



Canadian Health Services Research **Foundation**  
**Fondation** canadienne de la recherche sur les services de santé



## 2007 PARTNERSHIP REPORT

REPORT TO THE BOARD OF TRUSTEES



## **VISION**

A strong Canadian healthcare system driven by solid, research-informed management and policy decisions

## **MISSION**

To support evidence-informed decision-making in the organization, management, and delivery of health services through funding research, building capacity, and transferring knowledge

## **STRATEGY**

To bring researchers and decision makers together regularly to understand each other's goals and professional culture, influence each other's work, and forge new partnerships

## **STRATEGIC OBJECTIVES**

1. To create high-quality new research that is useful for health service managers and policy makers (especially in the Foundation's priority theme areas)
2. To increase the number and nature of applied health services and nursing researchers
3. To get needed research into the hands of health system managers and policy makers in the right format, at the right time, through the right channels
4. To help health system managers, policy makers, and their organizations to routinely acquire, appraise, adapt, and apply relevant research in their work

## **OPERATING PRINCIPLES**

- Innovation
- Collaboration
- Transparency
- Flexibility



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## 2007 HIGHLIGHTS

The many new and ongoing partnerships sustained through 2007 enabled the Foundation to make progress on the strategic objectives identified in the 2007-09 strategic plan.

2007 highlights include the following:

- As in previous years, partnerships with other organizations (including funders, health delivery organizations, governments, and professional associations) were created where there was mutual support for goals and interests specific to the theme, event and/or program, and where collaboration would help to leverage resources (cash and in-kind) to bring the initiative to fruition. The result is that greater capacity and resources are available to respond to the needs of decision makers through Foundation initiatives.
- The total amount of Foundation funds spent on partnership-eligible programming (for example REISS, CADRE, and Knowledge Broker Demonstration sites) in 2007 was \$3.13 million. The total amount of partnership contributions (cash and in-kind) on these same activities was \$6.26 million. In other words, for every dollar of Foundation funding spent, \$2.00 was contributed by partners.
- The Foundation led the *Listening for Direction III* priority-setting exercise. This third round of consultations to identify the immediate and longer-term agenda for health services and policy research across the country involved eight national partners and resulted in 11 priorities being identified for the next three to five years.
- The Research, Exchange, and Impact for System Support (REISS) program entered into its third year and funded four programs. Each REISS program secured additional sponsorships from other agencies and incorporated direct decision maker participation. For each dollar the Foundation spent on 2007 competition REISS programs, partners spent \$1.28, exceeding the 1:1 co-sponsorship requirement.
- The Nursing Care Partnership continued to leverage existing funding by creating new partnerships that support research on nursing care issues. Each Nursing Care Partnership dollar spent leveraged \$1.85 in partnership funding.
- Knowledge networks in the Foundation's priority theme areas continued to work with a wide array of partners. The networks are a vehicle for knowledge transfer and exchange and for priority-setting for research topics within and across themes.
- New and existing partnerships continued to enhance the Foundation's efforts to increase the number of applied health services and nursing researchers through the Capacity for Applied and Developmental Research and Evaluation (CADRE) in Health Services and Nursing program, and to increase the recognition given to applied health services and nursing research.
- Strategic alliances and partnerships with key stakeholders and professional bodies continued to form an integral part of the Executive Training for Research Application (EXTRA) program, which successfully launched its fourth cohort in 2007.
- In May 2007 Research Use Week – Northwestern Ontario was held in Sudbury, Ontario. Partners provided co-sponsorship in the amount of \$32,000 for this event.

The objectives of this Partnership Report are to:

- highlight the Foundation's financial and non-financial partnerships; and
- describe the benefits and impact of partnerships in achieving the Foundation's strategic objectives.

## INTRODUCTION

In 2007, partnerships continued to play an important strategic role within the Foundation. By linking with like-minded organizations, the Foundation fosters mutually beneficial relationships to augment strengths, reduce duplication, and complement one another's programs. Benefits of partnerships include providing opportunities for mutual learning, gaining access to new audiences, and supplementing the financial and human resources of the Foundation.

This report emphasizes the financial and the non-financial aspects of partnerships and the impact of partnerships in achieving the Foundation's strategic objectives. A list of all Foundation partners is provided in Appendix 2.

### I. CREATING HIGH-QUALITY NEW RESEARCH TO SUPPORT EVIDENCE-INFORMED DECISION-MAKING

*(The primary rationale(s) for each partnership is shown in italics)*

Programs under this strategic objective aim to strengthen the health system by creating high-quality new knowledge useful for managers and policy makers. Partnerships support this objective in a number of ways.

#### (A) LISTENING FOR DIRECTION III

*(Mutual learning)*

In early 2007, the national consultation process for the *Listening for Direction (Lfd) III* priority-setting exercise began. This consultation is undertaken every three to four years to identify the immediate and longer-term priorities for health services and policy research across the country. The Foundation is the administrative lead for this exercise. CHSRF and CIHR-IHSPR are the co-strategic leads with six other national organizations: Statistics Canada; the Canadian Institute for Health Information; the Canadian Agency for Drugs and Technologies in Health; Health Canada; The Canadian Patient Safety Institute; and The Canadian Healthcare Association. (The number of partners in Round III grew to eight with the addition of CPSI and CHA.)

The First Nations and Inuit Health Branch, Health Canada provided extra funds to support three additional consultations in the North. This was the first time that the territories were included in the Lfd exercise.

The final report will be released in 2008. The partners group – the Co-ordinating Committee for Health Services Research – will develop strategies for co-ordinating action on all 11 resultant priorities for health services and policy research. The Foundation will refresh its priorities in light of these results to ensure that programming continues to meet the needs of the health services decision-maker community.

**(B) RESEARCH, EXCHANGE, AND IMPACT FOR SYSTEM SUPPORT (REISS)**

*(Mutual Learning, Financial Support)*

The Foundation funded four programs in the 2007 Research, Exchange, and Impact for System Support (REISS) competition – one in each Foundation theme area.

Different partnership models arise from the REISS competition: co-sponsorship of REISS programs by local, provincial, or national agencies or organizations; facilitated or not by the Foundation; and direct decision maker participation in and across specific programs.

Co-sponsorship for REISS programs – Each REISS team was required to seek 1:1 co-sponsor funding; however, the 2007 REISS competition programs proved to be even more successful than that at securing co-sponsorship. The \$1.86-million Foundation investment attracted \$2.39 million in partner contributions (cash and in-kind). Every Foundation dollar leveraged \$1.28 in partner commitments.

Direct decision maker participation in program – A feature of the REISS model is that each funded program must identify a decision maker and a researcher lead. This allows for strategic partner buy-in for local health system priorities and fosters system-relevant deliverables. In January 2007, a “kick-start” meeting of the researcher and decision maker leads of all 2006 REISS-funded teams was held to share information about projects and challenges in getting started, and to orient teams to the roles and expectations of the Foundation. The meeting also provided a networking opportunity for individual teams and team members from across the country. This meeting built on the success of the meeting of the 2005 funded cohort.

**(C) NURSING CARE PARTNERSHIP**

*(Delegated Administration)*

The Nursing Care Partnership is a distinct program component of the Nursing Research Fund. Built upon a “delegated administration” structure, this partnership between the Foundation and the Canadian Nurses Foundation supports clinical knowledge creation on nursing care issues. The partnership was put in place in 2002 for a two-year period and was renewed for another three years in 2004. In late 2007, the Canadian Nurses Foundation submitted an application for a five-year extension to the program. The application was reviewed and a two-year extension was approved. This extension will fund the Nursing Care Partnership to December 31, 2009, which is the end date of the funding period for the Nursing Research Fund.

A unique aspect of the Nursing Care Partnership is that it relies on a partnership structure to leverage existing funding by creating new partnerships that support research on nursing care issues. Between January 2003 and October 2007, the Nursing Care Partnership established partnerships with 33 organizations and has funded 149 projects. It has committed \$2,222,057 to research projects and leveraged \$4,649,443 from partner organizations, for a total investment of \$6,872,500, leveraging more than two dollars for every Nursing Care Partnership dollar spent. In 2007, \$417,544 Nursing Care Partnership dollars and \$772,301 partner dollars were committed for a total investment of \$1,189,854 for newly approved projects.

The Nursing Care Partnership has been successful in recruiting partners in every province. Its funding in 2007 was distributed across Canada, and regional and national partnerships have been created to support research in nursing issues. Not only has the Nursing Care Partnership fostered partnerships across and within provinces and regions, but it also supports research and partnerships across acute and non-acute healthcare sectors.

This unique partnership model has proved to be effective in building capacity within other funding organizations. Many partner funding organizations have adopted the Foundation's linkage and exchange model in their funding programs and now use merit review panels. The delegated administration model also allows the Foundation to support clinical knowledge creation, which is an important capacity issue for nursing research.

#### (D) THEME NETWORKS

##### *i. Managing for Quality and Safety (Mutual Learning, Financial Support)*

Public reporting of health system performance continues to gain prominence as an effective accountability technique in Canada and elsewhere. Its status has been achieved as a result of its ability to respond to long-standing public expectations of transparency and policy and provider commitments to healthcare quality improvement. In early 2007, the Foundation, in partnership with the Ontario Health Quality Council, commissioned researchers at the Health Quality Council in Saskatchewan to undertake a research project titled *Public Reporting on the Quality of Healthcare: Evidence on Effective Strategies and Best Practices*. The final report was submitted to the Foundation in September 2007, and an article based on the report will be written and published in the first 2008 edition of *Healthcare Quarterly Papers*.

The Foundation also continued to work in partnership with the Canadian Patient Safety Institute in 2007. The two agencies jointly organized and hosted a knowledge transfer and exchange workshop held November 13-14, 2007. The workshop provided a venue to present and discuss the final report from the above-noted public reporting commissioned research project and to further encourage knowledge sharing on promising practices in public reporting. In addition, the workshop identified other effective ways to continue to share knowledge and identified interest in, and issues for, future joint initiatives in this area.

In addition, the Foundation also partnered with the Canadian Patient Safety Institute to commission a team of three researchers to undertake a research project titled *Governance for Quality and Safety Improvement in Healthcare Organizations*. This work began in November 2007 and the final report will be available in December 2008.

The Foundation provided sponsorship funds for two events hosted by other agencies related to this theme in 2007. One was a symposium on patient safety culture held in July 2007 at York University, and the other was a workshop on knowledge translation in the post-market evaluation of drug safety and effectiveness data, held in November 2007 at the University of Ottawa.

The Foundation contributed to the creation of new knowledge in this field through the funding of one new REISS program under this theme in 2007.

Finally, in late 2007, the Foundation and the Canadian Patient Safety Institute entered into an agreement concerning funding for the 2008 REISS competition. The two agencies will be equal partners on one program recommended for funding in the 2008 competition under the "managing for quality and safety" theme, which is specifically focused on patient safety.

##### *ii. Management of the Healthcare Workplace (Mutual Learning, Financial Support)*

An inaugural "Researcher on Call" teleconference took place in January 2007 in partnership with the Quality Healthcare Network. This new activity for healthcare researchers and decision makers is designed to accelerate improvements in healthcare. The inaugural teleconference was very successful and as a result, the partnership was extended and a

series of four additional “Researcher on Call” teleconferences was launched in September 2007. These calls focus on a research activity linked to one of the Foundation’s priority theme areas. Two additional teleconferences took place in 2007 – one in September and one in December – and the final two of the series are scheduled for February and May 2008. The first three teleconferences averaged 120 participants each.

The Foundation continued to be active in a number of national collaboratives throughout 2007. The Foundation remains one of the key partners in the Quality Worklife-Quality Healthcare Collaborative (QWQHC) and played a large role in the development of the collaborative’s strategic report. In March 2006, the Foundation, in partnership with the Collaborative, commissioned a group of three researchers to undertake an environmental scan of key knowledge exchange tools in the area of the healthcare workplace. This environmental scan was used to elaborate the knowledge transfer portion of the Collaborative’s strategic plan, which was launched in April 2007. The Foundation was the lead partner for all knowledge exchange activities and acted as the Chair for the collaborative’s knowledge exchange working group. In 2007 the Foundation also played an active role in the development of the QWQHC’s website and database ([www.qwqhc.ca](http://www.qwqhc.ca)) and in planning the March 2008 QWQHC Summit.

The Foundation and the QWQHC formed a partnership with Health Canada’s First Nations and Aboriginal Health Branch in 2007. The three partners collaborated to develop the program for the first Annual Aboriginal Health Human Resources Initiative (AHHRI) Knowledge Exchange Workshop. This workshop will be hosted by the three partners and will take place prior to the QWQHC Summit in March 2008. The workshop’s primary goal will be to bring together individuals who have been involved in projects aimed at improving the healthcare workplace in aboriginal communities.

In 2007, the Foundation continued to play an active role in the Canadian Interprofessional Healthcare Collaborative (CIHC), which is funded through Health Canada. As a key member of the Knowledge Exchange working group, the Foundation helped in the development of the Collaborative’s knowledge exchange framework.

The Foundation took part in the first Canadian Healthcare Leadership Network (CHLNet) Summit, which took place on May 22, 2007. Over 100 Canadian healthcare experts took part in this meeting to discuss the role that CHLNet could play in moving the healthcare leadership agenda forward. The Foundation also commissioned a group of researchers at Royal Roads University to undertake a project to develop a Pan-Canadian Leadership Capability Framework to help inform the activities of CHLNet. The final report from this project was released in October 2007.

The Foundation hosted a Network meeting in October 2007 to initiate discussions and to foster greater synergy between the QWQHC, the CIHC and CHLNet. This meeting has resulted in increased collaboration between the CIHC and QWQHC, and has led to the broadening of their respective communities and to the expansion of their dissemination and diffusion targets.

A special issue of *HealthcarePapers* focusing on Healthy Workplaces was published in 2007. This special issue was sponsored by the Foundation, VON Canada, the Ontario Ministry of Health and Long-Term Care and the Office of Nursing Policy, Health Policy Branch of Health Canada.

In addition, the Foundation contributed to the creation of new knowledge in this field through the funding of one new REISS program in 2007.

iii. *Primary Healthcare*  
(*Mutual Learning, Financial Support*)

The Foundation's network on primary healthcare continued to provide advice on priorities and ongoing initiatives. Two meetings of the network and partners were held (September and October 2007) on the future of primary healthcare following the publication of *Mapping the Future of Primary Healthcare in Canada* – a report commissioned by the Foundation and released in September 2007. The network is undergoing some transformation to develop a pan-Canadian initiative on primary healthcare; the goal of the initiative is to address the lack of a national forum and focus for primary healthcare following the wind-down of the federal Primary Healthcare Transition Fund in 2006.

In July 2007, the Foundation, in collaboration with the Health Council of Canada, commissioned a decision support research synthesis titled *Interprofessional Teams and Quality Primary Healthcare*. This synthesis was designed to provide a better understanding of the evidence surrounding interprofessional collaboration in primary healthcare in Canada and the potential benefits for patients and healthcare providers. The final report will include a systematic review of peer-reviewed literature on interprofessional collaboration in primary healthcare outcomes and an environmental scan of Canadian stakeholders. It will also incorporate findings from initiatives and projects that involved primary healthcare providers. The synthesis results will be released in May 2008.

CHSRF entered into a partnership with CIHR-IHSPR to co-fund a new five-year chair in primary healthcare reform to begin in October 2008. This is one of seven chairs created under the competition launched by CIHR in 2007 for *Applied Chairs in Health Services and Policy Research*.

In addition, the Foundation contributed to the creation of new knowledge in this field through the funding of one new REISS program in 2007. A partnership agreement was established with the Michael Smith Foundation for Medical Research as a co-sponsor of this REISS program.

iv. *Nursing Leadership, Organization, and Policy*  
(*Mutual Learning, Financial Support*)

In late 2006, the "Staffing for Safety Campaign" was launched in partnership with the Canadian Nurses Association, the Canadian Patient Safety Institute and the Canadian Federation of Nurses Unions. This campaign promoted the 2006 synthesis, *Staffing for Safety*, which was published in September 2006 (see 2006 Partnerships Report).

The Staffing for Safety Campaign was supported by a knowledge network housed on the NurseONE portal of the Canadian Nurses Association. The purpose of the network is to support research use and uptake and tools and resources for implementation.

In late November and early December 2006, the Staffing for Safety synthesis and campaign products were presented at two employer-hosted forums at the Ottawa Hospital and the Vancouver Coastal Health Authority. Membership for the knowledge network was sought from the participants. The Foundation held the third Staffing for Safety Knowledge Exchange in Charlottetown, PEI in January 2007. A report on these events was developed and shared on the Nurse Staffing and Patient Safety Knowledge Network portal.

In 2007, the Staffing for Safety Campaign included presentations at the National Nursing Leadership Conference and at the Advancing Nursing Leadership for Safety Healthcare Systems workshop at St. Michael's Hospital in Toronto.

The final products from the Nursing Leadership, Organization and Policy Dissemination Campaign have been made available to a variety of different communities via weblinks on the following organization's websites: KUUC (Laval University); the Health Quality Council; Longwoods Inc.; the World Health Organization Journal Library; "INTUTE" in the United Kingdom; and the Canadian Nurses Association via the NurseONE portal.

In addition, the Foundation contributed to the creation of new knowledge in this field through the funding of one new REISS program in 2007.

#### (E) PARTNERSHIPS FOR HEALTH SYSTEM IMPROVEMENT

*(Access to New Audiences, Reducing Duplication)*

The Foundation is a co-sponsor in the nursing theme area for CIHR's Partnerships for Health System Improvements competition. The purpose of this competition is to support teams of researchers and decision makers interested in conducting applied health services research useful to health system managers and/or policy makers over the next two to five years. This competition builds upon the Foundation's highly successful Open Grants Competition project component that was transferred to CIHR in 2004.

In the 2007 competition, two nursing theme projects were co-sponsored by the Foundation:

- Lise Fillion "Vers l'amélioration des services et des soins de fin de vie : mieux comprendre l'impact du milieu de travail sur la satisfaction et le bien-être des infirmières" ; and
- Walter Wodchis "Examining the Determinants of Quality in Ontario Long-Term Care."

## II. PROMOTING THE GROWTH AND EXPERTISE OF APPLIED HEALTH SERVICES AND NURSING RESEARCHERS

#### (A) CAPACITY FOR APPLIED AND DEVELOPMENTAL RESEARCH AND EVALUATION (CADRE) IN HEALTH SERVICES AND NURSING

*(Mutual Learning, Financial Support)*

The Capacity for Applied and Developmental Research and Evaluation (CADRE) in Health Services and Nursing program continues to be a very successful capacity-building partnership with its main partner, CIHR, as well as with its regional co-sponsors.

##### CADRE Regional Co-sponsors

- Alberta Heritage Foundation for Medical Research
- Winnipeg Regional Health Authority
- Ontario Ministry of Health and Long-Term Care
- Nova Scotia Health Research Foundation
- Fonds de la recherche en santé du Québec
- Ministère de la Santé et des Services sociaux du Québec

The CADRE program is based on a multi-partner funding model. Each funded chair and regional training centre has formed partnerships with local, provincial or national decision makers. These partners provide financing and strategic advice, participate in education and mentoring through student internships/placements, serve as research partners, and provide

graduate student co-supervision. The chairs and regional training centres continue to expand partnerships through enhanced linkage and exchange activities.

In 2007, the Foundation negotiated an agreement extension with the Ontario Ministry of Health and Long-Term Care for continued co-funding of the Ontario-based CADRE chairs for years 5 to 10.

2007 also saw the expansion of the Western Regional Training Centre. The Alberta Heritage Foundation for Medical Research provided a new Alberta-based node located in the Faculty of Nursing and the School of Public Health at the University of Alberta. Funding for this new node began July 1, 2007 and extends to the end of June 2011.

To maximize CADRE trainees' exposure to important learning, networking, and linkage and exchange activities, the Foundation again partnered with CIHR to facilitate trainees' attendance at the June 2007 Canadian Association for Health Services and Policy Research conference.

The CADRE program capacity-building network provides support for the EXTRA decision maker capacity-building program. The regional training centres continue to co-ordinate the mentoring support for the EXTRA fellows in their regions, thus fostering and strengthening both networks. In addition, some of the EXTRA fellows have been linked with CADRE chairs who provide academic mentoring for intervention projects.

In mid-2007, the regional training centres began work on a special edition of *Healthcare Policy* published by Longwoods Inc. This special edition, available in May 2008, will describe how the regional training centres apply the linkage and exchange model in the context of delivering interdisciplinary graduate training in applied health and nursing services research.

Finally, in late 2007, the CADRE chairs began planning for a book about their experiences with the CADRE chair program's linkage and exchange model and its impact on the training of health services and nursing researchers. The book will also examine the contribution of this program towards increasing the capacity for evidence-informed decision-making in the Canadian healthcare system. Work on this book will continue through 2008, with planned publication in 2009.

## **(B) ORGANIZATIONAL CAPACITY DEVELOPMENT**

### *(Access to New Audiences)*

In 2007, the Foundation and the Institute of Health Services and Policy Research (IHSPR) of CIHR continued their support of the Network of Centre Directors in Health Services and Policy Research. This support is in the form of a modest budget to support two or three face-to-face meetings of the network each year and a schedule of teleconference meetings throughout the year. The network enhances information-sharing and collaboration across the member centres and delivers concentrated expert advice to CHSRF and IHSPR on key initiatives. In addition, the network is also able to articulate issues of concern to the researcher and decision-maker communities in the regions represented by the members. In 2007, the network included representation from the centres based at McMaster University, University of British Columbia, University of Montreal, University of Manitoba, University of Calgary, University of Toronto, Queen's University, Laurentian University, Dalhousie University, the Newfoundland & Labrador Centre for Applied Health Research, and the Institute for Clinical and Evaluative Sciences. Plans are underway to expand the network in 2008.

*i. Knowledge Transfer and Exchange Assessor Project*

In collaboration with the National Health Service, Service Delivery and Organization Research and Development Programme (SDO), the Netherlands Organization for Health Research and Development, and the Canadian Institutes of Health Research (CIHR), the Foundation initiated a project to develop standard criteria for the assessment of the knowledge transfer and exchange component of research grant proposals. Initiated in 2005, the team, led by Dr. Paula Goering (University of Toronto), has developed an assessment guide that was piloted in 2006, with researchers and panellists participating in competitions at each of the partner agencies. Work on this project continued in 2007 and the final guide will be available in the summer of 2008.

*ii. Promotion Portfolio Workshop*

CHSRF, IHSPR and the U.S.-based Community-Campus Partnerships for Health (CCPH) co-funded a workshop on “Highlighting the Scholarly Merit of Knowledge Transfer/Exchange and Community Engagement Activities in Your Promotion Portfolio” – prior to the 10th anniversary CCPH conference in Toronto, April 2007. The conference proceedings will be published in 2008.

*iii. Promoting the Value of Health Services and Policy Research to Voluntary Health Organizations Commissioned Research Project*

The Foundation, in collaboration CIHR-IHSPR and Canadian voluntary health organizations (VHOs), commissioned work to highlight the case for VHOs to use and invest in health services research. This project was a product of a meeting hosted by CIHR to bring together Canadian VHOs – charities such as the Heart and Stroke Foundation and the Canadian Cancer Society – and health services funders and researchers in May 2006. A working document was submitted in 2007 and is under review by the steering committee to determine next steps.

**(C) CANADIAN ASSOCIATION FOR HEALTH SERVICES AND POLICY RESEARCH**  
*(Mutual Learning, Access to New Audiences)*

The association held its annual conference in June 2007. The conference’s theme was “Leading, Linking and Listening: Knowledge Exchange at the Frontiers of Health Services and Policy Research”. Over 325 participants attended the conference and the feedback provided was positive.

The conference continues to provide an important opportunity for new researchers, students, and decision makers to network, present their work, and catch up on developments and issues of interest. The association continues to be an important Foundation partner, providing a natural forum for promotion of the Foundation’s programs and innovations.

The 2007 conference provided many opportunities for collaboration, and a number of add-on meetings were held during the conference period. These included a CADRE meeting and student dinner on the evening before the conference opened, a CADRE Regional Training Centre Co-ordinators’ meeting, and a Centre Directors’ meeting. The Foundation held a concurrent session with CIHR-IHSPR at the conference to present a sneak-peak of the outcomes from the *Listening for Direction III* national consultations, and announced the recipient of the 2007 Health Services Research Advancement Award at a prime time conference reception. Foundation staff also presented papers during the conference.

Planning for the 2008 conference began in the fall of 2007. The 2008 conference will be held in May 2008 and through its participation in the planning process, the Foundation again identified several opportunities for collaboration, including a pre-conference

reception for CADRE students and mentors; the announcement of the 2008 Health Services Research Advancement Award recipient at a prime-time conference reception; a two-part concurrent session profiling the CADRE program; and the release of the special issue of *Healthcare Policy* focused on the regional training centres. As well, CHSRF staff will again be presenting papers during the conference.

#### (D) HARKNESS FELLOWSHIPS IN HEALTH CARE POLICY PROGRAM

*(Access to New Audiences)*

The Foundation and the U.S.-based Commonwealth Fund collaborated for the seventh year to support two Canadian associates in the Harkness Fellowships in Health Care Policy program. In May the Foundation hosted a Canadian health policy briefing tour for the Harkness fellows and associates. The event included briefings on aboriginal health and participation in the Tommy Douglas Conferences. The Canadian tour, which included visits to Manitoba and Saskatchewan, was rated very highly by the participants for the sixth consecutive year. These activities are funded almost entirely by the Commonwealth Fund; the Foundation's contribution includes in-kind support for the marketing and administration of the recruitment of eligible candidates, organization of the Canadian briefing tour, and preparation of the annual briefing book on Canadian healthcare system issues. The International Affairs branch of Health Canada provided direct financial support to the two Canadian associates in 2007 for research-related travel to other countries, enabling more in-depth comparative analysis within their Harkness projects.

This partnership provides an opportunity to increase capacity, expand networking, and foster an understanding of the Canadian health policy context within a group of highly regarded, influential Canadian and international health policy researchers, decision makers and journalists.

### **III. GETTING RESEARCH INTO THE HANDS OF DECISION MAKERS AT THE RIGHT TIME, THROUGH THE RIGHT CHANNELS, AND IN THE RIGHT FORMAT**

#### (A) TARGETED DISSEMINATION ACTIVITIES

*(Mutual Learning)*

The theme-based and knowledge brokering networks, such as those related quality improvement and interprofessional collaboration, have served as venues for mutual learning and for getting the "right information" to the "right people." Continued collaboration and partnerships involving these networks played a key role in working towards this objective in 2007.

Several Foundation publications created opportunities for unexpected in-kind partnerships in 2007. The London School of Economics and Political Science reprinted two *Mythbusters* in their *Eurohealth* journal. *Eurohealth* is a quarterly publication that provides a forum for researchers, policy-makers and experts to express their views on health policy issues in order to contribute to a constructive debate on health policy in Europe. In addition, the *Journal of Health Services Research and Policy* included reprints of four *Mythbusters* in their 2007 issues. Reprint permission for a 2005 *Mythbuster* on wait times was received from Pearson Canada for inclusion in a university-level marketing textbook. The Canadian Dental Assistants' Association also requested reprint permission for a 2006 *Mythbuster* on immunization.

The Foundation supports the ongoing publication of the journal of *Healthcare Policy* along with other sponsors: the Canadian Institutes of Health Research; the Saskatchewan Health Research Foundation; the Canadian Agency for Drugs and Technologies in Health; and the Canadian Association for Health Services and Policy Research.

*i. Knowledge Summaries*

In 2007, the Foundation entered into an in-kind partnership with Longwoods Publishing to produce a column for their *Healthcare Quarterly* publication. The Foundation had authored five columns by the end of 2007 and the partnership will continue into 2008 and possibly beyond.

In addition, Longwoods reprinted an issue of *Promising Practices in Research Use* and featured it on Longwoods Radio. A reprint of a second issue of *Promising Practices* is planned for March 2008. A reprint of an *Evidence Boost*, another Knowledge Summary product, is planned for June 2008.

Planning for the dissemination of the *Building the Case for Quality Initiative* products began in mid-2007. The Foundation initiated discussions with, among others, provincial Health Quality Councils and national groups dedicated to the improvement of quality and safety. Starting in 2008, these groups will be provided with the final products in order for them to disseminate the products to their stakeholders via networks and conferences.

## **IV. HELPING DECISION MAKERS USE RESEARCH**

### **(A) EXECUTIVE TRAINING FOR RESEARCH APPLICATION (EXTRA)**

*(Access to New Audiences)*

Strategic alliances and partnerships involving key stakeholders and professional bodies are the best way to build the capacity of decision-maker leaders to use research evidence in their decision-making. Through these partnerships, the Foundation was able to:

- collaborate with partners to have course materials from the EXTRA program recognized. The course materials are now offered under a new Royal Roads University diploma in evidence-based leadership in healthcare. In addition, the EXTRA program is now accredited by various partners. Graduates of EXTRA can earn university credits toward a diploma in health services administration or a master's in health services administration from the University of Montreal and the Royal Roads University;
- allow EXTRA fellows to qualify for program credentials and continuing education credits through national professional bodies and other credit-granting partners and their programs, including the Royal College of Physicians and Surgeons of Canada and the College of Family Physicians of Canada. This is in addition to the EXTRA program diploma conferred by the program partners (CMA, CCHSE, CNA, and AETMIS);
- increase the EXTRA program's profile among its target audience through promotion and recruitment efforts with key national health professional associations such as the Canadian Medical Association, the Canadian Nurses Association, and the Canadian College of Health Service Executives;
- reach the Quebec audience through the profiling, promotion and recruitment efforts of the Quebec consortium of 12 partners;
- build upon the networks of the CADRE program and the Canadian College of Health Service Executives to mentor EXTRA fellows;

- share intellectual capital in the field of leadership, skills and competency development; and
- extend the partnership dimension through an EXTRA and SEARCH Canada collaborative to include activities involving these two capacity development programs. Two expert workshops were held in late 2007 to design a series of case studies involving both programs. The case studies will measure impact on capacity building in organizational research that results from EXTRA and SEARCH training.

Consequently, the establishment of the EXTRA program, as well as its future development and impact, rests on sustaining and further building its partnership dimension.

The program's success also continues to garner international attention. For the third year, decision-making experts from the U.S. and Mexico are using the EXTRA program as a model to transform the health system in their own countries.

#### **(B) KNOWLEDGE BROKERING DEMONSTRATION SITES**

*(Mutual Learning, Access to New Audiences, Financial Support)*

Knowledge brokering demonstration sites test the Foundation's hypothesis that knowledge brokering can be an effective way to optimize knowledge transfer and exchange activities. Each demonstration site required its partners to have matching funds or in-kind support, ensuring that collaboration and relationships were built into the project from the beginning. The financial contributions allowed the Foundation to fund more demonstration sites than initially anticipated in a variety of contexts and provinces. This in turn will result in a better evaluation of this initiative. These partners are now also involved in the Foundation's knowledge brokering network, contributing to increased dialogue on this topic.

The demonstration sites' funding ended in November 2007 and the final reports from the individual sites are due to be available in 2008.

In addition, the Foundation commissioned a team in 2007 to conduct an overall evaluation of the knowledge brokering demonstration sites program, the results of which will also be available in late 2008.

#### **(C) RESEARCH USE REGIONAL WORKSHOP**

*(Access to New Audiences)*

First launched in 2005, the overall goal of Research Use Weeks is to encourage and improve evidence-based decision-making in health system policy and management.

The main objectives of the Research Use Weeks initiative are to:

- increase awareness of the roles of research in management and policy decisions;
- assist managers and policy makers in evidence-informed decision-making by connecting them with the Foundation and local research use tools and strategies; and
- facilitate interaction and sharing of research use strategies between organizations and individuals within each region.

One new Research Use Week was held in 2007. Research Use Week – Northwestern Ontario was held in Sudbury, Ontario in May. This event was highly successful and brokered significant co-sponsorship (\$32,000, with an additional \$14,100 raised in registration fees).

**(D) TOOLS TO HELP ORGANIZATIONS CREATE, SHARE, AND USE RESEARCH***(Mutual Learning, Access to New Audiences)*

Research evidence is one important consideration in the decision-making process. By improving the organization's use of research in decision-making, health system decision makers can be confident they are making the best possible choices to improve the health of Canadians.

In April 2007, the Foundation launched a new web-based inventory of tools to help organizations find, assess, interpret and apply research evidence to inform health system policy and management decisions.

This inventory was developed by the Foundation in collaboration with the Centre for the Development of Healthcare Policy and Practice at the University of Leeds. The partnership also contributed to a consolidation of the international partnership, to scholarly activities, and to the development of reciprocal relationships between the two organizations. In addition, input into the inventory development was received from the six knowledge brokering demonstration sites.

**(E) 10<sup>TH</sup> ANNIVERSARY CONFERENCE/GALA***(Mutual Learning)*

In March of 2007, a conference and gala were held in Montréal to celebrate the Foundation's 10-year anniversary. These events were co-sponsored by the following organizations: Ministère de santé et de services sociaux, Quebec; Health Canada; Ontario Ministry of Health and Long-Term Care; Canadian Medical Association; Canadian Nurses Association; Capital Health (Alberta); Canadian Agency for Drugs and Technologies in Health; Canada Health Infoway; Sir Mortimer B. Davis – Jewish General Hospital; AETMIS; Centre hospitalier de l'Université de Montréal; McGill University Health Centre; University Health Network; Canadian Institutes of Health Research; Canadian Patient Safety Institute; and Ray & Berndston Ottawa.

The conference/gala was a great success, having received 409 unique registrants and making it among the largest events ever held by the Foundation. An impressive \$99,500 in sponsorship was raised for these events and an additional \$73,950 in registration fees was collected, for a total cost recovery of \$173,450.

**V. FOUNDATION-SPONSORED EVENTS**

In 2007, the Foundation provided sponsorship support for 15 events led by other organizations. These events (a list is found in Appendix 1) focused on topics relevant to the Foundation's priority theme areas. The total Foundation contribution for these sponsorships was \$82,500.

**VI. FINANCIAL ASPECTS**

The financial contributions of partners consist of cash and in-kind contributions. Many of the commitments made to Foundation programs span several years. We can therefore speak of new commitments made in 2007, through our competitions and other projects as well as actual yearly leverage on current activities, expressed as yearly leverage dollars.

#### (A) NEW REISS COMMITMENTS IN 2007

The REISS program has a 1:1 co-sponsorship requirement. The 2007 REISS competition proved to be more successful than this initial target in leveraging cash and in-kind support from co-sponsors: the \$1.86-million Foundation investment attracted \$2.39 million in partner contributions, meaning every Foundation dollar leveraged \$1.28 in Foundation commitment. A list of all REISS partners is found in Appendix 2.

#### (B) 2007 ACTUAL PARTNERSHIP LEVERAGE

The total amount of Foundation funds spent on partnership-eligible programming in 2007 was \$4.90 million. This includes payments made towards ongoing multi-year activities as well as new activities for which 2007 payments were made. The total amount of partnership contributions (cash and in-kind) on these same activities was \$9.16 million. In other words, for every dollar of Foundation funding spent, \$1.87 was contributed by partners.

When considering partnership contributions from an overall Foundation funding envelope perspective, the leverage is even more impressive. Considering that total Foundation program spending was \$23.70 million, and total partner contributions were \$9.16 million, the Foundation's net draw on the endowment of \$9.51 million yielded a leverage ratio of 1:2.49; that is, \$2.49 was spent on the Foundation's objectives for every \$1 spent from the Foundation's capital in its endowment.

#### (C) LEVEL OF ACTIVITY

The Foundation partnered with 50 direct partners in 2007 (see Appendix 3) and entered into 42 new partnership agreements in 2007, with an additional nine under negotiation at the end of the year. It is interesting to note that many of the Foundation's partners in 2007 were involved in several Foundation activities.

## VII. LOOKING AHEAD

Partnerships will continue to play an important role for the Foundation in achieving its mission, developing its niche opportunities and securing long-term sustainability.

The tracking and reporting of partnerships continue to be imperative from both an accountability perspective and from an evaluation perspective as the Foundation strives to evaluate the impact of its programs and the role that partnerships play. The Foundation continued to refine and test a new database in 2007 that will track financial, granting and partnership information in an integrated database. The full system implementation will take place in the spring of 2008. This new system will allow the Foundation to better assess and present the added value that strategic partnerships bring to the work of promoting evidence-informed decision-making.

In working towards enhanced capacity of research use by decision makers, the Foundation will work with an array of partners, through ever-growing networks, to ensure there are more evidence-informed decision makers who are also champions for evidence-informed decision-making.

It is anticipated that pursuit of these objectives, combined with the exploration of partnerships that will enhance the Foundation's sustainability, will bring opportunities with new partners on both the national and international scenes.

## **APPENDIX 1 — FOUNDATION-SPONSORED EVENTS IN 2007**

Alberta Heritage Foundation for Medical Research - RTNA 2007 Conference “Knowledge Transfer: Raising the Stakes for System Change”

The Canadian Cochrane Network and Centre - 5th Annual Canadian Cochrane Symposium “Knowledge for Health”

Canadian College of Health Services Executives - National Healthcare Leadership Conference 2007 “Innovation in Health Services: From Local Leadership to National Performance”

Canadian Medical Association - Canadian Health Leadership Network Summit

Canadian Medical Association - Taming the Queue IV Conference

Canadian Nurses Association - Patient Safety and Medication in Home Care: A Learning Event

Cape Breton Health Research Centre - 2007 Cape Breton Health Research Symposium “Human Health and the Environment”

Capital Health Authority (Edmonton) - Accelerating Primary Care: Gaining Momentum Conference

Centre hospitalier de l'université de Montréal - Colloque L'exercice de la profession infirmière : Une évolution nécessaire

McGill University Health Centre - Nursing Leadership Summit: “Healthy Workplaces... Within Our Grasp”

McLaughlin Centre for Population Health Risk Assessment, University of Ottawa - Real World Safety and Effectiveness Knowledge Transfer Workshop “Knowledge Translation in the Post Market Evaluation of Drug Safety and Effectiveness Data”

Shepherd's Care Foundation - RAI (Resident Assessment Instrument) Day: Translating Information into Action Symposium

University of Calgary - Networks Leadership Summit III

Université de Montréal - Conférence FERASI : L'administration éclairée des services infirmiers sauve des vies

York University - Patient Safety Culture Symposium “Patient Safety Culture: The Truth and Nothing But”

## APPENDIX 2 — REISS PARTNERS IN 2007

### FEDERAL

- Health Canada, Office of Nursing Policy

### NATIONAL

- Canadian Public Health Association
- Public Health Agency of Canada
- VON Canada

### PROVINCIAL

#### *British Columbia*

- British Columbia Ministry of Health
- British Columbia Provincial Health Services Authority
- Fraser Health Authority
- University of British Columbia, School of Nursing
- Vancouver Coastal Health Authority

#### *Alberta*

- Health Quality Council of Alberta
- Integrated Centre for Care Advancement through Research (iCARE)
- University of Alberta

#### *Nova Scotia*

- Capital Health

#### *Ontario*

- Hamilton Niagara Haldimand Norfolk Local Health Integration Network
- Huron County Health Unit
- McMaster University, Faculty of Health Sciences
- McMaster University, School of Nursing
- Ontario Ministry of Health and Long-Term Care
- Registered Nurses' Association of Ontario
- Somerset West Community Health Centre, Ottawa

### APPENDIX 3 — FOUNDATION PARTNER ORGANIZATIONS IN 2007

#### INTERNATIONAL

- Commonwealth Fund (Harkness Associate Awards, Harkness Program Canadian Policy Briefing)
- National Health Service - Service Delivery and Organization (SDO) Research & Delivery Programme (Commissioned Research)

#### FEDERAL

- Canadian Institute for Health Information (Listening for Direction III)
- Canadian Institutes of Health Research (OGC Transfer, CHSRF 10<sup>th</sup> Anniversary Workshop/Event, REISS, CADRE – Chairs, Career Reorientation Awards, Postdoctoral Awards, Regional Training Centres)
- Canadian Institutes of Health Research, Institute of Human Development, Child & Youth Health (REISS)
- Canadian Institutes of Health Research, Institute of Health Services and Policy Research (Listening for Direction III, student support for CAHSPR, Regional Training Centres Directors' Network, Organization Capacity Development)
- Health Canada (EXTRA, CHSRF 10<sup>th</sup> Anniversary Workshop/Event)
- Health Canada, Health Care System Division (Listening for Direction III)
- Health Canada, First Nations and Inuit Health Branch (Listening for Direction III, collaborative)
- Health Canada, Office of Nursing Policy (REISS)
- Statistics Canada, Health Statistics Division (Listening for Direction III)

#### NATIONAL

- Canadian Agency for Drugs and Technologies in Health (Listening for Direction III, CHSRF 10<sup>th</sup> Anniversary Workshop/Event)
- Canadian Association for Health Services and Policy Research (Conference)
- Canadian College of Health Service Executives (EXTRA)
- Canadian Council on Health Services Accreditation (Environmental Scan)
- Canada Health Infoway (CHSRF 10<sup>th</sup> Anniversary Workshop/Event)
- Canadian Healthcare Association (Listening for Direction III)
- Canadian Medical Association (EXTRA, CHSRF 10<sup>th</sup> Anniversary Workshop/Event)
- Canadian Nurses Association (EXTRA, CHSRF 10<sup>th</sup> Anniversary Workshop/Event)
- Canadian Nurses Foundation (Nursing Care Partnership)
- Canadian Patient Safety Institute (REISS, Listening for Direction III, CHSRF 10<sup>th</sup> Anniversary Workshop/Event, Commissioned Research, Workshop)
- Health Council of Canada (Decision Support Synthesis, Researcher on Call)

#### PROVINCIAL

##### *British Columbia*

- British Columbia Ministry of Health (Chairs)
- Michael Smith Foundation for Health Research (REISS)

##### *Alberta*

- Alberta Heritage Foundation for Medical Research (REISS, Regional Training Centre, KB Demo Sites)
- Capital Health (Alberta) (CHSRF 10<sup>th</sup> Anniversary Workshop/Event)

##### *Saskatchewan*

- Government of Saskatchewan - Innovation and Science Fund (OGC Transfer)

*Manitoba*

- Winnipeg Regional Health Authority (Chairs)

*Ontario*

- Laurentian University (Research Use Week)
- Ontario Health Quality Council (Commissioned Research)
- Ontario Ministry of Children and Youth Services, Strategic Policy and Planning Division (Research Use Week)
- Ontario Ministry of Health and Long-Term Care (REISS, Chairs, Ontario Training Centre, CHSRF 10<sup>th</sup> Anniversary Workshop/Event)
- Ontario Ministry of Health and Long-Term Care, Nursing Secretariat (EXTRA, Research Use Week)
- Ontario Regional Training Centre (Research Use Week)
- Ontario Women's Health Council (Ontario Training Centre)
- North East Community Care Access Centre (Research Use Week)
- Northeast Mental Health Centre (Research Use Week)
- Ray & Berndston Ottawa (CHSRF 10<sup>th</sup> Anniversary Workshop/Event)
- Sudbury and District Health Unit (Research Use Week)
- Sudbury Regional Hospital (Research Use Week)
- University Health Network (CHSRF 10<sup>th</sup> Anniversary Workshop/Event)

*Québec*

- Agence d'évaluation des technologies et des modes d'intervention en santé (CHSRF 10<sup>th</sup> Anniversary Workshop/Event)
- Centre hospitalier de l'Université de Montréal (CHSRF 10<sup>th</sup> Anniversary Workshop/Event)
- Fonds de la recherche en santé du Québec (REISS, Chairs)
- McGill University Health Centre (CHSRF 10<sup>th</sup> Anniversary Workshop/Event)
- Ministère de la Santé et des Services sociaux (REISS, Chairs, CHSRF 10<sup>th</sup> Anniversary Workshop/Event)
- Québec Consortium (EXTRA)
- Sir Mortimer B. Davis – Jewish General Hospital (CHSRF 10<sup>th</sup> Anniversary Workshop/Event)

*Nova Scotia*

- Nova Scotia Health Research Foundation (REISS, Chairs)

*Newfoundland and Labrador*

- Newfoundland and Labrador Centre for Applied Health Research (OGC)