



PAN 2015 Members' & Stakeholders' Survey Report

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BACKGROUND

In the Fall of 2015, the Pacific AIDS Network (PAN) conducted a Member's and Stakeholders' Survey to support PAN's own development and strategic planning, and to build a system of continuous learning within the organization. The survey questions were designed to: 1) understand PAN's strengths and areas of improvement in its programs and services; 2) determine PAN's progress against its strategic plan objectives; 3) identify future directions and areas of work that can benefit from a centralized, provincial focus within the scope of PAN member organizations' work; and 4) evaluate the health of the network. Survey findings are presented in this report.

METHODS

An online survey was distributed to a list of 176 participants to obtain input from: (a) PAN's member organizations, (b) people with lived experience who have engaged with PAN's programs and services, (c) other key stakeholders, including health authorities and other regional and national partners, and (d) PAN staff and contractors. A draw for a \$50 prepaid Visa was provided as an incentive to complete the survey. The survey included both closed- and open-ended questions.

WHO WERE THE SURVEY RESPONDENTS?

A total of 67 people completed the survey, resulting in 38% response rate. While there was good representation from across the province, Vancouver Coastal and Provincial regions had the highest regional representations. Respondents included: Executive Directors and program managers of PAN member organizations; persons with lived experiences who have been actively engaged with PAN; government and non-government partners and funders; and PAN staff and contractors. Many of these respondents reported that they have been involved with PAN for a significant amount of time – 58% of respondents had been involved for 6 years or more.

Figure 1. Regions where respondents primarily work (n=67)

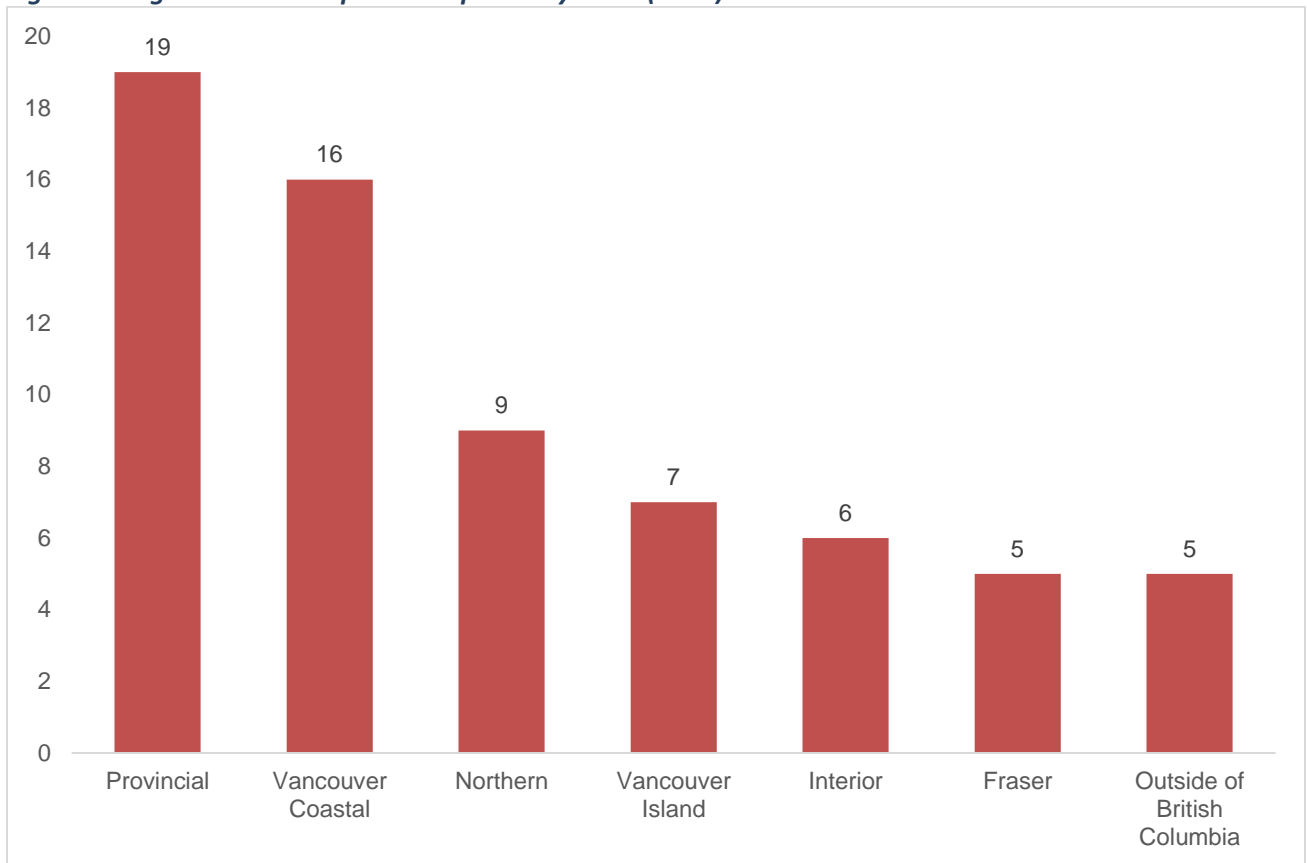


Figure 2. Respondents' relationship to PAN

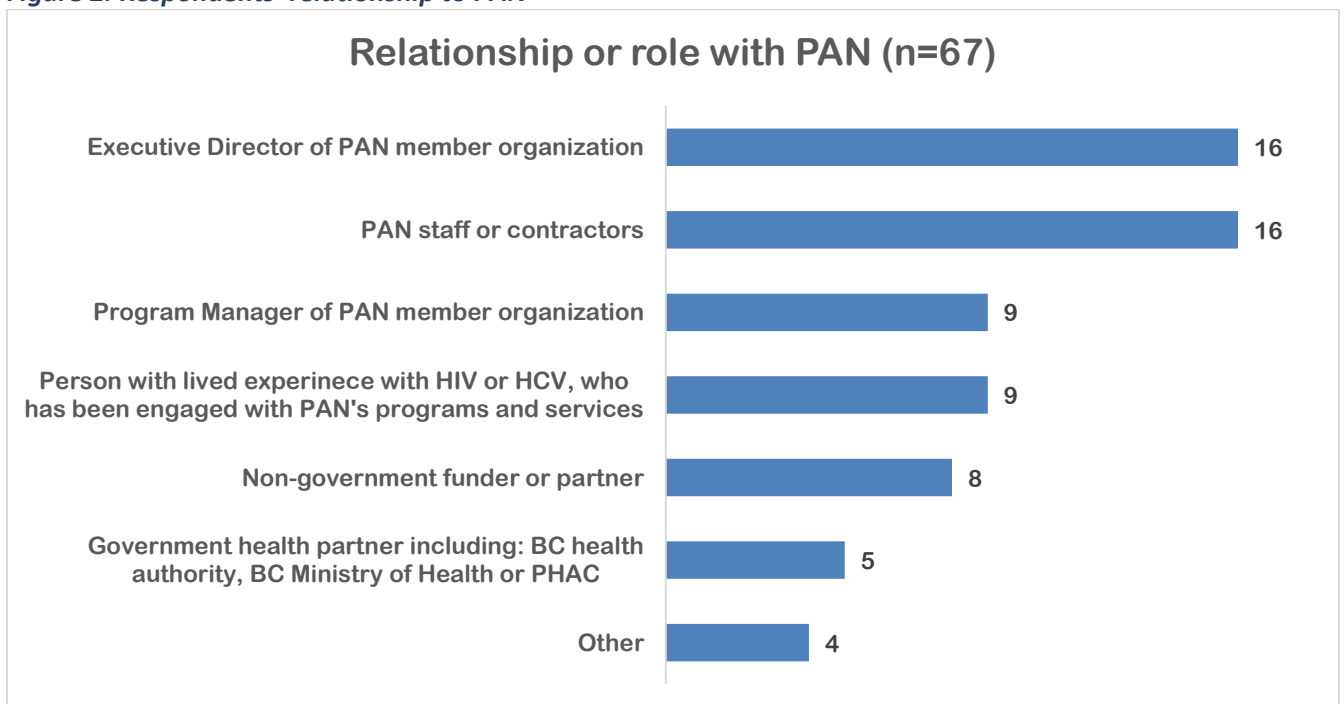
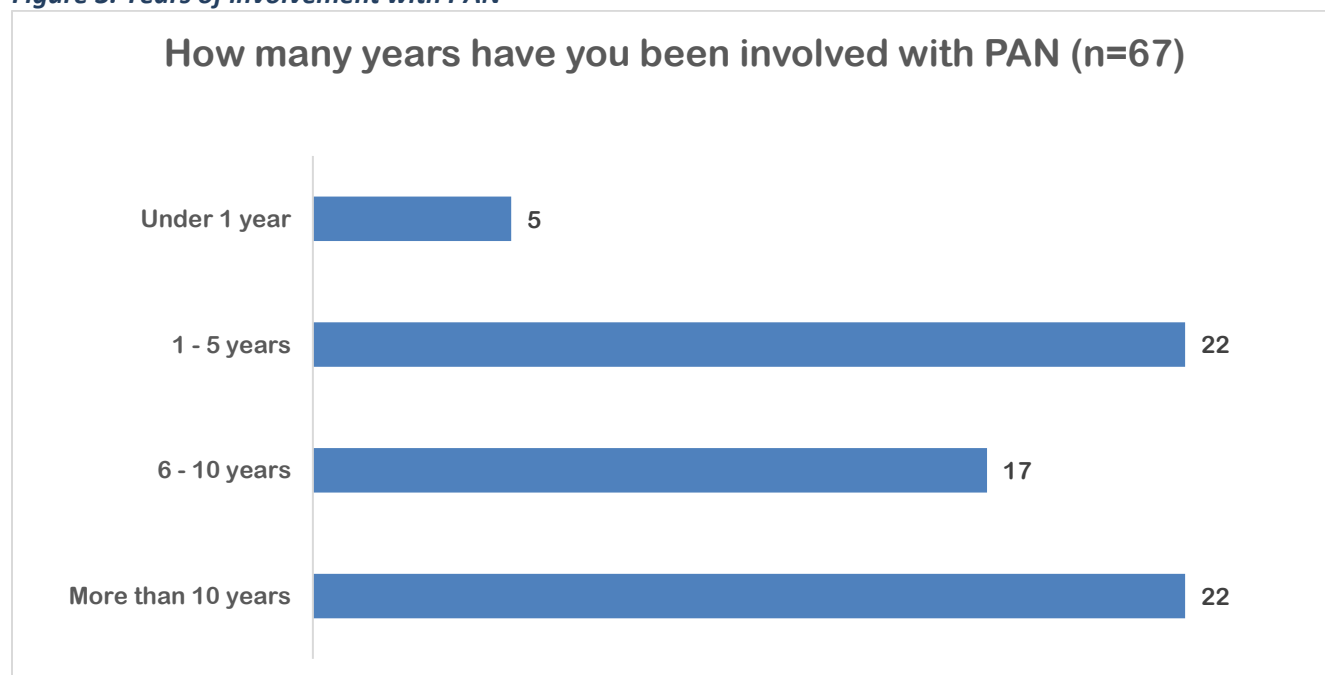


Figure 3. Years of involvement with PAN



FINDINGS

Evaluation of PAN's Programs and Services

Respondents were asked to rate PAN's major programs and services from poor (1) to excellent (9). We then took the average from the total responses. The Positive Leadership Development Institute (PLDI) program (8.1), capacity building and training events (8.0), and weekly e-newsletter (7.9) received the highest ratings, while webinars received the lowest (6.6).

The five major strengths of PAN's programs and services identified by survey respondents in the qualitative questions were: 1) member organization skills training and capacity building; 2) community engagement and relationship building; 3) attention and responsiveness to emerging issues and member needs; 4) provincial network and reach; and 5) PLDI program.

The top area for PAN to examine for potential improvement of programs and services coming out of the qualitative questions was providing programs for hepatitis C, other sexually transmitted and blood-borne infections, and related conditions. Other areas of improvements included reaching the isolated, marginalized, and rural communities in BC, as well as providing more trainings and in-person conferences. Please see figure and tables below for more details.

Figure 4. Ratings of PAN's programs and services

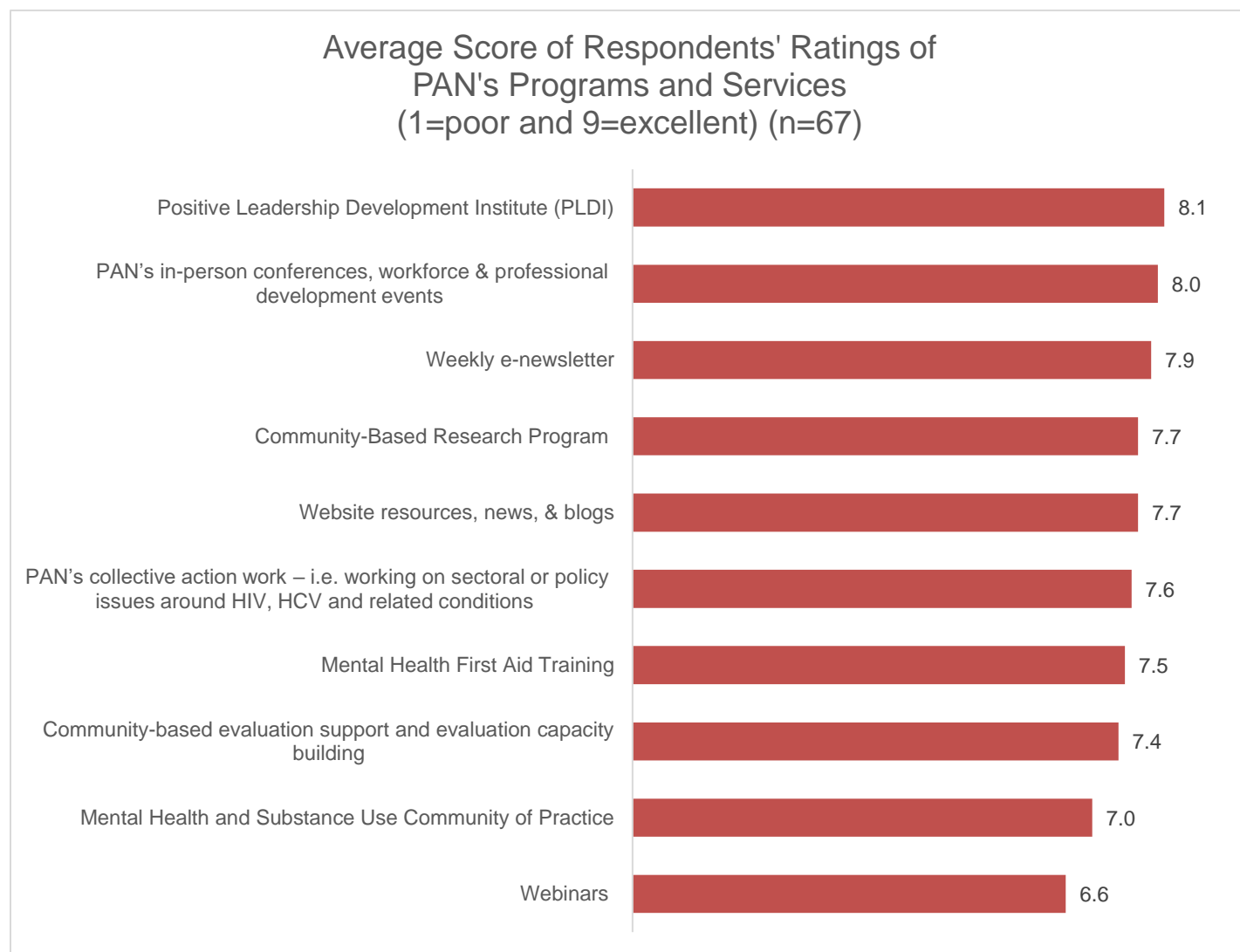


Table 1. Major strengths of PAN's programs and services

Theme	Count (n=)	Related Quote
Member organization skills training and capacity building	15	<ul style="list-style-type: none"> Front line supports and education. Accessibility of all of PAN's programming (no financial barriers). Excellent professional development for ASO staff and volunteers.
Community engagement and relationship building	10	<ul style="list-style-type: none"> PAN works collaboratively with other organizations, funders and HIV+ participants. Inclusiveness. Reaching the HIV community in a collaborative effort to address the epidemic at all levels.

Attentive and responsive to emerging issues and member needs	9	<ul style="list-style-type: none"> Respond directly to the needs of member agencies. Bringing forth relevant and critical issues to educate, inform and take action. PAN is supremely consistent in maintaining and evolving the programs.
Provincial network and reach	8	<ul style="list-style-type: none"> Provision of leadership-building and other skills-building opportunities around the province increases capacity of non-central and rural areas, and further effectiveness of PAN member organizations. Truly a provincial organization.
PLDI program	7	<ul style="list-style-type: none"> The Positive Leadership Development Institute has provided strong support and skills development for PHA's in BC.
Leader of collective voice, advocacy and action	6	<ul style="list-style-type: none"> Collective voice and advocacy on behalf of the population of people living with / vulnerable to / HIV infection in BC. PAN is expert at bringing collective voices together for the purposes of education empowerment and advocacy.
Facilitator of information sharing, relationship building, research, etc.	6	<ul style="list-style-type: none"> PAN excels at creating a space in which the sector can come together, it's an important linking place - one that would be missed if PAN were to no longer exist. Creates a venue for systems-level action, advocacy, and research. PAN has created a strong network of community partners who work in the same field of preventing the spread of HIV. We really appreciate every opportunity to connect and network with them.
In-person conference	5	<ul style="list-style-type: none"> The conferences are essential to keep people connected and in the loop. We were so impressed with the programming, the friendliness and courtesy of the staff and we felt very lucky to be apart of this week with everyone from PAN.
Engaging using various technology	4	<ul style="list-style-type: none"> We value your educational materials and web content. Webinars.
Partnership	4	<ul style="list-style-type: none"> Creating working relationships with government agencies both regional, provincial and federal. Relationships that have been developed w key stakeholders such as MOH, STOP CIC, PHSA, CIHR, REACH, other provincial networks (OAN, COCQ-SIDA, ACCH), other partners such as CATIE - the work is fairly flexible and nimble (responsive to changing environment, needs of membership, etc.). From PHA's to front line staff in ASO's, to engaging Health Regions and other stakeholders.
Communication	4	<ul style="list-style-type: none"> Getting the information out and connecting the asks in a purposeful manner, i.e. latest news re: HIV disclosure.

Leader in community-based response	3	☞ PAN is a strategic organization that provides community-based leadership that complements BC's provincial leadership in responding to HIV (through prevention, treatment and harm reduction initiatives).
Community-based research	3	☞ PAN has done an excellent job in research having received major grants to pursue various projects.
Staff	3	☞ Staff members who are committed to excellence in all undertakings.
Evidence-based practice	3	☞ Integration of research and practice.
Member organization support	3	☞ PAN has always been in the forefront with regard to its education and support for associated organizations.
Innovative	2	☞ Innovative and current ☺

Other responses include (n=1):

- Mental Health First Aid Training
- Active listening
- Diversity of programs

Table 2. Areas of improvements for PAN's programs and services

Theme	Count (n=)	Related Quote
Providing programs for Hepatitis C, other STBBIs and related conditions	7	<p>☞ I think PAN is still struggling with defining its role in regards to Hepatitis C and there still remains some confusion amongst members as to how PAN defines its role, and plans to evolve it and partner with other groups doing Hep C work in the Province.</p> <p>☞ Be more inclusive of people living with Hepatitis C; for example, including them in the PLDI and including them in the Forums.</p> <p>☞ [T]here is the question of other BBPs (e.g., hepatitis C) and how future health policies/programs might be aligned, so obviously this needs careful consideration. Improving BC's opioid substitution treatment system (which can strengthen HIV response in terms of both prevention and HAART retention) is another issues that PAN might be able to contribute to, as OST in BC is complex and could benefit from additional community-based leadership.</p>
Reaching isolated, marginalized, and rural communities	4	<p>☞ More regional work and travel to the various regions on a more regular basis.</p> <p>☞ Reaching out to marginalized communities and learn about their challenges.</p>
More training and in-person conference	3	☞ More trainings throughout the year for frontline workers.

		<p>More personal assistance to isolated communities such as someone on the phone guiding individuals wanting to join a webinar.</p>
Advocacy	2	<p>Stronger governmental advocacy.</p>
Program promotion	2	<p>Better promotion of PLDI.</p> <p>Several of the programs PAN runs were unknown to us.</p>
Website	2	<p>Updating the website to make the programs and services clearer.</p> <p>PAN's website is good, but it is not great. It's hard to find things and could be better organized.</p>
Communication	2	<p>More information and communication with regards to Mental Health, substance abuse and CBR research.</p>
Opportunities for involvement	2	<p>Increase positions for peers.</p> <p>More openness to individuals who may want or desire to be involved but not have or unable to find affiliation with an agency.</p>

Other responses include (n=1):

- Strengthen the connection between research and policy
- Culturally-safe space for indigenous peoples
- More partnership with provincial coalitions
- Introduce fees to trainings and programs
- E-news
- Youth engagement
- In-person conference program content
- Development of easy-to-incorporate tools
- Access to additional funding for the network
- More user involvement and PAN staff to hand off programs

Evaluation of PAN's Progress on the 5 Year Strategic Plan 2013-2018

The survey evaluated how well PAN is doing against the directions set out in its *5 Year Strategic Plan 2013-2018* and how well this strategic plan is meeting PAN's membership needs. The four strategic directions are: 1) Maximize the effectiveness of PAN member organizations, 2) Strengthen our governance to serve our expanded mission, 3) Build capacity in innovative and relevant community-based research, and 4) Strengthen PAN's organizational capacity to ensure our effectiveness. In this survey, the directions 2 and 4 were integrated into one inquiry.

Strategic Direction 1: Maximize Effectiveness of PAN's Member Organizations

The majority of respondents reported that PAN is making a positive impact on the member organizations and the overall sector through capacity building tools and events (88% and 86%, respectively either strongly or somewhatly agreed with these statements). Respondents also answered positively to PAN's support for its member organizations in engaging with evidence-based program planning and implementation (80%), and to the impact PAN-facilitated collaborations between member organizations have on the sector has a whole (80%).

On the other hand, only 57% of the respondents felt that their organization has benefited from PAN-facilitated collaborations between community-based organizations and academics (note, 25% answered *Don't Know* or *N/A*), and 65% of respondents felt that their organization benefited from PAN-facilitated collaborations between community-based organizations and policy-makers and funders (note, 22% answered *Don't Know* or *N/A*).

When asked about *how* PAN maximizes the effectiveness of its member organizations through qualitative questions, 8 respondents highlighted the facilitator role PAN plays in providing opportunities to share (e.g. sharing best practices and lessons learned) and 7 respondents identified in-person capacity building and training.

Please see below figures and table for further details on PAN's progress on the first strategic direction.

Figures 5 – 24. PAN's progress against Strategic Direction 1: "Maximizing Effectiveness of PAN's Member Organizations"

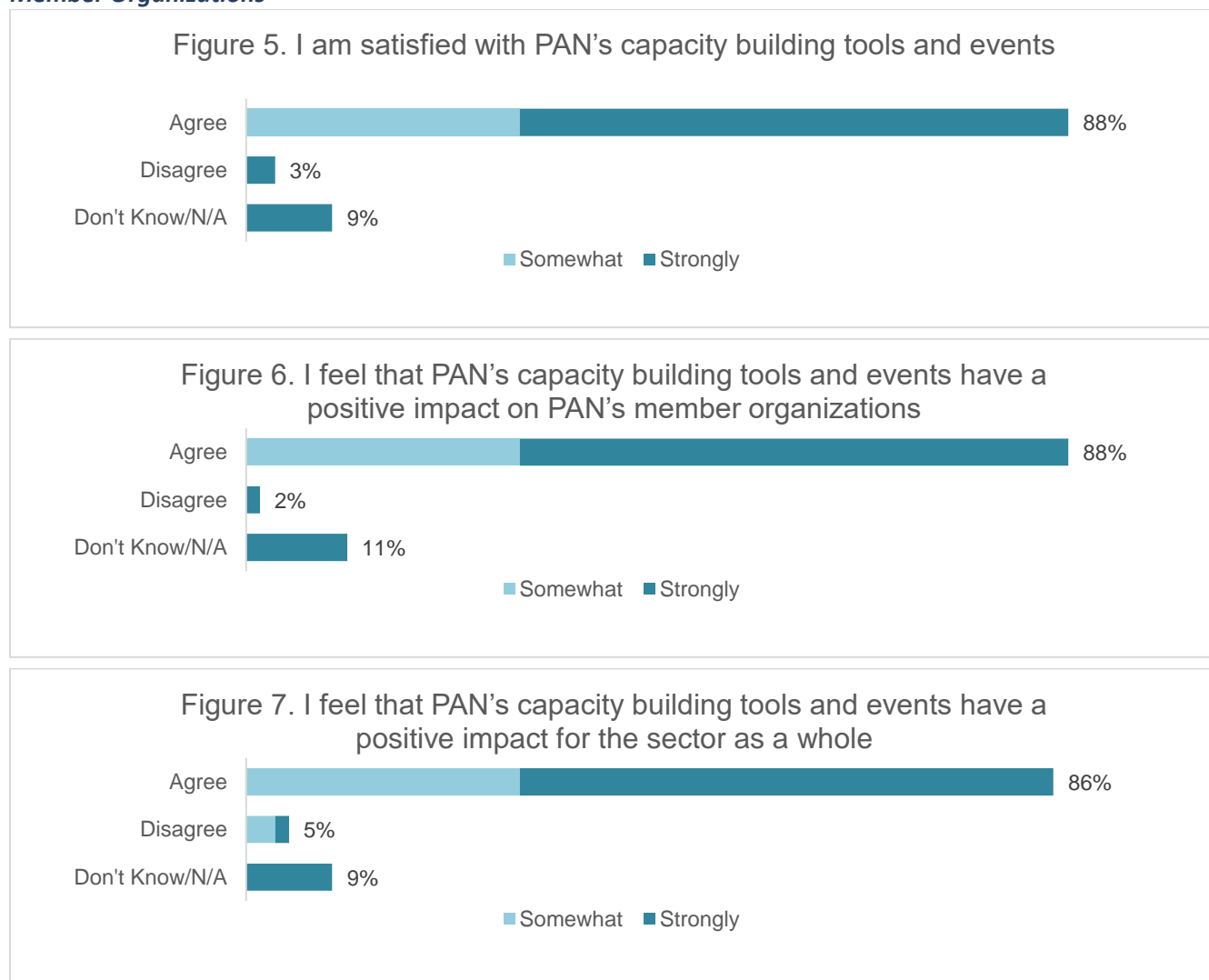


Figure 8. I am satisfied with PAN's Positive Leadership Development Institute (PLDI)

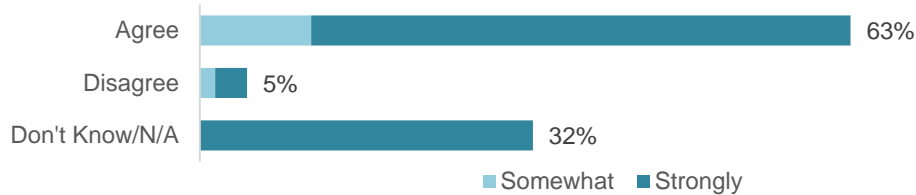


Figure 9. I feel that the Positive Leadership Development Institute (PLDI) has a positive impact for PAN's member organizations

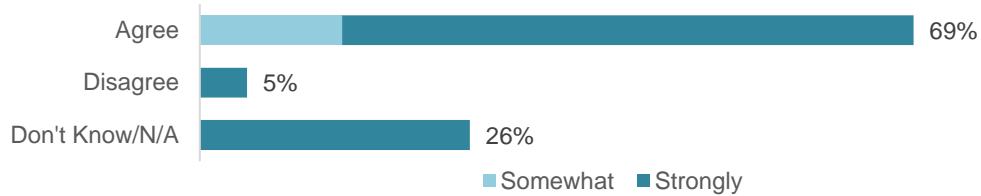


Figure 10. I feel that the Positive Leadership Development Institute (PLDI) has a positive impact for the sector as a whole

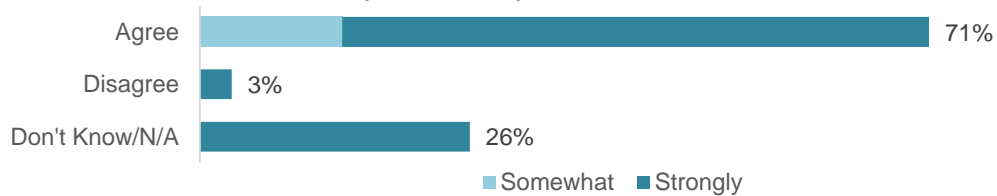


Figure 11. I feel that over the last year PAN has facilitated increased collaborations between PAN member organizations

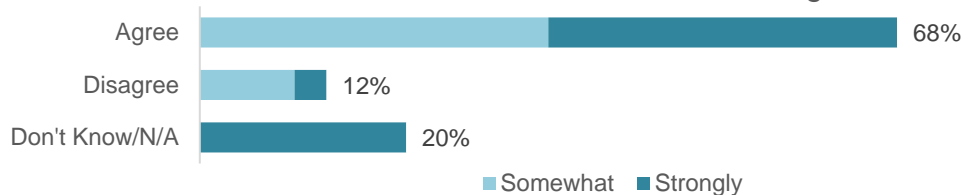


Figure 12. I feel that my organization has benefited from PAN-facilitated collaborations and linkages to other PAN member organizations

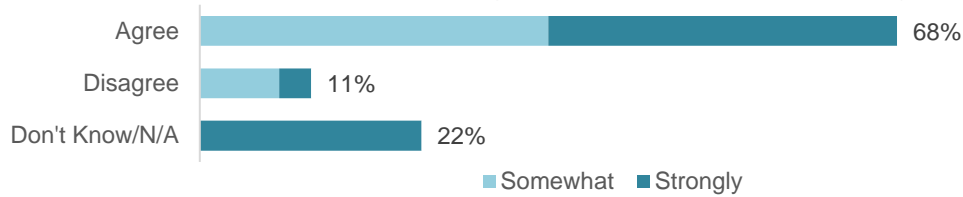


Figure 13. I feel that PAN-facilitated collaborations between other member organizations has led to a positive impact for the sector as a whole

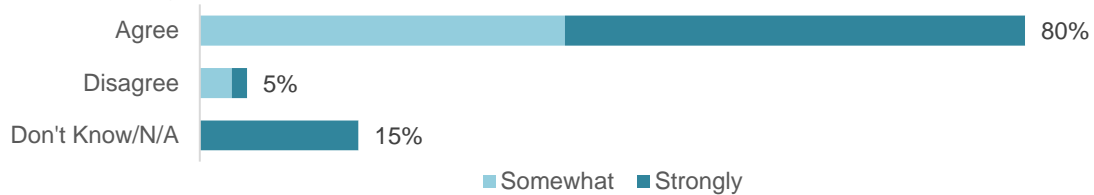


Figure 14. I feel that PAN has facilitated increased collaborations between community-based organizations and policy-makers and funders

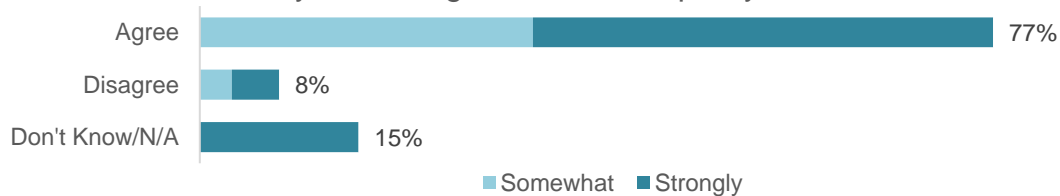


Figure 15. I feel that my organization has benefited from PAN-facilitated collaborations between community-based organizations and policy-makers and funders

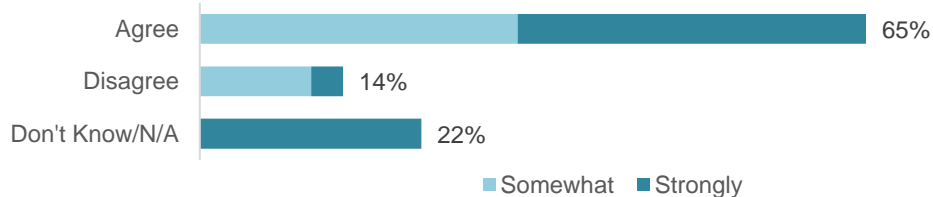


Figure 16. I feel that PAN-facilitated collaborations between community-based organizations and policy-makers and funders have led to a positive impact for the sector as a whole

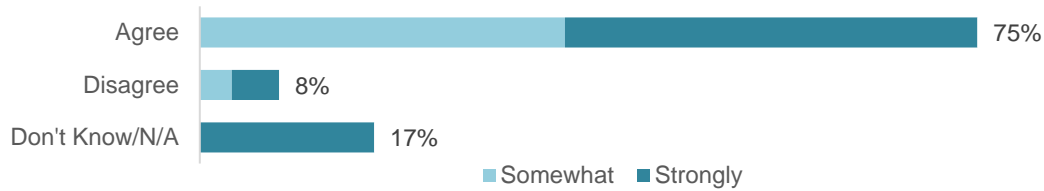


Figure 17. I feel that PAN has facilitated increased collaborations between community-based organizations and university-based academics

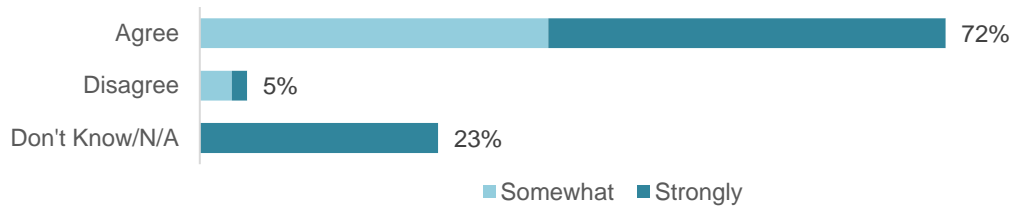


Figure 18. I feel that my organization has benefited from PAN-facilitated collaborations between community-based organizations and academics

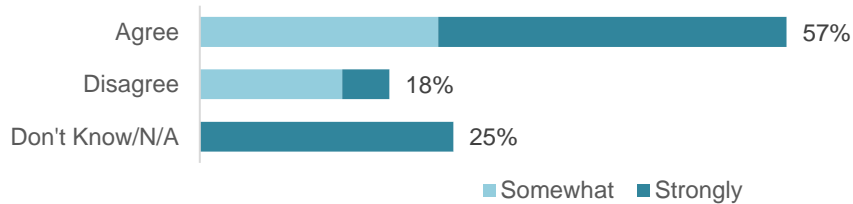


Figure 19. I feel that PAN-facilitated collaborations between community-based organizations and academics have led to a positive impact for the sector as a whole

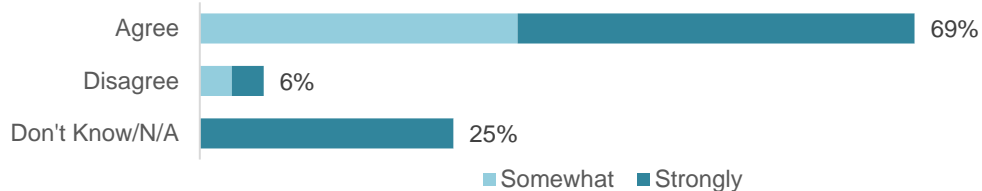


Figure 20. I am satisfied with PAN's collective action efforts on strategic initiatives identified by the membership (i.e. HPV vaccine, criminalization of HIV non-disclosure, etc)

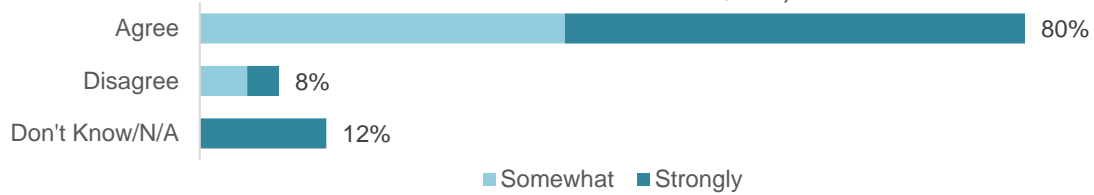


Figure 21. I feel that PAN's collective action efforts on strategic initiatives have had a positive impact

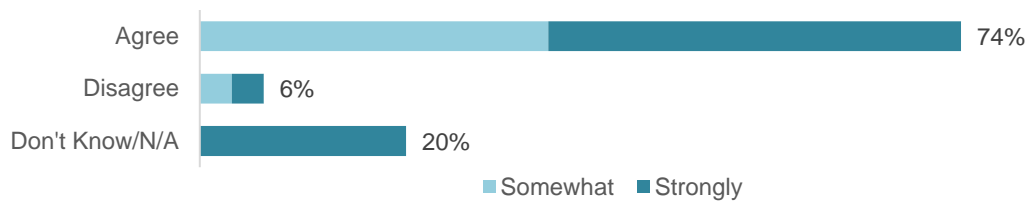


Figure 22. I feel that PAN is working to build program evaluation capacity within its membership

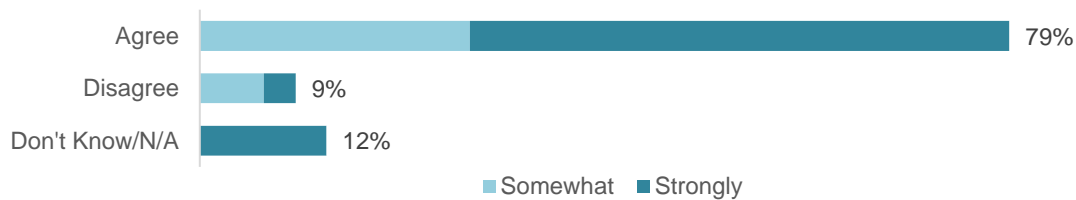


Figure 23. PAN has been a source of information for evaluation tools, support or information for my organization

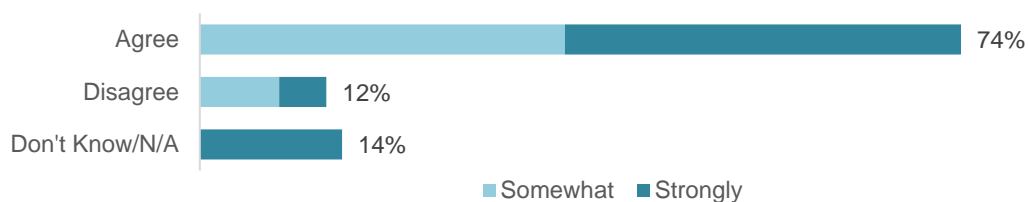


Figure 24. I feel that PAN supports its membership in engaging with evidence-based program planning and implementation

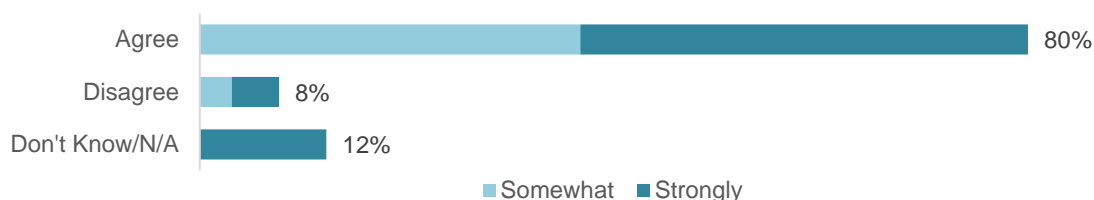


Table 3. How is PAN maximizing the effectiveness of its member organizations' programs and services?

Theme	Count (n=)	Related Quote
Facilitator role/ Providing opportunities to share	8	<ul style="list-style-type: none"> By facilitating for its member agencies to achieve their goals. Facilitating health research/policy/practice alignment. Sharing of lessons learned and best practice from programs throughout the province. By providing an annual conference where organizations and services can share resources and provide input on current issues on HIV/AIDS.
In-person conference/training/capacity-building	7	<ul style="list-style-type: none"> PAN's trainings help to build links between programs and organizations in the province and help workers to link together and not feel so isolated.
Evaluation support for member orgs	3	<ul style="list-style-type: none"> Provision of tools and support for evaluation is key.
PLDI program	3	<ul style="list-style-type: none"> The PLDI training feeds the community.
Community-based research	2	<ul style="list-style-type: none"> CBR program has great potential but I don't think that the work being done in this area has yet to manifest in changes in member programs and services (program science takes time).
Communication	2	<ul style="list-style-type: none"> Via the e-news and other communications, PAN members are provided w timely information regarding other training opportunities, events, collaborative efforts, etc.
Member engagement/consultation	2	<ul style="list-style-type: none"> PAN is maximizing the effectiveness of its member organizations by asking for input on what professional development opportunities are important to the sector and also drawing on the expertise of the sector in various PAN initiated programs.

Other responses include (n=1):

- Program science

- Collective impact
- Provincial and national reach
- Diverse opportunities for involvement
- Shift to HCV and HIV collective movement

Strategic Direction 2 & 4: Strengthen PAN's governance to serve the expanded mission and strengthen organizational capacity to ensure effectiveness

There are both strengths and opportunities for improvements in meeting the second strategic direction goal: strengthen PAN's governance to serve the expanded mission. PAN's expanded mission states "Working collaboratively, the Pacific AIDS Network builds the capacity and skills of its member organizations, including people with lived experience, to effectively address HIV/AIDS, HCV, and related communicable diseases and conditions." Survey respondents scored PAN highly in honoring the history and legacy of HIV (81% agreement) and responding to issues related to HIV (90% agreement). However, a lower proportion of respondents (64% agreement) reported that PAN's Board of Directors composition was reflective of PAN's expanded mission. This survey highlighted the need for a wider representation of sexually transmitted blood born infections, including hepatitis C, on PAN Board.

Similarly, this survey identified both areas of strengths and improvements in meeting the fourth strategic direction goal: strengthen the organizational capacity to ensure effectiveness. According to survey respondents key strengths are PAN's adherence to GIPA/MIPA principles (88% agreement from respondents that PAN is doing a good job in this) and PAN's "passionate, dedicated and skilled" staff. A number of respondents also identified in their qualitative responses that the Positive Leadership Development Institute (PLDI) is a successful program for strengthening organizational capacity (within PAN and beyond). Accordingly, many respondents commented that continued investment in PLDI is important. On the other hand, the need for increased administrative support and resources was highlighted. One respondent suggested, "Extending contract opportunities (when possible) to capable individuals in rural and remote areas would increase member organization capacity, which will further increase PAN's overall capacity as a provincial network organization."

Another topic of importance in this section was evaluation of PAN-led partnerships (which play an important role in supporting the effectiveness of the network). A high majority of respondents agreed that PAN is making concerted efforts to develop regional and national partnerships (80%) and that PAN-led regional and national partnerships have a positive impact on the network (81%). However, respondents identified that more work is needed to ensure that GIPA/MIPA principles are implemented at the regional, provincial and federal level decision-making processes, including policy development.

Figures 25 – 41. PAN's progress against Strategic Directions 2 & 4: "Strengthening PAN's governance and organizational capacity to serve the expanded mission and ensure effectiveness"

Figure 25. I feel that the composition of PAN Board of Directors is reflective of its member organizations

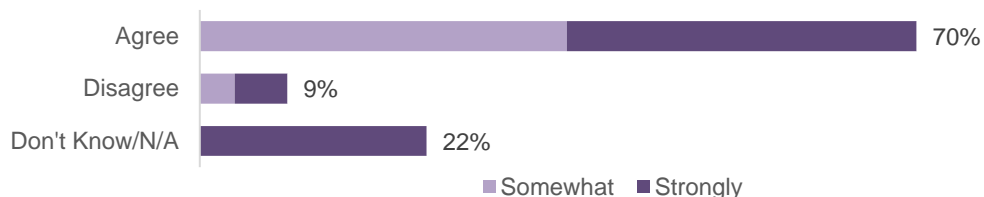


Figure 26. I feel that the composition of PAN's Board of Directors is reflective of PAN's expanded vision [VISION: We lead an inspired, strong, and effective community-based response to HIV/AIDS, HCV, and related communicable diseases and conditions]

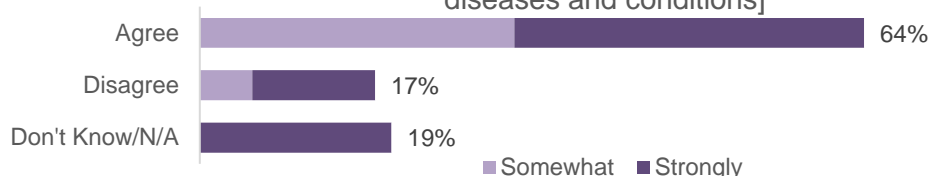


Figure 27. I feel that PAN is honouring its history and legacy relating to HIV

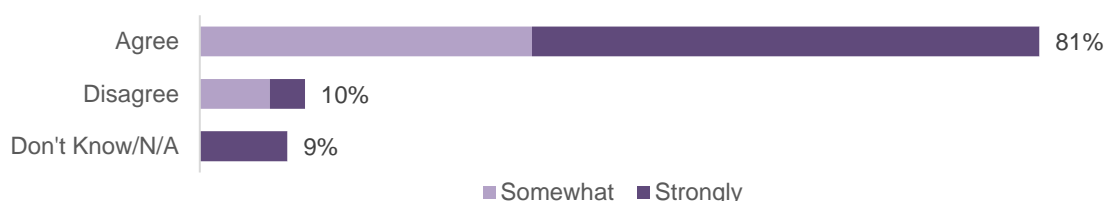


Figure 28. I think that PAN's Reference Group (which brings together key stakeholders from HCV, sexual health and other related community-based organizations to advise on how to operationalize its expanded vision) will be a helpful tool for the organization

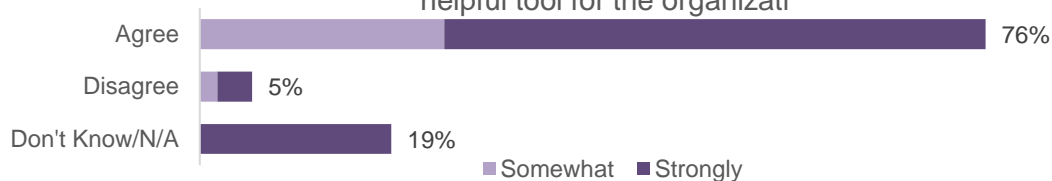


Figure 29. I am satisfied with the way that PAN is responding to issues relating to HIV

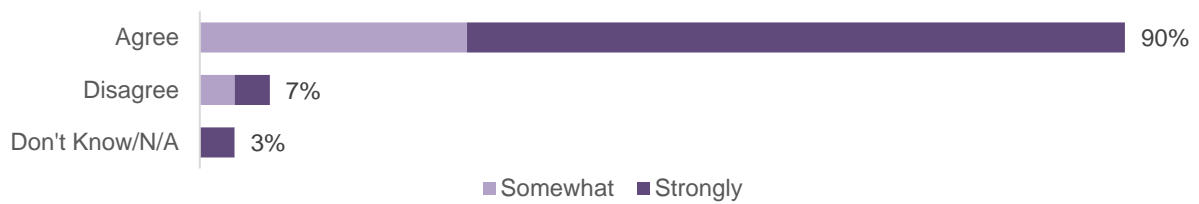


Figure 30. I feel that PAN has increased its ability to respond to issues beyond HIV (including issues relating to HCV and other related conditions)

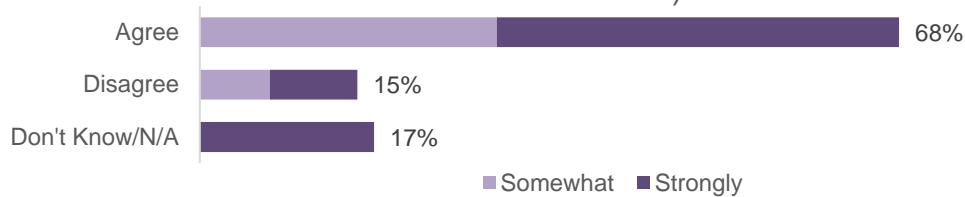


Figure 31. I am satisfied with the way PAN is responding to issues beyond HIV (issues relating to HCV and other related conditions)

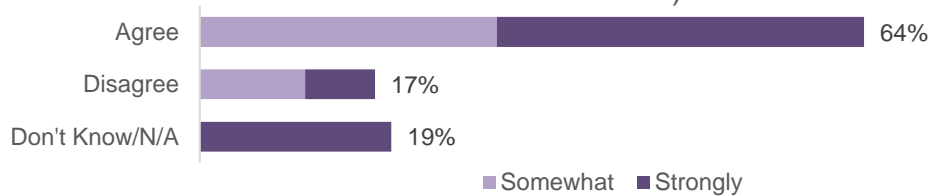


Figure 32. I feel that PAN's focus on issues beyond HIV (including issues relating to HCV and other related conditions) has had a positive impact on the sector

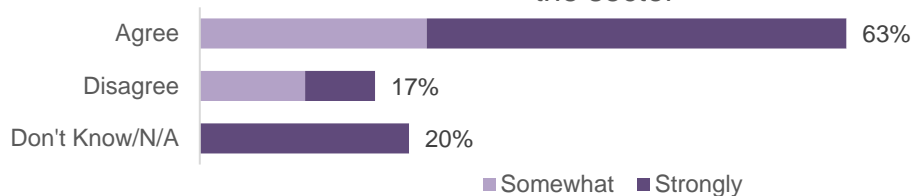


Figure 33. I feel that PAN does a good job adhering to the Greater/Meaningful Involvement of People Living with HIV (GIPA/MIPA) Principles



Figure 34. I feel that PAN is working to expand the GIPA/MIPA principles to reflect it expanded vision (to include people affected by HCV and other related conditions)

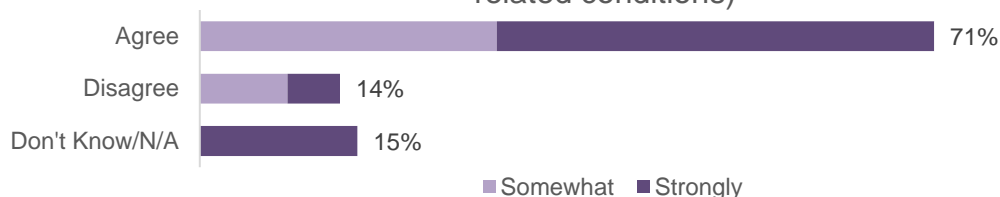


Figure 35. I feel that GIPA/MIPA principles are being implemented within our own organization

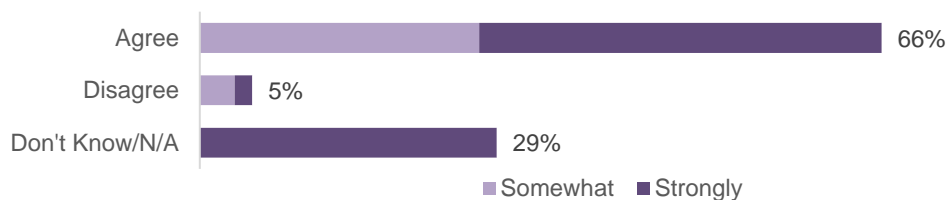


Figure 36. I feel that GIPA/MIPA principles are being implemented at the regional level, i.e. within the regional health authorities, regional policies



Figure 37. I feel that GIPA/MIPA principles are being implemented at the provincial level – i.e. with provincial health authorities (PHSA, FNHA), Ministry of Health, other Ministries

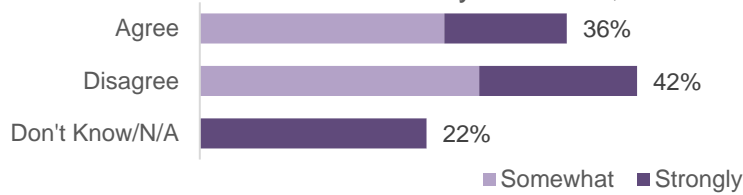


Figure 38. I feel that GIPA/MIPA principles are being implemented at federal government agencies

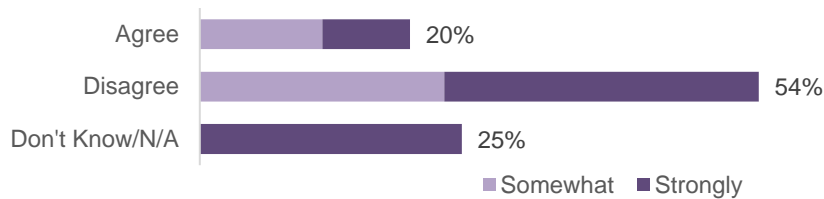


Figure 39. I feel that PAN is making concerted efforts to develop regional and national partnerships

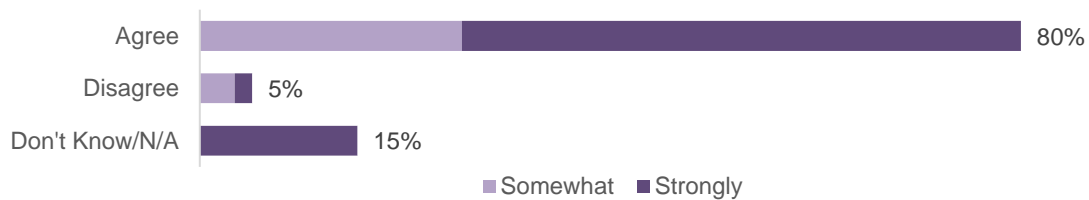


Figure 40. I feel that the PAN-led regional and national partnerships have a positive impact on the network

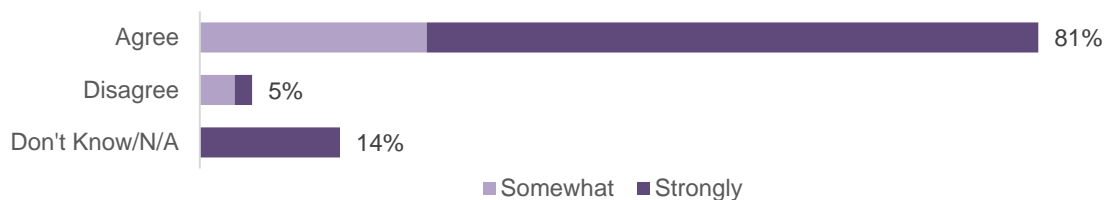


Figure 41. I feel that PAN has adequate infrastructure and administration resources to support the network

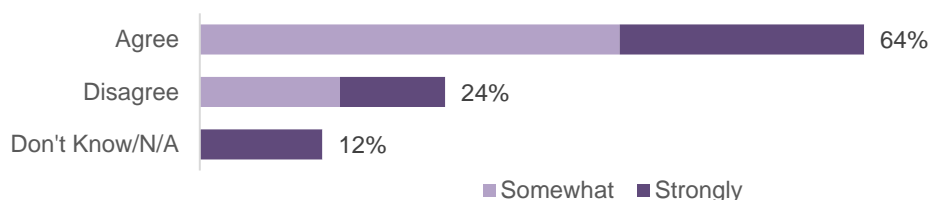


Table 4. How PAN can positively support an increased uptake of GIPA/MIPA in BC

Theme	Count (n=)	Related Quote
Continue PLDI program	6	<ul style="list-style-type: none"> ☞ The PLDI is one of the best enablers of GIPA/MIPA. ☞ Continued investment in the Leadership Institute.
Training & Education on how to embody GIPA/MIPA principles and work with peers	5	<ul style="list-style-type: none"> ☞ Provide training/model for best practices to non-PHA allies on how to effectively collaborate and work with PHAs, and further how to support PHAs in their HIV-related needs within work settings (e.g. how to facilitate conversations around working hours and wages; having an open dialogue on what MIPA will look like on a specific program/project - what roles are PHAs wanting to fill? What roles build most capacity for PHAs?) ☞ Training for the professionals as just as important as training for peers. Training on effectively working with peers, with topics such as protecting confidentiality while embracing GIPA MIPA, peer volunteer coordination training, building up peers while maintaining professional boundaries...
Share learning to support scale up and enable modeling of GIPA/MIPA principles	4	<ul style="list-style-type: none"> ☞ Providing examples of models being implemented throughout BC. ☞ Share experiences (successes and challenges) of GIPA/MIPA uptake with other organizations and other sectors so wider learning about this can happen.
Work with and encourage other stakeholders (including the government partners)	4	<ul style="list-style-type: none"> ☞ Working with organizations and especially provincial government to encourage the inclusion of positive people. ☞ By continuing to strongly advocate for these principles, and challenging formal structures to go beyond paying lip service to these principles, and be committed to operationalizing them in their organizational structures.
Member organization support	3	<ul style="list-style-type: none"> ☞ Encourage organizations to set goals around GIPA, e.g. number of PHAs on board of directors and staff, etc. ☞ By supporting member organizations with community involvement.

Increased GIPA/MIPA in CBR, Evaluation and KTE	2	Continue to involve those with lived experience in research and evaluation activities.
PHA Employment	2	Open the door to hiring PHA's when possible.
Continue to lead in GIPA/MIPA	2	Continue to show leadership in this area.

Other responses include (n=1):

- Database of Opportunities for PHAs
- Continued support for PLDI grads
- Address HIV Stigma
- Sharing PLDI grad info with member organizations and the sector
- Peer Training on Technology
- Evaluation tool to measure GIPA/MIPA efforts
- Overuse of acronyms as barriers to GIPA MIPA
- Engage PHAs in decision-making tables and processes

Table 5. How PAN is and could be working to ensure its governance serves its expanded vision

Theme	Count (n=)	Related Quote
Member/stakeholder engagement, consultation	5	<p>Continued engagement with board members and member agencies.</p> <p>Review its policies, flag those which maybe are from another era and don't reflect current realities, and engage the membership in some of this review for feedback.</p>
HCV representation on board	5	<p>Create seats on your board for mono-infected people with HCV and/or "people with lived experience" regardless of infection status. That would make a big difference.</p> <p>PAN's board structure may need a complete overhaul and should be considered with input from member organizations. HCV and other STBBIs cannot be adequately addressed by the current structure as these voices are absent. Yet, one has to wonder if the board structure as it stands will ever be able to achieve this...</p>
Diversity of board members	3	<p>Make sure that people on the board represent geographic and demographic diversity.</p> <p>The board should be more open to representation from indigenous people.</p>
Communication	3	<p>Provision of briefing notes on advancements.</p>

Other responses include (n=1):

- Teamwork
- Board member commitment

- Expand partnership beyond non-profit and CBOs
- Evaluation of member organization impact
- More face-to-face (in person or skype) board meetings
- Provincial reach (especially rural areas)
- Action plan with deliverable goals
- Reference Group

Table 6. How PAN is and could be strengthening its organizational capacity and infrastructure

Theme	Count (n=)	Related Quote
Strengthen and expand staffing	5	<ul style="list-style-type: none"> Continue to hire passionate, dedicated and skilled individuals and strongly encourages peer involvement and capacity building. Extending contract opportunities (when possible) to capable individuals in rural and remote areas would increase member organization capacity, which will further increase PAN's overall capacity as a provincial network organization. Need to have adequate admin support (attract the right talent to the position including remuneration at a level that PAN can attract someone with a lot of capacity). Need to look at other roles such as communications, member engagement, collective advocacy and the like, these are pieces that are not being done or done off the side of the desk of people - look at the role of the ED, along with all staffing positions at PAN.
Member organization and network support	4	<ul style="list-style-type: none"> Maybe PAN could work with organizations across BC to have an open house type event to let all the organizations network or start a webinar series where organizations could showcase some of the work they are doing. PAN should focus on its role as an association of member organization's and provide more collective support around shared communications, advocacy, and development.
Programs and services	2	<ul style="list-style-type: none"> Have resources in all the languages especially those experiencing language barrier.

Other responses include (n=1):

- Peer engagement and capacity building
- Partnerships
- Website revamp (for program promotion, etc.)
- Planning and budgeting
- Reflect and adjust based on PAN Organizational Review
- Formal board orientation and training

Strategic Direction 3: Build capacity in innovative and relevant community-based research

Overall, PAN's efforts to build community-based research (CBR) capacity in this sector were perceived as helpful. Majority of the survey respondents agreed that PAN's CBR work and CBR capacity building efforts have had a positive impact on the sector as a whole (66% and 70%, respectively). PAN also received positive feedback on creating dialogues regarding peer research methods and practices, and increasing the visibility of CBR in the sector and contributing to the increased ability of community-based organizations to participate in and initiate CBR.

Figures 42 – 56. PAN's progress against Strategic Direction 3: "Building capacity in innovative and relevant community-based research"



Figure 45. Our organization would be interested in being more involved in CBR

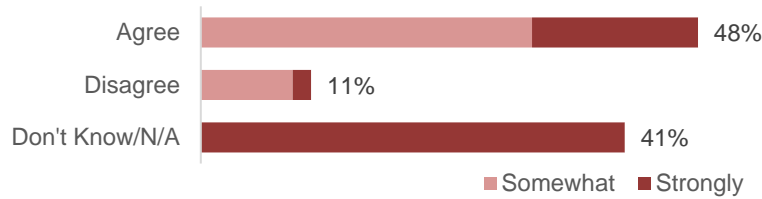


Figure 46. In the last year our organization has initiated/led a CBR process



Figure 47. PAN's CBR team has supported our participation in CBR

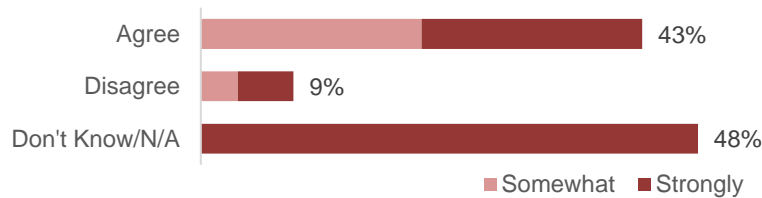


Figure 48. I feel that PAN's CBR resources, events and supports have been helpful to our organization

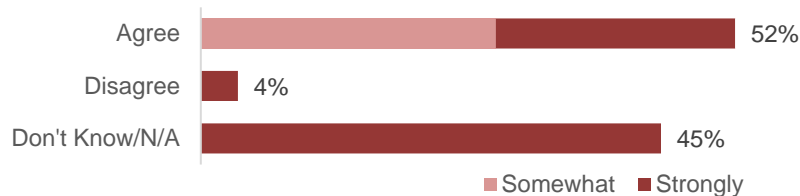


Figure 49. I feel that PAN's CBR work has had a positive impact on the sector as a whole

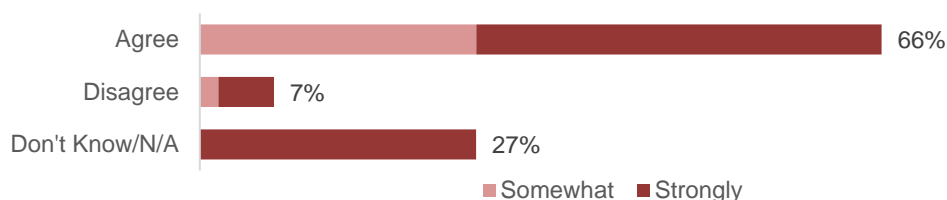


Figure 50. I have used resources and tools from PAN's online CBR toolkit

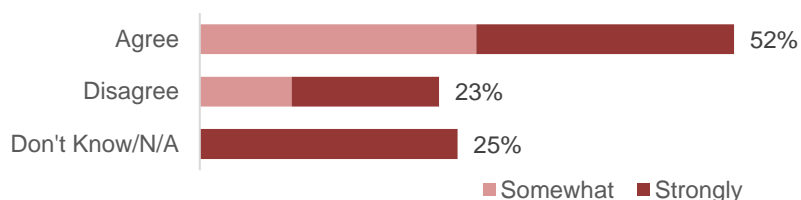


Figure 51. I feel that PAN's CBR capacity building work (webinars, events, online tools, one-on-one support) has been helpful to our organization

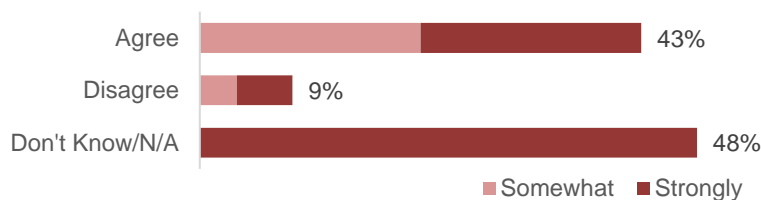


Figure 52. I feel that PAN's CBR capacity building work (webinars, events, online tools, one-on-one support) has led to a positive impact on the sector as a whole

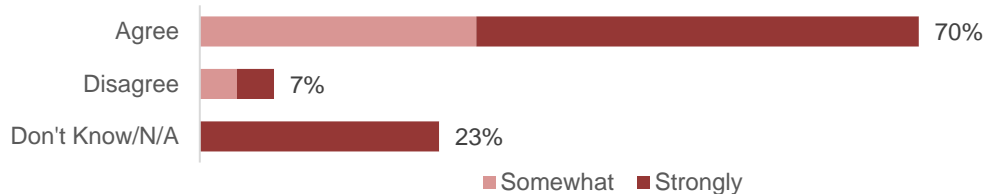


Figure 53. Our organization uses CBR findings or analyses to improve programs, policies, or practices

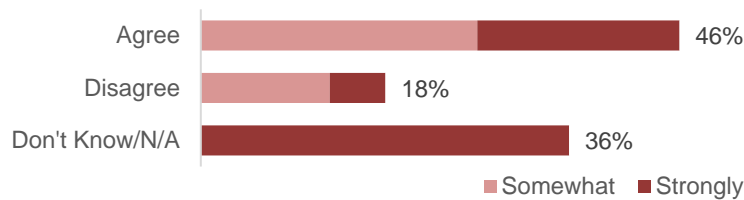


Figure 54. Our organization accesses CBR findings and analyses through PAN

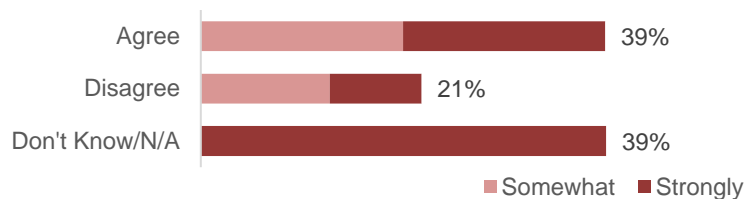


Figure 55. I feel that the PAN-led CBR study Positive Living, Positive Homes is having a positive impact

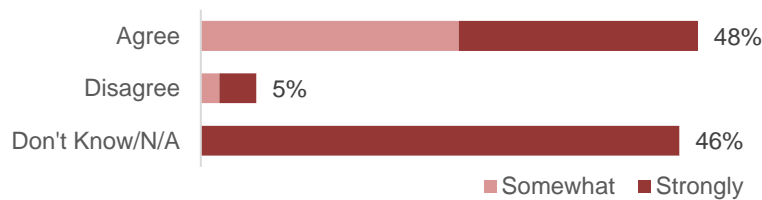


Figure 56. I feel that the PAN-led CBR study BC People Living with HIV Stigma Index is having a positive impact

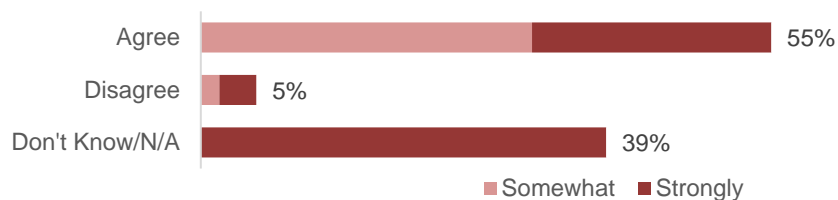


Table 7. How PAN is building capacity for its member organizations and peer researchers in community-based research (CBR) in BC

Theme	Count (n=)	Related Quote
CBR promotion, communication, and information sharing	5	<ul style="list-style-type: none"> By increasing the visibility of CBR member organizations are becoming more aware of opportunities and are gaining confidence in their abilities to participate in and initiate CBR. Doing a wonderful job of showing people what can be done on a community level and really how and why research is necessary. Keeping community organizations well-informed about all research being done.
GIPA/MIPA principles & Capacity building for peers	4	<ul style="list-style-type: none"> I like the increasing synthesis / collaboration between the PLDI program and those graduates, and the CBR peer driven work. Creating dialogues regarding peer research methods and practices.
Provincial and national reach	4	<ul style="list-style-type: none"> PAN looks for leaders in all parts of BC province and encourages their involvement in CBR projects. Being outside of urban centre can be isolating, but this provides as an opportunity for folks in rural areas to build capacity and expand meaningful actions in their own community.
CBR in BC quarterly meetings	3	<ul style="list-style-type: none"> The quarterly CBR in BC mtgs have done a great deal to build capacity and connexion regarding peer researchers and the value they bring to CBR.
Opportunities for CBR involvement	3	<ul style="list-style-type: none"> PAN is giving member organizations opportunities for their staff and clients to participate in CBR activities, which builds capacity for research. PAN is engaging its membership to sit on steering committees for research, partnering with on grant applications, fostering new ally connections across health regions, provincial and federally.
CBR components in PAN's conferences	2	<ul style="list-style-type: none"> Ensuring that workforce development/fall meetings, etc. have a CBR component.
Member organization support & Development and sharing of tools	2	<ul style="list-style-type: none"> Doing educational seminars on pitfalls of grant writing, creating lists of "considerations" when thinking of embarking on CBR. And not the least supporting us in positive ways to embark on this journey of CBR.
Knowledge translation and exchange	2	<ul style="list-style-type: none"> By continuing to bring the benefits of research to the work of the member groups PAN builds capacity - it is demystifying the research process making the benefits of research much more accessible.
Diverse stakeholders and partners	2	<ul style="list-style-type: none"> Involving all sectors of the province

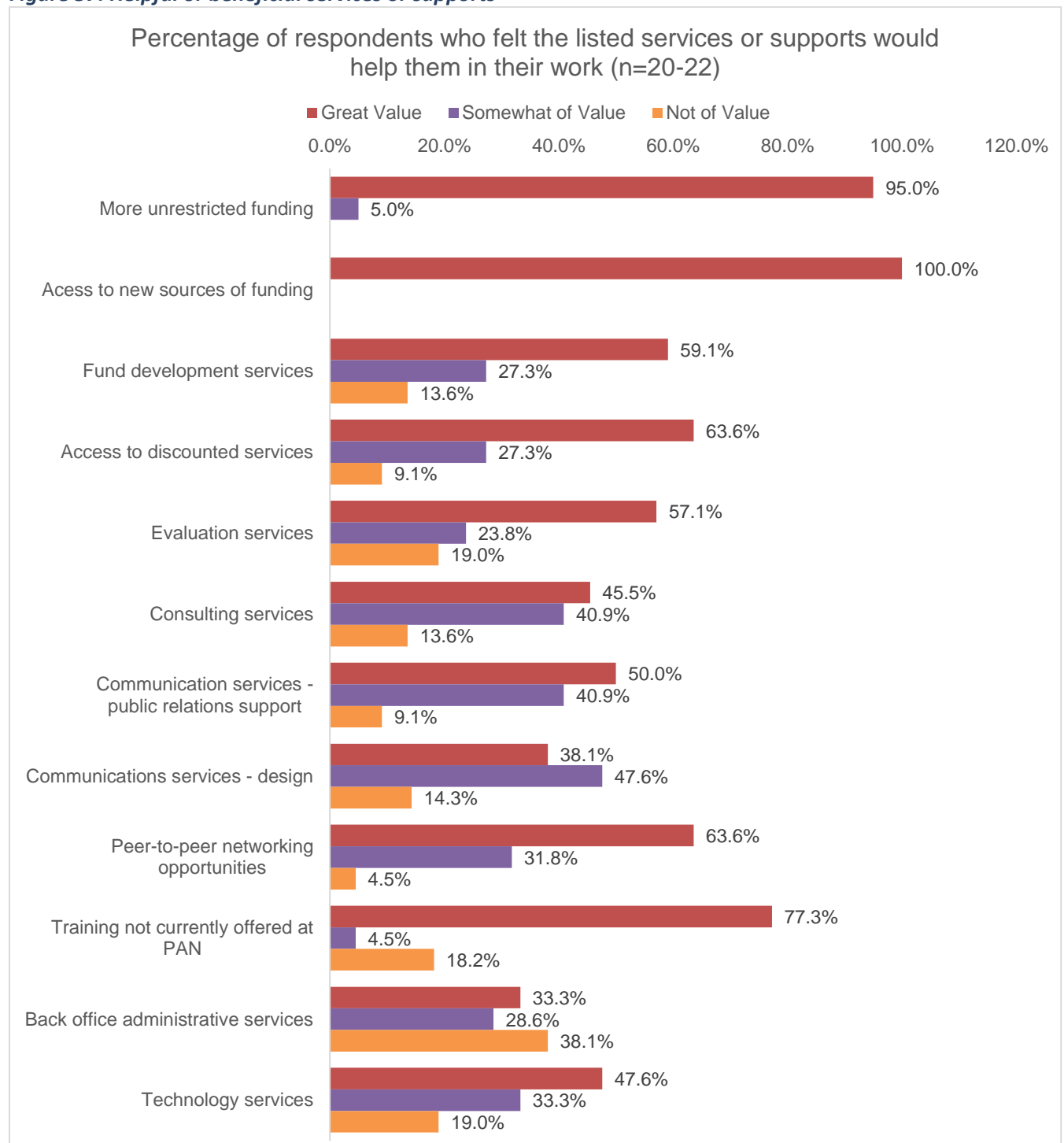
Other responses include (n=1):

- Leading by example
- Tapping into minority groups

Beneficial Services or Supports

All respondents identified *access to new sources of funding* as an area of support that would bring great benefit to their work. Similarly, all respondents felt that *more unrestricted funding* is an area that can be of great or somewhat of a value in terms of support that would be helpful for their work. In addition to funding-related support, *peer-to-peer networking opportunities*, *access to discounted services*, and *training currently not offered at PAN* also received a higher number of votes on having great or somewhat of value for respondents as services or supports that can bring benefit to their work.

Figure 57. Helpful or beneficial services or supports



Other responses include (n=1):

- Bulk Services and group-shared benefits
- Communicate government legislation and regulation changes to member organizations
- Limited capacity to participate (e.g. time, staff, distance)

Network Evaluation

The last part of this survey evaluated PAN as a network, using tools informed by network evaluations done by others. Networks are increasingly becoming popular in non-profit sectors as a strategy to achieve a bigger change or create a collective impact in addressing complex social problems. Networks such as PAN facilitate cross-sector collaborations and pool capacities and resources while minimizing duplication and inefficiency. In order to sustain and scale up successful network activities and processes, an evaluation of the network components and associated successes and challenges is critical.

The three pillars of focus of network evaluation were network connectivity, network health and network results. An assessment of the network connectivity (factors such as purpose, membership, and leadership and governance) allows evaluators to find out whether the network brings people together for a common goal and whether pathways are being created for shared learning and action. An assessment of the network health (factors such as resources, operations, and advantage or joint value of a network) enables evaluators to estimate the network's capacity to sustain its commitment to work as a network to achieve the common goal. Lastly, an assessment of the network results (factors such as performance) helps evaluators to determine whether the network is on track to achieving the shared goal. Please refer to the *Resources* section below for more readings on network evaluation.

In PAN's network evaluation, the respondents were asked to rate the network characteristics from 1 (Not so much) to 5 (Totally!). Here are the average scores for each of the characteristics: Network Purpose (4.2); Network Membership (3.8); Network Leadership & Governance (3.8); Network Resources (3.4); Network Operations (3.7); Network Advantage (3.8); and Network Performance (4.1). PAN scored the highest in Network Purpose, which indicates that PAN members together identified strategic goals and objectives for the network and that PAN members have the skills, experience, diversity of knowledge and capacity, and connections to advance the network goals. On the other hand, respondents identified challenges in Network Resources, indicating that the network needs to improve on attracting additional funding and that the members need greater awareness on where resources are within the network. An area of weakness particularly highlighted in the Network Resources was that not all members contribute time and resources to the network. Please see below for further details.

Figure 58. Average Scores of Network Characteristics

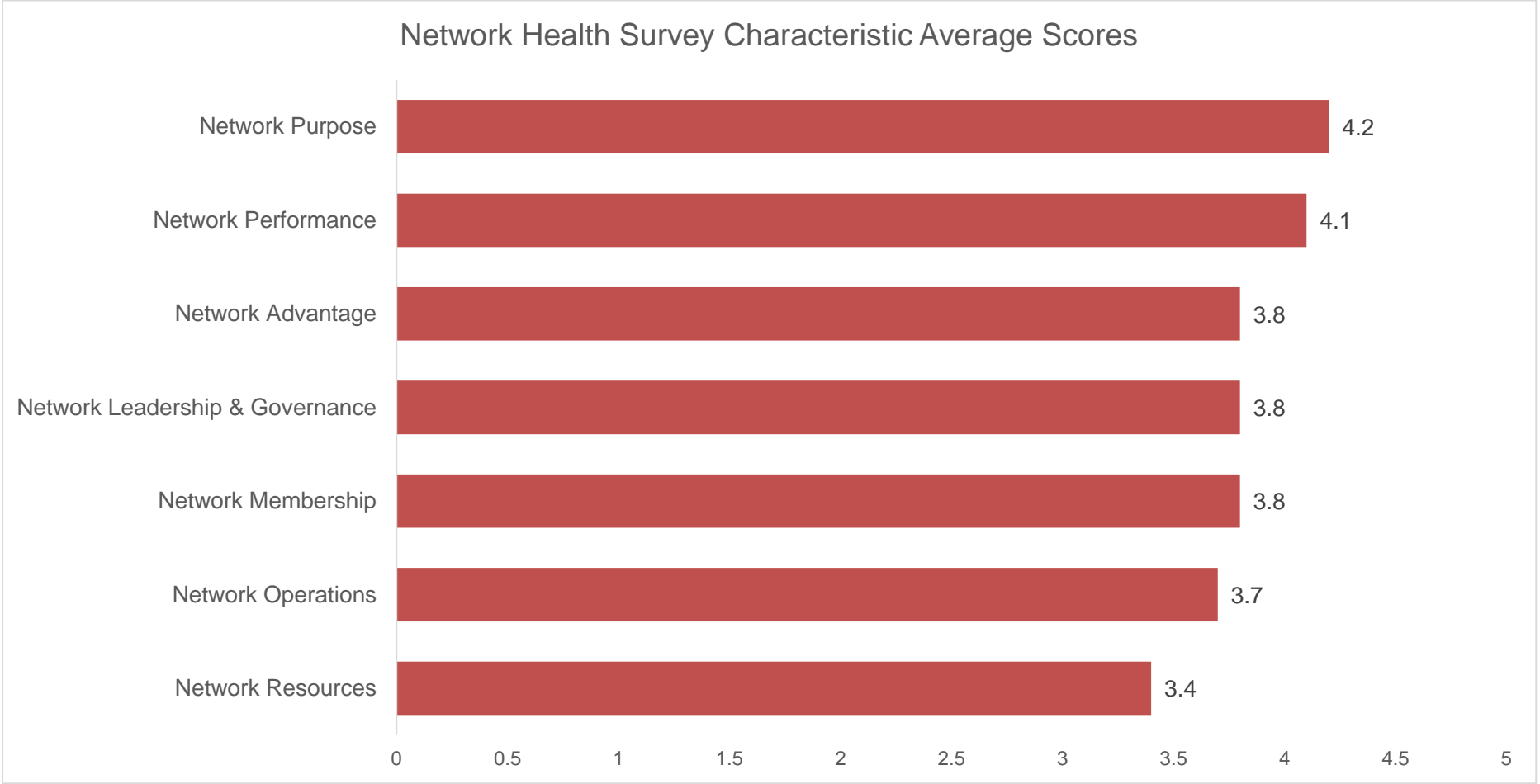


Table 8. Summary of Network Evaluation

Characteristic	Desired Attribute	Score (/5)	Potential Actions To Strengthen the Network
NETWORK PURPOSE	1. Together, members have identified strategic goals and objectives for the network	4.1	
	2. As a network, members have the skills, experience, diversity of knowledge and capacity to advance network goals	4.3	
	3. As a network, members have the connections they need to advance network goals	4.1	
	NETWORK PURPOSE AVERAGE (total score/3)	4.2	
NETWORK MEMBERSHIP	4. Membership is adjusted to meet the changing needs of the network	3.6	
	5. Members are working together to advance the network's goals	3.7	
	6. Members are adding value to each other's work	4.1	
	7. Members honour their commitments to the network	3.6	
	8. There is a high level of trust between members of the network	3.7	
	9. The network is resilient. If some highly connected participants leave, the network remains strong	4.1	
	10. New members can quickly become productive within the network	3.9	
	NETWORK MEMBERSHIP AVERAGE (total score/7)	3.8	
NETWORK RESOURCES	11. The network is able to attract additional network funding, as needed	3.7	
	12. Members know where resources are within the network – knowledge, skills and capacity	3.6	
	13. All members are contributing time and resources to the network	2.8	
	NETWORK RESOURCES AVERAGE (total score/3)	3.4	

NETWORK OPERATIONS	14. The network's internal communications systems with its membership are serving it well	3.9	
	15. There is ample shared space, both online and in-person, allowing participants to easily connect	3.6	
	16. The way the network communicates with stakeholders builds support for the network	4.0	
	17. The network anticipates, surfaces, and addresses conflict when it arises	3.7	
	18. Network spaces invite self-organized action	3.5	
	19. There is a balance of top-down and bottom-up strategies for doing the work of the network	3.5	
	20. The network has mechanisms in place to promote accountability among members (e.g., agreements, understandings)	3.5	
	NETWORK OPERATIONS AVERAGE (total score/7)	3.7	
NETWORK LEADERSHIP & GOVERNANCE	21. Decision-making processes encourage members to contribute and collaborate	3.9	
	22. Leadership is shared. Responsibility and control is spread throughout the network	3.5	
	23. Leadership is refreshed and renewed to reflect the network as it evolves	3.8	
	24. Governance is formalized in a group, committee or board (not a single person)	4.1	
	25. Governance is reflective of diverse constituencies in the network and transparent	3.8	
	NETWORK LEADERSHIP & GOVERNANCE AVERAGE (total score/5)	3.8	
NETWORK ADVANTAGE	26. All members share a common purpose for the network	3.8	
	27. Members are actively contributing to network efforts	3.4	
	28. Members are achieving more together than they could alone	4.3	
	NETWORK ADVANTAGE AVERAGE (total score/3)	3.8	

NETWORK PERFORMANCE	29. Network work plans and activities reflect network goals	4.1	
	30. The network is meeting its strategic goals and objectives	4.0	
	31. The network is making progress on its stated short term objectives (or goals?)	3.9	
	32. The network regularly measures, evaluates and reflects on its impact to refine its goals and activities	4.1	
	33. The network is creating value for the constituents it serves	4.4	
	NETWORK PERFORMANCE AVERAGE (total score/5)	4.1	

Future Directions

The survey explored future directions within the scope of PAN member organizations' work that can benefit from a coordinated provincial approach led by PAN. Respondents identified funding as the top area of challenge that the respondents felt could benefit from a coordinated, provincial approach. A number of respondents expressed concerns and stress around lack of resources to do the necessary work. Other areas of challenges included expansion of mandate and programs to integrate HCV and other related conditions, overdose and related deaths, and criminalization and HIV non-disclosure.

Figure 59. There are challenges that respondents' organization is facing that could benefit from a coordinated, provincial approach led by PAN



Response	Chart	Percentage	Count
Yes		40.7%	24
No		59.3%	35
Total Responses			59

Figure 60. There are challenges that our sector is facing that could benefit from a coordinated, provincial approach led by PAN



Response	Chart	Percentage	Count
Yes		69.5%	41
No		30.5%	18
Total Responses			59

Table 9. Challenges from Figures 42 and 43 described

Theme	Count (n=)	Related Quote
Funding	11	<ul style="list-style-type: none"> ☛ The PHAC funding changes are very challenging and the centralization of the federal contracts creates a number of communication challenges and beyond. ☛ The push for integration from the top down with no new additional resources. ☛ The language of funding has changed. No longer can the HIV community rest assured ASO's will be funded in the same way. PAN strength has come from building capacity in its member organizations these ways of thinking should be passed down to ASO. Handouts and handdowns will no longer be acceptable. Lets teach ASO's how to fish, not just feed them.
Expansion of mandate and programs to integrate HCV and other related issues	4	<ul style="list-style-type: none"> ☛ I think the shift to including mandates around HCV, harm reduction and related responses warrants leadership from PAN.

		<ul style="list-style-type: none"> Meaningful role in HCV sector could help people affected by HCV in BC. Expanding our service into other disease states/ conditions eg. Hep C.
Addiction and overdose	3	<ul style="list-style-type: none"> Organizationally and sectorally I feel PAN may be able to help with expanding the take home neloxone program so that those working with active IV drug users may have access to the tools to save lives. Currently service providers do not have legal access to naloxone.
Creating common goals and collective impact	3	<ul style="list-style-type: none"> Inter-sectoral and inter-health authority coordination/cooperation around HIV/STI/BBI issues. A more intentional collaboration for formal health sector, research and not for profit to come together and develop common policy and research agenda.
Criminalization and stigma of HIV non-disclosure	3	<ul style="list-style-type: none"> Criminalization of HIV non-disclosure could use a provincial working group to work to advocate for change.
GIPA/MIPA	3	<ul style="list-style-type: none"> PAN should work with organizations across the province to develop a policy type capacity building activity as an extension of PLDI, so PLHIV are able to enter different sectors. Training on how to effectively work with peers and therefore do a better job with GIPA MIPA.
Inequity of human resources in remote/rural areas	2	<ul style="list-style-type: none"> More personnel resources are needed to reach a broader area of the province. PAN does great work, but it would be even better if there was someone in Northern BC, especially in more remote areas of BC that this person could connect with. More GP's and NP's should be encouraged to train in HIV care and treatment. One of the biggest challenges that our clients are facing are long distances they have to cover to access their medical care providers.
Community-based response	2	<ul style="list-style-type: none"> The ongoing (and perhaps accelerating) re-professionalization of previously community-based HIV work and the re-assertion of the primacy of the clinical and public health models of care and treatment; these are manifested at present mainly by the emergence of the RFP funding model and its concomitant requirement (however much dressed up in consultative theatre) that funding bodies, rather community, determine what is needed and how it ought to be provided.
Issues with current medical model	2	<ul style="list-style-type: none"> The new ehealth and privacy issues, consent for sharing of information issues, access to information issues, issues of self-directed care vs. gov/health authority driven care. Social supports provided are being ignored for the medical model of care.
Mental health needs and related support	2	<ul style="list-style-type: none"> Mental health needs of people living with HIV, including trauma support and outreach mental health services.

Other responses include (n=1):

- Engagement and integration of Indigenous peoples and approaches
- Evaluation support
- HCV treatment access
- Better provincial reach and partnerships
- Information sharing and communication
- Lack of national plan/strategy
- Erosion of ASO impact on PLWHA

APPENDIX 1: ADDITIONAL RESOURCES ON NETWORK EVALUATION

- Network Impact and Center for Evaluation Innovation. (2014). [Part 1 of a Guide to Network Evaluation – Framing Paper: The State of Network Evaluation.](#)
- Monitor Institute. [Network Effectiveness – Diagnostic and Development Tool.](#)
- Network Impact. [Network Health Scorecard.](#)
- Monitor Institute and Grantmakers for Effective Organizations. [Catalyzing Networks for Social Change: A Funder’s Guide.](#)
- E. Malinsky, Centre for Social Innovation and C. Lubelsky, Canada Millennium Scholarship Foundation. [Network Evaluation – Cultivating Healthy Networks for Social Change.](#)
- M. Taylor, A. Whatley, and J. Coffman. (2015). [Network Evaluation in Practice: Approaches and Applications.](#)