

On the **shoulders** of giants

HONOURING OUR PAST,
BUILDING OUR FUTURE

**STRATEGIC PLAN
2016-2021**



AIDS Committee of Ottawa

Since 1985, ACO has worked to offer support, education and prevention services to the Ottawa Community.

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EXECUTIVE SUMMARY

AIDS COMMITTEE OF OTTAWA VIEW TO 2021

ON THE SHOULDERS OF GIANTS, HONOURING THE PAST, BUILDING OUR FUTURE

The objective of this plan is to clearly state our intentions and to chart our course forward with specific strategic priorities and achievable goals.

It is with great excitement and confidence that we present our 2016-2021 strategic plan. For the past 29 years, ACO has been deeply involved in the evolution of the response to HIV/AIDS in the Ottawa region. As we move into our 30th year of existence, we've taken this opportunity to reflect on our past and to identify the key actions that will lay the groundwork for an even stronger future.

As the only organization in Ottawa solely focused on HIV/AIDS, we are committed to leading the response by embarking on the following strategic priorities over the next 5 years:

IMPACT CHANGE

Challenge Stigma and Discrimination In All Forms– Raise Awareness about HIV/AIDS

IMPROVE OFFERINGS

Provide High Quality Accessible Programs and Services to Key Populations

INVEST IN SUSTAINABILITY

Ensure a Strong Sustainable Financial Future

This plan focuses our human and financial resources on detailed strategies that when executed, will allow us to deliver on our mission.

We look forward to sharing our plan and starting our 5-year journey to further success.



Khaled Salam
Executive Director



Gord Asmus
Board Chair



WHY WE EXIST

Starting from a small group of gay men and lesbians in 1985, ACO has grown to include a broad cross section of volunteers, participants and staff members who come together to reduce the barriers that foster HIV infection, their causes, and negative consequences through advocacy, education, outreach and support services. The AIDS Committee of Ottawa (ACO) is a community-based, non-profit organization providing free, confidential services for people living with, affected by and at risk of HIV in the Ottawa area.

ACO PROUDLY TURNED 30 YEARS OLD IN 2015. TO COMMEMORATE OUR ANNIVERSARY WE LAUNCHED THE ACOXXX LEGACY PROJECT. FOR MORE INFORMATION ABOUT THE PROJECT AND TO SEE THE HISTORY OF OUR ORGANIZATION, PLEASE VISIT ACO-XXX.COM

Our mission is to provide support, prevention, education and outreach services from an integrated anti-racism anti-oppression and social justice framework. ACO promotes the holistic wellbeing of those living with, affected by, impacted by and at risk of HIV/AIDS in Ottawa.

OUR VISION

A world where human rights and dignity of people living with, affected by, impacted by and at risk of HIV/AIDS, are respected and realized. A world where societal attitudes, laws and policies facilitate HIV prevention efforts, holistic care, treatment and support.

WHAT WE ARE COMMITTED TO

OUR VALUES AND GUIDING PRINCIPLES

ACO is a learning organization that operates within an integrated anti-racism anti-oppression social justice framework. We achieve our mission through the following values:

Accountability and Transparency

Greater Involvement of People with HIV/AIDS (GIPA) and Meaningful Engagement of People with HIV/AIDS (MEPA)

Health Promotion

- Harm Reduction
- Sex Positivity
- Client-centered holistic approach to health
- Self determination

Community Engagement

- Volunteerism
- Collaboration and Partnerships
- Capacity Building





PLANNING FOR OUR SUCCESS

ASSESSING OUR STRATEGIC POSITION.

In the late fall of 2014, ACO initiated a planning process that would guide the organization over the next five years by determining strategic priorities and developing a strategic plan. Adobe Consulting Services was engaged to facilitate this initiative. Through February and March of 2015 an environmental scan and SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis process was conducted. This process included online surveys, interviews and focus groups with 82 individuals inside and outside of ACO and a review of internal documents and external research conducted by the consultants. A strategic planning retreat was held in April of 2015, where Board and staff agreed on the future strategic priority areas for the organization.

During our planning process we were fortunate to be able to consider and learn from the *Proposed HIV/AIDS Strategy to 2025: Changing the Course of the Prevention, Engagement and Care Cascade in Ontario*. We know that when people can be diagnosed early they have better health outcomes, when there is equitable access to treatment they have better health outcomes and when they are engaged, respected and supported without stigma and discrimination, people have a better chance of adhering to treatment and living long and productive lives. UNAIDS “*Know your Epidemic, Know your Response*” recognizes the importance of knowing which communities in each region are most vulnerable to the epidemic and tailors an organizational response accordingly. HIV is a global health issue. It is a Canadian health issue that requires national, provincial/territorial and regional responses. ACO is committed to being the leader in Ottawa’s regional response.

Three Strategic Priorities

1**Impact****2****Improve****3****Invest**

WHERE WE ARE GOING

ACO is the only organization in Ottawa solely dedicated to HIV/AIDS. Over the next 5 years we are determined to **Impact, Improve** and **Invest** in the following areas:

Our 5 year focus

Challenge Stigma
and Discrimination
In All Forms– Raise
Awareness about
HIV/AIDS.

Provide High
Quality Accessible
Programs and
Services to Key
Populations.

Ensure a Strong
Sustainable
Financial Future.

1**Impact****2****Improve****3****Invest**

IMPACT



CHALLENGE STIGMA AND DISCRIMINATION IN ALL FORMS – RAISE AWARENESS ABOUT HIV/AIDS

ACO has the responsibility to play a leading role in transforming our community's understanding of and attitudes toward HIV/AIDS and to strengthen the capacity and responsiveness of the local health care and support system for people living with and affected by HIV/AIDS.

OUR AIMS

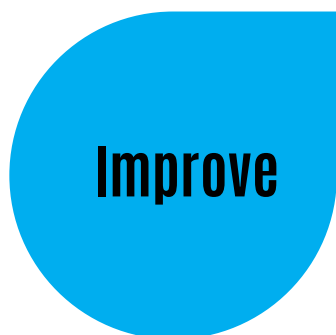
1. ACO is a champion for health equity, social justice and inclusion for those living with and affected by HIV/AIDS.
2. In partnership with key strategic stakeholders, ACO engages people with lived experience, their families, community stakeholders and the public to lead the fight against stigma and discrimination.
3. ACO is a driving force in developing and supporting responsive, stigma-free accessible and effective HIV/AIDS treatment, health promotion and prevention in Ottawa— through strategic partnerships, innovation, and knowledge exchange.

OUR ACTIONS

- To achieve our aims we will formulate a Community Engagement Strategy that will establish an ACO approach to communicating evidence-based policy and focused advocacy and education with sensitivity and impact. This work will respond to HIV/AIDS related priorities in our environment and respect the priorities of our participants and those affected by HIV/AIDS, while aligning with the aims of our partnership and program & service strategic directions.
- Develop a local public awareness and anti-stigma campaign in collaboration with our community partners. This will be based on epidemiological data tailored to debunk misconceptions that surround the populations most impacted by HIV/AIDS.



IMPROVE



ACO will continue to use research and epidemiological data to drive programming directions, refine the programs and services offered and prioritize the needs of people living with, affected by and at risk of HIV/AIDS.

OUR AIMS

1. ACO demonstrates the effectiveness of its programs; meeting or exceeding identified benchmarks in all program areas.
2. ACO has robust networks for comprehensive and coordinated support, care and treatment for people living with HIV/AIDS, focused on enhancing access for communities most affected, underserved populations, and reflecting diverse communities of need in Ottawa.

OUR ACTIONS

PROVIDE HIGH QUALITY ACCESSIBLE PROGRAMS AND SERVICES TO KEY POPULATIONS

- To achieve our aims we will work across the range of programs and services we offer to renew our commitment to continuous improvement. We will adopt accepted benchmarks, targets and performance measures to support continuous improvements to service excellence and operational efficiency. We will implement a consistent organization-wide performance management system.
- We will examine what we do, how well we do it and what difference we are making in the lives of the people we serve. We will use the results of our evaluation efforts to improve the quality of our work and determine the scope of services that can be delivered given our capacity.
- Enhance relationships with Ottawa Public Health, community health centres (CHCs), testing sites, clinics, local hospitals and other key strategic service providers to improve service access, share knowledge and build capacity.
- Identify and build sustainable cross-sectoral partnerships that enhance our ability to achieve our mission.



INVEST



ENSURE A STRONG SUSTAINABLE FINANCIAL FUTURE

To meet ever-increasing service demands, ACO will need to be able to generate additional revenue.

OUR AIMS

1. ACO is able to generate additional revenue of \$100,000 or more through fund development.

OUR ACTIONS

- We will develop a five-year fund development plan that will identify current and potential funders and partners in the public and private sector.
- We will harness the talents of our volunteers in the creation of a Fund Development Committee.



MONITORING & EVALUATION

The ACO Board of Directors will regularly monitor progress in each Area of Priority. *The ACO Strategic Plan 2016 – 2021 Implementation Plan* contains the details of the monitoring strategy and work plan. The Plan itself will be evaluated in the final year and a summative report will be produced for internal stakeholders. A new strategic planning cycle will commence in the spring of 2020.



ACKNOWLEDGMENTS

ACO would like to thank the members of the Strategic Planning Committee: Gord Asmus (Board Chair), Grant Cobb (Peer Engagement Worker), Soyini Cornette (Board Director), Richard Hubley (Board Treasurer), Heather Money (Manager of Education/Prevention), Khaled Salam (Executive Director) and Cory Wong (Manager of Support Services). Your leadership, time and energy supported a comprehensive process that will benefit all of our staff, management, members and most importantly our participants. Thank you!

To our fabulous and dedicated participants, volunteers, staff, community members, community partners and other supporters who participated in the strategic planning process, we thank you for your time and commitment to making a better, more responsive ACO. Your insight was essential to informing our planning, and we are excited about our new strategic priority areas.

Thank you to the AIDS Bureau for your support of this strategic planning process.



STRATEGIC PLAN 2016-2021

JOIN US

The AIDS Committee of Ottawa benefits from the strength and diversity of its members. If you or your organization requires information or support around issues of HIV and AIDS or would like to be a part of the solution please contact us.

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