

PHAN Strategic Plan

April 1, 2017 to March 31, 2022



Peel HIV/AIDS Network
serving Mississauga, Brampton and Caledon



1. Executive Summary

The Peel HIV/AIDS Network (PHAN) is in a period of evolution to match the evolution of the region itself. Now in our new Brampton offices, our services have expanded and so has our profile. And yet, the Region of Peel and other community partners are looking to PHAN to be a stronger partner, even to occupy a leadership role in HIV-related health care services, and in services to the LGBTQ community. We must find ways to meet the goals of *Ontario's new HIV/AIDS Strategy to 2026*, but also to go beyond it in order to best achieve our potential.

Through a strategic planning process between September 2016 and March 2017, PHAN consulted with HIV-positive clients, with funders, service partners, its own staff and Board, and other key stakeholders. The scan gave us a clear view of where we excel, where we still can do better, and where are the opportunities. Thirteen strategic issues emerged from this environmental scanning process. Those issues range from the lack of onsite clinical and complementary services; to the opportunity to provide health services to the LGBTQ community that go beyond HIV; to addressing the needs of key priority populations and other at-risk communities in Peel—to name only a few.

At a retreat in January 2016, the Board, supported by staff, confirmed new Mission and Vision statements, and came up with the following three Strategic Directions, which were validated and refined in the months that followed.

Strategic Direction #1

PHAN will have demonstrated strong community leadership, expertise and advocacy in achieving equitable health and social service access & improved outcomes for our target populations.

Objectives associated with Strategic Direction #1 are related to:

1. Improving internal and external communications;
2. Gathering better, region-specific data; and
3. Developing a comprehensive advocacy strategy.

Strategic Direction #2

PHAN will have implemented an integrated strategy to meet the service and clinical needs of HIV-affected key priority populations, and will have become a comprehensive community service provider to the LGBTQI communities.

Objectives associated with Strategic Direction #2 are related to:

1. Expanding services to people living with HIV;
2. A better and more comprehensive strategy to work with African, Caribbean and Black communities;
3. Developing services for the LGBTQI communities that go beyond HIV; and
4. Providing on-site HIV testing and clinical services; and expanding sexual health and harm reduction services to priority populations and other key affected populations.

Strategic Direction #3

PHAN will have an organizational culture with strong leadership that attracts, retains and develops the best staff, Board members and volunteers in Peel Region.

Objectives associated with Strategic Direction #3 are related to:

1. Developing better staff and volunteer recruitment and compensation practices;
2. Achieving the Board's full governance potential; and
3. Doubling the organizational budget to support expanded activities.

Each of these Strategic Directions, and their respective measurable objectives, will inform our next five annual workplans. The strategic plan and its associated workplans will be tracked, monitored and evaluated by our Board of Directors, which will annually report on progress to our membership.

PHAN looks forward to an exciting and productive five years, by the end of which we hope to have achieved a new level of leadership, stability, and above all service. We won't be satisfied to simply meet the goals of the new *Ontario HIV/AIDS Strategy to 2026*; we intend to go well beyond it.

Rob Gearing,
Chair, Board of Directors

2. Strategic Planning Process

Since the Peel HIV/AIDS Network's last strategic plan, the organization, and Peel itself, have been in a period of evolution. While Peel sheds some of its suburban characteristics and takes on more of the characteristics of urban centres, PHAN has adapted and changed along with it.

We moved offices to a more accessible location in Brampton, and have expanded our programming and our profile in African, Caribbean and Black (ACB) communities, in the LGBTQ community, and with people who use drugs and with sex workers, all the while strengthening our supports for peer-developed and delivered activities and programs—both for people living with HIV and other groups.

As our profile increases, so have the demands. The Region of Peel and other community partners are looking to PHAN to be a stronger partner—to occupy a leadership role in HIV-related health care services and in services to the LGBTQ community that go beyond HIV.

And, while there is still work to be done to meet the goals of Ontario's ambitious new HIV/AIDS Strategy to 2026: *Focusing Our Efforts - Changing the Course of the HIV Prevention, Engagement and Care Cascade in Ontario*, PHAN wishes to go beyond the goals of the strategy. Now, as we look ahead five years, we are asking ourselves which projects to take on in order reach our full potential.

It is in this context that PHAN asked the Ontario Organizational Development Program and John Miller Consulting to assist us with a new strategic planning process. To arrive at what we believe are an exciting set of Strategic Directions and associated objectives, the following steps were undertaken between September 2016 and March 2017:

Compressed Environmental Scan

- The work of an environmental scan is to analyse available data and documents, and consult with key stakeholders in order to help us identify what strategic issues we face at this junction. However, some prior work had already been undertaken to this end, namely a peer-led consultation of the needs and interests of people living with HIV; a situational analysis of the needs of women affected by HIV; a fund development audit and plan; and report on our forum exploring sexual health in the African, Caribbean, Black communities.
- Our strategic planning committee therefore opted for a compressed process, which consisted of analysing the following for key messages:
 - Select community and government planning documents;
 - Info on existing data either for the region, the province, or for Canada as a whole;
 - Survey results from different surveys sent to clients living with HIV; the Board of Directors; and staff;

- Key stakeholder interviews including with Phillip Banks, Executive Director; Haran Vijanathan, Executive Director of ASAAP; Melissa Toney & Adele Lane, Region of Peel; Len Lopez, Public Health Agency of Canada; Joanne Lush, Province of Ontario; and Dr. Ted Everson, community physician;
 - Focus groups with clients who are living with HIV, and with staff.
- From the summaries of all of the above, PHAN's internal strengths and challenges were identified, as were the external opportunities and threats. These were circulated to all Board and staff, in advance of our first strategic planning retreat.

Mission and Vision Statements Redraft

- In a parallel process, PHAN staff and Board engaged in a visioning day using an appreciative inquiry approach. At this retreat, and in work that followed, PHAN's Mission and Vision were revised.

Strategic Planning Retreats: Identifying priorities, and setting directions and measurable objectives

- PHAN's full Board and staff held two retreats. At the first retreat:
 - The new draft Mission and Vision statements were reviewed and finalized;
 - The environmental scan was presented and discussed;
 - The Board discussed internal strengths and challenges, and external threats and opportunities (a compressed SCOT analysis);
 - Thirteen strategic issues were identified;
 - Strategic Directions and associated Objectives were developed;
 - Board and staff identified a process for validating those directions; and
 - Board and staff reconfirmed a second retreat to develop a first-year work-plan for each of the strategic directions and associated objectives.
- At the second Board-staff retreat:
 - The new Mission and Vision statements were validated;
 - The Strategic Directions and their associated Objectives were slightly edited for clarity and were then validated; and
 - Board and staff jointly developed a work-plan for the first year of the strategic plan, with Board members working on governance-related items, and staff working on operational items.

Approval of the Plan by the Board and Membership

- At its May Board meeting, the Board of Directors approved and adopted the 2017-22 Strategic Plan.
- At a Special Members Meeting on May 29, 2017, members ratified our new Strategic Plan.

3. Our Mission and Vision

PHAN's process of appreciative inquiry produced a great deal of consensus on paring down our Mission and Vision statements to simpler, more direct statements, which can be supported and amplified in communications materials and programming documents.

While there was discussion about the pros and cons of the removal of the words *HIV* or *AIDS* from these statements, and about adopting such simple statements, we are confident in our decision. PHAN felt that Mission and Vision statements that were written with broader language would have the double effect of allowing PHAN to expand beyond HIV services—which is reflected in Strategic Direction #2—while simultaneously signalling to HIV-positive clients that our concern is their health and wellbeing beyond the management of HIV.

Our new statements are:

MISSION

Working together to improve the health and prosperity
of communities in Peel.

VISION

Optimal health and well-being for all.



4. Strategic Issues

Upon analysis of the results of the environmental scan, the following thirteen strategic issues were identified:

1. PHAN needs a better internal and external communication and outreach plan/strategy to increase our profile in the region, with our stakeholders, and to break down internal silos.
2. There is a lack of region-specific data and information about people's lived experiences.
3. PHAN needs to improve its ability to advocate to address the systemic barriers to equitable health access for our target populations. In other words, PHAN hasn't achieved its full potential as advocates.
4. There are insufficient resources to address the needs of priority populations.
5. PHAN must improve its ability to integrate its work with people who are part of multiple priority populations.
6. PHAN must better respond, in a timely way, to the diverse service and support needs of PHAs.
7. PHAN needs to give particular focus to ACB communities—as they intersect with all other priority populations—to address current barriers to service.
8. There is an opportunity for PHAN to address the lack of comprehensive LGBTQ community programs and services in Peel (i.e. beyond HIV-focused services).
9. PHAN has no strategy as to which clinical and health services should be provided on site, although those services are being requested.
10. PHAN needs additional funds to expand and improve its services.
11. PHAN needs to expand and adapt its services to meet the needs of existing and new populations in Peel—needs beyond HIV.
12. Peers are not yet sufficiently integrated throughout all areas of the agency.
13. PHAN isn't reaching its potential in terms of staff retention, and Board capacity.

5. Strategic Directions and Objectives

The following chart demonstrates how the goals and objectives are connected to the identified issues. Note, however, that some issues may have contributed to the development of several objectives.

Directions	Objectives	Strategic Issues Addressed
Direction #1 By March 2022, PHAN will have demonstrated strong community leadership, expertise and advocacy in achieving equitable health and social service access & improved outcomes for our target populations.	Objective #1 By March 2022, PHAN will have effectively deployed a communications strategy that elevates its leadership, profile, and services in Peel Region.	<ul style="list-style-type: none"> PHAN needs a better internal and external communication and outreach plan/strategy to increase our profile in the region, with our stakeholders, and to break down internal silos.
	Objective #2 By March 2022, PHAN will have worked with provincial and local partners to ensure we have adequate and relevant region-specific epidemiology and prevalence data, and research on the lived experiences of PHAs and other priority populations in our region.	<ul style="list-style-type: none"> There is a lack of region-specific data and information about people's lived experiences.
	Objective #3 By March 2020, PHAN will have implemented a comprehensive advocacy plan to address systemic and individual barriers to equitable health and service access and outcomes for our priority populations.	<ul style="list-style-type: none"> PHAN needs to improve its ability to advocate to address the systemic barriers to equitable health access for our target populations. In other words, PHAN hasn't achieved its full potential as advocates. There are insufficient resources to address the needs of priority populations. PHAN must improve its ability to integrate its work with people who are part of multiple priority populations. PHAN needs to expand and adapt its services to meet the needs of existing and new populations in Peel—needs beyond simply HIV.

Directions	Objectives	Strategic Issues Addressed
Direction #2 By March 2022, PHAN will have implemented an integrated strategy to meet the service and clinical needs of HIV-affected key priority populations, and will have become a comprehensive community service provider to the LGBTQI communities.	Objective #1 By March 2022, PHAN will have expanded its services to PHAs to include a) more comprehensive information about HIV and broader health; b) complementary services; and c) expanded support to families and aging PHAs.	<ul style="list-style-type: none"> • PHAN must better respond, in a timely way, to the diverse service and support needs of PHAs • PHAN needs to expand and adapt its services to meet the needs of existing and new populations in Peel—needs beyond simply HIV. • Peers are not yet sufficiently integrated throughout all areas of the agency.
	Objective #2 By March 2022, PHAN will have implemented a region-specific HIV-related strategy for the ACB communities. We will strengthen our partnerships with grass-roots and faith-based ACB organizations and institutions, and our strategy will be integrated with all of PHANs other services.	<ul style="list-style-type: none"> • PHAN needs to give particular focus to ACB communities--as they intersect with all other priority populations--to address current barriers to service.
	Objective #3 By March 2020, PHAN will have developed and implemented a range of services specific to the needs of LGBTQI communities, and will be a key leader in a regional LGBTQI service plan.	<ul style="list-style-type: none"> • There is an opportunity for PHAN to address the lack of a comprehensive LGBTQI community service provider in Peel (i.e. beyond HIV-focused services).
	Objective #4 By March 2022, PHAN will have developed and implemented a strategy around a) providing on-site HIV-related testing and clinical services; and b) providing comprehensive sexual health and harm reduction programming and advocacy with the provincial priority populations, broader LGBTQI, South Asian, youth and sex worker communities.	<ul style="list-style-type: none"> • PHAN has no strategy as to which clinical and health services should be provided on site, although those services are being requested. • PHAN needs to expand and adapt its services to meet the needs of existing and new populations in Peel—needs beyond simply HIV.

Directions	Objectives	Strategic Issues Addressed
Direction #3 By March 2022, PHAN will have an organizational culture with strong leadership that attracts, retains and develops the best staff, Board members and volunteers in Peel Region.	Objective #1 By March 2022, PHAN will have an inspiring organizational culture rooted in best practices, progressive staff and volunteer recruitment and development, and competitive total compensation.	<ul style="list-style-type: none"> • PHAN needs additional funds to expand and improve its services. • PHAN isn't reaching its potential in terms of staff retention, and Board capacity.
	Objective #2 By March 2020, the Board will have a full complement of skilled and engaged Board members who will implement best practices in leadership and Board governance.	
	Objective #3 By March 2018, PHAN will have developed a funding strategy to implement all strategic initiatives. By March 2022, PHAN's annual budget will be \$1.5million—double the 2017-18 annual budget.	



6. Tracking Progress and Reporting to Membership

PHAN'S Board will be incorporating into its meeting structure a regular tracking of progress of the strategic plan. The Board will report on our progress related to governance-related tasks, and the Executive Director will report on the status of operational tasks that move us towards each of our objectives. Each year of this five-year plan, the Board and staff will conduct work-planning to ensure that progress continues to be made towards achieving our Strategic Directions and associated Objectives.

In addition, PHAN's Board will report annually to our membership.

7. Contact

PHAN benefits from hearing and learning from its stakeholders. If you or your organization are interested in learning more about the thinking and analysis that went into this strategic plan, the progress we have made, or about any of PHAN's work, please contact:

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