



Psychology and Public Policy: A Government Relations Guide for Psychologists

CANADIAN PSYCHOLOGICAL ASSOCIATION
SOCIÉTÉ CANADIENNE DE PSYCHOLOGIE



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This Guide was revised in 2013 under the leadership of Dr. Jennifer Frain, CPA President 2012/13 whose presidential mandate was the advocacy of psychology.

INTRODUCTION

The Canadian Psychological Association (CPA) is pleased to provide you with *Psychology and Public Policy: A Government Relations Guide for Psychologists*. This updated guide is designed to encourage you toward greater political participation and to provide you with the basic tools and guidance needed for bringing your issue forward to government. Since 1999 when this guide was first created, a great deal has changed in how we communicate with the widespread use of the internet, email, and social media. This significant shift has accelerated the speed of the news cycle, made it easier to do background research on public policy, and to closely follow legislation. This new version includes expanded appendices with some of the tools you will need to help you craft letters and meet with elected representatives.

Lobbying or advocacy is often perceived as intimidating but it doesn't need to be. The purpose of this guide is to make the process as simple as possible. Social science research demonstrates that the quality of the interaction and the simplicity of the message are critical factors in communications success. If every psychologist in Canada contacted his or her elected representative twice a year by email, letter, telephone, or in person, the effect would be dramatic.

CPA maintains a vigorous and effective government relations (GR) program, and your direct contact with your elected representative as a constituent is a vital component of that program. Your special training and expertise uniquely qualify you to contribute to the development of public policy as it relates to psychological services, and research funding, and to reshaping political attitudes for the benefit of the science and practice of psychology.

Advocacy is not an all-or-nothing experience. As is true of most relationships, it benefits from the number, frequency, quality and longevity of the contacts that you make and maintain. You can help ensure psychology is on the political agenda in your riding, and ultimately on the provincial, territorial and national stages, by taking an active role in election and nomination campaigns. During election campaigns, you can raise psychology related issues at public debates, work for a candidate who shares your views, or even run for office to give psychology a strong voice in electoral politics!

Taking part in the political life of our country is a right and a privilege seldom exercised by most Canadians. The actions of the various levels of government in Canada have a profound effect on the personal and professional lives of us all. It is our hope that you will use this guide to develop and maintain contact with your elected officials as citizens and advocates for psychological science and practice. Researchers can adapt and use the information to advocate on behalf of psychological science to Canada's granting councils. Further, we hope that you will use the information in this guide to support psychology's shared and collective goals. It is important that you coordinate your activities with the appropriate association of psychology to assure maximum effectiveness and complementary legislative strategies. CPA, either through its national advocacy programs, the Practice or Science Directorates, or through its support of the specific advocacy programs of the provincial and territorial associations of psychology, is here to be of help.

Working with the media is also an integral part of advocating for the profession and discipline of psychology. By keeping the public informed about issues that are relevant to our profession, we can raise awareness of these issues and find champions in the public and amongst legislators at all levels of government.

Improving media relations and obtaining news coverage is critical in advancing psychology for all. For additional tips on how to sell your story to the media and tips on what to do and what not to do when dealing with the media, please see our guide for psychologists entitled *Working with the Media: A Guide for Psychologists* which can be purchased from the CPA.

WHY ADVOCACY?

Advocacy is the process of informing, influencing, and assisting decision-makers over time. Only with good information can good policy decisions be made. Lawmakers are forced to deal with a massive number of policy issues at a given time and it is impossible for them to have all of the relevant information on all problems when making their decisions. That is how psychologists can play their most important advocacy role. The psychology profession is a rich resource for highly relevant information to add to public policy debates in Canada. It is the responsibility of each psychologist, and national, provincial and territorial organization, to become active and assertive in the advocacy enterprise.

Governments are not known for moving quickly. The public decision-making process in democracies is, almost by definition, a slow and deliberative one. This is due to the fact that before any policy is implemented, a rigorous process of stakeholder and public consultation normally takes place. Establishing a presence with governments today will help the psychology profession become a natural part of that process tomorrow.

Psychology's voice and influence are growing, but they need to be stronger. That is why the profession needs your help. It is essential that we continue to improve the discipline's participation in public policy development for the benefit of society and the advancement of the discipline.

Why get involved?

- To advocate on behalf of the public and the profession;
- To bring attention to the value and contribution of psychological practice, science and education;
- To influence health and science policy;
- To ensure the best health care and higher education systems, as well as making science funding possible;
- To establish ties with other organizations of researchers and practitioners within psychology and other disciplines and professions, and;
- To help inform psychologists and support their efforts as science and practice advocates.

CPA'S GOVERNMENT RELATIONS ACTIVITIES ON BEHALF OF PSYCHOLOGY

CPA has a long history of being at the forefront of advocacy in Canada. As part of its objectives to promote the science, practice, and education of psychology, CPA is involved in a number of government relations activities at the federal level on behalf of its members and of psychology as a discipline. These activities include producing submissions to government, participating in the budgetary process, presenting at standing committees, working closely with other stakeholder groups, and launching strategic communications and media campaigns. In addition, CPA meets with politicians to talk about issues that are relevant to the discipline and to share our unique perspective on current government activities such as committee work, funding decisions, and bills under review.

CPA advocates on behalf of psychological science and practice at the federal level because programs developed by the Government of Canada have an impact on every CPA member and every Canadian. The federal government plays a pivotal role in determining the type, direction, and level of funding for psychological research in Canada through the granting councils, and the amount of money that will be passed on to the provinces through the Canada Health and Social Transfer.

Canada's federal government has a crucial role to play when it comes to funding health care, by participating in innovation and collaborating with the provinces and territories. As the fifth largest provider of health care in the country, the federal government is also responsible for delivering effective services in areas for which it has direct responsibility such as refugees, First Nations and Inuit populations, the military, veteran's affairs, the criminal justice system, and the Royal Canadian Mounted Police (RCMP). Further, as a large employer itself, the government can do much to innovate when it comes to psychological health in the workplace and provide meaningful coverage for care when needed.

CPA is increasingly consulted by governments of all political stripes to offer advice in sensitive policy areas that affect the ways in which psychologists work. For example, CPA has provided input into such diverse areas as tax policy, criminal justice matters (assessment and treatment), military and veteran mental health, basic and applied research, health policy, and government information systems such as Statistics Canada and the Canadian Institute for Health Information.

On its own and through its alliances with other research organizations and associations, the CPA increasingly seeks out meetings with government representatives to discuss the need for investment in research, as well as the structuring and mandates of Canada's funding agencies.

More recently, CPA has worked with the provincial and territorial associations of psychology to support advocacy activity at the jurisdictional level. In establishing its Science and Practice Directorates, CPA has helped bring together scientists and practitioners from across the country with the goal of supporting issues common to promoting psychology, not just nationally, but also within and across Canada's jurisdictions. As the preeminent national organization that publishes Canada's scholarly journals of psychology and sets accreditation standards for training, CPA makes a vital contribution to the development of the discipline and profession – a contribution that is central to a range of issues relevant to Canadian public policy at every level of government.

GETTING STARTED

Priority Setting: The most difficult step after deciding to be politically active is to prioritize what issues you are going to bring to the attention of your elected representative. When meeting with an elected representative it is very tempting to want to talk about every issue facing psychology and provide too much information in an effort to fully educate them on the subject. However this is likely to overwhelm them and detract attention from the issue that you want to address. To put it bluntly, politicians have limited time; they deal with a huge number of policy issues and meet with a wide variety of interest groups, so you need to get to the point. Attempting to discuss too many issues in a letter or at one face-to-face meeting will only result in confusion and no commitment from the elected official.

In order to communicate effectively you will need to focus and refine your messages. Identify the problem using simple language, explain why it is important to Canadians, and offer workable solutions. It is also essential to prepare for questions and opposing points of view.

Tips for Priority Setting

- Pick one or two issues
- Do your research
- Use simple language
- Develop key supporting messages
- Explain why the issue is important to Canadians
- Offer clear recommendations
- Prepare for questions and opposing point of view

Do Your Research: Before embarking on any government relations activities it is important to understand the current political environment and any jurisdictional issues that might impact your problem, and how your issue fits in the larger political and economic context. An important part of your preparation for any meeting is understanding what is important to the elected official you are meeting with and what work or positions he or she has taken on your issue or on related ones. Make sure to do an extensive internet search on the elected representative as it relates to your issue and read their biography before the meeting.

It is important to consider these facts when developing your messaging and what you ultimately are asking your official to do on your behalf. “Asks” are a very important part of a meeting agenda – when you enter the meeting, you should have an evidently thought-out request, and it should be very obvious to the official, so that once you leave the meeting, he/she remembers what you have asked him/her to do.

Contacting Your Elected Representative: CPA recommends that you contact your own elected representative. Your elected representative is the person who represents you in the legislature and who will most likely be sensitive to your views. You can identify and locate your federal, provincial, and territorial elected representative on the official government websites. Elected representatives often maintain an office at the legislature and a local office in their riding. When you contact your elected representative by email, letter, or over the phone, make sure to state that you are a constituent at the beginning of the correspondence. There may be occasions, however, when it will be appropriate and helpful to contact other elected representatives. For example, when the Chair of a committee wishes to monitor broad public opinion at a critical point in the legislative process, or when you have special expertise in a specific area in which a committee is developing policy, communication with those elected representatives can be important. Contact CPA if you are interested in developing communications beyond your own elected representative at the federal level. If your issue or activity is more provincially or territorially focused, the Council of CPA’s Practice or Science Directorates might be of some help – in addition to the provincial and territorial associations of psychology in Canada.

Decide on Tactics: Once you have identified your issue, done some background research, and decided who you are going to contact, it is time to start thinking about which tactics you will use to communicate the issue such as writing a letter, meeting with an elected representative face-to-face, appearing as a committee witness, and/or submitting letters to your local newspaper. There are many techniques and methods for reaching your target audience, some of which will be discussed in the following section.

HOW TO COMMUNICATE EFFECTIVELY WITH YOUR ELECTED REPRESENTATIVE

Building Relationships with Elected Officials

As noted above, advocacy is the process of informing, influencing, and assisting decision-makers over time. It is important, to build a good working relationship with both your elected representative and their staff. What follows is a list of tips for successfully communicating with elected representatives through written correspondence or face-to-face interaction:

- **Introduce yourself!** Indicate that you are a constituent and a psychologist at the beginning of the letter. Provide a street address or postal code, and consider including your phone number and email address.
- **Be direct.** Open with your request. State the subject of your letter clearly, keep it short, and address only one issue per letter.
- **Be Brief.** The letter should be relatively short, with a recommended length of one-two pages.
- **Be accurate.** Beware of false or misleading information. Always double-check your facts, figures, and sources, to ensure their accuracy.
- **Be informative.** Use only one or two key arguments. State your own views, support them with your expert knowledge, and cite the bill number of relevant legislation, if appropriate. Your personally written letter is more highly regarded than pre-printed materials or postcards. However, it should be noted that it is never recommended to send large packages of information to elected officials.
- **Be courteous.** Be assertive but not threatening. Keep in mind that there may be other issues where psychology will lobby this elected official. A cordial relationship keeps the door open.
- **Be constructive.** Rely on the facts and avoid emotional arguments, threats of political influence, or demands.

- **Personalize your message.** Cite examples from your own experience to support your position. Give personal examples of how the issue will impact your community and your patients/clients.
 - **Be political.** Explain the hometown relevance of this issue. Use your institution's stationery, if authorized.
 - **Be discriminating.** Write only on the issues that are very important to you and avoid the risk of diluting your effectiveness.
 - **Be inquiring.** Ask for the elected representative's view on the subject and how she or he intends to vote on relevant legislation. Expect a reply, even if it's only a form letter.
 - **Be available.** Offer additional information if needed and make sure your elected representative knows how to contact you.
 - **Be repetitive:** Repeat the request again at the bottom of the letter.
 - **Make recommendations:** State exactly what action you want taken on the issue. List any recommendations, in bullet form, at the bottom of the letter.
 - **Be appreciative.** Remember to say "thank you" at the bottom of the correspondence. Follow the issue after you write. Send a letter of thanks and appreciation if your elected representative votes your way.
- * Remember, no postage is required to mail a letter to your Member of Parliament in Canada (postage is required to write to your provincial and territorial representatives).

Write a Personalized Letter (See Appendices A, B, C)

At the Federal level, the House of Commons offices in Ottawa receive hundreds of letters from constituents each day. These guidelines will improve the effectiveness of your letter (*for models of letters, please refer to Appendix A, B, C*). You can find the contact information to reach your MP's Ottawa office by visiting www.parl.gc.ca and inputting in your postal code.

Mail may be sent postage-free to any Member of Parliament or Senator at the following addresses:

Name of Member of Parliament
House of Commons
Ottawa, Ontario
Canada
K1A 0A6

Name of Senator
The Senate of Canada
Ottawa, Ontario
Canada
K1A 0A6

Before mailing a letter it is important to look up the Member of Parliament online at www.parl.gc.ca to determine the proper way to address them (ex. Minister, Parliamentary Secretary or Member of Parliament). A Minister and in some cases Parliamentary Secretaries will also have Honourable in front of their name. Former Ministers and some former Parliamentary Secretaries will also use the designation Honourable.

When addressing correspondence, these are the proper styles:

Either

Ms. Jane Smith, MP
House of Commons
Ottawa, Ontario
Canada
K1A 0A6

Dear Member of Parliament:

The Honourable John Jones, PC, MP
Minister of _____
House of Commons
Ottawa, Ontario
Canada
K1A 0A6

Dear Minister:

Write an email

Generally speaking, the same rules apply for emails as for personalized letters. However, emails are instantaneous which means that politicians and their staff are bombarded by hundreds of email messages every day. As such, it is very important to indicate that you are a constituent up front and include an address and postal code because it sends a message to the elected representative that you are a voter. It also means that your letter won't be put into the junk mail file.

Because they receive so many emails, the subject line for the email should be very specific to ensure that it gets directed to the correct person in the office. If for example, you are writing the politician to request a meeting, then 'Meeting Request' should be clearly noted in the subject line to ensure that the letter is directed to the scheduling person and is not delayed by being put into the wrong pile.

Do not include attachments or big packages of information as they will likely end up in the junk mail folder.

Follow-up Your Letter

As noted above, elected representatives receive hundreds of pieces of mail every day, which means it can take a week or more to research the issue and to respond to your letter. If you don't hear from their office after three or four weeks, follow up with a phone call or with another letter which references the first one.

If the reply you receive asks specific questions about the issue, make sure you respond with the answers. If you need help answering the questions, please feel free to call the CPA Head Office or connect with your local psychology association.

If your representative votes or takes a public stand that reflects your position, be sure to send a note of gratitude. It is just as important to let your representatives know you support a position as it is to let them know you oppose one.

Make sure you send copies of all your correspondence with elected officials to the address of the CPA Head Office. This allows us to track grassroots communications and determine where we might need to get more people involved. If you are lobbying at the provincial or territorial level, send a copy to your provincial or territorial association of psychology.

Make a Telephone Call

When time is short or an issue is very pressing, you may want to communicate with an elected representative by telephone. The guidelines for making an effective telephone call to an elected representative's office are similar to those for effective letter writing, with a few additions.

When preparing for a telephone call, start at the beginning, just like you would in a letter, remembering that the person you talk to may have just gotten off the telephone with another constituent who had a very different concern. Be prepared with facts and information at your fingertips and a clear idea of what you want your telephone call to achieve.

Before placing a call, make sure:

- You have a clear idea of the message you want to communicate. Write the main points down and, if needed, refer to them when you make your call. If you know the bill numbers, reference them in your call.
- Your facts and arguments are organized in a clear, coherent manner. You will have only a few minutes to make them.
- You can state exactly what action you want taken on the issue.

State that you are a constituent in their riding at the onset of the call. You can ask to speak to your elected representative, but don't be disappointed if he or she is not available as they often have jammed packed schedules. Next, ask to speak with the assistant who handles the subject of your interest. It is important to know that this is often just as effective as speaking with your elected official. If neither the representative nor the relevant staff members are available, you can ask for a return call or leave a brief message, such as;

"My name is Dr. Jane Jones and I am a constituent in your riding and a professor of psychology at the University of Hometown. I am calling to ask my representative's support on..."

Be prepared to give your address or telephone number to ensure that they can respond to you directly. Before you represent yourself as a professor at Hometown University or Hometown Hospital, make sure you have the permission of your employer to do so.

Be persistent but courteous. You may have to call back several times before you get through to either the correct staff person or the politician. Don't be discouraged – no one is trying to avoid you. It is important to remember that elected representatives get many calls each day, so remain determined and keep trying until you get through.

Arrange One-on-One Meetings (See Appendices D, E)

The single most effective way to communicate your message to an elected official is through a face-to-face meeting, but it may be with an assistant, not the elected representative. Most assistants are experts in their areas, and elected representatives depend heavily on their expertise to help keep them informed. The assistant can give you an idea of where they stand on the issue, let you know what additional information might be needed and tell you what action they are willing to take.

The rule for one-on-one meetings with an assistant or the elected representative is to plan ahead: know your facts, know with whom you are meeting, and know the arguments the opposition will be using against your position.

Scheduling a Meeting

To set up a meeting it is recommended that you first send a written meeting request letter by postal mail or e-mail to your elected representative and then follow up on the request by telephone. In the meeting request letter you should introduce yourself, state that you are a constituent hoping to meet with the elected representative, and briefly outline, in a paragraph or two, the purpose of the meeting.

Meetings can take place in the elected representative's office in the legislature or in their riding office. Before calling you should check if the legislature is in session. If you know that they are going to be in the riding, take advantage of this time by planning a meeting. It is usually much easier and more effective to schedule a personal appointment with an elected representative (even one who is a Cabinet Minister) in her or his constituency office than in their legislative office. When you call ask to speak to the person in the office who handles their schedule, and state that you are a constituent. Virtually all elected officials have regular constituency office appointment hours. For a meeting with a (specific) Member of Parliament, you may call the CPA Head Office, who can work with you to set up a meeting in Ottawa.

For a meeting, contact the person handling your elected representative's schedule and state your affiliations and the subject you wish to discuss, and ask for 15 to 30 minutes of their time. If it is clear that he or she is unable to meet with you, then a very good substitute is a meeting with the assistant in charge of the file you are interested in discussing. As noted previously, do not feel discouraged if you cannot meet with your elected representative. Elected representatives have demanding schedules and rely on their assistants to research issues and report on constituent concerns.

Finally, call to confirm your meeting a few days before it is scheduled to occur.

Once the Meeting is Scheduled:

- **Do your homework.** Learn as much as you can about the professional background of your elected representative and record as it relates to your issue. Politicians want to be acknowledged for positive political action and to be informed about local issues. Be prepared to talk *in detail*, and directly, about the issue you wish to discuss. Know the opposing arguments as well as those in favour of your view. Compile your information, such as local statistics, just as you would when writing a letter or making a telephone call. Have personal examples ready and include case studies that illustrate the human side of what you're talking about. Be able to answer specific questions on how the issue affects you, your patients/clients and community, the province or the country in general.
- **Contact the CPA Head Office to help you research any Federal Members of Parliament.** CPA can help you find out about the Member of Parliament's record on the issue - public statements, legislation, etc. It's much better to know if the elected representative does not support your position *before* you go into the meeting rather than to find out during the meeting. In addition, the CPA Head Office can help you find out how the issue has played in the press by finding articles, op-eds, editorial statements on local television, etc. If the press coverage has been favourable to your point of view, get copies to distribute during your meeting. Again, for meetings with provincial or territorially elected officials, contact your provincial/territorial psychological association.
- Produce and provide a brief fact sheet on your topic (**See Appendices F, G**). For every meeting it is important that you leave a short synopsis describing the issue and listing your recommendations, in bullet form, with the assistant and the elected representative. Ideally this document should be only be a few pages in length succinct, with clear recommendations noted at the end. The CPA Head Office can help you with fact sheets, studies, or position papers to help explain the issue succinctly. Do not bring large documents as they will likely end up in the recycling bin.

If you are going to meet an elected representative as a group, it is important to practice your presentation ahead of time. Pick a leader who will introduce the issue and decide who will say what, and when. Prepare to only make one or two arguments. If the meeting starts to go off topic make sure that your group members are prepared to bring the conversation back to the subject of concern.

Day of the meeting:

- **Be on time.** If meeting at the legislature building, ensure you arrive 15 minutes before your meeting, as you'll be required to go through security.
- **Don't be surprised if they are late.** Elected official's schedules are hectic and ever-changing. Being a visitor to a legislature often requires patience and flexibility.
- **Establish ties.** Make a point of introducing yourself to and learning the names of key staff you meet, including the secretary, legislative assistant, and executive assistant, or riding manager. These individuals may be especially helpful in the future. Convey information about your affiliations and exchange pleasantries briefly. Give them your business card and a copy of the one page leave-behind.
- **Don't waste time.** Get right to the issue you wish to discuss. Don't get bogged down in small talk. Remember your purpose for the meeting and don't allow time to get away from you (15 or 30 minutes can pass by quickly).
- **Be inquiring.** Ask your elected official if he or she is familiar with your issue. If the answer is negative, take the opportunity to inform them. If the answer is positive, ask them to state their position; however, if they are unable to do so immediately, then say you will follow-up in a week or two. Speak in easy to understand language and use personal examples whenever possible.
- **Be assertive.** Know what you want in advance and ask for it!
- **Be respectful.** Be tolerant of differing views and keep the dialogue open. State your points clearly and firmly but *do not get into an argument*. Never speak badly of other legislators or organizations. Always be polite but don't let politeness make you timid.

- **Be a good listener.** Remember that this is a two way conversation and look for ways to collaborate.
- **Ask for advice.** Many politicians enjoy helping their constituents and appreciate being in the role of advisor. If they are supportive of your cause, then ask them for advice as to how to move your issue forward.
- **Have a small "ask."** If the politician appears supportive of your cause, look for small ways that they can help move the issue forward. For example, ask them to write a letter to the Minister on your behalf, speak to caucus, or say a statement in the legislature. Having a small 'ask' gives you a reason to follow up with the politician and continue to build the relationship down the road.
- **Be responsive.** Try to answer questions. When you can't, offer to get back to them with the information. Don't be afraid to say "I don't know, but I will get back to you." It is much more important for you to provide accurate information than to give an answer which may be incorrect.
- **Be appreciative.** Always end the meeting on a courteous note. Thank them for the time spent with you and leave promptly. Don't overstay your welcome.
- **Thank you.** Follow up with a thank-you letter that outlines any action the politician agreed to take and restate your points. (See Appendices H, I)
- **Follow-up:** Complete any follow-up on any issues discussed at the meeting.

Appear as a Committee Witness

As an expert in the research or practice of psychology you may want to consider appearing as a committee witness or submitting a written brief. A committee is a group of legislators who study a specific subject policy, issue or piece of legislation. Committees regularly invite individuals, experts, representatives of groups and associations, lobbyists, public servants, bill sponsors and ministers to appear before them in order to collect information relevant to the issue or study.

The Canadian Psychological Association and a number of individual psychologists present to committees on a variety of subjects on a regular basis. Generally speaking the presentation times are short (at only five minutes) and immediately followed by a question and answer period. Your presentation must also be brief and to the point. Please contact the CPA Head Office if you would like to appear as a witness before a parliamentary committee and need some assistance putting in the request and preparing for the presentation.

Write a Letter to the Editor of Your Local Newspaper (See Appendix J)

A letter to the editor is a short letter sent to a publication such as a newspaper or magazine about issues of concern from its readers. The subject matter of the letters can vary from supporting or opposing a stance taken by a particular government or party, commenting on a particular issue, policy or legislation, or responding to another article in the same newspaper or magazine.

Each news agency will have its own rules and guidelines in order to be considered for publication, so it is important to make yourself aware of the requirements prior to submitting. Generally speaking, a letter to the editor must be short, approximately 250 words, and include the writer's full name, address and daytime phone number.

Ask friends, colleagues and relevant organizations to write letters to the editor as well.

Invite the Elected Representative to an Event

Riding offices are always looking for activities for elected representatives and they generally welcome suggestions for events, especially if there is the potential for press to be present.

For example: Psychologists in your province want to promote the *pro-bono* services psychologists are donating to disaster relief services. Contact the local office of your elected representative, tell them what you are doing, and invite them to be a part of the press conference you are holding to announce your initiative.

There are a wide variety of ways to interact with your elected representative:

- Arrange a lunch/dinner meeting or reception in their honour;
- Invite representatives to speak at psychological association conferences or meetings;
- Have your psychological association or workplace newsletter recognize your representative's activities, and;
- Award a particularly responsive elected representative with a certificate or plaque and present it at a public meeting.

Invite Your Elected Representative to your Work

Your elected representative might be interested in visiting your university, hospital, or research or practice site. Sometimes the most convincing case is the one seen firsthand. If your research or program is funded by government, then a visit from your elected representative is a natural fit. Such visits keep them in touch with the interests and needs of their constituents, inform them about less familiar subject areas, and provide you with an opportunity to strengthen your relationship with the elected representative. It also provides them with an opportunity to meet a great number of concerned and involved constituents face-to-face. Of course, the initiative to arrange such a visit will have to come from you.

If you are inviting your elected representative to a CPA sponsored event, you should coordinate the invitation with the CPA Head Office. If the event is sponsored by a provincial or territorial association of psychology, then coordinate the invitation with that association. CPA can also provide valuable advice if you are inviting them to your research or practice site.

- Appearances or site visits by public officials are exciting but they require planning. Here are a few tips. Arrange and coordinate the event with the staff scheduler from the elected representative's office. Send a written request with all of the appropriate details, such as time, place, duration of the visit, number of attendees and other guests, activities planned, etc.
- If you wish to have members of the local press attend the visit, contact your institution's public relations office or press office for professional help. Be sure the elected representative's relevant staff members are informed before members of the media are invited.
- It is important to target the right reporters to invite to the event. In this case, it could be a political reporter, a science or health reporter, or local media. You can invite them by sending a "media advisory" (a one-page announcement with basic information) or by sending a press release, following up with a telephone call two days before the event.
- Have a photographer on hand to take pictures of the event and give a photograph of your elected representative for use in his/her newsletter.
- Depending on the type of event that you are hosting you might want to consider giving the elected representative a small speaking role.
- Notify anyone who will be affected by the visit, such as colleagues in your department and the university administration, well in advance, and again the day before the event.
- Provide the elected representative's office with precise and detailed directions to the event and designate a contact person who will be available as a liaison in advance of the event.
- Meet the elected representative before the event, allow time for introductions, and provide a briefing on the itinerary and a time schedule for the event. Discuss important factors surrounding the visit, for example, how many scientists or practitioners are in the facility, the amount and source of funding received, or the areas of study being researched.
- Introduce your guest. Give a brief explanation of why he or she is visiting, and announce whether or not there will be a question and answer session.
- Follow-up on any commitments made to the elected representative at the event. Don't forget to send a thank you note, possibly containing photographs taken during the event, as well as press clippings or news coverage generated by the event. Send information and photos to the CPA Head Office for inclusion in *Psynopsis Magazine* (or to the relevant provincial/territorial psychological association as appropriate).

Elections

Elections provide a great opportunity to bring your issue to the attention of the candidates and the public. Ensure psychology is on the political agenda in your riding, and ultimately on the national stage, by taking an active role in election campaigns. During election campaigns, you can raise psychology related issues at public debates, work for a candidate who shares your views or run for office and give psychology a strong voice. You can play a key role in advancing your goals by interacting with candidates directly using a number of platforms.

- Write a letter to the candidates in your riding asking them about access to psychological services, funding for post-secondary education and research or any other issues that are of concern.
- Encourage your colleagues and friends to also write the candidates by providing them with a letter template.
- If advocating on behalf of an association or organization send questionnaires to party headquarters and share their responses with your members.
- Write a letter to the editor of your newspapers. Encourage your colleagues and friends to also send letters.
- Attend local debates and ask the candidates about your issue.
- Meet candidates at your door to make your points or visit their local election headquarters and ask them about your issue.
- Become active in a campaign. Volunteer your time or make a tax deductible donation.
- Host all candidate debates during an election campaign on the specific issue.
- Write a congratulatory note to the winner and indicate that you look forward to working with him/her.
- Vote! ... And encourage others to do the same!

APPENDICES

Appendix A: Example: Letter to an Elected Official (Practice)

Date

Ms. Jane Smith, MP
House of Commons
Ottawa, Ontario
Canada
K1A 0A6

Dear Member of Parliament:

As a constituent in your riding, I am writing about my concerns regarding access to psychological services, because the mental health needs of our Province are not being met. Our success and economic prosperity depends on the health of its citizens. An important, but all too often neglected aspect of health is psychological health.

One of the greatest challenges faced when caring for the mental health of Canadians is the significant barriers to accessing mental health services. Despite the staggering statistic fact that one in five Canadians will experience a mental health problem in a given year, only one-third of those will receive the help they need. We have psychological treatments that work, and experts trained to deliver them. Yet the services of psychologists are not funded by provincial health insurance plans, which make them inaccessible to most Canadians.

When available, publically funded services are often in short supply and wait lists are long and steadily growing. In addition, the cost of mental illness in Canada is estimated at 51 billion dollars annually, so we must act now and be innovative in our approach.

When compared to other First World countries, Canada has clearly fallen behind. Countries such as the United Kingdom, Australia, The Netherlands, and Finland, have all launched mental health initiatives which include covering the services of psychologists through public health systems. These initiatives are proving both cost and clinically effective.

The Canadian Psychological Association (CPA) recently released an independent report by a group of internationally recognized health economists. The report, 'An Imperative for Change', states that the delivery of mental health services can be characterized as "a silent crisis" and provides a business case, and proposes models for improved access to psychological services that can be implemented in our province.

We urge you to affirm your commitment to our province's health and specifically to increasing access to psychologists by implementing the following recommendations from the report:

- Adapt the United Kingdom's publicly funded model for Improved Access to Psychological Therapies (IAPT) in the provinces and territories. Under this program psychologists and low intensity therapists deliver care for people with the most common mental health problems: depression and anxiety.
- Integrate psychologists on primary care teams so that mental health problems are addressed at the right time, in the right place, by the right provider.
- Include psychologists on specialist care teams in secondary and tertiary care facilities for health and mental health conditions.
- Expand the public service private insurance coverage and promote employer support for psychological services. Canadian employers could expect to recover \$6 to \$7 billion annually with attention to prevention, early identification and treatment of mental health problems among their workforces.

Thank you for your attention to this urgent matter.

Sincerely,

Appendix B: Example: Letter to an Elected Official (Research)

Date

Ms. Jane Smith, MP
House of Commons
Ottawa, Ontario
Canada
K1A 0A6

Dear Member of Parliament:

As a constituent in your riding, I am writing to express my concern that the ABC Foundation grant and fellowship program for new awards has been suspended for 2013-2014. I understand that this suspension is due, in part, to reduced earnings by the Foundation's endowment, as well as a 10% reduction in transfer from the Ministry of Health and Long-term Care.

One in five Canadians will experience a mental health problem in their lifetimes at tremendous personal, social and economic costs to individuals and society. How people think, feel and act are the cornerstones of a society's human infrastructure and all of its systems (health, social, educational, community, economic). Mental health research is critical to promoting mental health, preventing and treating mental disorders, and improving diagnosis, evidence-based practice and rehabilitation. Further, our understanding of people, human problems and the many environments in which we live and work depend upon sound peer-reviewed research.

Research funding is not only essential to the advancement of knowledge, but it also provides the platform within which graduate student research takes place and hence is critical to the future of Canada's and Ontario's health human and research resource. Interruptions in funding will have long-lasting consequences, as researchers may need to relocate, abandon local research, stop providing services to clients, etc. Researchers are already facing funding cuts by Canada's federal granting councils. The decision to suspend the ABC Foundation's grant and fellowship program means that researchers have lost yet another important source of potential funding.

I call upon you to support continued mental health research. This can be done by ensuring that stable Ministry funding is in place so that the ABC Foundation can continue to achieve its mission to promote mental health, to prevent mental illness and to improve diagnosis, treatment and rehabilitation through excellent, peer-reviewed research. Threats to funding not only compromise developments in mental health and disorders but also critically affect the training, recruitment and retention of mental health researchers and practitioners.

Thank you for your attention to this matter.

Sincerely,

Appendix C: Example: Letter to Funder (Practice and Research)

Date

Dr. First Name Last Name

President

Name of Funder

Street

City, Province

Postal Code

Re: Restructuring of Granting Councils and the Implications for Psychology

Dear Dr. First Name Last Name:

My name is Dr. Jones, a researcher with the University or Hometown Hospital. I am writing to express my concern that the recent restructuring of the granting councils will negatively impact psychological research in Canada. How people think, feel and act are the cornerstones of a society's human infrastructure and all of its systems (health, social, educational, community, economic). Psychology is diverse in its scope and the research methods that it uses. It is both a basic science and a social science whose relevance to science, technology, societal well-being, human functioning and health is everywhere.

Following the Federal Government's 2009 Budget, the granting councils undertook a strategic review in which they revised their mandates, restructured their funding criteria and identified areas where operations could be streamlined to be made more efficient. As part of the restructuring, various programs or aspects of granting programs have been eliminated. This restructuring continues to have many implications for psychology as a discipline, as well as all students, researchers and universities.

One outcome of the strategic review that remains of particular concern to psychology is the Natural Sciences and Engineering Research Council of Canada's (NSERC's) decision to explicitly state that it will not fund students in clinical programs even when their research falls within the NSERC mandate.

Unlike Social Sciences and Humanities Research Council (SSHRC) and Canadian Institute of Health Research (CIHR), which base their eligibility criteria on the nature of the research, NSERC is basing its criteria on the career path of the researcher. NSERC's decision to not fund students in clinical psychology programs, while not only excluding a proportion of students from federal funding, will undoubtedly interfere with future innovation and progress in both basic research and health-related research. There should be consistency across all of the granting councils in terms of how eligibility criteria are set. They should be set upon the nature of the research not the home or career path of the researcher.

NSERC is presuming that all clinical psychology students will pursue a health-research or practitioner-based career – this is inaccurate. Many students who graduate with a Ph.D. in clinical psychology or clinical neuropsychology find employment in universities or institutes where they continue to work on basic science, NSERC-related projects rather than on health-related research. These students represent from 10-30% of clinical graduates.

Many students who graduate with a Ph.D. in clinical psychology discover an aptitude for basic science research during their studies. The decision by NSERC may discourage students from pursuing their interests in basic science, thereby affecting the productivity of future scientists and limiting the range of science that engages students – in doing so, innovative basic science research findings may be lost.

Many researchers can maintain both NSERC and CIHR relevant lines of research and might, at times, focus on one area more than the other. NSERC's new rule will mean that students, and subsequent faculty, who have interests in both areas, will no longer be able to nurture those interests.

When NSERC defers funding for clinical psychology students, NSERC is assuming that all clinical psychology student thesis research has direct or near-direct relevance to health or CIHR-fundable topics. Much of this research does not. Students carrying out such research should not be disenfranchised from fellowship funding or judged by committees less knowledgeable about these applications than others.

NSERC's decision will also undoubtedly affect students' acceptance into various graduate programs across the country as faculty members who are doing basic NSERC research will not take on students enrolled in clinical programs.

As per the Canadian Psychological Associations' position paper on this issue, **I call upon NSERC to revise its eligibility criteria and base its funding decision on the content, focus and intention of the research and not on one's program area or career path.**

I ask that you consider the position taken in this letter and ensure that core funding is in place to advance knowledge and ensure that all graduate student research can take place.

Sincerely,

cc: My Member of Parliament, Minister of Finance, Minister of State for Science & Technology

Appendix D: Example Meeting Request Letter (Practice)

Date

Ms. Jane Smith, MP
House of Commons
Ottawa, Ontario
Canada
K1A 0A6

Dear Member of Parliament:

My name is Dr. First Name Last Name, a clinical psychologist with a private practice in your riding and I am interested in speaking to Ms. Jane Smith about improving access to psychological services.

In any given year, one in five people in Canada is living with a mental health problem or disorder with estimated costs to the economy of 51 billion dollars annually. Psychologists are the largest regulated and specialized mental health care providers in the country, outnumbering psychiatrists 4:1. However, the services of psychologists are not funded by provincial health insurance plans, which make them inaccessible to many Canadians with modest incomes or no insurance. Although there are some publically funded services available in Canada, these are often in short supply, wait lists are long and the criteria to access these services can be restrictive. As a result, the burden of mental health care surpasses the public health expenditure.

Other jurisdictions such as the United Kingdom, Australia, the Netherlands, and Finland have launched mental health initiatives which include covering the services of psychologists through the public health systems, particularly primary care. The Canadian Psychological Association commissioned a report by a group of health economists to develop the model for enhanced access to psychological services here in Canada. The report provides a business case for improved access to psychological services based on demonstrating positive return on investment (ROI) and proposed service that yields desired outcomes.

The Canadian Psychological Association has put forward a number of workable solutions based on the findings of this report that we would like to bring to your attention. I will call your office next week to follow-up and hopefully schedule an appointment. In the meantime, please let me know if I can provide any additional information about the purpose of the meeting or be of any further assistance.

Thank you very much for considering this request. You can reach me at email@email.ca or 222-333-444 to follow up.

Sincerely,

Appendix E: Example Meeting Request Letter (Research)

Date

Ms. Jane Smith, MP
House of Commons
Ottawa, Ontario
Canada
K1A 0A6

Dear Member of Parliament:

My name is First Name Last Name and I am a researcher at the University of School and a constituent in your riding. I am interested in speaking to Mr. John Smith about the need for funding for psychological science.

Psychological science creates an understanding of people, human problems and the many environments in which we live. How people think, feel and act are the cornerstones of a society's human infrastructure and all of its systems (health, social, educational, community, economic). We know that one in five Canadians will experience a mental health problem in their lifetimes at tremendous personal, social and economic costs to individuals and society. Mental health research is critical to promoting mental health, preventing and treating mental disorders, and improving diagnosis, evidence-based practice and rehabilitation. Further, our understanding of people, human problems and the many environments in which we live and work depend upon sound peer-reviewed research.

Research funding is not only essential to the advancement of knowledge, but it also provides the platform within which graduate student research takes place and hence is critical to the future of Canada's health human and research resource. Interruptions in funding will have long-lasting consequences, as researchers may need to relocate, abandon local research, stop providing services to clients, stop supporting students, etc.

The Canadian Psychological Association has put forward a number of documents highlighting the contribution of psychological research as both a basic science and a social science whose relevance to science, technology, societal well-being, human functioning and health is everywhere. I will call your office next week to follow-up and hopefully schedule an appointment. In the meantime, please let me know if I can provide any additional information about the purpose of the meeting or be of any further assistance.

Thank you very much for considering this request. You can reach me at email@email.ca or 222-333-444 to follow up.

Sincerely,

Appendix F: Example: Leave Behind/Backgrounder (Practice)

What is a Psychologist?

Psychology is the study of how people think, feel and behave. Psychologists use this knowledge to develop assessments and treatments that can help people to understand, explain and change their feelings, thinking, and behaviour. Psychologists diagnose developmental problems like learning disabilities and autism, neuropsychological problems that result from head injury or dementia, and mental disorders like depression and anxiety. They help people to recover from and manage these problems and disorders using evidence-based psychological treatments which they develop and evaluate. Training to become a psychologist takes from 7 to 10 years of post-secondary study.

Psychological treatments:

Are proven effective in treating a wide range of mental health disorders such as depression, anxiety, eating disorders, and substance abuse. People with depression who are treated with psychological therapy tend to relapse less frequently than those treated with medication.

Are helping people manage chronic health problems and conditions like heart disease and chronic pain.

Are less expensive than, and at least as effective as, medication for a number of common mental health conditions like depression and anxiety.

Issue: Access to Psychological Services

In any given year, one in five people in Canada is living with a mental health problem or disorder with estimated costs to the economy of 51 billion dollars annually. Up to 70% of problems brought to family physicians are for mental health issues or have a mental health component.

Psychologists are the largest, regulated, specialized mental health care providers in the country – outnumbering psychiatrists about 4:1. However, the services of psychologists are not funded by provincial health insurance plans, which make them inaccessible to many Canadians with modest incomes or no insurance. Although there are some publically funded services available in Canada, these are often in short supply, wait lists are long and the criteria to access these services can be restrictive. Despite an awareness of the benefits of evidence-based psychological interventions, there continues to be a severe gap in the ability of patients to receive needed care. As a result, the burden of mental health care surpasses the public health expenditure.

The Mental Health Commission of Canada has recognized this issue and its national mental health strategy calls for increased access to evidence-based psychotherapies by service providers qualified to deliver them.

Other Jurisdictions

The United Kingdom, Australia, the Netherlands, and Finland have launched mental health initiatives that include covering the services of psychologists through public health systems, particularly primary care. The United Kingdom has invested to make evidence-based psychological therapies more accessible, and Australia has also enhanced access to psychologists through its publicly funded health insurance plans. The UK and Australia have demonstrated the cost effectiveness of psychological services on a population wide basis.

A Business Model for Better Access

In 2013 the Canadian Psychological Association commissioned a report from a group of health economists to develop the model for enhanced access to psychological services for Canadians. The report 'An Imperative for Change: Access to Psychological Services for Canada' by David Peachey, Vern Hicks and Orvill Adams provides a business case for improved access to psychological services based on demonstrating positive return on investment and proposed service that yields desired outcomes.

The Canadian business case for improved access to psychological services rests on two well established facts: One there is widely acknowledged need for increased mental health care. Approximately 14% of the population experience impaired mental health but only about one third of those are receiving care. Two, psychological services are a cost effective way to provide mental health care. There are ample academic studies to confirm this fact.

Models and Recommendations for Canada

- 1) UK's Improved Access to Psychological Therapies (IAPT) – could be adopted provincially/territorially. These programs are designed to deliver care for people with the most common of mental health problems such as depression and anxiety, staffed by teams of psychologists and low intensity therapists (e.g. peer support, self-help, counselors) using a stepped care approach. In Canada, they could be managed by Regional Health Authorities (RHAs), coordinated with existing community mental health services and function as training venues. Provinces that wish to establish IAPT programs be encouraged to begin with RHAs that serve populations that are underserved in terms of mental health care. Additional sites could be added incrementally, gaining from experience by pioneering sites. Financial incentives could be provided for IAPT models that excel in terms of innovative approaches and patient outcomes.
- 2) Collaborative primary care models that include psychologists should become an accepted fact in the evolution of collaborative care in Canada. Administrative structures and funding methods need to support the range and ratios of health professionals who can meet the needs of populations served and recognize the importance of professional and client decision making. Incentives should be provided for best practices with demonstrated improved patient outcomes. These models should follow a stepped care approach to mental health care with psychologists roles focusing on assessment and diagnosis, consultation and education with health team members, program and service development and evaluation, treatment of complex and chronic co-morbid conditions involving mental health and addictions and supervision of other providers as appropriate.
- 3) Collaborative specialist care models should be implemented and/or expanded in hospitals and other sites offering secondary and tertiary care for conditions where psychological services are core to effective care (i.e. mental health conditions) and/or have been shown to improve outcomes (i.e. health conditions such as heart disease, cancer, obesity, diabetes, and chronic pain). As concerns tertiary care of mental health conditions, psychologists can carry out most or all of the responsibilities presently assigned to psychiatrists in psychiatric inpatient or outpatient care. The removal of referral bottlenecks to psychological assessment and care in tertiary care mental health facilities could enhance the provision of timely and appropriate care to those in need of mental health services.
- 4) Fee-for-service models continue to be the preferred funding method for insurers, social security funds (WCB and publicly funded liability insurance), and for individuals who prefer to use private practice psychologists' services. Mental health, and the provision of appropriate mental health service, needs to be chief among the workforce concerns of Canadian employers given that lost productivity resulting from mental illness and addiction is estimated at \$20 billion annually. Employers could expect to recover \$6 to \$7 billion of this amount annually with attention to prevention, early identification and treatment of mental health problems. With timely and meaningful insurance coverage that delivers effective psychological services, insurers also stand to reduce disability costs – given that approximately 30% of long term disability claims made to Canadian employers are for mental conditions.

Appendix G: Example: Leave Behind/Backgrounder (Research)

What is Psychological Science?

Psychological science creates an understanding of people, human problems and the many environments in which we live. How people think, feel and act are the cornerstones of a society's human infrastructure and all of its systems (health, social, educational, community, economic). Psychology is diverse in its scope and the research methods that it uses. It is both a basic science and a social science whose relevance to science, technology, societal well-being, human functioning and health is everywhere.

Issue: Investment in Research

Despite government recognition that investment in research is necessary to fuel Canada's economic growth and prosperity, following the recent Federal Government Budget announcement, the granting councils were instructed to find internal savings of 74million dollars over the next two years; as such, they undertook a strategic review in which they revised their mandates, restructured their funding criteria and identified areas where operations could be streamlined to be made more efficient. As part of the restructuring, various programs or aspects of granting programs have been eliminated. This restructuring has many implications for psychology as a discipline, as well as all students, researchers and universities.

- SSHRC has limited funds available for psychological health-related research that focuses on the social and psychological aspects and interventions.
- CIHR has not sufficiently moved beyond its biomedical focus. This is evidenced by the lower funding rate of behavioural science research compared to biomedical research at CIHR, as well as the lower success rate for behavioural sciences research at CIHR than at SSHRC.
- Many faculties are concerned about the likelihood of their students being awarded CIHR funding if they themselves have not been CIHR-funded.
- It is very important to ensure that research proposals are being judged by officers and committees who have the sufficient knowledge in the research area as well as familiarity with the discipline in which it is conducted to competently and fairly evaluate its merits.
- NSERC defers funding for clinical psychology students, erroneously concluding that all clinical psychology student thesis research has direct or near-direct relevance to health or that all clinical psychology students will pursue a health-research or practitioner-based career.

Examples of researchers at risk are:

- the clinical psychology student whose combination of field of study and research will not meet the eligibility criteria of any of the granting Councils;
- the health psychology researcher whose focus on psychological etiology and interventions of human functioning and problems will render his or her work ineligible for SSHRC funding and at risk of not being funded by CIHR because of its lack of biomedical focus; and
- the social psychology researcher whose interest in the personality development may be perceived as health research by SSHRC and social science research by CIHR and effectively funded by neither.

Recommendations:

- 1) **Investment in Research:** A report by the Council of Canadian Academies entitled, *The State of Science and Technology in Canada, 2012* provides a thorough analysis of the scientific disciplines and technological applications where Canada excels in a global context. Psychology and cognitive sciences was one of six research fields in which Canada excels. Investment in research is necessary to fuel Canada's growth and prosperity. As such, we recommend that the government significantly increase its investment in basic and applied research for all of the granting councils, so that psychological science can continue to excel at this level.
- 2) **Structuring of Granting Councils:** Core funding of the Councils is not only essential to the advancement of knowledge but also provides the platform within which graduate student research takes place. While disciplines and the growing inter-disciplinarity of research are comfortable with permeable boundaries, the granting agencies clearly are not – the most recent restructuring creates silos whereas knowledge is being best created through transit ways. A particular risk of siloed research funding for psychology is that some of its researchers, because of their area of specialty or area of research, will have no access to funding. As such, we make the following recommendations of the granting councils:
 - i. **That CIHR ensures that it reflects the need for psychological health research and inter-disciplinarity, across all its Institutes that includes, but is not limited to, a biomedical focus.**
 - ii. **That NSERC revises its eligibility criteria and bases its funding decision on the content, focus and intention of the research and not on one's program area or career path.** NSERC's decision to not fund students in clinical psychology programs, while not only excluding a proportion of students from federal funding, will undoubtedly interfere with future innovation and progress in both basic research and health-related research.
 - iii. **There should be consistency across all of the granting councils in terms of how eligibility criteria are set.** They should be set upon the nature of the research not the home or career path of the researcher.
 - iv. **That SSHRC ensures that psychological research that does not have an immediate health focus continues to have a home at SSHRC.** Where to draw the line on what research is and is not related to health is difficult but an important consideration in psychological science. Research that focuses on personality development or group behavior has a home in the social sciences not health. Further, it is important to ensure that research proposals are being judged by officers and committees who are sufficiently knowledgeable about the applications of research.

Appendix H: Example: Thank You Note (Practice)

Date

Ms. Jane Smith, MP
House of Commons
Ottawa, Ontario
Canada
K1A 0A6

Dear Member of Parliament:

I would like to thank you for taking the time to meet with me to discuss the importance of improving access to psychological services in Canada in your riding and across Canada.

As you know, I am very concerned that despite an awareness of the benefits of evidence-based psychological interventions, there continues to be a severe gap in the ability of patients to receive needed care. As a result, the burden of mental health care surpasses the public health expenditure costing the Canadian economy over 50 billion dollars annually.

I want to thank you for agreeing to send the Minister of Health a letter of support indicating that the province can implement measures to improved access to psychological services while at the same time demonstrating positive return on investment.

Again, thank you for taking the time to meet with me and for your support of mental health.

I look forward to working with you in the future.

Yours sincerely,

Appendix I: Example: Thank You Note (Research)

Date

Ms. Jane Smith, MP
House of Commons
Ottawa, Ontario
Canada
K1A 0A6

Dear Member of Parliament:

I would like to thank you for taking the time to meet with me to discuss the importance of funding for psychological research in Canada.

As you know, psychology is diverse in its scope and the research methods that it uses. It is both a basic science and a social science whose relevance to science, technology, societal well-being, human functioning and health is everywhere. Despite this, Canada's funding councils continue to experience funding cuts. Threats to funding for psychological research not only compromise developments in mental health and disorders but also critically affect the training, recruitment and retention of mental health researchers and practitioners.

Research funding is not only essential to the advancement of knowledge, but it also provides the platform within which graduate student research takes place and hence is critical to the future of Canada's and Ontario's health human and research resource.

I want to thank you for agreeing to send the Minister of Finance a letter of support indicating that the province can explore means of providing complementary research dollars to awarded federal research grants.

Again, thank you for taking the time to meet with me and for your support of funding for psychological research.

I look forward to working with you in the future.

Yours sincerely,

CANADIAN
PSYCHOLOGICAL
ASSOCIATION



SOCIÉTÉ
CANADIENNE
DE PSYCHOLOGIE