



# 2013 Annual Report

**HARNESSING A NEW ERA OF PARTNERSHIPS AND NETWORKS IN HEALTH INNOVATION**



**RESEARCH  
CANADA**

An Alliance for Health Discovery

**RECHERCHE  
CANADA**

Une alliance pour les découvertes en santé



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

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CANADA'S RESEARCH-BASED PHARMACEUTICAL COMPANIES**

All contributions help champion Canadian scientists and innovators, advance patient care and treatment, and bolster Canada's global leadership in health research.



**AND TO ALL OUR GENEROUS SUPPORTERS AND PARTNERS**





BUILDING STRONGER  
PARTNERSHIPS AND  
NETWORKS TO  
TRANSFORM RESEARCH  
INTO COMMERCIAL AND  
SOCIAL INNOVATIONS

# an alliance for health discovery

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## WHO WE ARE

Research Canada is a national, broad-based alliance dedicated to increasing investments in health research through collaborative advocacy.

We believe health research is a shared benefit, shared responsibility and an investment in Canada's future.

We engage government, academia, industry and non-profit sectors to build support for balanced and long-term health research funding - investments that strengthen Canada's innovation system and lead to better health, sustainable health care, new commercialization opportunities, and skilled jobs for Canadians.

## OUR MISSION

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

## STAY CONNECTED

[www.rc-rc.ca](http://www.rc-rc.ca)    [@ResearchCda](https://twitter.com/ResearchCda)    [info@rc-rc.ca](mailto:info@rc-rc.ca)

## MESSAGE FROM RESEARCH CANADA CHAIR AND PRESIDENT & CEO

Federal Health Minister, Honourable Rona Ambrose, recently promised an era of leadership and co-operation to ensure that Canada's publicly funded health system is sustainable and has been clear that innovation is key to making it more efficient and cost-effective.

This is encouraging. But as Dr. David Hill, Scientific Director at Lawson Health Research Institute and past Chair of Research Canada suggests, innovation is only one part of the equation and cannot improve our health care system without concrete and "cohesive translational structures" in place to support advancements.

One thing is for sure, if Canada is to adopt the necessary translational structures, it must include stakeholders from the full continuum of health research, advocacy and care.

To complement this year's Annual Report, we asked Research Canada members to weigh in. Their insights are profiled throughout this report.

Health professionals from sectors across our alliance shared their visions, successes, challenges and key opportunities for fostering innovation that can improve the health and wealth of Canadians and make Canada a global leader in health research.

Organizations like the Canadian Physiotherapy Association are working hard to maintain opportunities for clinicians, academics and researchers to collaborate and expand professional knowledge. Health charities like the Crohn's and Colitis Foundation of Canada are becoming more supporter-centric and building private sector partnerships to help foster research from 'bench to bedside'.

Canada's health research centres are also evolving. As a joint venture of London Health Sciences Centre and St. Joseph's Health Care, London, the Lawson Health Research Institute is ideally placed to contribute to a



Maureen Adamson  
Research Canada Chair



Deborah Gordon-El-Bihbey  
President & CEO

comprehensive regional health system in Southwestern Ontario. And while the University of Toronto health research network is on track to break the \$1B funding level for health and biomedical research in 2012-13, their sights are set on the next level: finding the external partners to bring their discoveries to market - to improve our health and grow our economy.

Though navigating challenges, such as how innovation is valued in the marketplace, biopharma members like Sanofi Pasteur are expanding their capacity to innovate by doing just that - building strong partnerships with top schools and research institutions.

Outlining another key challenge, Mr. Andrew Casey, President and CEO of BIOTEC Canada, reminds us that: "Investment capital and the ideas that form the bedrock of innovation are supremely mobile; they will go to where they are most supported."

While Canadian research is recognized and revered worldwide, other nations are developing and implementing policy frameworks that support innovation and investment. Canada must keep pace or risk losing out on the benefits of a robust health research industry.

Mr. Peter Robertson, VP and GM of GE Healthcare Canada, shares similar concerns and believes that in order to compete "[our] ability to create linkages between research and innovation to commercialization and leadership practices is essential."

“We need a plan,” Dr. Michael Julius, Vice-President of Research at Sunnybrook Health Sciences Centre and Research Canada’s Science Advisor has been telling us for years.

“Research Canada has always taken, as its starting point, the assumption that there is a cycle to innovation. This cycle incorporates research, development, market validation and delivery and involves multiple players including governments, academia, industry, and non-profit organizations. Each and every stage of the innovation system requires support in order to achieve innovation.”

With the help of a task force we undertook an in-depth consultation process with our members, supporters and partners - an important step towards mapping out a five-year strategic plan that meets the needs of our members, supports the health and wellbeing of Canadians, and helps us build a globally competitive health research community.

As our contributors so aptly confirmed: We are in this together...stronger through partnerships and collaborative efforts, common goals and a united purpose.

And Research Canada is poised to lead the charge.

Sincerely,



Ms. Maureen Adamson  
Chair



Ms. Deborah Gordon-Ei-Bihbety  
President & CEO

“...[T]here is a cycle to innovation. This cycle incorporates research, development, market validation and delivery and involves multiple players including governments, academia, industry, and non-profit organizations.”

Dr. Michael Julius  
Research Canada Science Advisor

## member spotlights

We asked Research Canada members from sectors across our alliance to share their visions, successes, challenges and key opportunities for fostering innovation, and how membership helps them reach their goals. Their insights are profiled throughout this report.

### OUR CONTRIBUTORS

MICHAEL BRENNAN  
CEO, Canadian Physiotherapy Association

ALISON BUCHAN, PhD, FCAHS  
Vice Dean, Research and International Relations  
Faculty of Medicine, University of Toronto

ANDREW CASEY  
President & CEO, BIOTECCanada

KEVIN GLASGOW, MD  
CEO, Crohn’s and Colitis Foundation of Canada

DR. DAVID HILL  
Scientific Director, Lawson Health Research Institute

MARK LIEVONEN  
President, Sanofi Pasteur Limited

PETER ROBERTSON  
VP and GM, GE Healthcare Canada

## HEALTH RESEARCH IN CANADA: AN INFLECTION POINT

As you read the contributions from Research Canada's diverse membership in the pages that follow, you will detect an assured sense that Canada's health research foundation is strong.

Our per capita research productivity and impact consistently rank in the top five globally in major disciplines; the "brain drain" that once threatened the security of our future talent pool has given way to dynamic global movements of trainees and professionals, who now view Canada as a health research destination; our research institutions and infrastructure are at the cutting-edge of technology and design; and, as consistently demonstrated through Research Canada's regular health research polls, the Canadian public places a high priority on - and faith in - our health research enterprise.

And yet our members also confirm the disquieting truth that our health innovation system is increasingly struggling to capitalize on this foundation.

Cash-starved governments are retreating from their traditional role in funding the high-risk, commercially unviable science that fuels innovation - at a time when policymakers are most concerned about strengthening our knowledge economy, accelerating innovation and overcoming Canada's yawning productivity gap.

Academia, responding to the heightened expectations of policymakers, funders and the public, is increasingly facing pressure to demonstrate research relevance and impact, without compromising a fundamental commitment to the sometimes esoteric - and generally expensive - exploratory science from which discovery and invention spring.

Global industry, having entered an era of unprecedented consolidation and corporate re-engineering, faces reimbursement, productivity and competitive barriers that

undermine the case for R&D investment in Canada - while our homegrown life sciences companies are unable to remain and thrive in Canada without the capital and commercial support of a diverse and integrated industrial cluster.

And the not-for-profit/charitable sector, increasingly called upon to fill gaps in the research funding environment, must maintain its foremost accountability to patient impact in a highly competitive - and rapidly evolving - philanthropic environment.

Rising to these sector-specific challenges will not be possible if we fail to act in a manner that recognizes how inextricably linked these challenges are.

Solutions must harness and strengthen the interdependencies across government, academia, industry and the not-for-profit/charitable sector (GAIN); recognize that innovations in health technology cannot flourish without innovations in the structure of the health system and the context in which care is delivered; and

## member spotlight

### CANADIAN PHYSIOTHERAPY ASSOCIATION

BY MICHAEL BRENNAN, CEO

Traditionally professional associations like the Canadian Physiotherapy Association and the Canadian Medical Association have been an important gathering point for the various components of health research.

One of the core purposes of associations like ours is to sustain regular opportunities for clinicians, academics and researchers to collaborate in an effort to expand professional knowledge. For over a century in Canada, health associations' role in knowledge translation has been well appreciated and highly functional.

take a balanced approach to investment in fundamental and applied health research across the discovery to practice continuum.

It is these imperatives that uniquely position Research Canada as Canada's foremost champion for the interests of our health innovation system.

- We are the only advocate for health innovation whose membership spans and galvanizes GAIN.
- Our programming is increasingly focused on demonstrating to policymakers and the public how innovations at the system, healthcare delivery and technology levels are mutually reinforcing.
- While strongly supporting policies that amplify Canada's ability to capture the economic and health dividends of our investment in health research through a determined approach to knowledge mobilization and commercialization, we recognize that a demand-oriented focus cannot come at the

expense of robust investment in the basic, clinical, health services and population health research excellence that supplies Canada's pipeline of discoveries and ideas.

Together, our members are a powerful force in influencing the health innovation agenda in Canada.

Together, we can ensure that this critical moment in the evolution of each of our sectors heralds an opportunity to correct our trajectory, capitalize on our strengths and build a flourishing health innovation system in Canada.

Dr. Ryan Wiley  
Vice President, SHI Consulting  
Director, Research Canada Board

Yet there is a great deal of uncertainty within many health associations regarding the sustainability of our traditional business model.

Today fewer clinicians become members out of a sense of professional duty. Associations must now offer tangible benefits that demonstrably improve members' lives in order to merely sustain their revenue base. Further complicating matters, the cost of acquiring clinical knowledge has declined to nearly nil, eliminating lines of business that associations used to count on for non-dues revenue.

Within this complicated and rapidly changing business environment, associations must still find a way to maintain their contract with society. Our status as a non-profit organization compels us to serve a higher purpose than merely offering programs and services to a self-selected customer base.

The CPA's mission is to advance the profession of physiotherapy in order to improve the health of Canadians. Ultimately our success comes from helping physiotherapists help their patients. This can only be accomplished if we are able to sustain our traditional role of knowledge translation through these times of fierce change.

This is why we support Research Canada.

For the Canadian Physiotherapy Association, Research Canada is a lever that multiplies our capacity to foster and support health research. The partnerships that Research Canada brokers and maintains go a long way to ensuring sustained health research for all health professions. CPA could not do this on our own. Through Research Canada, we make connections to researchers and institutes that share aspects of our mission, and allow us to keep our promise to Canadians to provide better health care.

## member spotlight

### LAWSON HEALTH RESEARCH INSTITUTE

BY DR. DAVID HILL, Scientific Director

The Honourable Rona Ambrose, Federal Minister of Health recently provided a clear vision in an article in the Hill Times entitled: “Innovation key to building a sustainable, efficient health care system in Canada”. Unanimously, governments and all the public and private health research stakeholders agree with a focus on the opportunities to revolutionize health care performance through the generation, testing and application of new knowledge.

So why isn't the tide of innovation delivering a plethora of advances to our health system? Perhaps it's because we do not have cohesive translational structures in Canada.

The nature of research funding has fundamentally changed. The traditional model of welcoming and selectively funding all good ideas across the health sciences landscape no longer applies.

Increasingly, areas of high health cost and patient need are being targeted through strategic research funding. This makes sense, but to develop truly innovative ideas, test them pre-clinically, perform first in human studies, multi-centred randomized trials, and translation of the best elements as the new standard of health care, cannot be achieved within short-term and limited packages of disease-specific funding.

We need a robust and layered innovation framework that captures the most promising future innovations at each stage of their evolution, and provides the environment for them to progress.

Ultimately, the health system has to meet researchers along the innovation pathway and help in that most difficult final step, evaluation of new knowledge in the real health world and its adoption into care. The pipeline is just too expensive to leave this to chance. While the federal government has stressed the important role of the private sector as an R&D partner, it is equally important that our health system has a national innovation fund to lift innovations over the finishing line.

An in depth perspective of health innovation and the contributions of all of its stakeholders is a key strength of Research Canada, and as a trusted source of information to government, membership is the ideal and cost effective way for an Institute such as Lawson to connect directly with health research policy makers.

Just as our research system has evolved, so has our Institute. As a joint venture of London Health Sciences Centre and St. Joseph's Health Care, London, the Lawson Health Research Institute is ideally placed to contribute to an entire regional health system in Southwestern Ontario.

Our science is multi-disciplinary, clustered, and more health goal orientated than ever before. Whether it is using smart phones with health Apps to help mental health clients lead safe and more independent lives outside of hospitals, or the creation of personalized medicine solutions for women with breast cancer, or the discovery and testing of new biomarkers of early disease to be tracked non-invasively through advanced medical imaging, the outcomes are all about benefits to patients and increasing value from the health system.

Experience tells us to plan our chosen pipelines well ahead. The real conclusion of a research study is to see it used every day in the clinic.

“An in depth perspective of health innovation and the contributions of all of its stakeholders is a key strength of Research Canada, and as a trusted source of information to government, membership is the ideal and cost effective way for an Institute such as Lawson to connect directly with health research policy makers.”

Dr. David Hill, Scientific Director  
Lawson Health Research Institute



## member spotlight

### **FACULTY OF MEDICINE, UNIVERSITY OF TORONTO**

BY ALISON BUCHAN, PhD, FCAHS, Vice Dean,  
Research and International Relations

Health research in Canada is comprised of a vibrant community of researchers providing economic benefit and a nation-wide knowledge-advantage.

Paradoxically, while the excellence of academic research in Canada is globally recognized, industry R&D is at best challenged and at worst failing to take advantage of this knowledge-advantage. This in turn creates increasing pressure on academic researchers to undertake both groundbreaking fundamental discovery research, and simultaneously ensure their new findings are implemented. We require a solution that enables academic research to

continue to lead globally while expanding the receptor sites in the industrial and health care sectors.

Today there are numerous opportunities for transformative discoveries, for example re-purposing existing therapeutics, new stem-cell therapies that can literally repair broken hearts, and medical devices that extend and improve quality of life.

In the University of Toronto health research network, including our 9 fully affiliated hospitals and their research institutes, we are on track to break the \$1B funding level for health and biomedical research in 2012-13. With 121 Canada Research Chairs and over 3,000 active research faculty, we are one of the hot-beds of Canadian discovery and early implementation.

Our challenge is to sustain this level of activity in the current funding environment and find the external partners to go the next level - bringing our discoveries to market to benefit our economy and the health of our society.

## TODAY'S DISCOVERIES SUPPORT TOMORROW'S HEALTH CARE

Over the past year, Research Canada has worked together with its members, supporters and partners to advance Canada's global health research position.

By informing and inspiring parliamentarians through our non-partisan Health Research Caucus we are laying the foundation for policy change that underscores the need to support the entire cycle of R&D, from discovery through to product development and commercialization, to healthcare settings and the marketplace.

## health research caucus

In 2009 Research Canada established the Health Research Caucus, bringing together Canada's leading researchers with parliamentarians of all stripes for an exchange of ideas. Caucus events offer parliamentarians an opportunity to learn about recent and exciting developments arising from the laboratories of Canada's world-leading health researchers.

Events are hosted by Hon. Kelvin K. Ogilvie, Senator and Chair of the Caucus and Vice-chairs, Ms. Carol Hughes, MP for Algoma—Manitoulin—Kapuskasung, and Dr. Kirsty Duncan, MP for Etobicoke North.

### ADVOCATING FOR EXCELLENCE EDUCATING FOR CHANGE

“All of the advances in the treatment of human health issues in the past hundred years have arisen from the innovative application of the results of research.”

Senator Kelvin K. Ogilvie  
Chair, Health Research Caucus

## NEW BUSINESS MODELS FOR HEALTH RESEARCH

Last November, leaders of Canada's health research enterprise joined parliamentarians for a Health Research Caucus luncheon on mental health, featuring the Honourable Michael Wilson, P.C. One of Canada's most ardent advocates for mental health research, he presented an insightful overview of innovative health research business models that leverage the shared benefits of partnership and collaboration.

## CELEBRATING CANADA'S WORLD-CLASS CARDIOVASCULAR RESEARCH SECTOR

Our May event on Parliament Hill focused on the latest advances in cardiac research and heart health and highlighted the work of 20 eminent researchers from across Canada.

Senator Kelvin K. Ogilvie, Ms. Carol Hughes, MP and Dr. Kirsty Duncan, MP welcomed Dr. Robert Roberts, President & CEO of the University of Ottawa Heart Institute; Dr. Jean-Claude Tardif, Director of the Montreal Heart Institute; and, Dr. Duncan Stewart, CEO and Scientific Director of the Ottawa Hospital Research Institute as the evening's keynote speakers. Mr. Russell Williams, President of Rx&D - the event's lead sponsor - also addressed the critical role Canada's research-based pharma companies play in developing therapeutics that improve the quality of life of those living with heart disease.

## LOOKING FORWARD

Research Canada's Health Research Caucus is proud to welcome Dr. Kym Boycott from the CHEO Research Institute, key sponsors and select MPs and Senators to a December luncheon on advances in diagnosing and treating rare diseases.

## member spotlight

### **BIOTEC**Canada

BY ANDREW CASEY, President & CEO

Today's global population is closing in on the seven billion mark and by 2050 it is predicted to grow to over nine billion people.

The growth in population coupled with the economic surge in economies such as India and China will correspondingly require economies around the world to find more efficient and effective ways to deliver health care, grow food and manufacture goods.

In this daunting global challenge lies the enormous opportunity for Canada's biotechnology industry and the innovative solutions it represents. Importantly, Canada already has in place many of the components necessary for global competitiveness and success in biotechnology.

Canada is home to a number of regional clusters which bring together: world-class universities and research institutes; biotech entrepreneurs; a significant multinational industry presence; and, a highly educated workforce. All told, the Canadian national biotech ecosystem is an economic strength that positions Canada well to compete in the emerging global bio-economy.

Yet, while Canada has a significant opportunity before it in meeting the global challenges of population growth, other nations are also acutely aware of this global economic opportunity and are quickly moving to develop and support domestic innovation industries. They are putting in place policy frameworks supportive of innovation and, importantly, investment.

Investment capital and the ideas that form the bedrock of innovation are supremely mobile; they will go to where they are most supported. So if Canada is to compete in this space and reap the benefits of a robust health research industry then it must keep pace with other jurisdictions and establish the hosting conditions to attract investment and retain innovation.

BIOTECCanada and Research Canada can play a pivotal role in together advancing Canada's global health research position. There is an enormous opportunity for Canada in the economic, environmental and social challenges facing the planet. Successfully capitalizing on this opportunity begins with a strong and vibrant health research capacity.

Canadian innovation and commercialization depends entirely on our ability as a nation to be research leaders. Canada has demonstrated a historical capacity for health research and now more than ever we need to regain our place as global leaders.





## member spotlight

### GE Healthcare Canada

BY PETER ROBERTSON, VP and GM

GE Healthcare provides services in medical imaging and information technologies, medical diagnostics, patient monitoring systems, performance improvement, drug discovery, and biopharmaceutical manufacturing technologies.

Our expertise is helping clinicians around the world re-imagine new ways to predict, diagnose, inform and treat disease, so their patients can live their lives to the fullest.

We pioneer advanced medical technology that helps doctors diagnose and treat on a molecular level and we are committed to finding the breakthroughs and game-changers.

We've committed \$6 billion to continuously develop innovations that help clinicians and healthcare providers deliver high-quality healthcare at lower cost to more people around the world. Our global initiative, Healthymagination, applies GE's scale and innovation toward achieving sustainable health through our advanced technologies and research and development capabilities. We are proud to invite the world to join us on this unprecedented journey.

Canada's research community has earned respect and credibility around the world and led profound advances in healthcare. Despite the success, it remains difficult for Canada to compete in the world of industrial innovation.

Our ability to create linkages between research and innovation to commercialization and leadership practices is essential.

The role of Research Canada to champion Canada's global leadership in health research can not only help to improve the health and prosperity of Canadians but it can also improve Canada's overall global competitiveness.

Health research is our future, both in terms of creating medical technologies and confronting disease. We strongly believe that even in these difficult economic times, we have to be bold; to continue to invest in our future by advocating for increased investment in our research enterprise in Canada.

Our progress in health research can lead to tangible economic benefits for Canada including further investments in health research that lead to innovation and commercialization and skilled jobs for Canadians.

## A STRATEGIC PLANNING YEAR

Research Canada's Chair, Ms. Maureen Adamson, rolled up her sleeves this year and with the help of a task force comprised of Board Directors and our President & CEO, undertook a comprehensive consultation process with Research Canada members, supporters and partners.

This process, an important step in mapping out a new, five-year strategic plan, revealed that we are uniquely positioned to help build a health research community that is recognized internationally for its innovation, responsive to the health needs of all Canadians and respected as a key contributor to Canada's wellbeing and global competitiveness.

Members highlighted as a strength our integrated approach to advocacy, including our capacity to:

- Foster collaboration among government, academic, industry and non-profit (GAIN) stakeholders.
- Strengthen the sector's presence and profile on Parliament Hill.
- Build a dynamic framework for policy discussion.
- Communicate effectively with members, supporters and partners.
- Educate the public, media and policy makers.
- Encourage long-term and sustainable advocacy efforts.
- Attract talent and influence key stakeholders and decision-makers.

Our strategic plan will be released early next year.

## building a global research alliance

Earlier this year Research Canada spearheaded a landmark agreement with Research!America, Research Australia and Research!Sweden to pool resources, strengthen collaboration and create a global alliance to advocate for increased and sustainable health research funding.

Our President & CEO, Deborah Gordon-El-Bihbety, spoke to RESEARCH MONEY and *International Innovation* about this agreement and how it's shaping Research Canada's global health agenda. To read the full interviews, please visit our website [www.rc-rc.ca](http://www.rc-rc.ca).

## REGIONAL ENGAGEMENT

Our members challenged us to engage in advocacy informed by both national and provincial health research issues. This year's roundtables in British Columbia and Quebec gave us an opportunity to learn more about the challenges facing members in these regions, and to incorporate provincial perspectives into our national advocacy efforts. Leveraging resources and expertise across the traditional national/provincial divide is critical to enhancing our collective capacity to advocate for our industry in the face of limited or targeted resources.

"Any one can make a laundry list of asks from various sectors. But it takes an organization like Research Canada that is dedicated to finding integrated approaches to these issues that can rally the troops, consolidate views and move us forward as a sector."

Mr. Russell Williams  
President, Rx&D

## member spotlight

### **CROHN'S AND COLITIS FOUNDATION OF CANADA**

BY KEVIN GLASGOW, MD, CEO

Health charities are evolving to better engage supporters, including donors, fundraisers, members and volunteers. Supporters expect, and deserve, a return on investment (ROI) of their dollars and time. The Crohn's and Colitis Foundation of Canada (CCFC) has taken action to ensure value is created through our research, education, awareness and advocacy activities.

Over the past year, our charity has undergone extensive change to better advocate for the needs of people living with Crohn's disease and ulcerative colitis – the two main forms of inflammatory bowel disease (IBD).

While our organization remains committed to finding cures for Crohn's disease and ulcerative colitis, our new Promise Statement also emphasizes the imperative to improve the lives of children and adults affected by these chronic

conditions. In other words, patient proximal “cope” now augments our traditional patient distal “hope”.

Out of necessity, health charities are becoming more supporter-centric. Ours is no exception. For example, the CCFC now incorporates lay reviewers, including patient representatives in our research grant adjudication processes to ensure the “so what” question is answered in addition to the demonstration of scientific merit.

Health charities also engage in creative partnerships with organizations that have common advocacy and research agendas. In addition to partnering with traditional federal and provincial research funding agencies, the CCFC has also partnered with private sector entities to fund scientists and educational events. In this way, research is fostered from the ‘bench to the bedside’.

Similarly, the CCFC's involvement with Research Canada fosters collaborative relationships with academic research institutions. Moving forward, the CCFC intends to partner on more research initiatives at both the micro- and macro-levels. Therefore, we will maximize ROI in ways that matter to persons affected by IBD.

### **ADVOCACY IN A DIGITAL WORLD**

Over the past year, Research Canada has undertaken substantial work to upgrade and update key areas of our website - a key step in building a hub or “one-stop-shop” for health research news and achievements.

We have made information more accessible by bolstering our blog and parliamentary event pages and by adding a new section to highlight our 2013 AGM. These measures have increased direct visitor traffic by 50 percent.

Research Canada has also made a marked transition to web-based communications products. *RC on the Move* has been transformed into an online health research resource for both members and parliamentarians; members, supporters and partners now receive updates

from our President & CEO via e-newsletter; and event notices, invites and registration forms are developed and distributed using online applications.

This cost-effective move has helped us strengthen our brand and messaging, track open rates and popular links, and establish best practices for digital communications.

### **OPPORTUNITIES AND CHALLENGES**

Website traffic from social media has also increased - by 300 percent in some months - a result of more frequent and focused activity on Twitter and more structured integration with blog content and web-based newsletters.

Our “followers” have more than doubled over the year to 2,400 and growing. Health research is happening more and more on Twitter, providing tremendous outreach and advocacy opportunities to researchers and industry stakeholders alike.

With new opportunities come new challenges - notably how to effectively share health research information online and in real time - an area that will be explored at this year’s AGM and with our members, supporters and global partners as we move forward.

In fact, sharing best practices with Research!America, Research Australia and Research!Sweden is one of the many benefits of the international agreement signed earlier this year (p.11).

To focus on this medium, Research Canada has “unpublished” its Facebook account, a tool that can be re-activated at any time to supplement communications strategies supporting more targeted advocacy or outreach campaigns.

## EXPANDING DIGITAL NETWORKS

With support from our partners, Research Canada undertook an extensive database development project this Fall that increased our target audience and expanded our digital network by over 40 percent. This new database will bolster our national advocacy efforts and strengthen our regional outreach and engagement strategies (p.11).

## SHARE YOUR NEWS

We regularly feature member commentary and news on our blog. Send us your insights, accomplishments, event notices, latest publications and research highlights, and we will share them with our growing networks of industry leaders.

## honouring our leaders



Dr. Luis Barreto



Mr. Jacques Hendlisz



Dr. Michael Julius



Dr. Andrew Padmos

## AWARD OF DISTINCTION

### DR. LUIS BARRETO, MBBS, MD, MHSc

We are pleased to honour Dr. Luis Barreto, President of Dr. Luis Barreto & Associates, with our Award of Distinction for his years of service on our Board and for his dedication and commitment to health research advocacy in Canada. His contribution to our organization has been invaluable.

Dr. Barreto's firm specializes in vaccine development, immunization, biotechnology, science policy and global health. He also serves as a senior advisor to the Vaccine Program, Human Health Therapeutics with the National Research Council (NRC) and the Advanced Medical Research Institute (AMRIC) at Health Sciences North.

He is the former Vice-President of Clinical, Medical and Regulatory Affairs, former Vice-President of Immunization and Science Policy and former member of the Senior Management Team at Sanofi Pasteur, where he spent more than 23 years in research and development, leading clinical trials, launching vaccines and shaping immunization policy in Canada and around the world.

## HONORARY LIFE FELLOWSHIPS

### MR. JACQUES HENDLISZ

Mr. Jacques Hendlisz has served on Research Canada's board and that of our predecessor since 2002, as both Chair and Past-Chair.

He is currently Partnership Lead for Transformational Research in Adolescent Mental Health, Canadian Institutes of Health Research (CIHR) and is closely involved with the Graham Boeckh Foundation.

Prior to this, Mr. Hendlisz was Director of Administration at the Goodman Cancer Research Centre and served as Director General of the Douglas Hospital Mental Health

University Institute and the Douglas Hospital Research Centre from 1994 to 2011.

Over the last several years, his work has been focused on the reorganization of services and the development of quality indicators in mental health. He is also dedicated to integrating research into clinical care in order to develop best practices for mental health.

### DR. MICHAEL JULIUS

Dr. Michael Julius has served on Research Canada's board and that of our predecessor since 2002 as Chair and Past-Chair, and has assumed the role of our Science Advisor since 2012.

Since October 2000, Dr. Julius has served as VP of Research at Sunnybrook Health Sciences Centre, where he stewards a \$100M annual research enterprise.

An internationally recognized immunologist, he is a Professor in the Departments of Immunology and Medical Biophysics at the University of Toronto, has

## member spotlight

### SANOFI PASTEUR LIMITED

BY MARK LIEVONEN, President

Sanofi Pasteur Limited has been a leader in vaccines R&D and manufacturing for almost a century. As we look to the next century, we – and our colleagues in the biopharma industry – look forward to bringing new products to Canadians and people around the world.

The global population is expanding, which brings opportunities for the growth of vaccines.

At Sanofi Pasteur, for example, we've had notable success with our five-component acellular pertussis vaccine – a landmark product researched, developed and manufactured in Canada. We are investing to expand production of our

published over 200 research papers and reviews, and has acted as Editor of the highly cited review journal, *Seminars in Immunology*.

Before joining Sunnybrook, Dr. Julius was a member of the Basel Institute for Immunology in Switzerland; an Associate Professor in the Department of Microbiology and Immunology at McGill University in Montréal, Quebec; and Chair of the Department of Immunology at the University of Toronto, ranked as one of the top 10 academic centres of immunology in North America.

#### **DR. ANDREW PADMOS, BA, MD, FRCPC, ACP**

Dr. Andrew Padmos has served on Research Canada's Board and a number of our Standing Committees and Task Forces since 2011.

He joined the Royal College of Physicians and Surgeons of Canada as CEO in September 2006, leaving Halifax, where he was Commissioner of Cancer Care Nova Scotia

and head of the Cancer Care Program at the QEII Health Sciences Centre since 1998.

Dr. Padmos attended medical school at McMaster University and completed specialty training in Internal Medicine and Hematology and was certified by The Royal College of Physicians and Surgeons of Canada in 1976. A hematologist by profession, he practiced medicine in Calgary for two years before a 15-year term at King Faisal Specialist Hospital and Research Centre in Riyadh, Saudi Arabia.



five-component acellular pertussis in order to meet the growing global demand.

While strong market growth is positive for the industry, the sector is also facing several challenges, such as how innovation is recognized in the market place. Restrained health care budgets have made it more difficult to offset the high costs of developing, testing and manufacturing vaccines. In Canada, most of Sanofi Pasteur's vaccines are purchased by the government, which tends to look at lowest price rather than best value. There is an opportunity to consider other factors such as security of supply, contributions to the economy through innovation, and the value of highly-skilled manufacturing and R&D jobs as part of the value proposition.

Similar to biopharma companies, Sanofi Pasteur also faces the challenges of manufacturing product in an increasingly stringent regulatory environment. Meeting these higher regulatory standards requires extensive investment in our

internal quality processes. Needless to say, producing vaccines of high quality is extremely complex and resources are intensive.

One of the great aspects of the biopharma sector in Canada today, is the ability to build strong partnerships with top-quality schools, research institutions and with various levels of government. Our partnerships have included the University of Toronto, where we funded a Chair in Human Immunology, and research agreements with Sunnybrook Health Sciences Centre. The Federal and Ontario governments have also been supportive over the years. These partnerships expand our capacity to innovate.

For almost a decade, Sanofi has worked in partnership with Research Canada and members of its alliance toward the shared goal of building a robust health innovation system in Canada. The arena of biopharma is complex. It's important to constantly change, adapt, innovate and re-invent yourself.

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*\*The R7 is a partnership of organizations  
that develops consensus around policy  
focused on improving the health and  
wealth of Canadians.*

## about us

IMPROVING THE **HEALTH AND PROSPERITY** OF  
ALL CANADIANS BY CHAMPIONING CANADA'S  
GLOBAL LEADERSHIP IN HEALTH RESEARCH

Research Canada is a national, broad-based alliance dedicated to increasing investments in health research through collaborative advocacy. We believe health research is a shared benefit, shared responsibility and an investment in our future.

We engage government, academia, industry and non-profit sectors to build support for balanced and long-term health research funding - investments that strengthen Canada's innovation system and lead to better health, sustainable health care, new commercialization opportunities and skilled jobs for Canadians.



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