



2016 MEMBERS' & STAKEHOLDERS' SURVEY REPORT

Prepared by Mona Lee, Heather Holroyd and Janice Duddy

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ACKNOWLEDGEMENT

PAN would like to express a special thank you to Cam Routledge, our volunteer, for supporting the planning and data collection phases of the 2016 Members' and Stakeholders' Survey.

BACKGROUND

The Pacific AIDS Network (PAN) developed a tool to support continuous learning within the organization in Fall 2015 – namely, the Members' and Stakeholders' Survey. This Survey gathers data from representatives of PAN member organizations and other key stakeholders with the intention to improve PAN's services and programs, support PAN's strategic planning and ultimately strengthen the collective community-based response to HIV, Hepatitis C and related conditions in BC. Continuing from the [2015 PAN Members' and Stakeholders' Survey](#), PAN conducted the second round of annual Members' and Stakeholders' Survey in Fall 2016.

The 2016 Survey questions were designed to: 1) understand PAN's strengths and areas of improvement in its programs and services; 2) evaluate PAN's communication tools; 3) determine PAN's progress toward its strategic plan objectives; 4) identify areas of needs and future directions for the community-based HIV and hepatitis C (HCV) sectors in BC; and 5) evaluate the health of the network. This report presents the findings from the 2016 PAN Members' and Stakeholders' Survey.

METHODS

An online survey containing both quantitative and qualitative questions was distributed to a list of 193 people 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. The survey included closed- and open-ended questions. A draw for an assortment of gift cards valued over \$50 was provided as an incentive to complete the survey.

WHO WERE THE SURVEY RESPONDENTS?

A total of 94 people completed the survey, resulting in 49% response rate. While there was good representation from across British Columbia, the Vancouver Coastal Health Authority region had the highest regional representation. Survey 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 – 40 of 93 respondents had been involved for 6 years or more.

Figure 1. Years of involvement with PAN (n=93)

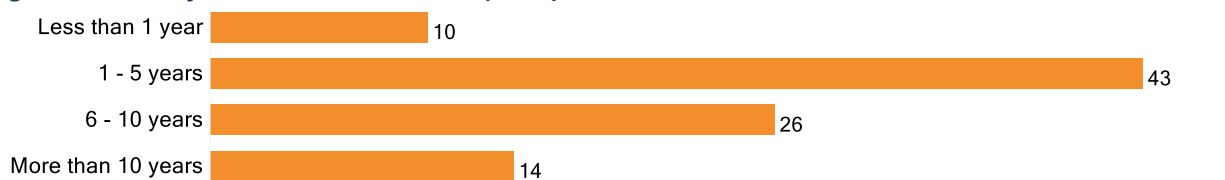


Figure 2. Regions where respondents primarily work (n=93)

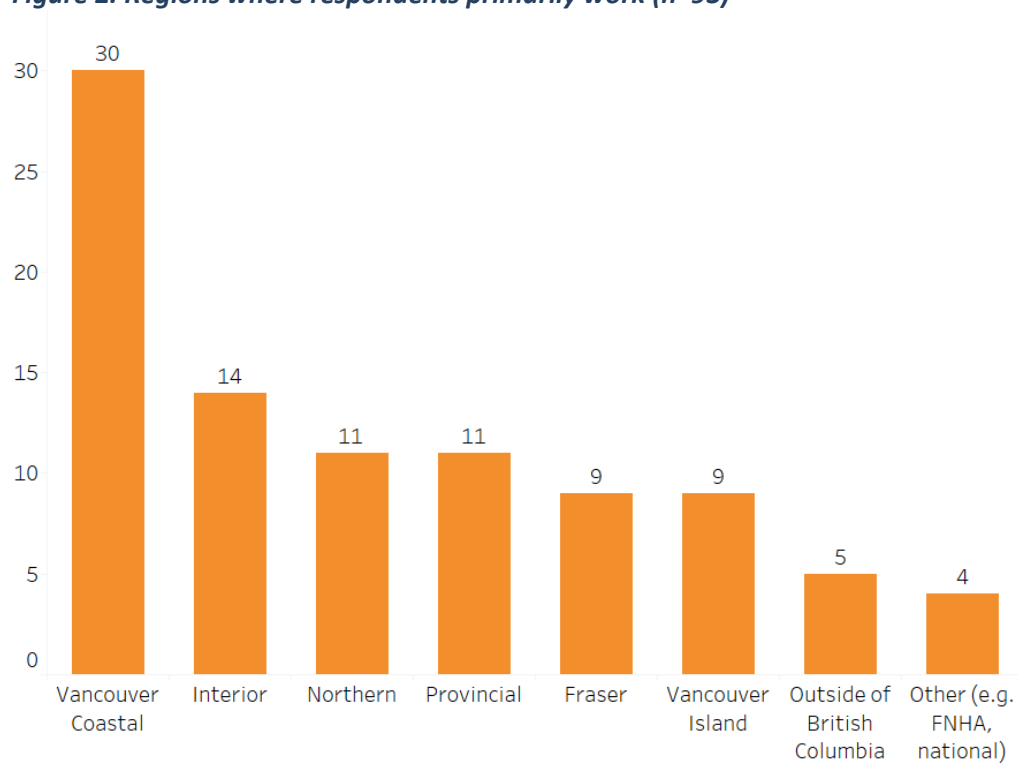
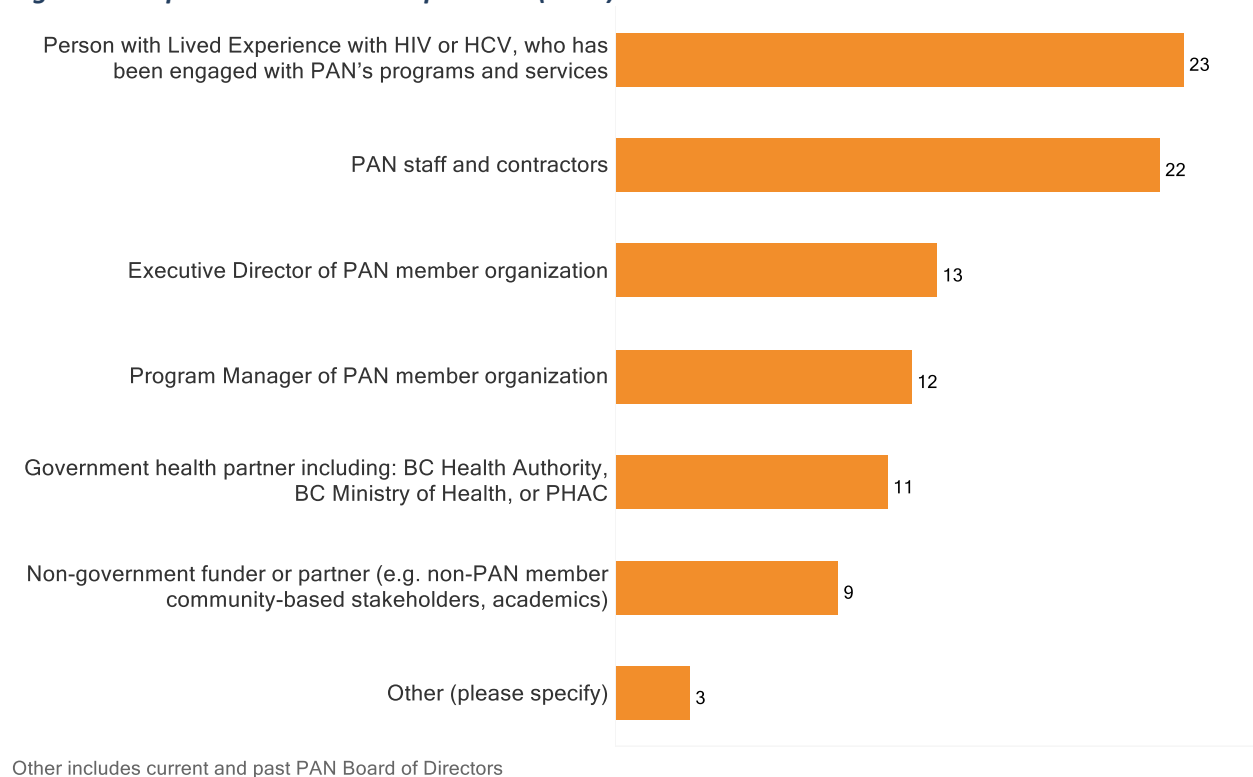


Figure 3. Respondents' relationship to PAN (n=93)



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). An average was calculated for each program and service. Similar to the results of 2015 Survey, the Positive Leadership Development Institute (PLDI) program (8.3) and capacity building and training events (8.3), received the highest ratings (8.1 and 8.0 in 2015 Survey, respectively). Also similarly to the 2015 Survey results, webinars (6.8) and Mental Health and Substance Use Community of Practice (6.8) received the lowest (6.6 and 7.0 in 2015 Survey, respectively).

Figure 4. Average ratings of PAN's programs and services (1 = Poor, 5 = Neutral, 9 = Excellent) (n varies from 32-72)¹

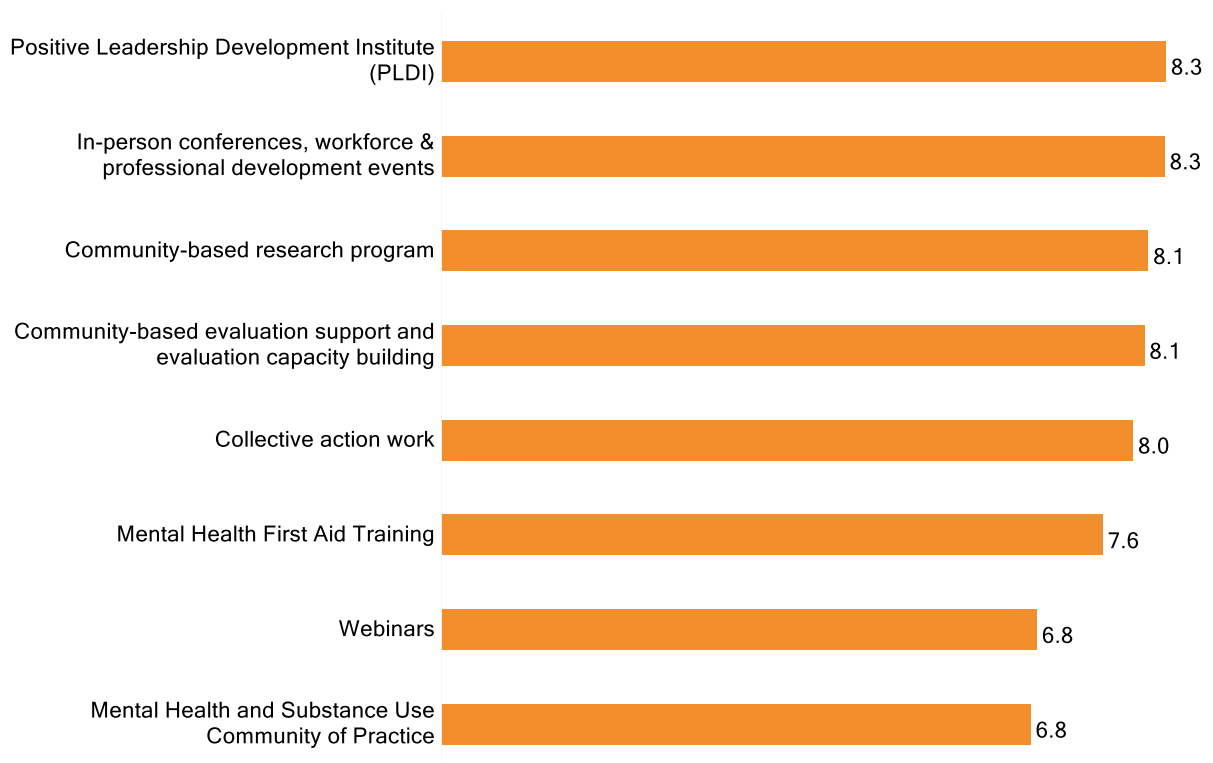


Table 1. Major strengths of PAN's programs and services (n=76)

Survey respondents identified, through qualitative answers, numerous strengths in PAN's programs and services. Participants highlighted PAN's support for the meaningful engagement of community and people with lived experience as a top strength. Many respondents felt that PAN strives to embody the Greater/Meaningful Involvement of the People Living with HIV/AIDS (GIPA/MIPA) principles in all its programs and services (n=28). PAN was also seen as a leader in community-based research (CBR) and evaluation, and respondents recognized the connections PAN draws between CBR, evaluation and policy to ensure evidence-based practice (n=14). Furthermore, a number of respondents valued the regional and national networks and partnerships established by PAN (n=12).

¹ Average ratings do not take into account blank, "Don't Know" or "Not Applicable" responses

Theme	Frequency (n=)	Quotes
Embodiment of and support for meaningful engagement of community and people with lived experience	28	<ul style="list-style-type: none"> ☞ The high level of reach and engagement with community ☞ Engagement/ownership people living with HIV at all levels of the program ☞ Continuance of trying to strengthen/include GIPA/MIPA principles into all that you do
Evidence-based practice – CBR, evaluation and policy	14	<ul style="list-style-type: none"> ☞ PAN strives ... to try to ensure that services and programs being delivered are responsive, based in evidence, etc. ☞ Leader in community-based research ☞ Strong culture of evaluation ☞ Connecting these programs with policy and research
Network and partnerships	12	<ul style="list-style-type: none"> ☞ PAN has an extensive Canadian network of partners and stakeholders ☞ PAN's established linkages and solid working relationships with many of its member groups but also external stakeholders such as the province, health authorities, BCCfE, BCCDC, PHAC, etc. ☞ Relationship and alliance building with member organizations
Responsive to current needs of the communities and member organizations	11	<ul style="list-style-type: none"> ☞ PAN is responsive to its community and its members' needs ☞ They have a good pulse on issues affecting the HIV/HCV sector, and that translates to excellent program
Positive Leadership Development Institute (PLDI)	11	<ul style="list-style-type: none"> ☞ Very inspiring to see what my Peers are doing in their communities and how others are stepping up to the plate
Capacity and knowledge-building opportunities	11	<ul style="list-style-type: none"> ☞ Education and support for PLHIV and organizations ☞ Keep my skills evolving and learn new knowledge
Leadership in community-based response to and advocacy in HIV, HCV and related conditions	9	<ul style="list-style-type: none"> ☞ Its ability to be leaders in identifying issues of priority to persons living with HIV ☞ The respect that member organizations hold for PAN as a result of PAN's expertise in responding to and advocating for issues/needs identified by member organizations
Collaborative approach and collective impact	8	<ul style="list-style-type: none"> ☞ It brings together members of the community to share experiences and information, and work together to achieve common goals
Commitment to excellence, ethical practice, and accountability	8	<ul style="list-style-type: none"> ☞ PAN strives to be accountable to its membership, funders, and allied stakeholders to try to ensure that services and programs being delivered, are responsive, based in evidence, etc. This includes a significant commitment to ongoing evaluation and needs assessment (including the annual member and stakeholders survey) ☞ Commitment to excellence

Diverse, effective and accessible programs and services	7	<ul style="list-style-type: none"> The scope of programs and services The programs are well organized and directed and thought out
Provincial approach and reach	6	<ul style="list-style-type: none"> The provincial reach – PAN lives up to the mandate of being a provincial network Provision of provincial lens and voice and regional sensitivity to HIV, HCV and other related issues
Staff	5	<ul style="list-style-type: none"> Committed staff Fabulous skill set and knowledge of the staff team
e-Newsletter	5	<ul style="list-style-type: none"> Communication to member organizations is a huge strength (newsletter)
Fall Conference	3	<ul style="list-style-type: none"> Ensuring that pertinent and relevant material is presented at the conferences
Focus on social justice and social determinants of health	3	<ul style="list-style-type: none"> Dedicated commitments to social justice The work around mental health, substance use and focus on Harm Reduction

Table 2. Areas of improvements for PAN's programs and services (n=60)

Many respondents indicated that they were satisfied with PAN's programs and services and/or that they did not have specific suggestions for how PAN could improve its programs and services (n=22). If anything, many respondents wanted to see an increase in PAN's programs and services, and offered specific suggestions for additional activities PAN could undertake (n=20). Respondents also offered suggestions for how PAN could increase awareness of its programming and resources (n=6). Several respondents indicated an interest in having greater options for participating in PAN programs and services closer to home (especially in the BC interior) (n=4), while others offered suggestions for how event scheduling could be improved (n=3). Other suggestions related to governance issues, increasing peer involvement, and a greater focus on reconciliation in programming.

Theme	Frequency (n=)	Quotes
Satisfied with PAN or no suggestions	22	<ul style="list-style-type: none"> I really can't think of a way to improve. PAN can keep operating as is and will be great because things are always changing and arising and PAN tackles issues head-on I think PAN board, staff and ED do an excellent job. I have been very impressed with how PAN has evolved to offer excellent services to PAN members. It will be interesting to see how PAN can engage with organizations newly funded by PHAC
Increase programs and services	20	<ul style="list-style-type: none"> Increase mental health and substance abuse training related to POZ living and concurrent issues. Incorporate greater links to social determinants of health such as housing and economic factors. Assist PHAs to transition towards living without HIV/AIDS as a "special" disease with certain wellness entitlements Focus some attention on the aging HIV+ community Need more programs and services to help those who are undetectable for many years

Increase awareness & access to PAN resources	6	💬 Get them out on as many listservs, to all realms of health care
Support members' participation close to home	4	💬 Continue to look for innovative ways to support people from across the province to be able to participate as close to home as possible
Align actions with PAN's vision, values and strategic plan	3	💬 PAN's governance needs to be strengthened to bring the organization more into line with its vision and mission
Event scheduling suggestions	3	💬 I am most familiar with the PLDI program, and while I think it is an amazing program I think that the length of time between the various sessions can sometimes be quite extensive. If you are not able to attend a session it can be quite a wait for the next one to come around
Offer First Aid Mental Health training	2	💬 I missed out the Mental Health session and would really like to see that come up again
Respond to shifts in funding changes	2	💬 With the vagaries of funders and their directional shifts it may mean PAN shifts its strategic flow forward to be inclusive of these pieces and the needs of agencies that have taken funding hits
Collaborate to increase peer involvement	2	💬 Work with health authorities to establish community advisories to inform health care systems/programs
Focus on reconciliation	1	💬 Stronger movement towards reconciliation

Evaluation of PAN's Communication Tools

The overall level of respondents' satisfaction with PAN's communication tools – blogs, e-News, webinars and website – was high. Respondents were most satisfied with the PAN weekly e-News (91%), while a significant proportion of respondents reported that they have not engaged with PAN blogs or webinars (44% and 61%, respectively). The majority of respondents also reported that they are likely to recommend the PAN communication tools (89% would recommend e-News, 82% the webinars, 81% the website, 75% the blogs) to someone else. Lastly, 75% of the respondents felt that the amount of information and communication received from PAN is “the right amount,” while 11% felt it was “not enough” and 4% felt it was “too much.”

Figure 5. Satisfaction with PAN's communication tools (n=85)

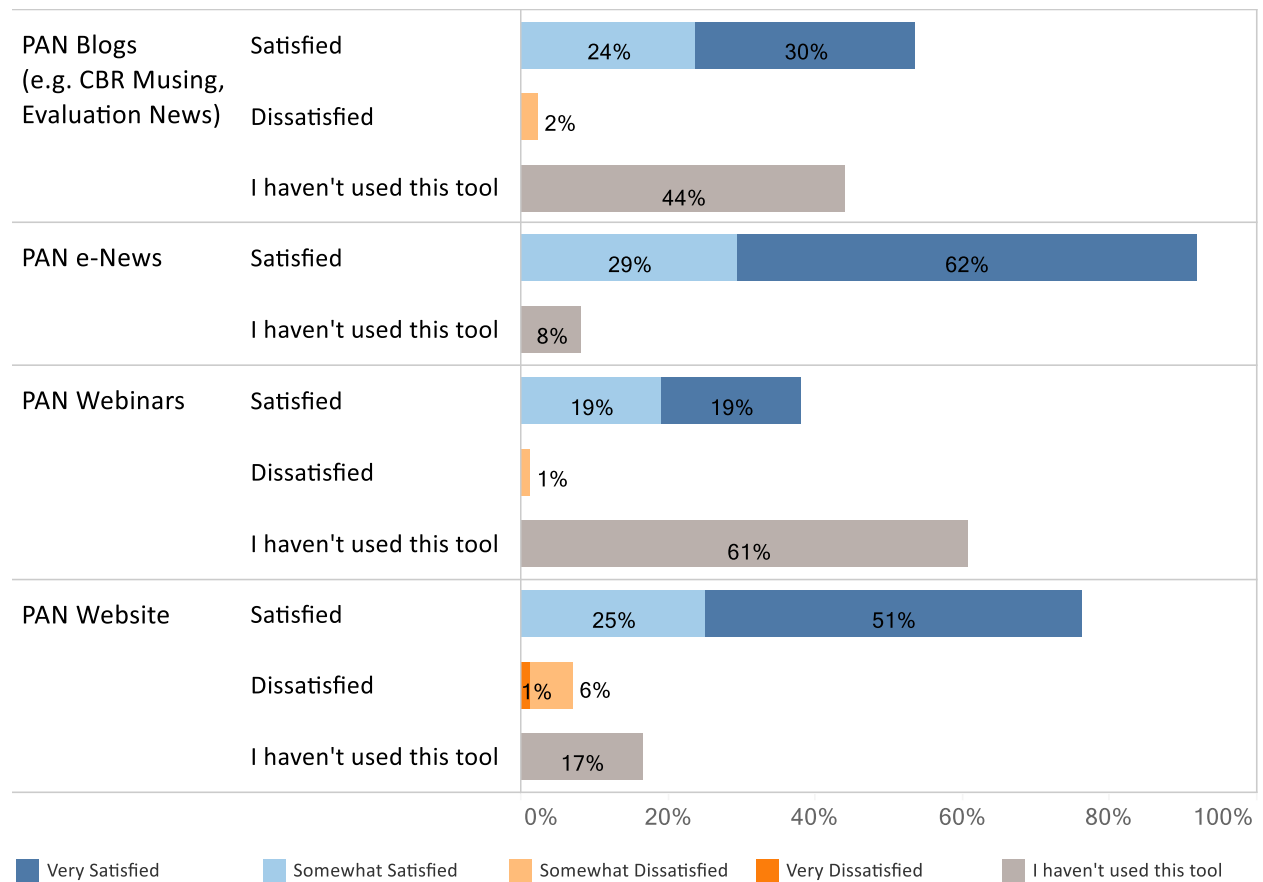
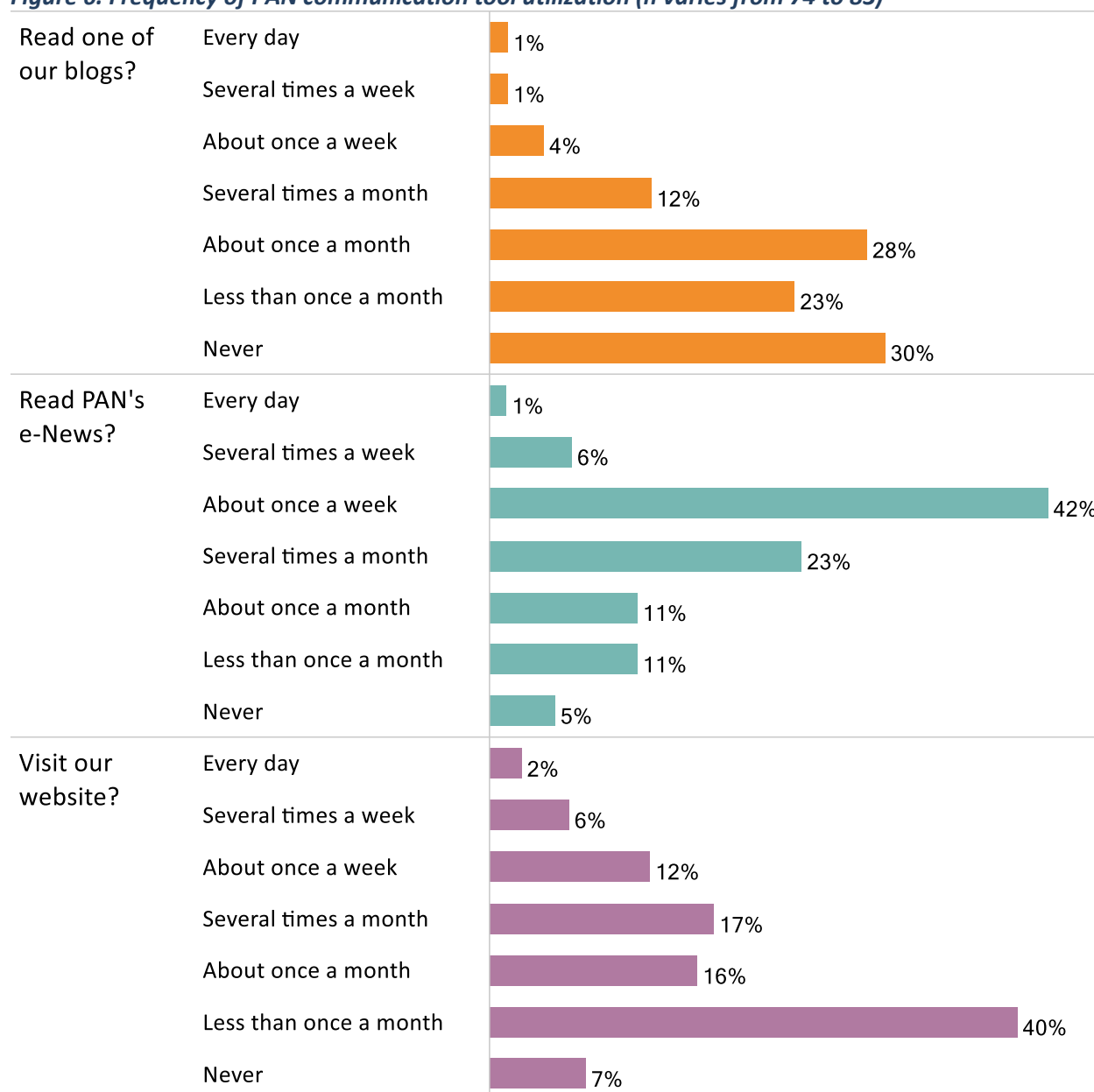


Figure 6. Frequency of PAN communication tool utilization (n varies from 74 to 83)²



² Frequencies do not account for blank or "Not Applicable" responses

Figure 7. Likeliness to recommend PAN's communication tools (n varies from 59 to 73)³

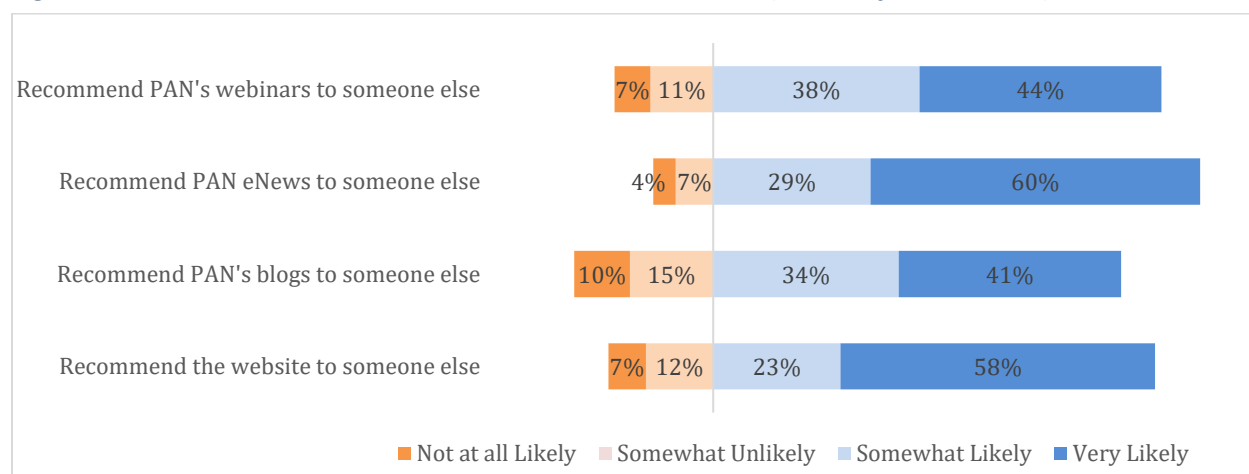


Figure 8. Satisfaction with the amount of information and communication received from PAN (n=84)

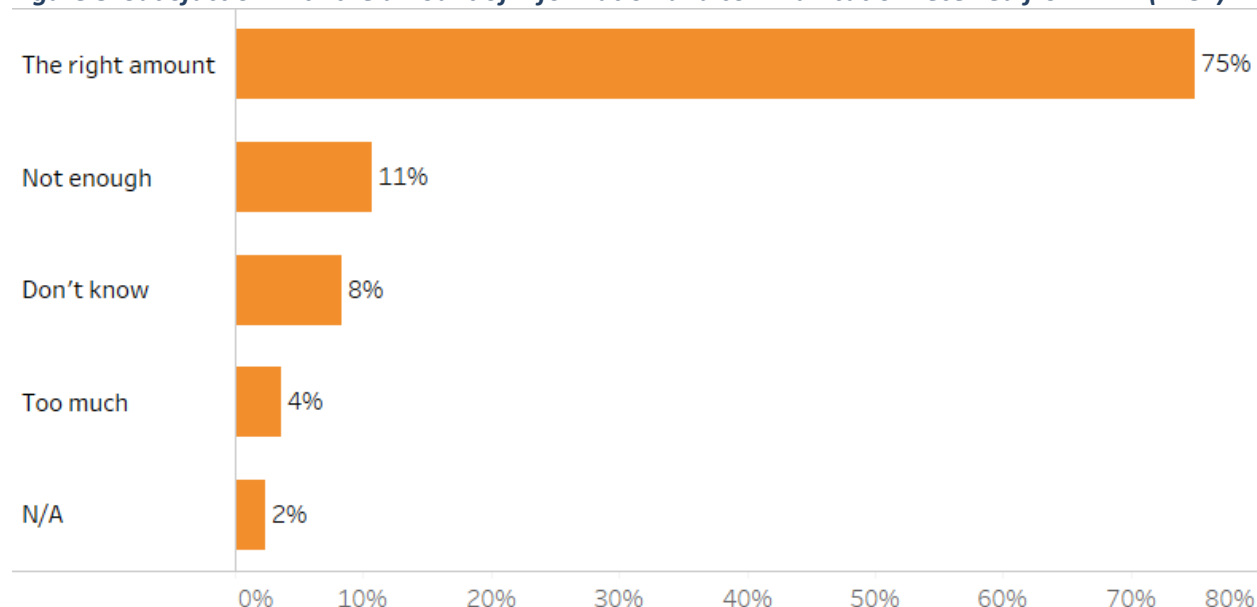


Table 3. Most useful features of PAN's communication tools (n=66)

Most of the responses to this qualitative question focused on the e-Newsletter, indicating that participants saw the e-Newsletter as one of PAN's primary communication tools (n=44). Overall, respondents stated that they were satisfied with e-Newsletter and how it connected them to information about initiatives and services across the province (n=9). Respondents were especially pleased with the information it offered about employment opportunities specific to the HIV and HCV sectors (n=5). The webinars were applauded, as was the overall accessibility of PAN's written materials and the usability of PAN's toolkits.











³ Likeliness scores do not account for blank or "Not Applicable" Answers

Theme	Frequency (n=)	Quotes
e-Newsletter format and content	44	<ul style="list-style-type: none"> I enjoy the email blasts, as they keep me informed on new changes or innovations in the area of HIV/HCV The newsletter is really helpful. I was able to pass on the evaluation support link that I read about in the newsletter to someone who had just asked me for something similar a few days before
Provincial & national connection through e-Newsletter	9	<ul style="list-style-type: none"> The newsletters help me to know all the different things that are happening locally and around BC and sometimes across Canada I like the fact that PAN gives space for membership organizations to share and contribute
Learning about employment opportunities	5	<ul style="list-style-type: none"> The way that they have helped in getting a successful career Job postings and News in the community related to HIV and HCV
PAN's website and blogs	4	<ul style="list-style-type: none"> The 'Latest News' column on the website does a wonderful job at distributing up-to-date and relevant information
PAN webinars	4	<ul style="list-style-type: none"> Webinars are well laid out utilizing technology effectively to engage target audience
Accessibility of PAN's communication tools	4	<ul style="list-style-type: none"> Clear writing; concise; upbeat
Connecting to other people at PAN and in the community	3	<ul style="list-style-type: none"> Still being able to speak to a real person! I appreciate e-news cuz it is a weekly update that reminds me I am not alone with the challenges!
Updates about toolkits	3	<ul style="list-style-type: none"> Updates about new resources and tools available (for example, evaluation tools)
Never used PAN's communication tools	1	<ul style="list-style-type: none"> Never utilized their services
PAN's use of Constant Contact	1	<ul style="list-style-type: none"> Targeted emails through Constant Contact

Table 4. Areas of improvements for PAN's communication tools to make them more useful (n=53)

When asked how PAN could improve its communication tools, participants offered some qualitative suggestions on how the content could be updated, e.g. by including more visuals and by producing different content for the email blast and the website (n=11). With regard to the website and webinars, several respondents commented that the website needed to be redesigned to make information easier to find, including information about the webinars (n=11). Two respondents even indicated that they would like more frequent contact from PAN and some suggested greater use of social media and text messaging.

Theme	Frequency (n=)	Quotes
Appreciate as is/Don't have any suggestions	22	<ul style="list-style-type: none"> Nothing at this time... newsletters are key for me I really appreciate current info

		 I think you are doing great job
Suggestions to improve the e-Newsletter	11	 Maybe it could be interesting re-designing the emails members receive. It is the exact web page where the article is in the webpage. Maybe a new email content design including other topics, omitting information which will be later accessed in the webpage  Not so lengthy and wordy
Improve PAN website and access to webinars	11	 An easier to navigate website  Re-vamp the website; make webinars easier to find and put out more webinars from community organizations to recognize their work in the sector
Include more creative content	4	 Include visuals on the e-newsletter
Increase the frequency of contact	2	 Need more emails to keep us updated
Increase use of social media and texting	2	 Perhaps greater engagement with social media, including Twitter
Hire an Indigenous Liaison	1	 An Aboriginal Liaison could be helpful when effectively communicating with the First Nation's community
Focus on rural and remote communities	1	 Northern focused

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

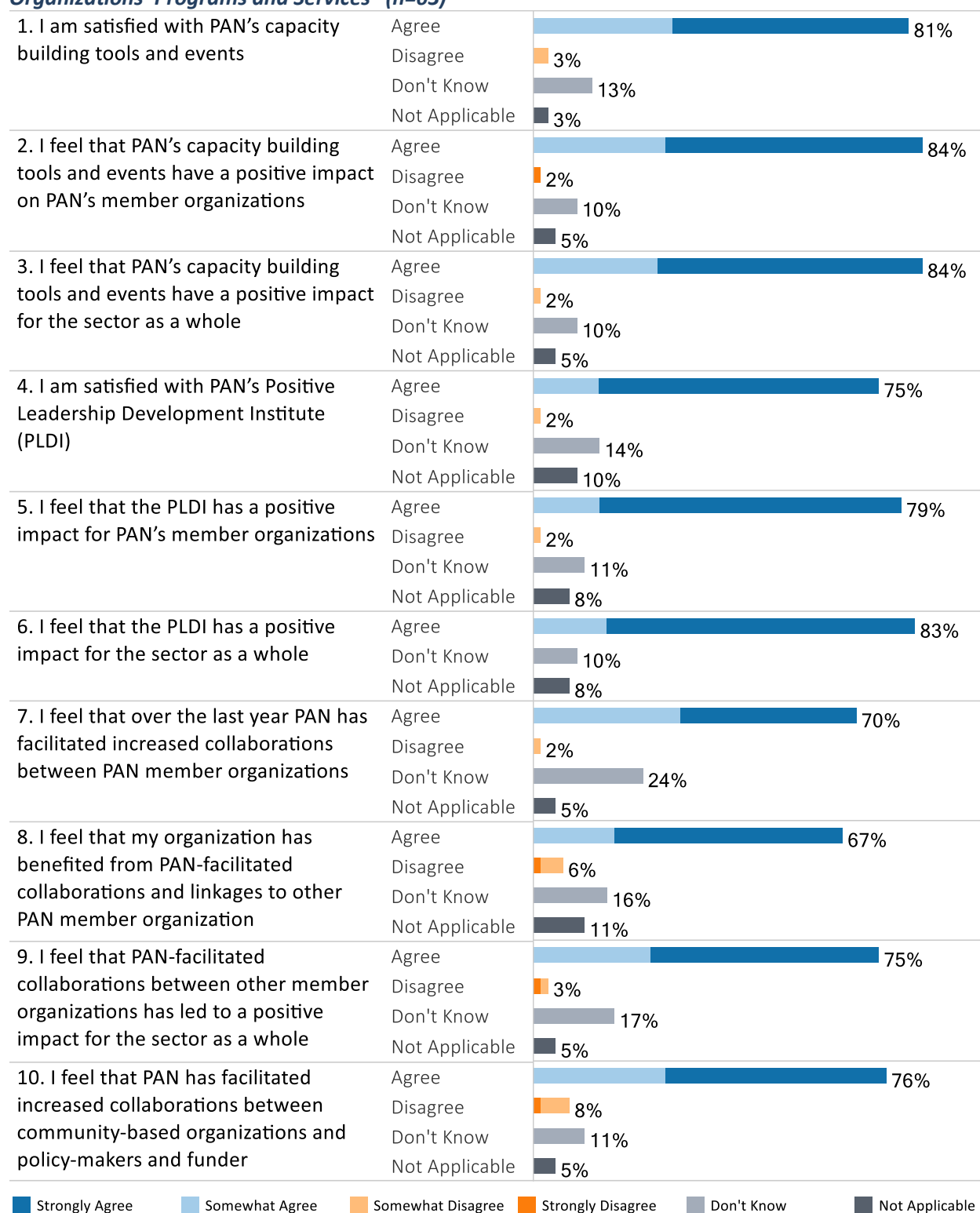
The Survey evaluated how well PAN is doing relative to the directions outlined in its *5 Year Strategic Plan 2013-2018* and how well this strategic plan is meeting PAN's membership needs. The four strategic directions are: 1) Maximize the effectiveness of PAN member organizations, 2) Strengthen our governance 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. Directions 2 and 4 were integrated into one inquiry in this Survey.

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

A high majority of respondents reported that PAN is making a positive impact on member organizations (84% of respondents) and the overall sector (also, 84% of respondents) through capacity building tools and events. Many respondents (83%) also strongly or somewhat agreed that the Positive Leadership Development Institute (PLDI) has a positive impact for PAN's member organizations. Furthermore, 83% of respondents positively assessed PAN's efforts to build its membership's program evaluation capacity.

With regard to network-building, 62% of the respondents felt that their organization has benefited from PAN-facilitated collaborations between community-based organizations (CBOs) and policy-makers and funders (it is also of note that 16% of respondents answered "Don't Know" and 13% answered "Not Applicable"). Similarly, 60% of the respondents felt that their organization benefited from PAN-facilitated collaborations between CBOs and academics (note, 16% of respondents answered "Don't Know" and 16% answered "Not Applicable").

Figure 9. PAN's progress against Strategic Direction 1: "Maximizing Effectiveness of PAN's Member Organizations' Programs and Services" (n=63)



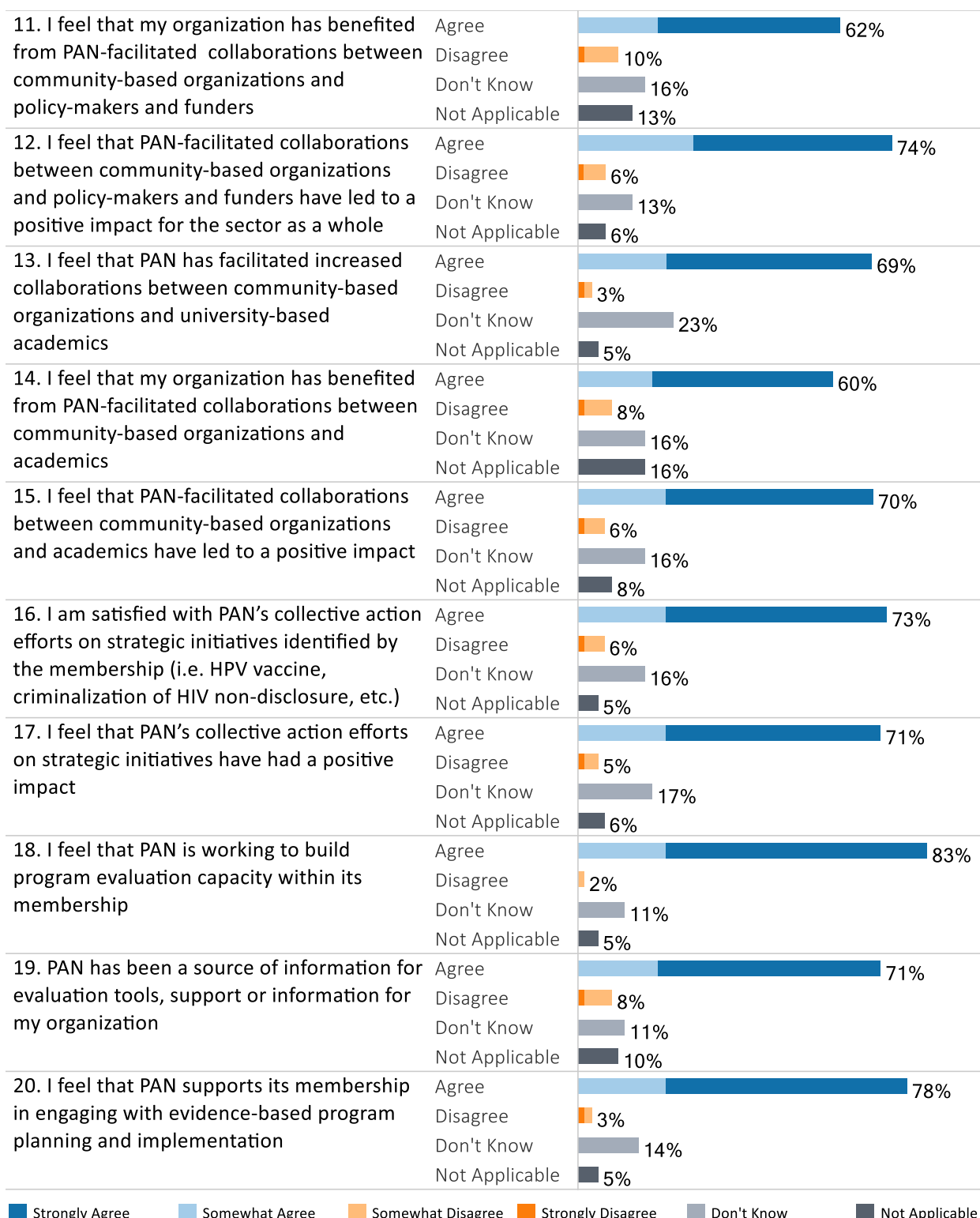


Table 5. Comments on how PAN maximizes the effectiveness of its member organizations' programs and services (n=26)

This qualitative question received 26 responses that indicate an overall appreciation of PAN's commitment to communication and ongoing calibration of priorities as a result of these information-sharing opportunities. Respondents commented on the value of in-person and online initiatives. The open-ended responses explicitly described the value that PLDI and PAN's evaluation tools and support contribute to their programs and services. Two respondents provided recommendations for how PAN could contribute to maximizing the effectiveness of its member organizations' programs and services. Another two respondents commented that they were unsure, and another two commented that they had not been involved over the past year. One respondent would like to see greater access to services and resources for those outside the Vancouver area.

Theme	Frequency (n=)	Quotes
Communicating and collaborating for solutions	11	<ul style="list-style-type: none"> ☞ Sincere commitment to improvement in communication and relationship building is driving any necessary changes as issues emerge ☞ Healthy feedback from members to create what is needed and what directions to travel ☞ Putting the federal funding issues on the AGM agenda was HUGE. Developing strategy was big. Having positive effectiveness will be telling
Opportunities for information-sharing and capacity building with and between members	9	<ul style="list-style-type: none"> ☞ Research, support, collaboration and a wonderful and necessary source of information ☞ By providing space and time for collaboration between and within member orgs; by providing and promoting capacity building opportunities for members; by increasing opportunities for people living with HIV to be involved in the activities of member orgs
Building and sharing useful evaluation tools with support for implementation	4	<ul style="list-style-type: none"> ☞ I really appreciated the support received re: evaluation of [a specific initiative]. It was a helpful learning process that I am still sharing about and suggesting to others ☞ PAN's guide to evaluation indicators is very useful. It's a great resource. I think it would be worthwhile to send it out again in your newsletter
The value of PAN programming, especially PLDI	4	<ul style="list-style-type: none"> ☞ I feel that the PLDI and front line conference aspects of PAN's work bring value to individual organizations by strengthening individual capacity and (more importantly) facilitating connections between peers who might not otherwise have the opportunity to meet and collaborate
Been out of the loop this year	2	<ul style="list-style-type: none"> ☞ This past year I have not been involved with the programs and services as I have moved but really miss that community
Recommendations for improvement	2	<ul style="list-style-type: none"> ☞ Planning site visits, and evaluate how PAN members are implementing recommendations ☞ An Aboriginal Liaison could benefit partnership and/or working relationships

Not sure	2	🗨 I don't know
Need for more resources and access to services outside of Vancouver	1	🗨 PAN has a great leadership program with PLDI and its Fall Conference was very engaging. HOWEVER, the reps outside Vancouver seemed to be starving for more help, engagement and local access to some of the same services currently only offered in metro-Van. It would be great to see more sharing of resources

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

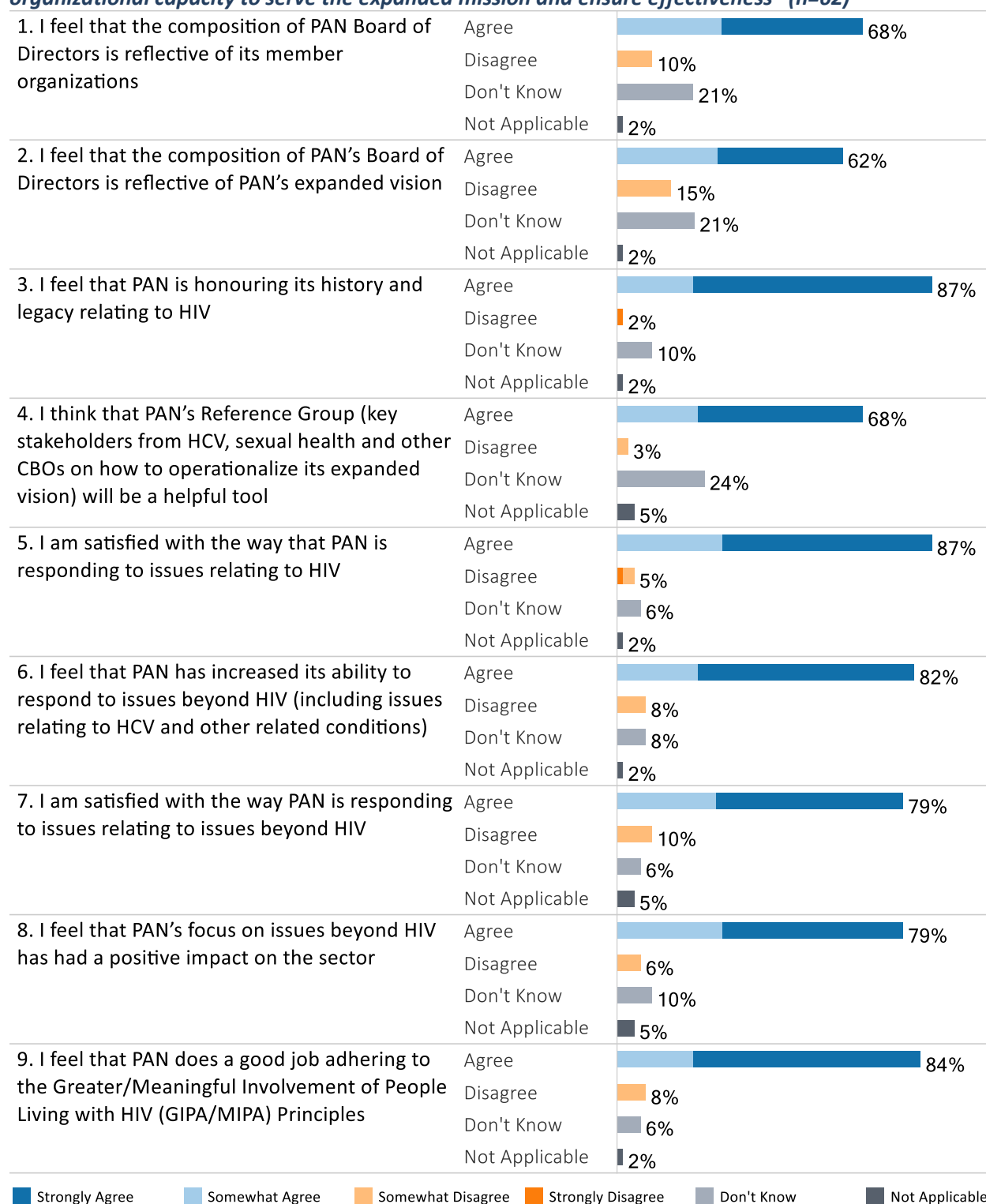
Note: PAN's expanded mission states "Working collaboratively, the Pacific AIDS Network builds the capacity and skills of its member organizations, including people with lived experience, to effectively address HIV/AIDS, HCV, and related communicable diseases and conditions."

A high number of respondents felt that PAN honors its history and legacy related to HIV (87%). Further, a majority of respondents (87%) were satisfied with the way PAN is responding to current HIV-related issues. Many respondents (84%) also felt that PAN does a good job adhering to the *Greater/Meaningful Involvement of People Living with HIV* (GIPA/MIPA) Principles and that PAN-led regional and national partnerships have a positive impact on the network.

On the other hand, composition of PAN Board of Directors (BoD) was identified as an area for improvement: 62% of respondents felt that PAN BoD's composition is reflective of PAN's expanded vision, while 68% felt it is reflective of its member organizations (note, 21% answered "Don't Know" and 2% answered "Not Applicable" to both questions). Moreover, PAN's infrastructure and administration resources may be another potential area for improvement, (64% of respondents felt that PAN has adequate infrastructure and administration resources to support the network, while 16% of respondents disagreed with that statement).

Another area for improvement identified in the survey that impacts the effectiveness of HIV and HCV community-based response in BC is the incorporation of GIPA/MIPA and *Nothing About Us, Without Us* (NAUWU) principles at the regional, provincial and federal levels, i.e. within health authorities and government agencies. Please refer to statements 13, 14 and 15 in the figure below for detailed responses related to this topic.

Figure 10. PAN's progress against Strategic Directions 2 & 4: "Strengthening PAN's governance and organizational capacity to serve the expanded mission and ensure effectiveness" (n=62)



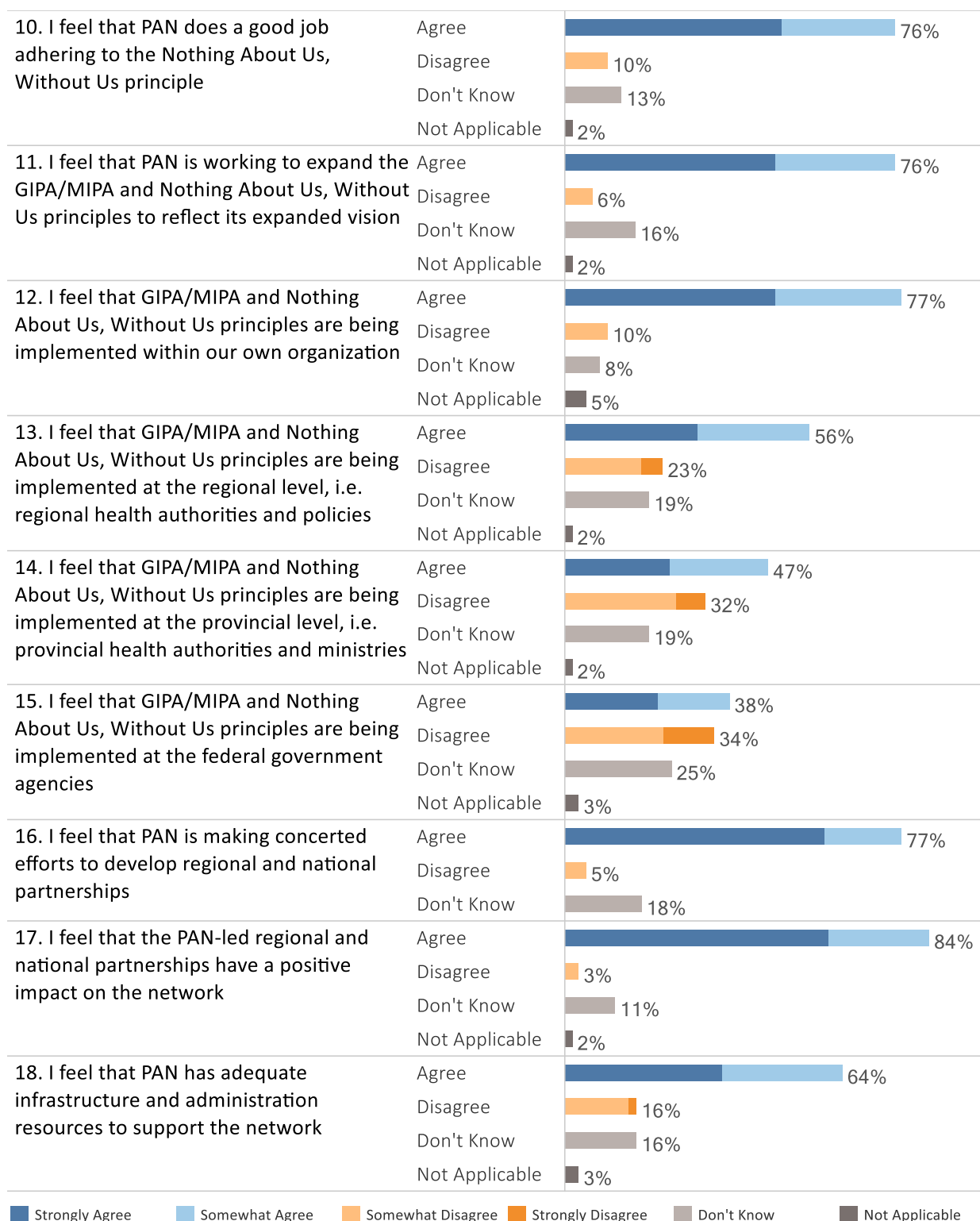


Figure 11. Challenges that the community-based organizations and the sector are facing that could benefit from a coordinated, provincial approach led by PAN (n=55; n=59)

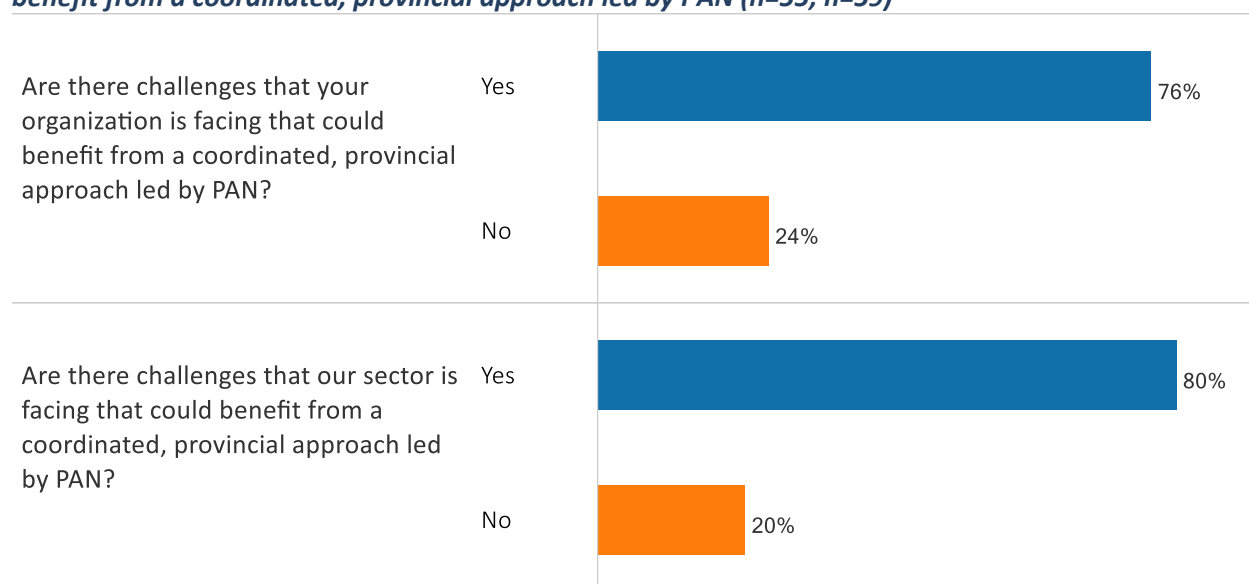


Table 6. Challenges that could benefit from a coordinated, provincial approach (n=44)

The funding decisions announced by the Public Health Agency of Canada several months prior to the circulation of this survey were the most frequently mentioned challenge that respondents believed would benefit from a coordinated provincial response. Respondents also indicated interest in a coordinated response to hepatitis C, particularly from a syndemic approach and one that takes the social determinants of health into consideration. Additionally, respondents listed stigma and discrimination, the overdose crisis, and greater attention to the relationship between HIV, aging and housing as challenges that would benefit from a coordinated provincial response. There was also interest in forming and supporting Indigenous partnerships, advocating for improved resources for people living with HIV (PLHIV) and people living with HCV (PLHCV), supporting peer navigator programs, advocacy for pre-exposure prophylaxis (PrEP) uptake, and developing shared indicators and measures.

Theme	Frequency (n=)	Quotes
Funding and resource challenges, especially after PHAC changes	23	<ul style="list-style-type: none"> General funding for all ASO programs and agencies are depleting and more funding is needed to better help educate the mainstream population around stigma, discrimination, and criminalization of HIV The changes to funding have a big impact on member organizations. Also, the changing landscape of HIV work to include it with other chronic illnesses and diseases The funding cuts from PHAC. PAN has already done great work re: PHAC thus far. Thank you, keep up the good work For the sector, funding shortages at the provincial and federal level is a huge challenge and PAN is leading advocacy around that

Coordinating HCV and syndemic-related efforts	9	<ul style="list-style-type: none"> Challenge to provide a syndemics approach to HIV/HCV and other issues Meaningfully addressing the needs of people impacted by Hep C from both a chronic and acute illness perspective, as well as the SDOH that shape if/how people prioritize Hep C prevention/treatment
Responding to stigma and criminalization	9	<ul style="list-style-type: none"> Continuing to work at reducing stigma, as this is an ongoing challenge The continued criminalization of HIV continues to be an issue
Responding to the overdose crisis	6	<ul style="list-style-type: none"> Public health emergency/overdose deaths/related advocacy for sufficient harm reduction, SIS/SCS, etc.
Attention to HIV and aging, especially as these relate to housing	5	<ul style="list-style-type: none"> Affordable housing for the community especially those aging with HIV who are currently the "hidden" risk of homelessness population. The tsunami is coming... that also flows into the assisted living/care community. No one planned for our community to age but it is... new challenges need new funding, research etc. As the focus on the HIV population shifts and society forgets the impact this disease has we need to stay on the radar
Advocacy and resources for PLHIV and PLHCV	4	<ul style="list-style-type: none"> Access to HCV treatment Public Health Emergency, opiate epidemic, OD deaths, representation for marginalized populations
Forming Indigenous partnerships	2	<ul style="list-style-type: none"> An Aboriginal approach to leadership and partnerships that build capacity within the primarily non-Aboriginal service sectors of health
Supporting peer navigation services	1	<ul style="list-style-type: none"> Maybe something related to Peer Navigation and involvement in the health authority sectors - it is tough to figure out what to do that will be truly effective on our own
Advocacy around PrEP access and uptake	1	<ul style="list-style-type: none"> PrEP uptake
Developing shared goals and progress indicators	1	<ul style="list-style-type: none"> The large overlap between the issues related to HIV, HCV and other social determinants of health needs more of a comprehensive and collaborative effort. Currently, I'm not sure if the goals of all members are clearly aligned and we don't have shared indicators/measurement tools to keep track of progress

Table 7. Ways PAN can positively support an increased uptake of GIPA/MIPA and Nothing About Us, Without Us in BC (n=40)

Responses to this question were clustered around two overlapping themes: PAN ought to continue and increase the involvement of PLHIV in PAN activities, while educating and supporting other organizations to do the same. Respondents also recommended that PAN encourage other groups to implement these principles in their work, and listed government agencies and “companies” as potential targets for this encouragement. Several respondents indicated that PAN could do more to support greater involvement from Indigenous people and people of colour. Participants encouraged PAN to continue the CBR Quarterly Meetings and involvement of people with lived experience in its CBR program, as well as to increase the

number of PLDI trainings. Two respondents suggested looking to member organizations and other groups across North America to see how they are implementing GIPA/MIPA and Nothing About Us, Without Us principles.

Theme	Frequency (n=)	Quotes
Continue and increase the involvement of PLHIV in PAN activities	18	<ul style="list-style-type: none"> Continue hiring persons living with HIV/HCV in the planning and implementation of different solutions around the province Ensure priorities set by people living with HIV and people living with Hep C reflected in PAN's day-to-day work, or people are supported in engaging with more appropriate organizations
Educate and support organizations in applying these principles	8	<ul style="list-style-type: none"> Modelling the practice and having an expectation of member organizations - providing support and encouragement to member organizations that struggle in this area
Encourage provincial groups and others to implement these principles	4	<ul style="list-style-type: none"> Continued advocacy, support and education provided to our health authorities and government agencies Encouraging other organizations to use these principles within their companies and show the benefits. May also help to create more jobs for PRA's who need to work that aren't on disability
Increase PAN's Indigenous partnerships and involvement of people of colour	3	<ul style="list-style-type: none"> I know that PAN made an effort for organizations to bring people with lived experience to the conference, however, I don't recall any speakers who self-identified as people living with HIV/HCV. In addition, there could have been better representation from Aboriginals, Asians, and South Asians
Continue CBR Quarterly meetings and the involvement of people with lived experience in PAN's CBR programs	2	<ul style="list-style-type: none"> Continue to include people with lived experience in the CBR program
Increase the number of PLDI trainings	2	<ul style="list-style-type: none"> Perhaps by maximizing PLDI trainings for those newly engaged in their organizations because of the GIPA/MIPA principles
Look to member organizations and other North American groups to see what they are doing	2	<ul style="list-style-type: none"> More examples of how service providers from across North America are doing this

Table 8. Comments on how PAN is currently working to ensure its governance serves its expanded vision and suggestions on how PAN could improve in this area (n=30)

There were fewer responses to this question as compared to previous questions, and six of the 30 respondents stated that they did not have suggestions or that they were unsure. Most of the substantive responses (n=24) suggested governance-related changes that reflect PAN's expanded vision. For example, some respondents suggested that PAN increase its inclusive and meaningful involvement of a diversity of

people with lived experience of HIV, HCV, and related communicable diseases and conditions at various level of the organization. These responses offered concrete ideas related to the composition of the Board of Directors and member organizations, as well as recommendations related to member and Board accountability. Interestingly, one respondent indicated that a finalized provincial HCV strategy could provide direction to guide PAN's governance-related decision-making.

Theme	Frequency (n=)	Quotes
No suggestions or unsure	6	<ul style="list-style-type: none"> Keep going forward Don't know
Ensure programs and governance align with expanded vision	5	<ul style="list-style-type: none"> Actively seek out organizations serving expanded populations (i.e. non-traditional memberships that serve substance using populations, HCV etc.) Making changes to its governance structure to more accurately reflect the expanded vision
PAN Support/Board Positions for PLHCV and allies	5	<ul style="list-style-type: none"> Need to move forward with the proposed changes in board composition and membership criteria to better reflect HCV and other related conditions How is PAN spending money to support longstanding Hep C patients / providers / advocates, including PHCN?
Continue dialoguing with members and organizations	4	<ul style="list-style-type: none"> Ensure capacity building network buy-in
Ensure Indigenous representation and partnerships	2	<ul style="list-style-type: none"> More Indigenous partnerships and working relationships
Strengthen Board & members' accountability and inclusivity	2	<ul style="list-style-type: none"> Build stronger accountability pieces for board and member engagement Being inclusive both within the membership and the Board of Directors
Engage with decision-makers	1	<ul style="list-style-type: none"> How can PAN be engaged earlier with the decision-makers and funders that have so radically changed their support of member organizations?
Appoint PLHIV and PLHCV representatives from each health authority	1	<ul style="list-style-type: none"> Inclusion of people living with HCV with their own representative and HCV Positive representative. May not be able to provide a seat for each health authority but one HCV + and one community HCV Rep would be a start
A provincial HCV strategy would strengthen decisions	1	<ul style="list-style-type: none"> This is a tricky question beyond the scope of my knowledge! I think having a finalized provincial HCV strategy could help make stronger governance-related decisions at the organizational level

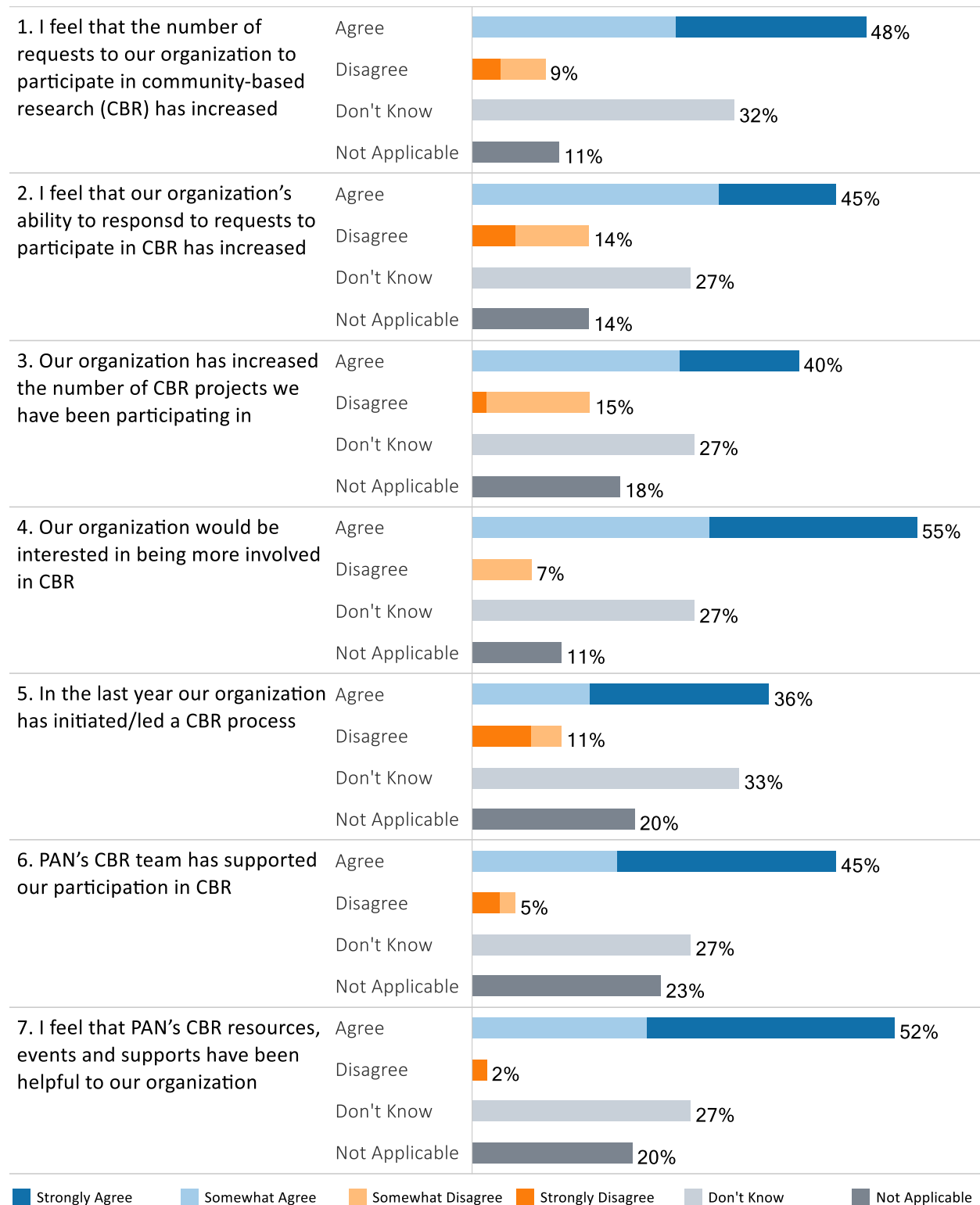
Strategic Direction 3: Build capacity in innovative and relevant community-based research (CBR)

Note: Due to a high number of “Don’t Know” and “Not Applicable” answers to these questions, the proportion of “Agree” responses seem relatively low and the proportion of “Disagree” responses seem relatively high compared to questions on other strategic directions.

A majority of respondents (70%) felt that PAN’s work in CBR has had a positive impact on the sector as a whole (as context, 2% answered “Disagree,” 21% “Don’t Know,” and 7% “Not Applicable”). Respondents also felt that PAN’s CBR capacity building work has had to a positive impact on the sector as a whole; as outlined in 11 of Figure 12 below, 65% of survey respondents answered “Agree” to this statement, while 5% answered “Disagree,” 20% “Don’t Know,” and 9% “Not Applicable.” The two CBR projects led by PAN – *Positive Living Positive Homes* (a CBR study on HIV and Housing) and *BC People Living with HIV Stigma Index* (a CBR study on HIV and stigma) – were highly rated as having a positive impact (refer to 14 and 15 in Figure 12 below).

On the other hand, the need to increase the utilization and accessibility of CBR findings and resources was highlighted (42% of respondents used resources and tools from PAN’s online CBR toolkit and 43% of respondents reported that their organization has accessed CBR findings and analyses through PAN). Similarly, there is a need for increasing the engagement in and initiation of CBR projects by the member and allied organizations (refer to 3 and 5 in Figure 12 below).

Figure 12. PAN's progress against Strategic Direction 3: "Building capacity in innovative and relevant community-based research" (n=56)



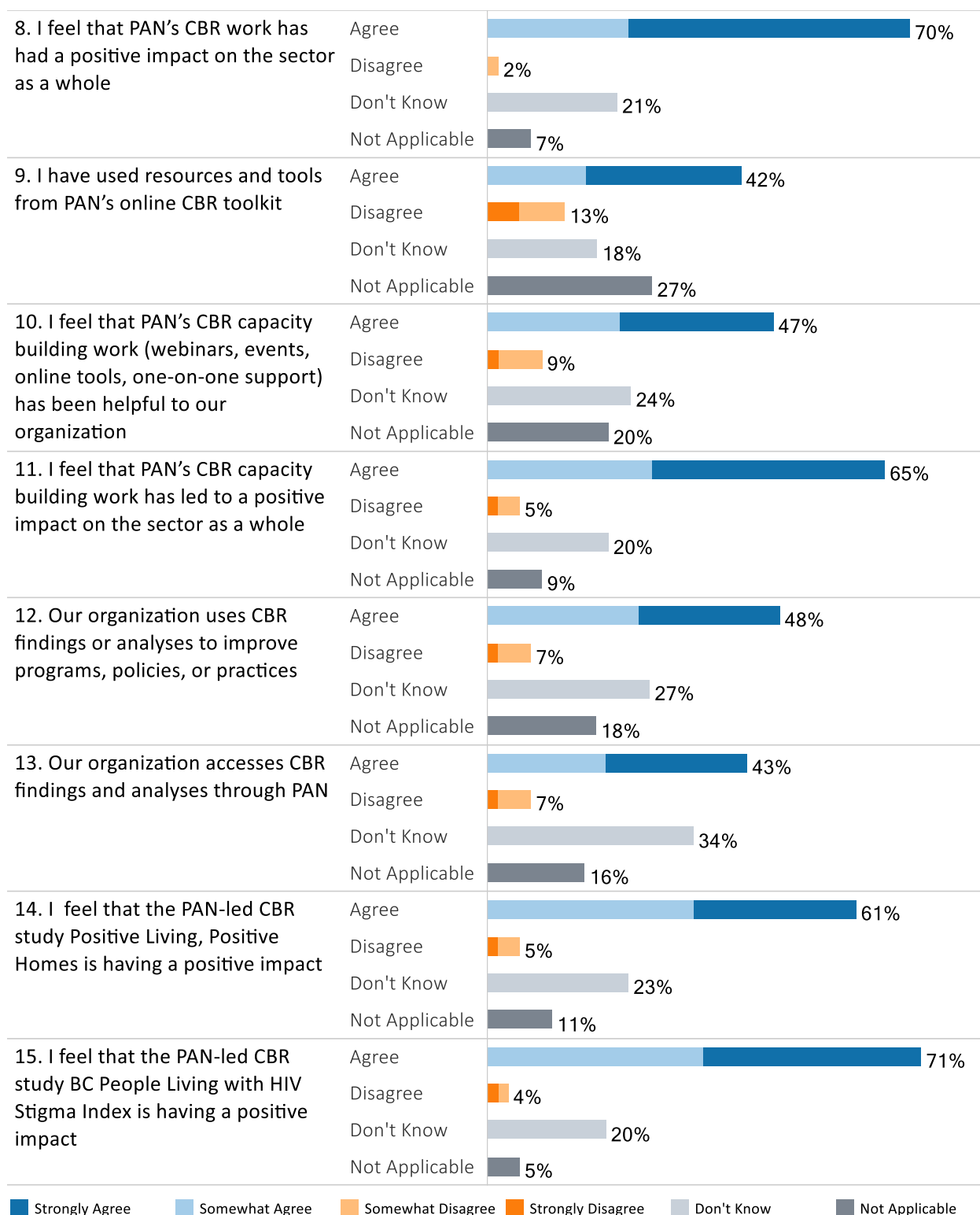


Table 9. PAN's support to build capacity for its member organizations and peer researchers in community-based research (CBR) in BC (n=25)

This qualitative question received only 25 responses, but the thoughtfulness of those responses indicates a strong appreciation of PAN's province-wide capacity building work related to community-based research, as well as PAN's role in facilitating connections among stakeholders from across the country. Respondents most often commented on the value of PAN's training and employment opportunities for PLHIV (n=9). The next set of most common responses clustered around the value of PAN's tools and mentorship for organizations conducting research and evaluation projects (n=6). Responses also indicate apprehension regarding the impact of recent funding changes on the dissemination and uptake of findings from current community-based research projects.

Theme	Frequency (n=)	Quotes
Offering training and employment opportunities for PLHIV	9	<ul style="list-style-type: none"> Peer led research is paramount to a healthy approach, it builds capacity and re-empowers the front line community/consumer PAN is championing the usage of PRAs in the communities uptake of CBR however there are still challenges around this uptake and more education of what a PRA looks like and does is still needed
Offering tools and mentorship for ASOs	6	<ul style="list-style-type: none"> Providing tools, examples and mentorship in this area is hugely helpful to our planning for CBR projects at an organizational level PAN is strengthening collaboration with Canadian stakeholders and other peer researchers to actively engage in the national research landscape
Through CBR Quarterly meetings	4	<ul style="list-style-type: none"> CBR Quarterly meetings (though has come to more of a 3 times/year gathering) really help to keep the sector (not just CBOs but academic and government partners too) in the loop with CBR
Increasing inclusivity through Indigenous partnerships	2	<ul style="list-style-type: none"> Inclusiveness to all spectrum of communities and cultural safety
Concern around funding cuts	1	<ul style="list-style-type: none"> PAN is trying hard, but the current resources dilemma is obviously having a negative impact. We are gathering lots of information now, but will we be able to properly dispense it if our regional representatives disappear?
Including peer roles in evaluation	1	<ul style="list-style-type: none"> Love the introduction of peer evaluator team for PLDI impact evaluation - need more of these efforts (trusting the translation of peers' learning from planning to implementation phase of this evaluation)
Through a provincial focus, including rural communities	1	<ul style="list-style-type: none"> It is greatly appreciated that PAN involves as much of the interior of BC that it does

Areas of Needs and Future Directions for the Community-Based HIV & HCV Sectors in British Columbia

In Fall 2016, PAN was contracted by the Provincial Health Services Authority (PHSA) to act as the backbone support organization for a provincial HIV and HCV Collective Impact Network in BC. Collective impact brings people together in a structured way to achieve social change. A very basic definition of Collective Impact is "the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem."⁴ In strategizing to develop this Network, PAN identified "work groups" as a potential mechanism to work towards a common agenda, and has asked its membership and key stakeholders a number of related questions in the 2016 Members' and Stakeholders' Survey.



Since then, a decision has been made to move away from the traditional or pure form of a Collective Impact Network – which tend to have heavy theoretical and academic foundations – and towards a "PHSA HIV and HCV Collaborative." This approach is better-suited and more aligned with the needs of this group. The Collaborative's more immediate focus will be on short-term pieces and projects that the PHSA-contracted community-based agencies can work on together. This focus may evolve over time.

Despite this shift, the findings from questions related to Collective Impact Network in 2016 Members' and Stakeholders' Survey are presented here as they are important in informing the provincial needs and future directions of the community-based HIV and Hepatitis C sectors in BC. Moreover, PAN will continue its role as the backbone support organization for the PHSA HIV and HCV Collaborative, undertaking activities such as:

- Providing strategic guidance and vision to our members and allied organizations;
- Advocating for a common agenda;
- Supporting the Collaborative's aligned activities;
- Working to support shared measurement practices and the sharing of data;
- Advancing policy; and
- Mobilizing resources for the Collaborative

Table 10. Priority areas or potential topic areas for the Collective Impact Network's Work Groups (n=39)

Responses to the qualitative question around priority areas or potential topics for the Collective Impact Network demonstrate an appetite for advocacy and policy-related work on the topic of stigma. A number of participants also indicated an interest in HIV- and HCV-focused advocacy and policy development. Five participants stated that they would be interested in a work group focused on gbMSM; a tension worth noting, however, is one respondent's interest *and* discomfort with the gender binary dimension of this potential topic area. Respondents were also interested in work groups to support evidence-based practice and the uptake of shared measurement tools and other innovative approaches. Harm reduction and responding to the opioid crisis were also identified as priority areas/potentials topics for the Collective Impact Network.

Theme	Frequency (n=)	Quotes
Policy and advocacy targeting stigma	14	 Stigma, education, social change  Advocacy, Policy & Stigma Work Group

⁴ Kania, J. & Kramer, M. (2011). [Collective Impact](#). *Stanford Social Innovation Review*, Winter 2011, 36-41.

		<ul style="list-style-type: none"> Advocacy, Policy and Stigma Work and any other Working groups needing lived experiences
gbMSM	6	<ul style="list-style-type: none"> As a Two Spirit community member working within the public health sector of HIV/HCV, I find the gbMSM Work Group appealing, but it conflicts within the Indigenous approaches to Two Spirit because it is primarily a male Eurocentric approach that negates women, etc. gbMSM
Supporting evidence-based practice, capacity building and innovation	5	<ul style="list-style-type: none"> Increasing Evidence-Based Practice, Innovation (how do we support this) Any processes and structures that involve aligning of goals, visions, and indicators/measurement practices interest me
Harm reduction and the overdose crisis	4	<ul style="list-style-type: none"> Harm reduction/public health crisis/opioid response/SCS-SIS access
HIV and HCV advocacy	3	<ul style="list-style-type: none"> Advocacy - Work Group
HCV policy development and advocacy	3	<ul style="list-style-type: none"> Our clients would benefit from advocacy around access to DAA HCV treatment, and a national HCV strategy
Supporting meaningful community engagement	3	<ul style="list-style-type: none"> Supporting meaningful community engagement
Include people with lived experience	2	<ul style="list-style-type: none"> Develop work groups with lived experience
PrEP access and uptake	1	<ul style="list-style-type: none"> Access to PrEP
Documenting the impact of ASOs' work	1	<ul style="list-style-type: none"> One priority area is improving our collective and individual ability to document the impact of our work on provincial objectives
Indigenous partnerships	1	<ul style="list-style-type: none"> More Indigenous partnerships and working relationships
Policy and evaluation of the STOP CIC in BC	1	<ul style="list-style-type: none"> Any work groups that contribute to policy development and evaluation of the STOP HIV program in BC
Rural issues	1	<ul style="list-style-type: none"> Rural issues - equity of health care, access and stigma

As Figure 13 demonstrates, respondents felt that redefining the community response to HIV and HCV in BC and prioritizing inclusive decision-making that involves people with lived experience were some key capacity building needs that the Collective Impact Network could pursue. Respondents also wanted to know more about the potential that could be achieved through a Collective Impact Network and shared measurement activities.

With regard to potential initiatives that PAN could take on as the backbone support organization, respondents identified bringing together a diverse group of stakeholders who will work toward the common agenda and guiding provincial vision and strategy as being the most exciting or useful to their work.

Figure 13. Potential capacity building needs for your organization related to Collective Impact (n=49)

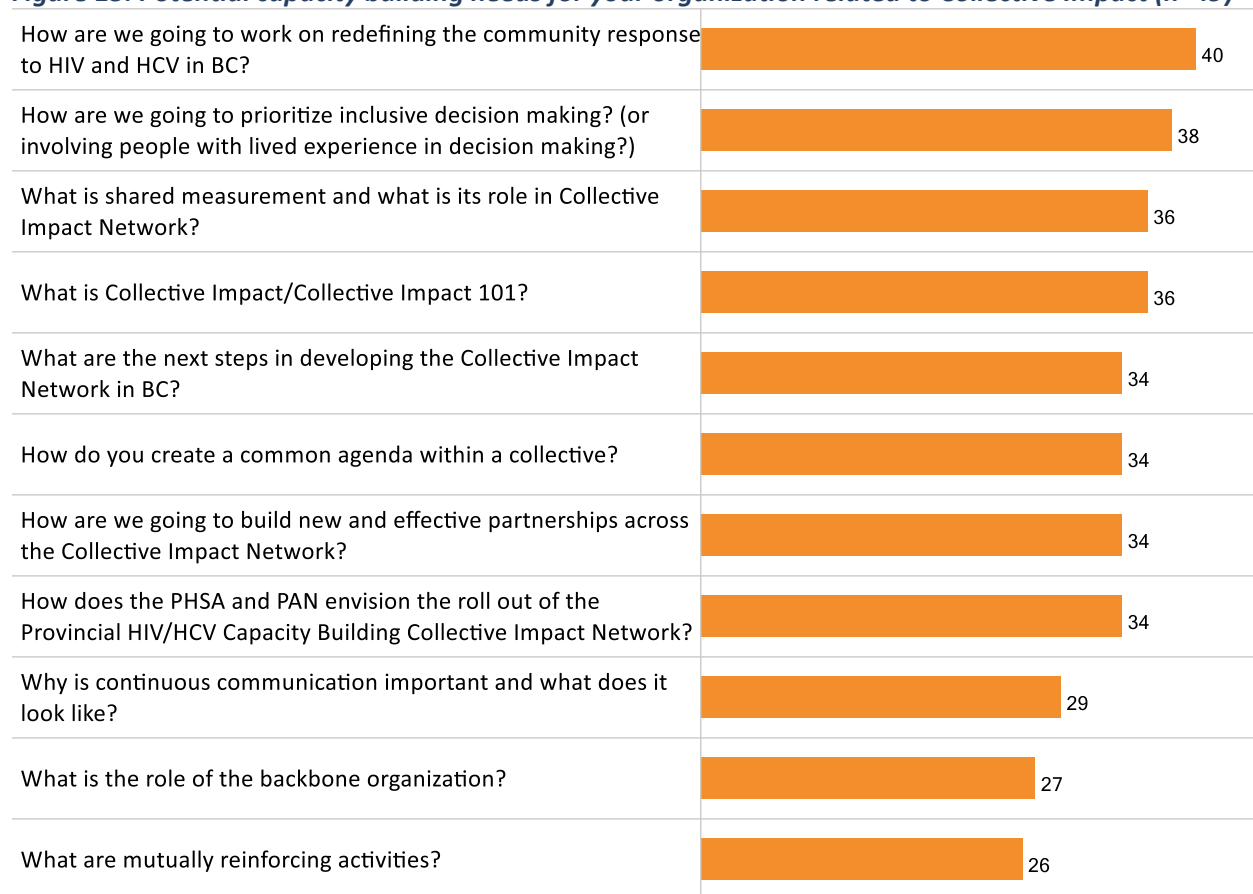
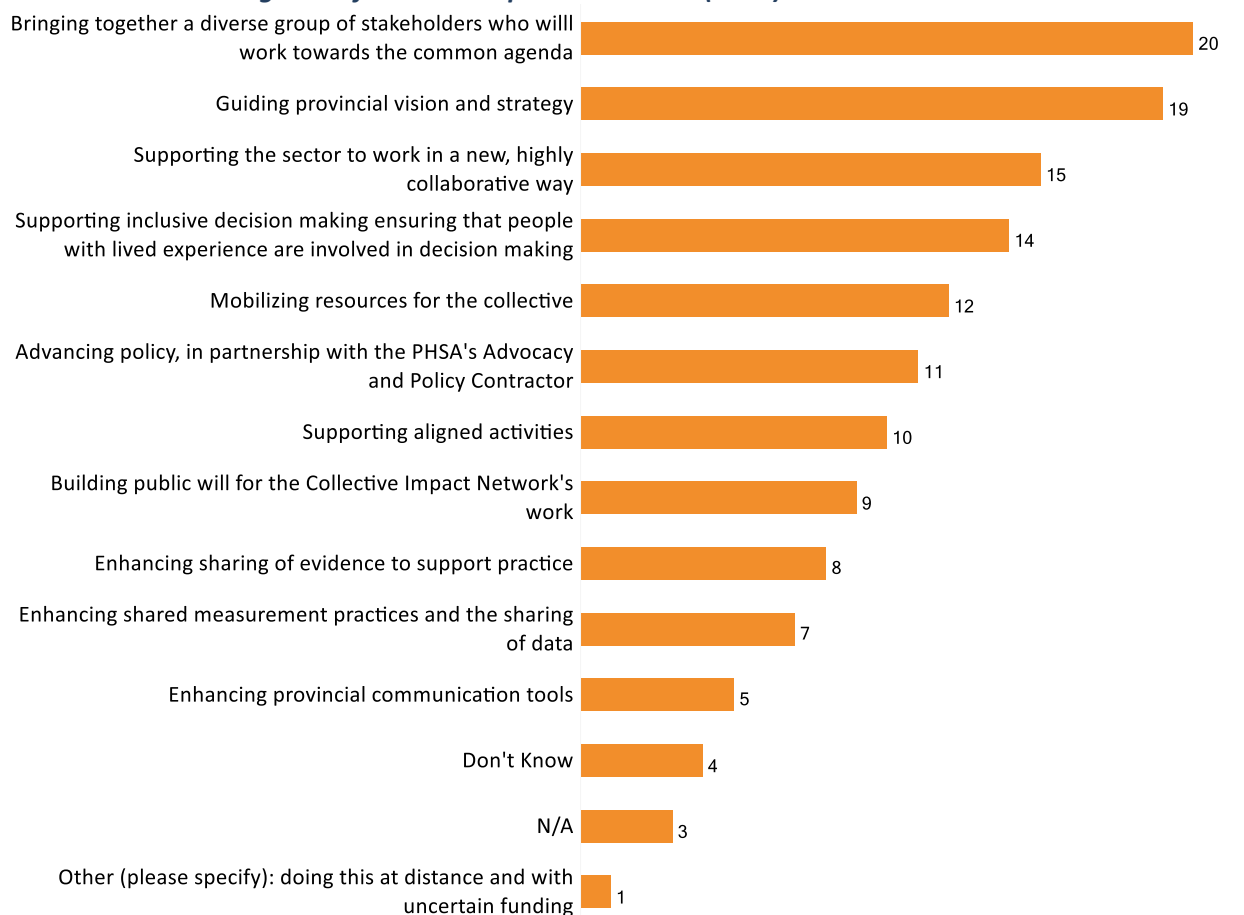


Figure 14. Areas related to the initiatives the backbone support organization (i.e. PAN) may take on that are most exciting or useful to the respondents' work (n=49)



Network Evaluation

The last section of the survey evaluated PAN as a network, using established tools for conducting network evaluations. Networks are becoming increasingly 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 pool capacities and resources and facilitate cross-sector collaborations while minimizing duplication and inefficiency. Evaluating the network's components and associated successes and challenges is critical to sustaining and scaling up successful network activities and processes.

The three pillars of focus for the network evaluation were: 1) network connectivity, 2) network health and 3) network results. An assessment of the network connectivity (factors such as purpose, membership, and leadership and governance) provides insight into 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) provides data 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 determine whether the network is on track to achieving the shared goal.

In PAN's network evaluation, the respondents were asked to rate a number of specific questions from 1 (Not so much) to 5 (Totally!) related to overarching of network characteristics include: Network Purpose, Network Membership, Network Leadership & Governance, Network Resources, Network Operations, Network Advantage, and Network Performance (for individual questions see Table 8). Here are the average scores for each of the characteristics: 4.4 for Network Purpose; 4.1 for Network Membership; 4.4 for Network Leadership & Governance; 3.8 for Network Resources; 4.1 for Network Operations; 4.2 for Network Advantage; and 4.4 for Network Performance. PAN scored the high in Network Purpose, Performance, and Leadership and Governance, which indicates that PAN members identified strategic goals and objectives for the network together, 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. A score of 3.4/5 in response to the statement "All members are contributing time and resources to the network" highlights a particular area of weakness related to Network Resources, and presents an opportunity for improvement. Please see table 8 below for further findings from this section of the survey. This table may be used as a tool from PAN's Board of Directors and Staff to strategically think about our network health and to active think about plans and approaches that might improve areas of weakness.

Figure 18. Average Scores of Network Characteristics

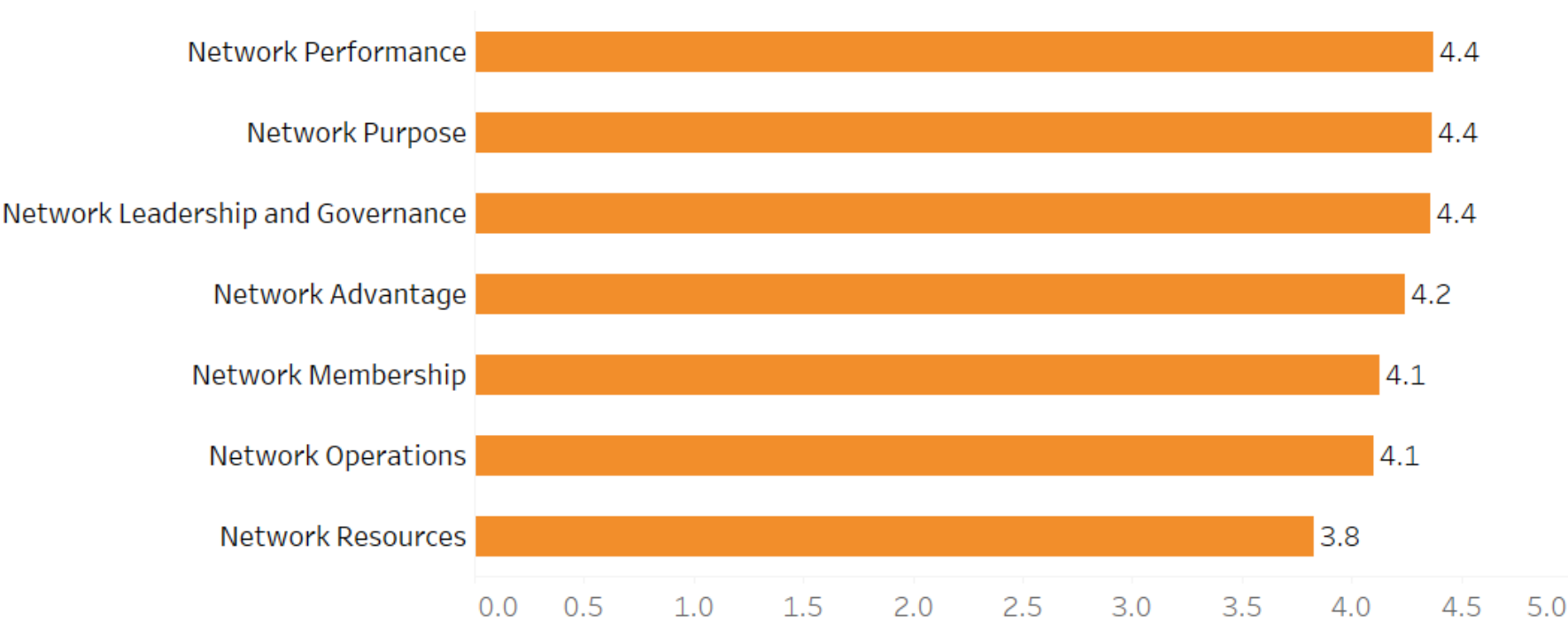


Table 8. Summary of Network Evaluation

Characteristic	Desired Attribute	Score (/5)	Potential Actions To Strengthen the Network
	1. Together, members have identified strategic goals and objectives for the network	4.5	
	2. As a network, members have the skills, experience, diversity of knowledge and capacity to advance network goals	4.5	
	3. As a network, members have the connections they need to advance network goals	4.2	
	NETWORK PURPOSE AVERAGE (total score/3)	4.4	
	4. Membership is adjusted to meet the changing needs of the network	3.9	
	5. Members are working together to advance the network's goals	4.2	
	6. Members are adding value to each other's work	4.4	
	7. Members honour their commitments to the network	4.0	
	8. There is a high level of trust between members of the network	3.8	
	9. The network is resilient. If some highly connected participants leave, the network remains strong	4.3	
	10. New members can quickly become productive within the network	4.3	
	NETWORK MEMBERSHIP AVERAGE (total score/7)	4.1	
	11. The network is able to attract additional network funding, as needed	4.0	
	12. Members know where resources are within the network – knowledge, skills and capacity	4.0	
	13. All members are contributing time and resources to the network	3.4	
	NETWORK RESOURCES AVERAGE (total score/3)	3.8	

NETWORK OPERATIONS	14. The network's internal communications systems with its membership are serving it well	4.2	
	15. There is ample shared space, both online and in-person, allowing participants to easily connect	4.0	
	16. The way the network communicates with stakeholders builds support for the network	4.2	
	17. The network anticipates, surfaces, and addresses conflict when it arises	4.1	
	18. Network spaces invite self-organized action	4.1	
	19. There is a balance of top-down and bottom-up strategies for doing the work of the network	4.1	
	20. The network has mechanisms in place to promote accountability among members (e.g., agreements, understandings)	4.0	
	NETWORK OPERATIONS AVERAGE (total score/7)	4.1	
	21. Decision-making processes encourage members to contribute and collaborate	4.4	
	22. Leadership is shared. Responsibility and control is spread throughout the network	4.2	
	23. Leadership is refreshed and renewed to reflect the network as it evolves	4.2	
	24. Governance is formalized in a group, committee or board (not a single person)	4.6	
	25. Governance is reflective of diverse constituencies in the network and transparent	4.4	
	NETWORK LEADERSHIP & GOVERNANCE AVERAGE (total score/5)	4.4	
	26. All members share a common purpose for the network	4.1	
	27. Members are actively contributing to network efforts	4.0	
	28. Members are achieving more together than they could alone	4.6	

	NETWORK ADVANTAGE AVERAGE (total score/3)	4.2	
	29. Network work plans and activities reflect network goals	4.4	
	30. The network is meeting its strategic goals and objectives	4.3	
	31. The network is making progress on its stated short term goals and objectives	4.3	
	32. The network regularly measures, evaluates and reflects on its impact to refine its goals and activities	4.4	
	33. The network is creating value for the constituents it serves	4.4	
	NETWORK PERFORMANCE AVERAGE (total score/5)	4.4	