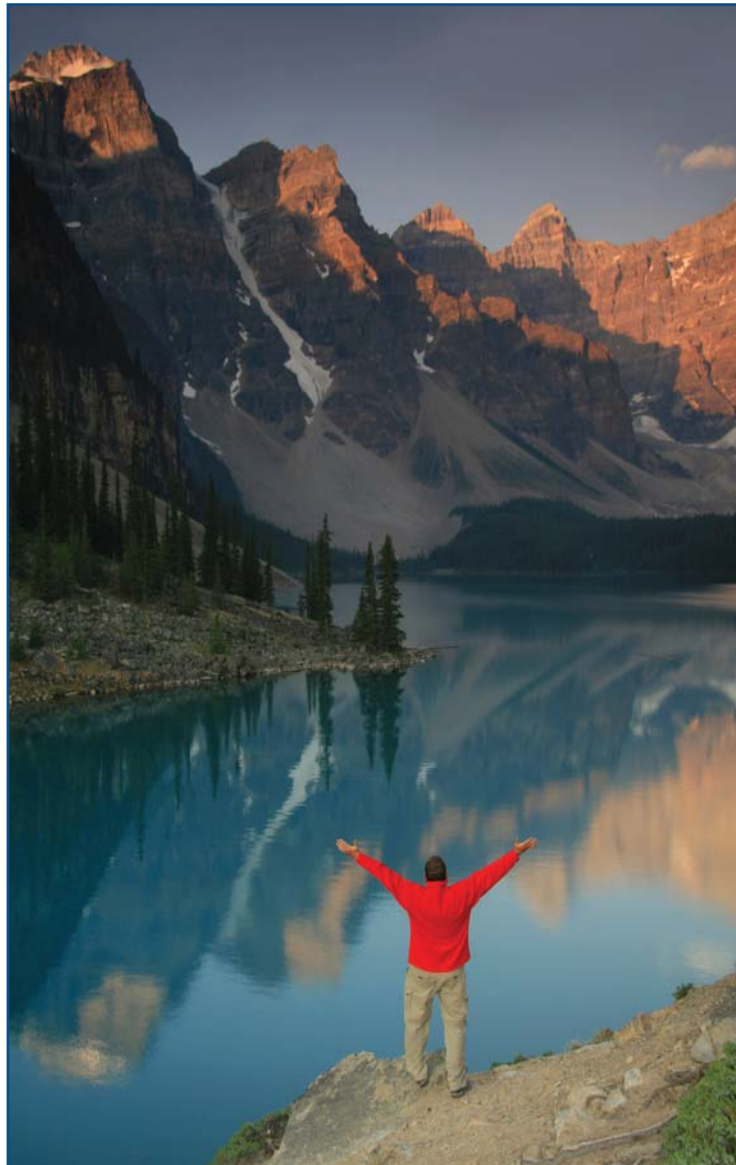# *KT08 Forum*

OCCASION FOR ORGANIZATIONS

Organization Profiles

Banff, Alberta, Canada
June 9th - 11th, 2008

ALBERTA CENTRE FOR CHILD, FAMILY AND COMMUNITY RESEARCH

Country Where Organization is located:

Canada

Website:

www.research4children.com

Type of Organization:

Research funding organization; knowledge transfer organization

Brief description of your organization and its mandate:

The Centre's vision is to improve the well-being of children, their families and communities in Alberta, Canada and internationally, by mobilizing research evidence into policy and practice. The Centre does this by developing, supporting and integrating research across sectors and disciplines to provide a strong, evidence-based foundation for identifying and promoting effective public policy and service delivery to improve the well-being of children, families and communities in Alberta, Canada and internationally. One of The Centre's core functions is promoting knowledge exchange.

Representatives at KT08:

Nancy Reynolds (nreynolds@research4children.com)

Three key messages to share with colleagues at KT08:

The Centre enables knowledge translation in the following ways:

1. Developing a policy-relevant research agenda and providing funding opportunities.

    As an important first step, the Centre develops a policy relevant research agenda by consulting with policy makers and other stakeholders. Research proposals are then solicited in these specific areas to address the needs of policy makers and other stakeholders. By funding research in priority areas, The Centre improves the likelihood that research evidence will be used in decision-making processes. The Centre also facilitates knowledge exchange by funding research teams that demonstrate collaborations with other sectors, including policy, service delivery, and community. By encouraging these relationships, The Centre increases the chances that research evidence will be used by stakeholders. The Centre also provides knowledge transfer grants to mobilize research evidence. Knowledge transfer grants are intended to support activities that move research evidence into the hands of those who can use it to inform decisions and ultimately improve the well-being of children, families and communities.

2. Implementing and managing the Child and Youth Data Laboratory to analyze government administraative data.

    Alberta is the first jurisdiction in the world to establish a data lab exclusively dedicated to understanding the impacts and policy needs that will optimize the well-being and future potential of its youngest citizens — children and youth. The Child and Youth Data Laboratory (CYDL) will study issues, policies and practices affecting Alberta's children, by linking and analyzing cross-government, administrative data. The products of the CYDL will enable policy makers and service delivery organizations to make better decisions related to services to children, design of programs, allocation of resources and policy analysis and development. The CYDL will be a resource that supports the exchange of knowledge between researchers, policy makers, and service delivery organizations by providing the means to answer large policy questions that could not be answered through a single ministry's administrative data.

3. Partnering in the Mobilizing Knowledge About Development (MKAD) project.

    The Centre is also involved in research in the area of knowledge mobilization, specifically through the MKAD project. The MKAD project is a collaboration between the Community-University Partnership for the Study of Children, Youth, and Families (CUP) and the Alberta Centre for Child, Family and Community Research. The MKAD project is designed to build capacity across campus and community and engage in collaborative, interdisciplinary, and sustainable relationships for creating and sharing knowledge. Through the Evaluation and Research component, the MKAD project is studying and testing knowledge-mobilization (KM) models and strategies. The MKAD project is also developing a conceptual KM framework to apply in its work and to share with others in the KM field. Through the Community-Based Research (CBR) capacity-building component of MKAD, MKAD seeks to scaffold the next generation of academic researchers by developing a graduate-level, CBR certificate program at the University of Alberta. The project has also launched a cross-community CBR Workshop Series.

CALGARY HEALTH REGION (RESEARCH AND KNOWLEDGE)

Country Where Organization is located:

Canada

Website:

www.calgaryhealthregion.ca/research/

Type of Organization:

Other-health region

Brief description of your organization and its mandate:

The Calgary Health Region is one of the largest fully integrated, publicly funded health care systems in Canada. Over the last 11 years, we have amalgamated all health services, added significant infrastructure in both traditional and innovative models of care, and forged strong partnerships with physicians, health care educators and a vast array of community agencies. We are a dynamic, and progressive organization. We serve over 1.2 million people from the city of Calgary as well as a constellation of smaller communities in southern Alberta. More than 23,000 staff and 2,200 physicians provide services in over 100 locations, including 12 hospitals, two comprehensive health centres, 41 care centres and a variety of community and continuing care sites. Other services provided by the Region include public health, mental health, home care and palliative care services.

Representatives at KT08:

Kelly Mrklas, Implementation Manager (Kelly.Mrklas@calgaryhealthregion.ca)

Three key messages to share with colleagues at KT08:

1. KT 101 (clinicians and decision-makers)

    This course, launched for the first time in the spring of 2008, serves as a primer on knowledge translation for those interested in the field, in order to enhance capacity and facilitate the implementation of KT initiatives. It is aimed at people who want to learn the basics of 'doing KT'. Specific objectives:

    a. to enhance understanding of KT and learn the basics;
    b. to develop locally-targeted projects that enhance quality of care in collaboration with clinicians and managers/policy makers; and
    c. to develop a strategy for monitoring the impact of your KT initiative.

1. KT Seed Grants Program

    The seed grants program, launched for the first time in early 2008, is designed to facilitate the implementation of knowledge to enhance quality of care in the Calgary Health Region. This funding competition is targeted at Knowledge to Action projects aimed at improving the well-being of the population within the Calgary Health Region. Specifically, it is aimed at initiatives using an integrated approach to KT, in which researchers and research users work together to develop the research process from question formulation through completion and dissemination. By providing project development resources, it is anticipated that those funded through this program would be great potential candidates for the CIHR Knowledge to Action competition.

CANADIAN HEALTH SERVICES RESEARCH FOUNDATION

Country Where Organization is located:

Canada

Website:

www.chsrf.ca

Type of Organization:

Non-profit corporation; research funding organization; knowledge transfer organization

Brief description of your organization and its mandate:

The Canadian Health Services Research Foundation promotes and funds management and policy research in health services and nursing to increase the quality, relevance and usefulness of this research for health-system policy makers and managers. In addition, the Foundation works with these health-system decision makers to support and enhance their use of research evidence when addressing health management and policy challenges. Any Foundation project, process or activity always involves both researchers, and managers, policy makers from academia and Canada's health system. The Foundation is an independent, not-for-profit corporation, established with endowed funds from the federal government and its agencies.

Representatives at KT08:

Mylène Dault, Director, Organizational Learning (mylene.dault@chsrf.ca)

However, for additional copies of CHSRF copies that are featured at KT08, contact summaries@chsrf.ca.

Three key messages to share with colleagues at KT08:

The following resources (and more) will be available for participants at KT08. They can also be accessed on the Foundation's website at www.chsrf.ca or by contacting summaries@chsrf.ca:

1. *Insight and Action* is a series that summarizes timely and relevant knowledge exchange resources for those who are engaged in the planning, production, dissemination or application of research in decision-making.

2. *The Mythbusters Teaching Resource* is intended to help graduate-level instructors teach students how to write easy-to-read research summaries for health system decision makers.

3. *Mythbusters, Evidence Boost and Promising Practices in Research Use* are series of summaries aimed at getting needed research into the hands of health system decision makers.

CIHR – INSTITUTE OF AGING

Country Where Organization is located:

Canada

Website:

www.cihr-irsc.gc.ca/e/8671.html

Type of Organization:

Research funding organization

Brief description of your organization and its mandate:

The Institute of Aging has a broad mandate to support research and build research capacity in the field of aging. From the causes, prevention, screening, diagnosis, treatment, and palliative care of aging-related diseases and conditions, to support systems, health services and health policy, the Institute of Aging research covers the full spectrum of knowledge about aging.

Representatives at KT08:

Dr. Susan Crawford, CIHR-IA Assistant Director (susanmc@interchange.ubc.ca)

Three key messages to share with colleagues at KT08:

1. A novel CIHR KT network funding mechanism developed through a national Cognitive Impairment in Aging research partnership that identified an urgent need for KT action and training in this field: CIHR (Institute of Aging) Research to Action Program in Dementia (RAPID) funding opportunity for five years of support totaling $4.0 million.

2. Successful applicant: The Canadian Dementia Knowledge Translation Network (communications.medi-cine.dal.ca/newsroom/cdktn.htm) (CDKTN) based at Dalhousie under Kenneth Rockwood. Objective is to improve the lives of people with dementia by networking people who generate research with people who use research.

CIHR'S INSTITUTE OF POPULATION AND PUBLIC HEALTH

Country Where Organization is located:

Canada

Website:

www.cihr.ca

Type of Organization:

Research funding organization

Brief description of your organization and its mandate:

The Canadian Institutes of Health Research (CIHR) is Canada's major federal funding agency for health research. Its objective is to excel, according to internationally accepted standards of scientific excellence, in the creation of new knowledge and its translation into improved health for Canadians, more effective health services and products, and a strengthened Canadian health care system. The CIHR Institutes support individuals, groups and communities of researchers for the purpose of implementing, within its mandate, the objective of the CIHR.

The Institute of Population and Public Health (IPPH) was created by the Governing Council of CIHR with a very broad mandate, one that is inherently integrative. While there are many national Institutes of Public Health in the world, there appears to be only one "Institute of Population and Public Health". The rationale behind this dual focus is critical to this Institute's strategic plan, since the history of these two fields in Canada is not widely appreciated.

Representatives at KT08:

Fiona Webster, Assistant Director, Knowledge Translation and Partnerships (Fiona.webster@cihr-irsc.gc.ca)

Three key messages to share with colleagues at KT08:

The field of population and public health has a strong history in knowledge translation (also referred to as "dissemination" or "diffusion of innovations" in the health promotion literature). Through strategic partnerships and novel funding mechanisms, IPPH is working to integrate knowledge translation as part of all its activities, involving potential users of research at the earliest stages of project development.

HEART AND STROKE FOUNDATION OF CANADA

Country Where Organization is located:

Canada

Website:

www.heartandstroke.ca

Type of Organization:

Non-profit corporation

Mandate:

The Heart and Stroke Foundation of Canada, a volunteer-based health charity, leads in eliminating heart disease and stroke and reducing their impact through the advancement of research and its application, the promotion of healthy living, and advocacy.

We are a federation of 10 provincial foundations, with a federation office located in Ottawa.

The HSFC provides evidence based health information to the public related to heart disease, stroke, resuscitation, and overall healthy living. We also advocate for policy changes for improved health (e.g. trans fats, public access to defibrillation). The organization plays a leadership role in systems change through our involvement in the Canadian Stroke Strategy, the Canadian Heart Health Strategy, and our Health Check food labeling program.

In addition, the HSFC is a research funder — supporting over $50 million in research each year, across all four health research pillars.

The HSFC has multiple roles related to KTE. We are a funding agency and help to facilitate the generation of knowledge; we are end-users as we apply knowledge to the development of policy statements, educational materials for patients and health professionals, and we are also knowledge brokers as we formulate knowledge into appropriate communications vehicles to health professionals, the public and policy makers.

Representatives at KT08:

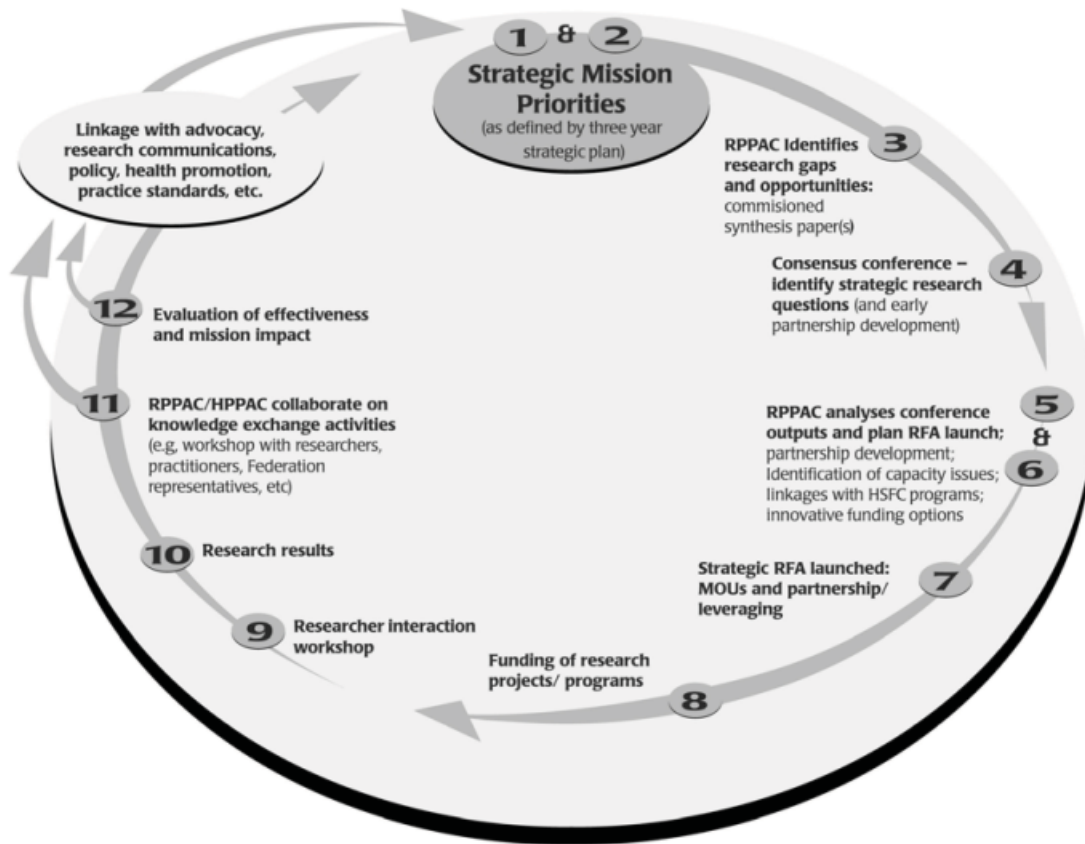Jennifer Campbell (jcampbell@hsf.ca)

Key messages to share with colleagues at KT08:

1. The Board of Directors of the HSFC recently adopted "Knowledge Transfer and Exchange" (KTE) as our official knowledge translation term. Our definition is: *The dynamic, collaborative process of creating, sharing and acting upon research and other knowledge to eliminate heart disease and stroke and reduce their impact.*

   We are now working as an organization to determine KTE roles across the federation. We are working towards integrating KTE considerations and best practices into all programs and functions.

2. Our flagship KTE mechanism is the "Managed Research Cycle" -- a mechanism for funding strategic research that aims to accelerate the transfer of knowledge into action. KTE is "built-in" to each step of the cycle. The vision of our strategic Federation Research Fund is: *"Cardio-cerebrovascular health of Canadians is improved through the synergistic alignment of the research and strategic mission priorities of the Heart and Stroke federation and the accelerated translation of research results into policy and practice."*

Managed Research Cycle

1 & 2 Strategic Mission Priorities (as defined by three year strategic plan)

3 RPPAC Identifies research gaps and opportunities: commisioned synthesis paper(s)

4 Consensus conference – identify strategic research questions (and early partnership development)

5 & 6 RPPAC analyses conference outputs and plan RFA launch; partnership development; Identification of capacity issues; linkages with HSFC programs; innovative funding options

7 Strategic RFA launched: MOUs and partnership/ leveraging

8 Funding of research projects/ programs

9 Researcher interaction workshop

10 Research results

11 RPPAC/HPPAC collaborate on knowledge exchange activities (e.g, workshop with researchers, practitioners, Federation representatives, etc)

12 Evaluation of effectiveness and mission impact

Linkage with advocacy, research communications, policy, health promotion, practice standards, etc.

INTERIOR HEALTH – RESEARCH DEPARTMENT

Country Where Organization is located:

Canada

Website:

www.interiorhealth.ca/information/research

Type of Organization:

Government department

Brief description of your organization and its mandate:

Interior Health (IH) is one of five regional health authorities in British Columbia, Canada. Over half of the diverse and rapidly changing population IH serves is considered to be rural/remote (~three people/ km^2) which contributes to difficulties in translating research information. The IH Research Department assists the organization in setting new standards in excellence in the delivery of evidence-informed health services and planning. Supported by funding from the Health Services and Policy Research Support Network of the Michael Smith Foundation for Health Research, the team strives to expand organizational research capacity and to support the application of research to health services planning, delivery and evaluation. The team aims to expand IH staff support, knowledge translation, networking opportunities and infrastructure to promote the production and application of health services research. It coordinates research activities, enhances research training, develops research partnerships, and facilitates relevant and timely dissemination research findings to support quality health services delivery and decision-making.

Representatives at KT08:

Jennifer Miller, PhD (Jennifer.miller@interiorhealth.ca)

Three key messages to share with colleagues at KT08:

1. *Strive for sustainable research capacity within a predominantly rural/remote health region.*

   Through funding from the Michael Smith Foundation for Health Research/Health Services and Policy Research Support Network, the overall goal of the Interior Health (IH) Research Department is to strive for sustainable research capacity within the organization/region. **Strategies** are guided by an IH Research Advisory Committee and include the provision of research support via two Masters/ PhD-trained Research Facilitators. Research Facilitators lead and coordinate the training and mentoring of individuals and teams (i.e. workshop/seminar series, tools, and communities of learning exchange) and have begun the evaluation of research capacity building efforts using a validated framework. Remote access (via tele/video-conference or webcast) to capacity building events is provided whenever possible to enhance participation to rural/remote staff/communities.

2. *Translate and apply research in a timely fashion to address health system priorities.*

   The Interior Health Research Department plans, implements and evaluates activities that enhance knowledge translation, synthesis and exchange to address priority areas in the region. These **strategies** include literature syntheses on priority topics decided upon by health region decision makers (i.e. Management of Frail Elderly), a monthly Brown Bag Lunch seminar series featuring organizational and academic research and regular research skills' training workshops (n = 7 in series), an annual Research Conference, and additional events/education in collaboration with provincial research networks, academic institutions, other health authorities and the BC Ministry of Health. Many of these activities have been highlighted in numerous provincial/national conference presentations and in the Promising Practices publication (Canadian Health Services Research Foundation, June 2007).

3. *Build and enhance healthy research partnerships.*

   The Interior Health (IH) Research department works to build and enhance healthy partnerships within IH and with other health authorities, research networks and academic researchers to enable relevant applied research. The team collaborates with respective groups on research sharing/collaborative opportunities such as research events, seminars, workshops, conference presentations, and grant opportunities. Research Facilitators act as liaisons between academic faculty and health region staff/decision-makers to enhance research projects that are close to practice.

KNOWLEDGE IMPACT STRATEGIES

Country Where Organization is located:

Canada

Website:

www.kimpact.ca

Type of Organization:

Knowledge transfer organization

Brief description of your organization and its mandate:

Knowledge Impact Strategies (KImpact) brings research findings in the social and health sciences to policy, practice, and the public in response to requests from community service organisations, policy analysts, research institutes, and professional associations. KImpact also implements knowledge transfer strategies for government and NGOs. KImpact operates with the principles that publicly-funded research evidence should be freely available in plain language, that success begins with the active participation of stakeholders, and that the ultimate purpose of knowledge transfer is to enhance critical thinking by decision makers. Products include research reviews, catalogues of intervention programs, environmental scans, workshops, and consultation. KImpact partners with the University of Waterloo in financing and delivering graduate student training through seminars and service learning in the UW Science Shop - a community centre for knowledge transfer in Waterloo region. KImpact also funds primary research through the Canadian Centre for Knowledge Mobilisation.

Representatives at KT08:

Kathleen Bloom, PhD (kbloom@kimpact.ca)

Three key messages to share with colleagues at KT08:

1. Research has impact when stakeholders take ownership of the form and function of knowledge transfer (e.g., *Catalogue of Paediatric Speech Language Pathology Reviews*).

2. Collaborations in health and social sciences enhance the quality and effectiveness of knowledge transfer (e.g., *Increasing Attendance in Fall Prevention Programs for Older Adults*).

3. Civil society depends on the development of a new generation of researchers trained to transfer knowledge to policy, practice, and the public (e.g., *UW Science Shop: A Community Service Centre for Knowledge Transfer*).

NATIONAL CENTER FOR THE DISSEMINATION OF DISABILITY RESEARCH - SEDL

Country Where Organization is located:

USA

Name of Organization:

National Center for the Dissemination of Disability Research (NCDDR), housed at SEDL

Website:

www.ncddr.org

Type of Organization:

Non-profit corporation

Brief description of your organization and its mandate:

Located in Austin, Texas, SEDL (www.sedl.org/) is dedicated to solving significant problems in education. SEDL operates the NCDDR through funding from the National Institute on Disability and Rehabilitation Research (NIDRR) (/www.ed.gov/about/offices/list/osers/nidrr/index.html) as NIDRR's lead project in the Knowledge Translation area. NCDDR's long-term goal: *To expand production, access, dissemination, and use of disability and rehabilitation research evidence among NIDRR management and grantees, people with disabilities and their families, and disability-oriented professionals, practitioners and service providers.*

The NCDDR leverages resources through working collaboratively with experts in standards of evidence/ systematic reviews (e.g., Cochrane and Campbell Collaborations), NIDRR-funded researchers (grantees), and agencies engaged in disseminating disability research results. The NCDDR offers services to grantees such as webcasts (hwww.ncddr.org/webcasts/), workshops, online training, communities of practice, and specialized technical assistance. Online resources include free access (for NIDRR grantees) to The Cochrane Library, a KT Library, Registry of Systematic Reviews, Directory of Journals and Author Guidelines, and *FOCUS Technical Briefs* (www.ncddr.org/kt/products/focus/).

Representatives at KT08:

John D. Westbrook, PhD (john.westbrook@sedl.org)
Joann Starks (joann.starks@sedl.org)

Three key messages to share with colleagues at KT08:

1. *Knowledge Translation: Introduction to Models, Strategies, and Measures* (www.ncddr.org/kt/products/ ktintro/) (Pimjai Sudsawad, ScD).

2. Library of Knowledge Translation Resources (www.ncddr.org/ktinfocenter/) and Registry of Systematic Reviews (www.ncddr.org/systematicregistry/about.html).

3. Directory of Journals and Author Guidelines (www.ncddr.org/cgi-bin/reportingfacilitator.cgi).

NATIONAL HEALTH AND MEDICAL RESEARCH COUNCIL

Country Where Organization is located:

Australia

Website:

www.nhmrc.gov.au

Type of Organization:

Government department – Interdependent Statutory Agency; Research funding organization; Knowledge transfer organization

Brief description of your organization and its mandate:

NHMRC is Australia's peak body for supporting health and medical research; for developing health advice for the Australian community, health professionals and governments; and for providing advice on ethical behaviour in health care and in the conduct of health and medical research.

NHMRC pursues activities designed to:

- raise the standard of individual and public health throughout Australia;

- foster the development of consistent health standards between the various States and Territories;

- foster medical research and training and public health research and training throughout Australia; and

- foster consideration of ethical issues relating to health.

The National Health and Medical Research Council was first constituted within the Federal Department of Health in September 1936.

Representatives at KT08:

Dr Clive Morris, Chief Knowledge Development Officer (clive.morris@nhmrc.gov.au)

Three key messages to share with colleagues at KT08:

1. Research provides the evidence base to improve prevention, treatment and the effectiveness of health care, it leads to innovation that transforms diagnosis and treatment, and generates growth of new industries.

2. It can be challenging, however, to bring about effective change in clinical practice, it is essential that innovative new approaches are implemented that help to close the rift between evidence creation and changes in patient care

3. The most noticeable improvements appear to occur through evidence-based clinical guidelines, special targeted initiatives and well-planned, focused public campaigns (examples in Australia include VTE prevention, heart failure and influenza vaccination programs).

NATIONAL MEDICAL RESEARCH COUNCIL, MINISTRY OF HEALTH

Country Where Organization is located:

Singapore

Website:

www.nmrc.gov.sg

Type of Organization:

Government department; Research funding organization

Brief description of your organization and its mandate:

The National Medical Research Council, established in 1994, oversees the development and advancement of medical research in Singapore. It provides research funds to healthcare institutions, awards competitive research funds for individual projects and is responsible for the development of clinician-scientists through awards and fellowships.

In 2006, the Ministry of Health established a new mandate to support translational and clinical research in areas where Singapore has potential. NMRC's role in the leading, promotion, coordinating and funding of medical research in Singapore has thus been enlarged

NMRC-funded research has led to inter-disciplinary partnerships and international collaborations. It also evaluates the outcomes of the research projects and facilitates the commercialization of research findings.

Since its inception, it has built up the medical research capabilities in Singapore through the funding of more than 1000 individual research projects and 13 national research programmes.

Its mission is to promote excellence in translational and clinical research, nurture a vibrant research community of clinicians and scientists in Singapore and enhance knowledge exchange to improve human health.

Representatives at KT08:

Dr. Edwin Low, Executive Director (edwin_low@moh.gov.sg)
Ms. Lydia Law, Manager (lydia_law@moh.gov.sg).

Three key messages to share with colleagues at KT08:

1. Structure and role of the NMRC in Singapore's research eco-system.

2. Re-engineering of the Grant Framework and Grant Management system.

3. Talent Development and other policy developments.

NOVA SCOTIA HEALTH RESEARCH FOUNDATION

Country Where Organization is located:

Canada

Website:

www.nshrf.ca

Type of Organization:

Research funding organization

Brief description of your organization and its mandate:

The mandate of the NSHRF is to:

- foster health research throughout the province by assisting, collaborating with and funding individuals and organizations conducting health research;

- study matters consistent with the priorities identified by health boards, government, institutions and individuals and report its findings to the minister; and

- increase public knowledge and awareness of the foundation and its benefits.

Representatives at KT08:

Krista Connell (connelke@gov.ns.ca)
Ryan McCarthy (mccartrj@gov.ns.ca)

Three key messages to share with colleagues at KT08:

1. Share information about the Knowledge Transfer/Exchange program, including funding opportunities, with other research funding agencies.

2. The importance of having KT specific funding opportunities (both competitive and non-competitive) for both researchers and research users.

3. Demonstrating the value of KT not only to researchers but research users.

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SEARCH CANADA

Country Where Organization is located:

Canada

Website:

www.searchca.net

Type of Organization:

Non-profit corporation; Knowledge transfer organization

Brief description of your organization and its mandate:

SEARCH (Swift Efficient Application of Research in Community Health) saves lives and money by closing the gap between what we know and what we do in healthcare. This is accomplished by developing people in health service and research organizations, building relationships across academic and practice sectors, and facilitating local research information and access.

The Alberta Heritage Foundation for Medical Research (AHFMR) launched SEARCH in 1996 to help strengthen capacity in Alberta's Health System for developing, disseminating and using information to meet the challenge of improving health outcomes. In 2005, SEARCH Canada was incorporated as a not-for-profit, member-funded organization. SEARCH Canada and its programs are funded by its founding member organizations: AHFMR, Alberta's nine health regions, and the University of Calgary.

Representatives at KT08:

Sarah Hayward (sarah.hayward@searchca.net)
Cindy Gerdes (cindy.gerdes@searchca.net)
Gail MacKean (gail.mackean@searchca.net)
Sharon Matthias (sharon.matthias@searchca.net)

Three key messages to share with colleagues at KT08:

1. SEARCH Canada is dedicated to increasing the use of research information in decisions to improve the effectiveness of health services, developing a system-wide network of expertise to initiate and conduct applied research and evaluation at the local, regional and provincial levels, and creating a culture of knowledge to ensure policy responsive research is valued, supported and applied.

2. SEARCH Canada invests in the health system, by supporting faculty and health professionals, and a knowledge infrastructure (e.g., desktop). SEARCH Canada's faculty involves a multidisciplinary team from five institutions across Alberta, who coach, facilitate and collaborate in applied research projects. Academic institutions use SEARCH to support new faculty roles in knowledge transfer and building capacity.

3. Strong, mutually beneficial partnerships and linkages are a key aspect of SEARCH Canada's continued success as a leader in knowledge transfer, and provide a shared resource in building capacity for evidence-based practice in health care.

4. SEARCH Canada is uniquely positioned to support and develop leaders for the next stage of health system development. Leadership development has been demonstrated as a consistent outcome from the SEARCH Classic program among participants and organizations.

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