



BC Environmental and Occupational Health  
Research Network  
(BCEOHRN)

*Strategic Plan*  
2008-2012



## *Message*

### ***from the Chair of the Board of Directors***

I am pleased to present the BC Environmental and Occupational Health Research Network's (BCEOHRN) strategic plan for 2008-2012, which maps the Network's direction for the next five years.

This plan builds on five goals articulated in the Implementation Plan developed in 2004 to seek funding from the Michael Smith Foundation for Health Research for the Network. Since its inception, BCEOHRN has endeavoured to meet these goals, and judging by our members' input, we've been successful. At this point in the Network's life, it's appropriate to revisit our plan, building on current successes, responding to members' input and refining our initial plan. It's time to expand as the Network moves on to the next stage of its development.

The plan expands programming to include 15 new initiatives to achieve these overarching goals and to demonstrate measurable results. The plan highlights enhanced efforts in collaborating with partners and providing new, topical benefits to our members.

Much has been accomplished by the Network in meeting its mission since 2005. A small group of interested researchers has grown into a membership of over 650 people across the province of BC, comprised of researchers, students/trainees and research users.

I would like to thank all those involved in planning, especially our membership whom we have the pleasure of serving, and the Board members who gave their time and good thinking to formulate the plan.

On behalf of the Board, I am pleased to provide the following document, the BCEOHRN Strategic Plan, for the period 2008-2012.

Sincerely,

A handwritten signature in black ink, appearing to read 'Craig Stephen'.

Dr. Craig Stephen, Board Chair

### *Vision*

***BCEOHRN will be recognized and respected as providing national leadership in occupational and environmental health research which will ultimately protect human health.***



## *Introduction*

### *from the Scientific Director*

The Board of the BC Environmental and Occupational Health Research Network met on March 19, 2008 in Vancouver to carry out strategic planning for the future direction of the Network. The experience provided a valuable opportunity for members of the Board to consider the input of the membership and to draw a 'road-map' for future activities.

BCEOHRN is nearing the end of its four-year funding mandate of January 1, 2005-December 31, 2008. A recent members' satisfaction survey demonstrated the high satisfaction of BCEOHRN's members with current services and programs. Our staffing model and built infrastructure enable the Network to provide much needed support to our research community, supporting students and connecting research users with researchers. We are hopeful that with our progress to date and this strategic plan the Network will be well placed to continue its important work in expanding environmental and occupational health research capacity in BC into the next 4 years.

Respectfully submitted,

Dr. Henry Harder, Scientific Director

#### ***BCEOHRN's Overarching Goals:***

- 1. Improved collaborative research***
- 2. Improved research capacity***
- 3. Improved research funding***
- 4. Increased student support***
- 5. Improved knowledge transfer***

## *Executive Summary*

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The BCEOHRN Board convened a strategic planning session March 19, 2008 to plan for the period 2008-2012.

The objectives for the strategic planning process were:

1. To revisit BCEOHRN's Mission, Vision and Values statements;
2. To identify the key challenges & opportunities in the achievement of this vision of success;
3. To reach consensus on what strategies BCEOHRN should pursue to overcome these challenges and to connect them to performance measures;
4. To identify the strategies in the current planning year and beyond;
5. To develop a strategic approach to Network sustainability/exit strategy.

A number of documents informed the deliberations of the Board, including:

- Formal Strategic Communication Plan, developed by a consultant in late 2007
- HoPN Evaluation Framework, developed by a working group comprised of Health of Population and MSFHR representatives
- BCEOHRN Members' Satisfaction Survey Report from a survey carried out late 2007-early 2008
- Comparison of HoPNs' Programs and Staffing Matrix

Revised Vision, Mission and Values statement were crafted to reflect the evolving nature of the Network. A critical analysis was carried out through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis mechanism.

From these activities and background documents new strategies were developed, including 15 new specific and topical initiatives to meet members' needs. New strategies include: improving connections with policy makers, decision makers and research users; improving connections with other agencies; strengthening funding opportunities for BCEOHRN and its members; and, strengthening members' tools and resources offerings.

New initiatives include: a policy makers day; knowledge translation and exchange training events; responding to governments' reports; promoting inclusion of policy makers in funding opportunities; a 2010 environmental/occupational health research workshop; engagement of environmental health officers; developing and implementing a strategic outreach plan; cultivating support for international projects; leveraging CME funds; a development/grant writing program; a regional grant writing program; a rapid response program; internships/mentorships; shared resources repository support; and a special opportunities program.

## *Vision, Mission and Value Statements*

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### **Vision**

BCEOHRN will be recognized and respected as providing national leadership in occupational and environmental health research which will ultimately protect human health.

### **Mission**

In order to achieve our Vision, BCEOHRN's Mission is:

- To facilitate interdisciplinary occupational and environmental health research through connecting and supporting people to create excellence in education and research results' dissemination;
- To foster a truly provincial network that creates new efficiencies, partnerships and opportunities that will make BC a magnet for training, attracting and retaining top quality researchers.

### **Values**

BCEOHRN recognizes the diversity of needs, locations, expertise and topics relevant to its membership. We aim to remove obstacles that arise from this diversity by increasing knowledge within the research community of common resources, common questions and shared opportunities.

### **Slogan for communications/promotional materials**

Connecting and supporting people to create excellence in research and training in occupational and environmental health.

## *BCEOHRN: Who we are*

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### **History**

The BC Environmental and Occupational Health Research Network (BCEOHRN) was founded in January 2005, having been funded by the Michael Smith Foundation for Health Research (MSFHR) through its Infrastructure Program, as one of eight Health of Population Networks (HoPN). The funding application to MSFHR, which was carried out in the autumn of 2004, included an environmental scan of researchers in BC, a series of “Town Hall” meetings held in Vancouver, Victoria and Prince George, and a collaborative approach to developing the application itself by an interdisciplinary and geographically separated team of researchers.

### **Membership**

The Network is currently comprised of over 650 members from across the province who are researchers, students/trainees, or research users. All universities and health authorities are represented by the membership, as are many NGOs (see Appendix A: Membership).

### **Board of Directors**

The Board of Directors, elected at the Annual General Meeting, is comprised of many new members, with the original Board members having rotated off at the end of their two-year terms (see Appendix B: Board of Directors).

### **Leaders**

Leadership is provided by the roles of Board Chair, Scientific Director and Associate Scientific Director, located in Nanaimo, Prince George and Vancouver.

### **Staff**

The Board and Leadership is supported by one full-time Executive Director and three part-time student assistants, located in Victoria, Vancouver and Prince George.

### **Funding**

Funding for BCEOHRN in its first two years of operation was \$250K per year. In 2007, following the submission and external review of a progress report, funding was increased to \$375K for 2007 and \$500K for 2008. The funding mandate for BCEOHRN ends December 31, 2008. Future funding and the level thereof will not be known until late autumn, 2008.

### **Performance Measurement**

MSFHR’s HoPN worked collaboratively with MSFHR to develop an evaluation framework to measure performance of the eight HoPN. A reporting template respecting this framework is implemented for Year 4 (2008) of the HoPN.

## *Critical Issues*

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A SWOT analysis was completed to evaluate the Network's Strengths, Weaknesses, Opportunities and Threats (see Appendix C: SWOT Analysis).

A number of critical issues were identified during this process.

MSFHR's HoPN funding mandate ends December 31, 2008. A critical issue to the life of BCEOHRN is that of sustainability beyond this time frame and beyond the scope of funding from MSFHR. A number of initiatives have been developed to expand funding sources for the Network and for its membership.

At this stage of its evolution, the Network is in a phase of expansion to reach out to build partnerships with policy makers, decision makers, research users and affiliated agencies. A number of new initiatives will address this emerging growth area.

Regional outreach was identified as an important theme. Some work has been done in the past with mixed results. BCEOHRN is invited frequently to attend meetings convened by HoPN and health authorities; attending such events requires a strategic approach to ensure the best cost-benefit, particularly with limited resources. A regional outreach plan will address this.

Topical issues of the day, including public and political interest in climate change, in global health, and in the forthcoming 2010 Olympic games in BC provide unique opportunities to BCEOHRN. These have been the drivers for development of some initiatives.

The notion of 'research themes' generated significant discussion. Some HoPN enumerate specific themes for their members' research. While this was a practice that was commended by the MSFHR External Review Panel, BCEOHRN has taken the strategic approach of ensuring inclusiveness of its members' research interests; this approach continues to garner consensus of the Board.

## Current Goals, Objectives, Activities and Measures

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### **BCEOHRN's Overarching Goals:**

- 1. Improved collaborative research**
- 2. Improved research capacity**
- 3. Improved research funding**
- 4. Student support**
- 5. Improved knowledge transfer**

Goals, objectives and activities were rated favourably by BCEOHRN members in the recent Members' Satisfaction Survey. Current programmatic offerings were commended as providing support to the research community.

Existing BCEOHRN initiatives are directly linked to its Goals and Objectives. Each Goal is connected to performance measures as outlined in the approved

Evaluation Framework document for the MSFHR-funded Health of Population Networks (see Appendix D: HoPN Evaluation Framework). The performance measures provided in this Plan are numbered in reference to the HoPN Evaluation Framework.

### **Goal 1. Improved collaborative research**

**Objective:** To facilitate collaborative research directed towards key occupational and environmental health risks confronting British Columbians so as to help in understanding, managing and preventing those risks.

#### **Activities:**

- Research Capacity Development Awards
- Network Facilitation Fund Awards
- Members' database
- Mentorship program
- Networking opportunities at Annual Scientific Exchange
- Networking opportunities at Annual Spring Workshop

#### **Performance Measures:**

**3S1** members' research-related skills are enhanced

**4S1** the network is facilitating interdisciplinary/multidisciplinary/cross-regional partnerships between researchers and end users of research

**3M1** resources are provided or funded by the network for the purpose of increasing the quantity/quality of research

**5M2** the network is implementing innovative activities and processes to meet its strategic goals

### **Goal 2. Improved capacity awareness**

**Objective:** To enable BC researchers to address environmental and occupational health research needs by better knowledge of the capacity, expertise and opportunities existing in the province.

**Activities:**

- Members' database
- Website
- Networking opportunities at Annual Scientific Exchange
- Networking opportunities at Annual Spring Workshop

**Performance Measures:**

**4S1** the network is facilitating interdisciplinary/multidisciplinary/cross-regional partnerships between researchers and end users of research

**3M1** resources are provided or funded by the network for the purpose of increasing the quantity/quality of research

**5M2** the network is implementing innovative activities and processes to meet its strategic goals

### Goal 3. Improved research funding

**Objective:** To help BC researchers become or remain nationally and internationally competitive in acquiring research funding by helping them create new, innovative and efficient collaborative research teams and projects.

**Activities:**

- Research Capacity Development Awards
- Members' database
- Mentorship program
- Members' Satisfaction Survey

**Performance Measures:**

**1M1** members perceive that the network adds value

**4S1** the network is facilitating interdisciplinary/multidisciplinary/cross-regional partnerships between researchers and end users of research

**3M1** resources are provided or funded by the network for the purpose of increasing the quantity/quality of research

**3M2** previous recipients of network awards are applying to non-HoPN, peer reviewed competitions

**4M1** teams established through network activities are successful in non-HoPN, peer reviewed Competitions

**5M2** the network is implementing innovative activities and processes to meet its strategic goals

**3L1** previous recipients of network awards are mentoring junior members

**3L2** previous recipients of network awards are successful in non-HoPN, peer reviewed competitions

### Goal 4. Student support

**Objective:** To encourage research careers in environmental and occupational health by supporting students.

**Activities:**

- Research Capacity Development Awards
- Student and Young Professionals Special Interest Group
- Mentorship program
- Travel bursaries to attend BCEOHRN events
- Travel bursaries to attend conferences where presenting
- Poster presentations and networking opportunities at Annual Scientific Exchange
- Networking opportunities at Annual Spring Workshop
- Members' Satisfaction Survey

**Performance Measures:**

**1M1** members perceive that the network adds value

**3S2** research trainees are participating in network activities

**3M1** resources are provided or funded by the network for the purpose of increasing the quantity/quality of research

**5M2** the network is implementing innovative activities and processes to meet its strategic goals

**3L1** previous recipients of network awards are mentoring junior members

**Goal 5. Improved knowledge transfer**

**Objective:** To help ensure that research results are put to use in BC and elsewhere by facilitating knowledge transfer to communities and policy makers.

**Activities:**

- Website
- Members' database
- Member recruitment of research users/policy makers
- Poster presentations at Annual Scientific Exchange
- Annual Spring Workshop
- Knowledge Translation newsletter

**Performance Measures:**

**2S1** the network facilitates Community KT in the target research area

**3S1** members' research-related skills are enhanced

**4S1** the network is facilitating interdisciplinary/multidisciplinary/cross-regional partnerships between researchers and end users of research

**3M1** resources are provided or funded by the network for the purpose of increasing the quantity/quality of research

**5M2** the network is implementing innovative activities and processes to meet its strategic goals

## Strategies

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Strategic initiatives have been developed that address issues identified through the critical analysis component of the strategic planning process. These strategies are tied to BCEOHRN Goals and HoPN Performance Measures. Four broad strategic areas have been identified:

- 1. Improved Connections: Policy Makers, Decision Makers and Research Users**
- 2. Improved Connections: Other Agencies**
- 3. Strengthen funding opportunities for BCEOHRN and its members**
- 4. Strengthen members' tools and resources offerings**

### *Specific initiatives*

#### **1. Improved Connections with Policy Makers, Decision Makers and Research Users**

Improved connections will increase network membership, knowledge translation and exchange activities, partnership linkages and help to identify potential new funding sources.

##### *a) Policy Makers Day*

This event will invite policy makers, research users and decision makers, (such as staff from the Ministry of Health, Health Authorities and WorkSafeBC) to meet with researchers to discuss issues of mutual interest. These could include new research questions, dissemination of research results, or strategies for facilitating these in an ongoing manner. The event could be held face-to-face or via WebEx; it could be scheduled with some frequency (bi-monthly / quarterly / semi-annually).

##### *b) Knowledge Translation and Exchange Training Events*

Building on the workshop held in April 2007, which was well received by participants, this initiative will use member input to develop KTE workshops with high-profile speakers to provide value-add to participants at the workshop.

##### *c) Responding to Governments' Reports*

Annual reports from government often contain recommendations. BCEOHRN can respond to these recommendations strategically by generating initiatives that address such recommendations and by communicating report recommendations and BCEOHRN responses to the membership.

d) *Promote inclusion of policy makers in funding opportunities*

The BCEOHRN Research Capacity Development awards guidelines currently encourage cross-discipline, cross-institutional collaboration. Guidelines will be modified to encourage inclusion of policy-makers in such applications.

e) *2010 Environmental & Occupational Health Research workshop*

Capitalizing on the unique opportunity to learn from the 2010 Olympics being held in Vancouver, BCEOHRN plans to convene an environmental and occupational health research workshop, partnering with other HoPN and stakeholders in the provincial government. A key outcome from this event would be research project(s) using pre / post design, drawing on Beijing's experiences.

f) *Engagement of Environmental Health Officers*

Environmental Health Officers across the province will benefit from knowledge translation activities. Events will be developed through the health authorities' capacity builders (funded through MSHFR) to do a needs analysis for this group and to target educational events regionally for them.

**Links to:**

**Goal 1.** Improved collaborative research

**Goal 5.** Improved knowledge transfer

**Performance Measures:**

**1L1** "centrality": the network is viewed as highly important in its environment by members, end users of research and consumers/community

**2S1** the network facilitates Community KT in the target research area

**3S1** members' research-related skills are enhanced

**4S1** the network is facilitating interdisciplinary/multidisciplinary/cross-regional partnerships between researchers and end users of research

**2M1** the network builds linkages to the policy process

**3M1** resources are provided or funded by the network for the purpose of increasing the quantity/quality of research

**5M1** the network is working with networks/agencies locally and in other provinces/nationally/internationally

**5M2** the network is implementing innovative activities and processes to meet its strategic goals

**5M3** the network has leveraged opportunities to strengthen its reach in BC and beyond

**2L2** the network facilitates Health System KT in the target research area

## 2. Improved Connections with Other Agencies

Improved connections will grow recruitment, knowledge translation and exchange activities, partnership linkages and potential new funding sources.

### a) *Develop and implement a Strategic Outreach Plan*

Outreach will be improved through strategic travel by the scientific and board directors with the goal of formalizing linkages and developing strategic partnerships for future funding, activities and knowledge translation and exchange. A Strategic Outreach Plan will be developed and implemented.

### b) *Cultivate support for international projects*

The BCEOHRN Research Capacity Development awards guidelines currently encourage cross-discipline, cross-institutional collaboration. International projects, such as some recently funded, will be promoted.

### c) *Leveraging CME funds*

Health authorities are funded to provide continuing medical education for their regional physicians; these funds are unspent as event planning faces a barrier in the accreditation process. BCEOHRN will develop mechanisms to simplify the accreditation process through UBC CME.

#### **Links to:**

**Goal 1.** Improved collaborative research

**Goal 3.** Improved research funding

**Goal 5.** Improved knowledge transfer

#### **Performance Measures:**

**1L1** “centrality”: the network is viewed as highly important in its environment by members, end users of research and consumers/community

**2S1** the network facilitates Community KT in the target research area

**2M1** the network builds linkages to the policy process

**3M1** resources are provided or funded by the network for the purpose of increasing the quantity/quality of research

**5M1** the network is working with networks/agencies locally and in other provinces/nationally/internationally

**5M2** the network is implementing innovative activities and processes to meet its strategic goals

**5M3** the network has leveraged opportunities to strengthen its reach in BC and beyond

**6M1** the network has processes in place to address long-term sustainability

### **3. Strengthen funding opportunities for BCEOHRN and its members**

#### *a) Development/Grant Writing Program*

This program will meet emerging needs for BCEOHRN's ongoing funding sustainability and for growth of members' applications successes. The deliverables for the program, to be carried out by a new contractor, would include:

- Seeking new funding to support BCEOHRN's mandate:
  - developing partnerships with universities, health authorities, Tri-Council and other funders;
  - sourcing and developing new funding strategies for the ongoing sustainability of BCEOHRN;
- Seeking and securing supporting funds for BCEOHRN events (such as CIHR and NSERC's programs);
- Providing grant facilitation support to BCEOHRN members:
  - Identifying granting opportunities
  - Organizing grant-writing facilitation events using WebEx to provide a broad reach across the province
  - Developing partnerships with granting agencies to grow BCEOHRN's profile and to solicit training from funding agencies to improve success rates for BCEOHRN's members
  - Providing grant-writing advice and services
  - Seeking opportunities to leverage such services from affiliated agencies (CIHR/Bridge)

#### *b) Regional Grant Writing Program*

The Regional Grant Writing Program will meet the needs of members located away from the lower mainland. A number of underserved regions will be identified by the membership with contractors being located in geographically distributed locations to carry out some of the tasks as noted above, with the goal of growing members' applications successes.

#### *c) Rapid Response Program*

Members identified missed opportunities where 'Priority Area' RFAs are received from CIHR and researchers don't have the resources to mobilize a team to submit a proposal in response. This program will involve these steps: 1) the scanning of incoming RFAs by BCEOHRN staff; 2) identified opportunities are vetted by a small committee tasked with determining whether capacity exists in BC to effectively compete; 3) an invitation to participate in a research team to work on the letter of intent and full proposal is sent to the membership with funds made available to bring the team together to develop the proposal.

**Links to:**

**Goal 1.** Improved collaborative research

**Goal 2.** Improved research capacity

**Goal 3.** Improved research funding

**Goal 4.** Increased Student support

**Goal 5.** Improved knowledge transfer

**Performance Measures:**

**3S1** members' research-related skills are enhanced

**3M1** resources are provided or funded by the network for the purpose of increasing the quantity/quality of research

**4M1** teams established through network activities are successful in non-HoPN, peer reviewed

**5M2** the network is implementing innovative activities and processes to meet its strategic goals

**5M3** the network has leveraged opportunities to strengthen its reach in BC and beyond

**6M1** the network has processes in place to address long-term sustainability

**4L1** teams established by the network are participating in multi-centre studies

#### 4. Strengthen members' tools and resources offerings

##### a) Internships/Mentorships

The Mentorship program will be expanded to include opportunities for internships for students. A number of mechanisms may include partnering with other agencies or encouraging students to find opportunities and present those as possible options. This program will be designed to fill a currently unmet mentorship need. A student position will be created for the summer to do a gap analysis for future planning of this important initiative beyond 2008.

##### b) Shared resources repository

A need identified by members is the connection of researchers and students with equipment and resources available in the province. An initiative to apply for CFI funding to create such a repository is being undertaken by a collaborative team including a number of BCEOHRN members across the province in a number of institutions. The Environmental Health Platform joins together UBC, UNBC, SFU, BC CDC and Children's and Women's Hospital, the Occupational Health and Safety Agency for Healthcare and the National Collaborating Centre for Environmental Health. The platform's vision is of a research infrastructure comprised of six highly specialized laboratories to serve as a regional platform facilitating a broad range of disease studies. The centre would gather an interdisciplinary group of researchers working closely together to study the relationship between chronic diseases, such as cancer, and environmental pollutants. This BCEOHRN initiative will provide some funding to assist with the application for these funds, with the understanding that such a repository would benefit all BCEOHRN members.

##### c) Special Opportunities Program

Recognizing the need of members to have some assistance to bring in a speaker or to have some co-sponsorship funding to realize plans for an educational event, this will provide a program to meet such needs to benefit members.

#### Links to:

**Goal 1** Improved collaborative research

**Goal 2** Improved research capacity

**Goal 3** Improved research funding

**Goal 4** Increased Student support

**Goal 5** Improved knowledge transfer

#### Performance Measures:

**3S1** members' research-related skills are enhanced

**3M1** resources are provided or funded by the network for the purpose of increasing the quantity/quality of research

**5M2** the network is implementing innovative activities and processes to meet its strategic goals

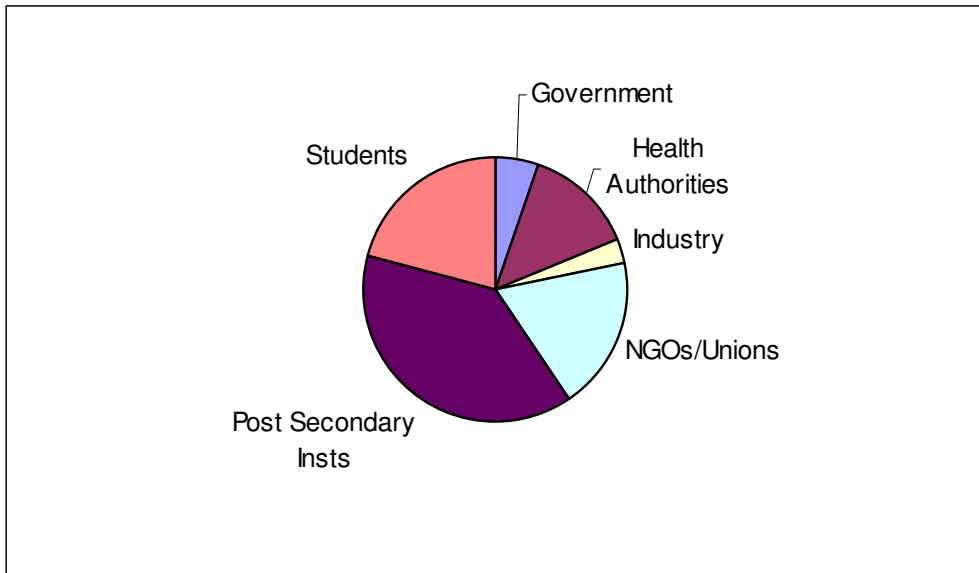
**5M3** the network has leveraged opportunities to strengthen its reach in BC and beyond

**6M1** the network has processes in place to address long-term sustainability

## Appendix A: Membership

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As of March 2008, membership numbers over 650 people.



**Figure 1: Members' Affiliations**

BC Cancer Agency/Research	Northern Health
BC Ctr for Disease Control	Post Secondary Inst - other
BCIT	OHSAH
Douglas College	SFU
Fraser Health	TRU
Federal Govt	Unions
Municipal Govt	UBC
Provincial Govt	UBCO
Industry	UNBC
Interior Health	UVIC
Malaspina	Vancouver Coastal Health
NGOs	Vancouver Island Health

**Table 1: Members' Organizations**

## Appendix B: Board of Directors – 2008

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Craig Stephen, BCEOHRN Board Chair, Centre for Coastal Health, Nanaimo

Henry Harder, BCEOHRN Scientific Director, University of Northern British Columbia, Prince George

Paul Demers, BCEOHRN Associate Scientific Director, University of British Columbia, Vancouver

Charl Badenhorst, Medical Health Officer, Northern Health, Fort St. John

Hugh Davies, University of British Columbia, Vancouver

Perry Hystad, Student, University of British Columbia, Vancouver

Sonia Lamont, Student and Cancer Prevention Coordinator, BC Cancer Agency, Vancouver

Eleanor Setton, University of Victoria, Victoria

Tim Takaro, Simon Fraser University, Burnaby

Scott Venners, Simon Fraser University, Burnaby

Shannon Wagner, University of Northern British Columbia, Prince George

Imelda Wong, Student, University of British Columbia, Vancouver

Supported by: Pat Atherton, BCEOHRN Executive Director, Victoria

## Appendix C: Situational Assessment - BCEOHRN SWOT Analysis

		Strengths	Opportunities
Internal		<ul style="list-style-type: none"> <li>▪ BoD as advisory body: represents faculty, students, users / universities and health authorities.</li> <li>▪ Interested members.</li> <li>▪ Mentorship program/SIGs.</li> <li>▪ Database robustness.</li> <li>▪ Agile management structure.</li> <li>▪ Diversity of services: workshops/web-based/databases.</li> <li>▪ Broad uptake on WebEx usage.</li> <li>▪ Members' satisfaction survey results.</li> <li>▪ Staff regional representation in Vancouver, Prince George and Victoria.</li> <li>▪ Has strengthened informal networks through face to face meetings, travel awards.</li> <li>▪ Catalyst of research capacity development through awards (including need to be inter-institutional).</li> <li>▪ Exposure for students to meet others from outside academia/home department.</li> <li>▪ Networking lunches at face to face meetings provide important and valuable opportunities to meet.</li> <li>▪ Inclusiveness of Network – makes students feel comfortable.</li> <li>▪ Career planning for students/junior faculty.</li> <li>▪ High database usage.</li> <li>▪ Well attended events.</li> <li>▪ High caliber speakers at events.</li> <li>▪ Well evaluated events.</li> <li>▪ Accessible events.</li> <li>▪ Enabled international projects (global health).</li> <li>▪ Strong financing.</li> <li>▪ Out of province collaborations.</li> <li>▪ Opportunities for students to get involved in academic work without the need for scholarships.</li> <li>▪ Research themes not restricted.</li> <li>▪ Scientific Exchange: grant recipients provide snapshot of their research projects – knowledge exchange.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased interest by government in environmental/health issues (5 Great Goals; current budget).</li> <li>▪ Second funding mandate beyond 2008.</li> <li>▪ New technologies emerging to connect members across the province.</li> <li>▪ KTE is emerging as a specialty field, opportunity to partner with UBC's CHER.</li> <li>▪ Partnership opportunities with members' agencies such as OHSAH, WorkSafe, health authorities to improve KTE.</li> <li>▪ Build on and partner with other HoPN activities as each becomes more established.</li> <li>▪ Members have specialized skills that could be shared across the province more broadly.</li> <li>▪ E&amp;O research capacity has room for greater development.</li> <li>▪ "Environment" is the issue of the day. Popular interest in climate change is an opportunity for a focus.</li> <li>▪ NCCEH is headquartered in BC – linkages could be made.</li> <li>▪ Outreach: partnering &amp; recruitment – to those involved in climate change / WorkSafeBC.</li> <li>▪ Expansion of funding possible through outreach activities.</li> <li>▪ 2010 Olympics: opportunities around EOHR (pre/post design as done in Beijing/Atlanta - More ways to provide network opportunities – coffee session at regional meetings to bring people together – anyway to get two people who have never talked together.</li> <li>▪ How successful are we in marketing our successes? With Ministries?</li> <li>▪ "What are emerging issues for research?" or "Decision-maker" Days where we invite MoH (for instance) to discuss research topics/workshop to identify highest priority research questions. Do it via webinar/workshop? Facilitating policy makers-researchers dialogue.</li> <li>▪ Tricouncil calls: facilitate teams with a rapid response. Provide some money to address a new call.</li> <li>▪ Student internships.</li> </ul>
	External		

Weaknesses	Threats
<ul style="list-style-type: none"> <li>▪ BoD as advisory body: excludes interior region representation.</li> <li>▪ No staff regional representation in Interior.</li> <li>▪ Members could be more greatly engaged.</li> <li>▪ E&amp;O is a broad mandate; difficult to meet the needs of all interests.</li> <li>▪ Research themes not identified.</li> <li>▪ Hard to measure in three years whether we're having a big impact. Success could be long term.</li> <li>▪ Degree to which network is reaching research users.</li> <li>▪ Network could strengthen connections with northern research capacity (research could be done outside of academia).</li> <li>▪ Workshops in rural communities/colleges for students to outline benefits/opportunities.</li> <li>▪ Could have better acknowledgement of BCEOHRN on grants to provide better internet presence for the Network's name.</li> <li>▪ Need more capacity to get word around BC institutions – does SD have time? Don't have regional outreach plan. Have done some work in this area but haven't seen great outcomes. Could provide a canned presentation for members to provide to their institutions.</li> <li>▪ Could provide better information to undergrads rather than grad students to increase interest in EOHR.</li> <li>▪ Could search out new technologies to improve networking.</li> <li>▪ BoD could have better health authority/MoH/research user/labour representation: a challenge when there is not a rush for Board members at each AGM.</li> <li>▪ Climate change has not been well addressed/identified. Linkage between environmental health and human health - need to connect to human health.</li> <li>▪ Could have better connections with policy-makers.</li> <li>▪ Could develop grants facilitation mechanisms.</li> <li>▪ Could lose energy of membership over time.</li> <li>▪ Membership could become less diverse over time.</li> <li>▪ Could have better acknowledgement of BCEOHRN on grants to provide better internet presence for the Network's name.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Funding instability – funding announcements made in current year.</li> <li>▪ End of funding mandate – Dec. 31/08.</li> <li>▪ Other HoPNs have identified research themes.</li> <li>▪ Change of provincial leadership.</li> <li>▪ Threats to the field can be threats to the Network: Few faculty positions for trainees to move into; Access to health data; Corporatization of field</li> <li>▪ Funding levels could be higher re: growth and sustainability.</li> </ul>

## Appendix D: HoPN Evaluation Framework

Objective	Short-term Outcomes (1-3 years) Formative period	Medium-term Outcomes (4-6 years) Status quo/Growth	Long-term Outcomes (7-10 years) Renewal/Decline <sup>i</sup>
<b>1.0</b> Ensure the network has a clearly defined purpose and has identified relevant goals	<b>1S1</b> the network has a strategic plan and a process for ensuring the plan is implemented and up-dated	<b>1M1</b> members perceive that the network adds value	<b>1L1</b> "centrality": the network is viewed as highly important in its environment by members, end users of research <sup>ii</sup> and consumers/community
<b>2.0</b> Enhance the potential for knowledge transfer and policy impact	<b>2S1</b> the network facilitates Community KT in the target research area	<b>2M1</b> the network builds linkages to the policy process	<b>2L1</b> the network facilitates Economic KT where appropriate in the target research area <b>2L2</b> the network facilitates Health System KT in the target research area
<b>3.0</b> Build and/or increase research capacity, increase research productivity and funding competitiveness	<b>3S1</b> members' research-related skills are enhanced <b>3S2</b> research trainees are participating in network activities	<b>3M1</b> resources are provided or funded by the network for the purpose of increasing the quantity/quality of research <b>3M2</b> previous recipients of network awards are applying to non-HoPN, peer reviewed competitions for awards linked to the network award(s)	<b>3L1</b> previous recipients of network awards are mentoring junior members <b>3L2</b> previous recipients of network awards are successful in non-HoPN, peer reviewed competitions for awards linked to the network award(s)

Objective	Short-term Outcomes (1-3 years) Formative period	Medium-term Outcomes (4-6 years) Status quo/Growth	Long-term Outcomes (7-10 years) Renewal/Decline <sup>1</sup>
4.0 Foster collaboration and partnership within and outside the province including maximizing the availability and sharing of resources	4S1 the network is facilitating interdisciplinary/multi-disciplinary/cross-regional partnerships between researchers and end users of research	4M1 teams established through network activities are successful in non-HoPN, peer reviewed, team-based competitions	4L1 teams established by the network are participating in multi-centre studies
5.0 Leverage financial and other opportunities		5M1 the network is working with networks/agencies locally and in other provinces/nationally/internationally 5M2 the network is implementing innovative activities and processes to meet its strategic goals 5M3 the network has leveraged opportunities to strengthen its reach in BC and beyond	
6.0 Ensure operations are transparent, accountable and sustainable	6S1 the network has clear and transparent operational processes	6M1 the network has processes in place to address long-term sustainability	

<sup>1</sup> Time-frames based on proposed life cycle of a network, c.f. Creech H, Ramji A. (2004) Knowledge Networks: Guidelines for Assessment. [www.iisd.org](http://www.iisd.org)

<sup>2</sup> End users of research are defined as non-researchers inside or outside of the network who the network wants to influence: those who should have a vested interest in the work of the network, with the ability to act or to influence others to act. See Creech H. (2001) Measuring while you manage: Planning, monitoring and evaluating knowledge networks. [www.iisd.org](http://www.iisd.org) p.17