

Our Mandate

Bruce House is a community-based organization providing housing, compassionate care and support in Ottawa for people living with HIV/AIDS, believing that everyone has the right to live and die with dignity.

Our Vision

We envision a physically, socially, psychologically, spiritually and economically healthy community where everyone, including people living with HIV/AIDS or impacted by HIV/AIDS participates fully in all aspects of community life.

We envision a community free of stigma and discrimination towards people living with HIV/AIDS.

We envision adequate sustainable and flexible funding to enable the provision of a full range of high-quality services that respond to the needs of people living with HIV/AIDS.

We envision a well-integrated, coordinated service system that is accessible to people living with HIV/AIDS, regardless of their ability, age, culture, economic status, ethnicity, lifestyle, gender, or sexual orientation.

Our Values

We are accountable to our clients, the community, and each other. We take a holistic approach that recognises emotional, physical, social, spiritual and economic realities. We respect people's diversity and their different needs including, but not limited to ability, age, culture, economic status, ethnicity, lifestyle, gender and sexual orientation.

We support empowerment by providing information, sharing authority, promoting participation and, providing choices.

Key Strategic Themes

Bruce House is in a period of transition. Client needs have changed, and the agency must adapt its services to better respond to those needs. It therefore needs to re-examine its services and structures so that it can continue to meet the needs of its clients in a sound and sustainable manner. The following Strategic Directions are intended to form the basis of the Bruce House 3-year Strategic Plan (2018-2021).

Each Strategic Direction is accompanied by an intended outcome which will serve in its implementation over the 3-year term of the Strategic Plan. It will be the responsibility of the Board and staff to develop an appropriate Operational Plan and measures to ensure that the plan is being implemented effectively.

Strategic Direction 1: Adapting to the changing needs of persons impacted by HIV/AIDS

Bruce House is adapting to the changing needs of our client community, which includes African, Caribbean, and Black communities, women living with HIV, Indigenous persons, LGBTQ community and the aging population living with HIV. We need to offer programs and services that are appropriate and effective for cultural and other minority communities.

Bruce House needs to broaden its engagement through outreach and developing awareness of the needs of persons living with HIV and impacted by HIV. There are an estimated 3000 HIV positive individuals in Ottawa. Their families and friends may also need information and support to which Bruce House should be able to respond.

- Develop and administer surveys to better understand and respond to current needs of people living with HIV and impacted by HIV;
- Consult with front line staff to identify the needs clients have expressed to them;
- Develop means to better integrate clients directly into Bruce House operations;
- Develop improved strategies to communicate with clients about Bruce House developments.
- Explore means to develop transitional housing for clients experiencing temporary crises so that they can maintain primary housing.
- Explore means by which our clients may have access to mental health counselling.

Intended Outcomes:

- Bruce House more efficiently provides services that are adapted to the current needs of individual clients.
- Clients are better informed and feel more strongly engaged in Bruce House operations and service delivery.

Strategic Direction 2: Program framework evaluation

- Review our vision, mission, and mandate to ensure that they reflect current needs and realities;
- Review Bruce House's current programs to ensure that they more efficiently respond to the needs of persons living with HIV and impacted by HIV;
- Explore the need to develop new programs that meet the needs not currently addressed in the community;
- Enhance our current data gathering strategies for each program to assist in program development, annual evaluation, and funding.

Intended Outcomes:

- Programming that more effectively meets the needs of persons impacted by HIV, persons affected by HIV and responds to the awareness needs in the community.

Strategic Direction 3: Strengthening external partnerships

- Develop communication strategies that will inform the community and external partners about Bruce House's existing services and new program developments;
- Renew and expand external relationships to ensure cooperation with all stakeholders;
- Develop relationships with other HIV AIDS organizations to further more effective collaboration;
- Work with like-minded housing organizations to expand the number of housing units and share resources where appropriate

Intended Outcomes:

- External partners gain awareness of Bruce House's programs, mandate, and commitment to care;
- New and existing partnership that will increase the level of care and service offered to Bruce House clients;
- Expanded number of housing units available to Bruce House clients.

Strategic Direction 4: Financial Sustainability

- Obtain quantitative and qualitative data to demonstrate the need for supplementary funding required to meet the actual needs in the community;
- Develop a long-term financial sustainability plan that will ensure Bruce House remains a viable organization;
- Continue to develop new relationships with potential external funders;
- Advocate for greater government and public funding of Bruce House operations;
- Identify the gaps in services and demonstrate unmet needs to new funders and demonstrate why Bruce House is the appropriate service provider to respond to those needs in our community;
- Review staff compensation to ensure that it is on par with positions of similar responsibility in other sectors;
- Seek funding to re-open a housing facility that provides temporary support to persons affected by HIV/AIDS in crisis who have no other supports.

Intended Outcomes:

- A sustainable financial model where Bruce House has the funds it requires to carry out its annual operations.
- A diversified funding base that reduces financial risk.

Strategic Direction 5: Succession, planning, and realignment

- Implement a desired 3-year staff growth to better meet the actual needs of the community and succession plan to ensure better continuity of services;
- Develop a leadership plan for the organization and identify leadership roles both on staff and on the Board;
- Evaluate current staff roles, and realign staff roles to fit with a revitalized Bruce House operational model;
- Develop a Board succession plan;
- Review Board/Staff relationships.

Intended Outcomes:

- A clearer understanding of current staff and Board roles and responsibilities.
- A clear sense of desired staff and Board growth areas.
- Direction of leadership roles and creates accountability within the organisation.

SWOT

Strengths

We have extremely dedicated staff who have committed to providing services to Bruce House clients for many years by principle and without seeking greater financial compensation;

Clients highly value the commitment of staff;

Staff acknowledge and respect the needs of clients;

Staff and Board understand the importance of responding to client needs;

Bruce House is highly respected as a specialized service provider by both clients and other agencies providing similar services to a common community.

Weaknesses

The closure of The Transition House has been interpreted as the end of services provided by Bruce House. That is not the case. The agency must demonstrate to the community that BH provides many other much needed services to the community and must continue to do so.

Bruce House has experienced significant financial difficulties and lacks adequate reserve funds. It is significantly exposed to annual variations in grants and donations.

There are considerable unmet needs in the Community and Bruce House does not have the resources to respond to those needs

Opportunities

Staff and Board are advocating with politicians and the community to ensure that Bruce House funding needs are met in order to continue the vital work that Bruce House provides to the community for those living with HIV and Impacted by HIV.

Bruce House is fully aware of its current situation and determined to adjust its services to appropriately respond to current community needs.

Bruce House staff and Board are making concrete efforts to communicate with politicians to impress upon them the needs of our clients and why Bruce House is the appropriate service provider to respond to their needs.

Threats

Lack of predictable or sustainable funding and donations for core programs.

Environmental Scan

- Survey with clients
- Survey with stakeholders
- Survey with staff