and success rates to evaluate the impact of this initiative. Finally, through its Consultative Committee, CIHR is committed to exploring additional initiatives to support research in this area. Progress against the action plan will be reported annually in the CIHR Departmental Performance Report.

2.3. Program Activity Name: Develop and support a strong health research community through national and international alliances and priority setting

Financial Resources (in millions)

2004–2005	2005–2006	2006–2007	2007–2008
\$27.7	\$27.7	\$27.7	\$27.7

Human Resources

2004–2005	2005–2006	2006–2007	2007–2008
34	40	40	40

Program Summary

Program Activity Description	
Plan, launch and manage both Institute Support Grants that enable Institute activities such as the development of strategic health research priorities and development of alliances, as well as competitions and programs for grant funds for both national and international partnered programs.	
Expected Results	Indicators
National and international health research agendas are formulated and implemented.	<ul style="list-style-type: none"> ▶ Success of CIHR-funded partnership research programs including results, awareness and satisfaction levels. ▶ Number, diversity and scope of linkages, exchanges, alliances and partnerships with other organizations including health policy-makers at all levels of government (especially provincial governments) compared to baseline. Includes willingness of stakeholders to support research in Institute domains and number and size of funding flows through jointly-funded partnership programs where relevant.
Link to Priority	
Priority #2: Researchers—Develop and sustain Canada’s health researchers in vibrant, innovative and stable research environments.	

Description of Key Programs and Services

CIHR will work towards the development of innovative national and international alliances to increase the quality and quantity of research, as well as to provide operational support to the Institutes to carry out their collaborative work.

Building and Cultivating Partnerships for Health Research

Partnerships are increasingly the way that health research stakeholders do business, and they are a key to CIHR’s success in achieving its vision for the future. In the past five years, CIHR has developed strategic partnerships with a range of organizations including other federal government departments and agencies, provincial research funding agencies and relevant provincial and territorial departments, health charities, professional associations, other non-governmental organizations, and industry. CIHR’s partners help set research priorities, share best practices in research and peer review, build research capacity, leverage knowledge translation efforts and make more effective use of resources for research. CIHR will continue to expand its partnership base by reaching out to stakeholders and the public to ensure it responds to the needs of the health research community and Canadians in a coordinated and effective manner.

Enhancing International Collaboration

Canadians learned first-hand from the SARS outbreak that disease knows no borders. This has underlined the importance of a global perspective in collectively addressing health priorities through research, policy and collective action. CIHR will continue to build international partnerships and alliances to support international research and training projects over the next

three years. This will help to ensure the benefits of international collaboration on health research are realized.

Institute Support Grants

CIHR provides each of its 13 Institutes with a \$1 million support grant annually to facilitate and develop national research networks that link researchers. These grants also engage other stakeholders across the country in pursuit of common health research objectives. The Institutes will continue to seek out opportunities to form alliances and networks over the next three years, and will continue to form international partnerships that advance research of strategic importance.

2.4. Program Activity Name: Inform research, clinical practice and public policy on ethical, legal and social issues (ELSI) related to health and health research

Financial Resources (in millions)

2004–2005	2005–2006	2006–2007	2007–2008
\$5.6	\$6.2	\$6.2	\$6.2

Human Resources

2004–2005	2005–2006	2006–2007	2007–2008
17	20	20	20

Program Summary

<i>Program Activity Description</i>	
Undertake consultations to enable inclusive dialogue across sectors, disciplines and communities to lead to greater public engagement, improved knowledge and understanding of the ethical, legal and social issues in the context of health and health research. As well, plan, launch and manage competitions and programs for grant funds to create new knowledge and provide grant funds that enable effective insights pertaining to the ethical, legal and social issues in the context of health and health research.	
<i>Expected Results</i>	<i>Indicators</i>
Uptake and application of ethics knowledge as an integral part of decision-making in health practice, research and policy.	<ul style="list-style-type: none"> ▶ Success of CIHR’s ELSI activities, for example, changes in the number of ethics-related incidents that arise from health practice, research, and policies. ▶ Number of publications resulting from ELSI research. ▶ Number of public policies influenced by ELSI principles. ▶ Opinions of health researchers, and policy-makers regarding their success in uptake and application of new ethical knowledge.
<i>Link to Priority</i>	
Priority #2: Researchers—Develop and sustain Canada’s health researchers in vibrant, innovative and stable research environments.	

Description of Key Programs and Services

CIHR engages in inclusive dialogue across sectors, disciplines and communities and pursues public engagement to improve knowledge and understanding of ELSI in the context of health and health research. In addition, CIHR funds ELSI-related health research.

Promoting Research on ELSI Related to Health

CIHR and multiple partners promote research on cross-cutting ELSI as an integral part of the national health research agenda. In 2005–2006, CIHR will provide a research fund of approximately \$3.3 million to serve as a minimum base amount to support strategic initiatives in this area. By providing this fund CIHR has signalled a commitment to build capacity among investigators who are poised to conduct research and translate new knowledge in strategically important research areas related to ELSI issues. Ultimately this CIHR initiative will enhance Canada's reputation for producing cutting-edge research in ELSI issues.

Contributing to Broader Health Policy Debate

CIHR is committed to promoting health research that meets the highest international standards of excellence and ethics. CIHR works collaboratively with many partners to develop the highest ethical standards for health research and to see to their application in practice. This includes funding the Canadian Council on Animal Care in partnership with the Natural Sciences and Engineering Research Council, and the National Council on Ethics of Human Research, in partnership with Health Canada. In addition, CIHR will continue to build on the work done to date in relevant public policy areas:

- The launch of federal/provincial/territorial laws and policies governing privacy and confidentiality of personal information in health research;
- The implementation of a national policy respecting the appropriate use of placebos in randomized controlled trials;
- The development of conflict of interest guidelines for CIHR-funded institutions and the broader community; and
- The launch of national ethics guidelines for research involving Aboriginal peoples.

Addressing Allegations of Non-Compliance with Research Policies

CIHR launched and implemented, in 2004–2005, the Procedure for Addressing Allegations of Non-Compliance with Research Policies. With the creation of a Research Integrity Committee mandated to review and assess allegations of non-compliance with research policies, this committee will report to CIHR senior management on a monthly basis.

Governance of Ethics on Research Involving Humans

CIHR will play a leadership role in developing a national framework on the governance of ethics on research involving humans. This will contribute to the development of innovative public policies to support health and health research. A better governance framework will enhance the protection of human participants in research and will increase public trust in health research.

3. Strategic Outcome: Transforming Health Research into Action

CIHR's knowledge translation activities aim to accelerate the transformation of research results into health benefits for Canadians and an improved health care system. This includes funding knowledge translation research and building knowledge translation networks. CIHR also plays a role in helping to move promising new research breakthroughs toward potential commercial applications. Throughout 2005–2006 and beyond, CIHR will work to ensure that relevant health research is adopted into practice, programs and policies for a productive health system, and to stimulate economic development through discovery and innovation.

3.1. Program Activity Name: Support activities on knowledge translation, exchange, use and strategies to strengthen the health system

Financial Resources (in millions)

2004–2005	2005–2006	2006–2007	2007–2008
\$36.4	\$37.0	\$37.0	\$37.0

Human Resources

2004–2005	2005–2006	2006–2007	2007–2008
18	22	22	22

Program Summary

Program Activity Description	
Implement strategies to enable the effective dissemination, exchange, synthesis and application of health research results that will lead to improvements in the Canadian health system. As well, plan, launch and manage competitions and programs for grant funds designed to create new knowledge, strengthen Canadian capacity and networks, and together with our partners undertake effective research and knowledge translation of health research.	
Expected Results	Indicators
Effective dissemination, exchange, synthesis and application of research results take place to create new knowledge, strengthen Canadian capacity and networks, and together with our partners, enable effective research and knowledge translation of health research.	<ul style="list-style-type: none"> ▶ Success of CIHR-funded research programs including results, awareness and satisfaction levels. ▶ Increased number, scope and diversity of knowledge translation activities supported by CIHR (and its partners where relevant) or resulting from CIHR activities (for example, synthesis papers, briefs, participation in policy task forces) compared to baseline. ▶ Identification of and initial communication with key knowledge translation stakeholders, followed by increased number of inputs (driven by research evidence) to stakeholders' decision processes.
Link to Priority	
Priority #3: Knowledge Translation—Catalyze health innovation in order to strengthen health and the health care system and contribute to the growth of Canada's economy.	

Description of Key Programs and Services

CIHR supports dissemination and use of research knowledge through funding research on knowledge translation and developing tools, programs and strategies.

Knowledge Translation

A key part of CIHR's mandate, knowledge translation (KT) is about turning the knowledge gained through health research into improved health for Canadians, more effective services and products, and a strengthened health system. CIHR's KT Strategy is designed to further expand and increase its ongoing efforts in this area. The strategy is a multi-year plan based on *Investing in Canada's Future: CIHR's Blueprint for Health Research and Innovation*, and identifies planned activities in the following four areas:

1. Supporting research on KT concepts and processes;
2. Contributing to building networks of researchers and end-users;
3. Encouraging all health researchers to become engaged in appropriate KT activities; and
4. Building a better understanding of KT.

Helping Canada Innovate

CIHR will continue to administer \$25 million annually in the Networks of Centres of Excellence Program, in collaboration with Industry Canada and the federal granting councils (Natural Sciences and Engineering Research Council of Canada and Social Sciences and Humanities Research Council of Canada). This initiative mobilizes Canada's world-class research talent in academia and the private and public sectors by creating and investing in leading-edge, multidisciplinary national research networks across the country.

3.2. Program Activity Name: Support national efforts to capture the economic value for Canada of health research advances made at Canadian institutions.

Financial Resources (in millions)

2004–2005	2005–2006	2006–2007	2007–2008
\$22.3	\$25.3	\$25.3	\$25.3

Human Resources

2004–2005	2005–2006	2006–2007	2007–2008
11	15	15	15

Program Summary

Program Activity Description

Implement strategies to enable the effective development and commercialization of health research that will lead to a better quality of life for Canadians through improvements in the Canadian health system, products and economy. As well, plan, launch and manage competitions and programs for grant funds to create and transfer new knowledge, strengthen Canadian capacity and networks, and undertake effective commercialization of health research.

<p>Expected Results</p> <p>Mobilizing research to improve health services, products, a strengthened healthcare system and the economy.</p>	<p>Indicators</p> <ul style="list-style-type: none"> ▶ Success of CIHR-funded research programs including results, awareness and satisfaction levels. ▶ Number and nature of patents, spin-off companies and licenses for intellectual property (IP) generated from CIHR-funded research.
<p>Link to Priority</p> <p>Priority #3: Knowledge Translation—Catalyze health innovation in order to strengthen health and the health care system and contribute to the growth of Canada’s economy.</p>	

Description of Key Programs and Services

CIHR provides various commercialization funding programs, in support of implementation of its commercialization strategy, that are focussed in three areas: mobilizing research, developing people and careers, and building partnerships. CIHR’s commercialization strategy focuses on the early stages of commercialization, where there is a growing gap between a promising initial concept and its exploitation for economic and health advantage.

Commercialization

Commercialization is an integral part of CIHR’s mandate. CIHR’s coherent suite of programs is helping to achieve this objective by stimulating technology development, encouraging its innovative application, and moving the products of research from the academic setting to the marketplace. As well, CIHR has enhanced its commercialization strategy by filling gaps and expanding current activities such as:

- Randomized Controlled Trials Program;
- CIHR/SME Research Program (strengthening infrastructure for technology transfer);
- Intellectual Property Management Program [with NSERC and SSHRC] (strengthening infrastructure for technology transfer);
- Proof of Principle Program (developing and facilitating commercial transfer from research institutions); and
- Proof of Principle Partnered Program (mobilizing the discovery further down the innovation pipeline; in conjunction with non-academic investors).

SECTION III – SUPPLEMENTARY INFORMATION

Management Representation Statement

I submit for tabling in Parliament, the 2005–2006 Report on Plans and Priorities (RPP) for the Canadian Institutes of Health Research (CIHR).

This document has been prepared based on the reporting principles contained in the *Guide to the preparation of Part III of the Estimates: Reports on Plans and Priorities*.

- It adheres to the specific reporting requirements outlined in the TBS guidance;
- It is based on the department's approved accountability structure as reflected in its MRRS;
- It presents consistent, comprehensive, balanced and accurate information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat in the RPP.



Name: Dr. Alan Bernstein
Title: President, Canadian Institutes of Health Research

Organizational Information

Accountability

CIHR is a departmental corporation with one business line—to achieve excellence in the creation of new knowledge, through research, and its translation into improved health for Canadians, through improved health products and services and a strengthened health care system.

Minister: The Honourable Ujjal Dosanjh, Minister of Health, is responsible for the Canadian Institutes of Health Research.

President: Dr. Alan Bernstein reports to the Minister, and has four Vice-Presidents, a Director of Ethics, and 13 Institute Scientific Directors who report to him:

Senior Management:

- Christine Fitzgerald, Executive Vice-President.
- Dr. Mark Bisby, Vice-President, Research.
- Guy D'Aloisio, Vice-President, Service and Operations.
- Vice President, Knowledge Translation and Major Initiatives (currently vacant).
- Director responsible for the Ethics Office (currently vacant).

Institute Scientific Directors:

- | | |
|----------------------------|--|
| • Dr. Jeff Reading | Aboriginal Peoples' Health |
| • Dr. Anne Martin-Matthews | Aging |
| • Dr. Philip Branton | Cancer Research |
| • Dr. Bruce McManus | Circulatory and Respiratory Health |
| • Dr. Miriam Stewart | Gender and Health |
| • Dr. Roderick R. McInnes | Genetics |
| • Dr. Morris Barer | Health Services and Policy Research |
| • Dr. Michael Kramer | Human Development, Child and Youth Health |
| • Dr. Bhagirath Singh | Infection and Immunity |
| • Dr. Cyril Frank | Musculoskeletal Health and Arthritis |
| • Dr. Rémi Quirion | Neurosciences, Mental Health and Addiction |
| • Dr. Diane Finegood | Nutrition, Metabolism and Diabetes |
| • Dr. John Frank | Population and Public Health |

The host institution of each Institute is provided with an Institute Support Grant each year. Persons employed by the Institute, including the Scientific Director, are employees of the host institution and not employees of CIHR. Each Institute is served by an Institute Advisory Board that consists of volunteers from the Institute's respective research communities. Institute Advisory Boards are an essential mechanism for strengthening CIHR's link with the larger research community, and for providing guidance and direction on research priorities.

Governing Council

The organization's open and transparent stewardship is the responsibility of Governing Council, which is chaired by CIHR's President and comprises 20 Canadians who have been appointed by Order in Council to renewable three-year terms. Council members represent a wide range of relevant backgrounds and disciplines, reflecting CIHR's broad mandate and vision.

Table 1: Planned Spending and Full Time Equivalents

(in millions \$)	Forecast Spending 2004–2005	Planned Spending 2005–2006	Planned Spending 2006–2007	Planned Spending 2007–2008
Fund health research	396.4	420.3	410.1	410.1
Fund health researchers and trainees	202.4	195.4	212.4	217.4
Fund research resources, collaboration and other grants to strengthen the health research community	60.8	64.9	64.9	64.9
Develop and support strong health research community through national and international alliances and priority-setting	27.7	27.7	27.7	27.7
Inform research, clinical practice and public policy on ethical, legal and social issues (ELSI) related to health and health research	5.6	6.2	6.2	6.2
Support activities on knowledge translation, exchange, use and strategies to strengthen the health system	36.4	37.0	37.0	37.0
Support national efforts to capture the economic value for Canada of health research advances made at Canadian Institutions	22.3	25.3	25.3	25.3
Budgetary Main Estimates (gross)	751.6	776.8	783.6	788.6
Non-Budgetary Main Estimates (gross)	0	0	0	0
	751.6	776.8	783.6	788.6
Less: Respendable revenue	0	0	0	0
Total Main Estimates	751.6	776.8	783.6	788.6
<i>Adjustments:</i>				
Supplementary Estimates:				
Permanent budget increase as per Federal Budget	38.8	-	-	-
Operating budget carry-forward – 2003–2004	1.6	-	-	-
Transfer from Health Canada for “HIV/AIDS Community Based Research”	1.8	-	-	-
Reduction to Canada Research Chairs	(36.0)	-	-	-
Funding for “Addressing HIV/AIDS in Canada”	1.0	3.0	5.0	7.2
Creation of Advertising Reserve	(0.1)	-	-	-
Budget Announcement				
Procurement Savings (60K)	-	(0.1)	-	-
Investing in Ideas and Enabling Technologies	-	32.0	32.0	32.0
Total Adjustments	7.1	34.9	37.0	39.2
Total Planned Spending	758.7	811.7	820.6	827.8
Total Planned Spending	758.7	811.7	820.6	827.8
Less: Non-Respendable revenue	(2.8)	(2.8)	(2.8)	(2.8)
Plus: Cost of services received without charge	2.5	4.2	4.2	4.3
Net cost of Program	758.4	813.1	822.0	829.3
Full Time Equivalents	288	357	357	357

Table 2: Program by Activity

2005–2006										
(\$ millions)	Budgetary						Non-Budgetary	Total Main Estimates	Adjustments (planned spending not in Main Estimates)	Total Planned Spending
	Operating	Capital	Grants and Contributions	Gross	Revenue	Net	Loans, Investments and Advances			
Program Activity										
Fund health research	20.9		399.4	420.3		420.3		420.3	3.0	423.3
Fund health researchers and trainees	7.7		187.7	195.4		195.4		195.4	-	195.4
Fund research resources, collaboration and other grants to strengthen the health research community	2.4		62.5	64.9		64.9		64.9	-	64.9
Develop and support strong health research community through national and international alliances and priority-setting	4.2		23.5	27.7		27.7		27.7	-	27.7
Inform research, clinical practice and public policy on ethical, legal and social issues (ELSI) related to health and health research	2.5		3.7	6.2		6.2		6.2	-	6.2
Support activities on knowledge translation, exchange, use and strategies to strengthen the health system	2.9		34.1	37.0		37.0		37.0	-	37.0
Support national efforts to capture the economic value for Canada of health research advances made at Canadian Institutions	1.6		23.7	25.3		25.3		25.3	-	25.3
Total	42.2		734.6	776.8		776.8		776.8	3.0	779.8
Budget Announcement									32.0	32.0
Total after adjustments									35.0	811.8

Table 3: Voted and Statutory Items listed in Main Estimates

2005–2006			
Vote or Statutory Item	Truncated Vote or Statutory Wording	Current Main Estimates (\$ millions)	Previous Main Estimates (\$ millions)
10	Operating expenditures	37.9	36.2
15	Grants	734.6	711.3
(S)	Contributions to employee benefit plans	4.3	4.2
	Total Agency	776.8	751.6

Table 4: Net Cost of Agency for the Estimates Year

(\$ millions)	2005–2006
Total Planned Spending	811.7
<i>Plus: Services Received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	2.8
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	1.4
Worker's compensation coverage provided by Social Development Canada	-
Salary and associated expenditures of legal services provided by Justice Canada	-
	815.9
<i>Less: Non-responsible Revenue</i>	(2.8)
2005–2006 Net cost of Agency	813.1

Table 5: Sources of Respendable and Non-Respendable Revenue

(\$ millions)	Forecast Revenue 2004–2005	Planned Revenue 2005–2006	Planned Revenue 2006–2007	Planned Revenue 2007–2008
Canadian Institutes of Health Research				
Total Respendable Revenue	NIL	NIL	NIL	NIL
Non-Respendable Revenue				
Fund health research				
Refunds of Previous Years' Expenditures	1.6	1.6	1.6	1.6
Fund health researchers and trainees				
Refunds of Previous Years' Expenditures	0.7	0.7	0.7	0.7
Fund research resources, collaboration and other grants to strengthen the health research community				
Refunds of Previous Years' Expenditures	0.2	0.2	0.2	0.2
Develop and support strong health research community through national and international alliances and priority-settings				
Refunds of Previous Years' Expenditures	0.1	0.1	0.1	0.1
Inform research, clinical practice and public policy on ethical, legal and social issues (ELSI) related to health and health research				
Refunds of Previous Years' Expenditures	-	-	-	-
Support activities on knowledge translation, exchange, use and strategies to strengthen the health system				
Refunds of Previous Years' Expenditures	0.1	0.1	0.1	0.1
Support national effort to capture the economic value for Canada of health research advances made at Canadian institutions				
Refunds of Previous Years' Expenditures	0.1	0.1	0.1	0.1
Total Non-Respendable Revenue	2.8	2.8	2.8	2.8
Total Respendable and Non-Respendable Revenue	2.8	2.8	2.8	2.8

Table 6: Details on Transfer Payments Programs (Grants, Contributions and Other Transfer Payments)

Over the next three years, the Canadian Institutes of Health Research will manage the following transfer payment programs in excess of \$5 million:

2005–06

1. Grants for research projects and personnel support
2. Institute Support Grants
3. Canada Graduate Scholarships

2006–07

1. Grants for research projects and personnel support
2. Institute Support Grants
3. Canada Graduate Scholarships

2007–08

1. Grants for research projects and personnel support
2. Institute Support Grants
3. Canada Graduate Scholarships

For further information on the above-mentioned transfer payment programs see <http://www.tbs-sct.gc.ca/est-pre/estime.asp>.

SECTION IV – OTHER ITEMS OF INTEREST

1. Organizational Excellence

CIHR achieves program delivery excellence and impressive research results by continually strengthening its internal organization and fostering a dedicated, well-informed workforce. The organization's leadership, responsible management, continuous-improvement practices, and high-quality work environment demonstrate an ongoing commitment to organizational excellence. CIHR maintains a small operational budget, approximately \$42 million for 2005–2006, while ensuring that at least 94% of its parliamentary appropriations go directly to support health research and researchers in Canada.

Description of Key Activities

CIHR's operating budget is allocated to four portfolios to ensure smooth program design and delivery, and effective functioning of the organization. This involves a number of activities related to the funding of research such as: peer review; developing request for applications (RFAs); fostering partnerships; and communicating and interacting with Canada's health research community. Performance evaluation, CIHR's information technology systems, and activities related to coordinating and managing ethical, legal and other policy issues in health research are also included.

Building a Better CIHR

With increased funding and a broader mandate, combined with more collaborative partnerships, CIHR's portfolio of funding programs has become increasingly complex. This can make it difficult for the research community to keep abreast of the numerous and complex funding opportunities. Therefore, CIHR has begun to examine how best to offer funding opportunities that are easier to understand, and are both regular and predictable for the research community, and more manageable for CIHR staff. Over the next five years CIHR intends to simplify its portfolio of funding programs by combining those programs with similar objectives. Any program re-design required to streamline CIHR's funding opportunities will be guided by consultation with the research community. The intended result is a simple, well-designed portfolio of funding programs that will be flexible enough to accommodate all approaches to health research.

Utilizing Technology to Enhance Service Delivery

CIHR is committed to easing the administrative burden on researchers, to enable them to spend more time on actual research. To help address this, ResearchNet, a CIHR-led partnership, has been developed. This tool will make it easier for researchers to access Canadian research opportunities, to apply with electronic applications, and to access the latest research funding information. This will be done through one central point of entry to all research funding opportunities, regardless of their source. One of these services being offered is the Common CV, which can be used to apply to multiple funding agencies through a single electronic resume. Currently, there are more than 29,000 researchers using the Common CV, which is supported by ten provincial, federal and not-for-profit agencies, including the federal granting councils (Natural Sciences and Engineering Research Council of Canada and Social Sciences and Humanities Research Council of Canada).

Enhancing Effectiveness of Peer Review

CIHR has faced a significant continual increase in the volume and breadth of grant applications, thus straining the peer review process—the method used to determine the most promising researchers and research proposals to fund. In 2005–2006, CIHR will continue its multi-year project to address this issue by implementing ways to improve the effectiveness and efficiency in this area. In particular, CIHR will move towards the use of electronic submission and processing of applications throughout the peer review process, using ResearchNet. CIHR will

also continue working on improving current rating policies and practices, and exploring best practices with other health research agencies.

Evaluating our Performance

As it completes its fifth year of operation, CIHR is currently working to appoint an international panel to conduct a mid-term evaluation of the Institutes and a five-year external review to evaluate the organization's progress towards meeting its mandate. Key inputs for the external review will be a broad researcher survey in 2005 and the mid-term evaluations of all 13 Institutes, which will examine their relevance, effectiveness, and contributions to the overall CIHR mandate. The results of the external review will be presented to CIHR's Governing Council in June 2006 and be made public shortly thereafter.

Improving Reporting of Research Results

CIHR is developing a strategy to improve the reporting of CIHR-funded research results. Components of the strategy, which will be implemented over the coming years, include: an initiative to identify the most appropriate means to measure the value of investments in health research; development of an end-of-grant reporting tool; use of bibliometric analysis of peer reviewed publications; and a policy to share the results and products of CIHR-funded research.

Advancing Modern Management Practices

As a federal agency, CIHR has an ongoing responsibility to demonstrate to Canadians that tax dollars are being spent wisely. As part of an ongoing exercise started in 2003, CIHR is implementing 19 multi-year priority initiatives to improve its internal management practices. These range from implementing an integrated planning and reporting framework and a risk management framework to enhancing partnership management tools and leadership skills.

Enhancing Public Engagement

One of CIHR's objectives is to enhance public and stakeholder engagement in health research in Canada. To this end, CIHR has been moving towards greater transparency and accountability by ensuring broad public representation on key structures such as the CIHR Institute Advisory Boards. In addition, in the fall of 2004, CIHR conducted a pilot project, in which community reviewers participated on peer review committees. The intention was to explore best practices and the feasibility of incorporating community reviewers into CIHR peer review processes. This activity will be expanded to include additional community reviewers on more committees. In addition, CIHR supports activities that expose Canadian youth to scientific discovery and that introduce them to career opportunities in research. A youth outreach strategy is also being developed to generate interest in science among Canadian youth.

A Committed Workforce

CIHR is a diverse organization that unites varied cultural and intellectual perspectives in a shared quest for excellence. In order to maintain a healthy and thriving workplace, CIHR will analyze the results of a major employee survey undertaken in 2004 and prepare an action plan to implement the recommendations.

Institute Transition

CIHR has established a schedule for periodic rotation of Institute Scientific Directors. This generally involves the winding down of an Institute at its host university or hospital and moving to the location of the new Scientific Director. In order to ensure smooth transition of corporate memory and activities, CIHR is developing procedures, best practices and guiding principles for the relocation of Institutes, and a Director of Institute Affairs position has been created to plan and manage this process.

2. Key Reference Documents and Internet Addresses

Key Reference Documents

1. Investing in Canada's Future: CIHR's Blueprint for Health Research and Innovation 2003/04 – 2007/08, CIHR's Strategic Plan:
<http://www.cihr-irsc.gc.ca/e/20266.html>
2. Exceptional Value for Canadians, CIHR 2003-2004 Annual Report:
<http://www.cihr-irsc.gc.ca/e/25727.html>
3. CIHR Institutes – More information, including Institute Strategic Plans and Annual Reports, is available through CIHR's web site:
<http://www.cihr-irsc.gc.ca/e/9466.html>

Internet Addresses

Canadian Institutes of Health Research (CIHR) Home Page	http://www.cihr-irsc.gc.ca/e/193.html
Aboriginal Peoples' Health	http://www.cihr-irsc.gc.ca/e/8668.html
Aging	http://www.cihr-irsc.gc.ca/e/8671.html
Cancer Research	http://www.cihr-irsc.gc.ca/e/12506.html
Circulatory and Respiratory Health	http://www.cihr-irsc.gc.ca/e/8663.html
Gender and Health	http://www.cihr-irsc.gc.ca/e/8673.html
Genetics	http://www.cihr-irsc.gc.ca/e/13147.html
Health Services and Policy Research	http://www.cihr-irsc.gc.ca/e/13733.html
Human Development, Child and Youth Health	http://www.cihr-irsc.gc.ca/e/8688.html
Infection & Immunity	http://www.cihr-irsc.gc.ca/e/13533.html
Musculoskeletal Health and Arthritis	http://www.cihr-irsc.gc.ca/e/13217.html
Neurosciences, Mental Health and Addiction	http://www.cihr-irsc.gc.ca/e/8602.html
Nutrition, Metabolism and Diabetes	http://www.cihr-irsc.gc.ca/e/13521.html
Population and Public Health	http://www.cihr-irsc.gc.ca/e/13777.html