

Examples of Excellence Presented at 2017 Best Practices Workshop

Gay Men's Health Crisis (GMHC)

www.gmhc.org

GMHC fights to end the AIDS epidemic and uplift the lives of all affected.

Year Founded: 1982 | **Budget:** \$28,835,442 | **FT Staff:** 180 | **PT Staff:** 36

Volunteers: 3,000 | **Board Members:** 23

CEO: Kelsey Louie | **Board of Directors Co-Chairs:** Michael C. Harwood and Roberta A. Kaplan

Overall Management Focus on Results and Impact

- Organization focuses on results by regularly tracking, measuring, evaluating and reporting on defined goals.
 - Department-specific dashboards inform an agency-wide dashboard that summarizes performance and outcomes using carefully selected metrics.
- Organization actively solicits qualitative and quantitative data directly from constituents (including clients and staff) and uses feedback to refine programming and administrative functions.
- Organization uses its Triad management paradigm to track program implementation and outcome data, target staff development, and inform continuous quality improvement projects.
- Organization learns from data and disseminates through impactful advocacy efforts and presentations.

Governance Structure Moves the Organization Forward

- 100% Board giving with a strong give/get policy. Robust internal structure supports Board engagement.
- Strong committee structure with Board providing expertise and client voices represented.
- Dedicated staff to support Board ensuring the added value potential of Board members is maximized.
- Co-chair leadership model with clear term limits to build bench; recruitment of new members based on skills needed.

Financial Management is Strong, Transparent and Accountable

- Analysis of changing nature of HIV/AIDS, healthcare, and fundraising landscapes informed ventures into new services such as housing, mental health and substance use clinics, and managed care.
- Financial controls and oversight of staff along with Board transparency.
- Integration of staff into budgeting process to create ownership, especially for program staff.
- Grants Manager sits on the Finance team.

Organization is Diverse, Equitable, and Inclusive

- Policies and procedures demonstrate commitment to understand, honor, and respect values, attitudes, and beliefs that differ across cultures.
 - Respond appropriately to these differences in planning and implementing programs that work effectively across cultures and languages.
 - Clear mechanisms for reporting grievances (both for staff and clients).
 - Preferred gender pronoun initiative (email signatures, business cards, offices/cubicles).
- Diversity is represented in both staff and leadership. Clear care is put towards making sure there are pathways to leadership for all through specific training and mentorship.

Human Resources are Valued and Developed

- Clients involved in hiring for client-facing roles and provide feedback on prospective staff.
- Invest in regular staff feedback and make adjustments based on findings.
 - CEO meets with program and department team; findings are compiled and shared at management and all-staff meetings.
- Investment in professional development (through both internal and external opportunities) and building a pipeline to promotion.
 - Partnership with the New School to offer non-credit class scholarships to number of staff.
 - GMHC University: A training program for staff led by staff.
- Succession planning across organization with rethinking of titles and leadership to develop staff and provide growth opportunities.

Use of Information Technology Systems Improves Efficiency and Advances Mission

- Secure, cloud-based electronic health record coordinates social services across the agency, bills for services, and collects clinical outcome information.
- Disaster plan and encryption procedures developed.
- Analytics & Evaluation Department creates tools for programs to access and understand their data.
- Regular audits and analysis used for short- and long-term plans for upgrades.

Communications are Strategic, Effective, and Build Brand

- Integrated communications strategic plan to tell organization's story utilizing outcomes; embedding branding identity into all fundraising efforts, policies, and programs.
- Targeted multimedia approach to communicate with constituency.
 - Newsletter, Facebook, Twitter, Instagram, LinkedIn, Blogs, email, print media.
- Strong internal communications strategy with agency staff that includes monthly department meetings, annual employee engagement survey, frequent supervisory updates, and strong focus on staff appreciation by celebrating employee/organizational successes.
- Reaches out to different clients and supporters, and tailors messages in effective ways.
 - Directly reaches target audience through local Pride events and other focused community events.

Fundraising and Resource Development are Strategic, Donor-Center, and Effective

- Integrated fundraising strategic plan and goal tracking with activities such as annual and multi-year fundraising strategies, donor correspondence, grant writing and reporting supported by Board, annual appeals, targeted major donor efforts, online giving, small event fundraisers, and grassroots fundraising campaigns.
- Data is utilized to improve efforts, such as changes to the annual AIDS Walk New York.
- Developed internal culture of philanthropy that is supported by fundraising mechanisms such as staff teams for AIDS Walk New York.
- Development team is integrated in the organization and acts as real thought partner to program staff.