

“...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.

