

# CATIE Strategic Plan

## 2012-2015

Approved by CATIE Board of Directors, August 10, 2011.



## Background

2011 marks the 30th anniversary of the first reported case of AIDS and the beginning of the third decade of CATIE's efforts to provide information and assist communities in supporting those most impacted by HIV. 2011 also marks the beginning of the fourth year of our enhanced mandate as the National Knowledge Exchange Broker for HIV and Hepatitis C (HCV) information.

Our 2008-2011 Strategic Plan was a significant leap forward in CATIE's evolution, mapping our forward path encompassing HIV and HCV prevention while maintaining our strong focus on HIV treatment information.

Since the development of our last Strategic Plan we have seen a number of developments in the HIV environment in Canada:

- In 2011 we know that although HIV treatments are generally accessible and successful, many people living with HIV continue to face many challenges to their health and wellbeing and some communities and populations continue to face an inequitable burden of the infection rates;
- All regions have experienced an increased demand for prevention and treatment information for hepatitis C infection and HIV-HCV co-infection;
- Increasingly, there is a strong rationale for greater integration of treatment and prevention efforts, and for greater integration in information provision and services for the treatment and prevention of HIV and HCV;
- Recent clinical trials have shown sig-

nificant and exciting developments in HCV treatments and in new prevention technologies (NPTs), especially Pre-Exposure Prophylaxis (PrEP) for HIV;

- It is clear that HIV treatment reduces viral load and infectivity, and a significant "treatment as prevention" pilot of international interest is being implemented on Canadian soil in British Columbia.

To develop this Strategic Plan, CATIE's board and staff held dedicated meetings to discuss these new developments and their implications, to review our previous strategic plan, and to review the findings from CATIE's various program and agency-wide evaluations.

Additionally, as in 2007-2008, we contracted an independent evaluator to conduct a series of interviews and focus groups with key stakeholders to provide input and direction into this revised Strategic Plan. Five regional networks, 18 frontline organizations, four funders and key informants and nine national partners were interviewed. Their generous and significant input was summarized in two reports presented to CATIE's board and staff (and available upon request).

Highlights from these consultations include:

- Satisfaction that CATIE's HIV treatment information continues to be strong, even with CATIE's expanded focus of HIV prevention;
- Support for the integration of HCV

into our work, as well as concern that this may diminish our HIV work;

- Praise for CATIE's Ordering Centre. Of particular note was CATIE's proactive role in seeking, updating and nationalizing resources in partnership with local organizations for use in other jurisdictions;
- Appreciation for CATIE's regional support, notably the skill building, training and regional educational conferences; and
- The value-added in our efforts to identify effective and dynamic HIV prevention initiatives and best practices through our new online resources *Prevention in Focus* and *Programming Connection*

In addition, there were suggestions for more activities for CATIE to take on, particularly in the area of prevention efforts for specific populations, which will be addressed in our operational plan. At the same time, there was concern noted that under CATIE's expanded mandate there was a risk of losing focus and an appeal to maintain our efforts on our current programs where we excel.

The input from these consultations clearly directed that we should stay on track. You will see in the following pages that our 2012-2015 Strategic Plan builds on the strength of CATIE's previous Strategic Plan, with a focused integration of HCV throughout our efforts.

# Vision

CATIE will be a catalyst for a renewed and integrated national response to reduce the transmission of HIV and hepatitis C (HCV) and to improve the quality of life of people with HIV and HCV.

# Mission

CATIE champions and supports innovation and excellence in knowledge exchange for the prevention of HIV and HCV transmission, and the care, treatment and support of people with HIV and/or HCV by:

- supporting and connecting people with HIV, other individuals, and organizations to develop, synthesize, share and apply HIV knowledge;
- collaborating with and building the capacity of frontline organizations to use treatment and prevention knowledge effectively;
- acting as a central contact point for the flow of comprehensive, accurate, unbiased, timely and accessible HIV and HCV information and community-based knowledge.

# Values

CATIE values:

- empowering and integrated services which reflect and respect the rights and diversity of people with and vulnerable to HIV and/or HCV;
- knowledge exchange in both official languages based on information generated through research, community observation and lived experience; and
- transparent, accountable and engaged partnerships.

# Principles

- CATIE provides confidential, non-judgmental and knowledge-informed services.
- CATIE works from a harm reduction perspective and incorporates an understanding of the determinants of health into all programs and services.
- CATIE is fully committed to the Greater Involvement of People Living with HIV/AIDS (GIPA) principles in all aspects of the organization, from service development and delivery to governance.

# Strategic Directions

1. **Strengthen our leadership role in HIV knowledge exchange (KE) in Canada and pursue a complementary role in HCV by:**
  - building, coordinating, facilitating and supporting new and existing networks and partnerships to facilitate knowledge exchange;
  - providing an up-to-date, well-known central contact point for knowledge exchange;
  - continually developing, evaluating, and improving knowledge exchange processes and outcomes.
  
2. **Monitor trends and engage with stakeholders to strategically pursue knowledge exchange opportunities for advancing the response to HIV and HCV in Canada by:**
  - working to ensure priority knowledge exchange needs of stakeholders are addressed;
  - informing research agendas with community needs.
  
3. **Engage in an integrated approach to the exchange of accessible, accurate, unbiased and timely knowledge in HIV and HCV prevention and treatment by:**
  - continuing to be the national community-based expert on HIV treatment information for people with HIV and the individuals and organizations that support them;
  - pursuing opportunities to build CATIE's role in HCV treatment and prevention information;
  - building upon CATIE's expertise and capacity in the synthesis and translation of prevention information;
  - integrating relevant information on sexually transmitted infections (STIs);
  - sharing with and learning from national and international players and opportunities.
  
4. **Build the capacity of community HIV programs and services to respond to the evolving needs of their diverse communities by:**
  - brokering proactive, collaborative population-specific and regional opportunities for the creation and exchange of HIV and programming knowledge;
  - building the skills and capacity of frontline organizations to develop, implement, and share customized HIV prevention and treatment knowledge and programming.
  
5. **Ensure the sustainability and development of HIV and HCV knowledge exchange in Canada by:**
  - strategically partnering to leverage funding and maximize impact;
  - continually evaluating services and balancing resources (staff, funding);
  - diversifying our funding base.

# Strategic Outcomes

The following five strategic outcomes refer respectively to the five strategic directions. An evaluation framework will be established to monitor CATIE's progress on these strategic outcomes.

- 1. CATIE will have expanded affiliations, partnerships and information networks throughout Canada to increase awareness of, access to and use of the range of HIV and HCV care, treatment, support and prevention information.**
- 2. HIV and HCV stakeholders will have an increased understanding of community needs and expanded access to collaboration opportunities.**
- 3. People with HIV and frontline workers will have increased knowledge about HIV and HCV as a result of increased access to accurate and unbiased treatment and prevention information and resources, including sexually transmitted infections (STIs).**
- 4. Frontline service organizations will have an increased capacity to plan and deliver HIV programs and services as a result of increased capacity to effectively engage in knowledge exchange.**
- 5. CATIE's leadership role will be sustained as a result of an increased number of partnerships for knowledge exchange, expanded diversity of its funding base, and increased knowledge exchange expertise.**