



BEATRICE HUNTER
Cancer Research Institute
Evolving Cancer Research in Atlantic Canada

Beatrice Hunter Cancer Research Institute Strategic Plan

2023 - 2028



Developing our Plan

This strategic plan is the product of a year of engagement work and planning by BHCRI's dedicated leadership teams, staff, members, and other stakeholders. As such, this plan reflects the objectives and priorities of these groups who have a vested interest in the growth and success of the BHCRI.

To develop this plan, we used a multiphase approach designed and facilitated by Thinkwell Research + Strategy. Data from these sessions provided the information for a detailed SWOT analysis. Results highlighted several strategic issues which were discussed and addressed at subsequent planning meetings.

BHCRI leadership came together for an in-depth discussion on the vision and mission of the BHCRI. Following this session, an updated vision and mission statement were defined. All current state and engagement data was synthesized and themed, and five strategic pillars were identified. Additional engagement with leadership and committee members took place to further develop corresponding strategic objectives for each pillar. Once drafted, a broader group of stakeholders including members, funders, and other institutional partners were engaged via an on-line survey. Results of the survey provided detailed feedback on the vision, mission, values, strategic objectives, and overall priority areas. Using this feedback, the draft plan was updated and finalized.

ACKNOWLEDGEMENTS

The BHCRI would like to acknowledge its dedicated staff, members, and institutional partners for their involvement and feedback throughout the planning process.

Vision

To foster and support world class cancer research in Atlantic Canada

Mission

The BHCRI advances cancer research through a network of researchers and stakeholders who support Atlantic Canadian cancer research excellence, innovation, and training

Our Strategic Plan



01

Networking &
Collaboration



02

Research
Excellence



03

Communication
& Promotion



04

Training &
Support



05

Sustainability

← Equity, Diversity and Inclusion →

In addition to each of the five strategic pillars, BHCRI recognizes the importance and value of being an institute that promotes equity, diversity, and inclusion. As part of this strategic plan and the subsequent implementation work, BHCRI is committed to applying an equity, diversity and inclusion lens to each strategic objective.



01 Networking & Collaboration

As an Atlantic Canadian organization with a multidisciplinary and diverse membership of cancer researchers, continuing to build a strong network and provide collaboration opportunities are key to BHCRI's success.

To ensure the growth and development of BHCRI's network and to foster collaboration within membership and among institutional partners the following objectives have been set.

O B J E C T I V E S

- 1** BHCRI will work to bring together all Atlantic Canadian Cancer Researchers thereby building a vast network.
- 2** BHCRI will create a diverse network of cancer researchers including academics, clinician scientists, industry specialists, and trainees.
- 3** BHCRI will create a multidisciplinary network of cancer researchers that support all areas of cancer research including the 4 pillars of health research as defined by CIHR (i.e., biomedical, clinical, health systems services, and population health)
- 4** BHCRI will provide unique research and training opportunities for collaboration among Cancer Researchers in various fields and with various levels of research experience.



02 Research Excellence

Research Excellence is pivotal to achieving BHCRI's vision of fostering world class cancer research in Atlantic Canada. Through this plan, BHCRI seeks to conduct cancer research at a level and quality that receives national recognition and that has high-impact implications for the research community, patients, and families within Atlantic Canada and beyond.

To ensure research excellence the BHCRI will work toward the following objectives.

OBJECTIVES

1 BHCRI will develop a Research Strategy that:

- promotes world class cancer research in Atlantic Canada helping to raise BHCRI's profile nationally (and internationally), and attracts the top cancer researchers to the Atlantic region
- brings national funding and attention to Atlantic Canada and supports research with measurable impact that is responsive to trends and funder priorities
- facilitates collaboration among Cancer Researchers and leads to major breakthroughs and discoveries

2 BHCRI will support innovative research and collaboration with seed funding to advance new ideas in cancer research from researchers of all ages and at all stages

3 BHCRI will encourage cancer research specific to the needs of Atlantic Canadians. That is, research that directly impacts patient care, treatment, and health outcomes related to cancer in the Atlantic region



03 Communication & Promotion

Creating a broader awareness of BHCRI will serve to benefit members and increase opportunities for collaboration and funding. Communicating the impact of BHCRI will also serve to engage and inform stakeholders of BHCRI's value.

To advance communication and promotion of the BHCRI the following objective will be prioritized over the next several years.

O B J E C T I V E

- 1 BHCRI will develop a Communication and Marketing Strategy to raise the profile of BHCRI and create broader awareness of the institution among key stakeholders and the public. The strategy will be designed to help BHCRI:**
 - Clearly communicate their impact
 - Create awareness of the CRTP as a world class program unlike any other training program
 - Facilitate communication among various stakeholder groups, including members, stakeholders external to the BHCRI, and the community and broader public. Communication among members will focus on internal communications that increase awareness among members of each other, on-going research, and collaboration opportunities. Communication with external stakeholders will include outreach with prospective partners, funders, donors, other cancer researchers, and patients. Communication with the community and broader public will strive to raise BHCRI's profile, create awareness around local cancer research initiatives, and disseminate research findings and impact.



04 Training & Support

Supporting and training cancer research students and early career investigators is a core function of the BHCRI. Since its inception, the BHCRI has built a unique and comprehensive cancer research training program (CRTP) and has supported early career investigators by providing them with funding to establish their research, connecting them with a network of experienced researchers, and creating opportunities for collaboration and learning.

To ensure on-going training and support for students and early career investigators, BHCRI is committed to the following objectives.

O B J E C T I V E S

- 1** BHCRI will continue to support and enable future cancer researchers through the Cancer Research Training Program
- 2** BHCRI will grow the Cancer Research Training Program to provide support for more students across the Atlantic Region at various Universities
- 3** BHCRI will support and enable early career investigators by providing funding, and collaboration and peer review opportunities



05 Sustainability

The sustainability of the BHCRI is paramount to its ability to continue to bring together and support a vast network of Atlantic Canadian Cancer Researchers. Securing reliable funding will provide BHCRI with the financial stability to maintain key operational functions as well as provide new opportunities for innovative research, membership growth, student inclusion and training, and support for early career investigators.

To build a sustainable financial model, BHCRI will work to achieve the following objectives.

O B J E C T I V E S

- 1** BHCRI will develop a sustainable funding model that addresses the BHCRI's operational and program costs and supports members and trainees across the Atlantic Region. The model will focus on securing national funding (e.g., Marathon of Hope, MITACS), supporting collaboration for team grants, and identifying and applying for institutional support where it currently exists as well as probing new opportunities across the region (e.g., hospital foundations).
- 2** BHCRI will explore mechanisms for private donors to support BHCRI activities in their local communities
- 3** As an Atlantic Canadian institution, BHCRI will work to ensure longevity within and external to Dalhousie University by solidifying existing relationships and identifying new partnerships across the region.

Next Steps

Following the presentation of this plan to BHCRI's Management Advisory Council, the focus will shift to developing a strategy roadmap. The roadmap will set a path for implementation by identifying priority areas, allocating resources, and setting short and long term-goals for the completion of the work needed to achieve the objectives specified throughout. Results of the stakeholder engagement conducted to develop the strategic plan will be extended to inform the strategy roadmap. This data provides valuable feedback on stakeholder priorities. The roadmap will also provide a framework for engagement to support implementation, assign responsibility for oversight, and specify the measures and outcomes that can be used to monitor progress.

