



# Strategic Plan

JULY 1, 2019 TO JUNE 30, 2024

SUMMARY

A HISTORY OF IMPACT. A FUTURE OF JUSTICE.



Since 1982, San Francisco AIDS Foundation has been fighting to eliminate HIV transmission and to improve the quality and length of lives for people living with HIV. While progress has been substantial, our work is far from complete. This strategic plan honors our history, establishes a clear vision for the future, and sets out the path for how we can achieve it together.

## Vision

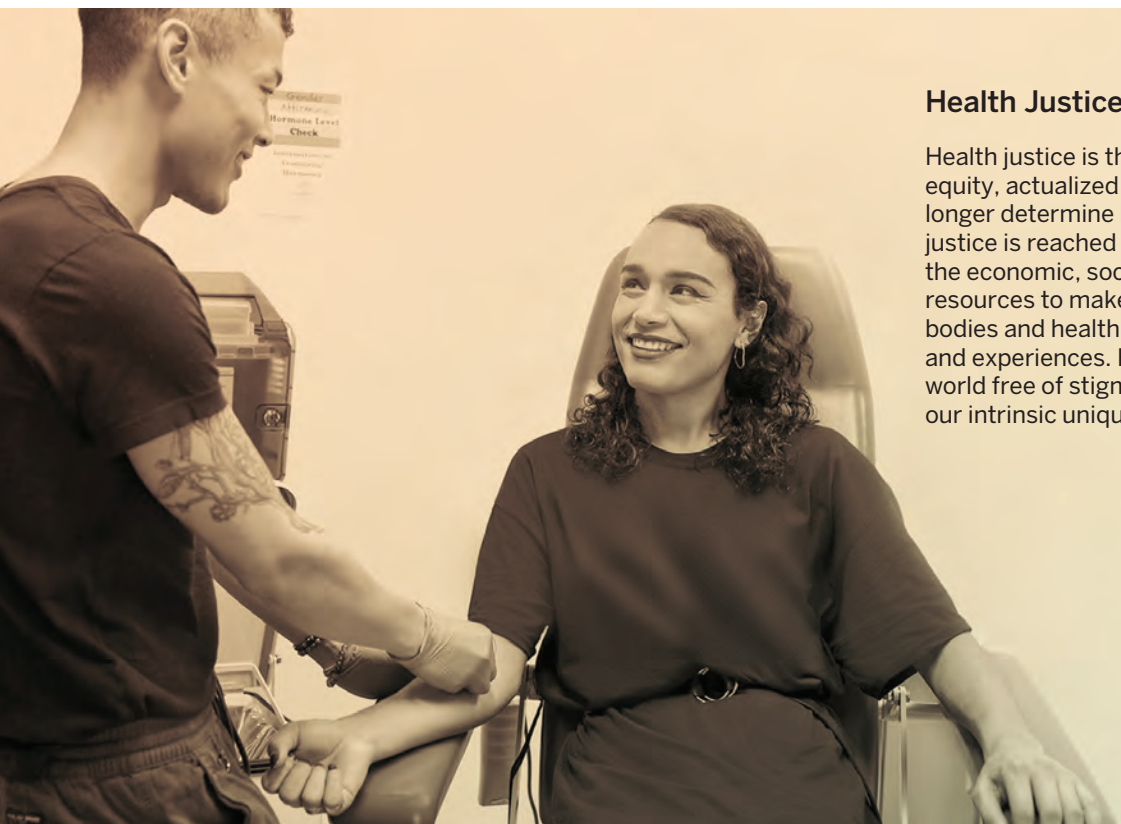
San Francisco AIDS Foundation envisions a future where health justice is achieved for all people living with or at risk for HIV.

Ultimately, we strive for a day when:

- ▶ Race is not a barrier to health and wellness
- ▶ Substance use is not stigmatized
- ▶ HIV status does not determine quality of life
- ▶ HIV transmission is eliminated

## Mission

San Francisco AIDS Foundation promotes health, wellness, and social justice for communities most impacted by HIV, through sexual health and substance use services, advocacy, and community partnerships.



### Health Justice

Health justice is the attainment of health equity, actualized when structural factors no longer determine health outcomes. Health justice is reached when all people possess the economic, social and political power and resources to make decisions about their bodies and health—regardless of identities and experiences. Health justice envisions a world free of stigma and places a value on our intrinsic uniqueness and resilience.



# Values

**Justice:** We strive for diversity, equity and inclusion of communities most impacted by HIV in our programs and across all levels of the organization. We are committed to recognizing, interrupting and addressing oppression.

**Dignity:** We recognize that all people have dignity and have the right to be respected; no one's choices should be judged. We work to destigmatize sex, sexuality, gender identity and expression, substance use, and disability. We believe in consent and autonomy for all bodies. We encourage everyone to define their own needs and make their own choices, and support them to build self-efficacy.

**Courage:** We are bold and brave in our choice and promotion of new or controversial ideas that advance our mission through our services and programs. We are not afraid of failure and understand that learning from our experience always makes us stronger. Our work is often difficult, but we care for ourselves and each other so we can endure.

**Leadership:** We advance public health best practices and contribute to the latest science in the field of public health. We work tirelessly to change laws and policies that inhibit the health and wellness of people living with or at risk for HIV. We lead with humility, collaborating and sharing ideas to both learn from others and support their growth.

**Excellence:** We provide outstanding support for staff and highest quality services to clients, through integrated service models, continuous evaluation and improvement of programs, strong strategic partnerships, responsible stewardship of resources, and regular examination and enhancement of workplace culture and capacity.



# Strategic Priorities

To advance our vision and mission, San Francisco AIDS Foundation will align its human and financial resources to the following four strategic priorities for 2019-2024, with a focus on ensuring equitable access and utilization by people of color and other priority communities.

- 1 Expand and maintain HIV, hepatitis C, and STI prevention and treatment, and other sexual health services to ensure equitable access and utilization by people of color.
- 2 Expand and maintain existing substance use services, syringe access, and overdose prevention efforts, including establishing safer injection sites.
- 3 In partnership, create a comprehensive network of health and wellness services for all people over the age of 50 who are living with HIV.
- 4 Strengthen organizational excellence with a focus on living our values, including a commitment to racial justice.
- 5 Respond to public health crises with a race equity strategy.

To accomplish our strategic priorities and have the greatest impact, we use three mutually-reinforcing core strategies:

- Provide integrated sexual health and substance use services
- Advocacy
- Strengthen and build community partnerships

## Racial Justice

San Francisco AIDS Foundation is committed to embarking on a transformation with regards to our relationship with people of color, including both clients and staff. This work will not be quick or easy, but it is imperative for us to be able to ultimately realize our vision, mission, and values.

As such, we are adopting a cross-cutting theme of racial justice in our plan. Racial Justice is the development and reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts and outcomes for all.

We have worked on these issues within our organization to some degree for many years, and through implementation of this plan we will deepen this work substantially. Our efforts will build upon our existing work in this area, guided by our Diversity, Equity and Inclusion Committee. It will take many forms and have many goals, including creating more safe and culturally appropriate spaces for people of color to receive the services they need at any of our locations; recruiting more people of color as employees and promoting them to the highest levels of leadership; and retaining staff of color by creating a racially just workplace that honors the experience, cultures and contributions of all employees. It will be an ongoing process and will not be complete in five years. However, we are confident that substantial progress can be made.

As part of this work, we will be seeking the input of professionals, clients, staff and community members to help us learn how we can serve clients of color better, and work together better as staff with a wide variety of ethnic backgrounds and experiences. This will be an ongoing, iterative process rooted in recent efforts and will continue beyond the life of this strategic plan.

# Five-year Targets

Our strategic plan will have the following impact on San Francisco.

1

People living with HIV will have equal rates of viral suppression regardless of race and ethnicity.

2

Fewer than 100 people living in San Francisco will newly acquire HIV in 2024.

3

90% fewer people living with HIV will have hepatitis C because of increased awareness, testing and treatment.

4

10,000 fewer people will die from drug overdose over 5 years because of overdose prevention efforts including safe injection services.

5

50% fewer long-term survivors will experience isolation, poor physical health or unmet mental health needs.

## Advocacy: A Commitment to System-level Change

Our pursuit of health justice requires San Francisco AIDS Foundation to have an increased focus on addressing the political, social and environmental conditions that create health disparities. As a direct service organization, we have a unique opportunity to inform and strengthen the public health system and its response by actively engaging our clients and frontline staff in the development and implementation of solutions to structural barriers and systemic oppression.

San Francisco AIDS Foundation's advocacy includes four intersecting activities:

(1) policy and system-fix work; (2) public education; (3) capacity-building; and (4) research. Together, these strategies will improve utilization of health care services, destigmatize our communities, and advance the development of best practices.





# Priority Communities

The work of San Francisco AIDS Foundation is built around the needs of communities experiencing sexual health and substance use-related disparities. These disparities have been well-documented in epidemiology reports published by our local health departments as well as other publications. Our efforts to prioritize specific communities are informed by these data as well as other factors, including our experiences as service providers and advocates, our organizational capacity and history, and what we learn every day from those most impacted.

San Francisco AIDS Foundation will center our priority communities in the design, implementation and delivery of all existing and future programs and services. This includes a commitment to allocating the financial and human resources necessary to expand programs and services that address the sexual health and substance use-related disparities experienced by members of these communities. Centering these priority communities will better position San Francisco AIDS Foundation to provide high quality care to anyone who comes through our doors.

## **Our priority communities are:**

- ▶ People living with HIV
- ▶ Gay, bi, and queer men
- ▶ Trans and gender non-conforming people
- ▶ People who inject drugs

## **And within these communities, we further prioritize:**

- ▶ People of color
- ▶ People experiencing homelessness and unstable housing
- ▶ People over age 50
- ▶ People living with hepatitis C
- ▶ People who use substances
- ▶ People with mental health care needs

San Francisco AIDS Foundation recognizes that these communities are not mutually-exclusive nor is this list exhaustive, as there are many intersections in our identities and experiences. For example, people with disabilities, undocumented immigrants and people for whom English is not a primary language intersect with every priority community. In addition, we support other communities through the work of our strategic partners.

Thinking more intentionally and expansively about accessibility and taking meaningful action to center access in the development and improvement of our programs and services will be essential to our success. We are committed to expanding how we define our priority communities to match shifting health disparities and to address shortcomings in health equity that exist or may emerge in the health care system.



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Plan developed by  
Facente Consulting

