

ANKORS

# Strategic Plan 2016 - 2020

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**Prepared by:**  
Joselin Corrigan - ReSolve Mediation  
PO Box 224, Winlaw, BC, V0G 2J0  
(250)226-6917  
[www.resolvemediation.ca](http://www.resolvemediation.ca)

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## **1.0 Our Big Picture**

### **1.1 Vision**

Individual and Community Wellness for All

### **1.2 Mission Statement**

ANKORS' mission is to respond to the evolving needs of those living with and at risk of acquiring HIV/AIDS, Hepatitis C, sexually transmitted and other blood borne infections; and to foster healthy, informed communities.

### **1.3 Mandate**

ANKORS provides:

- Support and advocacy
- Harm reduction, prevention and education
- Delivery of programs and services that are client-centred and focused on the whole person
- Partnerships with others in collaboration with the people who use services and the community at large

### **1.4 Philosophy**

ANKORS programs are guided by the belief in the right to dignity, respect, personal, and community empowerment

ANKORS programs are provided in a way that ensures individuals' right to anonymity and confidential service

ANKORS will actively address the social determinants of health and risk factors that contribute to Hepatitis C, HIV sexually transmitted and other blood borne infections.

### **1.5 Values**

- Respect for all and the provision of a low-barrier service
- The physical and mental health of our service users, members, staff and volunteers
- The testing, treatment and care of those most at risk for Hepatitis C, HIV, sexually transmitted and other blood borne infections
- Consumer engagement and involvement in decision-making, program development and service delivery
- Professionalism; best practice; cross-sector partnerships; and community networking and development
- Harm reduction as a tool to reduce the harmful effects of behavior that places an individual at risk.
- Diversity, compassion and inclusion

## 2.0 Goals, Strategies and Actions

### 2.1 Overall Organization

**Goal:** To innovate and take a leadership role, strategically evolving our organization to best meet the needs of our service users, volunteers, staff, and communities in regard to reducing the risk of transmission of HIV, HCV, sexually transmitted and other blood borne infections; testing, treatment and care of those most at risk of and living with HCV and/or HIV and other blood borne infections; and enhancing our harm reduction services and strategies for at risk populations including people who use drugs, men who have sex with men, transgender, new comers (refugees) and immigrants, women, youth, those involved in the sex trade and those leaving corrections, detox and treatment.

#### Strategies

##### 2.1.1 We will seek ways to increase our capacity to meet service needs

*Actions*      Seek opportunities for co-location to increase our West Kootenay office space to offer greater access to services including a community kitchen, meeting room, storage, shower, laundry, drop-in centre, community nursing (clinic space) and other complementary health services; to integrate services; to provide a “one stop” option for those seeking services; and to create administrative/overhead efficiencies

Increase our programs to reflect community needs and our expanding services

Seek opportunities to increase staff hours to handle program development and prevention in remote communities

Evolve and sustain ANKORS successful programs i.e. Community Care and Engagement Programs, Drop-In Service, Support and Outreach, Harm Reduction, Naloxone, HIV and HCV Education, Prevention and Support, STBBI testing and counselling services, Party Safe program, LGBTTQ-specific services, Trans Connect

Creation of satellite work spaces for support and outreach and prevention education workers offering services in rural and remote communities outside of Nelson and Cranbrook (i.e. Inclusion Space in Trail)

2.1.2 We will continue to innovate and take a leadership role in offering and evolving harm reduction services by collaborating with and seeking training and opportunities to engage at the local, provincial, national and international level in the field of harm reduction.

*Actions*      Pursue meaningful and rewarding professional development opportunities for staff, board members, peers and volunteers

Expand our own awareness of issues within the field of harm reduction by taking advantage of ongoing education and networking opportunities

2.1.3 We will continue to build and evolve partnerships, alliances and collaborative opportunities throughout the East Kootenay and West Kootenay/Boundary regions as well as provincially, nationally and internationally.

*Actions* Increase communication and collaboration between our West and East Kootenay offices (Cranbrook and Nelson)

Develop partnerships with health professionals through a variety of strategies including collaborative harm reduction training programs

Build cohesive working relationships with other agencies (i.e. for better coordination of services and support for our most vulnerable populations)

Deliver harm reduction training programs for community partners

Engage in social justice through fostering inclusiveness and respect for diversity.

The GIPA/MIPA and Nothing About Us Without Us underlying principles and guidelines will guide and direct our work at an organization at every level. As an organization we value lived experience and will seek to involve those living with HIV and/or HCV and those who use drugs in organizational opportunities for training, involvement at the board level, employment, peer leadership, volunteerism and providing input to program development and services.

2.1.4 We will provide staff with benefits that fulfill their need for self-care, health and wellness in their work

*Action* Explore a multi-organizational, regional, provincial or national group employment benefits option (i.e. through Pacific AIDS Network (PAN, CAS, community organizational co-op)

2.1.5 We will continue to build our reputation, organizational profile and visibility in our communities

*Actions* Use online social networking media, branding and strategic communications to become a more visible part of all communities in our region and to carry out the work of the organization and programs through current and innovative communications strategies and modes.

Train staff, board and volunteers through communications workshops in order that we have a strong, cohesive message about ANKORS

2.1.6 We will conduct research projects to support project development prioritizing privacy and safety for our users above all other research imperatives

*Actions* Include University and College level students in our organization through practicums and internships

## **2.2 Programs and Services**

**Goal:** To effectively and strategically continue to offer the spectrum of excellent services throughout our region that we are currently offering and to expand aspects of our services to meet the evolving needs of those living with and at risk for HIV, HCV and other blood borne infections.

### **Strategies**

2.2.1 We will increase our capacity to offer more LGBTTTQ-specific services by seeking funding and support for ANKORS TransConnect program and other LGBTTTQ services where opportunities exist and programming is considered important to ANKORS mandate and is a distinct community priority.

*Action* Find ways to fund the expansion of our LGBTTTQ-specific (TransConnect) program

Offer more allied support for families and friends through this program

Be a driver for improved LGBTTTQ focused policy throughout the School District

Seek ways to fund research initiatives and a new film project

Continue to support TransConnect in the East Kootenay

Bring a youth mentorship component into the TransConnect Program

Connect with the Transitions for Men group

Continue seeking ways to access information that is trans-specific, for example health information

Find leverage to have more nurses and doctors trained in this area of health care (i.e. cultural competency training)

Continue our collaboration and alliance with Living Positive Resource Centre's Men's Health Initiative and regional, provincial and national services for MSM population. Seek opportunities to expand our services to meet the need of this specific population in our service region.

2.2.2 We will explore opportunities to evolve and expand the Party Safe Program and other ANKORS prevention and harm reduction initiatives

*Action* Seek ways to fund the expansion of the Party-Safe and other prevention and harm reduction programs including a research and evaluation component

2.2.3 We will continue to develop peer-based services for those living with HIV and/or Hepatitis C as well as those who use drugs through training provided by PAN's Positive Leadership Training Institute, the Interior Health Stop HIV Program, the Rural Empowered Drug User's Network and through program planning

*Action* Continue to support peer development through training, ongoing support, and positive leadership and by providing opportunities to participate in all aspects of the organization and in regard to regional, provincial and national opportunities including working groups and conferences.

Seek ways to be more organized and efficient in coordination of our volunteers

2.2.4 Work to expand the harm reduction services provided in the East Kootenay

*Action* Develop a plan for the expansion of harm reduction services in the East Kootenay through needs assessment, community collaboration, review of best practices for small communities and seeking opportunities for funding

2.2.5 We will strategize ways to support individuals with and at risk of acquiring HEP C, HIV and other sexually transmitted and blood borne infections, including immigrants, newcomers and refugees, who due to religion, language barrier or other reasons may not readily access our services

*Action* Identify the groups that are in need of service and may not be accessing our services

Network with agencies that are supporting these "hidden" populations

Assess the need for ANKORS services within this population group and find a culturally appropriate way to support

2.2.5 We will continue to seek ways to offer services that better support those experiencing mental health, unwanted substance use and trauma based issues.

*Actions* Develop care teams that include nurses, doctors, counsellors and pharmacists who are also trained in HIV, HCV and the principles of harm reduction (i.e. continue working with the Stop HIV regional HUB committees)

Continue to work with the Health Outreach Nurse, Nurse Practitioners and Outreach Nursing Students in order to provide on-site and outreach access to low threshold health services for people utilizing ANKORS services.

2.2.6 We will take a leadership role on issues of housing and food security for ANKORS service users

*Action* Connect with current housing initiatives or pilots to create housing resources for ANKORS service users



Seek out opportunities for including housing and addressing food security when planning relocation of the West Kootenay office

2.2.7 Take a leadership role in education, community based research and knowledge translation

*Action* Develop a policy, ethics and standards to guide ANKORS in how we engage in research

Seek opportunities to engage in community based research efforts related to HIV, HCV and harm reduction.

Create professional development training for both in-house staff, volunteers and board and for other related professions within the community in regard to community based research

2.2.8 Plan and evolve ANKORS signature fundraising events so that they are successful, current and relevant to community needs and interest (i.e. AIDS Walk for Life, World AIDS Day, World Hepatitis Day)

*Action* Integrate feedback from members, community, staff, board and CAS in the evolution of the AIDS Walk for Life Event so that it is relevant to community needs, educates the community on issues related to HIV/AIDS, and is relevant and successful.

Work with community partners to host World AIDS Day events in Nelson and Cranbrook.

Host World Hepatitis Day events in Nelson and Cranbrook.

### 2.3 Community Development and Partnerships

**Goal:** To build a community of understanding, respect, non-violence and social inclusion throughout our region that supports those with and at risk of acquiring Hepatitis C, HIV and other blood borne infections

#### Strategies

2.3.1 We will continue to reach out and build alliances with other organizations and sectors

*Action* Reach out, evolve and build new partnerships with other sectors and groups such as justice services (corrections, probation, police and restorative justice); the medical community (doctors, nurses and nurse practitioners); community service groups (family services, church groups, immigration/refugees) and other groups that reflect ANKORS mandate and services

Identify allies and networking opportunities to address access to suboxone in the Kootenay Boundary

Continue to create HIV, Hep C and harm reduction education opportunities for service and health care providers, i.e. *Creating Caring Communities Harm Reduction Conference*

Collaborate with community partners on other harm reduction initiatives, i.e. wet houses, managed alcohol programs and naloxone to improve access to services for people living with and at risk for HIV and/or HCV

2.3.2 We will continue to build a strong pathway of communication and alliance between our West and East Kootenay offices so that we can learn from each other's program strengths.

*Action*            Schedule and attend annual staff retreat

                          Schedule and attend quarterly telecommunicated staff meetings

                          Find opportunities for whole group staff education where staff from each office attends together

2.3.3 We will continue to develop communication protocols for within our individual East and West Kootenay offices so that we know what our colleagues are working on and support wherever we can

*Action*            Schedule and attend weekly staff meetings

## 2.4 Infrastructure

**Goal:** To relocate the ANKORS West to a new building that houses a spectrum of services including ANKORS' current services, a drop-in space, homelessness outreach, counselling, a nursing resource, and shared resources (i.e. commercial kitchen, meeting, group, and clinic space)

### Strategies

2.4.1 We will develop a plan to relocate ANKORS West to a colocation with other services

*Actions*            Develop a plan for the first phase of the relocation initiative

                          Create a sub-committee to oversee the timeline

                          Work with interested community partners to seek funding, develop logistics, and consider potential properties

## **2.5 Professional Development and Training**

**Goal:** To continue to seek out and provide meaningful and rewarding opportunities for staff development and training

### **Strategies**

2.5.1 We will seek out professional development and peer leadership training opportunities for staff, volunteers and board members

*Actions* Provide inter-office communication and networking opportunities for staff in the form of an annual staff retreat

Seek out educational and networking opportunities in the conference setting, for example the annual Caring Communities conference, women and violence education conferences, Hep C and harm reduction focused conferences, and PAN (Pacific Aids Network) conference

Provide training for staff in the topic areas of trauma, addictions, volunteer management, peer program development, harm reduction, mental health, aboriginal/First Nation teachings, First Aid, Naloxone, and social media

Participate in the creation of forums for bringing interest groups together, for example First Nations and Restorative Justice

## **2.6 Communications**

**Goal:** To gain more visibility in ALL communities in the region

### **Strategies**

2.6.1 We will continue to message about ANKORS in a way that is clear, consistent, and easily accessible those in need of our services as well as to the wider public

*Actions* Provide training in social media and communications for staff and board members in order that ANKORS brand remains clear, consistent and easily accessible

Ensure congruency amongst all ANKORS online media sites, East and West Kootenay (signage, web page update, volunteer webpage update, social media, print media, radio, public art)

Keep East and West Kootenay social media conversations separate for easy tracking

Develop guidelines about social media usage for ANKORS staff, board, volunteers to use when monitoring

## 2.7 Governance

**Goal:** To maintain a Board that provides effective leadership and direction to ANKORS.

### Strategies

2.7.1 We will continue to review ANKORS policies, constitution and bylaws as the need arises

2.7.2 We will review ANKORS benefits plan to ensure its usefulness and accessibility to ANKORS staff

2.7.3 We will continue to offer ongoing professional development opportunities for ANKORS Board of Directors to ensure they have the skills they need for successful leadership of ANKORS

*Actions* Provide communication strategies to our Directors for stigma reduction of ANKORS in the public sphere

Receive training in researching and writing grant proposals to further support administrative staff in their duties

2.7.3 We will strengthen relationships between ANKORS, ANKORS' Board of Directors and First Nations groups, as well as other groups we may not currently be partnering with.

## 2.8 Evaluation

**Goal:** To monitor and evaluate progress to our goals regularly and keep our Strategic Plan up to date

### Strategies

2.8.1 We will set evaluation measures for each component of our programming and gather data throughout the year

*Actions* Continue to evaluate our individual programs and share data across programs to gain a collective picture of ANKORS' areas of success and areas of weakness

Continue to gather qualitative and quantitative data using methodologies that meet funder requirements and ANKORS' ethical guidelines for research

We will work to share our successful methodologies across programs in order that the entire organization can benefit from each other's research experiences

2.8.2 We will analyse this data regularly, make an evaluation report to the Board annually, and modify our plans as needed

2.8.3 We will communicate our plans and progress to everyone involved in the organization as well as key community stakeholders and funders.