



# LEADING THE CHANGE

STRATEGIC PLAN  
2016-2021



HIV/AIDS RESOURCES  
& COMMUNITY HEALTH

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**Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed it is the only thing that has.**

”

— Margaret Mead

Over the last 26 years, ARCH has been a leader in responding to HIV/AIDS in our community.

In Ontario, 32,547 people were diagnosed with HIV between 1985 to 2011.

Today this number continues to grow. It is estimated that 33% of people who have HIV in Ontario are not aware of their status. Although transmission rates of HIV in Ontario have stabilized or decreased, there are still too many people being newly infected with HIV each year.

I believe that ARCH's new strategic directions will move us closer to stopping HIV stigma and assisting in achieving the UNAIDS goal of 90-90-90. By 2020, 90% of all people living with HIV will know their HIV status. By 2020, 90% of all people diagnosed with HIV infection will receive sustained antiretroviral therapy. By 2020, 90% of all people receiving antiretroviral therapy will have viral suppression.



*Tom Hammond  
Executive Director*

*Our Vision and Mission statements serve as our compass for this strategic plan.*

*This compass combined with an understanding of the expanding needs of our clients, organizational resources and desire to lead the change in our community has informed our strategic directions.*



## MISSION

We provide anti-oppressive, sex positive, inclusive care, treatment and prevention services in the area of HIV/AIDS and other sexually transmitted blood-borne infections through innovative health promotion strategies and community engagement.

## VISION

We dream of a time and place where everyone is free to live healthy and stigma free vital lives.

## GUIDING PRINCIPLES

What we value and how we work:

- Inclusive
- Respectful
- Caring
- Accepting
- Client-based
- Passionate and committed
- Accountable
- Accessible
- Sex-positive
- Client-centered
- Evidence-based
- Anti-oppressive
- Harm reduction-based
- Asset-based
- Greater and more meaningful involvement of people who live with HIV/AIDS
- Self-determination



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**The team is approachable and helps make all questions easy to ask with lots of support.**

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## 1. INVOLVE THE COMMUNITY

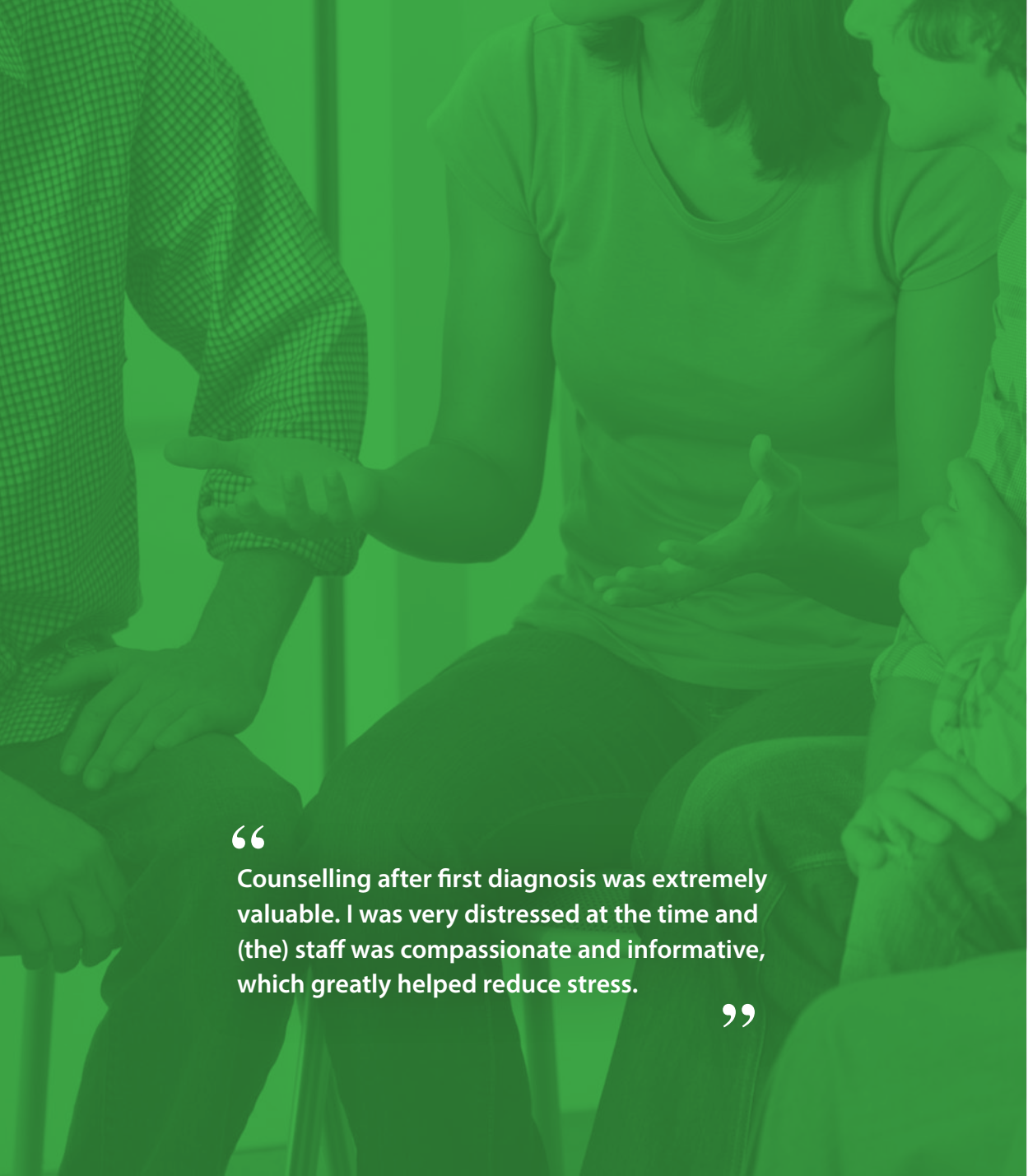
Strengthen and expand collaborations and communication to diverse communities and stakeholders. Engage in dialogue related to community needs and celebrate successes.

The development of community partnerships and collaboration with organizations, individuals and priority groups are used to engage the communities most affected by health and social factors which contribute to HIV and other blood borne infections.

Community involvement is fundamental to understanding priority populations, building consensus on priorities, and sharing resources in an effort to deliver successful interventions, reduce disparities and improve community health.

Involving community raises awareness, gets buy-in and ensures meaningful participation and collaboration from individuals, sub-groups and organizations. It empowers people of the community to become active participants in their health by generating ideas, identifying their needs and being involved in decision-making, planning and evaluation.

Community involvement and community support challenges norms that create barriers to health and well-being and is a proven approach to addressing health issues including HIV prevention and treatment.



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**Counselling after first diagnosis was extremely valuable. I was very distressed at the time and (the) staff was compassionate and informative, which greatly helped reduce stress.**  
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## 2. MODEL EXCELLENCE

Deliver evidence-based, culturally specific, efficient and effective programs. Provide an organizational culture that promotes self-care, resiliency and quality care.

In modelling excellence, ARCH will provide an organizational culture that empowers staff to thrive and offer optimal client-focused programming. A healthy organizational culture determines the success of an agency by providing staff a sense of principles, beliefs, vision and direction to achieve a common goal. Providing staff with education, resources and a safe work environment ensures their success in providing evidence-based programming to their clients.

ARCH continues to be committed to providing programming that combines the expertise of staff and available resources while considering the characteristics, needs, values and preferences of ARCH participants. In addition, ARCH continues to model excellence by being accountable through evaluation to ensure programs are efficient and effective.



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**Overall my understanding on HIV has increased so dramatically that I only have ARCH to thank.**

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### 3. STOP STIGMA

Eradicate stigma associated with HIV. Address factors which lead to HIV stigma and other barriers around HIV testing and disclosure.

HIV-related stigma and HIV disclosure can have a range of negative effects on the care, treatment and support of people living with HIV. The impact of stigma experienced by PHAs creates social and psychological barriers to testing and disclosure such as fear of rejection and can lead to guilt, shame and isolation.

Disclosure is one experience that people living with HIV may be challenged by, the process is complex as well the experiences and outcomes can be unpredictable and difficult to handle. ARCH acknowledges that disclosure is important for the person living with HIV and is committed to ensuring that the agency will be trained in various methods of assisting individuals in disclosing their status.

In addition, ARCH will continue to challenge fear and lack of knowledge with increased education, awareness and support within the community, peers and local healthcare providers.



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**The support and information provided by staff makes it much easier to live a healthier lifestyle.**

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#### 4. LEADING THE CHANGE

Through leadership broaden services to foster holistic health care and prevent new HIV, STBBIs and Hepatitis C infections.

In leading the change in our community, ARCH will improve health and well-being of populations most affected by HIV/AIDS through the use of an integrative approach to HIV, STBBIs and Hepatitis C prevention, testing, treatment, care and support as they relate to these priority populations.

ARCH commits to focusing on the physical, mental, sexual and emotional health of populations who are most at-risk while working to prevent new infections and ensuring that clients are engaged in care. ARCH recognizes the importance of incorporating key provincial initiatives when shaping our treatment care and prevention response.

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**ARCH offers the best in support and treatment of HIV. Thank you! The staff are all super people!**

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## NEXT STEPS

It will be a priority of the Board of Directors, Executive Director, staff and clients of the agency to keep the 2016-2021 Strategic Plan alive and moving forward. ARCH will use the acronym 'POSITIVE' to frame the implementation plan.

**P**rioritize strategic directions

**O**perationalize goals and objectives of the strategic directions

**S**hare the plan by communicating widely inside and outside of the agency. Multiple formats will be used to share the plan and keep it visible (e.g. an interactive web link presentation, posters, pamphlets and post-cards will be used to communicate the plan to others.

**I**nvolve Board of Directors, staff, service users and stakeholders.

**T**rack the implementation approaches that work well and those that do not. This will allow the Strategic Planning Committee to adapt and refine future implementation approaches.

**I**dentify measures or milestones within the plan. Determine when individual initiatives within the plan will be started and completed. This will help make progress apparent to all.

**V**isible. Keep the plan visible by linking it into regular activities like Board Meetings, staff meetings and professional development. Demonstrate on a regular basis how strategic directions are related to daily activities.

**E**xcite people and keep them motivated by sharing accomplishments and successes.





Services provided in Guelph, Wellington, Dufferin, Grey and Bruce

Unit 115–89 Dawson Road, Guelph ON N1H 1B1

Phone: 519-763-2255

Toll Free: 1-800-282-4505

Fax: 519-763-8125

ARCH Clinic: 519-780-5298

Toll Free: 1-877-780-5298

**[archguelph.ca](http://archguelph.ca)**