



# Developing New Leaders to End HIV: A Leadership Academy Model

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## Introduction

The Ryan White HIV/AIDS Program (RWHAP) Part A Planning Council, the RWHAP Part D Consumer Advisory Board (CAB), and the Arizona Statewide HIV Advisory Group (SWAG) identified a need for enhanced leadership development among their members to fully engage stakeholders in statewide planning processes. A Leadership Academy was designed to provide the knowledge, skills and abilities necessary to develop additional community leaders capable of completing the essential functions of developing a statewide plan to end HIV in Arizona.

The goals and objectives agreed upon by the participants of this specific academy were utilized to lay the ground work for the development of the strategies and activities for the Statewide Integrated Plan. These goals, objectives, and strategies will be implemented as part of the efforts to effectively end the HIV epidemic in Arizona by 2021.



**Program Objectives**

- ▶ To provide selected Ryan White program leaders and constituents with the knowledge of, and the ability to, articulate the vision, mission, and goals of the Ryan White programs
- ▶ To provide selected Ryan White program leaders and constituents with an understanding of what is expected of a Ryan White Leader
- ▶ To develop and enhance the leadership skills and attributes of selected Ryan White program leaders and constituents in the following areas:
  - Understanding the expectations of leaders in the Ryan White programs
  - Planning and Conducting Meetings
  - Managing Projects and Budgets
  - Developing Effective Working Relationships
  - Evaluating Individual and Team Performance
  - Communicating for Results
  - Effective Mentoring and Succession Planning
- ▶ To develop a sustainable process for the continued development of Ryan White program leaders and constituents

**Ryan White Leadership Academy Day 2: Objectives**

At the conclusion of Day 2, the participants should be able to:

1. Understand and articulate the differences between strategic planning and operational-level planning
2. Understand the strategic planning process and be able to articulate it to staff, clients, partners, and volunteers
3. Understand the role of all leaders in developing, managing, reviewing and modifying Strategic and Operational plans
4. Articulate the importance of the Strategic Planning process to all staff
5. Take ownership of development, management, review, and modification of their respective portions of the Strategic Plan
6. Actively delegate portions of their respective strategic and operational plans to designated staff members
7. Actively participate in their respective Division's Strategic Planning Reporting Cycles

## Methods



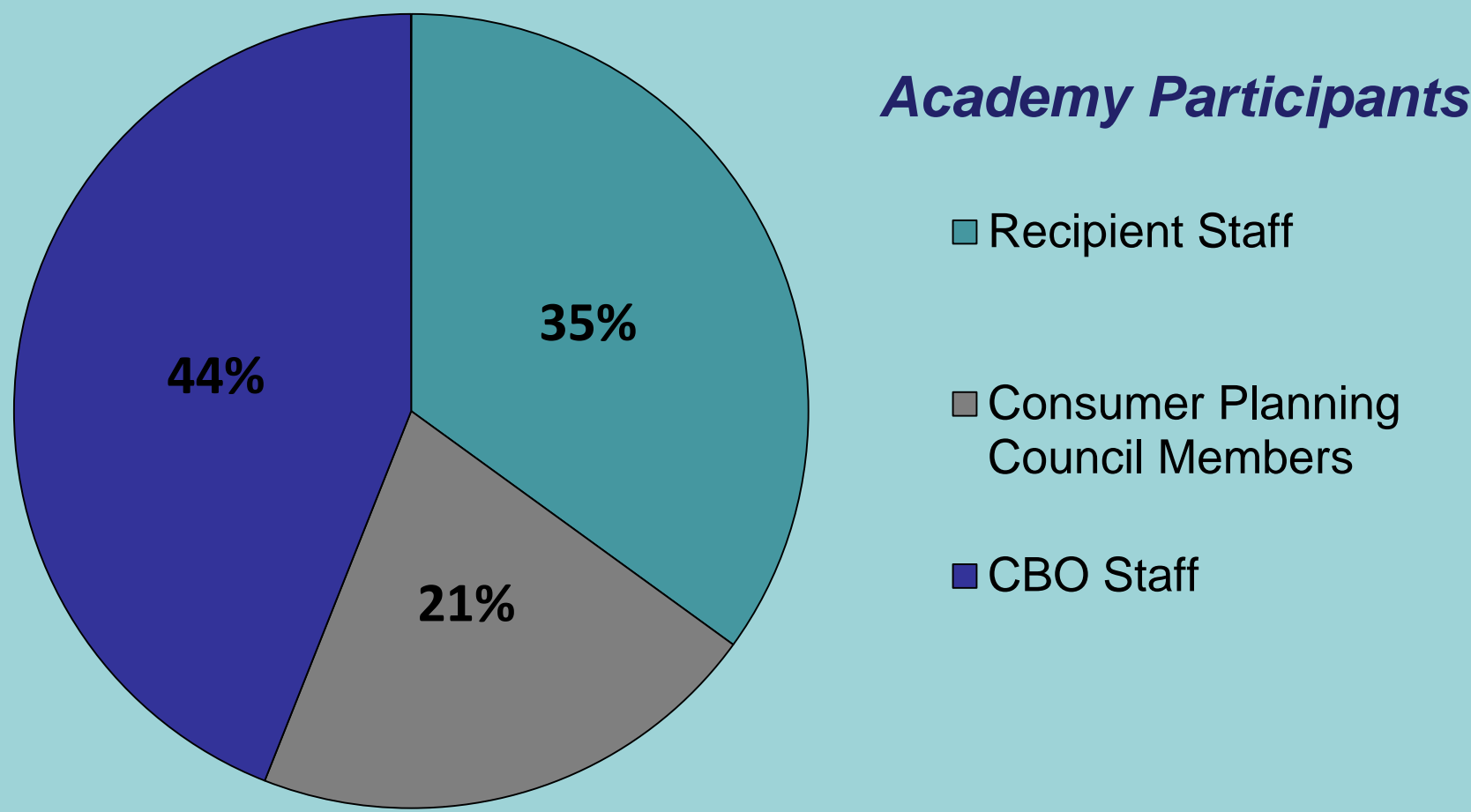
### Leadership Academy Format

- Two Full Day Didactic Sessions covering topics such as Transitioning into Leadership, Expectations of Leaders, Preparing and Conducting Effective Meetings, Building Effective Relationships and Partnerships were led by experts in the fields of leadership training and strategic planning.
- Group Activities conducted to develop strategic planning skills, and draft preliminary goals, objectives and strategies designed to effectively end the HIV epidemic in Arizona.
- Homework Assignments related to drafting objectives and strategies of agreed upon overarching goals.
- Two Interactive Webinars were utilized to further develop the recommended goals, objectives and strategies before being submitted to the Statewide Integrated Planning Leadership Team.
- A strategic planning session during Arizona's 2<sup>nd</sup> Annual Statewide HIV Symposium was utilized to adapt the recommendations for four separate regions across Arizona.

GREEN	National Goal 1: Reduce new HIV infections									
GREEN	National Objective 1: Increase the percentage of people living with HIV who know their serostatus to at least 90%.									
	Local Objective: Increase the percentage of people living with HIV who know their status to from 75% in 2016 to at least 90% in 2021.									
GREEN	Strategy 1: Prevention, testing and linkage to care									
Status	Goal Objective, Activity	Activity	Staff (FTE)		Timeline			Performance Metric	Partners	Comments
			Lead	Team members	Start Date	End Date	% Complete			
GREEN	1.1.1.1	Annually, increase HIV testing by adding additional testing sites per year for target populations focusing on communities of color and transgender community.	RWPA	R. Conner, J.Sapero, A.Guido	2017	2021	# of testing sites added each year	RWPF, RWPA, HIV Prevention		
GREEN	1.1.1.2	Increase the number of medical providers educated on HIV, and prescribing PrEP, by 10% per year	RWPF	A.Guido, J. Sapero	2017	2021	# of providers educated and then prescribing PrEP each year	RWPF, RWPA, HIV Prevention		

## Results

- **34** community members/stakeholders completed the Leadership Academy and participated in developing the draft goals, objectives and strategies.
- Participant evaluations of the Leadership Academy were overwhelmingly positive, ranging from 94%-99% satisfaction, citing high quality content.
- Participants identified that the activities were relevant, the opportunities presented translated into real life situations, and the applied operational plan development exercises provided the skills needed to help the planning bodies meet their goals of fully engaging in the planning process.
- Participants provided positive feedback on the opportunity to develop relationships which will strengthen the state's efforts to implement the developed plans.
- The goals and objectives developed by the Leadership Academy participants were provided to strategic planning groups and served as the foundation for the work which was completed during sessions at the 2<sup>nd</sup> Annual Statewide HIV Symposium.



- **68%** of Leadership Academy participants attended the Symposium.
- **66%** of newly appointment consumers on the Planning Council attended the academy.
- **59%** of participants of are members of the RWPA Planning Council, RWPD CAB, and/or the Statewide Advisory Group (SWAG).
- **97%** of participants have contributed to the completion of Arizona's Statewide Integrated Plan.
- Over **300** community members/stakeholders have participated in the statewide integrated planning process.

## Conclusions

The new mandate to develop a Statewide HIV Integrated Plan presented several challenges to the programs that provide HIV services across Arizona. Planning processes across agencies often experience delays due to differences in terminology, procedures, and outcome expectations.

At the beginning of the planning process, the Ryan White and HIV Prevention Leadership Teams committed to ensuring the HIV services provided to the community would be designed with input from community leaders, and reflect the medical, social support, and cultural needs of the community. The RWHAP Part A Planning Council, CAB, and SWAG committed to providing the highest level of guidance and direction to the Ryan White and HIV Prevention Programs in this planning process. These planning bodies identified a need for additional leadership development to assist their members in achieving their mission.

The evaluations and feedback from the participants in this Leadership Academy, along with the increased participation in the integrated planning process by the community leaders demonstrates that the planning bodies received the support they needed to improve their leadership skills. Achievement of this goal will continue to enhance the contributions of the planning bodies in the HIV Community as the Arizona Ryan White and HIV Prevention Services programs work toward the overall goal of effectively ending the HIV epidemic in Arizona by 2021.

## Thank You!

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### ANY QUESTIONS REGARDING THIS POSTER, PLEASE CONTACT:

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