# Sustaining our Superheroes: Best Practices for Client, Staff and Organizational Success
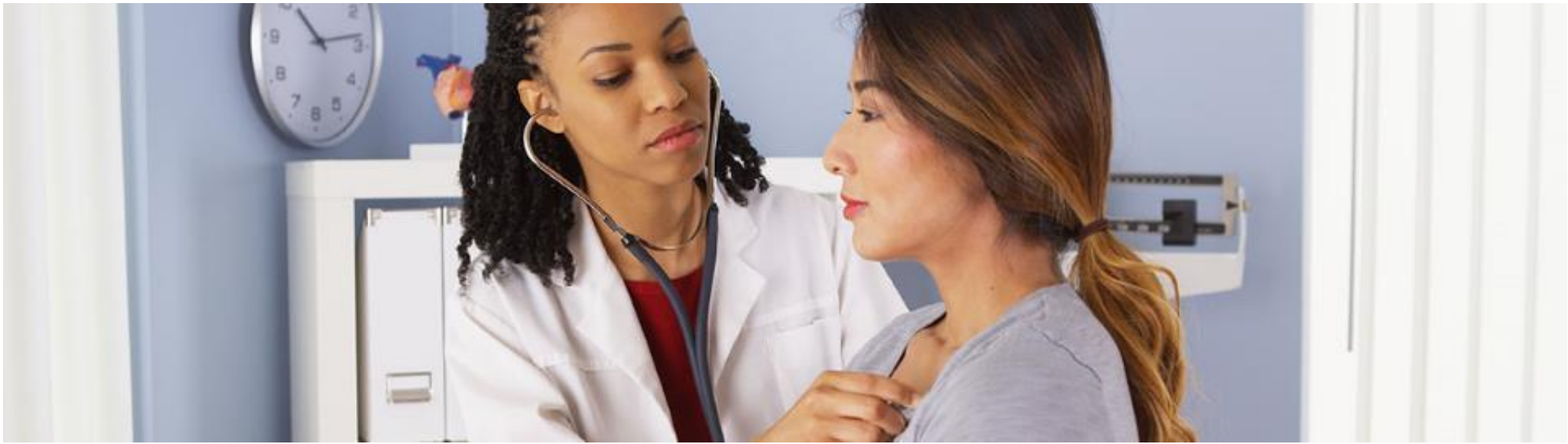
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# Heart to Hand, Inc.

Dedra Spears-Johnson,
Executive Director & Co-Founder

9701 Apollo Drive, Ste 400
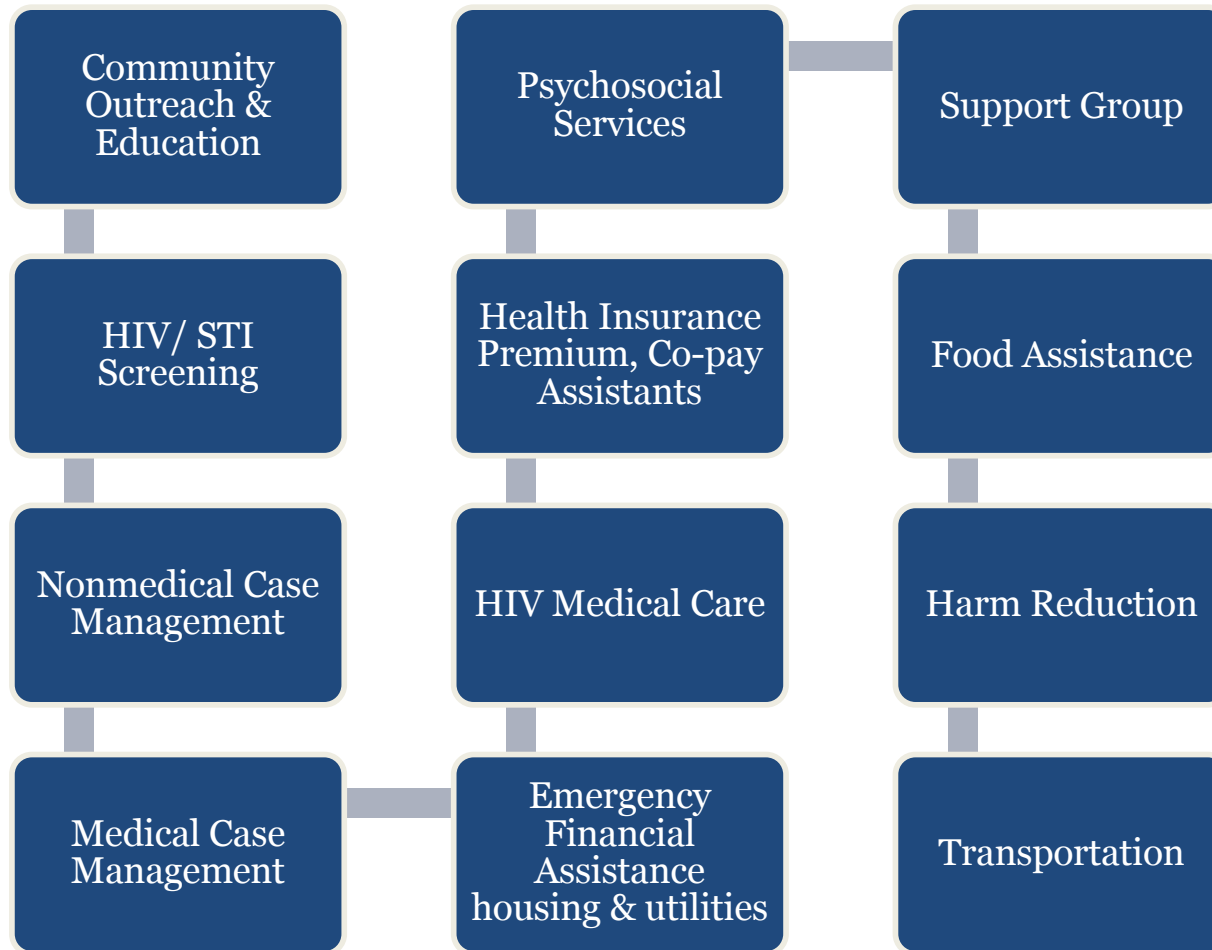Largo, MD 20772
www.hearttohandinc.org

# Learning Objectives

By the end of this virtual conference session, participants will better understand:

- Ryan White Funded Grassroots Nonprofit CBOs' Business Model
- Radical Innovation in the CBO Planning Process
- Sustainability and the Financial Implications of Reimbursable Grants
- Mission-Driven Mindset

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# Summary of H2H

- A 501(c)3, community-based, nonprofit organization founded in 1999 by two African-American women to combat HIV. H2H has expanded from a volunteer-based organization to a full-service ASO with 22 employees.

- Ryan White Part A Grantee

- *Meeting People Where They Are,* and *To Spread a Touch of Love* are our core values.

- People First: Clients, Staff, and Partners

# Services Provided

Community Outreach & Education

HIV/ STI Screening

Nonmedical Case Management

Medical Case Management

Psychosocial Services

Health Insurance Premium, Co-pay Assistants

HIV Medical Care

Emergency Financial Assistance housing & utilities

Support Group

Food Assistance
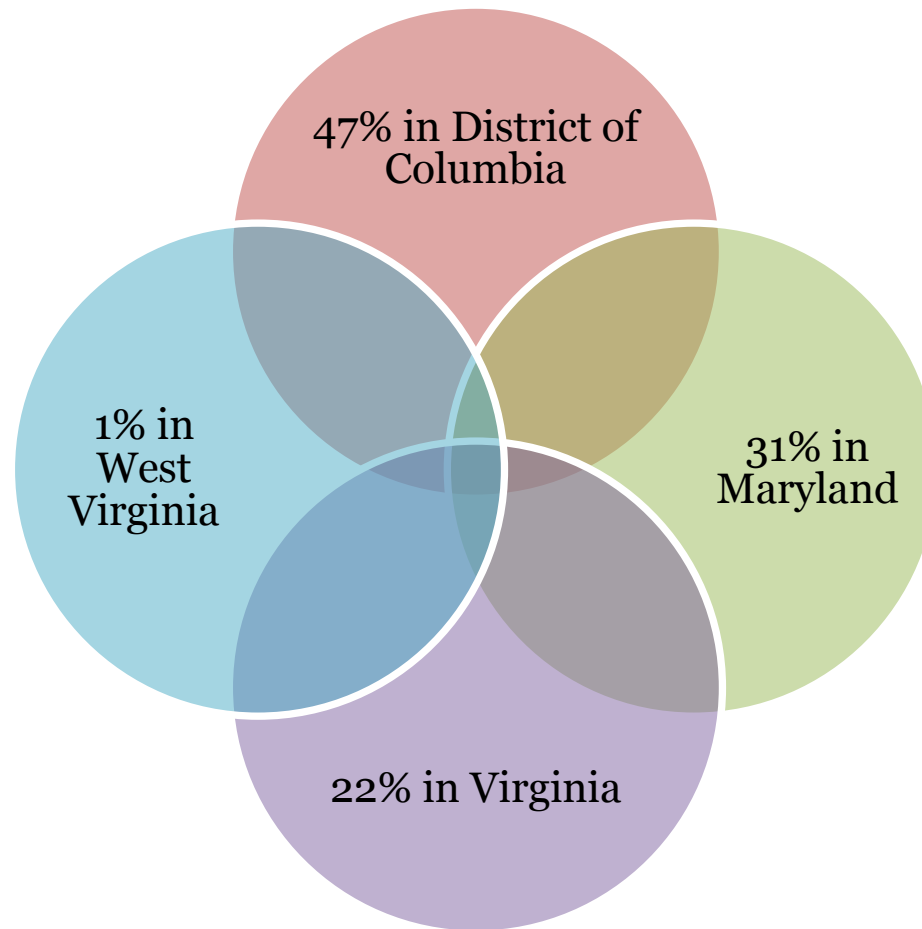
Harm Reduction

Transportation

# Service Location: Suburban, Urban and Rural The DMV –DC, Maryland and Virginia

- Prince George & Montgomery Counties Maryland

- Washington DC

- Northern Virginia

- West Virginia

# Geographic Distribution of HIV in the DMV



47% in District of Columbia

31% in Maryland

1% in West Virginia

22% in Virginia

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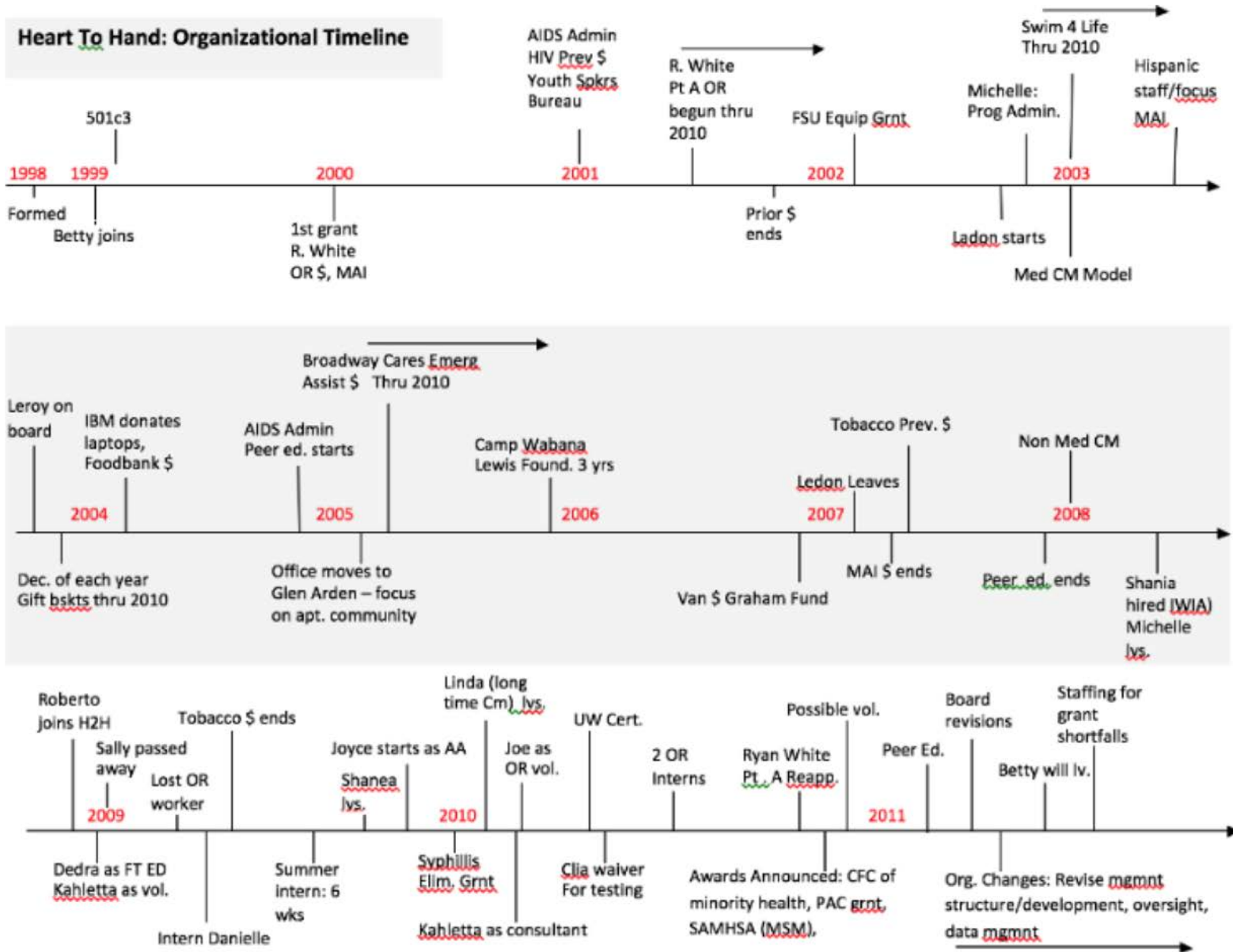CORPORATION

# Heart to Hand's Service Delivery

# Heart to Hand Early Years

# Heart to Hand Staffing Model Early Years

- Received volunteers with little or no experience
- Hired clients, family and friend
- Lack of formal structure to on-boarding process
- Lack of longevity of volunteers & staff
- Lack of funding to pay staff
- Limited human resource structure
- Limited policy & procedures for operations & programs

# Staffing: Radical Innovation

# Barriers to Sustainability

- Low moral for volunteers and staff
- Unsatisfied clients with limited support to improve health
- Unstable reimbursable funding structure
- Limited resources and funding
- Burnout of everyone
- Mission at risk
- Limited capacity to grow
- Operating in the Red with no surplus
- Lack of confidence and support from funders

# Environmental Changes in HIV Care

- Expanded Health Insurance in 2014 with ACA
- Less Ryan White Funding Available
- More Accountability & Requirements for services
- Fee for Service reimbursement

# Shift: Radical Innovation or Close *We Choose to Innovate*

- Organizational Assessment & Planning
- Capacity Building for Leadership & Staff
  - We asked for help
- Capacity Building to improve program development without loosing organizational identity
- Got real about staffing
  - Intentional hiring process based on best fit & skills
  - Created job descriptions
  - Feedback policies; created on-boarding procedure
- Diversified funding with 340B programs

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# Celebrated 20 Years of HIV Service – 2019

# Lessons Learned

- Stay true to your mission – don't chase the funding
- Nonprofit leaders must hold the vision and lead
- Nonprofit leaders & staff must be honest about their own strengths & weakness and educate themselves in business principles.
- Leadership must be spread across the entire organization.
- Founders' syndrome is real
- Funding is available
- Integrity is everything
- Policies & procedures create consistent program services and outcomes

# Lessons Learned

- Funders will provide technical assistance if you ask
- Funders want to fund and partner with organizations that have sound fiscal and programmatic systems.
- Funders are mission-driven
- Nonprofit development is the hardest and most rewarding idea you will ever achieve.
- We are our brother's keepers.
- There is a solution to almost anything
- The Board of Directors must be involved in fiscal oversite of the organization

# Questions?

# Presenter



**Dedra Spears-Johnson**

dspearsjohnson@hearttohandinc.org

301-772-0103

www.hearttohandinc.org

# PCDC's Sustainable Strategies Team

**Email: hrsa@pcdc.org**
**(212) 437-3960**

**Kristin Potterbusch**
**Program Director**

**Chaim Shmulewitz**
**Project Manager**

**Sustainable Strategies TargetHIV Link:**
**https://targethiv.org/ta-org/sustainable-**
**strategies-rwhap-community-organizations**

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# THANK YOU