

“...Enhancing the quality of life for prisoners, youth in custody, ex-prisoners, and their supports at risk of or infected by HIV/AIDS...”

**Prisoners HIV/AIDS Support Action Network
Strategic Plan
2006 – 2009**

October 6, 2006

Letter from the Chair

October 6, 2006

Dear Reader,

I am pleased to present our new Strategic Plan. It is the result of a consultation process that included clients, staff, the Board, a volunteer, external partners and funders. Our Board of Directors has endorsed the plan, which over the next three years will inform our decisions regarding how we prioritize the use of our resources.

I would like to take this opportunity to thank:

- Staff, who contributed their valuable insights and experiences to the process;
- Members of the Board, who invested many hours in the consultation and planning process;
- Clients, partners and funders, who contributed their insights and support for this initiative.

A special thank you is due to our Executive Director, Anne Marie Di Censo, who coordinated the planning process.

This Strategic Plan prepares us to meet the challenges and opportunities of the next three years and continue to make a real contribution to improving the quality of life of prisoners, youth in custody, and ex-prisoners living with HIV/AIDS and/or Hepatitis C.

We hope the information contained in this document is useful and provides you with a better understanding of the directions PASAN will pursue in the future. We look forward to working together in the years ahead on the important initiatives outlined in this plan.

Cat Baron &
Tracey Methven

Co-Chairs
Board of Directors
Prisoners HIV/AIDS Support Action Network

Background

In the 15 years since PASAN was created, the prison population has grown both in numbers and diversity. The current environment in which PASAN operates offers both opportunities and challenges. Our programs and services are in demand while the stigmatization and marginalization of the issues that we respond to limit the visibility and funding to support prisoners, youth in custody and ex-prisoners living with HIV/AIDS and/or Hepatitis C.

Today, in times of increasing resource constraints coupled with the unique mix of programs and services required to meet the needs of our clients, we face complex opportunities and challenges than ever before. At the same time, our health care and social services systems are becoming more dependent on strong relationships and partnerships.

With these issues in mind, the Board identified the need to develop a plan that clearly outlines our priorities and maps the steps that we will take to achieve our goals and respond to changes in our environment.

StrategiSense Inc. was retained in December 2005 to facilitate our strategic planning process and assist the Board in the development of a strategic plan that would guide its activities for the next three years.

The planning process leading to the preparation of our Strategic Plan included:

- A review of the strengths, weaknesses, opportunities and threats for PASAN through documentation review, focus groups and telephone and in person interviews with Board, Staff, a volunteer, clients, partners and funders.
- Board/Staff planning retreats where the Mission, Guiding Principles and Values, and Vision were created and Strategic Directions were identified. Action plan development involving Board and Staff identified outcome indicators of success, actions, required resources, and timelines

The key elements of this document are:

- A **Mission Statement** that clearly describes why we exist as an organization.
- **Statements of Guiding Principles and Values** that describe how we work with each other and on behalf of our clients on a daily basis. These statements build on our work over the years to document our Basis of Unity, another key aspect of how we fulfill our mandate.
- A **Vision Statement** that guides us towards our future and clarifies our expectations and hopes for PASAN and our clients.

- **Strategic Directions** that outline the key areas of commitment and resource allocation over the next three years. They represent areas where PASAN can best focus its efforts to serve its clients.

While this new Strategic Plan prepares us for the future that lies ahead, we recognize that our environment is constantly evolving and that we may need to adapt to these changes. This plan supports our commitment to provide programs and services that prisoners, youth in custody, and ex-prisoners with HIV/AIDS and/or Hepatitis C and their support need now and in the future. This plan is an important starting point from which PASAN can focus its efforts and build on its solid reputation in the HIV/AIDS sector and continue to services and supports of high quality and with sensitivity and compassion.

Our Mission

PASAN is a provincial community based prisoners' rights organization. We provide advocacy, education and non-judgmental support from a harm reduction perspective, to prisoners, youth in custody, ex-prisoners and their supports in relation to HIV/AIDS and Hepatitis C. We are guided by a Basis of Unity, and work against all forms of discrimination and oppression to maintain the health of those that we serve.

Guiding Principles and Values

PASAN is committed to a supportive environment for prisoners, youth in custody, and ex-prisoners with HIV/AIDS and/or Hepatitis C, staff and volunteers, through the following principles and values that guide our work on a daily basis and inform our approach to questions concerning HIV/AIDS and Hepatitis C in the prison system.

Health

Prisoners, youth in custody and ex-prisoners with HIV/AIDS and/or Hepatitis C have a basic right to maintain their health.

Safety

Prisoners, youth in custody and ex-prisoners have a right to protect themselves against HIV, Hepatitis C and other infection.

Privacy

Prisoners, youth in custody, ex-prisoners, staff and volunteers, have a right to keep their health status private. This means that HIV-antibody testing should be done anonymously. PASAN opposes mandatory HIV testing in all forms either inside or outside of prison, as it violates these basic principles and criminalizes people living with HIV/AIDS and/or. It also violates their constitutional rights and is illegal.

PASAN also values and respects the privacy and confidentiality of health status and employment issues for its current and former staff, and volunteers.

Consent

Prisoners, youth in custody and ex-prisoners in custody have a right to informed consent with respect to HIV-antibody testing and HIV/AIDS treatment, and have a right to pre and post-test counseling as followed in “Best Practice Models”.

Accessibility

Prisoners, youth in custody and ex-prisoners in custody have the right to access support, education and treatment programs of their choice. HIV/AIDS and Hepatitis C support, education and treatment programs should be available from community-based organizations brought into the institutions, rather than by correctional staff alone. This principle of accessibility also extends to the way that we engage our community in opportunities for volunteer and employment with our agency.

Client-centred

PASAN's client centred approach views individuals in a holistic manner and involves advocacy, empowerment, and respect for individual autonomy, voice, self-determination and participation in decision making.

Diversity

PASAN will ensure that the diverse values, beliefs, and behaviours, and social, cultural and linguistic needs of all clients, staff and volunteers, are considered in the way that we work together and deliver services and support.

Advocacy

PASAN will work to influence changes at individual and systemic levels to enhance the quality of the lives of prisoners, youth in custody, and ex-prisoners living with HIV/AIDS and/or Hepatitis C.

Our Vision

PASAN will contribute to enhancing the quality of life for prisoners, youth in custody, ex-prisoners, and their supports, specifically living with or infected by HIV/AIDS and/or Hepatitis C.

Our Strategic Directions

The following are the key areas of commitment for PASAN for the next three years. The strategic directions for PASAN have been grouped into three themes:

- Maintaining a Program Focus and Stable Financial Resources
- Strengthening Management, Governance and Infrastructure
- Strengthening Our Role in Systemic Advocacy

Each strategic direction is described below.

Provide Responsive Programs and Support and Ensure Stable Financial Resources

We will provide programs and services that support prisoners, youth in custody, ex-prisoners with HIV/AIDS and/or Hepatitis C and their supports. With the increasing and often complex needs of this diverse population we will establish a sound financial foundation for the future of our organization and increase our public profile.

In order to achieve this strategic direction, the following three objectives have been established:

- ❖ Establish stabilized and increased funding
- ❖ Expand services and supports to respond to client needs
- ❖ Enhance the external profile of PASAN

We will know that we have been successful in implementing this Strategic Direction if the following results are achieved:

- ❖ Increased and consistent core funding for:
 - Full and part time staff positions
 - Professional Development
 - Rent and other expenses
 - Material and equipment
 - Client services including travel and clothing support
- ❖ A documented operating plan that includes programs and services and future staffing needs.
- ❖ Reduced funding from the Pharmaceutical industry.
- ❖ Clients report high levels of satisfaction with our services and supports.
- ❖ Services and supports demonstrate impact for our clients.
- ❖ PASAN's level of recognition increases.
- ❖ Full-time administrative support
- ❖ A role to assist with policy and procedure development
- ❖ Well defined job descriptions

Maintaining a Healthy and Sustainable Organization

Our 15 years of experience has led to an organization with skilled and committed Staff, Board and volunteers. The needs of our clients are constantly evolving thus we need to ensure that we continue to build our capacity. Our staff, Board and volunteers are the source of our strength and we are committed to ensuring healthy relationships and will support their ongoing growth and development.

In order to achieve this strategic direction, the following two objectives have been established:

- ❖ To continue to develop policies and procedures that ensure consistency and effectiveness of our work
- ❖ To identify needs and gaps related to skills and capacity within the organization

We will know that we have been successful in implementing this Strategic Direction through the following outcome indicators:

- ❖ A completed Policy and Procedure Manual including a Board Manual that includes the following policies and procedures:
 - Annual updating of policies
 - Board recruitment and retention
 - Board training and evaluation
 - Staff orientation, training and evaluation
 - Roles and responsibilities
 - Confidential complaints process for staff and clients
 - Ex-prisoner staffing access
 - Client access to resources
- ❖ Transparency in management decision making including the budget.
- ❖ Needs assessment and gap analysis of skills and capacity for Board, management and staff.

Strengthening Our Role in Systemic Advocacy

We are committed to ensuring the continuity of and equitable access to services for prisoners, youth in custody, ex-prisoners with HIV/AIDS and/or Hepatitis C and their supports. We will raise the issues and needs and be a credible contributor to the policy, planning, and funding decisions that affect individuals that we serve.

In order to achieve this strategic direction, the following four objectives have been established:

- ❖ Conduct research to identify priority advocacy areas.
- ❖ Establish a direct action advocacy campaign.
- ❖ Establish an advocacy program.
- ❖ Establish and enhance prisoners' rights.

We will know that we have been successful in implementing this Strategic Direction through the following outcome indicators:

- ❖ Reduced censorship of harm reduction material
- ❖ Supports in place to support ex-prisoners working in prisons
- ❖ Development of a Needle Exchange Program
- ❖ Prisoners have access to pain medications, HIV/Hepatitis C treatment, and consistency and continuity of care when transferred
- ❖ Harm reduction training is put in place for correction staff
- ❖ PASAN has communicated an anti-oppression, anti-racism and social justice framework
- ❖ Increased lobbying of systemic issues and social justice
- ❖ Established partnerships addressing poverty
- ❖ Provincial strategy for systemic advocacy
- ❖ Development of direct action campaigns
- ❖ Education of treatment centres to increase access for those on methadone
- ❖ Education regarding parole bids and HIV/AIDS and pain management
- ❖ PASAN works with prisoners groups around specific issues
- ❖ Documented prisoners' rights that is widely disseminated and referred to by stakeholders within and outside of the AIDS sector.