



PAN Strategic Plan 2007 – 2012

June 5, 2007

Prepared by Dyan Dunsmoor-Farley



Table of Contents

Table of Contents	- 2 -
PAN Today	- 3 -
Assessing PAN and its Place in the World	- 3 -
Developing the Strategic Plan.....	- 5 -
The Process	- 5 -
Building on the Previous Strategic Plan	- 6 -
How the Plan is Structured	- 6 -
PAN and the Future	- 6 -
Vision	- 6 -
Mission.....	- 6 -
Operating Principles and Values.....	- 7 -
Strategic Directions, Goals and Objectives	- 8 -
Implementing PAN's Plan	- 14 -
Appendices.....	- 15 -
Appendix A –Sub Committee Structure	- 15 -
Appendix B - Strategic Planning Definitions	- 16 -
Appendix C - Glossary of Terms	- 18 -
Appendix D – Goals and Objectives.....	- 19 -

PAN Today

The Pacific AIDS Network (PAN) is a coalition of community-based organizations and AIDS service organizations (ASOs) in British Columbia. PAN provides a forum for communication, mutual support and collective action on HIV issues in British Columbia. PAN was born in 1995 as a vehicle to address broad issues affecting care, treatment, prevention and support and to share stories and experience. Since that time, it has evolved from a loose knit group of organizations to a more formally structured member-driven, non-profit society governed by a board of directors. PAN undertook its first strategic planning process in 1999 and implemented an ambitious plan which guided the development of the organization up to today.

Assessing PAN and its Place in the World

PAN's broad purpose is to support its members to reduce HIV. Its ability to achieve this goal is impacted by many factors; to be successful PAN must take into consideration the environment in which it is working, both to avoid threats to its success and to build on emerging opportunities. There are four primary challenges and opportunities PAN faces: the increased infection rates and spread of the virus from urban to rural communities; the regionalization of health services and the province's focus on blood borne pathogens; the impact of the disease on diverse populations; and the limited capacity in the community to address HIV.

Increased HIV rates and spread of the virus to smaller urban and rural

communities: While progress has been made in addressing many aspects of the HIV epidemic, the reality is that infection rates are once again climbing, and the disease is moving from large urban centres to smaller urban and rural communities. Smaller communities often have a limited understanding of the disease and its transmission and fewer resources to draw on; the spread of the virus under these circumstances can have devastating results.

According to *Collaborating for Action: Provincial Health Service Authority HIV/AIDS Strategic Framework* (October 31, 2006.):

- women now make up about ¼ of new infections;
- 77% increase in cases among men who have sex with men;
- There is an over-representation of Aboriginals, particularly females (31% of cases in 2005);
- The HIV rate has steadily increased in the Northern Health Authority (from 2.3 in 2000 to 9.1 in 2005);
- There is an emerging trend in which regional health authorities outside of Vancouver Coastal Health are bearing an increasing percentage of the total of people testing newly positive in the province.

The impact of health service regionalization: While the Ministry of Health sets the overall direction in responding to HIV/AIDS in the province, the regionalization of health

PAN Strategic Plan 2007 - 2012

services has resulted in uneven and diluted approaches to addressing the epidemic. It has also exacerbated tensions between agencies, particularly in larger urban centres, where agencies find themselves competing for scarce funding. The Provincial Health Officer has been promoting a blood borne pathogen approach which would see health authorities integrating efforts to address all blood borne diseases. Although not adopted as policy at this time, there is clearly an interest provincially in rationalizing the service system through the integration of programs. Some regions have begun to implement this aggregate approach; others have not. In addition, there is a recognition that chronic hepatitis B (HBV) and hepatitis C (HCV) are emerging as serious issues that will need to be managed in a similar way to HIV. There has been no formal plan from government to address how the integration would occur and how resources would be deployed. PAN could play an important role in either resisting this approach or negotiating a means of achieving integration that protects ASOs' capacity to fight the HIV epidemic.

The Provincial Health Services Authority (PHSA) in its HIV/AIDS Strategic Framework has identified a number of gaps in the response to the HIV epidemic in BC, specifically:

- insufficient coordination in planning and program implementation;
- lack of integration of evidence-based and best practices into programming;
- lack of communication between all stakeholders; and,
- limited dedicated resources to support the goals laid out in the Priorities for Action.

The PHSA recognizes the importance of community-based initiatives and expertise and proficiency of local ASOs and provincial HIV/AIDS organizations in providing HIV prevention, care, treatment and support. In recent years, the province has also been focusing on more effective chronic disease management. There is recognition that AIDS service organizations have done a good job of chronic disease management.

PAN has the opportunity to build on its existing credibility and to position itself as a leader in the AIDS movement – to be seen as the 'go to' organization for media, funders and the provincial government. PAN can build on its positive working relationship with both the Public Health Agency of Canada (PHAC) and the PHSA and has much to offer in supporting PHAC's efforts to promote standards and assisting the PHSA to address the gaps identified in its HIV Strategic Framework.

The need to reflect diversity: At the onset of the HIV epidemic, the virus was found primarily amongst gay men, many of whom died of AIDS both prior to and during the initial development of antiviral and immune-related treatments. The virus then spread to intravenous drug users. Today, as the statistics above indicate, it is spreading more broadly in the population with increased impact on women, the Aboriginal community, and rural communities. It is important that PAN is able to respond to and represent the interests of these diverse communities, through the way the organization is structured to the actions it takes. Opportunities exist to develop stronger alliances with Aboriginal organizations and to reach out to organizations and communities of diverse interests. Equally important is the need to recognize and address existing and new infections

PAN Strategic Plan 2007 - 2012

among gay men and men who have sex with men. Approximately 50% of HIV infections remain in these populations.

Within PAN there is also an undercurrent of tension between HIV-positive and non-positive delegates. This division is characterized by HIV positive members, many of whom have limited personal resources, feeling they have less access and input into the organization and, that as volunteers, they are not always listened to with the same respect given agency staff. Non-positive members expressed concern that HIV positive members question their commitment and have unrealistic expectations regarding the contribution that staff should make. It is critical that PAN takes steps to bridge this divide.

The need for increased capacity to respond to the epidemic: With the limited resources that PAN has, it does many things very well. Supported by a passionate and committed board and membership, it does a good job of providing educational and skills development opportunities to its members; it communicates important information; it provides networking and mutual support opportunities for members; and, offers opportunities for people living with HIV to have a voice. In the past few years, PAN has strengthened the organization's structure through the creation of a non-profit society and establishment of a board of directors.

At the same time, PAN faces several challenges. There is no permanent staff and the volunteer board and contracted support staff carry out all of the work, sometimes at the expense of other responsibilities they may have. The workload is not always fairly distributed and more could be done to involve member agencies. There is a tendency, as PAN matures, for members to see PAN as an entity on its own, rather than a representation of the membership. The membership and governance structure requirement that 50% of delegates be HIV-positive has created tensions between HIV-positive and non-positive individuals. It also makes achieving diversity difficult. There is uneven participation and ability to participate among members and delegates which results in people feeling left out or not heard. Larger agencies have more capacity to participate in PAN, potentially leaving smaller agencies without a voice. While important work has been done to develop and implement a governance structure, there is a need to further refine the terms of reference for the board and to undertake leadership development to ensure good ongoing governance.

Developing the Strategic Plan

British Columbia needs a strong, united voice for people living with HIV/AIDS and the organizations working on their behalf. Strategic planning will help to ensure that PAN continues to be able to play this important role. It will enable PAN to anticipate and to plan for the future and focus its resources to achieve the best outcomes in changing times.

The Process

The term for the current strategic plan is ending; the new plan will take PAN from 2007 to 2012. It is important to build on the progress made in the first strategic plan and to ensure areas which were not fully achieved are carried forward. The process for

developing the 2007-12 plan was determined in consultation with the board's strategic planning working group and included: a web forum planning session with the board to address PAN's strengths, weaknesses, opportunities and threats; a member organization and delegate survey to identify what is working and what needs to be improved; opportunities to participate in web forums; a strategic planning workshop with the board; and, delegate input sessions held during the spring general assembly. The information gathered from these sessions has been used to develop a strategic plan that focuses on areas critical to the organization's sustainability and future success.

Building on the Previous Strategic Plan

The previous strategic plan identified seven strategic directions. Member input through the survey indicated which of the strategic directions needed to be continued, which were well underway and which were no longer relevant. The results indicate the need to continue to focus on the development of partnerships and networks, stable sources of funding, a diverse and increased membership, strong and open communications, and ongoing education and development. There was no clear consensus on the importance of developing a clearinghouse/resource centre capacity; as well, there was a degree of confusion about what a clearinghouse/resource centre capacity would entail.

How the Plan is Structured

The plan is based on achieving an overall vision for the organization within a framework of principles and values and through the implementation of broad strategic directions. For each strategic direction, a rationale and statement of direction has been developed followed by the specific goals and objectives to achieve the strategic direction. In addition, every effort has been made to be specific in terms of desired outcomes, deliverables and timeframes.

PAN and the Future

Vision

PAN takes leadership on behalf of its members to create a future where member organizations are making demonstrable and consistent progress in ending the HIV epidemic and persons living with HIV/AIDS have improved health outcomes, and choices and freedoms to equally participate in society.

Mission

PAN is a vibrant, proactive member-based organization that provides a network to support the abilities and efforts of its members to respond to HIV. PAN does this by facilitating communication between member agencies and persons living with HIV/AIDS, including face-to-face networking opportunities, opportunities for mutual support; education and skills development; and undertaking collective action to influence public perceptions and policies affecting persons living with HIV/AIDS.

Operating Principles and Values

PAN adheres to the following operating principles and values and uses them in its day to day activities and in making decisions.

A Social Change Approach. PAN is founded on the principles of social change and the recognition that the social determinants of health inform the spread of HIV and incidences of AIDS. While the HIV virus is indiscriminate and non-judgmental in choosing its hosts, it is much more likely to thrive in vulnerable populations where conditions such as chronic disease, poverty, lack of housing and exposure to, and participation in, high risk behaviour put people at much greater risk. Therefore, PAN recognizes that eliminating the spread of HIV and AIDS will depend in large part on addressing systemic inequalities and taking or recommending action to address them. PAN promotes ethical, fair and equal access to care, treatment and support. PAN supports a harm reduction approach that acknowledges the continued risk behaviours of some individuals, but seeks to minimize the harm that such behaviours cause to both individuals and communities.

Holistic and Strength-based. PAN works to improve the choices and freedoms of persons living with HIV/AIDS and fosters and the mutual development of capacities among all its members. PAN recognizes that persons living with HIV/AIDS have physical, mental, emotional, and spiritual needs and capabilities. While individuals and organizations may have many challenges to face, PAN starts from a perspective of recognizing each individual and organization for their strengths and assets, and their potential for resiliency. PAN values the importance of individual and organizational responsibility.

United in Diversity. PAN is a member-driven organization that values its member agencies and delegates as peers and operates as a democracy to achieve efficient, effective and fair outcomes. PAN values the diverse perspectives of people living with HIV/AIDS and strives to ensure that those perspectives are considered in all of its work. PAN works to ensure the full participation of all, regardless of race, class, gender, age, ethnicity, sexual orientation and ability. PAN believes its diversity is a strength that can be harnessed to provide a voice for all.

Action based on fairness, civility and respect. PAN will be focused and action-oriented in working to achieve its vision. PAN will not avoid difficult issues that need to be addressed and will strive to conduct its business with fairness, civility and respect.

Open and Transparent. PAN membership will be open, honest and direct in all its actions. PAN will foster open, respectful communication between groups and individuals. It will serve its members in a transparent and fiscally responsible way.

PAN Strategic Plan 2007 - 2012

Strategic Directions, Goals and Objectives

The Board of Directors has identified three broad strategic directions and to guide the organization over the next five years:

Strategic Direction #1: To continue efforts to be an inclusive organization that values and reflects the diversity of the HIV/AIDS population.	Strategic Direction #2: To increase the organization's stability and capacity to respond to changing circumstances.	Strategic Direction #3: To strengthen PAN's capacity to take action on issues of importance to its members.
1.1 To ensure that governance and organizational structures reflect diversity.	2.1 The board will more effectively respond to needs of the membership and emerging issues.	3.1 Improve capacity to identify, prioritize and act on critical issues in a timely way.
1.2 Increase understanding of issues affecting Aboriginal peoples	2.2 Strengthen the capacity to ensure the ongoing administration of PAN's activities.	3.2 Expand internal and external strategic alliances.
1.3 Strengthen capacity to more effectively address the impact of HIV/AIDS on smaller urban and rural communities.	2.3 Ensure the general assembly, forum and skills sessions better meet members' needs.	3.3 Ensure timely two way flow of information between the membership and PAN board.
1.4 Strengthen capacity to address issues affecting diverse populations.	2.4 Increase membership	

Strategic Direction #1 – An Inclusive Organization that Values Diversity

Rationale: HIV does not respect race, culture, age, gender, or ability. The virus is making inroads into all parts of the population. To be effective, PAN must be able to reflect the perspectives or interests of all persons who could potentially be affected by HIV/AIDS and respond to the changing face of the disease.

Statement of Direction: PAN's strength is in its ability to tap into the varied perspectives of its diverse membership. To build on this strength, PAN will ensure that its governance and organizational structure, and the services it provides members reflect the diverse interests and needs of all persons who could potentially be affected by HIV/AIDS. This will be accomplished by ensuring that the board reflects the diversity of the organization, enhancing capacity to support Aboriginal populations, smaller urban and rural communities and other populations with diverse needs as reflected in the epidemiology of the disease.

Goals and Objectives:

Goal 1.1 – PAN will ensure that its governance and organizational structures reflect the diversity of persons affected by HIV/AIDS by:

- 1.1.1** defining diverse regional representation on the board and identifying the steps necessary to achieve that outcome;
- 1.1.2** reviewing the current delegate model and recommending changes to maintain grassroots HIV-positive representation *and* achieve diversity objectives;
- 1.1.3** seeking member support for proposed changes;
- 1.1.4** implementing changes to the board;
- 1.1.5** implementing changes to the delegate recommendation process; and,
- 1.1.6** evaluating the impact of the changes (2011).

Deliverables:

- New board membership
- New delegate recruitment process
- Report on impact

Goal 1.2 – PAN will increase its understanding of the issues affecting Aboriginal peoples by:

- 1.2.1** Exploring stronger linkages with and building partnerships with provincial Aboriginal ASOs.
- 1.2.2** Developing and implementing a ‘meaningful engagement’¹ policy in regard to working with Aboriginal populations and organizations.
- 1.2.3** Exploring ways to support the work of Aboriginal ASOs across the PAN membership.
- 1.2.4** Continuing to create opportunities for further dialogue.

Deliverables:

- Policy on meaningful engagement

Goal 1.3 – PAN will strengthen its capacity to more effectively address the impact of HIV/AIDS on small urban and rural communities by:

- 1.3.1** creating opportunities for members from rural and remote communities to identify the unique circumstances and issues facing those communities;
- 1.3.2** articulating strategies and actions that PAN can implement to strengthen supports in those areas; and,
- 1.3.3** exploring how rural approaches to partnership might be used in urban contexts.

Deliverables:

- Rural Outreach Strategy

¹ Canadian Aboriginal AIDS Network document.

Goal 1.4 – PAN will strengthen its capacity to address issues affecting diverse populations by:

- 1.4.1** exploring stronger linkages with organizations serving specific populations affected by HIV/AIDS.
- 1.4.2** articulating strategies and actions that PAN can implement, directly through its activities (e.g. offering diversity training) and through its members to strengthen support to those populations.

Deliverables:

- Diversity strategy

Desired Outcomes: It is intended that the following outcomes will result from the implementation of the above goals and objectives:

- the board make-up will better reflect the diversity of the membership;
- Aboriginal people will believe that PAN is aware of and responsive to their needs and concerns;
- PAN membership will understand the impact of HIV/AIDS in rural communities and support rural organizations' efforts; and,
- members will see PAN as supportive, empowering and sensitive to diverse perspectives.

Strategic Direction #2 – Enhanced Stability and Capacity to Respond to Change

Rationale: PAN's day-to-day activities are affected by changes in the external environment that are largely beyond its control; moreover, PAN is dependent on external sources of funding. Federal and provincial policies affecting HIV/AIDS have a direct impact on the work of PAN and its member agencies. It is essential that PAN have the capacity to evaluate and respond to those changes in a timely manner.

The most visible aspect of PAN is its general assembly, forum and skills building sessions. While the majority of members have high regard for the skills session offerings, PAN needs to develop a more cohesive link between the forum and general assembly activities. Currently, there is no structure to ensure follow-through on issues emerging from the forum, which results in cynicism and mistrust.

Statement of Direction: PAN will strengthen its governance and organizational infrastructure to ensure that the organization can respond to change in a proactive and more nimble fashion. This will be done by strengthening the board, addressing staffing needs, strengthening connections between the forum and general assembly, increasing membership, exploring other successful operating models and addressing funding requirements.

Goals and Objectives:

PAN Strategic Plan 2007 - 2012

Goal 2.1 – PAN will strengthen the capacity of the board to more effectively respond to the needs of the membership and emerging issues by:

- 2.1.1 developing comprehensive terms of reference for the board, including such elements as: mandate of the board, duties and responsibilities of members, composition (membership and how members are elected), term lengths, expectations regarding conduct of business, quorum/decision-making protocols, frequency of meetings, reporting requirements and compensation;
- 2.1.2 implementing a board development plan to ensure members have the knowledge and skills to effectively carry out their responsibilities;
- 2.1.3 reevaluating the current sub-committee structure and ensuring that it supports the implementation of the goals and objectives of the strategic plan and shares the workload across the board equitably; and,
- 2.1.4 actively seeking ways for more members to be involved in board and committee activities.

Deliverables:

- Terms of reference endorsed by board, shared with membership and posted on website
- New sub-committees and work assignments
- Board development plan

Goal 2.2 – PAN will strengthen the ongoing administration of the organization's day-to-day activities by:

- 2.2.1 investigating other funding models such as the Ontario AIDS Network;
- 2.2.2 evaluating the capacity to hire staff to administer PAN's activities;
- 2.2.3 reevaluating the current use of funds and realigning them to more effectively deliver member services and achieve the goals and objectives of the strategic plan.

Deliverables:

- Permanent staffing will be in place
- Revised budget

Goal 2.3 – PAN will ensure that the general assembly, forum and skills building sessions best meet members' needs by:

- 2.3.1 consulting with members and delegates;
- 2.3.2 rethinking the sessions to build on strengths and address problems; and,
- 2.3.3 developing an orientation program for first time delegates including a mentoring system.

Deliverables:

- A new session framework responsive to diverse member needs
- Delegate orientation program

Goal 2.4 – PAN will increase its membership by:

- 2.4.1 identifying potential new members, providing them with information on PAN and actively encouraging them to join PAN; and,
- 2.4.2 engaging current members to reach out to non-member agencies.

Deliverables:

- Member information package

Desired Outcomes: It is intended that the following outcomes will result from the implementation of the above goals and objectives:

- the general assembly and forum will strengthen and unite members;
- there will be a more diverse, broad participation of member agencies and delegates that reflects the make-up of the community of persons with HIV/AIDS;
- member agencies will become more actively involved in PAN; and,
- the general assembly and forum will be an accessible, hospitable experience for member agencies and their delegates.

Strategic Direction #3 – Strengthened Capacity to Take Action of Issues Important to the Membership.

Rationale: New achievements and setbacks in addressing HIV/AIDS, different organizational program approaches, government changes of mandate and health care system changes pose ongoing challenges for PAN and its member agencies. Currently, the regionalization of health care services across the province presents significant challenges to PAN's members. PAN must respond to these environmental changes and take advantage of opportunities as they arise.

Statement of Direction: PAN will strengthen its capacity to identify emerging issues and develop strategic, timely responses. Working with the membership, PAN will use the general assembly and forum as vehicles to identify issues and formulate responses. PAN will strengthen its internal and external strategic alliances and implement strategies to address issues of concern to its membership. PAN will ensure that it creates effective member feedback mechanisms so that members are aware of PAN's activities and progress.

Goal 3.1 – PAN will ensure the capacity for members to identify, prioritize and act on critical issues that are within PAN's mandate in a timely way by:

- 3.1.1 restructuring the General Assembly and Forum events to provide focused opportunities for issue identification and development of positions;
- 3.1.2 creating capacity to identify regional issues and develop positions;
- 3.1.3 providing clear expectations to delegates regarding preparations for sessions and follow-up with their communities and providing

PAN Strategic Plan 2007 - 2012

appropriate supports to delegates and member agencies to assist them to meet these expectations;

- 3.1.4 identifying a limited number of priority issues to be advanced each year and developing strategies for each;
- 3.1.5 developing a position in response to the emerging blood borne pathogen approach being taken by some health authorities;
- 3.1.6 investigating how PAN can better support member organizations through the process of health regionalization; and,
- 3.1.7 developing a process to enable effective board responses to emerging issues, news and events in a timely manner.

Deliverables:

- Annual priorities
- Input into position papers and strategies developed by partners
- Position statements on specific issues
- More effective use of positions that have been developed
- Board process to facilitate rapid response to issues
- Delegate expectations are articulated

Goal 3.2 – PAN will expand its internal and external strategic alliances to enable the organization to successfully address priority issues. PAN will do this by:

- 3.2.1 working with other AIDS organizations with provincial mandates to clarify roles and identify ways to complement and support each other's work;
- 3.2.2 developing and implementing a strategy to increase strategic alliances to include other sectors such as private sector and government ministries (such as Employment and Income Assistance, Child and Family Development, and Education);
- 3.2.3 working with the Provincial Health Services Authority (PHSA) to identify areas of common interest and ways in which PAN and PHSA can work together to achieve common objectives;
- 3.2.4 developing and implementing a strategy to increase health authority participation in PAN; and,
- 3.2.5 liaising with PHAC to develop a stronger role for PAN in the coordination and promotion of standards across the province.

Deliverables:

- Protocols with other provincial agencies
- Strategic alliance strategy
- Health Authority participation strategy

Goal 3.3 – PAN will ensure a timely two-way information flow between the membership and the PAN board by:

- 3.3.1 identifying and implementing changes to the website to make it a more interactive communication tool;

PAN Strategic Plan 2007 - 2012

- 3.3.2 posting board agendas and minutes on the website; and,
- 3.3.3 ensuring that general assembly and forum minutes are disseminated in a timely fashion and that members are updated quarterly regarding priority general assembly and forum issues.

Deliverables:

- Website improvements
- Communication processes

Desired Outcomes: It is intended that the following outcomes will result from the implementation of the above goals and objectives:

- timely responses to emerging issues;
- allies support PAN's objectives;
- PHSA, PHAC, Ministry of Health and health authorities view PAN as credible and effective;
- health authorities routinely participate in PAN's regional and provincial activities;
- the website addresses members' needs for information in a timely way;
- delegates are better prepared to participate in PAN activities; and,
- delegates act as a conduit to effectively contribute organizational and community perspectives to PAN.

Implementing PAN's Plan

The successful implementation of the plan will depend on the board's process for tracking action and making adjustments as required. Inherent in this is a commitment to the strategic planning document as the driving force behind the board's work over the next five years. To achieve this integration, the following actions are recommended:

1. once the strategic plan is approved by the board, the board will develop an implementation plan and create the structures and processes necessary to oversee the implementation of the strategic directions, such as setting up board sub-committees and assigning responsibilities and timelines. The board will look at opportunities to include members in various aspects of the plan;
2. the board will endorse a reporting and accountability framework (for instance, provision and review of quarterly and annual progress reports on the strategic plan to the membership);
3. the strategic and implementation plans will be presented to members at the October 2007 general assembly; and,
4. on the election of new board members, the outgoing board will ensure that new board members receive a thorough orientation to the plan and the status of its implementation.
5. at the end of the first year, engage the consultant to assist the board to undertake a progress evaluation.

Appendices

Appendix A –Sub Committee Structure

1. Executive Committee
Co-chairs, Secretary, Treasurer
 - Work as directed by the Board.
2. Mutual Support Committee
Alison, Billy, Chris, Gary, Malsah, Paul
 - Forum (including choosing facilitator) & orientation
3. Finance & Personnel Committee
Cheryl, Marcie, Billy, John D, community member with HR skills
 - Quarterly budget reviews, regular financial reports, create and present an annual budget (presented pre-conference)
 - Audit? Changed requirements have made auditing more expensive.
 - Hiring & job descriptions
4. Communications Committee
Michelle, John C, Cheryl, Miriam
 - Communications, engaging membership, assisting regions with regional meetings.
 - Also responsible for keeping Strategic Plan alive and coordinating Strategic Plan reports to membership.
5. Skills Committee
Five members, to be determined following Fall conference

Appendix B - Strategic Planning Definitions

Vision

Your vision statement describes the changed world resulting from your organization's efforts. It can be short and simple as in "No child will be left behind" or elaborate and extensive. It conveys the passion that you bring to your work, inspires people to strive and tells the world what kind of difference you will make.

Mission or Purpose²:

"...a basic long-term statement of what the organization seeks to do and the rationale for its existence.... A sound mission statement provides guidance to an organization and helps it to make difficult decisions.the most important test for a mission statement is that it be both externally and internally oriented." Your mission statement tells your clients, communities and funders what need you are working to address. It describes what you do and how you do it.

Principles and Values:

Your values or principles guide how you do your work: with each other, with your clients, the community and other stakeholders. The values you choose will be incorporated into how you do business. When difficult decisions have to be made, your values will provide a touchstone for you to go back to. For instance, the following principle is an example:

Integrity: our organization participates in establishing, maintaining and enforcing, and should observe, high standards of conduct so that the integrity of the organization may be preserved. We do this by developing standards and practices which guide our organization.

Goals and Objectives:

"...indicate the specific accomplishments to be attained in fulfilling...." the mission. "A well-conceived set of goals provides a means for uniting an organization toward the achievement of a common purpose." Goals and objectives also provide guidance for managers to make decisions or to determine performance measurement.

Criteria for setting objectives:	SMART
▪ Important to the organization	▪ Specific
▪ Prioritized	▪ Measurable
▪ Attainable	▪ Actionable
▪ Internally consistent	▪ Realistic
▪ Measurable or quantifiable	▪ Timely

² Christopher H Lovelock and Charles B. Weinberg, "Marketing for Public and Nonprofit Managers", John Wiley and Sons, 1984. Chapter 7 Marketing Strategy and Planning. Pp. 157-190.

Note: this definition uses the words ‘goal’ and ‘objective’ interchangeably. An alternative approach is to define goal as the desired changed end state and objectives as the actions necessary for the organization to take to achieve that end state.

Strategies and Tactics:

“...a strategy is the plan by which the organization attempts to reach its objectives.” The objectives specify *what* is to be accomplished, the strategic specifies *how*. There are two tests of a strategy³:

1. “that it fits with the organization (determined by examining environmental forces, market opportunities and organizational capabilities).
2. that it facilitates the management process of the organization by (1) providing operational guidance, (2) generating personal commitment, and, (3) anticipating change.”

Unlike goals and objectives which should remain constant over an extended period of time, strategies, in order to anticipate change, are time-bound and should be reviewed periodically.

Outcomes:

Your outcomes describe the result you intend to achieve (for example, improved child health as determined by levels of mortality, morbidity, growth, etc.) By being explicit about your outcomes, your results are more likely to be foreseeable and predictable. Well-defined outcomes provide a critical element in evaluation planning.

Deliverables:

Deliverables are the things you produce in meeting your goals and objectives and achieving your outcomes. For instance, deliverables could be: policies, reports, brochures, services, letters, applications for funding, hiring and training new staff, etc.

³ Richard F. Vancil, “Strategy Formulation in Complex Organizations,” *Sloan Management Review* (Winter 1976), pp. 1-18

Appendix C - Glossary of Terms

Harm Reduction: “The International Harm Reduction Association (2002) describes harm reduction as: ‘Policies and programs which attempt primarily to reduce the adverse health, social and economic consequences of mood altering substances to individual drug users, their families and communities, without requiring decrease in drug use.’⁴

“Harm reduction is a term that covers activities and services that acknowledge the continued drug use of individuals, but seek to minimise the harm that such behaviour causes.”⁵

Harm reduction “...refers to actions designed to diminish the individual and social harms associated with drug use, including the risk of HIV infection, without requiring the cessation of drug use. In practice, harm reduction programs include syringe exchange, replacement therapy using substances such as methadone, health and drug education, HIV and sexually transmitted disease screening, psychological counseling, and medical care.”⁶

“Harm reduction strategies are designed to reduce the impacts of drug-related harm on individuals and communities. Governments do not condone illegal risk behaviours such as injecting drug use, but they do acknowledge that these behaviours occur and that they have a responsibility to develop and implement public health and law enforcement measures designed to reduce the harm that such behaviours can cause.”⁷

Meaningful Engagement:

Social Change:

⁴ Harm Reduction – A British Columbia Community Guide. September 2005. p. 4.

⁵ www.drugscope.org.uk/DS%20Media%20Project/media_terms.htm

⁶ www.hrw.org/reports/2003/usa0903/1.htm

⁷ www.drugstrategy.central.sa.edu.au/02_decdsproject/f_dsglossary/

Appendix D – Goals and Objectives

Goal 1.1 – PAN will strive to ensure that its governance and organizational structures reflect the diversity of persons affected by HIV/AIDS by:

- 1.1.7** strive for diverse regional representation on the board and identifying the steps necessary to achieve that outcome;

Activities

- Promotion and recruitment regionally through member groups, community networks and regional PAN meetings
- Design recruitment strategy

Timeline

Ongoing

Recruitment strategy-March 2008

Person(s) Responsible

PAN Board and membership

Indicators

Utilize simple tracking sheets for recruitment announcements sent out.

Number of new member groups and community networks.

Number of regional meetings.

Ask new members what brought them in.

Ask current PAN members for feedback about their involvement (survey done @ the GA).

- 1.1.8** review the current delegate model and recommend changes to maintain grassroots HIV-positive representation and achieve diversity objectives;

Activities

- Support member organizations to recruit and retain the involvement of diverse HIV+ regional representation. Support will vary region to region.

Timeline

Ongoing

Person Responsible

Communication Committee

Indicators

PAN Strategic Plan 2007 - 2012

Short questionnaire for participants-have they felt supported, how?
Number of HIV+ people participating in regional meetings
(compare to Forum numbers)

1.1.9 seek member support for proposed changes;

Activities

- Present recommendations at 2008 AGM

Timeline

Fall 2008

Person Responsible

Communications Committee

Indicator

Consensus

1.1.10 implement changes to the board;

Activities

- Adopt pertinent policies
- Board of Directors elections Fall 2008

Timeline

Fall 2008

Person(s) Responsible

Board of Directors

Indicators

Adoption of policies

Number of new policies

Number of new directors-board positions filled

Director survey or focus group (facilitated) re: director satisfaction

1.1.11 implement changes to the delegate recruitment and retention process

Activities

- Broad utilization of recruitment strategies
- Adopt pertinent policies

Timeline

Fall 2009

PAN Strategic Plan 2007 - 2012

Person(s) Responsible

Board & Members

Indicators

1.1.12 evaluate the impact of the changes (2011).

Activities

- Member survey
- Statistical data

Timeline

2011

Person(s) Responsible

Board, Administrative Coordinator, Consultant

Indicators

Deliverables:

- New board membership
- New delegate recruitment process
- Report on impact

Goal 1.2 – PAN will increase its understanding of the issues affecting Aboriginal peoples by:

1.2.5 Explore stronger linkages with and building partnerships with provincial Aboriginal ASOs.

Activities

- Develop strategies to work in collaboration with Red Road.
- Develop strategies to foster the greater engagement of Aboriginal groups and individuals in PAN.
- Develop and implement a ‘meaningful engagement’⁸ policy in regard to working with Aboriginal populations and organizations.
- Explore ways to support the work of Aboriginal ASOs across the PAN membership.

Timeline

Ongoing

Person(s) Responsible

Communications & Mutual Support Committees

⁸ Canadian Aboriginal AIDS Network document.

Indicators

Define benchmarks

Meaningful engagement policy developed and functioning

Increased participation of Aboriginal delegates-member groups (provide comparative data)

Track past participation vs current numbers, including Board involvement

Number of times PAN delegate attends Red Road council meetings

Deliverables:

- Policy on meaningful engagement
- Meaningful engagement

Goal 1.3 – PAN will strengthen its capacity to more effectively address the impact of HIV/AIDS on small urban and rural communities by:

- 1.3.4** creating opportunities for members from rural and remote communities to identify the unique circumstances and issues facing those communities;

Activities

- Promote & host regional meetings
- Create an online chat room opportunities for Forum participants

Timeline

Ongoing

Prior to provincial meetings

Person(s) Responsible

Board & Administrative Coordinator

Indicators

Number of regional meetings hosted

Number of communities represented

Number of regions represented

Number of participants

- 1.3.5** explore how rural approaches to partnership might be used in urban contexts.

Activities

- Create Rural Outreach Strategy
- Provide workshop activities during Skills

Timeline

Annual Skills Conference 2008-2011

PAN Strategic Plan 2007 - 2012

Person(s) Responsible
Skills Committee

Indicators
Number of workshops at Skills
Number of workshop participants
Survey results

Deliverables:

- Regional & Rural Engagement Strategy

Goal 1.4 – PAN will strengthen its capacity to address issues affecting diverse populations by:

- 1.4.3** exploring stronger linkages with organizations serving specific populations affected by HIV/AIDS.

Activities

- Develop strategies to work in collaboration with diverse populations.
- Develop strategies to foster the greater engagement of diverse groups and individuals in PAN.
- Develop and implement a ‘meaningful engagement policy in regard to working with diverse populations and organizations.

Timeline
Fall 2010

Person(s) Responsible
Communications & Mutual Support Committees

Indicators

- 1.4.4** articulate strategies and actions that PAN can implement, directly through its activities (e.g. offering diversity training) and through its members to strengthen support to those populations.

Activities

- Diversity Trainings at Skills, Board Development meetings & Regional meetings.

Timeline
Fall 2008 & Ongoing

Person(s) Responsible
Board & Skills Committee

PAN Strategic Plan 2007 - 2012

Indicators

Number of sessions, Board dev. Meetings & regional meetings

Deliverables:

- Diversity strategies
- Greater engagement of diverse populations

Goal 2.1 – PAN will strengthen the capacity of the board to more effectively respond to the needs of the membership and emerging issues by:

Activities

- Develop comprehensive terms of reference for the board, include such elements as: mandate of the board, duties and responsibilities of members, composition (membership and how members are elected), term lengths, expectations regarding conduct of business, quorum/decision-making protocols, frequency of meetings, reporting requirements and compensation;

Timeline

Fall 2007

Person(s) Responsible

Mutual Support Committee

Indicators

Number of documents developed and utilized

2.1.5 implement a board development plan to ensure members have the knowledge and skills to effectively carry out their responsibilities;

Activities

- Board Orientation
- Board Manual created
- Create mentorship model

Timeline

2007-2008

Person(s) Responsible

Mutual Support

Indicators

Questionnaire for new Board members re: satisfaction with orientation

- 2.1.6** reevaluate the current sub-committee structure and ensure that it supports the implementation of the goals and objectives of the strategic plan and shares the workload across the board equitably.

Activities

- Re-structure Board committees
- Review the role of the committees
- Mini evaluation of committees annually
- Terms of reference for new committees

Timeline

May 2007

Person(s) Responsible

Board of Directors

Indicators

Number of sub-committees and activities completed

Number of terms of reference for new committees created

Equal distribution of board member workloads as reported by each committee

Increased capacity of committees to undertake work assigned to them

- 2.1.7** actively seek ways for more members to be involved in board and committee activities.

Activities

See 1.1.1

Timeline

Ongoing

Person(s) Responsible

Board & Communications Committee

Indicators

Number of non board members involved in committee work

Deliverables:

- Terms of reference endorsed by board, shared with membership and posted on website
- New sub-committees and work assignments
- Board development plan

PAN Strategic Plan 2007 - 2012

Goal 2.2 – PAN will strengthen the ongoing administration of the organization’s day-to-day activities by:

Activities

- investigate other funding models such as the Ontario AIDS Network
- develop policies & procedures as necessary

Timeline

Fall 2007

Ongoing

Person(s) Responsible

Administrative Coordinator

Indicators

Number of policies developed

Number of other funding models investigated

2.2.1 Increase PAN’s administrative capacity

Activities

- Develop job descriptions
- Review budget
- Strike hiring committee
- Employ a competent administrative coordinator
- Evaluate staff position(s) annually

Timeline

May-Oct. 2007

Person(s) Responsible

Finance Personnel Committee

Indicators

Annual evaluation completed

Budget reallocations made

Hiring completed

Competent staff supporting the work of PAN

2.2.4 reevaluate the current use of funds and realign them to more effectively deliver member services and achieve the goals and objectives of the strategic plan.

Activities

- Budget review

PAN Strategic Plan 2007 - 2012

- Reallocation of funds
- Approval of membership

Timeline

May-Oct. 2007

Person(s) Responsible

Board

Indicators

Survey member satisfaction

Deliverables:

- Permanent staffing will be in place
- Revised budget

Goal 2.3 – PAN will ensure that the general assembly, forum and skills building sessions best meet members' needs by:

Activities

- Consult with members and delegates
- Ongoing evaluation

Timeline

ongoing

Person(s) Responsible

Board & consultant

Indicator

% of members expressing satisfaction

Increased member participation

Increased membership

2.3.4 rethink the Forum & GA to build on strengths and address problems

Activities

- Forum & GA orientation
- GA planning
- Promote & host regional meetings

Timeline

Ongoing

Person(s) Responsible

PAN Strategic Plan 2007 - 2012

Board & Mutual Support

Indicators

Increased member participation

Increased membership

Number of regional meetings and number of participants

Deliverables:

- A new session framework responsive to diverse member needs
- Delegate orientation program
- Regional meetings

Goal 2.4 – PAN will increase its membership by:

Activities

- Identify potential new members, provide them with information on PAN and actively encourage them to join PAN

Timeline

Ongoing

Person(s) Responsible

Communications committee, Board & membership

Indicators

Number of potential members contacted

Number of new members

2.4.3 engage current members to reach out to non-member agencies.

Activities

- Development of member information package
- Development of Skills workshop re: PAN involvement

Timeline

2007-2008

Person(s) Responsible

Administrative Coordinator

Skills Committee

Indicators

Number of information packages distributed

Number of workshop participants

Deliverables:

- Member information package
- Increased membership
- Skills workshop

Goal 3.1 – PAN will ensure the capacity for members to identify, prioritize and act on critical issues that are within PAN’s mandate in a timely way by:

Activities

- Restructure the General Assembly and Forum events to provide focused opportunities for issue identification and development of positions
- Regional meetings

Timeline

Ongoing

Person(s) responsible

Board

Indicators

Member satisfaction (surveys)

Number of issues addressed and positions developed (archived)

Meetings run in orderly fashion; there is decorum and action items are addressed

Ditto for Regional meetings

Increased member participation

3.1.2 create capacity to identify regional issues and develop positions

Activities

- Regional meetings
- Chat rooms

Timeline

Spring 2008 & annually

Person(s) responsible

Board, Administrative Coordinator

Indicators

Number of participants in regional meetings

Number of participants utilizing the Forum Chat Rooms

Chat room monitor surveys participants (satisfaction)

- 3.1.3** Provide clear expectations to delegates regarding preparation and participation for sessions and follow-up with their communities and providing appropriate supports to delegates and member agencies to assist them to meet these expectations (Miriam, please rework this sentence to provide clarity)

Activities

- Information in registration package
- Orientation package

Timeline

Ongoing

Indicators

Increased delegate participation
Number of orientation packages distributed
Survey new delegates (Mutual Support)

Person(s) responsible

Administrative Coordinator

- 3.1.4** identify a limited number of priority issues to be advanced each year and develop strategies for each

Activities

- Regional meetings, Forum, GA

Timeline

Fall 2007 & annually

Person(s) responsible

Membership

Indicators

Number of priority issues identified and addressed
Number of strategies developed
Number of position statements adopted

- 3.1.6** Improve PAN's ability to respond to emerging issues, news and events in a timely manner.

Activities

- Develop a response mechanism

Timeline

PAN Strategic Plan 2007 - 2012

Fall 2007

Person(s) responsible

Communications Committee & Administrative Coordinator

Deliverables:

- Annual priorities
- Input into position papers and strategies developed by partners
- Position statements on specific issues
- More effective use of positions that have been developed
- Board process to facilitate rapid response to issues
- Delegate expectations are articulated

Goal 3.2 – PAN will expand its internal and external strategic alliances to enable the organization to successfully address priority issues. PAN will do this by:

Activities

- Work with other ASOs, community organizations & individuals to clarify roles, avoid duplication and identify ways to complement and support each other's work.
- Establish a barter system to share resources, skills, capacity.

Timeline

Fall 2007

Person(s) responsible

Communications & Mutual Support Committees, Administrative Coordinator

Indicators

Number of organizations sharing resources

Contact list of internal and external alliances created

3.2.6 develop and implement mechanisms to increase strategic alliances including private and government sectors

Activities

- Identify one sector per year
- Send a PAN delegate to appropriate conferences, meetings
- Invite private and government representatives to PAN events

Timeline

2009-2011

Person(s) responsible

Board & Membership

Indicators

Contact list of internal and external alliances created

- 3.2.7** work with the Provincial Health Services Authority (PHSA) to identify areas of common interest and ways in which PAN and PHSA can work together to achieve common objectives

Activities

- Initiate regular meetings with PHSA representatives
- Include PHSA presentations at PAN events

Timeline

Ongoing

Person(s) responsible

Board & Administrative Coordinator

Indicators

Number of meetings held and presentations given

- 3.2.8** develop and implement a strategy to increase health authority participation in PAN

Activities

- Arrange meetings with H.A. representatives and PAN regional representatives.

Timeline

Ongoing

Person(s) responsible

Board members

Deliverables:

- Protocols with other provincial agencies
- Strategic alliance strategy
- Health Authority participation strategy
- Barter system in which organizations can share resources and capacity

Goal 3.3 – PAN will ensure a timely two-way information flow between the membership and the PAN board by:

Activities

PAN Strategic Plan 2007 - 2012

- PAN e news
- Post board agendas and minutes on the website
- Ensure that member announcements are disseminated in a timely manner
- Ensure that general assembly and forum minutes are disseminated in a timely fashion and that members are updated quarterly regarding priority general assembly and forum issues
- Identify and implement changes to the website to make it a more interactive communication tool
- Research viability of contracting web manager
- Budget review

Timeline

May 2007-March 2008

Person(s) responsible

Communications Committee & Administrative Coordinator

Indicators

Survey PAN member satisfaction, focus group or other feedback mechanism

Deliverables:

- Website improvements
- Communication processes