

Centering Community Care

HOWARD BROWN HEALTH'S 2021-2024 STRATEGIC PLAN



Mission: Rooted in LGBTQ+ liberation, Howard Brown Health provides affirming healthcare and mobilizes for social justice. We are agents of change for individual wellbeing and community empowerment.

Vision: Howard Brown Health envisions a future where healthcare and transformative social policies actualize human rights and equity for all.

EXECUTIVE SUMMARY

Centering Community Care, Howard Brown Health's 2021-2024 Strategic Plan, draws on the agency's decades of experience in healthcare delivery, public policy advocacy, and community engagement to envision the next chapter of Howard Brown's growth and community impact. With significant progress made during its 2017-2020 Strategic Plan, which include establishing the Center for Education, Research, and Advocacy (ERA) and expanding into underserved West and South side areas of the city, Howard Brown is poised to strengthen its reach and impact in the years ahead.

Centering Community Care challenges Howard Brown to grow by uplifting the large and diverse community it serves through exemplary care, operational excellence, and meaningful advocacy work. Now more than ever, community-based and equity-informed care is paramount in fostering improved health outcomes, more effective health services, and healthier communities.

After nearly 50 years of frontline community health leadership, the new plan reaffirms Howard Brown's legacy of critical, community-led public health work by developing programs responsive to often underserved and excluded communities, particularly diverse lesbian, gay, bisexual, transgender, and queer (LGBTQ+) people and Black, Brown, and Indigenous communities (BIPOC).

The following Impact Areas represent an actionable vision for the future where lessons learned responding to emergent health inequities—from chronic medical conditions to COVID-19—are applied to meet patient and community needs for affirming and compassionate comprehensive healthcare:

Advance Best Practices in LGBTQ+ Healthcare

With a growing percentage of the population identifying as LGBTQ+, Howard Brown will design and evaluate tailored healthcare programs

Improve Patients' Health and Wellness Through Integrated and Team-Based Care

Howard Brown will design integrated behavioral health, oral health, and medical care to attend to our patients' whole-person needs

Strengthen Core Infrastructure for Sustained, Planned Growth

With more sites, patients, and staff than ever before, Howard Brown will develop its organizational infrastructure to meet the challenges of sustainable growth

Utilize Community-based and Equity-informed Strategies to Improve Public Health

Howard Brown will build its legacy of fighting communicable and chronic diseases through increased community mobilization and comprehensive laboratory, pharmacy, and screening services

Invest in Communities and Social Justice

Howard Brown will leverage its expanded clinical footprint across the city to create meaningful and measurable local partnerships designed to strengthen the neighborhoods we serve

With the collective contributions of its dedicated workforce, Board of Directors, auxiliary boards, community partners, patients, volunteers, and financial supporters, Howard Brown will position the organization for sustainability and excellence in alignment with its new mission and vision statements.

Dear Reader,

Howard Brown Health is proud to unveil *Centering Community Care*, our three-year strategic plan to illuminate a path for our future growth and development. The plan anchors our work on six fundamental frameworks centering our patients' intersectional experiences, daily practices interrupting structures of oppression, and an exceptional patient experience with commensurate quality outcomes. A new mission and vision crystalize our purpose: to improve the health of our patients and communities with affirming, high-quality healthcare and related community collaborations. The plan affirms our commitments to the lesbian, gay, bisexual, transgender, and queer (LGBTQ+) community and leverages our experience to confront multiple forms of trauma and harm, championing health equity for all people.

Under previous plans, the organization made substantial gains expanding healthcare access citywide and growing the types of services offered. The new plan commits the organization to discrete priorities in five categories. Each goal has been carefully selected to better position Howard Brown for long-term sustainability and impact. It is our determination to ensure that the organization enriches the lives of its patients, communities, and employees; is sustainable and accountable; and serves as an influential local and national leader for justice and equity.

A million thanks to everyone – from patients, employees, board members, volunteers, donors, and community supporters – who live and breathe the organization's mission. Without your contributions, our collective aims would not be possible.

Warmly,



A stylized, handwritten signature in purple ink.

Chef Fresh Roberson
Chair, Board of Directors

A stylized, handwritten signature in purple ink.

David Ernesto Munar
President & CEO



By centering on the needs of historically excluded and marginalized communities, Howard Brown Health will earn a reputation as a leading healthcare provider of choice. To achieve this goal, we will continue to provide exemplary, tailored, and community-informed services that will ultimately improve the health outcomes of our patients. As a result of our strategic initiatives, we will strengthen Howard Brown's foundation as a local and national catalyst for health equity.

Centering Community Care describes how the organization will shift and evolve in response to patient and community needs today and well into the future. This three-year plan will guide Howard Brown through its next chapter of advancement, informing areas of targeted expansion, engagement within communities, equity and justice initiatives, and the development of sound infrastructure to respond to the community's long-term health and wellness needs.

Our plan presents five overarching Impact Areas that elevate key institutional priorities. Each Impact Area seeks to affect change, spark innovation, and establish efficiency broadly across various locations and departments with the underlying goal of improving health and wellness for patients and community members. The plan will hone the focus of agency resources to:

- Advance best practices in lesbian, gay, bisexual, transgender, and queer (LGBTQ+) healthcare delivery
- Strengthen core infrastructure for sustained, planned growth
- Improve patients' health and wellness through integrated and team-based care
- Utilize community-based and equity-informed strategies to improve public health
- Invest in communities and social justice

For each Impact Area, our plan designates a series of specified goals, measures, and objectives. Howard Brown's Board of Directors and staff leadership will refine objectives and evaluate progress annually, guided by the organization's continuously updated implementation plan. In the pages that follow, readers will note that each impact area includes the following components:

Three-Year Impact Goals

These statements describe the desired state for the impact category.

Success Measures

Measures provide users of the plan guidance and transparency around what measurable success looks like within each area. These measures will remain constant throughout the life of the three-year plan; leadership may establish additional measures to better support the work and document the outcomes various initiatives achieve.

Fiscal Year 2022 Objectives

The plan presents a preliminary set of objectives for each Impact Area. Board and staff leadership will define additional and annual objectives in order to sustain momentum-catalyzing changes and improvements.

ERA Considerations

Howard Brown's Center for Education, Research, and Advocacy (ERA) helps translate the

organization's on-the-ground experience as a community-based healthcare provider into scientific knowledge for the development of best practices in healthcare delivery, education and trainings, and efforts to inform advocacy and public policy to better meet the needs of all LGBTQ+ people. Howard Brown leaders will rely on ERA to advise on the implementation of strategic plan initiatives and assess their impact.

In order to affect change efficiently throughout the life of this plan, leadership will rely on annual progress reviews, objective-setting exercises, data analysis and needs assessments, and implementation planning. Annual review will allow flexibility and adaptability in the objectives necessary to achieve optimal success. Annual implementation planning will detail assignments to internal divisions such as programs and clinical services, public relations, operations, administration, human resources, and others.

The Impact Areas and their collective modes of measurement will also support the evolution of Howard Brown's commitments to patients, communities, staff, and partners through new mission and vision statements.

MISSION, VISION, AND VALUES

Howard Brown's new mission and vision statements reflect the organization's determination to advocate vigorously for healthcare justice for our patients and communities:

Mission: Rooted in LGBTQ+ liberation, Howard Brown Health provides affirming healthcare and mobilizes for social justice. We are agents of change for individual wellbeing and community empowerment.

Vision: Howard Brown Health envisions a future where healthcare and transformative social policies actualize human rights and equity for all.

VALUE FRAMEWORKS

Howard Brown has identified six operating value frameworks embedded in all strategies and practices. Collectively these six value frameworks serve as checkpoints to ensure that the direction and strategy set within the plan provide tangible paths to achieve patient-centered, affirming, and culturally-competent care and a culture rooted in social change:



Health Equity



Racial Equity



LGBTQ+ Liberation



Trauma-Informed Care



Harm Reduction



Operational Excellence

Howard Brown conducted a rigorous literature review and benchmarking process to provide definitions and context for each value framework and their significance to our work. The organization commits to express the six value frameworks through its programs, clinical services, agency policy, culture, and planning efforts; Board and staff members will engage in education and training activities to ensure the expression of the value frameworks in all facets of the organization's internal and external work. Please see a full presentation of each of our identified value frameworks on our website.

ABOUT HOWARD BROWN HEALTH

Founded by medical students in 1974, Howard Brown Health has become one of the nation's largest organizations championing health and wellness solutions for the LGBTQ+ community. With 12 community clinic locations across Chicago, the agency serves more than 35,000 adults and young people with diverse programs and services, including primary medical care, dental healthcare, behavioral health, research initiatives, sexual healthcare, youth development, older adult services, advocacy and education programs, and preventative healthcare initiatives.

PROGRESS ACHIEVED BY THE PREVIOUS STRATEGIC PLAN

The Board of Directors approved the Pursuing Excellence, 2017-2020 Strategic Plan in January 2017. Under the plan's ambitious goals, the organization formed ERA, implemented community informed participatory research with members of the transgender and non-binary community, and invested in existing and new clinic locations and programs, resulting in six new locations: Howard Brown Health Counseling Center, Howard Brown Health Diversey, Howard Brown Health Dental at 63rd, Howard Brown Health at La Casa Norte, Howard Brown Health at Thresholds South, and Howard Brown Health at TPAN. In 2020, efforts by the Board and management to draft a new strategic plan were delayed temporarily in order for the organization to respond to the global COVID-19 pandemic. Planning resumed in early 2021, leading to the development of the *Centering Community Care, 2021-2024 Strategic Plan*.

PUBLIC HEALTH EMERGENCY

Despite significant challenges, Howard Brown pressed forward to meet the needs of Chicagoans made vulnerable by the COVID-19 pandemic and its corresponding social and economic upheaval. Throughout cycles of local lockdowns and shelter-in-place orders, Howard Brown never closed its doors, but instead safely scaled-up in-person appointment availability as access to care across the state became more limited, rapidly launched telehealth options, and initiated and expanded COVID-19 testing, care, education, prevention, and vaccination campaigns. In response to patterns of healthcare inequity, Howard Brown prioritized services for people on the West and South sides of Chicago. Howard Brown drew on its 40-years of experience fighting the HIV/AIDS pandemic to design community-informed public-health strategies against COVID-19, leveraging both primary and secondary prevention strategies. We also enlisted our robust social services to help affected individuals survive COVID-19 pandemic-related economic hardships.

Throughout the pandemic, Howard Brown has remained responsive to the needs of our patients and communities to ensure COVID-19 testing and vaccinations are available in tandem with STI and HIV screening and treatment services. Over the course of the past year, Howard Brown has expanded its reach by working with community partners such as Project Vida, Taskforce Prevention & Community Services, the National Museum of Mexican Art, New Beginnings Church, Chicago State University, Daley Community College, and Apostolic Faith Church, among others. Through these partnerships, our clinical care and prevention teams have administered more than 75,000 COVID-19 tests and more than 60,000 vaccine doses from March 2020 to August 2021. Howard Brown will continue to scale testing, vaccination, and support services to stem the spread of COVID-19, which is among the most disruptive and widespread public health emergencies of our lifetime.

THE CASE FOR LGBTQ+ HEALTH

Despite greater visibility and civil rights advances for sexual and gender minorities, members of the LGBTQ+ community continue to experience significant health-related disparities relative to their non-LGBTQ+ counterparts. Social inequity is to blame for the disparate health outcomes experienced by LGBTQ+ people; racial/ethnic minorities, immigrants, differently abled people, and those living in poverty experience even greater disparities from intersectional and compounded stigmas and discrimination.

In 2020, the Center for American Progress and the National Opinion Research Center (NORC) at the University of Chicago completed a comprehensive survey that explored the lives and experiences of LGBTQ+ Americans. Their findings showed that:

- *Around three in 10 LGBTQ+ Americans faced difficulties in the past year accessing medical care due to cost issues, including more than half of transgender Americans*
- *15 percent of LGBTQ+ Americans reported postponing or avoiding medical treatment due to discrimination, including nearly three in 10 transgender individuals*
- *Transgender individuals faced unique obstacles to accessing health care, including one in three who reported having to teach their doctor about transgender individuals in order to receive appropriate care*
- *Discrimination adversely affects the mental and economic well-being of many LGBTQ+ Americans, including one in two who reported moderate or significant psychological impacts.*

Unfortunately, most of these findings are not new or surprising. They are indicative that many healthcare settings continue to lack adequate training, education, cultural competency, and interest in serving LGBTQ+ patients compassionately with the skills and experience necessary to meet their unique healthcare needs. The dearth of culturally-competent services means many LGBTQ+ people forego necessary care out of fear of poor treatment and even harm.

This strategic plan aims to expand our commitment to diverse LGBTQ+ patient populations and lend greater support to the development of better policy, practices, and support among ally healthcare systems to serve our community with compassionate, informed care.

PLAN OVERSIGHT

The Board of Directors will oversee implementation and execution of the *Centering Community Care* plan's five overarching priorities by working closely with Howard Brown's leadership team. While each Impact Area corresponds to multiple agency departments and activities, each section relies on a discrete set of goals and metrics, which serve as markers of overall progress advancing the section. The Board carefully selected the plan's impact goals and success measures as proxies for overall agency advancement. By achieving our impact goals, Howard Brown will be better able to advance other related priorities. While the full Board will oversee activities and fiscal responsibility for the plan, Board committees will provide additional input and support for the plan's Impact Areas.

| Board Committees | LGBTQ+ Healthcare | Integrated Care | Core Infrastructure | Public Health | Invest in Communities |
|--------------------------------------|-------------------|-----------------|---------------------|---------------|-----------------------|
| Executive | ● | ● | ● | ● | ● |
| Quality | | ● | | ● | |
| Governance | | | | | ● |
| HR | ● | | ● | | |
| Finance | | | | ● | |
| External Relations | ● | | | | ● |
| Risk & Compliance | | ● | ● | | |
| Diversity, Equity, & Inclusion (DEI) | ● | ● | ● | ● | ● |

IMPACT AREA #1

Advance Best Practices in LGBTQ+ Healthcare

The 1969 Stonewall riots in New York City gave birth to the modern LGBTQ+ liberation movement that continues today. Led by transgender women of color, patrons of the Stonewall Inn resisted their arrest following a pattern of police raids against LGBTQ+ spaces. They inspired hundreds of others to protest in the streets against a culture of persecution, humiliation, discrimination, and shame. A legacy of Pride was born that fateful day, which unites sexual and gender minorities in the fight for liberation through self-empowerment; community organizing; celebration of our history, humanity, and culture; and the formation of LGBTQ+ service and advocacy organizations such as Howard Brown.

Howard Brown continues to advance the legacy of the LGBTQ+ liberation movement with a full range of programs and services designed to meet the unique health and wellness needs of LGBTQ+ people. Additionally, we champion systemic changes in policy and practice to improve the quality of life and longevity for our community to enjoy. By bolstering community health and wellness, we increase the opportunities available to LGBTQ+ people to pursue their dreams and care for their families.

As the culture and legal landscape changes, so do our healthcare and wellness needs. Evidence suggests more young people identify as LGBTQ+ than ever before (16% in a recent study), necessitating greater access to culturally-competent and affordable care and advocacy services.

An estimated one in 10 Chicagoans who identify as LGBTQ+ receive services at Howard Brown. Despite our reach, many LGBTQ+ people and allies lack access to service lines that are affirming of their identities, knowledgeable of LGBTQ+ topics, and committed to non-judgmental, compassionate care that meets the comprehensive sexual, reproductive, emotional, behavioral, and physical health needs of the LGBTQ+ community.

With nearly five decades of experience, Howard Brown has scaled up a range of tailored services for our LGBTQ+ identifying patients:

- *Gender-affirming hormone therapy, behavioral healthcare, affirming primary care, gender-affirming surgical navigation, preventative healthcare, and community-informed participatory research for members of the transgender and nonbinary (TNB) community*
- *Reproductive healthcare, screening and educational programs, affirming primary care, substance use treatment services, and behavioral healthcare for LGBTQ+ women*
- *Affirming sexual wellness, HIV/AIDS care and prevention, HPV, cervical and anal health screening and treatment, alternative insemination, prenatal care, and gynecology*
- *Adolescent medicine and a deep bench of social services for LGBTQ+ teens and young adults, with specialized services helping young people who experience housing instability to obtain self-sufficiency and meet housing and other basic needs*

- *Adult medicine including services to help older adults manage isolation, navigate insurance, control chronic medical conditions, and meet their sexual, mental, behavioral, and preventive healthcare needs*
- *Men's healthcare services including affirming primary care, sexual health, mental and behavioral healthcare, and substance use treatment services*
- *Affirming and affordable dental healthcare services for patients of all ages*

These elements and areas of expertise collectively produce an opportunity to establish Howard Brown as a national leader in LGBTQ+ healthcare. Our goals for the period ahead aim to test new, replicable models of care to better meet the needs of our community.

THREE-YEAR IMPACT AREA GOALS

Impact goals present a north star for achievement of impact in the category.

- 1.1** TNB patients have integrated telehealth options to expedite clinical care consultations related to gender-affirming hormone therapy, primary care, and pre-surgical clinical consultations.
- 1.2** Patients who are bisexual and/or do not identify within a binary sexual orientation receive high quality, culturally competent, and affirming healthcare that meets their needs.
- 1.3** Howard Brown healthcare providers are welcoming and affirming to our intersex patients.
- 1.4** Children, adolescents, and older adults have greater access to LGBTQ+ culturally competent clinical care.

SUCCESS MEASURES

Success measures correspond to the goals above and define how success will be determined at the conclusion of the three-year plan period.

- 1.1.1** Howard Brown launches new telehealth options for TNB patients and evaluates performance and utilization.
- 1.2.1** Care teams participate in training and evaluation activities on bisexual healthcare needs and best practices.
- 1.2.2** Howard Brown promotes healthcare services for bisexual people and those who do not state a binary sexual orientation.
- 1.3.1** Care teams participate in training and evaluation activities on intersex healthcare and best practices.
- 1.4.1** Howard Brown experiences an increase in the number of children, adolescents, and older adults who select Howard Brown as their healthcare home.

FY22 OBJECTIVES

Board and leadership will annually determine action steps for each impact area. The following are identified steps for year one. The list is not exhaustive.

- *Define baseline data measures in order to determine data-informed key performance indicators (KPIs) for Fiscal Years 2023 and 2024*
- *Define methods for voluntary patient data collection appropriate for TNB and intersex patients*
- *Assess the technology and workflow changes needed to expand culturally-competent telehealth services for TNB patients*
- *Collect and evaluate TNB quality indicators and patient satisfaction data to ensure that new options meet community needs*
- *Begin assessment and implementation of an effective telehealth platform with adapted workflows and support services*
- *Establish clinical workforce needs and promote comprehensive healthcare services appropriate for children, adolescents, and older adults*
- *Examine potential facilitators and barriers to engagement with telehealth, including but not limited to the impact of the digital divide, patient preferences, unmet need, and other factors*
- *Assess the feasibility, acceptability, and efficacy of our telehealth strategies for neuro-diverse patients*
- *Assess bisexual and intersex training competencies and effectiveness*
- *Explore and evaluate unmet community needs in order to inform service expansion plans*

ERA CONSIDERATIONS

ERA will support implementation through a variety of related activities, including the following:

- *Examine potential facilitators and barriers to engagement with telehealth including but not limited to the impact of the digital divide, patient preferences, unmet need, and other factors*
- *Assess the feasibility, acceptability, and efficacy of our telehealth strategies for neuro-diverse patients*
- *Assess training competencies and effectiveness*
- *Explore and evaluate unmet community needs in order to inform service expansion plans*

IMPACT AREA #2

Improve Patients' Health and Wellness through Integrated and Team-Based Care

The very best care Howard Brown can provide its patients is not only affirming, affordable, and accessible, but also calibrated to meet patients' whole-person needs across the span of their lives. Howard Brown has taken steps in recent years to expand its healthcare services to include dental care, psychiatry, and other behavioral healthcare options. We expanded services for survivors of sexual harm and have programs for youth, elders, and patients with specific healthcare needs. Our care teams attend to social determinants of health, assisting patients with access to housing, legal services, transportation, food assistance, insurance and benefits, and other social and structural needs that affect overall health and wellness. Aided by bilingual staff members, interpreters, and technology, we strive to make our services linguistically accessible for the language and literacy needs of our patients, using various strategies to educate patients on relevant health topics.

To make our services more comprehensive, Howard Brown has prioritized expansion of integrated behavioral health services and reproductive health care options to serve all members of diverse LGBTQ+ communities. With a significant new investment authorized by the Board, Howard Brown will increase capacity for mental health crisis services, individual and group therapy, and new care models designed to integrate behavioral, dental, sexual wellness, and social services into primary care. In 2021, Howard Brown launched LGBTQ-affirming gynecological and prenatal care services to help meet our community's reproductive care needs. New services available to patients include prenatal care and family medicine that provides care for infants and children.

Poor oral health can lead to a multitude of negative health effects. Although studies on LGBTQ+ individuals and oral health care are limited, studies indicate that nearly one in 10 LGBTQ+ dental patients report experiencing discrimination in dental offices. Additionally, a lack of dental care coverage has been reported as a primary barrier for LGBTQ+ people in receiving dental care. Transgender and nonbinary individuals and individuals living with HIV report infrequent or no dental care, often citing experiences of harassment and discrimination from dental staff when seeking care. Howard Brown has prioritized implementing and expanding our oral health care program, focused on creating culturally-competent and inclusive oral health care for LGBTQ+ patients as well as patients living with HIV.

In order to coordinate care effectively, Howard Brown will implement an integrative, evidence-informed collaborative care model that ensures delivery of effective, equitable, and affirming health care and support services across the Howard Brown network. The University of Washington Advancing Integrated Mental Health Solutions Center will partner with Howard Brown to design, implement, and evaluate Howard Brown's Collaborative Care Model (CoCM). The CoCM will engage medical, behavioral health, and social service providers to identify and monitor collaborative treatment plans. Through the project, we seek to ensure optimal, integrated care that results in the improvement of measurable health outcomes for our patients.

THREE-YEAR IMPACT AREA GOALS

Impact goals present a north star for achievement of impact in the category.

- 2.1** Howard Brown establishes a model of collaborative care that engages the patient as a key partner in the development of their individualized care plan.
- 2.2** Howard Brown assesses the behavioral health needs of empaneled patients and connects them to appropriate behavioral health services.
- 2.3** Howard Brown assesses the dental needs of empaneled patients and connects them to appropriate dental services.

SUCCESS MEASURES

Success measures correspond to the goals above and define how success will be determined at the conclusion of the three-year plan period.

- 2.1.1** Care teams complete the 18-month CoCM design phase, evaluating system impact with workforce pre- and post-intervention skill-building assessments.
- 2.2.1** Care teams will annually assess primary care patients for behavioral health needs and establish treatment plans.
- 2.3.1** Care teams will annually assess primary care patients for dental care needs and establish treatment plans.

FY22 OBJECTIVES

Board and staff will annually determine action steps for each impact area. The following are identified steps for year one. The list is not exhaustive.

- *Complete CoCM pre-launch planning and training modules with the University of Washington by June 2022*
- *Complete dental and behavioral healthcare services access evaluation and assessment by December 2021*
- *Define resources, including staffing, required to carry out the CoCM*
- *Establish baseline and measurable annual goals for patients assessed for behavioral health and dental care needs*
- *Complete five-year service access growth plan by June 2022*

ERA CONSIDERATIONS

ERA will support implementation through a variety of related activities, including the following:

- *Examine the LGBTQ+ community's unmet behavioral health needs and local capacity to meet the need*
- *Promote recommendations and structural responses that enlist assistance from ally health systems, other community health centers, and government agencies to better address the LGBTQ+ community's behavioral healthcare needs*
- *Examine community awareness of behavioral and oral healthcare topics and recommend community education strategies*
- *For non-English-speaking patients, evaluate educational needs related to behavioral and oral healthcare and advance recommendations to address them*

IMPACT AREA #3

Strengthen Core Infrastructure for Sustained, Planned Growth

In order to adequately meet the needs of Howard Brown's current and future patients, the organization announced plans in 2019 to develop three new facilities over the next five years. Howard Brown's Broadway Youth Center will occupy the first custom-built facility in the North Side Lakeview neighborhood by the end of 2021. Construction on a larger clinic on Halsted and Cornelia to replace the current one at Melrose and Halsted is slated for completion in 2023. Howard Brown is also working with partner agencies on a clinic-anchored LGBTQ+ community center on the South side with the goal of opening the location by 2024. With the development of these new locations, the organization must prioritize planned growth and long-term sustainability to meet the needs of the estimated 15,000 new patients Howard Brown aspires to serve in the next three-year period.

The development of larger and better-equipped clinical and administrative facilities for integrated patient care, planning, and evaluation are among a set of goals the Board of Directors has identified to position Howard Brown for long-term success. Howard Brown leadership will measure the success of new facilities by their ability to meet patient and workforce needs in a manner consistent with the budgetary, timeline, and operational requirements of each project.

The organization relies on the dedication of a skilled workforce committed to Howard Brown's core frameworks. Helping the workforce understand and apply frameworks consistently will require expanded training and evaluation strategies. Workers will also benefit from training and development anchored in industry standards. To better align with patient-care best practices, Howard Brown will expand Patient-Centered Medical Home designation to each of its comprehensive care clinic locations. A Patient-Centered Medical Home is an innovative approach to meet patients' comprehensive needs with a provider-led and collaborative care team working collectively to continuously meet patients' needs and help them obtain maximal health outcomes.

Other infrastructure goals include innovations in practice operations, program and service design, technology, and efforts to measure and improve entity performance iteratively. Management will also pursue strategies to diversify revenue and hone models of care to better align with patient acuity. By utilizing the best practices in integrated, team-based care management, Howard Brown can customize services for the level of need and complexity presented by individual patients. In doing so, investments in patient care can better align with patients' relative severity of need.

Through the rigorous review of healthcare delivery metrics, Howard Brown can more readily identify and address bottlenecks in access as well as other challenges as they arise. Infrastructure strengthening activities will ensure that current and new patients can more readily navigate integrated health services, thereby elevating patient outcomes, satisfaction, and retention.

THREE-YEAR IMPACT AREA GOALS

Impact goals present a north star for achievement of impact in the category.

- 3.1** Howard Brown delivers a comprehensive and coordinated healthcare experience that maximizes optional health outcomes for all patients.
- 3.2** Leadership measures progress biannually against Board-established operational performance goals.
- 3.3** All employees are trained in building an organizational culture based on the six frameworks.

SUCCESS MEASURES

Success measures correspond to the goals above and define how success will be determined at the conclusion of the three-year plan period.

- 3.1.1** Howard Brown submits Patient-Centered Medical Home (PCMH) accreditation applications for all eligible clinics with two-thirds achieving accreditation by the end of 2024.
- 3.2.1** Board reviews and updates operational metrics at least twice annually.
- 3.3.1** All new hires complete training on the six frameworks in their first year of employment.
- 3.2.2** The agency evaluates changes in employees' knowledge and skills related to the frameworks with pre- and post-training assessments.

FY22 OBJECTIVES

Board and staff will annually determine action steps for each impact area. The following are identified steps for year one. The list is not exhaustive.

- *Establish working committees, milestones, and timelines for accreditation and accountability activities*
- *Set year one operational and revenue diversification goals and their evaluation timetable*
- *Identify the workforce training needs and develop appropriate training and evaluation plans*

ERA CONSIDERATIONS

ERA will support implementation through a variety of related activities, including the following:

- *Identify best practices in change management and practice transformation to build a patient-centered culture and workforce*
- *Identify and share with workforce and Board trends in healthcare operations and practice for transformation*
- *Evaluate Howard Brown's efforts in practice transformation and disseminate lessons learned to the community health sector*
- *Explore additional strategies for consideration to inform the agency's frameworks and business development*

IMPACT AREA #4

Utilize Community-based and Equity-informed Strategies to Improve Public Health

In 1981, Howard Brown was barely seven years into its organizational development when a new, mysterious, and deadly disease began to spread among gay men, drug users, and Haitian immigrants. The ensuing four decades enlisted Howard Brown Health and other LGBTQ+ groups to the forefront of battles we never could have imagined. Many peer organizations formed in response to the inaction of mainstream healthcare and social service entities who harbored too much fear and prejudice to attend to the urgent unmet needs of people living with and dying from what would be later be known as HIV/AIDS.

In the modern LGBTQ+ liberation movement, HIV/AIDS radicalized a generation to literally fight for their lives, care for their own, and stand visibly and proudly in their truth. While the HIV pandemic disproportionately affected gay men and transgender women – with people of color bearing the brunt – lesbians and straight allies stood shoulder-to-shoulder with people living with HIV to fight for healthcare justice, research, and human rights.

As an organization, Howard Brown lost tens of thousands of patients to HIV/AIDS in the 1980s and 90s. As science advanced to discover HIV, invent diagnostic tools to detect it, and create ultimately effective treatments to control viral replication, Howard Brown refined its patient education, engagement, and care strategies. Our clinical research program was at the forefront in helping develop effective HIV drugs and treatment regimens. We involved people affected by HIV/AIDS in decision-making, patient education, and service provision, and mobilized communities to center public health approaches that attend to their unique needs and preferences. We pioneered HIV and STI contact tracing models that reject traditional shame and fear tactics, emphasizing instead the benefits to patients and their contacts. Our HIV and STI screening services normalize sexual healthcare and affirm patients with non-judgmental and caring approaches that are sex positive and medically accurate.

Thanks to our history fighting HIV and attending to other communicable diseases such as hepatitis and other sexually-acquired infections, Howard Brown was well equipped to lead community mobilization efforts against COVID-19. We mounted screening and vaccination partnerships in areas of Chicago where HIV and racial/ethnic disparities are most prevalent, a recognition that infectious diseases thrive wherever there are social inequities. Elevating community-based preventative healthcare is an institutional priority in the period ahead in order to address a range of preventative conditions including HIV, STIs, diabetes, hypertension, lung disease, and colon and cervical cancers, among others.

FY22 IMPACT AREA GOALS

Impact goals present a north star for achievement of impact in the category.

- 4.1** Howard Brown offers laboratory and pharmacy services that are more accessible, reliable, and affordable for patients to meet their preventative healthcare needs.
- 4.2** Our south and west side patients living with HIV gain access to the enabling services they need to benefit fully from consistent medical care and treatment adherence.
- 4.3** At-risk patients receive screening for cancer and pre-cancer malignancies as part of comprehensive preventative and primary care.

SUCCESS MEASURES

Success measures correspond to the goals above and define how success will be determined at the conclusion of the three-year plan period.

- 4.1.1** Howard Brown establishes our own laboratory and pharmacy departments to oversee contracts, quality assurance, billing, workforce protocols, and patient/community education.
- 4.1.2** Howard Brown achieves moderately complex laboratory certification from the U.S. Centers for Medicare and Medicaid (CMS).
- 4.2.1** Howard Brown increases units of HIV-related enabling services (case management, treatment adherence counseling, housing advocacy, etc.) at west and south side clinics.
- 4.3.1** Howard Brown increases the percentage of eligible patients who receive cancer-screening services.

FY22 OBJECTIVES

Board and staff will annually determine action steps for each impact area. The following are identified steps for year one. The list is not exhaustive.

- *Develop a plan to establish in-house laboratory department and apply for moderately complex laboratory certification*
- *Develop a plan to establish Howard Brown pharmacy department*
- *Identify and engage laboratory operations consultant*
- *Set baseline of need and capabilities*
- *Define baseline data measures*
- *Create patient marketing and messaging campaign*
- *Review baseline HIV viral suppression and capacity to deliver HIV-related enabling services at all clinics; identify opportunities to increase enabling services in historically excluded areas*
- *Assess baseline cancer screening rates and develop implementation plans for each clinic location*

ERA CONSIDERATIONS

ERA will support implementation through a variety of related activities, including the following:

- *Identify and share with workforce and Board trends in laboratory operations and strategies to address patients' social determinants of health*
- *Evaluate Howard Brown's efforts in practice transformation and disseminate lessons learned to the community health sector performance goals.*

IMPACT AREA #5

Invest in Communities and Social Justice

Affirming and culturally-competent healthcare and social services should be available wherever LGBTQ+ people live and work, which is why Howard Brown has branched out beyond the North Side lakefront neighborhoods to establish new clinic locations in communities of color on the South, West, and far North sides of Chicago. We currently operate in the Back of the Yards, Edgewater, Englewood, Humboldt Park, Hyde Park, Lake View, Rogers Park, and Uptown neighborhoods. The aim of each location remains the same: offer LGBTQ+ people and allies comprehensive health and wellness services to meet their individual needs.

Beyond the needs of gender and sexual minorities, we affirm all people and identities, aspiring especially to serve people challenged by stigma and discrimination. We recognize that white supremacy and structural racism affect the health and wellness of Black, Brown, and Indigenous people (BIPOC), and add to the intersectional experience of many LGBTQ+ people of color. As an organization created to advance social equity, we locate our mission in a larger struggle for civil and human rights and against anti-Blackness, racism, xenophobia, misogyny, income inequality, ageism, ableism, and homophobia.

Our plan commits the organization to a set of values and frameworks designed to champion equity and empowerment for all people. The frameworks of trauma-informed care and harm reduction inform how we approach services for people who have been mistreated, directly and/or generationally. Health equity approaches require agents of change to evaluate the environmental, educational, and other social conditions influencing individual and communal wellbeing. Racial equity and LGBTQ+ liberation frameworks require a critical understanding of systems of oppression, the humility to confront one's own privileges and learned prejudices, and an appreciation for the legacy of resistance that inspires us forward. The framework of operational excellence underlies all our efforts as a healthcare entity to provide patients the best and highest quality experience possible, rivaling premier clinics that do not specialize in care for underserved communities.

To live these values requires thoughtful approaches that attract and retain diverse talent; training and development for Howard Brown's workforce and Board of Directors; and collective leadership to set ambitious goals to harness our institutional assets toward the mission of equity and justice. Howard Brown's leadership will devise annual objectives to realize progress, advancing each framework internally in our approaches and service offering. Externally, Howard Brown will aspire to join local leaders in each community we service to support their efforts for equity and justice.

By adopting an "anchor mission" approach, Howard Brown will commit to using its resources creatively to uplift and support the local communities where our clinics are located.

The anchor mission philosophy enlists hospitals and other large institutions to apply their economic power in partnership with community to mutually benefit the long-term well-being of both local residents and the organization. For instance, anchor institutions can use their position as

major employers and purchasers to improve economic opportunity and well-being in low-income and underserved communities. Howard Brown will devise anchor mission plans for each neighborhood where we provide services.

One significant undertaking will be the development of a South Side LGBTQ+ community center anchored by a new Howard Brown clinic. This project has been underway through the engagement of a broad base of community partners and elected officials to assess the desire, need, and function of a large, centralized community center serving the needs of South Side LGBTQ+ patient populations and residents.

FY22 IMPACT AREA GOALS

Impact goals present a north star for achievement of impact in the category.

- 5.1** Howard Brown stands with, uplifts, and supports the local communities where our clinics are located.
- 5.2** Howard Brown partners with ally organizations and government entities to establish a South Side LGBTQ+ community center owned and operated with its occupant organizations of color.

SUCCESS MEASURES

Success measures correspond to the goals above and define how success will be determined at the conclusion of the three-year plan period.

- 5.1.1** Establish and update "anchor mission" plans annually and evaluate their three-year impact.
- 5.2.1** Completion of South Side community center project timeline, budget, and project plan.

FY22 OBJECTIVES

Board and staff will annually determine action steps for each impact area. The following are identified steps for year one. The list is not exhaustive.

- *Approve partnership plans to deepen our investment and support for community development in each neighborhood where Howard Brown clinics are located*
- *Establish a planning board to begin consulting on the attributes of the future South Side LGBTQ+ community center facility*

ERA CONSIDERATIONS

ERA will support implementation through a variety of related activities, including the following:

- *Identify and share with workforce and Board trends in community revitalization, DEI practices, and community-anchored mission-based organizations.*
- *Evaluate Howard Brown's efforts in community transformation and share lessons learned.*
- *Research nonmonetary equity investment models to inform the development of Howard Brown's anchor mission plans.*

PLANNING STEPS

Howard Brown began the strategic planning process in mid-2019 with the goal of producing a new strategic plan that would span a three-year time period. To facilitate the process, the Board of Directors formed a Strategic Planning Committee to guide and monitor the development of a new plan that best represents the needs of Howard Brown patients and their communities today and in the future. The committee solicited feedback, input, benchmarks, and patient data from a broad group of stakeholders including the Board of Directors, the Community Advisory Boards, staff-led planning committee, patient surveys, and community needs assessment documents. Suzi Birz of HiQ Analytics facilitated several feedback and brainstorming panels.

Timeline and Planning Phases

The development of the Strategic Plan began before the onset of the COVID-19 pandemic. Completion target dates, planning sessions, and development of the plan slowed at various times during the planning process to allow Howard Brown to actively respond to the essential testing and vaccination needs of our communities.

| | |
|-----------------------------------|--|
| July 2019 - May 2020 | Benchmarking, Needs Assessment, Value Framework Development |
| July 2020 - October 2020 | Development of Updated Mission and Vision Statement |
| November 2020 - April 2021 | Impact Area Development |
| May 2020 - June 2021 | Impact Area Review and Analysis |
| July 2021 - August 2021 | Plan Draft and Approval |

Board of Directors

In addition to providing vital guidance throughout the Plan's development, the Board of Directors is responsible for vetting and authorizing the Plan and overseeing its implementation. Throughout the process, the Board provided input on the planning process, reviewed recommendations and benchmark data, and helped shape the plan in response to inputs collected. Board members engaged in strategic planning as part of their 2021 retreat to add perspectives on the organization's aspirational mission and vision, impact areas, goals, and measures. To ensure an iterative implementation and assessment process, the Board will work with management on annual implementation objectives based on the benchmarks achieved in the prior year.

Community Advisory Boards

Strategic Planning engagement meetings were held with both the South Side and the North Side Community Advisory Boards. Both Boards provided insights and information to contribute to the agency-wide strengths, weakness, opportunities, and threats (SWOT) analysis as well as providing statements regarding the needs of the communities and patient populations they represent.

Staff-led Committees

Five staff-led committees were formed to represent Clinical Operations, External Affairs, Programs and Services, Infrastructure, and ERA. These committees were formed to hear from staff members and leaders working directly with patients and communities. Committees were tasked with completing a SWOT analysis along with providing anecdotal thoughts and needs of patients and Howard Brown employees.

Additional Data, Benchmarks, and Documentation

Subject matter experts in Clinical Operations, Practice Operations, Strategic Partnerships, Finance, Pharmacy, and External Relations were engaged during the planning process to provide the Strategic Planning Committee with national benchmarking information, Howard Brown data and findings, needs assessment summaries, and departmental needs based on the day-to-day operations within Howard Brown. This data and information was collected and utilized as guiding points and reference throughout the entirety of the planning process.

ACKNOWLEDGEMENTS

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