



# Strategic PRIORITIES

2024–2026



Canada's source for  
HIV and hepatitis C  
information

## **In 2020, CATIE set out a three-year strategic plan.**

It was published in the midst of a novel coronavirus pandemic, a worsening drug poisoning crisis, and uncertainty about the impact of a strained healthcare system on HIV and hepatitis C transmission. The plan recommitted CATIE to its core objectives while also responding to broader and emerging health concerns relevant to our work and our partners.

## **Progress has been made.**

The latest epidemiological estimates show that Canada has made progress in its efforts to eliminate HIV and hepatitis C as public health threats by 2030. We have met two out of three 2020 targets for HIV elimination, and two out of three 2020 targets for hepatitis C elimination.



## **There is also much more to be done.**

Linkage to treatment and care has emerged as a concerning gap for the response to HIV and hepatitis C. Overdoses from the toxic drug supply are a matter of life or death for people who use drugs, and threaten the progress that has been made in preventing, diagnosing and treating HIV and hepatitis C among this key population. Outbreaks of gonorrhea, chlamydia, syphilis and congenital syphilis are yet another example of the fractures in our public health response, particularly for marginalized communities.

## **CATIE has also been in the midst of our own operational changes.**

Starting in 2022, we welcomed new leadership in several roles — both among staff and the board of directors. With new people come new perspectives and new priorities, but also a need for listening and consensus-building.

## Over the next few years, CATIE will be embarking on a comprehensive consultation process to inform our next strategic plan.

We want you to be a part of this, and will be reaching out to service providers, researchers, policy-makers, people with lived and living experience and other community members to guide our next strategy.

This update is not intended to replace our 2020-2023 Strategic Plan, but to ensure it remains intact and responsive to the new priorities that have emerged since it was published. We are retaining the same strategic directions, and have outlined three new Strategic Priorities for the coming years:



**Expand CATIE's strategic leadership and consensus-building role in Canada's response to sexually transmitted and bloodborne infections (STBBI) and harms related to substance use**



**Champion a commitment to health equity and population health in CATIE's knowledge mobilization efforts and more broadly**



**Critically reflect on and analyze the ways CATIE shares information with its audiences and how audiences receive this information, to strengthen communications strategies and practices**

We look forward to working with you over the coming years as we implement these strategic priorities.

Sincerely,

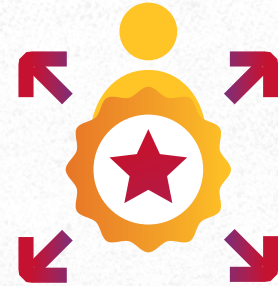
**Jody Jollimore**  
*Executive Director*

**Scott Elliott**  
*Chair, Board of Directors*



## STRATEGIC PRIORITY #1

### Expand CATIE's strategic leadership and consensus-building role in Canada's response to sexually transmitted and bloodborne infections (STBBI) and harms related to substance use



As Canada's knowledge broker in HIV, hepatitis C, related STBBI and the health of people who use drugs, CATIE will broaden its role to build sector-wide consensus for evidence-informed policy, program and practice priorities, and to champion these priorities with decision-makers and the broader community.

#### CATIE will:

- Convene and consult people with lived and living experience, and other stakeholders working with people with lived and living experience, to advance culturally responsive knowledge mobilization and capacity-building initiatives, resources and tools
- Convene stakeholders to identify knowledge mobilization priorities, inform priority directions, provide guidance and facilitate collaboration, knowledge sharing and networking across regions and sectors
- Leverage CATIE's networks, communication channels and infrastructure to champion these policies, programs and practices with decision-makers and the broader community

## STRATEGIC PRIORITY #2

### Champion a commitment to health equity and population health in CATIE's knowledge mobilization efforts and more broadly



CATIE will strengthen its commitment to health equity and population health. We recognize that certain populations and communities experience a disproportionate burden of HIV and hepatitis C in Canada, and these groups are affected by overlapping and combined effects of social and structural factors including racism, colonialism, poverty, sexism, homophobia, transphobia, ableism, criminalization, stigma and other forms of discrimination. We will ensure that our knowledge mobilization and capacity-building work prioritizes and is contextualized within an explicit commitment to intersectional health equity and population health.

#### CATIE will:

- Ensure our processes and partnership models commit to learning from and building upon the strengths and expertise of community-based organizations and networks, researchers and people with lived and living experience, while grounding our work in practice- and research-based evidence
- Ensure that our knowledge mobilization and capacity-building work prioritizes engagement and partnership with organizations, networks and individuals who work from a population health perspective and are committed to the engagement of people with lived and living experience
- Develop and implement an anti-racism, equity, diversity and inclusion action plan to guide CATIE policies, operations and knowledge mobilization work
- Reinforce across CATIE's strategic planning, governance and operations the application of anti-racism, equity, diversity and inclusion principles, as well as the principles of the greater involvement and meaningful engagement of people living with HIV (GIPA/MEPA) and all people with lived and living experience.



## STRATEGIC PRIORITY #3

### **Continue to critically reflect on and analyse the ways CATIE shares information with its audiences and how audiences receive this information, in order to strengthen communications strategies and practices**



As a knowledge broker, communication is central to everything CATIE does. We must constantly update our strategies, channels, formats and language to ensure we are responding to the needs of our audiences. We must also continue to strengthen our understanding of who our audiences are, how they perceive CATIE, and how they want to receive information from us.

#### **CATIE will:**

- Review and update target audiences for knowledge mobilization, capacity building and communications
- Conduct a communications audit to critically assess CATIE's impact among target audiences
- Develop a long-term branding and communications strategy informed by audit findings



## MISSION



CATIE strengthens Canada's response to HIV and hepatitis C by bridging research and practice, connecting individuals, healthcare and community service providers with the latest science, and promoting evidence-informed policies and practices for testing, treatment, prevention and health promotion.

## VISION



CATIE envisions a future free of HIV and hepatitis C.

## VALUES



- 1 From our origins in the AIDS crisis, we value **the meaningful engagement of people with lived experience**
- 2 From our early leaders in the 2SLGBTQ+ health movement, we value **the right to sex-positive and affirming information and health services**
- 3 From the history of the feminist health movement, we value **choice, autonomy and the rights of individuals to make decisions about their own health**

- 4 From the wisdom of our Indigenous partners, we are committed to **Truth and Reconciliation, cultural safety and holistic approaches to healing**
- 5 From the principles of the harm reduction movement, we value **the right to equitable access to healthcare**



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