

STRATEGIC PLAN



DAMIENCENTERSM

Leaders in HIV/AIDS Prevention + Care

2019 - 2022



“THIS PLACE IS LIKE A FAMILY TO ME.”

DAMIEN CENTER CLIENT,
2018 FOCUS GROUP

FROM THE CEO & BOARD PRESIDENT



Dear stakeholder:

As Indiana's oldest and largest AIDS service organization, the Damien Center is committed to improving the health of our clients and our community through our in-house programs and services and one-stop approach to caring for those affected by HIV and AIDS. Our strategic plan reflects that commitment. The plan includes goals that we seek to achieve; strategies that will guide us toward meeting those goals; and metrics that will track our successes.

This plan was created with input and feedback from board members, staff, clients, and key community stakeholders. We thank all the individuals who participated in this process and are grateful to your commitment to the mission of the Damien Center.

The plan is designed to guide us over the next three years, and we believe that it will enable us to further carry out our mission and values and meet the needs of our clients and community at the highest levels possible. We look forward to continuing to partner with you in these impactful endeavors.

Sincerely,

Alan Witchey
President and CEO

Garry Elder
Board President



THE DAMIEN CENTER

Our mission is to empower communities and persons affected by HIV/AIDS in the state of Indiana by being a leading resource, provider, and advocate for comprehensive HIV/AIDS care, prevention, education, and related services.

About the Damien Center

Founded in 1987, The Damien Center is Indiana's oldest and largest AIDS service organization (ASO) and serves more than 4,000 individuals affected and infected by HIV/AIDS through a comprehensive, innovative approach to HIV care and prevention.

We envision Indiana free of the suffering caused by HIV/AIDS. Until then, we envision that every HIV-affected person in Central Indiana knows that The Damien Center is a safe and welcoming place so that no barriers separate people from the services they need to prolong and enhance their lives.

Core Values

- **Respect** - We believe in the dignity and worth of every single person and are committed to act accordingly.
- **Integrity** - We will be exemplary stewards of the resources entrusted to us to accomplish our mission.
- **Quality** - We will be innovative, collaborative, and highly skilled at program and service design and delivery.
- **Diversity** - We will design and deliver programs and services that meet the unique needs of diverse communities and strive to be a safe, welcoming place for all people.

Planning Process

The Damien Center worked with Chamberlin/Dunn, LLC and prioritized an inclusive planning process that captured the unique perspectives of our clients, staff, board members, and key stakeholders. This plan was developed from November 2018 through February 2019 and included the following steps:

- A launch meeting with Damien Center leadership staff to establish priorities and timeline
- A survey of staff members and the Board of Directors to assess organizational strengths, weaknesses, opportunities, threats, values, metrics, and mission focus
- An extended visioning session, to which all Damien Center staff were invited
- A Board of Directors retreat (note: Damien Center's Board of Directors includes among its members current and former clients)
- Four client focus groups offered on different dates and at varying times
- Phone interviews of eight partner organizations/community experts, including funders and other AIDS service organizations
- Strategy development with a steering committee of staff and board members
- Mission refinement, open to all staff and board members
- Metrics refinement with the Damien Center Board of Directors
- Plan validation with the full Damien Center Board of Directors

We are grateful for the robust input and participation of all those who participated in this planning process.

1. Provide Access to Quality Onsite Prevention and Medical Care

- Continue to provide the best onsite medical model for clients.
- Maintain a continuity of services plan for medical providers.
- Explore service expansion opportunities.
- Leverage technology for better healthcare outcomes.

2. Expand Damien Center's Impact

- Establish outcomes for all organizational programs.
- Improve client experience.
- Address unmet needs and reduce access barriers.
- Maximize use of current space.
- Improve safety for staff and clients.

3. Build Organizational Excellence

- Recognize and reward staff and volunteers for quality performance.
- Cultivate a positive and open organizational culture.
- Enhance institutional knowledge and continuity of operations.
- Ensure good management and stewardship of existing funding.
- Maximize the role and diversity of the board.

4. Ensure Long-Term Sustainability

- Increase new revenue sources.
- Maintain overall organization financial health.
- Better engage volunteers and donors in the community.
- Communicate our impact and the ongoing importance of our mission.
- Create complementary, integrated branding.
- Prepare for the expansion of space.



**Goal 1 Primary Indicator:
Increased patient
medication adherence**

Secondary Indicators:

- Increased number of patients
- Increased patient satisfaction
- Increased patient retention in care
- Decreased viral loads in patients
- Maintain medical services continuity
- Reduced medical appointment cancellations or reschedules
- Increased number of services
- Improved service delivery through technology

**Goal 2 Primary Indicators:
Increased client retention**

Secondary Indicators:

- Increased client satisfaction
- Increased number of services accessed by clients
- Increased client access among diverse populations
- Maintain organizational outcomes dashboards
- Decreased HIV/STI rates in our community
- Space efficiency and needs plan completed
- Increased feeling of safety by staff and clients

**Goal 3 Primary Indicator:
Improved staff and
volunteer retention**

Secondary Indicators:

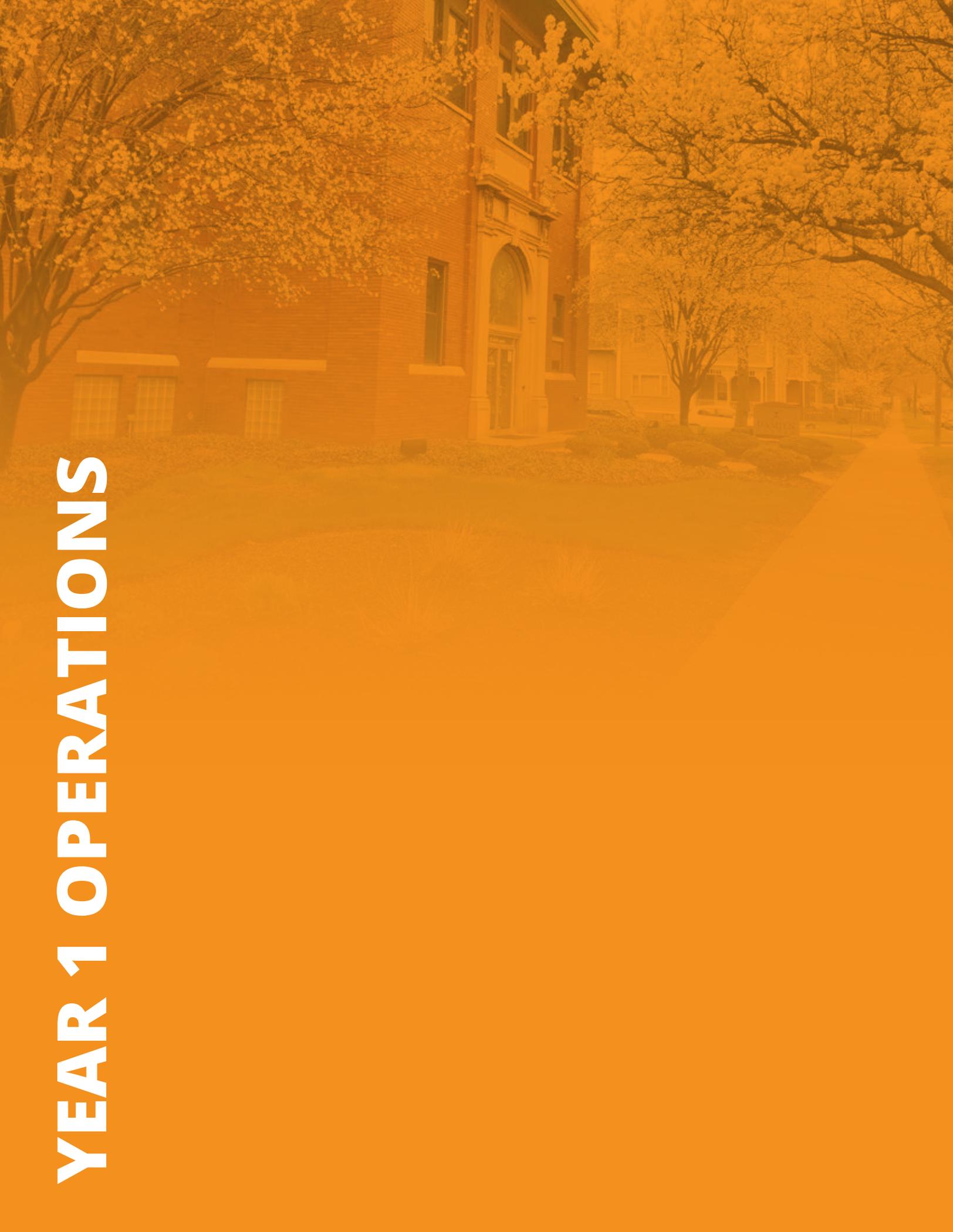
- Improved staff and volunteer satisfaction
- All grants meet performance metrics
- All programs are in compliance with funder and contract requirements
- Increased number and type of partnerships developed
- Improved partner organization perception
- Increased board diversity and participation

**Goal 4 Primary Indicator:
Increased overall revenue**

Secondary Indicators:

- Increased private grants and private revenue
- Number of funding opportunities secured
- Improved financial effectiveness (cash flow, cash on hand, etc.)
- Increased number of donors and volunteers
- Increased number of media impressions
- Creation of annual advocacy agenda
- Completed feasibility study for capital campaign

YEAR 1 OPERATIONS



1. Provide Access to Quality Onsite Prevention and Medical Care

2. Expand Damien Center's Impact

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4. Ensure Long-Term Sustainability

As measured by:

1.1 Continue to provide the best onsite medical model for clients.

- Conduct cost-benefit and feasibility study of outside vendor providing medical care
- Assess potential positive and negative consequences of no longer directly providing medical services
- Make a final determination of Damien Cares model

1.2 Maintain a continuity of services plan for medical providers.

- Determine the ideal service provider model (number of MD, NP, PA) to allow for continuity of services when a provider departs
- Explore adding an infectious disease doctor on staff as the chief medical officer
- Explore collaborative opportunities that would allow outside providers to offer services in our clinic space regularly and during transitions
- Explore options of offering clinical rotations for residents
- Explore options of hiring temporary medical providers to assure service continuity
- Consider telemedicine as a continuity of services opportunity

1.3 Explore service expansion opportunities.

- Identify all potential clinical services we could offer realistically within our current space (STI testing and treatment, mobile oral health care, PeP hotline)
- Identify opportunities for offering prevention services and enhanced service integration
- Conduct market demand, cost-benefit, and feasibility studies for new services
- Select and implement course(s) of action for each potential service
- Examine feasibility of implementing on-site medical services at partner organizations.

1.4 Leverage technology for better healthcare outcomes.

- Review current Electronic Medical Record (EMR) functionality and compare to other EMR options
- Ensure that the EMR is able to track health outcomes and clinical values
- Explore EMR or other technology options that could text clients in a HIPAA-compliant manner
- Add client portal to access service records
- Explore addition of telehealth (e.g., assessments over the phone; integration with mental health, behavioral health, addiction).

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As measured by:

2.1. Establish outcomes for all organizational programs.

- Maintain an organization-wide quality and outcome measures plan which is regularly reviewed by leadership and board
- Benchmark outcomes against other providers
- Explore ways to integrate data from various databases into one system
- Generate outcomes reports and share with stakeholders

2.2. Improve client experience.

- Seek feedback from clients about the ideal ways to communicate to them
- Align video boards and other branding throughout the center to enhance communication (e.g., reemphasize services, advertise workshops, include information about staff, and educate clients)
- Establish a client advisory council to better engage the client-community (e.g., obtain feedback, create a shared advocacy agenda, disseminate information)
- Create communication protocols for sharing information about staff transitions
- Create client-focused newsletter or other regular communication.

2.3. Address unmet needs and reduce access barriers.

- Consider adding or updating computers for client use
- Utilize professional volunteers to reintroduce skills workshops (e.g., financial literacy)
- Bring Care Coordinators to spaces where clients already are, including nontraditional or non-obvious partners who serve overlapping populations
- Explore rideshare (Uber/Lyft) options to supplement bus passes or explore other options to expand transportation options
- Explore feasibility of building out a one-stop-shop model at one or more partner organizations
- Identify and provide outreach to diverse populations that may be experiencing barriers

2.4. Maximize current use of space.

- Assess and address staff technology needs based on position (laptop vs. desktop vs. tablet) to allow most effective working situations
- Conduct an assessment of current use of space and reconfigure existing space including the possibility of shared desks/offices in current space
- Explore feasibility of satellite offices/spaces for certain positions

2.5. Improve safety for staff and clients.

- Update safety protocols and plans
- Train staff on updated protocols and communicate importance of following them
- Consider addition of new, high-quality cameras and/or alarms
- Reconfigure/reconstruct lobby to support a safe and culturally appropriate environment

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As measured by:

3.1. Recognize and reward staff and volunteers for quality performance.

- > Measure current retention/longevity rate of staff and volunteers
- > Identify ways to increase compensation and benefits package, including non-compensatory benefits
- > Create career pathways
- > Create a rewards and recognition strategy
- > Add a volunteer/community outreach coordinator to address capacity challenges
- > Create a volunteer recognition program

3.2. Cultivate a positive and open organizational culture.

- > Develop an ongoing manager and leadership training program
- > Develop effective staff communication options that allow for organizational updates, staff feedback, and anonymous concerns, including developing an Intranet
- > Leverage monthly staff meetings to have open conversations about what has gone well and what has been challenging
- > Empower ongoing opportunities for staff involvement in key planning and implementation activities
- > Revise the employee handbook with a committee of staff members
- > Implement strategies that encourage diverse applications and hiring for staff positions
- > Implement frequent managers meetings

3.3. Enhance institutional knowledge and continuity of operations.

- > Create succession plans for key positions
- > Map processes, including key processes that, if lost, would create service disruption
- > Create job function manuals for all positions in the organization
- > Update and enhance employee onboarding
- > Enhance the offboarding process, including creating an offboarding checklist
- > Revise the share drive to ensure it is user-friendly and efficient

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3.4. Ensure good management and stewardship of existing funding.

- Develop strategies to better manage the grant scopes of work and assure funding is maximized and outcomes are achieved
- Establish interdepartmental teams in early periods of grant implementation to maximize use of funds (include members representative of all areas grant will touch)
- Establish a spending plan for each grant
- Regularly communicate grant and financial information to staff
- Modernize payment structures, including feasibility of processing payments via ACH
- Implement compliance training for all team members

3.5. Maximize the role and diversity of the board.

- Implement board orientation with information about each Damien Center department
- Create opportunities for board/staff social events
- Conduct an annual board retreat to review successful implementation of the strategic plan and update the plan as appropriate
- Leverage board committees to increase cross-sectional thought partnership opportunities for board and staff
- Recruit key strategic members to the board of directors based on skills, diversity, and influence

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As measured by:

4.1 Increase diverse revenue sources.

- Build up the individual giving program to include a major gift strategy and re-vamped donor recognition/stewardship plan (giving societies, etc.)
- Create strong recognition for individual donors and their contributions over time
- Structure an annual giving plan to include new monthly and online giving opportunities
- Engage corporations with The Damien Center mission through volunteer and sponsorship opportunities
- Scale current special events (GM and DOFL) for better donor experience, and to create opportunities for new growth
- Develop a small events strategy to recognize individual donors and engage community in center growth
- Develop collaborative funding opportunities with aligned agencies

4.2 Maintain Financial Stability and Efficiency

- Improve current financial dashboard to include industry metrics
- Set goals for certain financial stability (i.e. days cash on hand, receivables days, administration cost per funded dollar)
- Maintain financial and compliance practices resulting in a favorable audit report.

4.3 Better engage volunteers and donors in the community.

- Map "wheel of engagement" for volunteers and donors to provide multiple points of entry and maintain connections throughout the year
- Revitalize and expand volunteer engagement opportunities
- Develop a plan to engage in appropriate external events for which Damien Center should have a stronger presence

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4.4 Communicate our impact and the ongoing importance of our mission.

- > Develop a comprehensive and proactive digital marketing strategy
- > Redesign the Damien Center/Cares website for modern look, better information, and greater ease of navigation
- > Gather examples and shift language from outputs (what, how many) to outcomes (so what, stories of impact)
- > Communicate outcomes throughout the organization, to all staff and board members so they can, in turn, communicate to stakeholders
- > Update board and staff orientation materials to ensure they know the history of TDC's work, the HIV/AIDS crisis in Indianapolis, and what has evolved over 30+ years
- > Identify and implement mechanisms to reduce stigma through marketing efforts
- > Develop an advocacy agenda with board, staff, and clients

4.5. Create complementary, integrated branding

- > Work with board, staff, and clients to rebrand the Damien Center and Damien Cares
- > Create a more provocative, memorable marketing strategy
- > Revise mission and vision statement, as necessary

4.6. Prepare for the expansion of space.

- > Establish ideal service delivery model and staffing structure (e.g., market need, strategic funding opportunities, new services and partnerships to be offered, and alignment with FQHC potential)
- > Determine property model (build onto existing building, build on Washington St, move someplace different)
- > Engage consultants to establish case statement, conduct a feasibility study, and determine next steps
- > Engage a space consultant and/or architect to determine structural and design models
- > Create a capital campaign committee and engage them
- > Develop strategies for capital gift solicitation and financial management of gifts



With special thanks to



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