

STRATEGIC PLAN

PHASE 2
YEAR 3 OPERATIONS
2025-26



Extensive consultation conducted and report prepared by:

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PRESENTED TO THE GOVERNING COUNCIL AT THE CLINICAL TRIAL TRAINING SUMMIT IN VANCOUVER, FEBRUARY 2025.

APPROVED MARCH 2025.

INITIATING A TRANSFORMATION



The problem/insight

The Canadian clinical research sector does not have the capacity to quickly test potential therapies for treating its own population. This became abundantly clear during the pandemic.

The solution

Ensure that the Canadian clinical research sector is ready and able to quickly evaluate potential treatments and therapies.

CANTRAIN'S VISION AND MISSION



COMMON PURPOSE

Improve health and wellbeing through clinical trial research for the Canadian population and beyond.

“Better prepared. Better care. Together.”

VISION

CANTRAIN is transforming how Canadians are prepared to develop, conduct, engage in and benefit from clinical trial research.

MISSION

Develop clinical research competency through an efficient training environment delivering cutting-edge, inclusive educational curricula.

CANTRAIN UMBRELLA BRAND RATIONALE

NEW



The CANTRAIN multicolored leaf logo represents growth, collaboration, and collective progress in strengthening Canada's clinical trials ecosystem. Inspired by the original CANTRAIN logo and launched at the 2025 CANTRAIN conference, the leaf design reflects the unified efforts of all partners, collaborators, and patients in advancing clinical research. The upward movement of the leaf symbolizes momentum, progress, and a future-focused vision, emphasizing the continuous improvement of clinical trial training and its impact on patient care. The integration of the colors of all provinces highlights the pan-Canadian collaboration at the heart of CANTRAIN's vision and values.

MONITORING AND CONTINUITY OF THE STRATEGIC PLANNING



- Developing the strategic plan in a funnel framework: from high level thinking to the specifics - acting accordingly for real time impact.
- Consultative sessions with CT organizations, other CTTs, the private sector and international collaborators.
- Continuing meeting with and listening to frontline employees to learn their ideas and insights regarding their area of expertise and others.
- Conduct interviews, focus groups and surveys to better understand our clientele.
- Collaborative working sessions for the market analysis, SWOT, value propositions, strategic positioning and partnerships.

CANTRAIN'S VALUES



Combined contribution of CANTRAIN staff, Governing Council, Principal Applicants, Co-Applicants and Collaborators.

CLIENT SEGMENTS



GPT Stream 1

- * Senior Undergraduate Students
- * Master's Students
- * Doctoral Students
- * Postdoctoral Fellows

CRPT Stream 2

- * Clinical Research Coordinator
- * Registered Nurse
- * Nurse Practitioner
- * Clinical Research Assistant
- * Clinical Research Associate
- * Clinical Research Manager
- * Medical/Health Sciences' Graduates

Trialists Stream 3

- * Site PI
 - * Clinicians
- * Scientists/Clinicians – design & lead a study [future development]
- * Methodologists pathway (PhDs or Masters looking at the methodology behind the research, create a protocol, but unlikely to lead the study) [future development]

Partners Stream 4

- * Patients
- * Families
- * Patient-led and Disease Organizations
- * Health Charities
- * General Public
- * Policy-Makers
- * Journalists
- * Social Media Influencers/Reporters



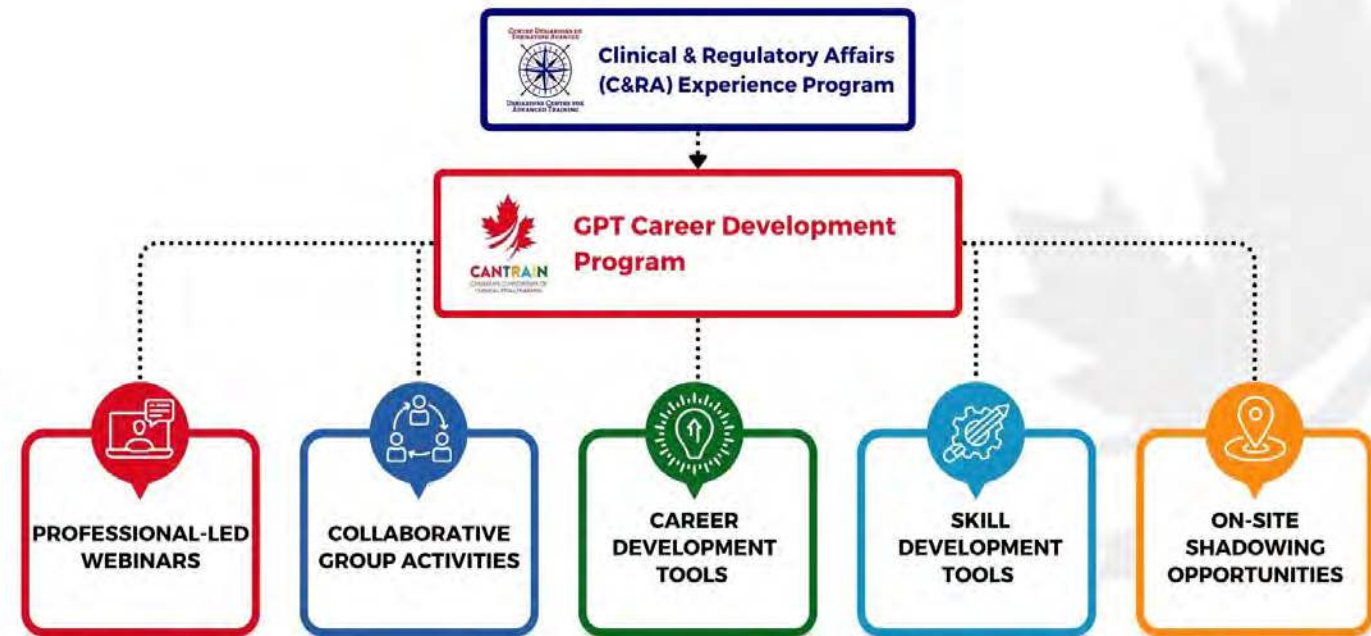
Training with focus on career development

- Builds on the RI-MUHC C&RA Experience program created by DCAT
- Creates a sustainable workforce by supporting knowledgeable career selection

Features:

- Intensive program
- Multichannel content delivery (readings, online modules, RWE, activities, presentations)

Stream 1: Graduate & Postdoctoral Trainees





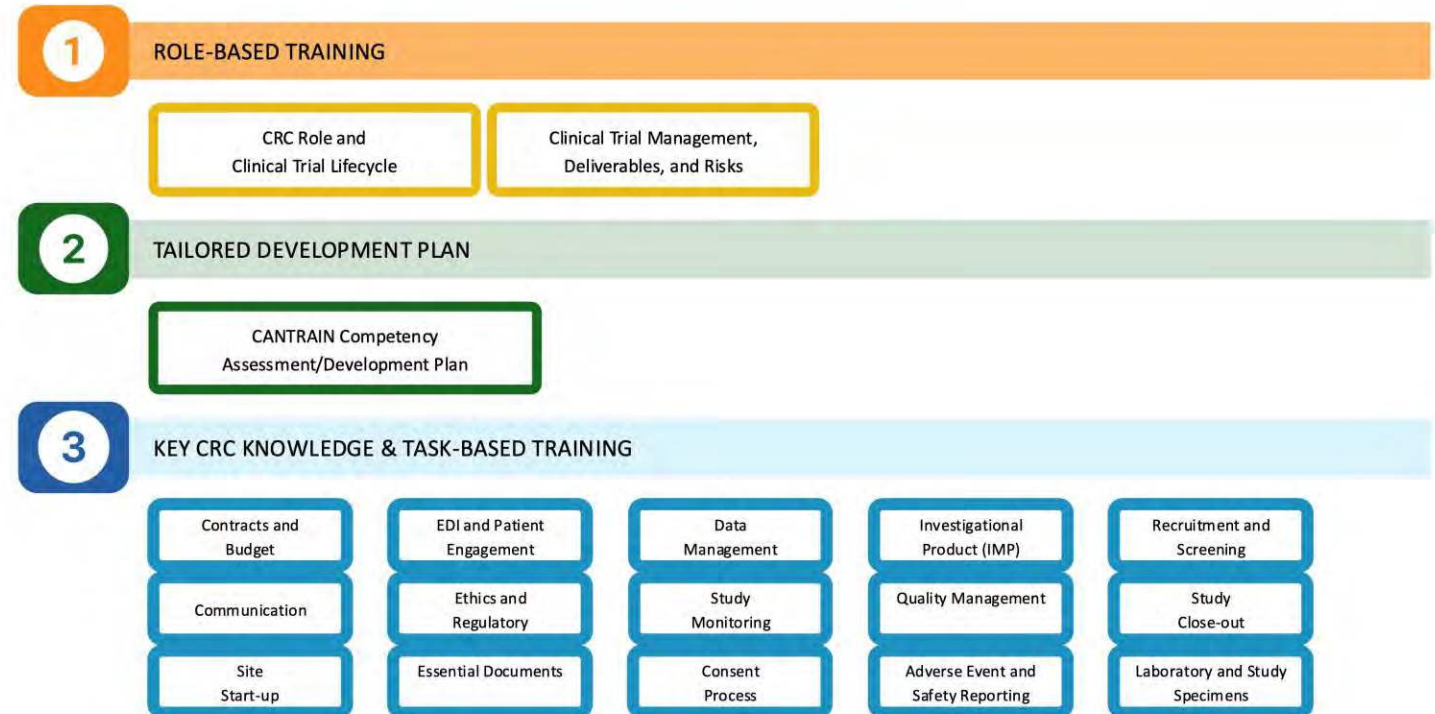
Training customized for different roles and levels of experience

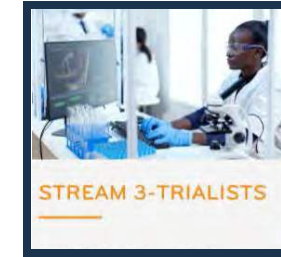
Centralized, curated, training hub
 Approach that reflect clinical trial management reality

Features:

- Competency-based
- E-learning, hands-on practice, just-in-time training, tools and templates

Stream 2: Clinical Research Professionals





Stream 3: Trialists, Clinical Researchers



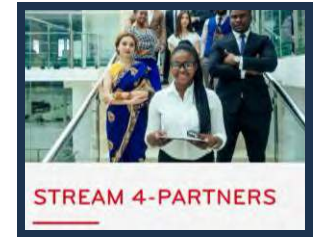
Training with a focus on real-world issues and career progression

- CME credits/Certificate to contribute to career advancement
- Peer/Alumni coaching and mentorship
- Individual and institutional value

Features:

- Online learning that is fast, efficient, asynchronous
- Training for the transition from clinician to clinician-researcher





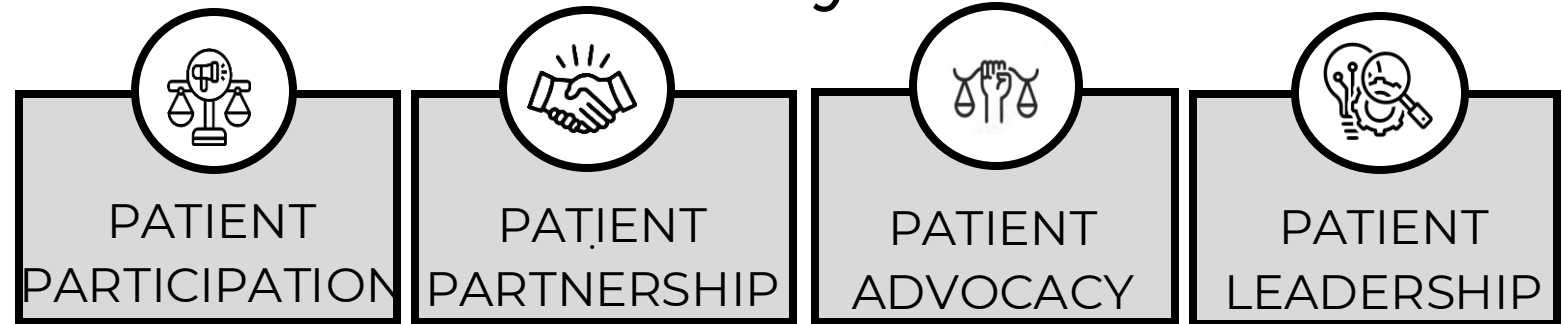
Stream 4: Patients and Community Partners

Training with a focus on patient empowerment

- Patient partner, patient advocate and patient engagement learning paths

Features:

- Interactive, competency-based learning
- Short training capsules
- Expert training for patient partners AND research teams



CANTRAIN MENTORSHIP PROGRAM



- Various types of mentorship forms available
- Mentorship integrated within each stream
 - Webinars, mentor-led engagement sessions, etc.
 - Mentors for each module of the Common Core Foundation
- Mentorship Handbook for Awardees & Supervisors
- Mentorship Handbook for Patient Mentors
- Mentors critical as SMEs for content development
- Mentorship engagement through LMS that increases accessibility and inclusivity (location, specialization,...)
- Resources to support local programs and activities
- Clinical Research ECHOs (Extension for Community Health Outcomes) for CRPs, Trialists, Methodologists with CTP Can-Tap-Talent



Domain Expertise:

- CCF modules Mentors
- Workshops, special presentations, ECHO

Professional Advice:

- Clinical and scientific mentors
- 1:1; supported online through LMS
- ECHO

Talent Development:

- Learning how to do the job well.
- 1:1, Peer mentoring network (CRPs)
- ECHO; workshops on 'how to...'

Industry Exposure:

- Various roles in clinical trials industry
- Internships - Experiential placements
- Career workshops, events

INTERNSHIP PROGRAMS



Providing real-world experience in clinical research

1. Clinical Research Professionals (CRP) [and Early Career Researchers (ECR) from partnering CTTs]

- Inter-institutional exchanges for academic partners

To be developed/continued in a second term:

2. *Community Partners and Patients*

- *Part of curriculum-based training for patients, family members and patient advocates to observe and experience operations within patient-led or disease-specific organizations or Clinical Trial Units (CTUs).*

3. *Landed Immigrants*

- *Paid academic and industry placements to obtain Canadian experience, critical for job-search success*
- *Brings HQP skilled in medical & health sciences into the Canadian clinical trials sector*

4. *Graduate and postdoctoral trainees (GPT)*

- *Paid industry placements for career development*
- *To be co-funded by MITACS and private sector biopharma/biotech/CCRO*

STUDENTSHIPS & FELLOWSHIPS



CIHR annual salary stipends; secured until FY2025-26

- Launch of the 2025/26 cohort summer 2025 – Full processes in place and tested
- Contribute to national and provincial capacity building by stimulating graduate trainee's pursuit of clinical trials research
- Foster partnerships with provincial funders and health research organizations
 - Matching funds increase the total number of salary awards available
 - FY2023-24: \$862,000 in matching funds from BC, Alberta, Quebec, Newfoundland, Saskatchewan, Manitoba, New Brunswick, Nova Scotia.
- CANTRAIN further fostered collaboration among CTTs and raised for them additional funds to match their awards' programs
 - FY2023-24: Leveraged an additional \$275,00 in matching funds for CTTs CAN-TAP-TALENT, CBITN, STrokeCog

META-OBJECTIVES METRICS AND REVISED TIMELINE



1. Be a sustainable non-profit organization with a \$4-4.5M operating budget. 2030
Financials Stability and Growth metrics
(operating budget, financial ratios, funders' retention, ...)
2. Be recognized as a leading clinical research educational organization within Canada. 2026
Recognition and Influence Metrics
(brand strength, media coverage, accreditation, peer review, ...)
3. Increase the number of highly qualified people in the Canadian clinical research environment. 2028
Talent Development Metrics
(graduate output, competency assessment, employment metrics, ...)

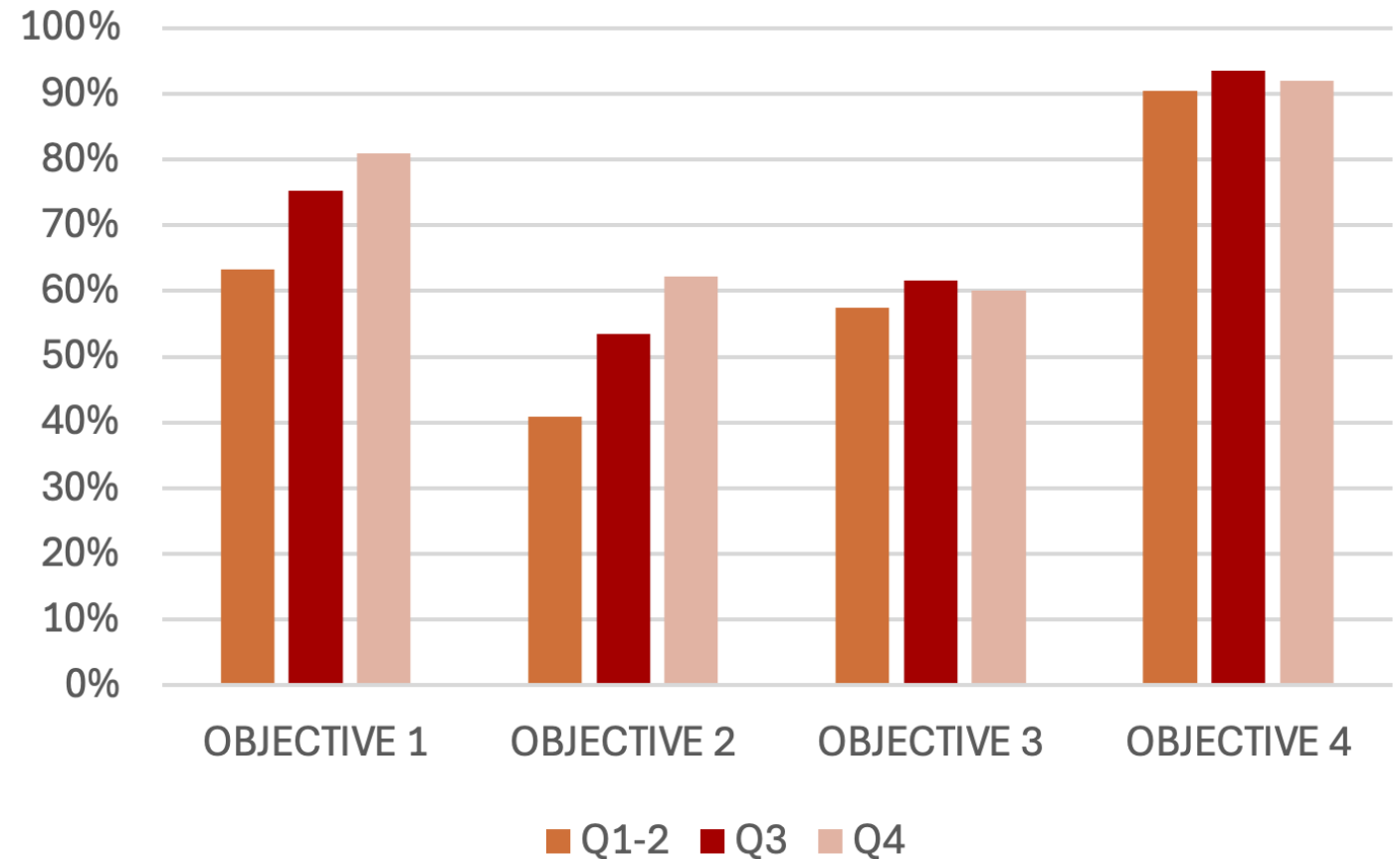
STRATEGIC IMPERATIVES



1. Have a solid operational/organizational structure and culture with Pan-Canadian resources
2. Develop alternative revenue sources (private, public)
3. Have accredited educational programs fully operational, evaluated & monitored for all streams
4. Have an expansion plan that allows CANTRAIN to rapidly prepare new, high-quality professionals for the Canadian clinical trial workforce

YEAR 2023-24 OBJECTIVES AVERAGE COMPLETION TO DATE : **81%**

1. Implement solid, comprehensive business processes across the organization.
2. Increase sustainable funds obtained from public and private partners.
3. Integrate education and evaluation best practices into content development.
4. Enrol learners in all CANTRAIN programs.



YEAR 3 (2025-26) OBJECTIVES

1. Create a foundation of knowledge, resources, and opportunities that continue to benefit CT community.
2. Increase engagement with CANTRAIN's stakeholders.
3. Activate initiatives to secure public and private partners for future funds.
4. *Continue* to implement solid, comprehensive business processes (decision, development, communications) across the organization.
5. *Continue* to integrate education and evaluation best practices into content development.

STRATEGIC PLAN – REALIZATIONS 2024-25

- ✓ Identification of the Year 3 (2025-26, year 2 of the Strategic Plan) Objectives and associated Strategic Initiatives;
- ✓ Following the strategic plan and put a particular effort on Objective 2;
- ✓ In an agile mode, adjusting it as we learn and address rising opportunities and challenges;
- ✓ Strategic and managerial decisions taking from the perspective of leaving a legacy and sustainability from a business point of view.

STRATEGIC PLAN - NEXT STEPS 2025-26

- Strategic and managerial decisions-making from the perspective of leaving a legacy and sustainability from a business point of view.
- In an agile mode, adjusting it as we learn and address rising opportunities and challenges;
- Determine the priorities and action items to achieve Year 3 Objectives;
- Monitoring closely the critical path to develop the business case for renewal;
- Create a CANTRAIN 2.0 committee to involve employees in the process;
- Working closely with the consulting firm Santis for a Stakeholder Map;
- Initiate conversations about the legacy contingency plan;
- Develop an impact assessment and proof of market with key partners.



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