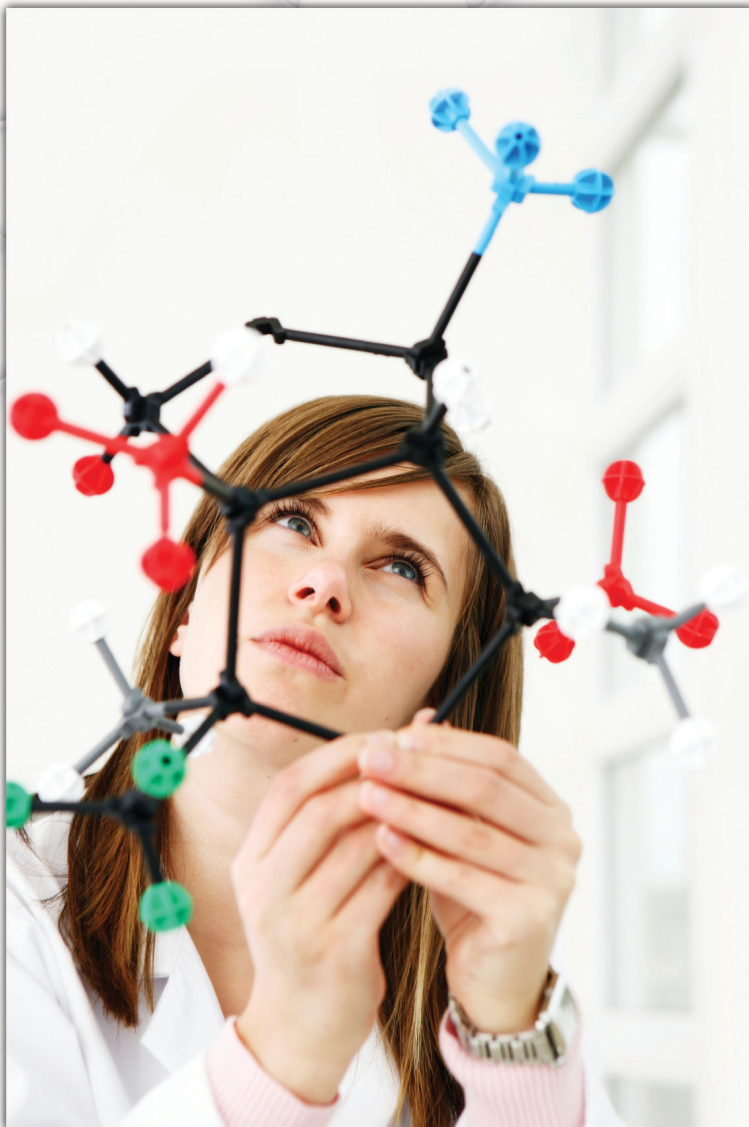




RESEARCH CANADA | RECHERCHE CANADA

An Alliance for Health Discovery | Une alliance pour les découvertes en santé

Toward a Paradigm Shift: The Future of Health Research in Canada



**2011
ANNUAL
REPORT**

Our Mission

To improve the health and prosperity of all Canadians by championing Canada's global leadership in health research.

Why We're Here

Research Canada: An Alliance for Health Discovery works on behalf of all Canadians to improve health and build prosperity. It is a broad-based alliance dedicated to advancing health research through collaborative advocacy.

Canadians have long been concerned about diseases such as cancer, heart and stroke disease, diabetes and arthritis. Increasingly, they are also concerned about respiratory diseases, influenza and pneumonia. But they also understand the importance of health research and look to health researchers to find solutions to a wide range of health challenges.

Canadians are also increasingly aware that progress in health research leads to tangible economic benefits for Canada. Investments in health research lead to innovation and commercialization opportunities and ultimately jobs for Canadians.

Through Research Canada's strategic activities, we engage all sectors - including government - to build support for health research. We reach out to the media, elected officials, and policy makers to bring greater attention to the critical importance of long-term, sustainable health research funding as an investment in Canada's future. Only through sustained and balanced investments in health research will Canada succeed in keeping its citizens the healthiest in the world and in becoming an innovation nation.

Our Vision

We envision Canada as a country where health research is . . .

- A shared benefit
- A shared responsibility
- An investment in Canada's future

We envision a health research community that is . . .

- Recognized internationally for its innovation
- Responsive to the health needs of all Canadians
- Respected as an important contributor to Canada's competitiveness within the Group of Eight (G-8) countries

Our Goals

- To ensure that health research is a high priority of the federal government
- To increase investments in health research from all sources

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Chair's Message

The federal government's pursuit of sustained economic recovery in Canada, the creation of quality sustainable jobs and a balanced budget, while praiseworthy, is sending shivers up the spine of the Canadian health research community. There is no new money, and therefore, what is our community to do when health researchers aren't getting the funds they need to do their research. And, this is not a question for our community alone. It is a question for all Canadians.

Canadians depend on health research to stay healthy. Research tells us what initiatives will keep Canadians healthy and what incentives help people to act in ways that promote their health. Health research is the first cornerstone of an evidence-based health system. Health research is also a foundation for innovation. Investments in health research have allowed Canada to attract and retain some of the finest minds in the world and also create knowledge that can be translated into jobs for Canadians and economic growth through the commercialization of discoveries.

The federal government recognizes there is a problem with Canadian R&D; however, it has chosen to focus its attention on the challenges associated with incenting private sector investments in the Canadian R&D enterprise and on fast-tracking the commercialization of discovery into the marketplace. We are becoming a nation distracted by the idea of the innovation at the peril of its source: discovery research.

Innovating by Staying the Course

Recognizing the serious challenges our members are facing across the country, Research Canada, in 2011, stayed the course in its messaging to government calling on it in its Brief to the House of Commons Standing Committee on Finance and in its response to the Federal R&D Panel to commit to sustaining the upstream investments in discovery research and balancing its investments in infrastructure, operating grants and salaries.

Research Canada has and will continue to be dedicated to ensuring the federal government understands the message that we must, as a nation, reassess the full spectrum of Canada's R&D spending with the aim of supporting the entire cycle of R&D in a balanced fashion and with the money we already have. Research Canada also recognizes in its messaging to government the importance of investing in the full spectrum of health research including the value of health services and population health research and primary care research.

In Praise of the Messenger

The past year has seen many changes in the environment within which Research Canada does business. Ottawa now has a majority government and a new Official Opposition. Also, the way in which Members of Parliament and Canadi-

ans communicate has changed with the advent of social media where anyone can give an opinion on a multitude of platforms to a surprisingly large and receptive audience.

Research Canada was quick to respond to these changes over the past year through the development of a savvy branding and social media program aimed to better engage Canadians as advocates. Increasingly *the medium is the message*, a phrase coined by Marshall McLuhan, and meaning that the form of a medium embeds itself in the message and creates a symbiotic relationship by which the medium influences how the message is perceived.

As we use social media to deliver our health research message, that message is transformed from an abstract policy position into a compelling issue among Canadians because it has a face and a name on YouTube—health researchers showing what their research is accomplishing and patients talking about the research that leads to a treatment or a cure for their disease. Research Canada is tweeting regularly promoting the “it” factor about health research. **It** saves lives. **It** improves quality of life and **It** creates jobs.

Maxims and campaigns that promote health research and which have the right ingredients have the potential to go viral within this new social media paradigm and to be heard and supported by millions of burgeoning health research advocates across Canada. This new format and pace of communications fundamentally changes the way we influence decision makers, how we make decisions and how we undertake the business of policy development in transparent and accountable ways.

Through the able leadership of Research Canada's President and CEO, Ms. Deborah Gordon-El-Bihbety and her team, our deeply committed Past Chair, Dr. Michael Julius, our stellar Board of Directors and dedicated members, Research Canada will deliver a dynamic message about nation building over the next year: Canada has an opportunity, like never before, to become a global leader in health research if we, as a nation, make the paradigm shift and truly view health research as the investment in our future that will set our country apart and make it the greatest on the globe.

I would like to say a heartfelt thanks to Dr. Pierre Boyle, Dr. Bernie Bressler, Dr. Carole Estabrooks, Dr. Stan Shapson, Dr. Ingrid Sketris and our Inaugural Research Canada Chair, Dr. David Hill (2005-06), all of whom are leaving our Board having fulfilled their terms. We are a stronger organization because of their tremendous contributions.



Mr. Jacques Hendlisz



President and CEO's Message

Over the past year, the health research community has had to face significant cuts in health research funding in Canada as a result of a lagging global economy. While Canada has fared well compared to many of its international partners, things are likely to get worse before they get better. The austerity measures we thought were temporary will endure and are likely to affect a paradigm shift in the way our enterprise does business in the future.

Research Canada set sail on a course through these rough waters in 2010-11 committed to being nimble, resourceful and steadfast in our determination to reach out in partnership with a clear message that these challenges were an opportunity for greater clarity and renewal within the health research community. They also provided a chance to galvanize our sector around a new way of working together—one based on a core set of values dedicated to serving the public good through true and sustainable partnerships.

Quantum Physics teaches us that you cannot see elementary particles unless they are in a collider—unless they bounce off one another and are essentially in relationship. Inter-disciplinary research approaches and multi-sectoral collaborations dedicated to innovative outcomes have also taught us that the way we solve the most difficult problems we face as a society is through dedicated collaboration among researchers. The convergence of ideas catapults us into an entire new way of seeing our world and ourselves. Thus, the intrinsic nature of research calls us to greater collaboration and partnerships. The current political and economic landscape also challenges us to stand united.

The health research community in Canada has learned that true partnership calls upon us to seek out not only those partners which confirm and support our positions, but those partnerships of adversity which compel us to listen for diverse interpretations of a problem and its solution—the first step in discovering that differing perceptions somehow originate from a unified centre. Many intractable problems impossible to achieve with one view can be accomplished with a new one.

True partnership is the paradigm shift the health research community is beginning to make; it is a necessary step forward.

Over the past year, Research Canada has made significant efforts to create these new and dynamic partner-

ships through its many strategic activities such as its Health Research Caucus, its Social Media Task Force and its policy initiatives described in this year's Annual Report which I invite you to peruse. The organization has also strengthened its brand with the creation of a new corporate logo and website aimed at reaching a wider and younger audience of advocates.



Ms. Deborah
Gordon-El-Bihbety

Into the future, Research Canada will continue to ensure that health research remains a high national priority on Parliament Hill and among Canadians by holding high-profile Health Research Caucus events on the Hill focused on key areas of health research. We will also conduct a fourth public opinion poll in 2012 and organize a series of institutional visits.

Research Canada has grown and matured as an organization over the past year thanks to the counsel and guidance of its dedicated Board of Directors; its committed membership and its many partners and supporters. I would like to thank Research Canada's Chair, Mr. Jacques Hendlisz, for his sage leadership and Dr. Michael Julius, Research Canada's Past Chair, for his tireless energy to pursue what really matters to our enterprise; and; my staff, Ms. Ranjana Chopra, Ms. Janice Hall and Mr. Luke Monturo whose exceptional work ethic and skill sets are what make our organization great.

I would also like to say a special thank you to Dr. Bernie Bressler, Dr. Pierre Boyle, Dr. Ingrid Sketris, Dr. Carole Estabrooks and Dr. Stan Shapson, five of Research Canada's eminent Board Directors who are stepping down this year, for their invaluable contribution to the organization.

Finally, I would like to say thank you to Dr. David Hill, one of Research Canada's long-standing Board Directors, its Inaugural Chair and a true champion for health research advocacy in Canada. David led our organization successfully through its transition from the Council for Health Research in Canada (CHRC) to Research Canada and steps down from the Board after a decade of exemplary service. He will be greatly missed. Thank you, Dr. David!



A New Logo A New Vision of Partnership

As Research Canada embarks on its renewed journey to build broad-scale support for health research in Canada amidst international economic challenges, it is imperative to express a strong and inspired visual brand. Our brand is the visual extension of our mission.

This year culminates in the unveiling of our new logo—a testament to our vision of a future built on true and dynamic partnerships. As the centre piece of our corporate brand, the logo is symbolic of moving forward together as a sail propels us forward. In either calm or rough waters, Research Canada stays the course, working in the interests of all Canadians. The three “sails” form a maple leaf and signify our dedication to partnering with all sectors of the Canadian health research enterprise toward the shared goal of future health discoveries and greater prosperity. A striking, memorable brand provides an immediate sense of our organization’s *raison d’être* and portrays the dedication of our members and supporters to our common cause.



Communications’ and Outreach Activities

Under the banner of our renewed brand and logo, and in close collaboration with our members and partners, we are progressing with a robust Corporate Communications Plan which aims to build support among Canadians generally for health research. We are reaching out to Canadians through many different channels including both traditional media, such as the **National Post supplement** we helped to coordinate on research excellence, and our ever-expanding social media networks using Facebook and Twitter. (Please also refer to page 9 for more details on our Social Media Task Force).

We launched a new web site that incorporates social media connectivity and many new features to better represent the wide range of activities we undertake.

In the publications department, we launched **RC Update for Parliamentarians**, a newsletter to keep Parliamentarians apprised of Canadian health research advancements, particularly those of our members. We also revamped our member newsletter, **Research Canada On the Move**, into a modern, portable electronic format to better facilitate content sharing across various online communities.

Our new web site: www.rc-rc.ca



Advocacy through Education

Government relations has always been a top priority for Research Canada, and now with a majority government in place and a robust opposition comprised of many new faces, there is much to do to educate Parliamentarians and their policy staff on the value proposition of health research.

The Health Research Caucus

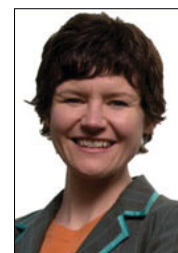
In 2009, Research Canada established a Health Research Caucus (HRC) of Parliamentarians from all political parties under the Chairmanship of Senator Wilbert Keon and Vice-Chairmanship of Ms. Marlene Jennings, Deputy House Leader for the Official opposition and a Member of Parliament for Notre-Dame-de-Grace-Lachine, and Mr. Luc Malo, Member of Parliament for Vercheres-Les Patriotes for the Bloc Quebecois. In May 2010, Senator Wilbert Keon retired from the Senate and, to our delight, Senator Kelvin K. Ogilvie graciously agreed to take over the reins as the Caucus Chair.

Research Canada and its members are grateful for the dedication of Ms. Jennings and Mr. Malo, and for their steadfast commitment to fostering a greater understanding of health research among their peers. With the 41st Canadian Parliament now in session, we are pleased to announce the addition of our new Vice-Chairs: Ms. Megan Leslie, MP for Halifax, and Dr. Kirsty Duncan, MP for Etobicoke North.

The Health Research Caucus was convened to provide the necessary forum to inform Members of the House of Commons and the Senate about the importance of health research to the health and wealth of Canadians as well as the benefits of the health research industry's skilled and knowledgeable work force.



Senator Kelvin K. Ogilvie



Ms. Megan Leslie, MP

HRC Reception on Mental Health Research: June 7, 2011

The HRC Reception on Mental Health Research was a great success and there was a palpable energy in the room. More than 100 guests including many MPs and Senators representing all parties attended. The event provided Parliamentarians with an overview of current research taking place at the Centre for Addiction and Mental Health (CAMH) and the University of Ottawa's Institute of Mental Health Research. Guest speakers included Dr. Jeffrey Meyer of the CAMH and Dr. Pierre Blier of the University of Ottawa Institute of Mental Health Research. Dr. Meyer discussed the high prevalence and impact of clinical depression and the promising new research aimed at prevention. Dr. Blier spoke of research into new treatments.



Dr. Kirsty Duncan, MP



HRC Event on Pain Research: October 17, 2011

Parliamentarians receive many letters from constituents on the subject of pain. In its many different forms, pain is something that affects Canadians of all ages and backgrounds. Elected officials, with their responsibilities in so many areas, are sometimes unaware of the latest research findings and treatments regarding pain management. For this very reason, Research Canada organized an information session on Pain Research, which was held on October 17, 2011. This special occasion, co-hosted by the Canadian Pain Society, brought together 12 of Canada's eminent scientists who specialize in children's pain, chronic pain, musculoskeletal pain, neuropathic pain, and pain and mental health. Representatives of the Canadian Pain Coalition also participated in the event. More than 100 Members of Parliament and invited guests attended and had the unique opportunity to converse directly with researchers and patients at the six kiosks in the room to learn more about this vital area of health research and patient care. Guest speakers included leading scientists Dr. Mary Lynch and Dr. Patrick McGrath of Dalhousie University, and Dr. Barry Sessle of the University of Toronto.



The RC Update for Parliamentarians

Recognizing that elected officials need to be better informed about Canadian health research, Research Canada created a new and unique publication: the **RC Update for Parliamentarians**. This newsletter is specifically designed to meet the interests of Members of Parliament. The aim is to profile the work of Research Canada's members and supporters and demonstrate its value to all constituencies across Canada.



Institutional Visit Program



Ms. Deborah Gordon-El-Bihbety and Dr. Duncan Stewart (both at right) with guests from the Swedish Knowledge Foundation.

Research Canada complements its Health Research Caucus initiative by making health research a "reality" for Parliamentarians and international delegations through tours of research institutes, companies, regional health authorities, and through meetings with health charities within the Research Canada Alliance. Research Canada's **Research Institute Visit Program** provides an opportunity to show how we translate research efforts into practice and care that benefit patients and has beneficial implications for the health care system and the local community and economy. Research Canada works with its members to arrange tours of their facilities and presentations from eminent health researchers. This past year, tours were arranged for Sweden's Knowledge Foundation, which visited Canada in May 2011 to learn more about Canada's research infrastructure, and for members of the Health Research Caucus at several of Research Canada's member institutions, including a tour of the Ottawa Hospital Research Institute in summer of 2011. A tour of the Children's Hospital of Eastern Ontario Research Institute is planned for December 2011.



Policy through Partnerships

Over the past year, Research Canada has worked successfully with its partners on a clear and consistent set of policy recommendations for government. Espousing our model of productive partnerships, we have worked closely with the Association of Universities and Colleges of Canada (AUCC), BIOTECanada, Canada's Research-Based Pharmaceutical Companies (Rx&D) and other members of the R7 (see page 10) including the Association of Canadian Academic Healthcare Organizations (ACAHO), the Association of Faculties of Medicine of Canada (AFMC), the Health Charities Coalition of Canada (HCCC), and Canada's Medical Device Technology Companies (MEDEC).

The result of Research Canada's policy initiatives has been the release of three formal policy submissions, all of which are available for download from our web site:

- a Report and Presentation before the Federal R&D Review Expert Panel;
- a Supplementary Report to the Federal R&D Review Expert Panel; and
- a Pre-Budget Submission to the House of Commons Standing Committee of Finance.

Throughout our policy documents, Research Canada emphasized the overarching message that investments in health research provide foundational support for sustained economic recovery in Canada. We also drew attention to the Government of Canada's foundational role of providing consistent support for the discovery research that is fundamental to our capacity to innovate, securing our place on the global stage as leaders in health innovation.

Research Canada also reinforced the important role the Government has played in laying the foundation, through current federal funding instruments, to enhance research implementation. Examples of these instruments include: The Centres of Excellence in Commercialization of Research (CECRs), CIHR's Strategy for Patient Oriented Research (SPOR), CIHR's joint initiative with the Natural Sciences and Engineering Council (NSERC)—the Collaborative Health Research Projects (CHRP) and infrastructure support through Regional Diversification programs, the Canada Foundation for Innovation, Genome Canada and the Scientific Research and Experimental Development (SR&ED) Tax Incentive Program.

In our Brief to the Finance Committee, Research Canada articulated a two-pronged approach as we position our nation in the evolving knowledge-based economies of our global partners:

First, we recommend that the Government of Canada support the entire cycle of R&D and balance these investments across the full spectrum of innovation activity.

Second, we recommend that Canada capitalize on the new wave of outsourcing business models adopted by existing multinational enterprises (MNEs).

In our brief, we call on the federal government for a realignment of federal investments in health research that results in the creation of a Canadian Commercialization Network (CCN) that would be the engine of regional small business creation and positioned to partner with the international industrial sector, ensuring Canada's economic prosperity into the future.



The Social Web: A Paradigm Shift in Communications

Over the last decade, online communication has rapidly evolved from essentially a static, one-way form of information distribution, to a collaborative, dynamic, and interactive “Social Web” provides many unparalleled opportunities for building and showcasing Canadians’ support for health research. Thriving online communities based in social networks such as Facebook, Twitter, and Youtube represent a paradigm shift in the nature of person-to-person communication. This new realm of communicating offers immense potential for advocates to plant the seeds of conversation that lead to active support for health research.

Research Canada’s organizational goals centre on **effective** advocacy, and the person-to-person style of communication that is fostered by social media is a key aspect of our strategic plans. We engage Canadians from across the country and from various professional and personal backgrounds who, together, speak with a collective voice calling for improved health and prosperity—achievable through a robust health research enterprise. Our alliance of research institutes, universities, health charities, public health authorities, professional associations, and private companies is an ideal foundation upon which to create rich content that will feed the ever-growing appetite of the many social media channels gaining prominence today.



A Social Media Task Force and Strategy

In 2010, Research Canada reached out to its members and supporters to form a Social Media Task Force to develop its social media strategy and guide its pilot projects. Together, the task force members explored industry best practices, shared success stories and lessons learned, and pooled their expertise, which led to a fulsome and creative strategy that will be implemented over the next year. Content is king, as those in knowledge-based sectors often say, and our network of health research leaders has the potential to deliver accurate, informative pieces suitable for diverse audiences, whether they are politicians, mainstream media/journalists, elementary school students, parents, or other groups. Research Canada will facilitate this exponential growth in health research communication, increasing the visibility of our members’ initiatives throughout the process.

Traditional Media integrating with Social Media



While taking steps to capitalize on newfound opportunities with social media, Research Canada has also been active with initiatives related to traditional media. With established connections to members of the Parliamentary Press Gallery and other national journalists, we have worked to support members in pitching news stories and promoting the good work of our members generally. Notably, we participated in the editorial development of an 8-page supplement on research excellence for the *National Post* and contributed a commentary to *Canada's Innovation Leaders*, a special feature published for the *National Post*, the *Ottawa Citizen*, and the *Hill Times*. On a regular basis, we use social media to draw added attention to media releases, newspaper articles, and published research from our member organizations. These items become valuable web content that is further distributed online to highlight the exemplary research that is taking place all across Canada.

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Our Members, Supporters, and National Partners

Academic Hospitals, Healthcare Facilities and/or their Research Institutes

- Baycrest Centre for Geriatric Care
- Centre for Addiction and Mental Health
- Centre Hospitalier Universitaire de Québec – Research Centre, QC
- Centre Hospitalier Universitaire de Sherbrooke Research Centre
- Child & Family Research Institute
- Children’s Hospital of Eastern Ontario Research Institute
- Covenant Health Research Centre
- Douglas Mental Health University Institute
- Hôpital Sainte-Justine Research Centre
- Hospital for Sick Children Research Institute
- Infectious Diseases Research Center of Laval University
- Institut de recherches cliniques de Montreal, I R C M.
- IWK Health Centre
- Kingston General Hospital
- Lawson Health Research Institute
- McGill University Health Centre Research Institute
- Montreal Heart Institute
- Ottawa Hospital Research Institute
- Providence Health Care Research Institute
- Samuel Lunenfeld Research Institute
- Sunnybrook Health Sciences Centre
- Thunder Bay Regional Health Sciences Centre
- Thunder Bay Regional Research Institute
- Toronto Rehabilitation Institute
- University Health Network
- Vancouver Coastal Health Research Institute

Universities and University Faculties

- McMaster University

- Queen’s University, Faculty of Health Sciences
- University of Manitoba, Faculty of Medicine
- University of New Brunswick
- University of Ottawa Heart Institute
- University of Toronto, Faculty of Medicine
- University of Western Ontario
- uOttawa Institute of Mental Health Research
- York University

Health Authorities

- Alberta Health Services
- Capital District Health Authority
- Provincial Health Services Authority, BC

Private Sector / Industry

- Bioniche Life Sciences
- Fisher Scientific Canada
- GE Healthcare Canada
- sanofi pasteur

Voluntary Organizations / National Organizations

- BIOTECANADA
- Canada’s Research-Based Pharmaceutical Companies
- Canadian Healthcare Association

Health Charities and Foundations

- Canadian Cancer Society
- Cystic Fibrosis Canada
- Canadian Foundation for Dental Hygiene Research and Education
- Canadian Pain Society
- Juvenile Diabetes Research Foundation
- Leukemia & Lymphoma Society of Canada
- Ontario March of Dimes
- Ontario Neurotrauma Foundation
- Parkinson Society Canada
- Schizophrenia Society of Canada

Networks and Consortia

- Council for Canadian Child Health Research
- Friends of CIHR
- Ottawa Centre for Research & Innovation
- Pan Provincial Vaccine Enterprise (PREVENT)

Professional Associations

- Canadian Association of Occupational Therapists
- Canadian Physiotherapy Association
- College of Family Physicians of Canada
- The Royal College of Physicians and Surgeons of Canada

Scientific Societies

- Canadian Society of Immunology
- Canadian Society Molecular Biosciences

International Organizations

- Research!America
- Research Australia

Our National Partners

R7*

- Association of Canadian Academic Healthcare Organizations
- Association of Faculties of Medicine of Canada
- BIOTECANADA
- Canada’s Research-Based Pharmaceutical Companies
- Health Charities Coalition of Canada
- MEDEC – Canada’s Medical Device Technology Companies

**The R7 is a partnership of organizations aimed at developing consensus around policy focused on improving the health and wealth of Canadians.*



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Ms. Deborah Gordon-El-Bihbety (ex-officio)



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