



STRATEGIC PLAN 2008-2010

Report on Progress and Next Steps

In this report, the AIDS Foundation of Chicago (AFC) takes stock of progress made toward its 2008-2010 Strategic Plan. AFC will release its new three-year Strategic Plan in 2012. For more information or to download the 2008-10 Strategic Plan, visit aidschicago.org.

AIDS
FOUNDATION
OF CHICAGO

INVESTING IN LEADERSHIP AND ADVOCACY

IL ASAP - AFC will develop a new coalition to better plan, prioritize, and implement effective statewide HIV/AIDS policy and advocacy activities.

Progress Made: The Illinois Alliance for Sound AIDS Policy (IL ASAP) was established in 2009. Through a competitive application process, AFC selects HIV/AIDS advocates from across the state for a leadership development and regional AIDS advocacy coalition. AFC works with a current class of 15 IL ASAP members to develop, nurture, and support statewide policy and advocacy leadership, build stronger ties with community stakeholders, and increase involvement in HIV/AIDS public policy advocacy. One of IL ASAP's most visible initiatives is its Anti-Stigma Campaign, which aligns with the National HIV/AIDS Strategy. The campaign, launched in March 2011 at AFC's *Lobby Days* event in Springfield, IL, boldly challenges HIV stigma each time participants don the campaign's provocative "HIV POSITIVE" t-shirts. More than 150 t-shirts have been sold so far, and all money raised supports the activities of IL ASAP.

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Next Steps: IL ASAP members are currently developing individual work plans to build skills and increase advocacy infrastructure in their respective regions across Illinois. A new IL ASAP class will be selected in the fall of 2011 to begin leadership development and advocacy training sessions in 2012.

Leadership Development Institute - AFC will develop a series of training activities designed to motivate, engage, and prepare current and future HIV/AIDS leaders and advocates, especially among those living with HIV/AIDS.

Progress Made: AFC and DePaul University's Masters in Public Health Program have led a *Public Health Boot Camp*, a week-long immersion certificate course to train future leaders in the HIV service sector, every year since 2008. The program is geared toward mid-level HIV service professionals to build their skills and leadership fighting HIV/AIDS. Participants gain practical knowledge about public health core principles, social and behavioral science theories, epidemiology, public health policy, communications, and financial management, and are guided by both AFC leaders and DePaul faculty to create practical work plans for their own organizations during the course of the week. AFC works closely with DePaul to develop and deliver a rigorous curriculum, select program attendees, recruit lecturers, evaluate program outcomes, and ensure that every element of the immersion course helps participants earn an academic certificate upon completion.

In addition to the *Public Health Boot Camp*, AFC supports an Americorps program to develop young leaders for careers fighting HIV/AIDS. Each year, approximately 10 individuals are selected through a competitive application process to carry out a year-long internship at a Chicago-area HIV/AIDS organization. AFC also hosts Lutheran Volunteer Corps members, and a variety of other short- and long-term internships across all departments, including policy, housing, development, and programs.

Next Steps: AFC will continue to foster learning and leadership development opportunities to expand the pool of qualified and prepared individuals pursuing careers fighting HIV/AIDS.

AFC will develop an agency-wide Community Advisory Board to better engage service consumers and people living with HIV/AIDS in the organization's work.

Progress Made: AFC developed a Community Advisory Board (CAB) in October of 2009. The CAB meets quarterly, on the first Monday of the month. There are currently eight members on the CAB. Board members are HIV-positive individuals from

across the city of Chicago. Importantly, not all of the Board members are AFC clients. The CAB is the voice of HIV-positive individuals in Chicago in AFC's work, and keeps our work grounded in the current challenges and opportunities that our potential client population faces. In 2011, the CAB released a video on harm reduction in state prisons. This brief educational video is intended for use by providers and HIV-positive inmates of Illinois' corrections system, to help HIV-positive inmates connect with essential services upon release.

Next Steps: Looking forward, AFC hopes to expand its Community Advisory Board and strengthen collaborations with similar advisory groups informing AFC's housing, policy, and care programs.

DEVELOPING NEW PREVENTION & CARE MODELS

Center for Housing & Health Partnerships - AFC will create a new subsidiary designed to foster expanded supportive housing options for low-income people with HIV and other chronic health conditions through aggressive fundraising, coalition-building, and service coordination.

Progress Made: AFC led the 2002-2007 Chicago Housing and Health Partnership housing study, which found that moving homeless individuals with HIV/AIDS and other chronic medical conditions into permanent housing can cost-effectively improve their health outcomes. Findings from the randomly controlled trial were announced in 2008, and subsequently published in 2009 in the *Journal of the American Medical Association (JAMA)*. In addition, in collaboration with the Chicago Department of Public Health, AFC created the 2008-2012 Chicago Area AIDS Housing Plan, and continues to lead collaborations and conversations around improving housing citywide for those living with HIV/AIDS and other chronic illnesses.

AFC's housing programs have grown dramatically, and now include: Hospital-to-Housing, providing permanent supportive housing to 204 individuals citywide; the Samaritan Housing Program, housing 196 chronically ill and chronically homeless individuals; HIV/AIDS Housing, targeting specific, highly vulnerable populations including post-corrections populations, HIV-positive pregnant women, and HIV-positive individuals in transitional housing. In total, AFC's housing programs ensure that more than 1,500 people each year benefit from housing and social services to positively impact health outcomes.

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Partnerships for Prevention - In order to bring to scale proven HIV prevention strategies, AFC will redouble efforts to expand condom distribution, sterile syringe availability, social marketing, and risk-reduction services tailored for HIV-negative and -positive populations. Recognizing the severe health disparities among some HIV-affected populations, AFC will focus its prevention activities among substance users and sexually active gay/bisexual men, youth, and women—especially in communities of color.

Progress Made: In 2008, AFC launched an engaging citywide campaign called “Love the One You’re With” to promote condom education and awareness. This ongoing initiative delivered more than 7,500 free safer sex packets in its first year alone. AFC also leads the Chicago Female Condom Campaign, a public education and advocacy program that seeks to increase availability of female condoms for at-risk communities in Chicago. The female condom is the only proven HIV prevention tool on the market for receptive partners, including women and men who have sex with men. Since its launch in 2009, the Female Condom Campaign has distributed over 40,000 female condoms. In addition, this campaign has spurred national female condom advocacy, through the Female Condom Access Working Group, led by AFC. AFC works directly with key organizations in Chicago, as well as in New York City, New York state, Washington, D.C., and San Francisco, to collaborate on local and nationwide efforts to promote female condoms through outreach to public agencies, community-based and nonprofit organizations, businesses, and the public; web and broadcast media efforts; social marketing; participation in national conferences; and local and national advocacy.

AFC has also made great strides in promoting risk-reduction services and safe sterile syringe access and disposal across the state of Illinois. AFC leads the Illinois Coalition for Harm Reduction Providers (ICHRP), a collaborative of nine syringe exchange providers (SEPs) operating across Illinois. AFC’s coordination of sterile syringe access and disposal systems throughout the state creates uniform quality of services, allows us to target regions of the state most in need, and enables our partners to collectively secure more funding than any one agency could secure alone. AFC’s advocacy leadership is essential to sustaining the key legislative initiatives and responsible syringe exchange and harm reduction policy that have been passed, thanks in part to our efforts, in the last three years. AFC and its ICHRP partners annually serve over 2,800 individuals through our harm reduction services. In addition, AFC’s Sharps Container Program encourages pharmacy-based non-prescription syringe sales and provides safe syringe disposal for non-prescription syringe purchasers throughout Illinois. There are currently more than 1,100 pharmacies and community-based organizations participating in the program.

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AFC and three local partners launched “How are you healthy?” an assets-based social marketing campaign with a holistic focus in March 2009. “How are you healthy?” encourages gay/bisexual men to assess how they are living healthy and how they will maintain and increase their efforts to do so. To promote discussion of healthy living among gay/bisexual men, the campaign asks men to write about their experiences and send them in for posting on LifeLube.org, a community-wide blog discussing physical, sexual, mental, emotional and spiritual health. It is estimated that close to 18 million people viewed the ads on the CTA, and almost 500,000 people viewed the campaign placements in Chicago gay bars. The most popular blog post has received nearly 6,000 visits since its posting July 16, 2009.

Next Steps: AFC’s Female Condom Access Working Group recently launched the National Survey on Attitudes, Access, and Use of Female Condoms. This survey will help the Working Group to improve community education, availability, and access to female condoms.

In August 2011, AFC launched a coordinated health communication project, called Change My Story, to empower African-American communities on Chicago’s South Side to take charge of their health, learn their HIV status, and connect with HIV services. Unveiled at the 2011 Bud Billiken Parade, this campaign will target communities of color

with high prevalence of HIV through an interactive website, bus shelter ads, and targeted social media.

Moving forward, AFC will explore partnership opportunities to advance evidence-based HIV prevention strategies appropriate for gay and bisexual men, youth, transgender individuals, and women. Consistent with epidemiologic trends, these efforts with focus on African-American and Latino communities and those areas disproportionately affected by poverty, substance use, and incarceration. AFC will continue to pursue increased government funding and legal reform as a core strategy to achieve greater HIV prevention results in Illinois and across the US.

Partnerships for Prevention - AFC will aggressively pursue public policy and greater research investments to address the contributions of biological, social, and structural factors in HIV transmission and acquisition.

Progress Made: AFC has aggressively extended its state, national, and international advocacy to promote sound HIV/AIDS policy and greater research investments in the biological, social, and structural factors that contribute to HIV transmission and acquisition. In Illinois, AFC engages more than 8,000 individuals through its Statewide Advocacy Network and online advocacy activities. We engage these individuals through Online Action Bulletins. These advocates contact their government representatives through hundreds of emails, letters, and phone calls every year to encourage responsible AIDS policy.

AFC launched the HIV Prevention Justice Alliance (HIV PJA) in 2008 with key national partners, and now engages more than 12,000 advocates nationwide. The HIV PJA ensures that organizations, community leaders, advocates, and our allies are more unified and effective in calling for domestic HIV prevention policies that confront stigma and discrimination, and overturn systematic barriers to human rights among the populations that are most affected by the epidemic.

Finally, AFC's International Rectal Microbicide Advocates (IRMA) has grown to include over 1,100 advocates from six continents. This active virtual community released its third biennial report, "From Promise to Product: Advancing Rectal Microbicide Research and Advocacy" in May 2010, and continues to influence rectal microbicide development and the sociocultural factors that influence the development and potential use of these prevention technologies around the world.

Next Steps: In June 2011, AFC launched *Countdown AIDS 2012*, an open, public project for sharing information and mobilizing around the 19th International AIDS Conference (AIDS 2012), to be held in Washington DC in 2012. More than 50 community advocates joined members of *AIDS 2012*'s planning committee in a liveblog online in June 2011. AFC will continue to spearhead national mobilization around this key conference.

In December 2010, along with partners in the United States, the United Kingdom, India, and South Africa, AFC launched Mapping Pathways, a new community-led initiative to shape future HIV prevention and care services informed by cutting edge research on antiretroviral-based prevention (also known as treatment as prevention).

The HIV PJA has had great success building a virtual community of over 12,000 advocates nationwide. In 2011, we seek to bring these advocates together at in-person meetings at HIV conferences across the country. These face-to-face gatherings will allow us to harness the collective passion of our advocates, and build stronger ties among our constituents as

we increase our advocacy activities in the coming years.

In 2011, IRMA launched Project Africa for Rectal Microbicides (Project ARM) with support from key partners including the National Institutes of Health – Office of AIDS Research and AVAC. Project ARM will expand community mobilization in Africa to prepare for rectal microbicide research, including clinical trials, and help lay the groundwork for the eventual introduction of this HIV prevention tool in African communities. Project ARM will host an in-person meeting in Addis

Ababa, Ethiopia in December 2011 to bring together African communities, advocates, scientists, and other key actors to craft a rectal microbicide research and advocacy agenda specific to Africa.

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Partnerships for Prevention - AFC will also develop new partnerships within and beyond the HIV/AIDS sector and enhance existing ones including the Women's Collaborative of Greater Chicago, Chicago Women's & Girls' HIV Prevention Coalition, Project Crystal Meth Prevention, International Rectal Microbicide Advocates, the Sexual Health Xchange, and the Service Providers Council committees on Aging, Prevention/Education, and Faith Responds to AIDS.

Progress Made: AFC has continued to foster these partnerships, and build many more. On average, AFC negotiates 300 contracts every year with partner agencies, demonstrating continuous dedication to our partners across Chicago.

AFC's Women's Collaborative of Greater Chicago has now become our Communities of Color Collaborative (3C). 3C works with nontraditional community venues, including beauty salons and barber shops, to provide HIV education, testing and referral to treatment and counseling. 3C conducts targeted HIV prevention education and testing among three high-risk groups in the Chicago area: African-American gay men and men who have sex with men (MSM), African-American youth, and high-risk women of color. 3C recently launched the Bridge Project in April 2011. This project promotes routine testing in non-traditional settings, and targets neighborhoods in Chicago with a high prevalence of HIV.

Next Steps: AFC will continue to nurture its partnerships within and outside of the HIV service sector. Looking forward, we hope to build partnerships and networks to align with the National HIV/AIDS Strategy, targeting key populations and promoting collaboration across sectors. To this end, AFC has partnered with the Black AIDS Institute in support of its Black Treatment Advocates Network, which aims to increase the number of Black Americans who know their HIV status and gain access to high-quality care. The project launched this year in Chicago, Atlanta, and Los Angeles with multi-day trainings. AFC's Director of Federal Affairs Keith Green is serving as a core faculty member.

Case Management - Already a national model of systems integration, AFC's case management program will strengthen its capacity to monitor medical outcomes and innovate new ways to serve vulnerable populations.

Progress Made: AFC continues to implement its three-tiered medical case management system, in line with changing guidelines from the federal Health Resources and Services Administration (HRSA), focusing AFC's regional case management cooperative on the coordination of medical care and medication adherence support as the basis for promoting clients' quality of life. AFC has strengthened its capacity to monitor medical outcomes of the clients in its coordinated case management system through *ClientTrack*, a system-wide,

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client-level database. This database has now been integrated at all 51 case management partner agencies. AFC oversees its use and provides trainings and technical support to case managers to coordinate and streamline client-level data collection. *Client-Track* allows us to monitor numbers of clients served, type and frequency of services provided, and basic changes in clients' health status (e.g., CD4 and t-cell counts) system-wide.

Next Steps: AFC's Research and Evaluation team developed an Access and Retention in Care Screening Tool in 2010, which is designed to collect client-level information on structural and individual barriers to access and retention in HIV care. This tool was administered to 412 HIV-positive clients who called AFC seeking assistance from June 2010 through October 2010. Initial data from the first screening showed statistically significant disparities in barriers to care related to race and ethnicity, which may explain disparities in treatment outcomes amongst different populations. Follow-up interviews are in progress, and more than 100 have already been conducted. Data collected from this tool will help us gather information on case management, service needs, and barriers to engagement in HIV care so we can improve our system of services.

PREPARING FOR THE FUTURE

CommunityDirect Fundraising - Working with community partners, AFC will continue to create opportunities to empower agencies to fundraise for themselves through the annual AIDS Run & Walk Chicago and other community-wide fundraising opportunities to be developed. AFC will help increase fundraising skills and capacity among participant organizations to help them seize available fundraising opportunities.

Progress Made: AFC supports members of its Service Providers Council (SPC) to raise private funds for their own programmatic activities through the AIDS Run & Walk Chicago's *CommunityDirect* incentive program. Through *CommunityDirect*, our partner organizations that participate in the *AIDS Run & Walk* keep 100% of the funds they raise, as AFC funds all of the overhead and administrative costs of promote and produce the event.

In January 2010, AFC launched a new citywide endurance event fundraising program, Team to End AIDS, which we have now expanded as a national program in partnership with leading HIV/AIDS organizations across the nation, including AIDS United.

In its inaugural year in Chicago, Team to End AIDS engaged more than 800 runners and triathletes, and raised approximately \$350,000 in net revenue. T2EA's national expansion in 2011 includes partner sites in Washington, D.C, Houston, and Los Angeles that raise money for AIDS service organizations in their own communities.

Next Steps: AFC will continue to support its SPC members to raise much-needed unrestricted funds for their operation through AFC's *CommunityDirect* program. In addition, AFC will continue to explore ways to grow the Team to End AIDS as a viable source of private revenue for innovative prevention, care, and advocacy activities.

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Strategic Grantmaking - Renewing our commitment to grantmaking, AFC will restructure the grants application process, require grantees to establish and meet a modest fundraising match, and seek new sources of support to offer larger and more targeted grant awards, especially in HIV prevention.

Progress Made: AFC continues to support a broad range of partners through grantmaking. Public revenue sources comprised the majority of AFC's 2010 awards, which total \$13.5 million in federal and state funds for HIV-related case management, primary care, transportation, emergency assistance, housing, and other services, as well as a range of innovative HIV prevention and care initiatives serving women, post-incarcerated populations, injection drug users, and gay men and other men who have sex with men.

AFC restructured its responsive grantmaking process in 2009. Grant applications are accepted from SPC member organizations in good standing that meet program criteria. Among other requirements, grant seekers are required to meet a fundraising match, which is tiered to match agencies' budget capacity. In addition, AFC supports agencies through *CommunityDirect* fundraising, described above. In 2010 AFC awarded responsive grants to 28 local organizations through this process. AFC also awarded 12 global AIDS grants to local partners working abroad.

Next Steps: As we create our new strategic plan, AFC is refocusing its responsive grantmaking efforts to align with issues identified in the National HIV/AIDS Strategy. AFC will move toward making larger grant awards to fewer, strategically selected organizations. It is our hope that this process will encourage collaboration among our partners, and allow for deeper investment in key initiatives that target Chicago's most vulnerable populations.

Sector Sustainability & Restructuring Initiative - Working through AFC's Service Providers Council, we will facilitate discussions with and among agency and community leaders on the current and future challenges facing the HIV/AIDS service sector. Facilitated discussions will explore new income-generating strategies; opportunities to integrate services into systems that do not focus exclusively on HIV; and alternative organizational models such as mergers, consolidations, and strategic partnerships—all aimed at promoting a rational and equitable care and prevention system in an era of decreased resources. By actively engaging stakeholders in provocative discussions, AFC hopes to promote service delivery changes that ensure high-quality services, cultural/linguistic competency, and innovations to better meet the needs of people with and at risk for HIV/AIDS.

Progress Made: AFC continues to lead its Service Providers Council (SPC), which consists of representatives from 160 organizations conducting HIV/AIDS prevention, care, and advocacy throughout the Chicago area. The SPC promotes cooperation and communication among AIDS-related agencies and institutions and serves as a clearinghouse and informational resource for the community. In 2009, AFC sponsored a series of training sessions for SPC members on strategic alliances, mergers, and consolidations to better prepare partners to explore new models to sustain and grow their efforts. In addition, AFC has made special one-time responsive grants to groups pursuing strategic alliances.

In order to foster a stronger HIV/AIDS service sector, AFC and the SPC have sponsored a number of lectures and conferences to train new advocates, support agency staff, and inspire future leaders. A partial list of these conferences includes: *Critical Issues in HIV and Hepatitis C Co-Infection*; *HIV/HPV: Men Get It, Too!*; *Youth and Self Esteem: Love Yourself Enough to Protect Yourself*; *Informate:*

Breaking the Silence, an HIV Update for the Latino Community; *Triple Jeopardy: Female Sexual Violence, and HIV/AIDS*; *Sex in the City: Men, Sex, Love, and HIV*; and *Trans Actions: Increasing Access to Care in the Transgender Community*. In addition to these, AFC's Project CRYSP has led a series of forums on gay men's health issues in collaboration with Test Positive Awareness Network, Center on Halsted, and Howard Brown Health Center.

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In October 2008, AFC launched AIDS Connect (aidsconnect.net), a community website aimed at local service providers, educators, advocates, and people living with and affected by HIV/AIDS. Hosted by AFC's SPC, AIDS Connect allows users to post job and volunteer opportunities, post events, share best practices, and find information on housing, case management, legal aid, and other services.

AFC also launched a Medical Advisory Group (MAG) in 2010 to provide ongoing medical input to case management and care programs. This group consists of five medical providers and two consumers, and is facilitated by a nurse practitioner. The input of the MAG keeps AFC's work grounded in sound medical outcomes, and allows for cross collaboration between medical providers and other HIV providers across different sectors.

Next Steps: AFC will continue to lead its SPC, which has proven to be a highly successful model for engaging a wide variety of service providers in HIV/AIDS services and ensuring uniform quality across all services. AFC and the SPC will continue to host educational forums, lectures, and conferences to educate providers and community members.
