OPTIONS FOR SEXUAL HEALTH

# STRATEGIC PLAN AND OBJECTIVES 2026-2029

# STRATEGIC PLANNING FRAMEWORK

1

## STEP 1: FRAMING



**Define the Ultimate Organizational Aspiration and Purpose.**

**Vision** —What does success look like?

**Mission –** Method to achieve vision.

2

## STEP 2: FOCUS



**Define the Strategic Priorities for a 3-Year Strategic Period**

3

## STEP 3: DEFINE SUCCESS



**Develop Goals/Objectives: S.M.A.R.T. Future-State Statements**

4

## STEP 4: OPERATIONAL PLAN



**Specific Actions, Schedules & Measurement Tools**
**Measures of Success, Tactics, Timeline, Accountabilities**



**OVERALL REPORTING**

Progress updates reported at quarterly Board meetings through the Executive Director (ED).

# OUR PROCESS

- **In 2024-2025, we performed an Environmental Scan.**
  - This helped us identify where Options fit within the sexual and reproductive health care landscape in BC, as well as how interest holders and community partners saw us, and how Options could be best utilized moving forward.

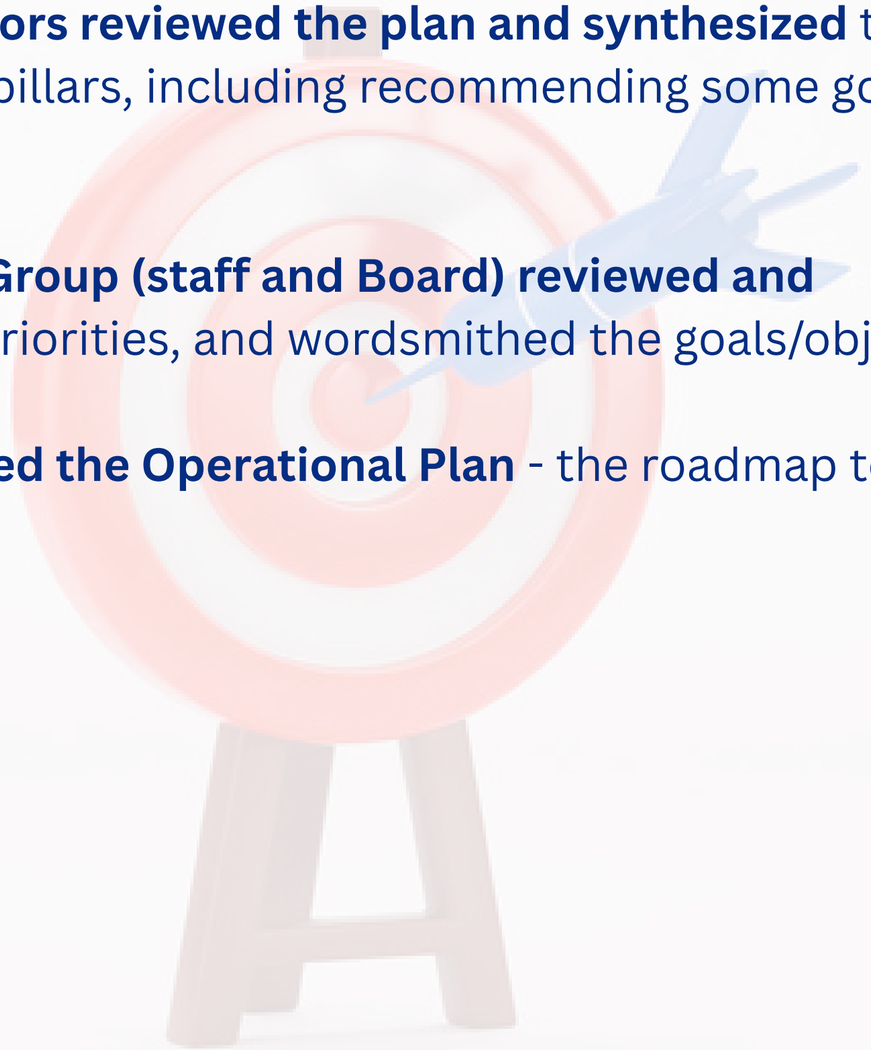
- **In 2025-2026, we consulted with interest-holders on Options Strategic Priorities.**
  - This research revealed some of our best successes and some of our biggest challenges.
  - The process included review of documents such as our 2024 Patient Survey, a thematic analysis of service user Impact Statements, the Environmental Scan, the 2025 Employee Satisfaction Survey, and a SHEC alumni survey.
  - Verbal consultations were done with staff, other health care providers, and included a SWOT analysis informed by team interviews.
  - The final report recommended six priority areas to be reviewed by the Board.

## OUR PROCESS cont’

- **In April 2026 the Board of Directors reviewed the plan and synthesized** the six priority areas into four strategic pillars, including recommending some goals and objectives related to each.

- **The Strategic Planning Working Group (staff and Board) reviewed and synthesized** the recommended priorities, and wordsmithed the goals/objectives.

- **The staff Leadership Team created the Operational Plan** - the roadmap to execute the Strategic Priorities.



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## SUSTAIN

Strengthen Organizational Sustainability

## LEAD

Grow as a visible leader, advocate, and coalition-builder in BC



## PROTECT

Protect critical access to sexual and reproductive health services

## ACCESS

Develop organizational capacity to support populations with limited/precarious access to sexual health information, services, and care

# OUR OVERVIEW

| STRATEGIC PRIORITY | THEME | FOCUS | CORE ACTIONS |
|---|---|---|---|
| **1. Strengthen Organizational Sustainability** | **SUSTAIN** | **FUNDING AND PEOPLE** | Build financial sustainability and a strong, engaged workforce |
| **2. Grow as a visible leader, advocate and coalition-builder** | **LEAD** | **LEADERSHIP AND CONNECTION** | Strengthen our voice, relationships and role in the sector |
| **3. Protect critical access to sexual and reproductive health services** | **PROTECT** | **ACCESSIBILITY AND IMPACT** | Protect accessibility while understanding and demonstrating our impact |
| **4. Develop capacity to support populations with limited/precarious access to sexual health information, services, and care** | **ACCESS** | **FOCUS AND EQUITY** | Focus our capacity where we can make the greatest difference |

# SUSTAIN

## Strategic Priority One: Strengthen Organizational Sustainability

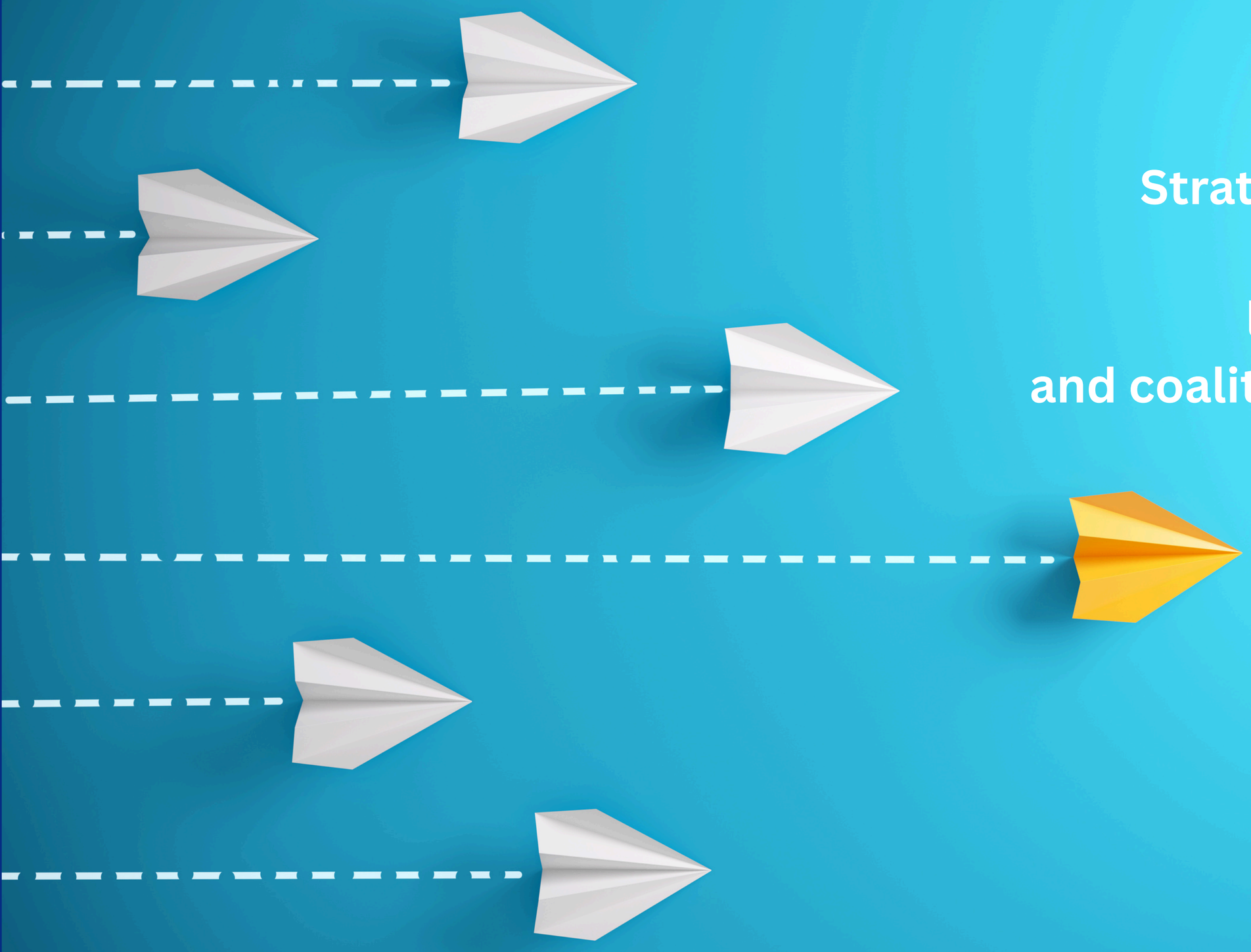


# SUSTAIN



- Goal 1: We have reliable, diverse funding sources that give us space for innovation, and space to breathe (e.g., reserve and discretionary funds).
- Goal 2: Staff (organization-wide) feel engaged, secure, and a sense of belonging as part of Options.

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# LEAD

## Strategic Priority Two: Grow as a visible leader, advocate, and coalition-builder in BC

# LEAD



- Goal 1: We have established a coalition of BC sexual health organizations, to support stronger, more coordinated, sector action and advocacy.
- Goal 2: Options is the trusted community-based resource for sexual health in BC.
- Goal 3: We have advocated for the restart of the comprehensive and collaborative BC sexual health plan.

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# PROTECT

## Strategic Priority Three:
## Protect critical access to sexual and reproductive health services

# PROTECT



- Goal 1: We have expanded Options' Rural and Remote connections to deepen impact.
- Goal 2: We have an established data collection and analysis process to measure the impact of changes within Options services, to guide next strategic plan.
- Goal 3: Options initiatives contribute to Sexual Health Literacy* in BC.

* In government and public policy, literacy is defined as the foundational capability to understand, evaluate, and engage with information to participate in society.

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# ACCESS

## Strategic Priority Four: Develop organizational capacity to support populations with limited/precarious access to sexual health information, services, and care

# ACCESS



- Goal 1: Options is clear and focused on which population groups are a priority for additional support and focus within our current scope, and why.

- Goal 2: Based on the populations identified in Goal 1, Options supports the sexual wellness of people with limited/precarious access.

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## WHAT'S NEXT?

- Each Strategic Priority has Objectives, Tasks, Accountabilities, and plans.
- The timeline is from April 2026 to March of 2029.
- The accountability of the majority of the tasks reside with the Leadership team.
- As we go through the next three years, we will track our progress.
- We will let staff know as important milestones or key progress markers take place.
- Work has already begun on many of the tasks.
- We will share parts of the Strategic Plan publicly over the coming months.

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## GRATITUDE AND THANKS

This work has been shaped by collaboration, thoughtful reflection, and contributions from people both within and beyond Options for Sexual Health. We are deeply grateful to everyone who has shared their time, knowledge, perspectives, and energy to help shape where we are today and guide the future we are working towards.

Our sincere thanks go to our incredible staff team for their insights and expertise; the external participants who contributed to the Environmental Scan; the consultation participants who shared their experiences and perspectives; and our Board of Directors for their leadership and meaningful contributions throughout this process.

**Thank you to everyone who has helped shape this work and the future of Options for Sexual Health.**

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