


OUR VISION

to lead an inspired,
strong and effective
community-based
response to HIV/AIDS,
hepatitis C and related
communicable diseases
and conditions.

5 Year Strategic Plan 2019-2024





PAN works collaboratively with over 40 member organizations and people affected by HIV and hepatitis C to build capacity and skills for stronger communities in British Columbia. We provide workplace training, leadership development, and research and evaluation initiatives to support all regions in the province. We are the voice for our members, advocating for change in public perception and policies.

OUR MISSION

Working collaboratively, PAN builds the capacity and skills of its member organizations, including people with lived experience, to effectively address HIV/AIDS, hepatitis C, and related communicable diseases and conditions.

TERRITORIAL ACKNOWLEDGEMENT

PAN, AS A PROVINCIAL ORGANIZATION, GRATEFULLY AND RESPECTFULLY WORKS AND PARTNERS WITH INDIGENOUS PEOPLES IN WHAT IS OFTEN REFERRED TO AS BRITISH COLUMBIA.

OUR STRATEGIC DIRECTIONS

We pursue four strategic directions to fulfill our mission:

1

Strengthen knowledge-driven planning, decision-making, and implementation among PAN's members and allies to respond to complex issues relating to HIV, hepatitis C and the social determinants of health

2

Strengthen our governance

3

Ensure our sustainability

4

Provide a collective voice to respond to ongoing and emerging health and social justice issues

1

Strengthen

knowledge-driven planning, decision-making, and implementation among PAN's members and allies to respond to complex issues relating to HIV, hepatitis C and the social determinants of health

PAN works to build a learning-based culture that fosters curiosity. We encourage members to engage in a range of approaches and methods that can be as simple or complex as they need. We build capacity and provide tools to support knowledge-driven planning, implementation and decision-making. We support the development of innovative, relevant and responsive community-based research (CBR) and evaluation projects and programs. These form the basis of an effective community-based response.

Key Strategies

- ✓ Support meaningful community-based knowledge and research to improve policies, practices, and programs impacting the people and communities our members serve.
- ✓ Strengthen the capacity and skills of member organizations and allies, including staff, volunteers, and people with lived experiences, through skills-building activities and products.
- ✓ As a knowledge broker, provide strategic and timely information, communications, and knowledge translation and mobilization to support members and allies.
- ✓ Provide knowledge and build systems to improve practice in CBR, foster working collaborations and relationship building among community members, government, policy-makers, people with lived experiences, researchers and academics, and funders.
- ✓ Provide opportunities for member organizations, people with lived experiences and others to meaningfully participate in research and evaluation projects that directly impact their work.



Strengthen

our governance

PAN is committed to establishing and sustaining a board that upholds its values, reflects the diversity of member organizations and the communities they serve, works with cultural humility, brings valuable experience and expertise to assist PAN in fulfilling its mission.

Key Strategies

- ✓ Fulfil and maintain PAN's governance model so we:
 - Meaningfully include the community of those dealing with HIV/AIDS, hepatitis C, and related communicable diseases and conditions;
 - Reflect a true provincial voice including representation from all health authority regions; and
 - Fill the First Nations Health Authority (FNHA) seat on the board.
- ✓ Build a culturally safe environment for all members of the Board to engage fully and equitably.
- ✓ Provide Directors with orientation and board development opportunities.
- ✓ Strengthen relationships with PAN members/constituents by actively consulting with members to hear concerns and bring those forward.
- ✓ To ensure the health and stability of the organization, regularly evaluate the performance of the Executive Director and provide ongoing support.
- ✓ Utilize existing tools such as the member and stakeholders survey to guide the ongoing vision of the network and ensure that PAN is making progress towards its strategic goals.



Ensure

our sustainability

We are committed to establishing and sustaining valuable, well-managed, and financially responsible programs and services for our members and allies. We are equally dedicated to supporting, investing in, and retaining our high-quality staff, and creating and sustaining a healthy, positive workplace.

Key Strategies

- ✓ Maintain professional financial management, administrative, and IT support.
- ✓ Maintain required human resources through staff recruitment, retention, and succession planning.
- ✓ Maintain relations with current funders and continue to seek diverse and sustainable funding.
- ✓ Develop alternative revenue streams, including building our business case for a fee-for-service model.
- ✓ Promote staff's physical, emotional, mental, and spiritual health and wellness.
- ✓ Foster excellence through professional development, a culture of learning, on-the-job support, policy and procedures.
- ✓ Maintain a flexible, inclusive and supportive workplace that is responsive and adaptive to staff needs, including effective tools and practices for working virtually.

4

Provide

a collective voice to respond to ongoing and emerging health and social justice issues

Build and strengthen relationships with stakeholders and decision makers. Utilize input and feedback from members and allies, people with lived experiences, research data, and other evidence to advocate and challenge inequities.

Key Strategies

- ✓ Continue to represent the collective concerns and advocate on behalf of PAN member organizations on issues of critical importance.
- ✓ As a knowledge broker, use feedback mechanisms and communication tools that offer two-way information sharing and engagement between PAN and its members and allies.
- ✓ Proactively create spaces for the expertise and wisdom of people with lived experiences to contribute to the collective voice and subsequent response.
- ✓ Strengthen existing and build new relationships with government and decision-makers in order to stay informed of emerging data, policy trends, challenges and opportunities.
- ✓ Use relevant public health data to ensure PAN's responses are appropriate, contextualized and member-informed.
- ✓ Encourage the use of aligned measurement tools so that PAN, members and allies in BC can better collaborate, share information, and be aware of emerging trends at the provincial level.
- ✓ Inform systems, policies and practices by modelling and advocating for meaningful peer engagement with PAN members and allies, decision makers and other stakeholders.

OUR VALUES

Our values and approaches guide how we design, carry out and evaluate our work, and how we form and maintain our partnerships.

Inclusive, Meaningful Involvement

In all our work we strive to include a diversity of people with lived experience of HIV, hepatitis C, and related communicable diseases and conditions, and to ensure meaningful opportunities for their involvement as leaders.

Knowledge-Driven

PAN uses a diverse range of data and information to support decision-making and planning. We promote the use of relevant research, evaluation, and community-based knowledge to improve policies, practices, and programs impacting our network.

Commitment to Uphold Reconciliation with Canada's Indigenous Peoples

PAN has a responsibility to advance reconciliation through understanding and action to address the ongoing impacts of colonization. In all our work we strive for cultural humility and to create cultural safety for Indigenous members, partners, and participants and we continue to learn how best to achieve this.

Accountability & Stewardship

We are accountable to our membership and stakeholders. We adhere to the highest standards of professional integrity, ensuring transparency, timely reporting, and the best use of our resources in achieving our goals.

Collaboration & Partnerships

We encourage and support collaboration and partnerships to strengthen our members and to provide the highest quality services and outcomes.

Member-Driven

PAN's strength is in its members. As a network we call on our members to be actively engaged in moving forward the vision, mission and work of the Pacific AIDS Network.

Excellence & Innovation

We support the exploration of creative and practical ideas to benefit communities across BC.

Challenging Stigma and Discrimination

In all our work we strive to include a diversity of people with lived experience of HIV/AIDS, hepatitis C, and related communicable diseases and conditions, and ensure meaningful opportunities for their involvement as leaders.

OUR APPROACHES

Continuing Our HIV/AIDS Legacy

PAN honours the HIV leadership and legacy of the past, values the leadership here today, and strives to inspire leadership for our future. As we evolve as a network, we will continue to facilitate the involvement of people living with HIV within the network and in supporting our members' needs.

Harm Reduction

We apply a harm reduction approach and advocate to support a human-rights, science-based, and community-based approach to policies, programs and practices that focus on preventing unnecessary transmission of disease and unnecessary loss of life.

Engaging people with lived experience

We strive to work in a manner that embodies GIPA, MIPA, Nothing About Us Without Us, HCV Manifesto, and other key documents and principles that articulate the importance of meaningfully engaging people with lived experience at all levels.

Proactively Responding to Emerging Issues

We work with our members and partners to identify and collectively respond to emerging challenges impacting our members and the communities they serve. We are flexible and action-oriented, shifting our advocacy and programming to respond quickly and proactively.

Social Change and Equity

We work for the dignity, health and wellness of all people, a reflection of human-rights principles. We use all means available to us including advocacy, policy change, capacity-building, research and evaluation.

Building a Learning-Based Culture

PAN builds an evaluative and learning-based culture for staff, members and stakeholders that encourages reflection, responsibility, collaborative learning, and deliberate risk taking through capacity-building, leadership training, research and evaluation.

Working Provincially

PAN is a provincial organization and we strive to work with people and in communities from across the province.





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