

# STRATEGIC PLAN

January 1, 2020



# Chicago House

## MISSION

Chicago House empowers persons living with or vulnerable to HIV/AIDS to lead healthy and dignified lives through housing and compassionate, client-centered support services.

## VISION

Chicago House aims to play a critical role in eliminating new infections and Getting to Zero by 2030 and believes that housing is essential to ending the HIV/AIDS epidemic.

## VALUES

**Collaboration:** Chicago House staff value collaboration and the importance that each employee plays to help achieve our overall mission and provide the highest quality services to our clients. We create valuable partnerships with organizations and employers that affirm our clients.

**Cultural Humility:** We respect each other as the experts in our own lived experiences and remain open to learning (and unlearning).

**Harm Reduction:** We abstain from casting shame and stigma upon the choices and experiences of others.

**LGBTQ Affirming:** We understand the value of meaningful services for LGBTQ clients and understand the specific barriers that our community faces when seeking social services.

**Trauma-informed Care:** We acknowledge that many of us have experienced trauma in various forms. We approach trauma with sensitivity in the work that we do and in our interactions with each other.

# Key Priorities

The plan, launching January 2020, includes five key priorities for Chicago House which will serve as guideposts for initiatives through 2030.

- 1 ALIGN THE GEOGRAPHY OF CHICAGO HOUSE WITH THE DEMOGRAPHICS OF HIV IN CHICAGO**
- 2 SERVE ILLINOIS AS THE MOST RELIABLE HOUSING PROVIDER FOR THOSE LIVING WITH AND IMPACTED BY HIV**
- 3 IMPLEMENT GETTING TO ZERO USING INNOVATIVE OUTREACH AND PARTNERSHIP STRATEGIES**
- 4 DIVERSIFY FUNDING SOURCES TO MAXIMIZE GROWTH POTENTIAL**
- 5 ADDRESS THE NEEDS OF UNIQUELY VULNERABLE HIV POPULATIONS**

## **PRIORITY 1**

# **Align the geography of Chicago House with the demographics of HIV in Chicago**

- 1.1** Chicago House will develop a map of our impact across the city of Chicago to identify underserved areas by June 30, 2021.
- 1.2** Chicago House will relocate its offices to the South Side of Chicago, where new HIV infection rates are highest, by June 30, 2021.
- 1.3** Chicago House will build strong working relationships with additional hospitals and community partners on the South and West Sides of the city by December 31, 2020.
- 1.4** Chicago House will secure a new permanent housing development on the South Side of Chicago by December 31, 2021.
- 1.5** Expanding upon groundwork laid on the South Side of Chicago in 2020, Chicago House will develop a plan to dramatically expand housing in neighborhoods with high rates of new HIV infections by December 31, 2021.
- 1.6** Chicago House will create strategic alliances with local community groups and lawmakers on the city, state and national level.

## **PRIORITY 2**

# **Serve Illinois as the most reliable housing provider for those living with and impacted by HIV**

- 2.1** Chicago House will position itself as a critical housing provider through visibility, leadership, and community partnerships for the most vulnerable communities in the Midwest.
- 2.2** Chicago House will implement the Housing for Negatives Initiative to address the social determinants of health for those most vulnerable to HIV and provide rental assistance or transitional housing to at least 28 new unduplicated clients by December 31, 2020.
- 2.3** Chicago House will ensure that every resident has equitable access to employment and health-related services by assessing and removing any barriers and constraints.
- 2.4** Chicago House will have a plan of action in place that informs an approach to housing for people most vulnerable to HIV in the 12 Illinois counties with the densest HIV populations by June 30 2021. AIDSvu.org identified 12 counties (including Cook) with the densest HIV populations in the state.
- 2.5**

Chicago House will create strategic alliances with healthcare institutions to address statewide housing needs.

## **PRIORITY 3**

# **Implement Getting to Zero using innovative outreach and partnership strategies**

- 3.1** Chicago House will lead efforts, with a strategic partnership approach, toward GTZ Goal #9 from now until 2030 and quantify contributions along the way.
- 3.2** Chicago House will use wraparound services to influence GTZ and result in a 5% increase in use of medication and PrEP by highly vulnerable individuals by December 31, 2021.
- 3.3** Chicago House will increase housing by 25% for people living with or vulnerable to HIV by December 31, 2022, creating 90 additional units of housing including 25 units for families.
- 3.4** Chicago House will expand its screening and outreach programs to promote sexual health and wellness in neighborhoods highly impacted by HIV. The organization will achieve the GTZ goals of decreased viral loads and increased use of PrEP to keep communities healthy and destigmatize HIV.
- 3.5** Chicago House will actively participate in and provide leadership to GTZ Plan implementation groups.

## **PRIORITY 4**

# **Diversify funding sources to maximize growth potential**

- 4.1** Chicago House will begin to establish a board-designated reserve fund.
- 4.2** Chicago House will develop a 10-year fundraising model to sustain financial stability through the GTZ era and position Chicago House for continued success as the issues evolve by December 31, 2020.
- 4.3** Chicago House will grow and maintain 340B Drug Discount Pharmacy Services to ensure critical support for those clients at Chicago House living with HIV and those vulnerable to HIV.
- 4.4** In FY20 & FY21, Chicago House will stabilize general operating support by a) committing to sourcing zero new public funds specifically for new programs for the organization and b) formalizing non-government revenue generating programs in corporate, individual, foundations, and event fundraising.
- 4.5** Chicago House will aim for a 14%+ increase in budgeted, non-governmental revenue in FY21, FY22, and FY23.
- 4.6** Chicago House will formalize a plan in regards to Title X funding by December 31, 2021.

## **PRIORITY 5**

# **Address the needs of uniquely vulnerable HIV populations**

- 5.1** Chicago House will develop a TransSafe drop-in center to assure access to a robust set of TransLife Care (TLC) program services and TransSafe participation on Chicago's North, West, and South sides by June 30, 2020.
- 5.2** Chicago House will determine, through the assessment of needs and community partnership, the top 5 needs of the aging HIV population in the State of Illinois by June 30, 2021.
- 5.3** Chicago House will release a plan in addressing those top 5 needs of Illinois' aging HIV population by December 31, 2021.
- 5.4** Chicago House will formally assess the current offerings and services for our transgender, gender-nonconforming, gender expansive, and aging clients by December 31, 2021.
- 5.5** Chicago House will create strategic alliances with organizations working with aging populations and grassroots trans organizations.





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