



**Transforming
children's lives
one discovery
at a time.**

Strategic Plan
2024–2029





Land Acknowledgement

BC Children’s Hospital Research Institute (BCCHR), a part of the Provincial Health Services Authority (PHSA), operates on the ancestral and unceded lands of the Coast Salish peoples – xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətaʔ/Selilwitulh (Tseil-Waututh) Nations. Further, this acknowledgement, gratitude, and respect extends to all the First Nations communities on whose territories the Institute builds relationships and operates in BC and the Yukon. Recognizing the land means a commitment to action. For us, one important action involves integrating the Coast Salish teachings gifted to the PHSA in the ways we learn, live, and care.

Nuts a maht
“We are one”

Gratitude and Acknowledgements

Extensive engagement and collaboration were required in the development of our 2024–2029 Strategic Plan. We express deep gratitude to our patients, patient families, and partners, as well as to the BCCHR leadership team and the entire research community, for their invaluable contributions to shaping our strategic priorities.

“Children and youth make up less than 25% of our population, but are 100% of our future.”

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Simon's Journey

Simon Hoskins lives with a rare incurable genetic disease called mucopolysaccharidosis (MPS) type IVA (Morquio syndrome), which occurs when the body is missing an enzyme, causing complex and progressive impacts throughout the body.

MPS is a life-long disease and results in severe health issues in many parts of the body, including painful skeletal abnormalities that impact mobility. To improve quality of life, Simon receives several different types of care at BC Children's Hospital, including

orthopedic surgeries, enzyme infusions, acute physiotherapy at Sunny Hill, and ongoing support from various other medical specialties. Recently, Simon had hip surgery performed by Dr. Kishore Mulpuri to rebuild and restructure his hips so they are better aligned.



"We are so appreciative knowing that we are receiving the best possible care at BC Children's, because we know that at every point of Simon's health-care journey, decades of research are informing his care."

—Becs Hoskins



"BC Children's Hospital is the largest clinical research centre on pediatric hip surgery. The knowledge gained from decades of study in this area informs everything about our care for children like Simon."

Dr. Mulpuri is an orthopedic surgeon whose clinical practice and research focus on pediatric hip conditions and cerebral palsy, with the goal of improving the screening, diagnosis, and management of various pediatric orthopedic conditions.



Message from the Senior Executive Director

We are proud and excited to unveil BCCHR’s Strategic Plan for the years 2024 through 2029. This ambitious plan will guide us and ensure the success of our vision – a future where children and families throughout British Columbia (BC), the Yukon, and beyond can live their best lives.

This new Strategic Plan is firmly rooted in our core values of Passion, Integrity, Innovation, Community, and Justice. Aligned with these guiding values, we are reaffirming our dedication to prioritizing the needs of patients and families, fostering meaningful partnerships, and drawing insights from principles of Inclusion, Diversity, Equity, Allyship, and Anti-Oppression (IDEAA) and the wisdom of Indigenous cultures.

BCCHR will accelerate groundbreaking research by focusing on key areas:

- Advancing Discovery
- Integrating Research and Clinical Excellence
- Growing and Investing in Indigenous Health Research
- Enabling Health Systems, Community, and Societal Research

I eagerly anticipate our collaborative endeavours and the transformative discoveries that promise to reshape the landscape of child health research. Together, as a unified force, we are steadfastly committed to realizing our vision and leaving a lasting legacy of enhanced well-being for children and families in our communities, and beyond.

“Together, we are steadfastly committed to realizing a future where children and families can live their best lives, leaving a lasting legacy of enhanced well-being.”



Dr. Quynh Doan

SENIOR EXECUTIVE DIRECTOR

*BC Children’s Hospital Research Institute,
Provincial Health Services Authority*

ASSOCIATE DEAN, RESEARCH

*BC Children’s Hospital Research Institute,
UBC Faculty of Medicine*

*Congdon Family Hospital Chair
in Research at BC Children’s Hospital*

Team and Work

BC Children’s Hospital Research Institute is located at the BC Children’s Hospital campus in Vancouver, British Columbia. With 2,000+ research community members devoted to research, BCCHR is the largest of its kind in Western Canada.

Working collaboratively with our partners, funders, donors, and the patients and families who participate in our research, we are at the forefront of child health. Our achievements help children and their families receive the best possible care and are made possible by the dedication and talent of our research community.

**A rich
mosaic of
people, ideas,
and research
breakthroughs.**

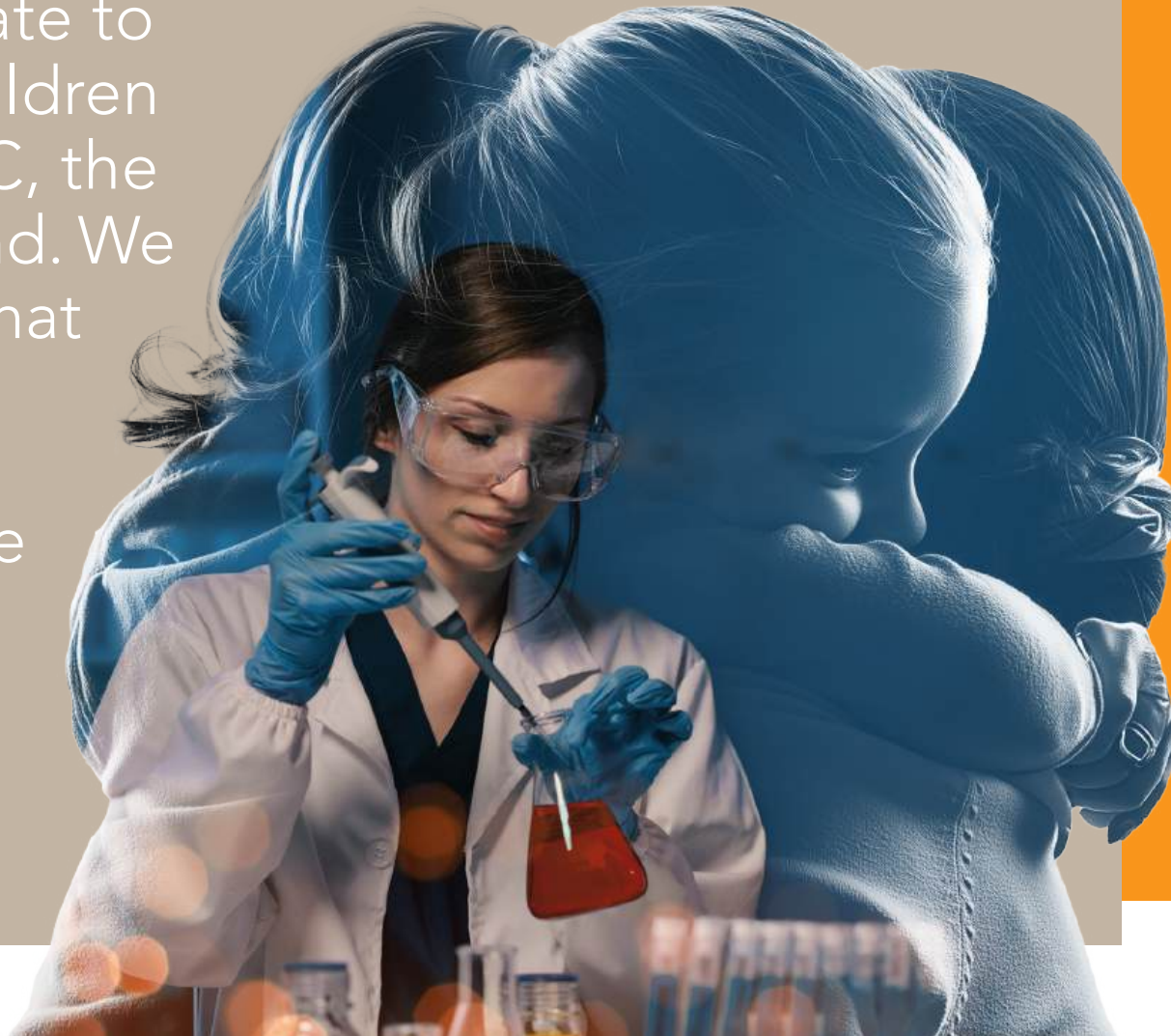
Child health defined

Child health refers to the physical, mental, and social well-being of children, encompassing all aspects of their growth and development from the prenatal stage to infancy and throughout adolescence.

The promotion, protection, and maintenance of child health is required to ensure that children reach their full potential in physical, cognitive, emotional, academic, and social dimensions. Key components of child health include access to adequate nutrition, comprehensive and preventive medical care, immunizations, safe and supportive environments, play, and opportunities for educational and social development. The goal of child health research is to foster optimal growth and well-being, laying the foundation for a healthy and fulfilling life for the future.

The Heart of Our Strategy

Our Strategic Plan will guide BCCHR's path for the next five years as we work towards achieving our vision and strategic priorities. It will be a living, breathing plan that adapts to the environment in which we operate to best serve the children and families of BC, the Yukon, and beyond. We are building on what is already working and allowing our successes to shape additional goals and initiatives.



Vision

WHY WE EXIST

We envision a future where children and families in BC, the Yukon, and beyond live their best lives.

Purpose

WHAT WE DO, HOW, AND FOR WHOM

Our health research leads to exciting discoveries and creative solutions for the benefit of children and families.

Values

WHAT WE STAND FOR

Passion. Integrity. Innovation.
Community. Justice.

Teachings

HOW WE CONDUCT OURSELVES

We seek to integrate the values and worldviews of the Coast Salish peoples into our practice and way of being. We do this through following a set of six teachings gifted to the Provincial Health Services Authority (PHSA) by Coast Salish Knowledge Keeper, Shane Pointe.

Living Our Values: A Statement on Integrity

We are committed to moving forward with our new Strategic Plan in a way that makes us whole and undivided as a research community. This requires us to approach our work and each interaction with honesty, respect, and a commitment to scientific rigour.

Inclusion, Diversity, Equity, Allyship, and Anti-Oppression principles, Indigenous wisdom, and contributions from underserved groups will steer our work. We recognize the importance of integrating their guidance into our research at every stage. This approach will ensure that our research truly serves everyone.

We will listen, learn, and be willing to be wrong. We will patiently and persistently make progress, together.

Passion

We embody excitement and a spirit of positive risk-taking. We encourage bravery and commitment to exploring new frontiers in child health.

Innovation

We foster a culture of curiosity that encourages exploration and creativity.

Community

A sense of community permeates our work, uniting clinicians, researchers, administrators, trainees, patients, and families in a shared mission to advance pediatric health care.

Integrity

We uphold the highest standards of research ethics, demonstrating ethical and moral accountability in all of our pursuits.

Justice

Our research is driven by the principle that every child deserves to have their health needs addressed and their potential future health problems prevented.

Ariyana's Mystery

While all young children occasionally get colds, from the age of two, Ariyana Mistry would often be very ill for months at a time. Ariyana's parents, Ira and Jimmy, made frequent visits to the emergency department, but it was difficult for the doctors to find a root cause.

When Ariyana was eight, Dr. Catherine Biggs became involved in her care and, through genetic testing, identified that

Ariyana actually had a rare immunological disorder called activated PI3-kinase delta syndrome. Dr. Biggs helped the family navigate treatment options, including access to a targeted therapy for her underlying condition. Her research program is dedicated to identifying the causes of these immune disorders, reducing the diagnostic odyssey for families, and finding better treatments sooner.



“In Grade 2, before her diagnosis, Ariyana only attended 66 days of school. Four years later, after finding new treatments, she is home sick the least of our three children. She has more energy and is fully participating in both school and extracurricular activities.” —Ira Mistry



“Treatment can be transformative for children with these complex immune disorders. Research at BC Children’s is at the forefront of identifying both the causes of these conditions and effective therapies.”

Dr. Biggs’ research focuses on primary immune deficiency and dysregulatory syndromes (PIDs), aiming to better understand these conditions and identify approaches that can lead to earlier diagnosis and treatment for those suffering from PIDs.

Priorities for Today and Every Day

BCCHR has a unique role in the ecosystem of care in BC, the Yukon, and beyond. We firmly believe that care is research and research is care. We are at our best when we are working together to build an equitable future for child health.

The following priorities will guide our operations and research focus.

Each priority is an overlapping spectrum of work and research, which is often interdisciplinary and collaborative. Each priority can flourish, but only with the mutual success of everyone involved.

We will build towards each of these priorities over the next five years.

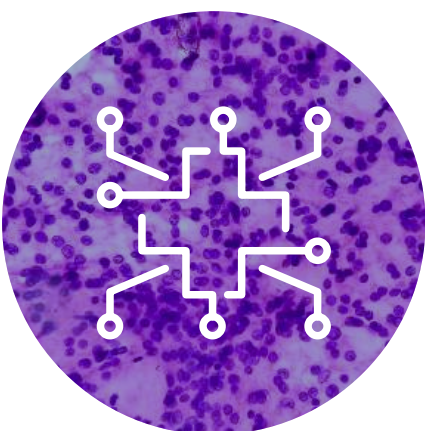


Strategic Research Priorities



Advance Discovery

Conducting research to enhance understanding of the mechanisms of health and disease, and the diagnosis, treatment, and prevention of illnesses.



Integrate Research and Clinical Excellence

Embodying a learning health system and seamlessly integrating child health research into clinical practice, policy, health systems, and health professions education to optimize the quality of care and realize advancements in disease prevention, diagnosis, treatment, and transition to adult care.



Enable Health Systems, Community, and Societal Research

Extending child health care beyond the hospital setting, facilitating community-focused research, in-community care, and collaboration between researchers and families, health service providers, policymakers, and decision-makers to promote health in local and global communities.



Grow and invest in Indigenous Health Research

Supporting research led by Indigenous peoples and guided by the priorities set by Indigenous communities.

Supported by:

Foundational Priorities

Foster Equitable Contribution to Knowledge Generation and Access to Outcomes

Amplify the reach of our research by fostering inclusive engagement in knowledge creation and access to opportunities to translate knowledge to action.

Adapt Our Practices Through Indigenous Partnerships

Guided by Elders, Knowledge Keepers, communities, and scholars of Indigenous health, our work is informed by Indigenous Ways of Knowing with an objective to build Indigenous health equity and cultural safety for children and families and to uphold our accountability to truth and reconciliation.

Embed Anti-Oppressive Research Practices for Greater Equity and Inclusion

Resolute focus on creating a future where cultural safety and anti-oppression are acknowledged, valued, and made integral to the fabric of our organization.

Enhance Research Integrity for Planetary and Human Health

Build upon our ethics monitoring practices, ensuring rigour in Institute operations and research design and delivery. Operate with integrity and minimize our ecological footprint, while investigating the increasing impact of planetary health on human well-being.

Supported by:

Strategic Enablers

Powered by people, partnerships, and data, BCCHR is greater than the sum of its parts. The passion-fueled dedication of our people – empowered by data, technology, and committed partners – facilitates unmatched potential.



Empower People

Support, train, and mentor across the continuum of research from foundational scientists to clinical researchers; trainees; administrative, technical, and support staff; and children and families.



Embrace the Power of Data, Digital Health, and Technology

Strengthen the foundation that will responsibly enable our teams with the necessary data and technologies for research and evaluation.



Enhance Our Strategic Partnerships, Advocacy, and Global Impact

Advocate for the necessity and importance of child health and build partnerships to advance collaborative, globally meaningful research.



Our Commitment to Inclusion, Diversity, Equity, Allyship, and Anti-Oppression (IDEAA)

Inclusion, Diversity, Equity, Allyship, and Anti-Oppression are more than just words for us. We take these concepts seriously and are committed to putting IDEAA principles and values into action. Our goals are to build a membership across BCCHR that reflects the larger community and ensure that all members are respected, valued, and celebrated.

We strive to put IDEAA principles and values into action by:

- *situating IDEAA as a foundational building block underlying all of our organizational goals*
- *welcoming and including a diversity of perspectives and lived experiences in our research, administrative, and clinical teams*
- *acknowledging that inclusion is a process that must be intentional and ongoing*
- *challenging traditional power structures and the frameworks and foundations that keep them in place, when possible*
- *acknowledging that we can only achieve organizational and research excellence by embracing diverse backgrounds, perspectives, and lived experiences*
- *building a framework that encourages equity in research design*

The BCCHR Network



Patients and Study Participants

None of our accomplishments would be possible without the participation of our patients and families.



BC Children's Hospital

BCCHR is part of BC Children's Hospital, the only hospital in BC exclusively devoted to delivering general and specialized care to the most seriously ill and injured pediatric patients.



The University of British Columbia

This partnership involves joint research initiatives, knowledge exchange, and the sharing of resources to advance our research priorities.



BC Children's Hospital Foundation

As our largest supporter, we are committed to fulfilling BC Children's Hospital Foundation's purpose: to "power the possible"—by enabling groundbreaking research that leads to new treatments, better outcomes, and a healthier future for children across BC and beyond.



Provincial Health
Services Authority

Provincial Health Services Authority

BCCHR is part of PHSA, and we operate within its Foundational Mandate and in alignment with its values.



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