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**ALBERTA**  
CLINICAL RESEARCH CONSORTIUM

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MANAGED BY ALBERTA INNOVATES

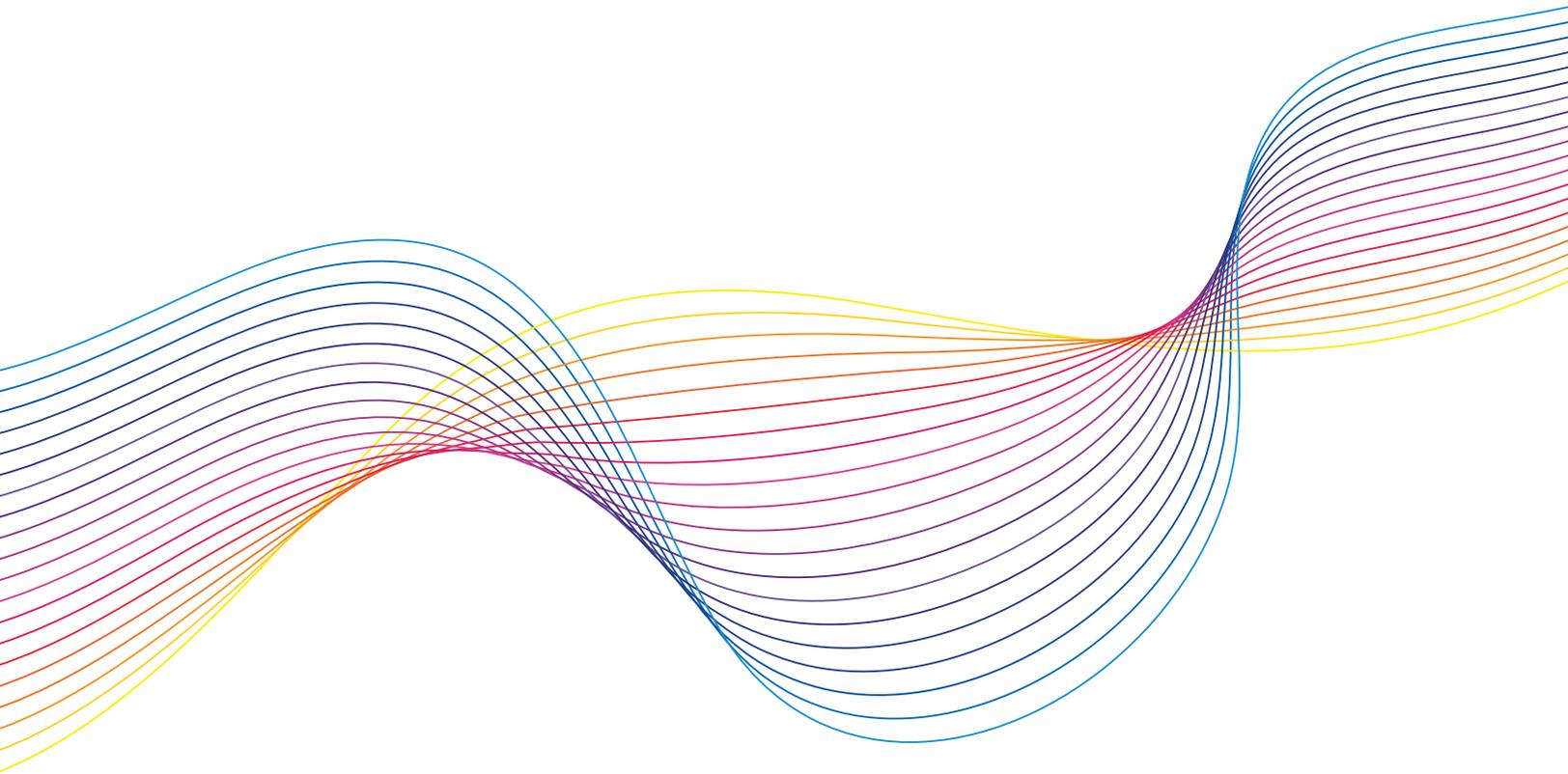
ALBERTA CLINICAL RESEARCH CONSORTIUM

# Strategic Plan Phase III

**2022-2025**

**“Our vision is high quality,  
integrated, and efficient clinical  
health research in Alberta.”**

ALBERTA CLINICAL RESEARCH CONSORTIUM



The Alberta Clinical Research Consortium consists of Alberta Health Services, Alberta Innovates, the College of Physicians & Surgeons of Alberta, Covenant Health, Government of Alberta (Ministries of Alberta Health & Jobs, Economy, and Innovation), University of Alberta, and the University of Calgary. The Consortium works closely with many of Alberta’s research groups including Calgary Centre for Clinical Research and Northern Alberta Clinical Trials + Research Centre.

As a proud partner of the ACRC, Alberta Innovates is pleased to provide project management and secretariat support for the initiative.



STRATEGIC PLAN PHASE III

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# ABOUT THE ALBERTA CLINICAL RESEARCH CONSORTIUM

The Alberta Clinical Research Consortium (ACRC) began when leaders from the research community identified the need to increase alignment and coordination of administrative, regulatory, operational and support processes for clinical health research in Alberta. The ACRC involves academic, health care systems and community-based researchers, study coordinators, and administrators from across Alberta with a shared recognition that research processes need to be streamlined to achieve a positive climate for clinical health research in Alberta. The Executive Committee of the ACRC was established in March 2011 to provide ongoing strategic leadership in the development of an integrated approach to clinical health research. Members of the Executive Committee are senior clinical research representatives endorsed by their respective institutions: Alberta Health Services; Alberta Innovates; the College of Physicians & Surgeons of Alberta; Covenant Health; Government of Alberta (Ministries of Alberta Health & Jobs, Economy, and Innovation); the University of Alberta; and the University of Calgary.



Over the last 10 years, the ACRC has worked together with partner organizations to accomplish its inaugural goal of integrated clinical health research within the province. Going forward, the ACRC will focus on preparing Albertans for the future of health care by identifying and addressing emerging gaps in clinical health research, as we continue to work with partner organizations and stakeholders to map the way forward for designing, conducting, and implementing high-quality research.

The name, ACRC, reflects the collaborative and synergistic efforts of clinical health researchers and administrators from academic institutions, health care systems, the government, and the community. Specifically, the term “consortium” was selected to signify that the initiative is “an association or grouping of institutions or organizations, usually set up for a common purpose that would be beyond the capabilities of a single member of the group.”<sup>1</sup>

## ACRC Partners



<sup>1</sup> Encarta® World English Dictionary [North American Edition] ©2009

# EXECUTIVE SUMMARY

Clinical health research has evolved over the years, with an exponential acceleration through the pandemic. The pandemic demonstrated the importance of medical evidence for safe therapies and a responsive, agile approach to ensure compliance with the applicable regulations and the conduct of trials.

The third Strategic Plan of the ACRC was developed in this context of re-shaping clinical health research with digital and virtual tools to improve access - such that geographical constraints or recruitment staff working hours are no longer barriers to participation. Likewise, with the emerging era of electronic medical records systems and the availability of data to drive new clinical trial methodologies and participant preferences to participate remotely, the regulations around clinical care and research are undergoing modernization. Therefore, this Strategic Plan is forward-thinking, with the goal of preparing and positioning Alberta for improved health outcomes, research competitiveness and commercialization opportunities.

Developed by the ACRC Executive Committee (see Appendix A), the plan has been validated and informed through stakeholder consultation.

In the global context, Alberta needs to continue to enhance its ability to compete and attract outstanding clinical health researchers and investments, while simultaneously aligning itself with the various national strategies. With renowned researchers and research centres of excellence, Alberta has a vibrant clinical health research foundation to build on. Alberta has made and will continue to make significant strides in leveraging data capture for clinical trials through the implementation of a province-wide electronic medical record system (Connect Care), and efficient study conduct through clinical trial management and research systems (OnCore and EDGE). Streamlined research ethics reviews through the Research Ethics Board (REB) Exchange, and a province-accessible informatics for building and managing online research projects (REDCap), are also added advantages for the province.

## The ACRC Phase III strategic priorities are:



ACRC Strategic Plan I focused on building capacity with the research community and started streamlining administrative processes. ACRC Strategic Plan II focused on creating linkages with health care providers, patients, and other Alberta assets. The third Strategic Plan builds upon the prior strategic plans and is a holistic approach to the clinical health research integrated into the discovery, development to commercialization and health care implementation path.

The goal of the ACRC Strategic Plan III is to prepare Albertans for the future of health care by identifying and addressing emerging gaps in process, training, and methodology within the clinical health research environment, and continue to work with partner

## Alberta's Assets

Alberta has many assets that support an aligned clinical health research process, some of which include:

1. A unified public health care delivery system under the provincial administration of Alberta Health Services with strategic partners (Covenant Health), the largest integrated healthcare system in Canada and the fifth largest in the world. This unified system, as well as a single electronic medical records system, allows for streamlined access to high-quality, robust patient data.
2. A vibrant health innovation ecosystem in key partnerships with industry, health care delivery providers, academic institutions, non-profits, and citizens, supported by Alberta Innovates.
3. Two strong medical schools geographically located in the South (University of Calgary), and the North (University of Alberta), ranked fifth and sixth, respectively, in Canada's top 50 research universities in 2021.
4. Covenant Health's focus on vulnerable populations, including addictions and mental health services, senior health, rural health, as well as palliative and end of life care; dedicated to promoting innovation, facilitating inquiry, developing partnerships, integrating research into practice, and building communities.

organizations and stakeholders to map the way forward for designing, conducting, and implementing high-quality research. This will bring benefits to Albertan's health and socio-economic well-being, attract investments to Alberta, and support the diversification of its economy.

Following approval of the strategic plan by the ACRC Executive Committee, working groups will be established for strategic priorities where required, and they will recommend actions, performance metrics, and timelines to the Executive Committee. We will also leverage resources and partner with provincial/national groups on some activities to achieve our strategic priorities.

5. Engaged Government of Alberta Ministries - Health & Jobs, Economy and Innovation.
6. Alignments with provincial initiatives needed for facilitating and supporting clinical health research including:
  - › The Alberta SPOR SUPPORT Unit (AbSPORU) - a virtual network of services that provides support for patients and researchers to increase the quantity and quality of patient-oriented research.
  - › Effective ethics framework - a centralized, single-review REB Platform - the REB Exchange – that allows for one ethics application to cover most sites across the province. The REB Exchange program is recognized by the three research ethics boards designated in the Health Information Act.
  - › Key public awareness campaigns and interactive systems for researchers and research partners, such as Bethecure.ca, Clinical Trials Alberta and Albertans4HealthResearch Network, support those taking part in research, contribute to higher levels of clinical trial participation and increase awareness of health research occurring in Alberta.

# INTRODUCTION

ACRC Strategic Plan III is future focused. ACRC Strategic Plan I focused on building capacity with the research community and started streamlining administrative processes. ACRC Strategic Plan II focused on creating linkages with health care providers, patients, and Alberta's assets. This third plan leverages and builds on the excellence in research and other fields across the province with a forward look on the key activities to be accomplished to help prepare, position, and catalyze Alberta's clinical health research ecosystem for improved patient outcomes and commercialization.

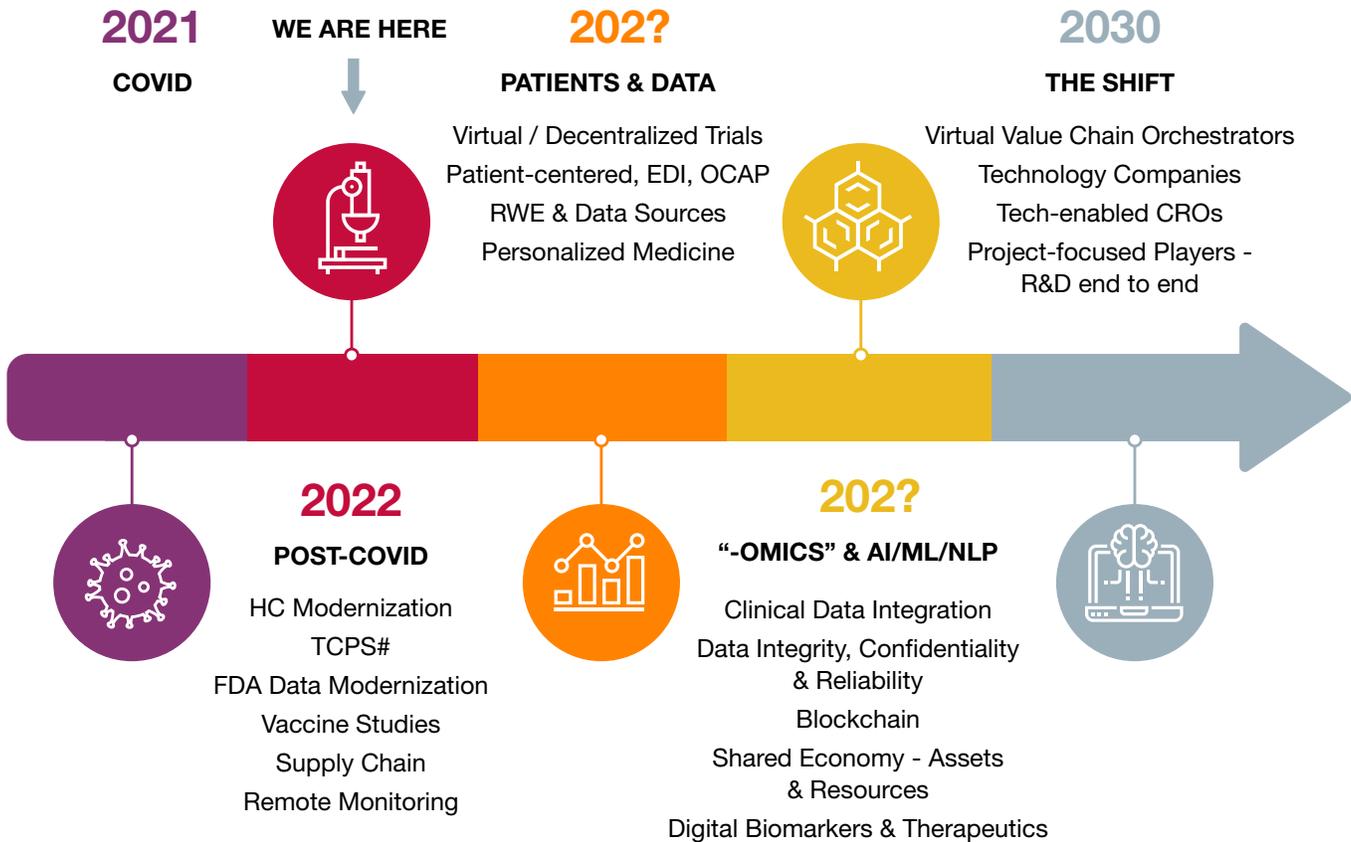
During the last strategic plan there were two key events:

- The years 2019 to present are marked by the global pandemic, COVID-19. The COVID-19 pandemic has reinforced the importance of clinical health research in generating evidence for safe therapies, having participant equity and inclusivity, as well as the need for diverse multi-national trials.
- The year 2021 marked the 10th Anniversary of the inception of the ACRC. Since this time, Alberta has made significant advances that have led to therapeutic discoveries and knowledge, and an overall improvement in health care delivery for patients and families. These advances have not been made in silos but through clinicians and researchers working with the combined knowledge and activities of our partner organizations and initiatives. It has shown what is achievable when organizations work together.

COVID-19 had profound effects on regulatory bodies. They had to prioritize submissions, develop ad hoc review committees, and adjust processes to approve the newly developed COVID-19 studies while still ensuring proper oversight and compliance with the regulations. Research sites in the early months were prohibited from onsite participant visits, confronted with a shortage of staff who were deployed for clinical care to COVID-19 patients, as well as finding secure remote ways of accessing data from common drives and patient records. Research ethics boards received a deluge of protocol amendments as sponsors, research sites and participants were challenged with following the strict study visit schedules while also keeping study staff and participants safe from COVID-19 exposure. Overall, it has shown the fragility of the clinical health research enterprise.

There were also a lot of positive outcomes, and some of the strategies adopted to mitigate the risks and challenges presented by the pandemic are here to stay. It highlighted the importance of hygiene, population data and analytics to understand the spread, pressure on health care systems, and preventative measures. Almost 200 clinical research studies on COVID-19 involving AHS were launched. Scientists and companies from different parts of the world pivoted and collaborated on research studies to solve emerging problems such as testing, PPE, secure messaging, and virtual visits. The pandemic further encouraged consulting and collaborating amongst regulatory bodies to enable timely launching and monitoring of studies, as well as a continuing need to align with regulations. There was strong support for standardization of review and approval processes, study forms, and secure data transfer to enable quicker approvals and assessments while not compromising participant safety, privacy, or data integrity. Participants reported the convenience of participating from their homes, particularly for individuals who are not close to the research centres or urban facilities. It forced research sites and clinical care centres to adopt more digital management of studies and data collection that also altered how onsite monitoring and auditing is conducted.

# Clinical Health Research Trends



Clinical health research has also been evolving with different methodologies, i.e., adaptive trials, N-of-1, real-world evidence, and use of artificial intelligence. COVID-19 accelerated the evolution and adoption of data and digitization in clinical health research. Alberta is uniquely positioned to be a leader in digital health. A fully integrated province-wide health care system, provincial electronic health records, highly qualified staff, emerging tech companies, and a unique collaborative infrastructure, all contribute to our ability to be nimble and adapt to a rapidly evolving environment. We predict the following clinical health research trends and the gradual shift to 2030<sup>2</sup>.

For Alberta to be competitive, the new strategic plan documents new and ongoing opportunities identified by researchers, support staff, representatives of Alberta’s major institutions, and the general community involved in clinical health research. The *ACRC Strategic Plan III Engagement Survey* (October-November 2021) was a key opportunity for stakeholders in the clinical health research community to provide input.

Survey respondents representing diverse research backgrounds and regions across Alberta explored ways to enhance the climate for clinical research in Alberta (see Appendix C). The survey respondents were generous and candid with their commentary - over 680 comments received - and proposed actions and activities for setting strategic priorities that will help optimize clinical health research in Alberta over the next three years. This strategic plan outlines priorities relevant to the vision of the ACRC as identified by this group of stakeholders and presents action plans, key steps, and proposed projects to achieve the desired goals, as well as the projected outcomes.

This Strategic Plan will align with government direction set out through the Alberta Innovation Research Framework, as well as with Alberta Innovates Business Plan. Our strategy aims to advance digital health technologies within the clinical health research ecosystem to accelerate improvements in the quality and long-term sustainability of our health system and the health of Albertans.

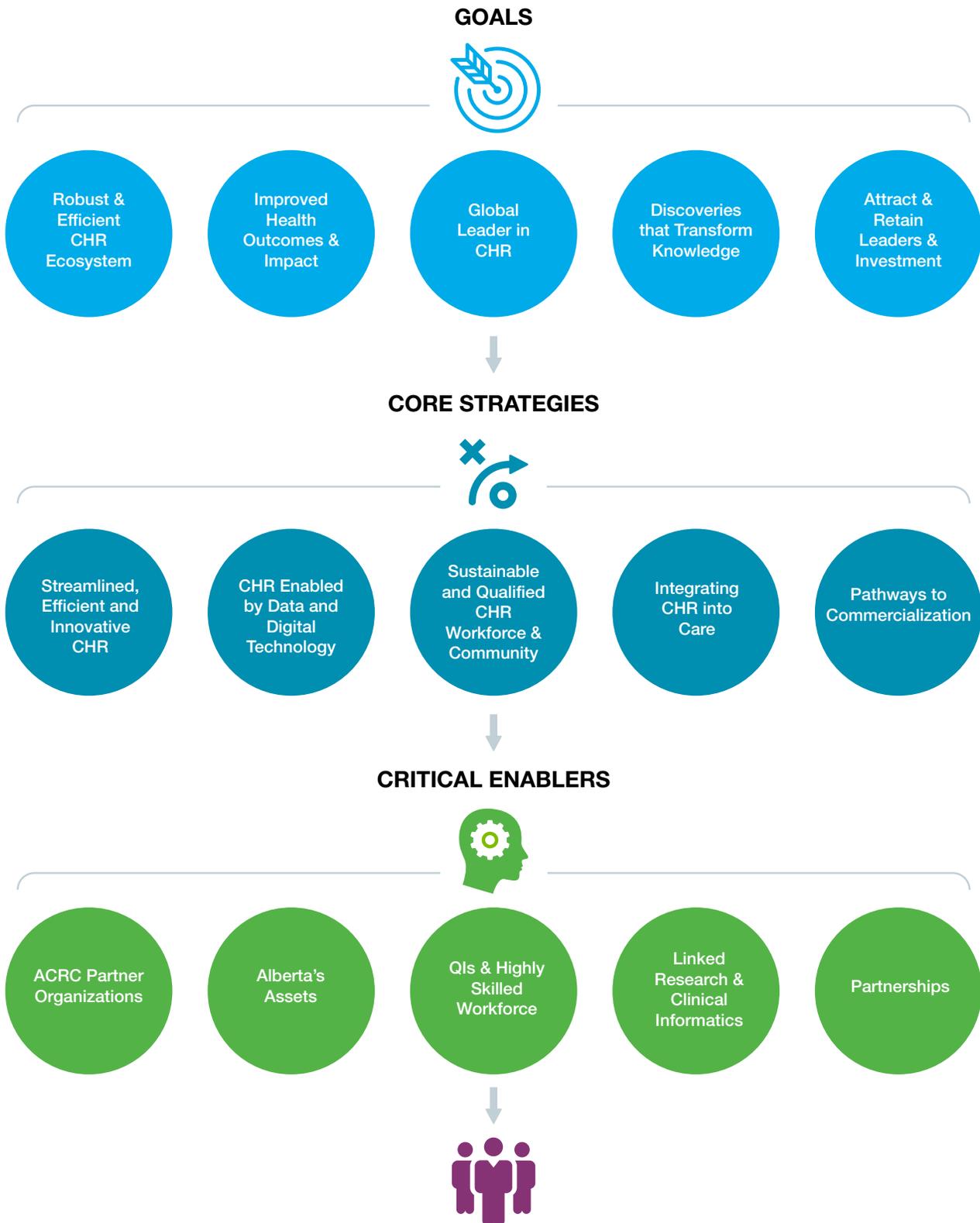
<sup>2</sup> *ACRC Whitepaper*



# PHASE III ACRC STRATEGIC PRIORITIES (2022–2025)

## THE PLAN IN SUMMARY

CHR = Clinical Health Research



**IMPROVE THE WELL-BEING OF ALBERTANS**

## BENEFIT TO ALBERTANS

Alberta has major advantages in clinical health research and care. Through this third strategic plan, the ACRC will better harness these strengths to reinforce Alberta's leadership in healthcare innovation, particularly in emergent areas like digital health. The plan further represents a commitment to better the health of Albertans by working with partners charged with clinical health research and innovation to build an ecosystem that is conducive for conducting quality research and translating research insights into innovations. The fulfilment of these strategic goals will also attract industry investments and support the diversification of Alberta's economy.



# Strategic Priority 1

## Streamlined, Efficient, and Innovative Clinical Health Research

### STRATEGY

*With partners, continue to streamline processes, promote integration and standardization to achieve efficient, and innovative clinical health research, while fostering a culture of adaptability, collaboration and cutting-edge research design, set-up, and delivery within Alberta's research community.*

### BACKGROUND

To ensure that we are providing an efficient, integrated pathway, we must continue to improve the administrative processes and increase province-wide access to clinical health research knowledge, resources, and best practices. In doing so, we strengthen Alberta's attractiveness and competitive advantage that brings improved health outcomes.

### ACTIONS, PLANS AND KEY STEPS

- 1. Streamline administrative, approval processes:** Aim to improve processes through an adaptive environment that fosters continuous assessment and cross-organizational responsiveness to streamlining opportunities for quicker approvals.
- 2. Training and education:** Continue to promote the understanding of the approval processes and resources available for conducting clinical health research in the province. Specifically, to co-identify and co-promote training opportunities of Alberta's integrated research systems (CTMS, REB, Administrative) and innovative clinical trial approaches (Master Protocol Studies, Electronic Healthcare Data, Disease Progression Modelling, Hybrid Trials).
- 3. Clinical Trials Alberta:** Actively promote Alberta's highly skilled professionals, efficient approval processes, quality research conduct, unique assets, and clinical trial capabilities to attract industry investment and partnerships to the province. Facilitate industry engagement with the clinical health research community and advance opportunities for connection and collaboration.

### PROPOSED OUTCOMES

- Improved provincial clinical health research performance metrics that attracts and retains researchers, industry partnerships and investments into the province.
- Increased provincial capacity to conduct clinical health research, as a result of better knowledge of approval processes and resources available. (e.g., OnCore, Connect Care).
- Increased number of clinical health research studies and opportunities, which provides more opportunities to engage the population.

# Strategic Priority 2

## Clinical Health Research Enabled by Data and Digital Technology

### STRATEGY

*Advance digital transformation in clinical health research in Alberta by promoting good data management supporting privacy, security, and integrity of data; leveraging technology for the efficient conduct of studies; and researching technology for the purpose of improving health outcomes.*

### BACKGROUND

Digitization and technology offer new solutions for transforming clinical health research. Advancements in technology have introduced new tools for conducting research as telemedicine (e.g., virtual visits) that not only improve the efficiency of research but are preferred by participants. Digital health technologies are also becoming more prevalent driven by consumer preference in managing one's care (e.g., wearable sensors) that will need evaluation and validation for clinical care.

### ACTIONS, PLANS AND KEY STEPS

- 1. Life Cycle of Data:** Collaborate with subject matter experts to produce guidance on best practices & standards in data management from data generation to visualization and interpretation.
- 2. Emerging Technologies:** Bring together stakeholders to address considerations and create strategies for transparency and regulatory compliance in the conduct of tech-enabled clinical health research in Alberta. (e.g., Decentralized trials, Remote site monitoring)

Provide guidance on the use of digital tools for conducting clinical health research, as well as define the regulatory pathway and best practices when investigating digital technologies including software as a medical device best practice. Develop a digital health regulatory roadmap.

- 3. Training & Education:** Connect with expert groups and promote provincial training & education opportunities relating to data management and the use of emerging technologies in research (e.g., Cybersecurity, Data rights of general and distinct populations/OCAP). Data access, and expertise to support use e.g., provide information and raise awareness of available resources, such as AbSPORU.

### PROPOSED OUTCOMES

- Highly qualified professionals with the capability for clinical health research enabled by digital health technologies, such as decentralized clinical trials and remote monitoring of clinical sites.
- Increased access for minority and underserved groups, which promotes equity, diversity, and inclusion in clinical health research.
- Improved data quality with more opportunities to use real-world data to support clinical trial designs.
- Increased efficiency of research conduct through adaptive trial design, which is supported by agile approach to research lifecycle management.
- Inventory of provincial databases.

# Strategic Priority 3

## Sustainable and Qualified Clinical Health Research Workforce & Community

### STRATEGY

*Equip the research team of the future with the skills and competencies needed to maintain Alberta's position as a leader in digital health and clinical health research.*

### BACKGROUND

Health Canada and other bodies are modernizing their regulations. The ACRC and its partners will focus on keeping the clinical health research teams for:

- today - developing the skills current including regulatory changes, developments, and compliance, and,
- tomorrow - providing enhanced training opportunities in emerging technologies and methodologies.

### ACTIONS, PLANS AND KEY STEPS

- 1. Training & Education:** Up-to-date and research-ready teams require competencies reflective of emerging methodologies in clinical research as well as the understanding of regulatory pathways from concept to commercialization and services to aid the success of their product development efforts.

Guide the implementation of 'Health Canada Modernizing Clinical Trials Regulations' in Alberta. Work in partnership with academic institutions and community stakeholders to build skills in response to emerging demands and modernized methods of conducting clinical health research (e.g., agile life cycle approach to the regulation of clinical trials, to enable adaptive trial models and master protocols). Advance access to current and emerging regulatory knowledge base for best practices amongst investigators, study staff and physician/clinician-researchers, and a range of regulated health professionals.

Create of a community of practice as a training and mentorship platform for study staff and new investigators. Connect with experts who have good understanding of the research community to help direct educational content and leverage existing professional development opportunities for the community of practice.

- 2. Patient Engagement:** Support patient empowerment and involvement in research by providing training in engaging and retaining participants including vulnerable and distinct populations (e.g., OCAP principles). Facilitate the development of research skills and knowledge relating to the ethics and conduct of patient-oriented research.
- 3. Job Board and Career Paths:** Post job and training opportunities in transferable skills for new career paths, for a robust and sustainable clinical health research workforce within the province.

### PROPOSED OUTCOMES

- Increased quality and efficiency of research conduct as a result of highly skilled research teams and adaptive trial designs, respectively.
- Increased research capacity for more studies and patient participation, which helps to reduce inequities in care and outcomes for vulnerable and distinct populations.

# Strategic Priority 4

## Integrating Clinical Health Research into Care

### STRATEGY

*Making research matter,  
integrating research into clinical  
practice.*

### BACKGROUND

The COVID-19 pandemic has triggered a new surge of interest in clinical health research alongside an emphasis on patient safety and quality improvement. There exists an opportunity to harness this new level of research engagement within the health care system and with the public. Integrating quality improvement and research engagement as part of the continuum of care is important as patients stand to benefit on many levels such as accessing innovative treatments and improvements in health care delivery.

### ACTIONS, PLANS AND KEY STEPS

- 1. Opportunities for Patient Engagement:** Health system adopts standard processes with improved coordination and easier access to trials to improve patient outcomes. Explore options to standardize, and scale 'permissions' provincially to address disparities.
- 2. Learning Health System:** Promote the co-creation of research (priority setting, study design and implementation) between researchers, physicians, patients. Promote knowledge mobilization as a best practice and connect researchers to resources and expertise.

Explore options to improve access and adoption of study results for research teams, end-users, and the public. Advance opportunities to scale up the scope of existing provincial resources to include study results.

Advance the use of data and knowledge to support clinical health research, patient outcomes and health systems improvement.

- 3. Foster community, connection & culture:** Continue to support the community in understanding requirements of and opportunities to integrate research evidence into practice. Advocate for change; assess receptivity and feasibility of adopting initiatives from other jurisdictions, both national and international; leverage existing provincial systems to facilitate data linkage, exchange, and generation.

### PROPOSED OUTCOMES

- Data-driven cohort identification and site selection. Opportunities for the use of real-world data and knowledge to identify and solve health problems within Alberta's population.
- Increased knowledge mobilization and implementation competencies to enhance faster integration of research evidence into practice.
- Peer-to-peer learning forums or mechanisms for information sharing, including cross-jurisdictional opportunities.

# Strategic Priority 5

## Pathways to Commercialization

### STRATEGY

*Define enabling actions, resources, best practices around good evidence generation; provide clarity and connections for researchers to navigate the regulatory pathway for health product validation and commercialization in Alberta.*

### BACKGROUND

Innovations in clinical research have allowed for advancements in the design and development of medical technologies. Researchers and developers need a well-defined regulatory pathway that outlines the steps needed for clinical validation and to demonstrate the safety and efficacy of the product, while simultaneously identifying the challenges, risks, costs, and timelines of bringing new technologies to Alberta's market.

### ACTIONS, PLANS AND KEY STEPS

- 1. Clinical Trials Alberta:** Connect innovators and industry representatives with Alberta's clinical trial experts and sites, including access to information, outreach, and engagement opportunities to generate the necessary medical evidence for commercialization.
- 2. Training & Education:** In partnership with provincial business incubators (e.g., Innovate Calgary, Innovate Edmonton), foster Alberta's innovation ecosystem, by providing targeted training opportunities to investigators in business, product development and commercialization.
- 3. Provincial Clinical Health Research Directory:** Facilitate matchmaking connections between stakeholders (e.g., industry, researchers, clinicians, government) seeking research expertise and/or opportunities; provide mechanisms to broker connections and improve coordination of clinical health research activity.

### PROPOSED OUTCOMES

- Increased commercialisation know-how and literacy among researchers in Alberta.
- Increased number of patents and SMEs in the area of medical devices, diagnostics, digital health, and therapeutics in Alberta.
- Increased implementation of innovative health intervention and technologies for the benefit of Albertans.

## CONCLUDING REMARKS

The name of the initiative, Alberta Clinical Research Consortium (ACRC), reflects the collaborative and synergistic efforts of clinical researchers and administrators from academic institutions, the healthcare system, and the community. Specifically, the term “consortium” was selected to signify that the initiative is “an association or grouping of institutions or organizations, usually set up for a common purpose that would be beyond the capabilities of a single member of the group.”

Alberta has made significant advances in clinical research areas that have not only changed the practice of medicine, but also the understanding of diseases and their impact on patients and families. The ACRC leverages and builds on excellent research, as well as other related activities across the province, and aligns its efforts with those being put forth on the national stage. This third Strategic Plan sets and prepares Alberta for the future of clinical health research so that it remains competitive and continues to improve access to clinical research, assist with better utilization of resources, and ensure a vibrant clinical research environment. This will help bring the latest diagnostic tools, prevention methods, and treatments to Albertans.



# APPENDIX A: ACRC EXECUTIVE COMMITTEE

**Tim Murphy - Chair**

Vice President, Health, Alberta Innovates

**Conny Avila**

Chief Innovation Officer, Covenant Health

**Jeremy Beach**

Assistant Registrar, Physician Health, College of Physicians & Surgeons of Alberta

**Hubert Eng**

Sr. Director, Life Sciences Industries Unit, Ministry of Jobs, Economy and Innovation, Government of Alberta

*Non-voting member*

**Derek Exner**

Associate Dean, Clinical Trials, Cumming School of Medicine, University of Calgary

**Konrad Fassbender**

Scientific Director of the Covenant Health Palliative Institute, Covenant Health

**Michael Hill**

Professor – Medicine, University of Calgary  
*Member at Large*

**Marc Leduc**

Senior Provincial Director, Health Evidence and Innovation, Alberta Health Services

**Christie Lutsiak**

Director, Health Innovation Partnership & Strategy Unit

Research and Innovation Branch, Alberta Health, Government of Alberta

*Non-voting member*

**Lawrence Richer**

Professor and Vice Dean Research (Clinical), Faculty of Medicine & Dentistry, University of Alberta

**Marcello Tonelli**

Associate Vice President (Research), University of Calgary

# APPENDIX B: ACRC STRATEGIC PLAN III ENGAGEMENT

## Timeline



## Engagement and Evaluation to Inform the Strategy

ACRC has an evaluation strategy that uses performance metrics, key informant interviews and other qualitative approaches to monitor and assess the impact of the initiative. Evaluation of key stakeholder interviews, surveys and informal opinion gatherings have resulted in real-world examples for the ACRC to provide meaning and utility for the clinical health research community. These evaluations have been used internally and shared with ACRC Executive Committee members to provide valuable guidance to develop ACRC strategy and enable continuous improvement for the consortium.

The ACRC Strategic Plan III Engagement Survey (2021) was co-developed with the Performance Management & Evaluation team at Alberta Innovates and was intended to solicit feedback from the provincial clinical health research (CHR) community to inform the activities and key actions of the strategic plan 2022-25. Through the process, we received rich data in the form of qualitative commentary and the resulting themes and activities of the strategic plan were developed in collaboration with stakeholder engagement as they relate to the evolving CHR ecosystem.

Following approval of the strategic plan by the ACRC Executive Committee, working groups will be established for strategic priorities where required, and they will recommend actions, performance metrics, and timelines to the Executive Committee. We will also leverage resources and partner with provincial/national groups on some activities to achieve our strategic priorities. Alberta Innovates/ACRC provides project management and coordination for activities of Phase III. Updates on Phase III will be available on the Alberta Innovates website, via newsletters and social media, networking events, ACRC advisory group updates and other mechanisms.

# Uptake and representation

## Administration:

Original sample: Oct 27-Nov 21, 2021; Snowball sample: Nov 1-Nov 21, 2021

## Uptake:

55 surveys submitted (comparable to the number of stakeholders engaged in Strategic Plan II planning day)

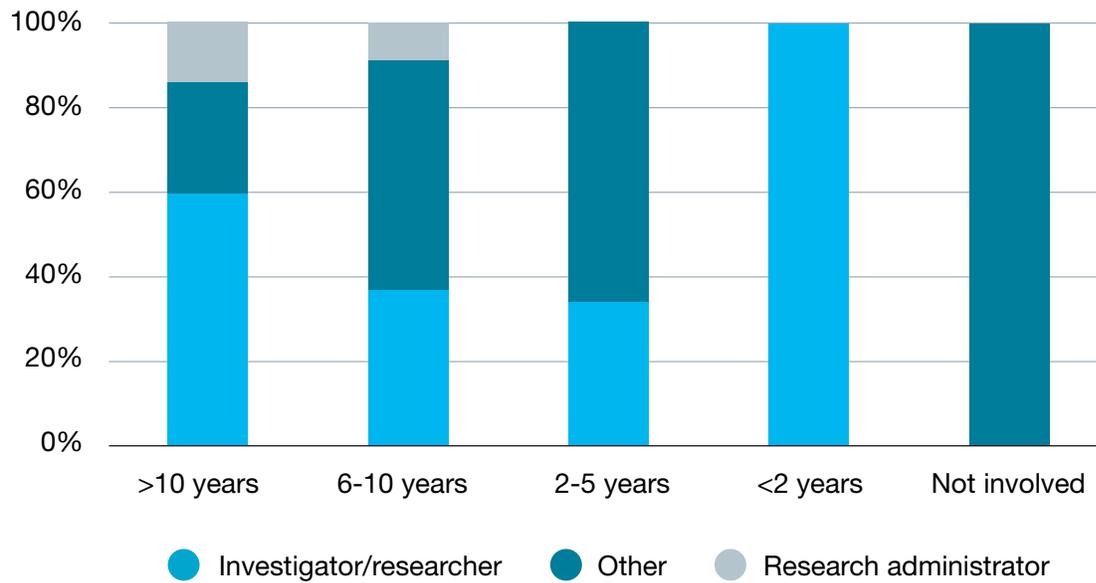
## Coverage:

Respondents include the majority of ACRC's partner organizations, in various roles and diverse experiences.

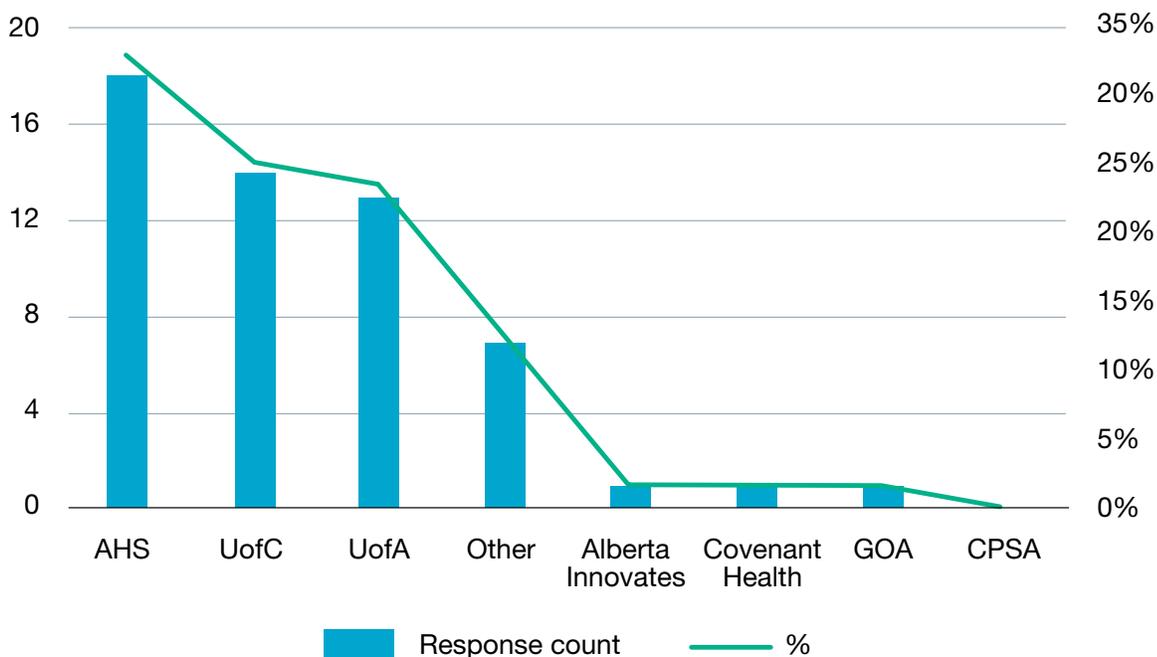
An overview:

- 49% PSI and 33% AHS affiliation
- 51% CHR investigators
- 69% >10 years experience

## Respondent Experience by Role



## Response Rate by Organization



# APPENDIX C: STAKEHOLDERS-GOING FORWARD

ACRC strives to work collaboratively and to align with similar local, national, and international initiatives. Below is a list of entities in the various stakeholder groups that are involved in or with the ACRC initiative:

## ASSOCIATIONS

Primary Care Networks  
Strategic Clinical Networks Health Professional Organizations  
Alberta College of Physicians & Surgeons Alberta College of Pharmacists  
College & Association of Registered Nurses of Alberta  
BioAlberta  
Alberta Dental Association and College

## ENTERPRISE DEVELOPMENT

Innovate Calgary  
University of Calgary's IMPACT Clinical Trial Accelerator Program  
University of Alberta's Health Innovation Hub

## FUNDERS

Alberta Innovates (AI)  
Canadian Institutes of Health Research (CIHR)  
National Sciences and Engineering Research  
Canadian Agency for Drugs and Technologies in Health

## GOVERNMENT FEDERAL

Health Canada  
Foreign Affairs & International Trade Canada

## HEALTH SYSTEM AND HEALTHCARE PROVIDERS

Alberta Health Services (AHS)  
Covenant Health  
Clinicians

## INITIATIVES

Alberta SPOR SUPPORT Unit (AbSPORU)  
Health Research Ethics Harmonization (HREH) Initiative

## INDUSTRY

Cooperative Groups/Biotech Companies

## MUNICIPAL

Cities in Alberta

## PATIENTS AND PUBLIC

## PROVINCIAL

Ministry of Jobs, Economy, and Innovation  
Ministry of Health

## PHILANTHROPIC ORGANIZATIONS

Provincial, National, and International  
Alberta Cancer Foundation

## POST-SECONDARY INSTITUTIONS

University of Alberta  
University of Calgary

## RESEARCH ADMINISTRATIVE UNITS

Alberta Cancer Clinical Research Trials (ACCT)  
Calgary Centre for Clinical Research (CCCR)  
Covenant Health Research Centre (CHRC)  
Northern Alberta Clinical Trials and Research Centre (NACTRC)

## RESEARCH ETHICS BOARDS

University of Alberta Health Research Ethics Board (HREB)  
Conjoint Health Research Ethics Board (CHREB), University of Calgary  
Health Research Ethics Board of Alberta (HREBA), Alberta Innovates

## RESEARCH NETWORKS/ALLIANCES

Provincial, National, and International  
3CTN

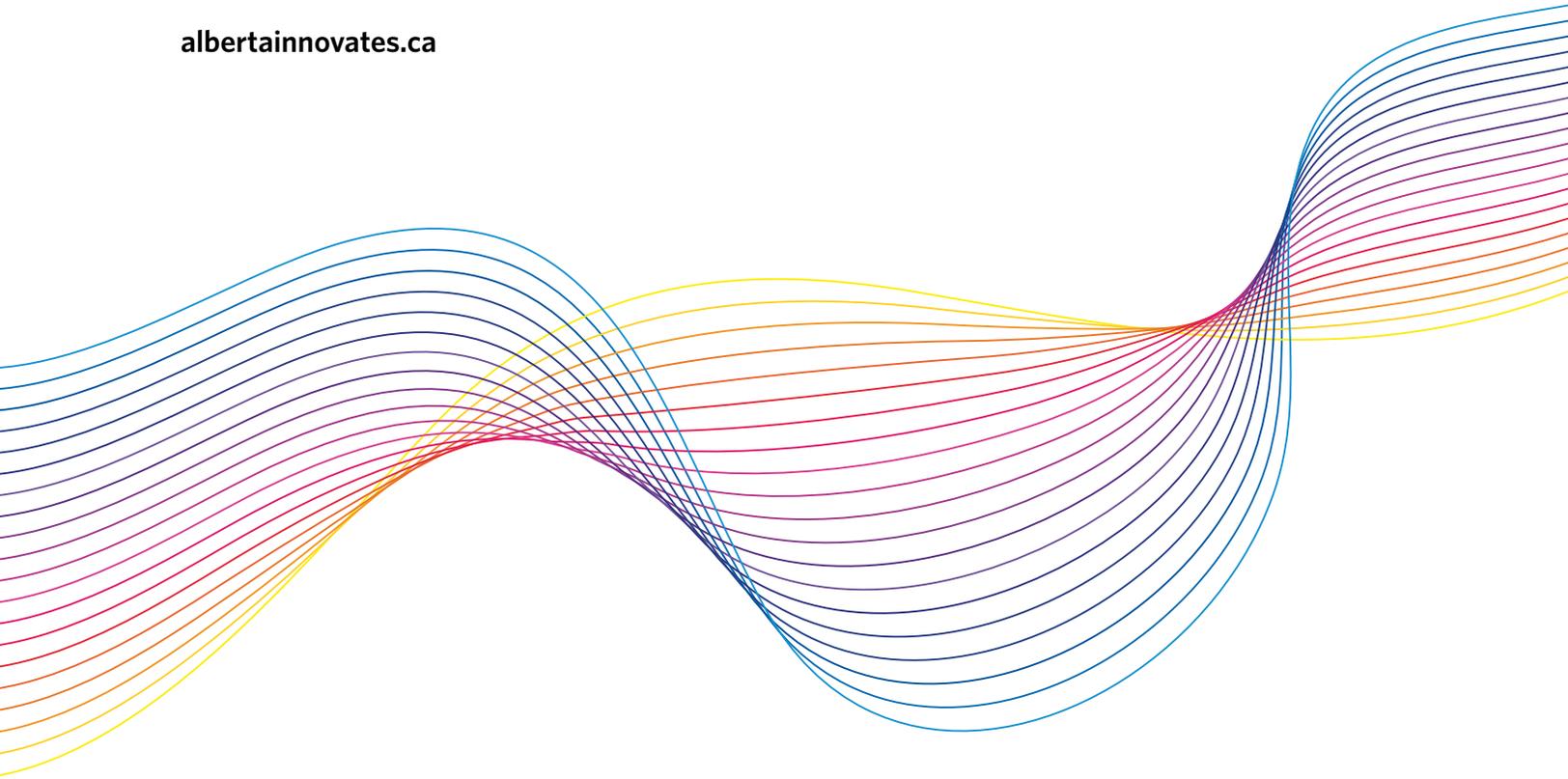
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**Julianna Weber**  
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[albertainnovates.ca](http://albertainnovates.ca)



## Acknowledgement

Alberta Innovates would like to acknowledge the hard work and dedication of the ACRC Executive Committee, ACRC Advisory, members of the ACRC working groups, our partner institutions, the Alberta Clinical Research Community and the ACRC Project Management Team.

June 2022



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# ALBERTA

CLINICAL RESEARCH CONSORTIUM

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MANAGED BY ALBERTA INNOVATES