



Live the Journey: 2016 & Beyond

The Aliveness Project Strategic Planning

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BACKGROUND

The Aliveness Project has a 31-year history of providing supportive services to people living with HIV/AIDS in Minnesota. Aliveness celebrates many successes, and yet recognizes asking hard questions and reflecting on processes is key to remaining responsive and relevant in the changing landscape of HIV/AIDS care and prevention. In the summer of 2016, a team of Board, staff, and members with a newly hired Executive Director, began a strategic planning journey to chart a path for the Aliveness Project into the future. The result of this process is a core foundation of vision, mission, values and corresponding guiding principles, and strategic goals for 2017-2019. This foundation will guide the organization over the next three years and serve as a strategic lens to strengthen the dedication and capacity of Aliveness to support the health and wellness for people living with HIV/AIDS in Minnesota.

STRATEGIC PLANNING PROCESS

Over 250 voices contributed to the plan through interviews, surveys, and convenings conducted by Board Members, Membership Advisory Committee (MAC) Members, staff, and a consultant. The comprehensive process collected information about Aliveness' uniqueness and contributions to the service delivery system for people living with HIV/AIDS; explored opportunities for cooperation and networking; identified service gaps and trends in the environment; and lifted up opportunities for Aliveness to move into the future even better than it is today. The voices, wisdom, and expertise of members, volunteers, staff, policy makers, Board Members, providers and partners, funders and donors are integrated into the rich and robust strategic plan.

Two teams shepherded the process. The Strategic Team was a mix of Board and MAC members, as well as staff who identified strategic questions and stakeholders, developed the data gathering plan, synthesized and analyzed the data, crafted the Core Identity document, and prioritized strategic goals. The Implementation Team consisted of staff members who synthesized and analyzed the data, prioritized objectives and outcomes, and created one year operational plans to support action.

Strategic Team:

- ▶ Joe Watters (BOD, President)
- ▶ David Hancox (BOD, Vice President)
- ▶ David Welper (BOD, Treasurer)
- ▶ Jeff Sandbeck (BOD/MAC President)
- ▶ Tedd Richardson (MAC member)
- ▶ Tim Kopischke (MAC member)
- ▶ Tom Bichanga (Staff, Care & Prevention Director)
- ▶ Arissa Anderson (Staff, Health & Wellness Director)
- ▶ Lauri Simons (Staff, Director of Case Management)
- ▶ Jennifer Dieter (Staff, Development Director)
- ▶ Amy Moser (Staff, Executive Director)

Implementation Team:

- ▶ David Burns, Finance Director
- ▶ Jennifer Dieter, Development Director
- ▶ Tom Bichanga, Care and Prevention Director
- ▶ Arissa Anderson, Health and Wellness Director
- ▶ Gelli Overton, Care Linkage and Outreach Manager
- ▶ Breana Gurnsey, Lead Case Manager
- ▶ Laura Henry, Volunteer Manager
- ▶ Hanna Dorn, Outreach/Front Desk
- ▶ Stephanie Shaw, Office Manager
- ▶ Paul Nemeth, Member Services Coordinator
- ▶ Sam Brose, Kitchen Manager
- ▶ Amy Moser, Executive Director

THE ALIVENESS PROJECT CORE IDENTITY

Vision Statement

Across Minnesota, there is decreased stigma of HIV/AIDS, increased access to services, and better health outcomes for people living with HIV. The Aliveness Project's members feel supported as part of a safe community center that maximizes their health and wellbeing. Staff reflect the epidemic; deliver programs that evolve from member needs and a changing environment; and dedicate themselves to the overall health of the Aliveness community.

Mission Statement

The Aliveness Project links people living with HIV to resources for leading healthy, self-directed lives.

Values & Guiding Principles

We value the diversity of our community. Therefore, we

- ▶ Provide a nurturing, accepting, and supportive environment which provides a safe space to all who enter our doors;
- ▶ Approach decisions and priorities with the explicit intention of creating equity.

We value prevention. Therefore, we

- ▶ Provide initial access and continued connections to medical care so people achieve and maintain viral suppression.

We value the voice of the epidemic. Therefore, we

- ▶ Include members in decisions at all levels;
- ▶ Embrace our role as a keeper of the AIDS epidemic's history in Minnesota.

We value improved health outcomes. Therefore, we

- ▶ Champion the importance of nutritious food and complementary care options;
- ▶ Develop programs that are responsive to the current challenges of people living with HIV.

We value self-determination. Therefore, we

- ▶ Recognize that people desire to be in control of their own mental, spiritual, emotional, and physical wellbeing and encourage full participation of people living with HIV in the provision of their health care and social services;
- ▶ Employ various approaches, including harm reduction, when responding to chemical and mental health issues.

We value the wise use of resources. Therefore, we

- ▶ Choose collaboration over new program development to meet service gaps wherever feasible;
- ▶ Recognize the importance of volunteers and understand their role in achieving our mission;
- ▶ Develop key leadership qualities in all of our staff, ensuring they have the training and support to do their work effectively and efficiently.

Core Approaches

The Aliveness Project puts our values and principles into mission-driven action through the following approaches:

- 1. Service delivery:** Programs (case management, prevention, outreach, care linkage) and services (meals, food shelf integrative therapies, member services) take a skills building, self-determination focused approach to improving overall emotional and physical health outcomes for people living with HIV and, where necessary, foster connection to appropriate resources to remove barriers.
- 2. Social support:** Our Community Center model provides a safe and supportive forum for community building and voice-finding for people living with HIV, their families, and others dedicated to improving outcomes for people living with HIV.
- 3. Education, Awareness, Erasure of Stigma:** Staff members, members and volunteers provide accurate, stigma busting information about HIV/AIDS to newly diagnosed people living with HIV and their families, as well as wider community education, to eliminate stigma and influence policies impacting both HIV prevention and care strategies.

STRATEGIC GOALS, 2017 OBJECTIVES & MEASURES OF SUCCESS

1. Programs demonstrate equity across race, gender, age and are welcoming to all.

- a) Establish a Task Force to provide leadership around needs assessment, future direction and strategic direction for the equity work
- b) Create agency-wide understanding about a consistent framework around equity with MAC, staff, board, volunteers
- c) Develop educational and stigma-reducing opportunities for members, volunteers, staff, community
- d) Develop a mentoring orientation program (*Member Advisory Committee objective*)
- e) Recommend ways to promote/re- invigorate a sense of ownership among the members (*Member Advisory Committee objective*)

2017 Measure of Success:

- ▶ An Aliveness Equity Framework guides decision making.
- ▶ A baseline exists for Inreach/Outreach education.

2. Sustainable partnerships allow Aliveness to respond to service gaps in housing, employment, mental and chemical health services to support members' holistic needs.

- a) Inventory existing partnerships and map community resources/leaders in housing, employment, mental and chemical health services
- b) Create a partnership framework that outlines philosophy, levels of engagement, and filters for determining partners
- c) Identify potential collaborative partners for housing, employment, mental and chemical health services
- d) Convene community partners to dialog about the future of HIV and service delivery in MN

**2018 objective: Develop collaborative programming to expand services and support*

2017 Measure of Success:

- ▶ Members connect to more resources in 2017 by optimizing outreach & case management.

3. A comprehensive program evaluation, review, and development process ensures continued quality program delivery for members.

- a) Identify outcomes (beyond service satisfaction): organization level, program level, member level
- b) Create a process and mechanisms for program assessment, evaluation, and prioritization
- c) Compile, compare, and align existing in-house member-related policies and procedures
- d) Develop a dashboard of key indicators

**2018 objective: Design and implement a Quality Improvement Process with an annual data day*

2017 Measure of Success:

- ▶ A dashboard is operationalized and five concrete changes are implemented based on learnings.

4. Agency wide policies and systems drive business processes around fiscal management, human resources, physical plant, and information technology.

- a) Develop template for Core Facilities Master Plan which includes four areas
- b) Develop a written plan for each area that includes current status, future needs and resources, and timeline
- c) Integrate actions from 2016 Strategic Planning process into plans if appropriate and supported
- d) Create an agency wide Process Documentation Report: key outcomes and indicators; how activities align; fiscal and human resources invested; job descriptions and tasks

2017 Measure of Success:

- ▶ A Comprehensive Core Master Facilities Plan guides the future and stakeholders have an understanding of plan.

5. Strong development and communications systems attract broad donor and community support.

- a) Cultivate a donor pipeline through effective use of data and strategic, targeted communication strategies and events
- b) Rebrand: identify consistent messages and refresh logo
- c) Create opportunities to lift up and engage voices of the epidemic in educational policy makers and the communities
- d) Develop a Volunteer Management System that includes recruitment, training, and supports

2017 Measure of Success:

- ▶ Systems related to fund development, communications and volunteer management set the stage for future growth in money raised; engagement of quality volunteers; and successful, mission-driven events.

6. Sound leadership ensures long term growth and stability.

- a) Improve the governance and effectiveness of Board of Directors
- b) Provide leadership/management focused professional development for all staff
- c) Diversify revenue streams
- d) Increase staff retention
- e) Member Advisory Committee Identified objective
- f) Member Advisory Committee Identified objective

2017 Measure of Success:

- ▶ BOD and MAC have onboarding procedures.
- ▶ Directors and Managers receive leadership training.
- ▶ Three to five alternative revenue streams have been explored.

**2018 objective: Succession planning*