



**PAN**

**PAN  
MEMBERS'  
AND ALLIES'  
SURVEY:**

**COMPARATIVE  
INSIGHTS  
FROM  
2021-2024**



December 2024

# HISTORY AND PURPOSE



The PAN Members’ and Allies’ Survey is a key instrument of our strategy to ensure our work remains aligned with our vision, mission and values. Since its inception in 2015, the survey has become a critical feedback mechanism that informs us about the effectiveness of our approaches and the impact of our work. It also enables us to continuously reflect on that work based on the needs identified by our community, ensuring our efforts in community empowerment, addressing health and social justice issues, and strategic alignment that are both relevant and impactful.

Since we started conducting this survey, the findings have helped us learn how we are meeting our goals and tracking progress concerning the outcomes and activities identified in PAN’s strategic plan. This year it also informed the development of our upcoming 2025-2030 strategic plan

This report compares findings from four surveys conducted between 2021 and 2024, including how well PAN met the needs of our members and identified strengths, and areas for improvement across the years.

# PARTICIPANT DEMOGRAPHICS



The response rate to the survey has remained relatively stable over the years with the exception of 24/25. This was likely due to the timing of implementation of the survey being over the summer and participants being away.

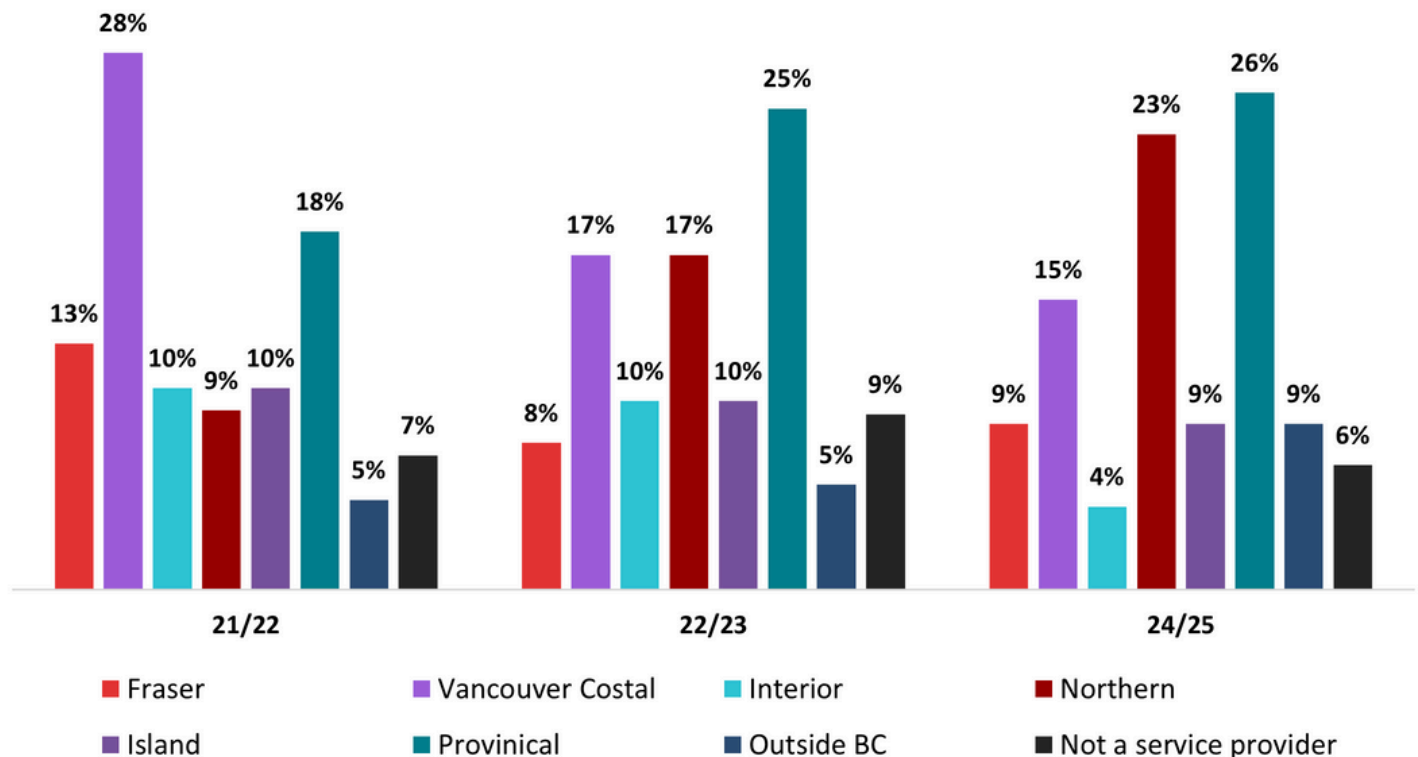
**21/22: 45%**

**22/23: 44%**

**24/25: 27%**

Looking at regions that are organization’s area of primary service delivery, over the years, Vancouver Coastal and Fraser has decreased while there is an increase in participation from Northern Health and provincial (Figure 1).

**Figure 1**



Between the years 2021-2024, participants indicated their relationship to PAN. The majority of participants over the years were from the following groups: 21/22: n=87 | 22/23: n=92 | 24/25: n=47



PAN staff or contractor

21/22: 18%  
22/23: 20%  
24/25: 23%



Person with lived or living experience

21/22: 20%  
22/23: 16%  
24/25: 9%



Executive Director of PAN member organization

21/22: 15%  
22/23: 15%  
24/25: 21%



Key representative of PAN member organization

21/22: 13%  
22/23: 12%  
24/25: 28%

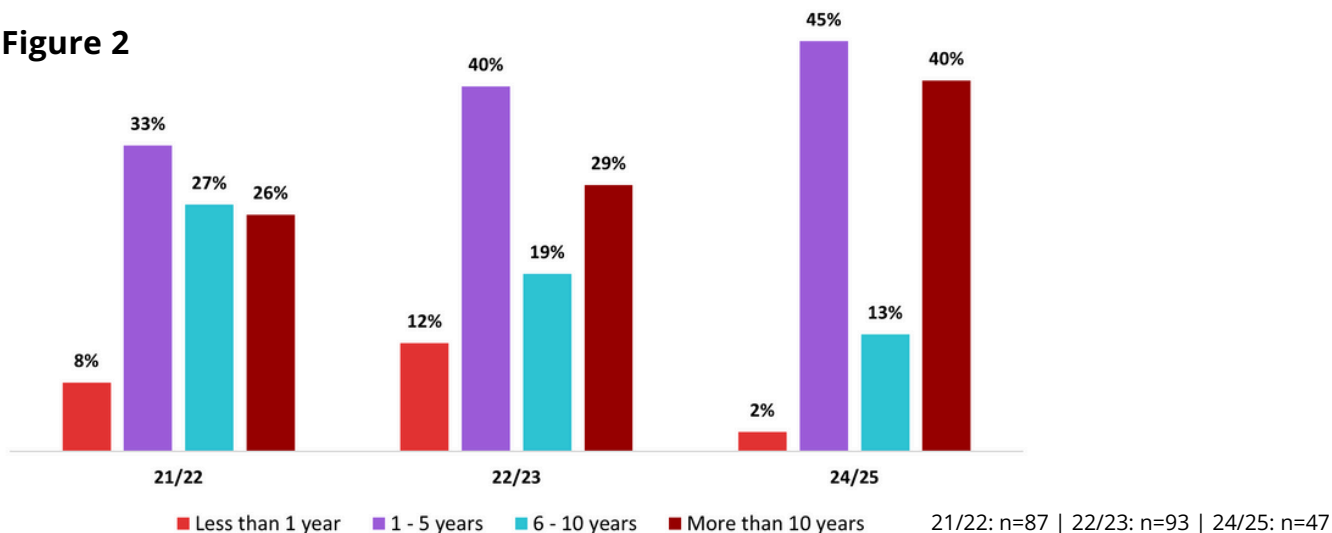


Non-government funder or partner

21/22: 11%  
22/23: 12%  
24/25: 9%

The number of years participants have been involved with or partnered with PAN is shown in Figure 2. As of 24/25, there was a large increase in long time engaged participants as participants engagement at over 10 years increased and less than 1 year decreased.

Figure 2



New to the survey in 24/25, we asked participants if they work in a small, urban, rural, remote or Indigenous community.



38%

of participants indicated that they do their work in at least one of these communities.

In terms of priority programs and services and populations that participants focus on were relatively consistent over the years. The following were the top areas from 2021-2024:

### Priority Programs and Services



Providing services to people living with HIV  
21/22: 14 | 22/23: n=11 | 24/25: n=11



Proving services to people who use drugs  
21/22: 13 | 22/23: 9 | 24/25: 10



Proving services to people who struggle with other social determinants of health  
21/22: 10 | 22/23: 8 | 24/25: 10



Proving services to people at risk of acquiring HIV or hepatitis C  
21/22: 8 | 22/23: 11 | 24/25: 7

### Priority Populations



People who use drugs  
21/22: 15 | 22/23: 13 | 24/25: 13



Indigenous people  
21/22: 11 | 22/23: 12 | 24/25: 12



Gay, bi, and/or men who have sex with men  
21/22: 12 | 22/23: 8 | 24/25: 6

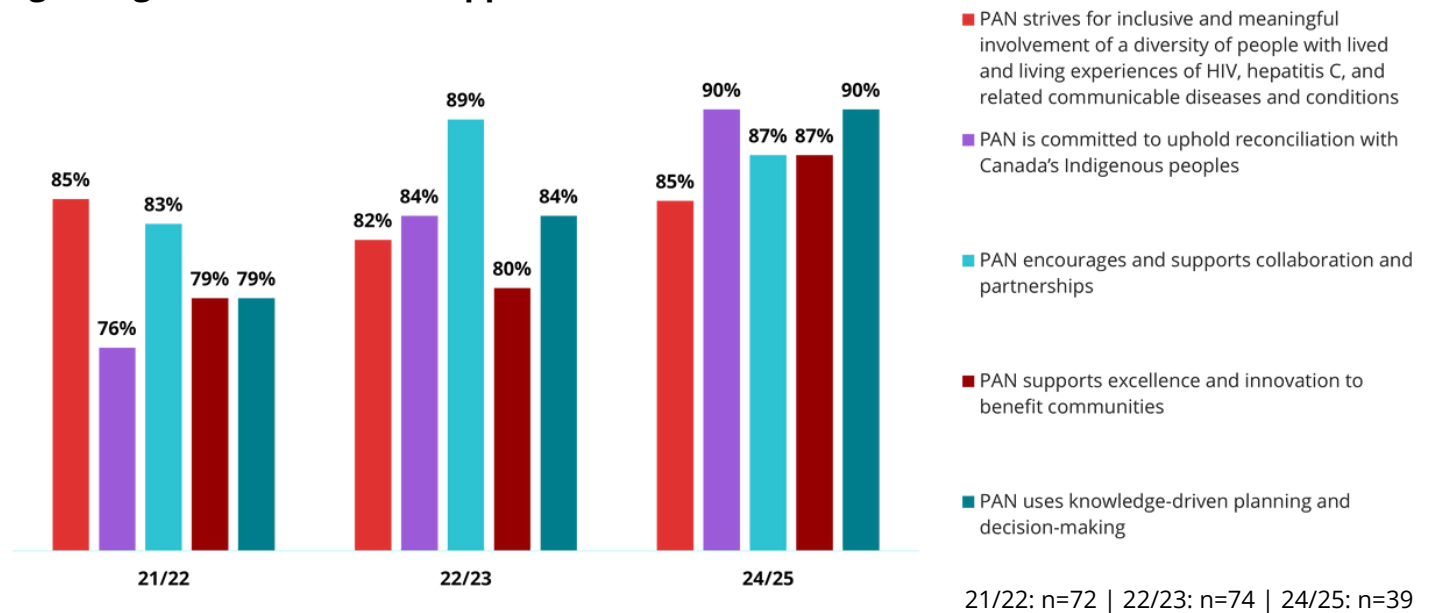
21/22: n=23 | 22/23: n=22 | 24/25: n=21

# VALUES AND APPROACHES



We asked participants their thoughts on PAN's values and approaches through their agreement to the following statements. Participants noted consistently high agreement over the years, in particular, there was a notable increase in agreement that PAN is committed to uphold reconciliation with Indigenous peoples (Figure 3).

**Figure 3: % agreement (agree and strongly agree) with the following statements regarding PAN's values and approaches**



There was also high agreement over the years that PAN applies and advocates for harm reduction approaches (21/22: 81% 22/23: 85% 24/25: 95%), PAN strives to challenges stigma and discrimination (21/22: 83% % 22/23: 89% 24/25: 90%), PAN responds to emerging issues (21/22: 76% 22/23: 82% 24/25: 85%), and strives to meaningfully engage people with lived and living experiences (21/22: 85% 22/23: 89% 24/25: 92%).

We asked participants their thoughts on how could PAN continue making progress towards strengthening its governance. The following are the themes from that feedback and some examples.

<p><b>Engagement of members and allies (n=21)</b></p>	<p>Building relationships with member groups and other members of communities based on emerging needs</p>	<p>Focused research/trainings available for rural and remote harm reduction projects and programs</p>
<p><b>Continue the work (n=17)</b></p>	<p>Have a more regular and working relationship with an Elder/Knowledge Keeper</p>	<p>By identifying partners who will complement each other and strengthen goals and share resources</p>
<p><b>Indigenous engagement (n=13)</b></p>	<p>Continuing to bring their input at each board meeting, and/or invite community leaders to share their realities</p>	<p>Continue working with organizations like IPS and making sure work is being implemented</p>
<p><b>PWLE engagement (n=12)</b></p>	<p>Having people with living with HIV, or living experience of Hep C in sustainable and well supported leadership roles at PAN</p>	<p>Address each of these items individually as an organization in terms of 'where are we at' in gaps, challenges, successes, strengths, etc.</p>
<p><b>Reflect on values (n=8)</b></p>		
<p><b>In-person engagement (n=6)</b></p>		

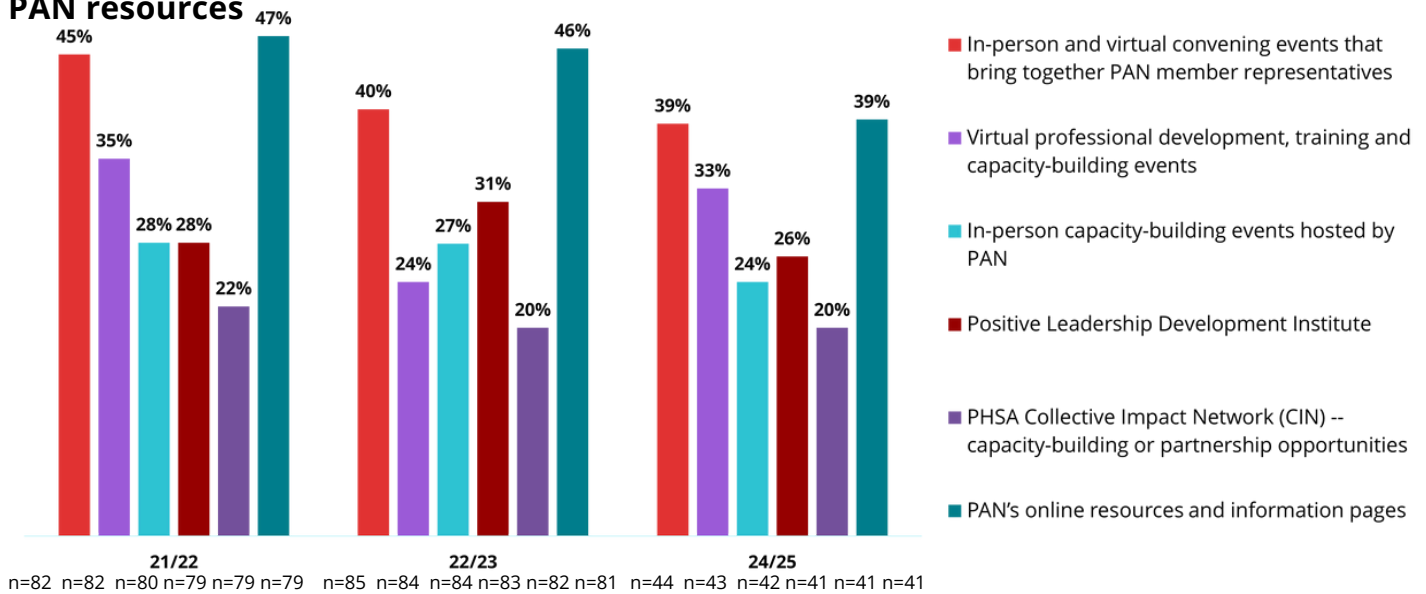
# STRATEGIC DIRECTION #1

## STRENGTHEN KNOWLEDGE-DRIVEN PLANNING, DECISION-MAKING, AND IMPLEMENTATION AMONG PAN'S MEMBERS AND ALLIES



We asked participants their thoughts on PAN's work to strengthen knowledge-driven planning, decision-making, and implementation. Participants were asked about how often they use PAN's resources (Figure 4) and how satisfied they are with them (Figure 5).

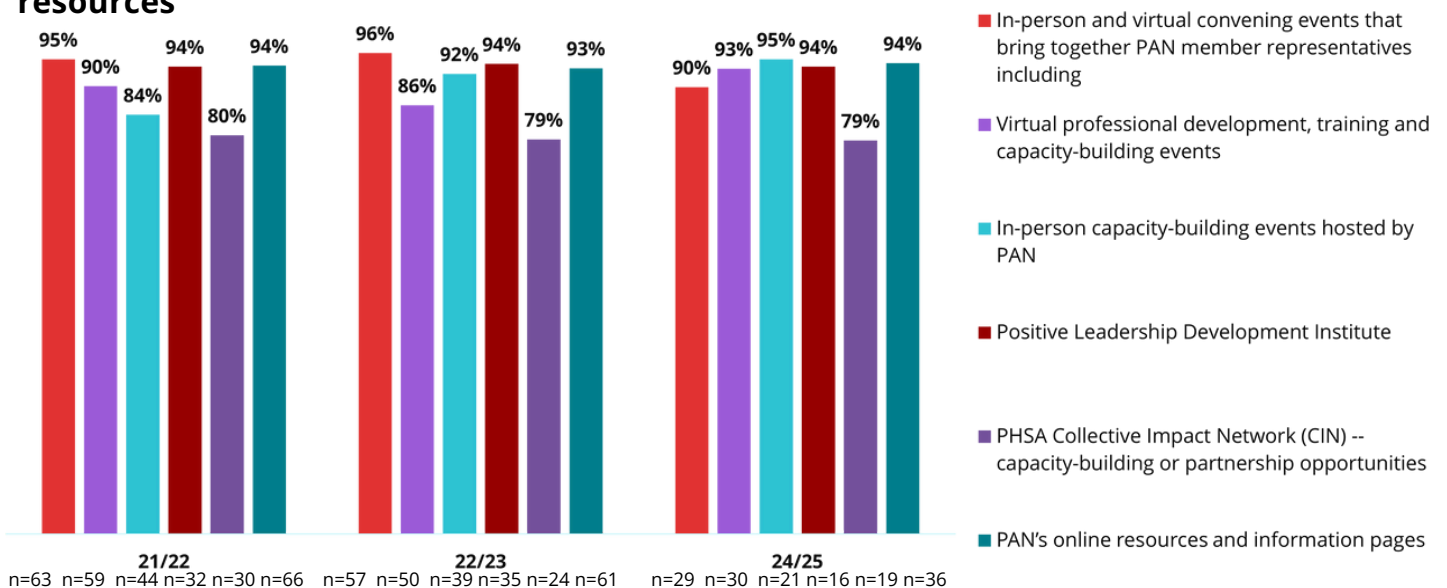
**Figure 4: % frequency of use (use almost every time and always use) of the following PAN resources**



In addition to Figure 4, there was lower frequency of use over the years in PAN's evaluation fee-for-service supports (21/22: 8% n=76, 22/23: 10% n=79, 24/25: 7% n=41), implementation studies supported by PAN (21/22: 26% n=76, 22/23: 23% n=80, 24/25: 24% n=41), and evaluation capacity and skills building activities (21/22: 24% n=76, 22/23: 24% n=79, 24/25: 22% n=41).

The most frequently used resource over the years was PAN eNews (21/22: 58% n=78, 22/23: 60% n=81, 24/25: 59% n=41), and additionally PAN's News and Views Blogs (21/22: 46% n=79, 22/23: 41% n=83, 24/25: 46% n=41) and community-based research studies (21/22: 39% n=76, 22/23: 40% n=80, 24/25: 34% n=41) were also frequently used.

**Figure 5: % satisfaction (satisfied and completely satisfied) with the following PAN resources**

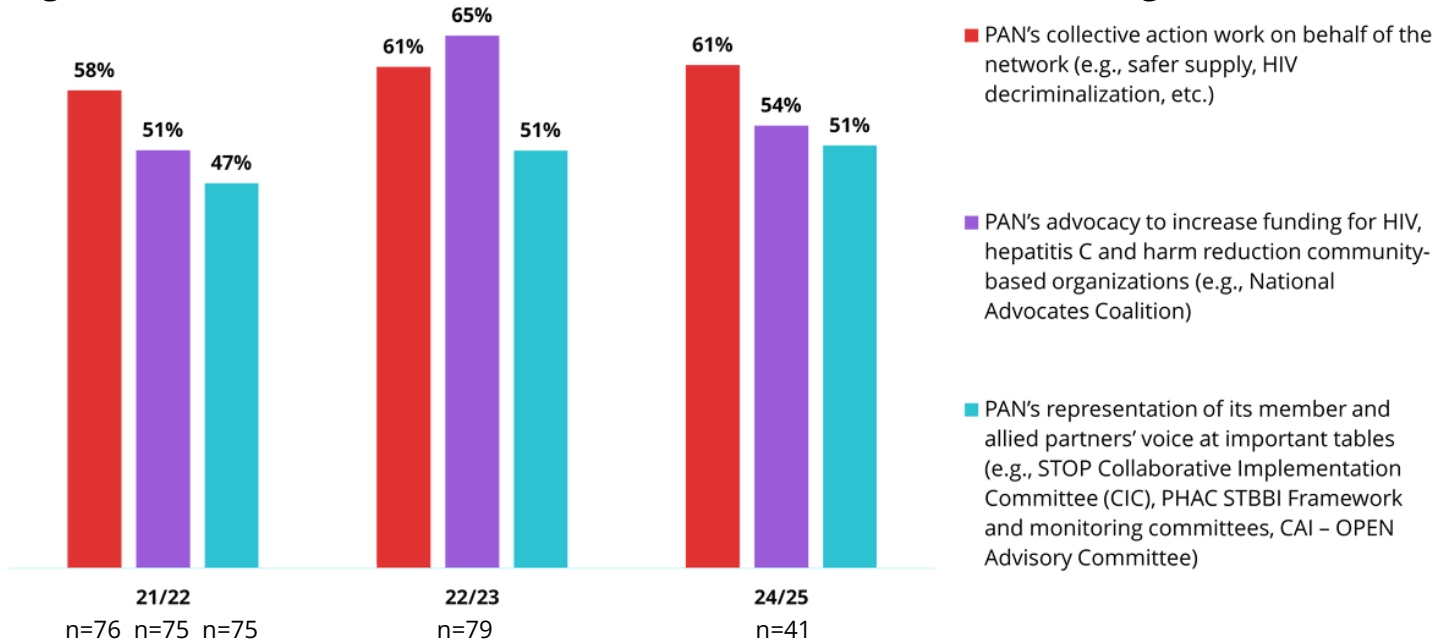


Additionally, although there was lower frequency, there was high satisfaction over the years in PAN's evaluation fee-for-service supports (21/22: 92% n=12, 22/23: 91% n=11, 24/25: 67% n=6), implementation studies supported by PAN (21/22: 82% n=39 22/23: 87% n=31 24/25: 94% n=18), and evaluation capacity and skills building activities (21/22: 89% n=37 22/23: 88% n=40 24/25: 85% n=20). 5

There was also high satisfaction over the years with PAN eNews (21/22: 97% n=59, 22/23: 91% n=66, 24/25: 95% n=37), and additionally PAN's News and Views Blogs (21/22: 95% n=56, 22/23: 91% n=54, 24/25: 93% n=30) and community-based research studies (21/22: 93% n=57, 22/23: 87% n=52, 24/25: 93% n=30) were also frequently used.

We asked participants if they benefited from various aspects of PAN's work. There was consistently more than half of participants who noted that they had some benefit or a lot of benefit from PAN's collective action, advocacy to increase funding, and representation at important tables over the years (Figure 6).

**Figure 6: % benefit (some benefit or a lot of benefit) from the following PAN work**



We asked participants their thoughts on how could PAN continue making progress towards strengthening its knowledge-driven planning, decision-making, and implementation and some challenges that they have been facing in their work. The following are the themes from that feedback and some examples.

	<b>Resources sharing and networking / engagement (n=22)</b>	<b>Provide access to epi-data and surveillance data (accessible, trends, different government levels) where should we be directing our efforts and resources?</b>	<b>Some gaps in staying connected with programs and services that research has been done more action in community development</b>
	<b>Webinars / trainings/ events (n=22)</b>	<b>Scale-up of HIV and STBBI self-test implementation Reaching the undiagnosed living with STI including HIV, HCV, syphilis</b>	<b>Challenges continue to be the lack of sustainable funding and the increase in people who use our services</b>
	<b>Funding/ staffing/ burnout (n=22)</b>	<b>Continue to offer regular online meetings in which us various partner organizations can get together to share ideas and experiences. It is particularly valuable for those of us without in-person access to other organizations</b>	<b>Continue to and expand on the organizations that PAN supports through capacity building and research/evaluation</b>
	<b>Advocacy/ political shifts (n=17)</b>	<b>Human resources especially recruitment, capacity building, support for staff in terms of ongoing grief and loss</b>	<b>We are concerned about upcoming federal and territorial elections and what that means for continuous funding</b>
	<b>Testing and linkage to care (n=8)</b>		
	<b>Continue the work (n=4)</b>		
	<b>Stigma (n=2)</b>		

# STRATEGIC DIRECTION #2

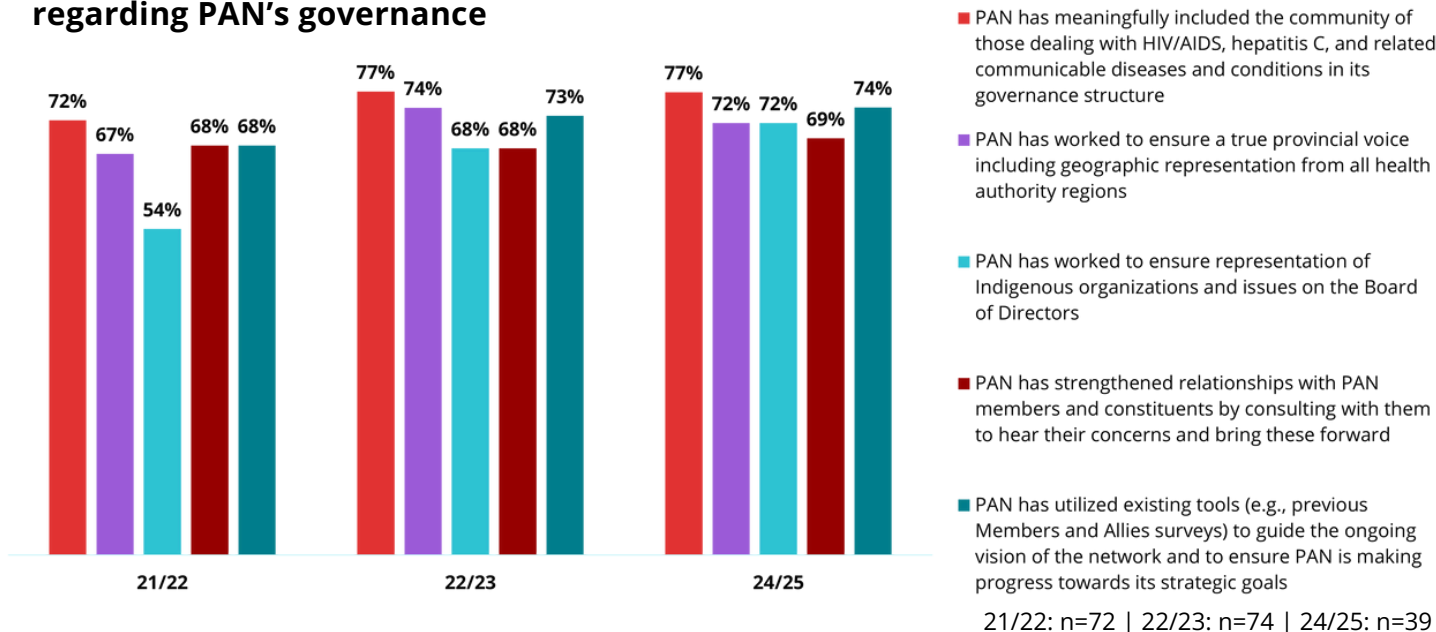


## STRENGTHEN OUR GOVERNANCE

We asked participants their thoughts on PAN's governance through their agreement to the following statements. Participants noted consistently high agreement over the years. In particular, there was a notable increase in agreement that PAN has ensured representation of Indigenous organizations and issues on the board of directors.

There was also high agreement that PAN meaningfully includes people with lived and living experiences in its governance structure, utilizes tools to ensure PAN is making progress towards its strategic goals, and ensures a true provincial voice (Figure 7).

**Figure 7: % agreement (agree and strongly agree) with the following statements regarding PAN's governance**



We asked participants their thoughts on how could PAN continue making progress towards strengthening its governance. The following are the themes from that feedback and some examples.

<p><b>Diverse population engagement</b> (n=34)</p>	<p>Bringing in more lived experience from drug use, homelessness, vs very successful MSM population</p>	<p>Actively seek out more Indigenous members and people with lived experience</p>
<p><b>Continue the work</b> (n=13)</p>	<p>I feel like trying to aim to get a variety of views, regions, experience on a board is essential</p>	<p>It would be great to see some specific work done on rural/remote and northern communities</p>
<p><b>Unsure about governance</b> (n=6)</p>	<p>It would be great to go back to having face to face meetings, as it would be nice to actual see people</p>	<p>It's hard for me to tell what the PAN board members' perspectives/goals are for strengthening itself as a table, and consequently as an organization</p>
<p><b>In-person engagement</b> (n=6)</p>	<p>Sustain governance by creating a feedback loop which the board and people of lived experience can identify</p>	<p>Communicate what the board is currently discussing/working on in broad terms and demonstrate how it upholds values, strategic direction, etc.</p>
<p><b>Transparency</b> (n=4)</p>		

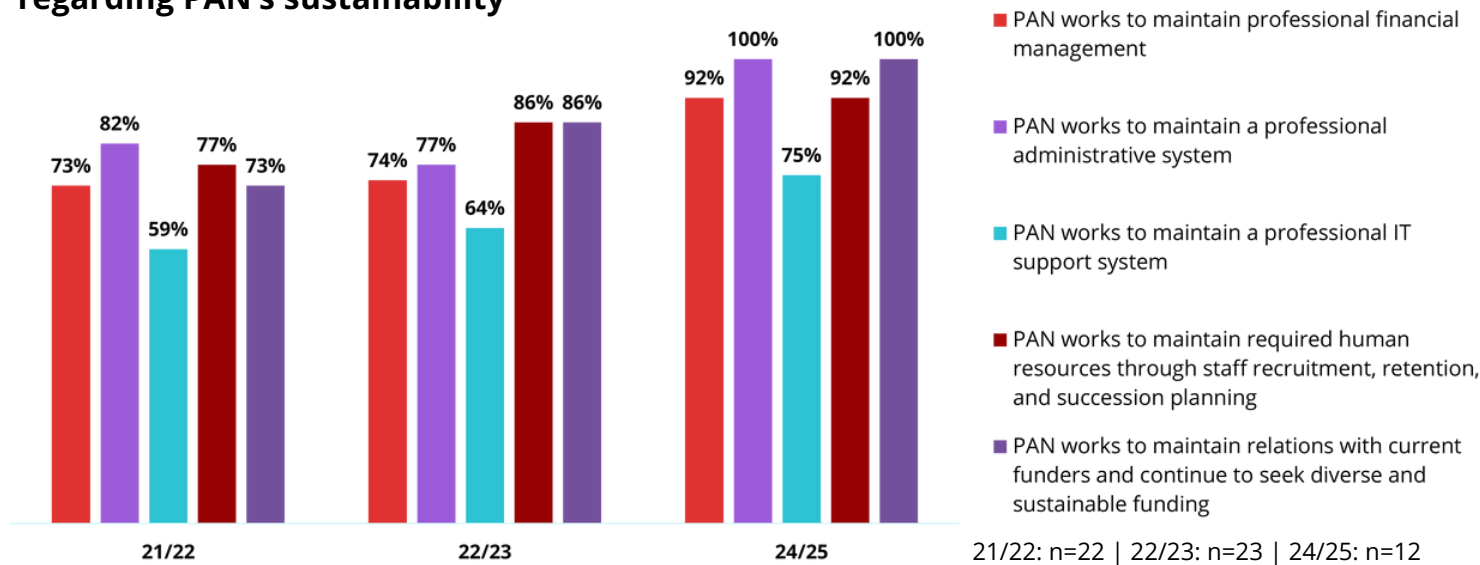
# STRATEGIC DIRECTION #3



## ENSURE OUR SUSTAINABILITY

We asked participants their thoughts on PAN's sustainability through their agreement to the following statements. In particular, participants noted a large increase in agreement related to PANs work to maintain relations with current funders and to seek diverse and sustainable funding (Figure 8).

**Figure 8: % agreement (agree and strongly agree) with the following statements regarding PAN's sustainability**



There was also high agreement over the years that PAN works to promote staff's physical, emotional and mental wellness (21/22: 82% 22/23: 86% 24/25: 92%), PAN supports a culture of learning and professional development (21/22: 91% 22/23: 82% 24/25: 100%), and PAN works to maintain a flexible, inclusive, and supportive workplace (21/22: 95% 22/23: 86% 24/25: 92%).

We asked participants their thoughts on how could PAN continue making progress towards strengthening its governance. The following are the themes from that feedback and some examples.

<p><b>Foster competitive edge</b> (n=10)</p>	<p>Continue to make PAN a competitive employer different ways to compensate people that are not strictly financial</p>	<p>Continuing to invest in staff skill sets</p>
<p><b>Longer-term/ core/ diverse funding</b> (n=7)</p>	<p>Promoting and organizing team building activities among staff to build stronger connections</p>	<p>Seeking longer term funding (i.e.. funding that lasts for more than a year)</p>
<p><b>Resource management</b> (n=6)</p>	<p>Continuing to advocate for core funding as necessary to the long-term survival and thriving of nonprofits  Expanding fee for service options</p>	<p>Resource management --&gt; allocating people, money, etc. to important projects or programs to achieve the greatest organizational value</p>
<p><b>Continue the work</b> (n=4)</p>	<p>Coordinating efforts with other organizations</p>	<p>Continuing to assess what is needed in BC to address HIV, hep C, harm reduction, etc and then clearly demonstrating to PAN members the benefit connection to what is being proposed by PAN</p>



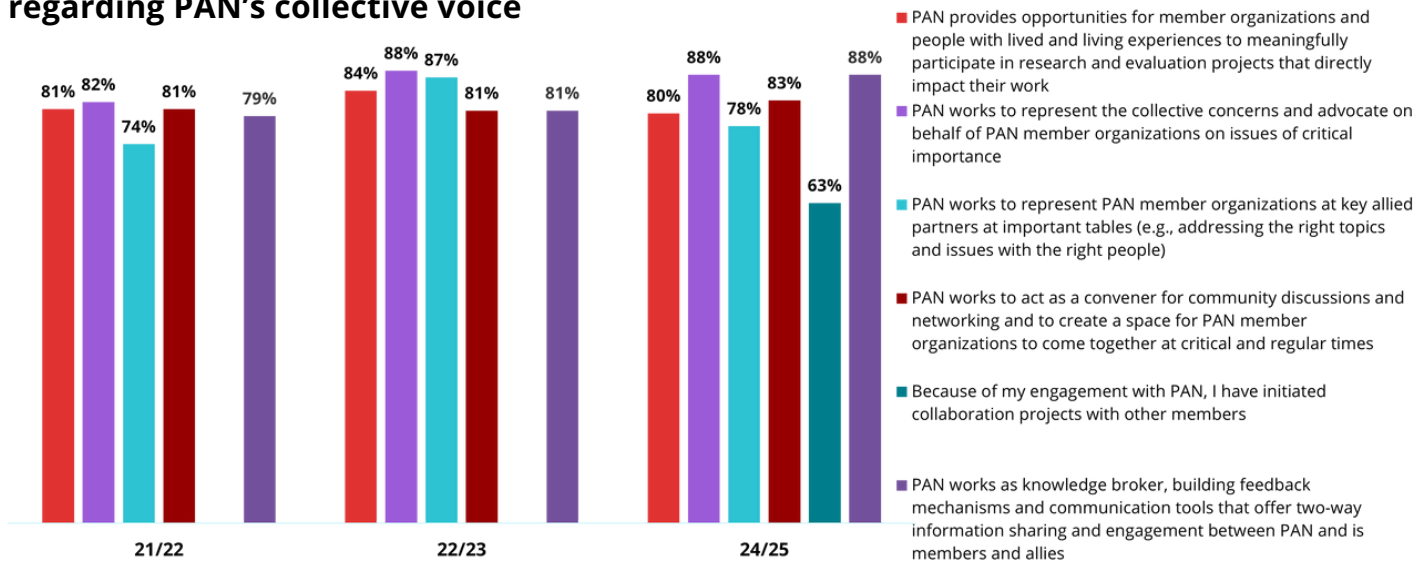
# STRATEGIC DIRECTION #4



## PROVIDE A COLLECTIVE VOICE TO RESPOND TO ONGOING AND EMERGING HEALTH AND SOCIAL JUSTICE ISSUES

We asked participants their thoughts on PAN’s collective voice through their agreement to the following statements. Participants noted consistently high agreement over the years. Of note, in 24/25 we asked participants if they have initiated collaboration projects with other members as a result of engaging with PAN in which more than half of participants agreed (63%) (Figure 9).

**Figure 9: % agreement (agree and strongly agree) with the following statements regarding PAN’s collective voice**



There was also high agreement over the years that PAN works to use relevant public health data to ensure its responses are contextualized and member-driven (21/22: 74% 22/23: 84% 24/25: 88%), PAN works to strengthen existing and build new relationships with government to stay informed on emerging data and policy trends (21/22: 74% 22/23: 82% 24/25: 83%), and PAN has increased the influence of people with lived and living experiences in promoting social change (21/22: 73% 22/23: 84% 24/25: 78%).

We asked participants their thoughts on how could PAN continue making progress towards providing a collective voice to respond to ongoing and emerging and social justice issue. The following are the themes from that feedback and some examples.



**Engagement**  
(n=66)

I have really been enjoying the regular PAN Members and Allies Check-In meetings ... They have helped me to understand what PAN is doing, and makes me feel like I have a voice and PAN knows what is going on with my program and community

I think PAN could have a better social media presence. One, maybe start using more than X, and start using knowledge translation tools to bring pertinent information about new studies or grants to the public and other allied members



**Advocacy**  
(n=17)

Strengthen relationships with SURR communities, Indigenous members and communities, and find spaces where members issues and feedback could be discussed in detail to identify the best way to address them

Increase your presence on provincial and national stages and become active in the upcoming elections to advocate for our populations ongoing. Continue to leverage policy tables



**Communication**  
(n=16)

Continue to find opportunities to bring community-based perspectives to different tables - continue to speak for all of the province , as a true provincial voice on issues

Leading more in the publishing of collective statements on issues that our orgs are working to address.



**Continue the work**  
(n=10)

Dedicate resources to communities that are struggling and that are less well resourced including rural and small urban

I would want to see you more in local and national news more in terms of getting a voice on the radio and TV

# CONCLUSIONS

Thank you to everyone who has participated in these ongoing Members' and Allies' surveys over the years!

We are grateful for your continued support and participation. Your feedback is necessary to guide changes and improvements to PAN's work and is a means of two-way communication between PAN staff, board members, allies, members and people with lived and living experiences. Accountability and transparency are embedded in our work, underlying our commitment to being responsive and adaptive to the needs of community.

From the last four years, we have been able to learn what is working well, but also numerous opportunities to continue to support PAN members and allies in the upcoming years. The following are some examples of the work we will continue to do.



## Strengths

- Being a leader in the province for HIV, hepatitis C, and harm reduction
- Incorporation of cultural safety work continue to implement work with IPS
- Strong workplace culture
- Strong membership engagement e.g. members and allies meetings



## Opportunities

- Engage more diverse members, allies and board members to strengthen governance
- Looking at hiring practices to have more diversity
- Partner with diverse organizations (locations, priority groups etc.) to strengthen goals and share resources
- In-person events and meetings strengthen engagement
- Seeking out longer-term and core funding opportunities

