

STRATEGIC PLAN

2022 - 2027

DAMIEN CENTER

26 N Arsenal Avenue
Indianapolis, IN 46201

[DAMIEN.ORG](https://damien.org)





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.

Under our previous plan, the organization enhanced and expanded our current service suite and reached new populations, all while increasing client and staff satisfaction – even amidst a global pandemic. Our new plan seeks to build on those successes, and further entrench our commitment to providing equitable and inclusive care. The plan includes five goals that will refine and strengthen our existing structure while positioning Damien to broaden its impact across Indiana.

In pursuit of these goals, we’ve developed comprehensive strategies and tactics, and determined key measures of success for each. This plan reaffirms our commitment to reducing barriers for all our clients and will guide us through two more years of delivering quality service and care.

A huge thanks to all the staff, clients, board members and key community stakeholders who gave us their input throughout this process, and who continue to dedicate themselves to the mission of the Damien Center. Without you, our work would not be possible.

Sincerely,

Bill Pritt
Board Chair
He/Him/His

Alan Witchey
President/CEO
He/Him/His

PROVIDING EQUITABLE CARE

Damien Center is fortunate to have an ongoing partnership with Damien Cares, which is a separate nonprofit medical clinic and pharmacy that formed in 2015.

Both organizations, together, create the one-stop shop approach that makes our model successful. Because of this special relationship, the following plan has been created to chart the strategic direction for both organizations.



DAMIEN
CENTER



DAMIEN
CARES



MISSION STATEMENT

Our mission is to be a trusted partner in providing services, education, and advocacy for all people living with or at risk for HIV and any person seeking a safe and welcoming home for care. In pursuit of this mission, we are guided by six core values listed on the next page.

VISION STATEMENT

Our vision is that every person in Indiana has equitable access to client-centered care, ending the HIV epidemic, and ensuring all people can thrive and live with dignity.

OUR VALUES

DIGNITY

We believe in the worth of every person and we partner with our clients to ensure they receive holistic, culturally competent care that puts the person first.

COLLABORATION

We know that Damien Center is just one piece of the network of support needed to reach our vision and we aim to be a reliable partner to all the people, organizations, and communities that we do this work alongside.

EQUITY

We prioritize increasing access to services and eliminating barriers to care by meeting the unique needs of diverse communities and being a safe, welcoming place for all people.

ACCOUNTABILITY

We are responsible stewards of the resources entrusted to us and are transparent about how we utilize them to accomplish our mission.

QUALITY

We consistently utilize data and build the skills needed to design and deliver highly impactful programs and services that achieve meaningful outcomes.

INNOVATION

We strategically invest in meeting the ever-evolving needs of our community to provide comprehensive care to every client.

STRATEGIC PLAN





OUR NEXT STRATEGIC PLAN

Seeking to expand on the success achieved under its 2019-2021 Strategic Plan, we embarked on a new, ambitious journey. The organization partnered with the consulting firm Hedges and Associates to revise its Vision, Mission, and Values, and developed a five-year Strategic Plan to expand our reach and embark on new and exciting service opportunities.

STAKEHOLDER ENGAGEMENT

During the more than six month planning process, we engaged a wide variety of stakeholders and spent time learning what is needed most from the community now and building strategies for how they could best meet those needs.

Grounded in that critical feedback, members of the board and staff went through a comprehensive planning process to identify the focus areas for the organization and the steps needed to achieve those aims while continuing to be the arbiter of quality, client-centered care in Indiana.

The resulting five-year plan will be guided by Damien Center’s focus on intentionally expanding equitable access to comprehensive HIV prevention and care throughout Indiana.

We are excited to embark on this next phase of work as it continues to thoughtfully adapt in meeting the community’s evolving needs while remaining a safe and welcoming home for care.

129
CLIENTS

54
TEAM MEMBERS

38
DONORS

22
VOLUNTEERS

17
BOARD MEMBERS

12
FUNDERS

PLANNING PROCESS

- 1

Kickoff meeting with Damien Center leadership to establish priorities, strategy, and timeline
- 2

Audit of Staff, Board, and Steering Committee members to assess organizational strengths, weakness, and opportunities
- 3

Planning sessions held with each individual department to identify their respective successes, priorities, and needs
- 4

Meeting to reassess and revise the organization's mission, vision, and values - to which all Damien Center staff were invited
- 5

Multiple meetings held with Damien leadership and Board members to determine goals, benchmarks, tactics, and strategies
- 6

Comprehensive in-house revision process to further refine goals and strategies which accurately reflected the aspirations of the organization
- 7

Board of Directors retreat where first drafts of the Strategic Plan were analyzed to ensure it aligned with organizational goals
- 8

Metrics refinement with key staff and members of the Board of Directors
- 9

Plan validation with the full Damien Center Board of Directors



OUR GOALS & OBJECTIVES

After six months of discussions, committees, and conversations, we have honed in on five goals which will best position the organization to expand service opportunities while continuing to provide quality inclusive and equitable care.

Over the next two years, we will vigorously pursue these goals to maximize our impact with our clients and across Indiana.

ONE	Implement & sustain quality programs with measurable outcomes
TWO	Grow comprehensive services based on client needs and service gaps outside the main Headquarters
THREE	Engage wider range of people in Indiana
FOUR	Expand the culture and infrastructure to sustainably fulfill our mission
FIVE	Strengthen & broaden the funding structure to prioritize client-centric decisions and provide a sustainable foundation for growth

MEASURES OF SUCCESS

We have developed multiple measures of success related to each of the aforementioned goals in order to best track our progress in achieving them. Over the course of the next five years, we will regularly check in with our teams to determine how effectively we are implementing our tactics and make adjustments as necessary.

ONE	PRIMARY 1) Overall viral suppression 2) Increased client retention	SECONDARY 1) Overall client satisfaction
TWO	PRIMARY 1) Increased accessing of services across all programs 2) Increased use of services outside of main Headquarters	
THREE	PRIMARY 1) Increased number of new HIV+ clients engaged in care 2) Increased number of re-engaged clients in care	SECONDARY 1) Critical population engagement 2) Increased number of positives identified through testing
FOUR	PRIMARY 1) Staff/board/volunteer satisfaction 2) Staff/volunteer retention	SECONDARY 1) Staff/board/volunteer demographics
FIVE	PRIMARY 1) Increased overall revenue 2) Increased overall unrestricted funding	SECONDARY 1) Increased donor retention 2) Increased number of major donors 3) Increased number of donors

YEAR 1 OPERATIONAL PLAN





GOAL ONE

Implement and sustain quality programs with measurable outcomes

STRATEGY 1.A *Use data-driven strategies to enhance and expand programs and services*

- Create a comprehensive quality improvement plan for each program area
- Compile data and market research to determine FQHC feasibility and desire
- Achieve industry accreditation (NCQA, WPATH, ACHC, Health Care Equality Index)
- Optimize agency-wide data integration methods (including EMR transition)
- Establish quality of care metrics to provide robust LGBTQ+ Primary Care and Gender Affirming Care
- Develop retention in care plan for the medical clinic
- Implement Hep C strategy to provide quality medical care
- Develop strategies to increase the number of successful conversions from testing referrals into PrEP services

STRATEGY 1.B *Reduce barriers to HIV prevention and care through strategic program growth*

- Develop an HIV- client supportive services program
- Develop a business plan to elevate clinical lab practices to include STI testing & treatment for HIV- patients
- Create a landlord engagement strategy
- Implement expanded legal service options for clients
- Offer expanded client transportation services outside of Client Navigation Services
- Develop community-based or mobile case management program
- Conduct needs assessment and create program plan for payeeship services
- Assess the feasibility of having stand-alone SOAR staff members



GOAL TWO

Grow comprehensive services beyond the main Headquarters based on client needs and service gaps

STRATEGY 2.A *Conduct market-demand, cost benefit analysis and implementation strategy for new services*

- Create business plan for implementing dental services
- Assess the client need for expanded clinical services to include vision and audiology
- Business agreement with community partners to provide rotating specialists
- Develop an agenda for clinical research and research partnerships
- Explore options of becoming a contract pharmacy
- Develop proposal for creation of Behavioral Health Technician

STRATEGY 2.B *Strategically implement programming to address identified gaps in services*

- Complete full-service implementation at CAFE
- Fully develop a strategy for service implementation at 3909 N Meridian location
- Develop a workforce development implementation strategy that utilizes the Zonie's property as a cafe training center and high school equivalency program
- Create a service strategy for the abandoned apartment building at 1400 E Washington
- Develop a statewide strategy for service implementation to meet community needs
- Benchmark against other HIV organizations and national data



GOAL THREE

Engage a wider range of people in Indiana

STRATEGY 3.A *Develop specialized strategies that engage critical populations*

- Complete an assessment on critical populations and develop a strategic engagement plan
- Develop a homelessness diversion program
- Develop and implement a plan for the human trafficking program
- Implement effective strategies to engage the Trans/Non-Binary populations
- Develop an integration strategy for re-entry populations
- Implement strategies that target elder populations
- Develop a strategy for offering Intensive Outpatient Services for mental health clients

STRATEGY 3.B *More effectively reach and connect with critical audiences throughout Indiana*

- Re-engage 200 lost to care HIV+ positive clients
- Strategize and implement a community day engagement program
- Create an integrated bilingual strategy for all services and programs
- Create a multi-site plan for safe syringe and harm reduction programming
- Assess needs and scope for serving Burmese and Haitian populations
- Create care team structure to better serve critical populations



GOAL FOUR

Expand the culture and infrastructure to sustainably fulfill our mission

STRATEGY 4.A *Foster a connected and supported team of staff, board, and volunteers that represents the community we serve*

- Finalize new organizational structure and create a phased plan for implementation
- Implement an agency-wide strategy for staff development and growth
- Develop and implement staff enrichment plan
- Create an organized program for intern and practicum students
- Identify and implement a new volunteer database that also collects volunteer demographics
- Develop and support new volunteer positions and strategies to include staff education and training
- Create a multi-year DEI plan that includes department-level strategies
- Develop strategies that help staff and board members better reflect the populations we serve
- Apply for "Best Place to Work" recognition

STRATEGY 4.B *Build an operational structure that increases efficiency while maintaining responsibility and quality*

- Update and enhance employee orientation and on-boarding
- Create job function manuals for all positions
- Create succession plans for key positions
- Complete a full compensation study
- Implement compliance training for all team members
- Conduct a cybersecurity assessment and implement all recommended updates
- Successfully develop a comprehensive operational plan for the campus property
- Conduct an internal communications audit and plan to effectively communicate agency-wide resources, updates, and changes
- Develop a Quality Improvement strategy for client communications
- Conduct Board members self-assessment exercise



GOAL FIVE

Strengthen and broaden the funding structure needed to prioritize client-centric decisions and provide a sustainable foundation for growth

STRATEGY 5.A *Utilize a cohesive and nimble multi-year communications plan that includes clear roles for all Damien stakeholders*

- Develop and implement a plan to better communicate the impact of the work we do to Staff, Board, and the community
- Create a tailored communications plan for targeted critical populations in Indiana
- Develop a clear public policy agenda and key priorities for policy introductions

STRATEGY 5.B *Increase and diversify unrestricted funding*

- Create strategies to cultivate a donor base that is more reflective of the people we serve
- Create an annual fund Case for Support that has a three-year vision focused on the impact investment will have in areas that will appeal to donors
- Develop a strong sustainer and multi-year giving program
- Create a major donor program for individuals giving \$5,000 or more annually
- Build a planned giving program and legacy society
- Develop a more engaging, year-round corporate, foundation, and organization donor strategy and plan
- Increase donor engagement through in-house, community education forums and third-party events
- Establish a reserve fund and endowment investment plan
- Develop plans to retain and engage capital campaign donors in the annual fund after campaign is for new main Headquarters is complete

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