British Columbia Academic Health Science Network:

Looking Forward
Our vision: A high-performing health care system for all in which collective learnings drive continuous improvement
Message from the Board Chair

In February 2014, the BC Ministry of Health released “Setting Priorities for the BC Health System.” Among the key recommendations of that report was the intent to establish “an academic health science network...to drive effective teaching, placements, and applied health research that will promote and encourage improved quality and innovation linked to health care and service needs.” Two years later, the British Columbia Academic Health Science Network (BC AHSN) became a registered Society under the Societies Act of BC. The Constitution of the Society identified its purposes:

- To meet patient needs, improve population health outcomes and address health system priorities through the acceleration of the translation of research insights into innovations;
- To foster collaboration and the diffusion of excellence in care, research and education among health system partners and the British Columbia academic institutions;
- To govern the BC Strategy for Patient-Oriented Research (SPOR) SUPPORT Unit, part of Canada’s SPOR initiative led by the Canadian Institutes of Health Research; and
- To integrate the functions of the British Columbia Clinical Research Infrastructure Network within the Society, such that British Columbia will be among the world leaders in clinical research, by augmenting and enhancing key foundational structures and processes.

With the appointment firstly of an Interim Board, then a full Board, and subsequently a CEO, BC AHSN has begun to address the ambitious purposes assigned to it by Government as outlined in the Action Plan in October 2018, and with the approval of this, its first Strategic Plan, in June 2019.

BC has major strengths in health care, health research and health education. The role of BC AHSN is to assist in better employing these strengths to reinforce the Province’s leadership in health care innovation and improvement. In alignment with this role, and in keeping with BC AHSN’s mandate to “foster collaboration and the diffusion of excellence in care,” this Strategic Plan represents a commitment by the Board, Management, staff and associates of our organization to work diligently with others to improve health and health care in BC. Trusted partnerships and collaborations with other entities also charged with health research and innovation are key to how BC AHSN intends to fulfill its role. It is one of our guiding principles to foster the relationships necessary to achieve system-level change of significant impact and value.
This first Strategic Plan is foundational to BC AHSN and sets out its Mission, Vision, Goals and Strategies. It will be a living document, reviewed by the Board on a regular basis and revised as required in keeping with changing circumstances. Management will be held accountable for the fulfillment of these Goals and Strategies and for the development of the tactics and measures that will be used to implement and monitor the Strategic Plan.

Dr. Charles Jago  
Board Chair  
British Columbia Academic Health Science Network
Message from the CEO

This five-year Strategic Plan provides an ambitious blueprint for the continuing development of the British Columbia Academic Health Science Network (BC AHSN). The six Goals of the Plan reflect what we see as being important, and the domains to which BC AHSN can contribute. We will achieve these Goals by working with other organizations, building on their strengths to enable action on provincial health issues that no single organization can easily tackle on its own.

Throughout the process of developing this Plan, we have had the input of many, and this has improved our ability to understand our unique potential of connecting and catalyzing health research expertise and health system resources to attain measurable improvement in health and health care.

We realize that the potential for successful outcomes will depend on a focused and common agenda with our partners. This compels us to make choices as to “focus,” with a clear path to achieving a “finish.” Our Plan will help us do that.

In alignment with our commitment to transformative partnerships and relationships, over the next several months we will consult with, and seek input from, BC AHSN’s Advisory Councils, patients, and internal and external stakeholders. This activity will further shape our understanding of stakeholder priorities, and our thinking about actionable steps and tactics.

Dr. Tom Noseworthy
CEO
British Columbia Academic Health Science Network
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(September 2019)
About BC AHSN

BC AHSN was initiated by the BC Ministry of Health as a key enabler of a scientific and learning approach to continuous improvement and strategic transformation of BC’s health system. Its creation reflected a need to address a gap in the Province’s health research environment, particularly the need to better connect provincial health research to clinical practice. As an independent provincial organization focused on creating collaborative partnerships and aligning priorities and resources, BC AHSN will create an environment in which research and innovation are more readily translated, applied into clinical practice and policy, and evaluated for patient benefit and value.

BC AHSN connects and catalyzes the Province’s collective expertise and resources, bringing together patients, government, health authorities, academic institutions, professional groups and a host of organizations across BC’s research, health care, professional and educational sectors. The processes we are developing and the resources we bring will help BC attain measurable improvement in health and health care.

BC AHSN’s core contributions include:

Advancing patient-oriented research
Patient-oriented research is about engaging patients, their families, and their caregivers as partners in the research process, and integrating this research into the health system and clinical practice. It is about research by and with patients rather than to and for them. This helps ensure that research studies focus on patient-identified priorities and pursuit of questions meaningful to patients, leading to better translation of innovative diagnostic and therapeutic approaches at the point of care.

Patients are at the heart of our work. As home to the BC SUPPORT (Support for People and Patient-Oriented Research and Trials) Unit, BC AHSN is the provincial champion of patient-oriented research. Our aim is to empower patients and researchers to work together to achieve better health research, leading to better outcomes.

Enabling Learning Health Systems
Learning Health Systems are systems in which “science, informatics, incentives, and culture are aligned for continuous improvement and innovation, with best practices seamlessly embedded in the delivery process and new knowledge captured as an integral by-product of the delivery experience” (Institute of Medicine, 2015).

Learning Health Systems require vision, leadership and infrastructure to flourish. BC AHSN is working to develop key system components, including access to robust, comprehensive data and analytics; standardized approaches to timely measurement; supports for system and practice change; and stakeholder involvement.

Working with our partners and stakeholders to support the diffusion of excellence in care, research, and education in the BC health system, BC AHSN will enable Learning Health Systems through strong relationships and shared strategies and actions.

Advancing innovations aligned with provincial health priorities
The Province of BC identifies health system priorities to advance its vision of achieving a sustainable health system that supports people to stay healthy and provides high quality, publicly-funded health care.

BC AHSN is committed to initiatives and actions that align with BC’s provincial health priorities. We will connect and build on existing provincial strengths and assets and partner with organizations and individuals who have common goals and complementary expertise in priority areas. These strong partnerships will support the acceleration of high-priority initiatives from selection, initiation, through to implementation and evaluation.
Supporting provincial clinical networks

Clinical networks drive innovation and improve clinical outcomes by bringing together patients, clinicians, academics, researchers and other experts to make changes at the point of care.

Provincial clinical networks are the engines of change in Learning Health Systems and the vital component connecting the world of research with the world of clinical practice. It is through this linkage and exchange that research innovation is transformed into system improvement.

BC AHSN will partner in the further development of new and existing provincial clinical networks. These networks will have strong research and scientific leadership, sound processes for assessing innovations, and linkages between research and uptake of evidence to inform adoption and provincial scaling of innovations. BC AHSN will build on the success achieved thus far by the BC Emergency Medicine Network and will support a network in Rural and Remote Care.

By supporting the development of provincial clinical networks in our Province, BC AHSN will enable a more integrated system in which research is translated into practice.

Leveraging data, analytics and information

BC is home to one of the world’s largest collections of health care, health services and population health data. Data are collected within the BC Ministry of Health’s Health Data Platform, Population Data BC, and within many health organizations. These data holdings can enable advanced research and analysis to reveal insights that can provide solutions to some of the greatest challenges facing the health care system today.

BC AHSN will access and leverage data resources to inform priority initiatives and support provincial clinical networks. Engaging with clinical partners, experts in research methods and design, and collaborators in data science and population health, BC AHSN can apply a wealth of experience and context to transform data into meaningful and actionable information primed for decision making.

Providing resources and services that seek to overcome barriers to innovation

BC’s research, health care and professional education sectors already offer many of the building blocks required to support health innovation, including an array of infrastructure, resources and expertise. However, significant gaps and barriers remain for realizing Learning Health Systems throughout BC.

In addition to connecting the existing strengths among our partners, BC AHSN is developing and sustaining vital infrastructure required for health innovation in BC. This includes strengthening key system components such as clinical trials capacity, as well as developing provincial structures and processes that streamline and harmonize research ethics review to enable cross-organizational research activity.
Organizational Overview

BC AHSN is an independent society under the BC Societies Act (2016). Our Board of Directors bring diverse skills and experience from a variety of sectors. BC AHSN receives core funding from the BC Ministry of Health and funding from multiple partners, including the Canadian Institutes of Health Research and the Michael Smith Foundation for Health Research. BC AHSN consists of three operational units that form the backbone of our organization: the BC SUPPORT Unit, Clinical Trials BC, and Research Ethics BC. Together, we deliver a range of essential knowledge management services and supports that collectively enable Learning Health Systems in BC and strengthen BC AHSN’s reach and impact.

BC SUPPORT Unit
The BC SUPPORT (Support for People and Patient-Oriented Research and Trials) Unit is a multi-partner organization created to support, streamline and increase patient-oriented research throughout British Columbia. The BC SUPPORT Unit is part of Canada’s Strategy for Patient-Oriented Research (SPOR), led by the Canadian Institutes of Health Research. It is one of 11 SUPPORT Units established across the country.

This Unit provides a variety of services, including: training, consultation, support, resources and linkages to patients, researchers, health care providers and health system decision makers. It also facilitates initiatives identified as provincial priorities. The BC SUPPORT Unit works as a distributed model across the Province in which five regional centres and a Provincial Hub collaborate with an extended network of partners. Through meaningful engagement, we strive to integrate patient-oriented research at all levels of the health care system, ultimately enhancing patients’ health system experience and health outcomes for British Columbians.

Clinical Trials BC
Clinical Trials BC advances British Columbia’s development as a world-class destination for clinical trials. Working with diverse partners, our work strengthens the clinical research community within BC and brings tangible value to our stakeholders.

Clinical Trials BC works to maximize the health, educational, and economic benefits of clinical trials for the citizens of BC. We attract new research opportunities and multiregional clinical trials by facilitating connections, partnerships and global marketing of BC’s clinical trial excellence. We promote professional development among clinical research personnel by providing access to online clinical research tools and offering resources and support for professional certification.

Our regulatory consulting, program development and quality assurance activities help ensure trials are of the highest quality and conducted in compliance with national and international regulations. By generating knowledge about the research participant experience and advancing clinical trials practice improvements, we facilitate continuous learning within the clinical research landscape.

Research Ethics BC
Research Ethics BC (REBC) makes British Columbia a more competitive and innovative health research environment by streamlining and facilitating research ethics review processes.

Research Ethics BC supports a province-wide harmonized system for research ethics reviews of studies conducted in multi-geographic areas involving the resources, people, patients or data from more than one research institution. Harmonization streamlines the ethics review and approval process, allowing for the submission of a single ethics application across all partner institutions. Our partner institutions include:

- University of British Columbia, Simon Fraser University, University of Northern BC, University of Victoria
- Island Health, Vancouver Coastal Health, Fraser Health, Northern Health, Interior Health
- BC Cancer, BC Children’s Hospital, BC Women’s Hospital & Health Centre, Providence Health Care.

We also standardize processes among research ethics boards, ensuring review quality and compliance with national policies.
Our Partners

BC AHSN is a system integrator that will link different parts of the health system to ensure that innovations to improve health outcomes are considered using proven methodology, and lead to large scale, sustainable transformational change across the Province. Throughout BC, multiple organizations are engaged in health research and actively working to improve health care delivery, health quality and patient outcomes. BC AHSN supports and connects these partners and stakeholders to work together to achieve common goals aligned to BC health priorities, ultimately resulting in an improved health system and better health and wellbeing for BC citizens. The BC Government and BC Ministry of Health are our shareholders, and our partners and stakeholders include:

### Patients, Public, Individuals
- Patients
- Families
- Caregivers
- Public
- Health researchers
- Clinicians and service providers
- Policy makers
- Other content experts

### Organizations
- The Michael Smith Foundation for Health Research
- All BC health authorities and Providence Health Care
- BC’s research-intensive universities
- Health professional organizations and educational institutions
- Research institutions, centres and units
- Provincial research organizations and funders
- LifeSciences BC, Industry
- BC Patient Safety and Quality Council and the Patient Voices Network
Vision, Mission and Guiding Principles

This strategic plan is founded on our Vision, Mission and Guiding Principles.

Four core goals and two enabling goals have been identified as key to achieving our Vision for the next five years. These goals are cross-cutting and interrelated and are the basis for our strategies, planned initiatives and tactics.

Our guiding principles emphasize our commitment to patients and the public, and will be used to guide future decision making and shape our organizational culture.

Our Mission: To better connect and catalyze BC’s collective expertise and resources to attain substantive measurable improvement in health and health care

Guiding Principles
1. Good care requires good science
2. “People with lived experience” are essential partners
3. Address complex problems that cannot be solved through any single entity or jurisdiction alone
4. Provincial in scope to ensure scalability
5. Alignment with BC health sector priorities to ensure relevance and integration now and in the future
6. Work in interprofessional teams

Our Vision: A high-performing health care system for all in which collective learnings drive continuous improvement
Vision, Mission and Goals

Our Mission: To better connect and catalyze BC’s collective expertise and resources to attain substantive measurable improvement in health and health care

Learning Health Systems

Core goals:

Health Research
Build upon the BC culture of inquiry and learning to enable a health system that supports research - including a focus on patient-oriented research - as a core activity

Research ↔ Practice
Accelerate the implementation of evidence-guided practice across BC’s health care systems to address provincial priorities

Information for Health System Learning
Advance the use of information, data, methodologies & analytics to support health research & system-wide improvement

Education & Capacity Building
Foster alignment of health education, training and practice to reflect current and emerging realities, demands and needs

Enabling goals:

Transformative Partnerships: Facilitate partnerships to develop, implement and scale up evidence-guided solutions to priority health systems challenges

Organization Excellence and Sustainability: Create and sustain a high performance organization that meets client needs through the services it provides and nurtures a culture of inquiry to identify current and emerging trends

Examples of Measuring Success

Our Vision: A high-performing BC health system for all in which collective learnings drive continuous improvement

Guiding Principles

1. Good care requires good science
2. “People with lived experience” are essential partners
3. Address complex problems that cannot be solved through any single entity or jurisdiction alone
4. Provincial in scope to ensure scalability
5. Alignment with BC health sector priorities to ensure relevance and integration now and in the future
6. Work in interdisciplinary teams
Goals, Strategies and Examples of Measuring our Success

Goal 1: Health Research
Build upon the BC culture of inquiry & learning to enable a health system that supports research - including a focus on patient-oriented research - as a core activity.

Strategies to achieve goal 1:
1. Promote research literacy and advance access to research knowledge about promising health innovations.
2. Advance new research methodologies that offer more pragmatic and efficient approaches to knowledge generation and uptake.
3. Foster the widespread adoption of patient-oriented research approaches and the pursuit of questions meaningful to patients and stakeholders.
4. Support research initiatives aimed to increase patient partnership and involvement in clinical trials.

Goal 2: Research ↔ Practice
Accelerate the implementation of evidence-guided practice across BC’s health care systems to address provincial priorities.

Strategies to achieve goal 2:
1. Partner with organizations implementing province-wide clinical networks that address BC health priorities.
2. Support identification, scoping, scientific & business cases for promising initiatives with the potential for provincial implementation.
3. Support new or existing provincial initiatives to increase the use of research evidence in planning and practice.
4. Support the development of reusable structures and processes to increase capacity of existing provincial clinical networks and leverage this work for new networks.

Goal 3: Information for Health System Learning
Advance the use of information, data, methodologies and analytics to support health research & system-wide improvement.

Strategies to achieve goal 3:
1. Advance BC AHSN infrastructure and access to BC health and social data to enable health system learning.
2. Develop user-friendly information products and advanced analytic mechanisms for making knowledge actionable and shareable with stakeholders.
3. Provide analytics to support assessment of innovations, interventions and practice changes for BC health priority initiatives.

Goal 4: Education & Capacity Building
Foster alignment of health education, training and practice to reflect current and emerging realities, demands and need.

Strategies to achieve goal 4:
1. Working in partnership with academic institutions and other stakeholders, build skills and knowledge in evidence informed practice.
2. Support province wide development of research skills and knowledge in patient-oriented research, research ethics, and clinical trials.
3. Create a supportive environment for collaboration across geography, institutions, disciplines and patient partners.

Enabling Goal 5: Transformative Partnerships – Facilitate partnerships to develop, implement and scale up evidence-guided solutions to priority health systems challenges

1. Broaden and deepen relationships with diverse partners from academic institutions, research communities, health delivery organizations and patients.
2. Advance relationships with national and international experts and innovators with common interests that are aligned with the BC AHSN’s Vision and Mission.
3. Create space for the growth of partnerships that acknowledge and embrace Indigenous values and approaches.

Enabling Goal 6: Organization Excellence and Sustainability – Create and sustain a high performance organization that meets client needs through the services it provides and nurtures a culture of inquiry to identify current and emerging trends

1. Invest in internal infrastructure, communications, human resources and other expertise to support operational success and sustainability.
2. Adopt a client-service focus using an organization learning framework.
3. Create an adaptive environment that fosters continuous learning and responsiveness across BC AHSN.

Examples of Measuring Success
- Annual increase in: clinical trials; types of trials; number of patients; partners; other health partners
- Increased uptake of harmonized ethical review processes
- Increased requests from researchers for patient partner support
- Increased partnership with under-represented groups to promote equity.
- Increased opportunities for patients and public to collaborate in research trials
- Increased efficiency of trial conduct and improvement of patient experiences in trials
- Changes in clinical practice attributable to BC AHSN initiatives
- Increased partnerships with minority and under-representative groups to promote equity
- Enhanced patient experience for populations targeted by BC AHSN initiatives
- Enhanced patient health outcomes for populations targeted by BC AHSN initiatives
- Increased number of evidence-guided initiatives undertaken in BC priority areas
- Improved staff satisfaction
- Increased information for health system decision-making in BC priority areas
- Increased use of comparative analytics to identify problems, monitor progress and trends in BC priority areas
- Recognized leadership in Learning Health System methodology and impact in Canada
- Increased provincial capacity for uptake of evidence-informed practice across the health system
- Increased patient-oriented research capacity in academic institutions and the health system
- Increased engagement in collaboration & investment by industry
- Increased partner, industry satisfaction
- Increased training and career support in patient-oriented research, research ethics, clinical trial quality and regulatory practices
- Increased engagement of clinicians and patients as partners
- Increased engagement of partners and communities to help reduce inequities in care and outcomes for Indigenous populations
Goal 1: Health Research

Build upon the BC culture of inquiry and learning to enable a health system that supports research – including a focus on patient-oriented research – as a core activity

BC AHSN champions high-impact, high-priority health research, fostering novel approaches and methodological innovation within learning health systems. We provide our partners and stakeholders with services to support patient-oriented research, the use of advanced research methods, data analytics, knowledge translation, training, and capacity development throughout the research lifecycle. We build capacity within interprofessional teams across the health system to conduct and implement high quality patient-oriented research and bring teams together to study the best ways to do and implement this research. We will continually scan for research innovations in BC and elsewhere that align with BC health priorities, fostering the adoption and diffusion of these innovations.

Strategies:

1. Promote research literacy and advance access to knowledge about promising health innovations.

2. Advance new research methodologies that offer more pragmatic and efficient approaches to knowledge generation and uptake.

3. Foster the widespread adoption of patient-oriented research approaches and the pursuit of questions that are meaningful to patients and stakeholders.

4. Support research initiatives aimed to increase patient partnership and involvement in clinical trials.
**Goal 2: Research ↔ Practice**

Accelerate the implementation of evidence-guided practice across BC’s health care system to address provincial priorities

BC has many organizations actively conducting health research; there are also multiple organizations working to improve efficiency and quality of care across the health system. However, gaps and barriers remain in the implementation of research evidence into practice. BC AHSN will support the ongoing efforts of our partners and stakeholders, contributing valuable scientific expertise and infrastructure for the assessment of potential initiatives, the dissemination of evidence-based best practice, and the adoption and evaluation of innovations.

**Strategies:**

1. Partner with organizations implementing province-wide clinical networks that address BC health priorities.

2. Support identification, scoping, scientific assessments and business cases for promising initiatives with the potential for provincial implementation.

3. Support new or existing provincial initiatives to increase the use of research evidence in policy, planning and practice.

4. Support the development of reusable structures and processes to increase the capacity of existing provincial clinical networks and leverage this work for new networks.
Goal 3: Information for Health System Learning

Advance the use of information, data, methodologies and analytics to support health research and system-wide improvement

Using evidence, measurement and sound analytics are critical pieces of Learning Health Systems. BC is rich in health and social sector data. BC AHSN will work with partners and stakeholders to build analytic capacity to underpin data-informed solutions for improved patient care and population health. With the BC Ministry of Health and Population Data BC, we are co-developing data-sharing agreements that will allow us to leverage provincial data resources and to provide meaningful analytics that are responsive to the needs of partners and stakeholders. We will develop a model for the Health System Learning Analytics and Information Hub, investing in people, processes and technology. Our analytic and data science team will collaborate to provide insights that support provincial clinical networks, promote best practice, and facilitate adoption, spread and iterative evaluation of initiatives at scale and across the system.

Strategies:

1. Advance BC AHSN infrastructure and access to BC health and social data to enable health system learning.

2. Develop user-friendly information products and advanced analytic mechanisms for making knowledge actionable and shareable with stakeholders.

3. Provide analytics to support assessment of innovations, interventions, and practice changes for current and emerging BC health priority initiatives.
Goal 4: Education and Capacity Building
Foster alignment of health education, training and practice to reflect current and emerging realities, demands and needs

BC is home to six research-intensive universities, seven health authorities and multiple health care organizations, and is a recognized world leader in many health research fields, including genomics, cancer, brain and mental health, pediatrics, infectious diseases and women’s health. The scale and breadth of educational offerings in health sciences is extensive, with thousands of students and trainees enrolled in medical and health professional programs across the Province. BC AHSN will help coordinate and support academic institutions and other organizations to build skills and knowledge in evidence-informed practice, research ethics, patient-oriented research and conduct, quality and regulatory practices of clinical trials, particularly for early stage clinicians and researchers. By supporting interprofessional education and training programs, and professional development, BC AHSN responds to changing health care demands and the needs of health care providers and researchers.

Strategies:

1. Working in partnership with academic institutions and other stakeholders, build skills and knowledge in evidence informed practice.

2. Support province-wide development of research skills and knowledge in patient-oriented research, research ethics, and clinical trials.

3. Create a supportive environment for collaboration across geography, institutions, disciplines and patient partners.
Goal 5: Transformative Partnerships
Facilitate partnerships to develop, implement and scale up evidence-guided solutions to priority health system challenges

The Government of British Columbia and the Ministry of Health are our major shareholders, and BC AHSN has many partners across the Province. These relationships are fundamental to our function and sustainability. BC AHSN will strive to establish new and strengthened partnerships that directly address the priorities laid out in this Strategic Plan. We will continue to pursue interprofessional and multijurisdictional relationships to advance innovation in the health system and within clinical practice to attain outcomes that neither BC AHSN nor any of the partners could achieve on their own.

Strategies:

1. Broaden and deepen relationships with diverse partners from academic institutions, research communities, health delivery organizations and patients.

2. Advance relationships with national and international experts and innovators with common interests that are aligned with BC AHSN’s Vision and Mission.

3. Create space for the growth of partnerships that acknowledge and embrace Indigenous values and approaches.
Goal 6: Organizational Excellence and Sustainability

Create and sustain a high-performance organization that meets client needs through the services it provides and nurtures a culture of inquiry to identify current and emerging trends.

BC AHSN is a learning organization. We strive to systematically solve problems, experiment with new approaches and learn from our own experiences and the best practices of others. We will adapt to new knowledge and insight, transferring this knowledge efficiently throughout our organization. We recognize that staff, partners and stakeholders are our greatest assets. We will invest in staff and empower them to ensure that they have the resources, skills and expertise to do excellent work and to champion the BC AHSN Mission and Vision. We will ensure that internal policies, processes and funding support organizational success.

Strategies:

1. Invest in internal infrastructure, communications, human resources and other expertise to support operational success and sustainability.

2. Adapt a client-service focus using an organizational learning framework.

3. Create an adaptive environment that fosters continuous learning and responsiveness across BC AHSN.
Examples of Measuring our Success

As the BC AHSN Strategic Plan is put into action, we will diligently manage the Plan’s performance. Through regular evaluation, monitoring and reporting, we will be accountable for our work and transparent about our progress towards implementing goals and strategies. The following are examples of quantitative measures that will allow us to track progress and demonstrate the impact of activities. It is important to note that these outcomes cut across our six goals, and are thus attributable to multiple goals and strategies. We will work with our Advisory Councils to define qualitative outcomes and further refine the outcomes we measure as part of Plan implementation.

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<th>Goals</th>
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Next Steps

With Board approval of BC AHSN’s inaugural Strategic Plan, we are enthusiastic to put this plan into action. We are currently engaging in next steps to operationalize our strategies to ensure we achieve BC AHSN’s organizational goals. We have started working with our Advisory Councils to develop detailed activities and tactics for the short and longer term. We continue to hold consultations with patients, key partners, shareholders and stakeholders. Collaboration, responsiveness and adaptiveness are essential to our identity as a learning health organization and relationships and partnerships are key to delivering upon the strategic priorities outlined in this plan. BC has the fundamental building blocks for health system innovation. Alongside partners, shareholders and stakeholders, we will better connect and catalyze BC’s collective expertise and resources to attain measurable improvement in health and health care and value for money.
BC AHSN
British Columbia Academic Health Science Network

BC SUPPORT Unit • Clinical Trials BC • Research Ethics BC
Advancing Patient-Oriented Research

A high-performing health care system for all in which collective learnings drive continuous improvement

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