



Arthritis Research Canada Strategic Plan 2024–2027 March 14, 2024

Introduction

In Spring 2023, Arthritis Research Canada launched a process to develop a strategic plan to guide our work over the next three years.

To ensure we had representative perspectives, we began the discovery phase of the process by meeting with two groups: the patients with whom we partner to ensure research is relevant and effectively shared with those whose lives it could change (Arthritis Patients Advisory Board [APAB]), and the scientists who conduct this research. We asked these groups to identify trends and concerns we need to be aware of, as well as priorities and opportunities to pursue going forward.

We then convened our Board to review our organizational Mission, Vision, and Values to ensure they still reflected our purpose and would continue to provide the appropriate guidance for all our work into the future. We also asked for their insights into Arthritis Research Canada's strengths, the challenges that face us, and the opportunities they believe are available to us given our operating environment.

From these consultations, we learned of the increasing challenges recruiting and retaining research scientists, which will impact our capacity to continue the calibre of research we presently conduct. All parties expressed a desire to see: 1) increased awareness of Arthritis Research Canada's work among patients, physicians, policy/decision makers, and funders; 2) more and better connections between patients and researchers; 3) evidence moved into practice sooner; and 4) sustainable and diverse funding to support all Arthritis Research Canada's work including research, APAB, and methodological and administrative services.

We channelled the information gathered during this environmental scanning process into a series of five planning workshops with a Strategic Planning Working Group made up of representatives from the Board and senior staff leadership. Together we identified strategic pillars, goals, and the desired outcomes we will focus on achieving over the next three years.

The plan below provides a roadmap detailing the work we will undertake to continue to move us towards our vision of a world where people living with arthritis can thrive.

Arthritis Research Canada Strategic Plan at a Glance

Our Mission: Transforming the lives of people impacted by arthritis through patient-centred research and engagement.

Grow our research capacity and accelerate knowledge mobilization

Objective 1.1: Recruit and support more scientists engaged in patient-centred arthritis research.

Objective 1.2: Enhance collaborations among our scientists across disciplines and research foci.

Objective1.3: Strengthen our research trainee program.

Objective 1.4: Increase and deepen patient involvement in our research and knowledge mobilization activities.

Objective 1.5: Amplify knowledge mobilization of our research tailored to patients, clinicians, policymakers, and other researchers.

Objective 1.6: Increase capacity for sustainability or commercialization of our research products. Secure our place as a beacon research organization in the arthritis ecosystem

Objective 2.1: Crystallize our unique value proposition and enhance the national profile of Arthritis Research Canada.

Objective 2.2: Increase public awareness of the need for and value of supporting research that provides evidence-based solutions for the prevention and treatment of arthritis.

Objective 2.3: Enhance opportunities for interaction and collaboration among Arthritis Research Canada scientists, trainees, patients, and partners across Canada.

Objective 2.4: Strengthen and diversify our relationships with key partners who share our vision.

Objective 2.5: Continue to champion high-quality, meaningful patient engagement in arthritis research.

Strengthen our organizational resilience

Objective 3.1: Ensure succession planning is in place across Arthritis Research Canada at all levels of the organization (i.e., trainees, scientists, patient partners, Board members, and staff).

Objective 3.2: Optimize Arthritis Research Canada's HR practices to attract, recruit, develop, and retain top-tier staff.

Objective 3.3: Increase the diversity of representation amongst trainees, scientists, patient partners, Board members, and staff.

Objective 3.4: Secure funding to meet future operational needs.

Objective 3.5: Continue to steward Arthritis Research Canada's resources to minimize and mitigate risk.

Objective 3.6: Pursue best practices in all aspects of Arthritis Research Canada's operations.

Our Vision: A world where people living with arthritis can thrive.

Arthritis Research Canada Strategic Plan 2024–2027

Our Mission:	Transforming the lives of people impacted by arthritis through patient- centred research and engagement.
Our Vision:	A world where people living with arthritis can thrive.
Our Values:	<i>We are patient-centred.</i> Everything we undertake is done with and for the benefit of people at risk of or living with arthritis.
	<i>We are collaborative.</i> We work effectively across disciplines, specialties, organizations, and communities to combine energies and share experiences and knowledge in pursuit of common goals and outcomes.
	<i>We are innovative.</i> We constantly seek and apply leading-edge ideas, knowledge, methods and practices to be at the forefront of innovation.
	<i>We pursue excellence.</i> We constantly strive to apply the highest-quality standards to all aspects of our work and our organization, through an ongoing commitment to scientific rigour and best practices applied to our research, services, activities, and products.
	<i>We act with integrity.</i> We are accountable and transparent, meeting or exceeding standards and expectations for confidentiality, safety, protection of privacy, and ethical conduct.
	We embrace equity, diversity, and inclusion. We value and celebrate the unique contributions of every individual in the belief that a diverse and inclusive environment is essential for driving innovation, creativity, and excellence in all aspects of our work.

Our Priorities for 2024–2027:

Priority 1:	Grow our research capacity and accelerate knowledge mobilization.
Priority 2:	Secure our place as a beacon research organization in the arthritis ecosystem.
Priority 3:	Strengthen our organizational resilience.