

National Center for Innovation in HIV Care Resource Library

Resources for ASOs and CBOs on Organizational Restructuring and Improving Outcomes along the HIV Care Continuum

Introduction

There are many articles and resources available within the HIV/AIDS community. From prevention to treatment, policy to practice, there are websites, fact sheets, issue briefs, webinars, and other tools that can help HIV/AIDS Service Organizations (ASOs) and Community-Based Organizations (CBOs) learn more about HIV/AIDS and best practices for working to end the epidemic. [The National Center for Innovation in HIV Care](#) is committed to connecting ASOs and CBOs to these resources, specifically resources that can help them enhance organizational sustainability and improve the treatment outcomes of their clients.

This resource library is a compilation of articles, webinars, and websites that are pertinent to ASOs and CBOs considering organizational restructuring or adopting service models that can improve care for clients along the HIV continuum. We divided the library into topic sections, each of which is further broken down into subtopics:




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This library is not exhaustive or definitive, but rather is a snapshot of resources the Center has found helpful when working with ASOs and CBOs around these issues. This library will be updated with new articles and webinars periodically. If you have suggestions of information that should be included, please email those suggestions to the Center at nationalhivcenter@fenwayhealth.org.


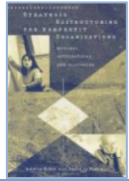
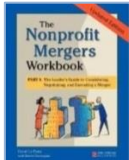
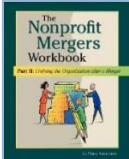
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For more information about the Center, visit our website at www.nationalhivcenter.org.

Organizational Sustainability




Sector Transformation				
Resource	Author	Format	Description	
Sector Transformation and Organizational Sustainability	Vignetta Charles; National Center for Innovation in HIV Care (NCIHC)	Webinar (11/13/14)	<ul style="list-style-type: none"> Provides an overview of sector transformation within the HIV/AIDS service sector and what that means for the future of HIV/AIDS service organizations. 	
HIV/AIDS ASO and CBO Stability and Sustainability Assessment Report	Capacity for Health; Asian and Pacific Islander American Health Forum	Report (9/2013)	<ul style="list-style-type: none"> Explores impact of changes in HIV/AIDS prevention, funding shifts, and treatment advances on the organizational stability and sustainability of ASOs/CBOs. Provides recommendations for ASOs and CBOs in light of the report. 	
U.S. ASO Finder	TheBody.com	Website	<ul style="list-style-type: none"> Searches for US ASOs based on zip code and filters by services provided. 	

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Mergers and Affiliations				
Resource	Author	Format	Description	
AIDS Action Committee & Fenway Health: A New Vision for HIV/AIDS Services and Advocacy	Peter Kramer, Nonprofit Finance Fund	Case Study	<ul style="list-style-type: none"> Outlines the AAC and Fenway merger. Includes discussion of the rationale, catalyst, and challenges of the merger. 	
Strategic Restructuring for Nonprofit Organizations	Amelia Kohm and David La Piana	Book	<ul style="list-style-type: none"> Outlines the benefits, costs, & challenges of strategic restructuring partnerships. Discusses the future impact of strategic restructuring on the nonprofit sector. 	
The Nonprofits Mergers Workbook Part I: The Leader's Guide to Considering, Negotiating, and Executing a Merger	David La Piana; La Piana Associates	Book	<ul style="list-style-type: none"> Provides tools for board members and executive directors considering a merge. Discusses finding a partner for merger, assessing readiness, negotiating the best path, and budgeting and implementation. 	
The Nonprofit Mergers Workbook Part II: Unifying the Organization after a Merger	La Piana Associates	Book	<ul style="list-style-type: none"> Provides tools for board members and executive directors around achieving integration after a merger. 	







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Mergers and Affiliations (continued)

Resource	Author	Format	Description	
Asking the Tough Questions: Organizational Self-Assessment toward Growth vs. Responsible Closure	Vignetta Charles, John Gatto, Robert Cordero, and Monique Tula; NCIHC	Webinar (2/10/15)	<ul style="list-style-type: none"> Leaders from various organizations discuss their process of deciding to strategically restructure and provide “lessons learned” from their restructuring experience. 	
Organizational Change to Strengthen the Continuum of Care for PLWHA	Mike Gifford & Rebecca Haag; NCIHC	Webinar (3/25/15)	<ul style="list-style-type: none"> Explores the impact of merger on treatment outcomes for PLWHA. Draws from the experiences of leaders from two organizations who successfully navigated the merger/affiliation process. 	
Colorado AIDS Project: Merger Creates a Unified Voice for HIV/AIDS Services	La Piana	Case Study	<ul style="list-style-type: none"> Gives an overview of 5 Colorado ASOs coming together to form the Colorado AIDS Project. 	






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Boards, Billing, and Business Planning




Resource	Author	Format	Description	
Hit the Ground Running: A Resource Roadmap for RWHAP Core Medical Providers	CRE TA Center	Learning Tool	<ul style="list-style-type: none"> Assists RWHAP providers in navigating the resources that deal with contracting, billing and enrollment with Medicaid and Marketplace Insurance Plans. 	
Three Ways Business Planning Can Support Strategic Restructuring	La Piana Associates	Infographic	<ul style="list-style-type: none"> Outlines the role of business planning as a catalyst of strategic restructuring, a process to inform negotiations, and a guide to restructuring implementation. 	
Getting your Board on Board	Brian T. Carney & Kandy Ferree; NCIHC	Webinar (3/1/15)	<ul style="list-style-type: none"> Explores role of boards in organizational restructuring, specifically focused on the HIV/AIDS service sector. Discusses developing a shared vision with a board. 	
Nonprofit Strategy and Business Planning: A Fresh Look	La Piana Associates	Article	<ul style="list-style-type: none"> Outlines the difference between strategic planning and business planning and when to use each. 	
Pharmacy Models for ASOs & CBOs: Increasing Revenue and Improving Treatment for Clients	Michael Gifford, Katy Caldwell, Mary Elizabeth Marr, and Rick Fons; NCIHC	Webinar (5/18/15)	<ul style="list-style-type: none"> Explores the financial benefits of ASOs/CBOs integrating pharmacy services into the scope of their work. Describes different pharmacy models for ASOs/CBOs. 	
340B Drug Pricing Program	HRSA	Website	<ul style="list-style-type: none"> Provides an overview of the 340B drug pricing program, in which RWHAP clinics are able to participate. 	

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HIV Continuum of Care Resources

Overview of the HIV Care Continuum				
Resource	Author	Format	Description	
HIV Care Continuum	AIDS.gov	Website	<ul style="list-style-type: none"> Offers an overview of the HIV care continuum, why it's important, and how it's being used. Provides links to other resources on the continuum. 	
Engagement as Prevention: The HIV Care Continuum in Action	Edward M. Gardner; NCIHC	Webinar (12/10/14)	<ul style="list-style-type: none"> Provides a thorough overview of the HIV care continuum. Discusses how the HIV care continuum may impact how we think about HIV prevention. 	
Understanding the HIV Care Continuum	CDC	Fact Sheet (12/14)	<ul style="list-style-type: none"> Overview of the HIV continuum, how the CDC monitors the continuum, and how the continuum can be used to monitor progress. 	
AIDSVu.org	AIDSVu	Website	<ul style="list-style-type: none"> Maps prevalence of HIV in the United States on national, state, and local levels. Allows users to filter HIV prevalence data by race/ethnicity, sex and age, and see how HIV prevalence is related to various social determinants of health, such as educational attainment and poverty. 	
HIVContinuum.org	HIV Continuum (powered by AIDSVu)	Website	<ul style="list-style-type: none"> Offers the first interactive website to map HIV care continuum outcomes for people living with HIV. Captures data from 5 U.S. cities: Atlanta, GA, Chicago, IL, New Orleans, LA, Philadelphia, PA, and Washington, DC. 	

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HIV Prevention, Testing, and Diagnosis				
Resource	Author	Format	Description	
HIV Testing	CDC	Website	<ul style="list-style-type: none"> Provides a background and overview for testing, including discussion of the importance of testing and guidelines for testing sites. 	
PrEP for HIV Prevention: Real World Clinical Case Studies	Kevin Ard; NCIHC	Webinar (4/30/15)	<ul style="list-style-type: none"> Presents case studies that illustrate clinical challenges in caring for patients eligible for PrEP. Discusses controversies regarding PrEP management. 	
Effective Interventions: HIV Prevention that Works	CDC	Website	<ul style="list-style-type: none"> Provides extensive resources on evidence-based HIV prevention strategies. Includes information on biomedical interventions, public health strategies, behavioral interventions, structural interventions, and social marketing. 	

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Engagement in Care (Linkage and Retention)				
Resource	Author	Format	Description	
Engagement in Care: From Cascade to Continuum to Control	Michael Mugavero; NCIHC	Webinar (5/20/15)	<ul style="list-style-type: none"> Discusses the state of engagement in HIV care in the United States. Describes individual and population health implications of HIV care engagement. Discusses approaches that health centers and HIV/AIDS service organizations can take to measure and improve engagement. 	
Continuum of HIV Care among Ryan White HIV/AIDS Program Clients	HRSA	Report	<ul style="list-style-type: none"> Outlines higher levels of engagement in HIV care and the improvement in viral suppression rates among recipients of Ryan White Program funding 	
Optimizing Linkage, Engagement, and Retention in Care for Adolescents and Young Adults of Color	Lawrence Vinson, Molly McHenry, and Liz Salomon; NCIHC	Webinar (4/14/15)	<ul style="list-style-type: none"> Experts in engaging LGBTQ youth in Boston share their experiences linking youth of color into care. Discusses racial justice-focused structural change initiatives. 	
Data to Care: Improving Treatment Outcomes & Addressing Disparities	Julie Dombrowski & Mark Fleming; NCIHC	Webinar (3/11/15)	<ul style="list-style-type: none"> Explores how health departments and HIV clinics can partner to coordinate outreach efforts. Discusses how surveillance data be used to address disparities and ensure access to care. 	

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Additional Resources

Navigating the Affordable Care Act (ACA) & Ryan White HIV/AIDS Program				
Resource	Author	Format	Description	
Affordable Care Act & the Ryan White HIV/AIDS Program (Learning Modules)	TARGET Center	Online Learning Modules (7/14)	<ul style="list-style-type: none"> Explains the ACA and presents implementation ideas for Ryan White agencies and consumers Covers topics like participating in the marketplace, assisting clients with enrollment, adjusting organizational systems, and more. 	
HIV Health Reform	AIDS Foundation of Chicago	Website	<ul style="list-style-type: none"> Provides education to the HIV community about the opportunities that exist through the Affordable Care Act to improve health care access for people with HIV. Maintains a blog, sends a weekly newsletter, and hosts regular webinars. 	
CAEAR: Health Care Reform Checklist for AIDS Service Organizations	Communities Advocating Emergency AIDS Relief	Website	<ul style="list-style-type: none"> Provides a checklist of recommendations to ASOs for successfully navigating changes involved in the ACA. 	
The Affordable Care Act: Implications for ASOs and People Living with HIV/AIDS	Robert Greenwald & Carmel Shachar; NCIHC	Webinar (10/30/14)	<ul style="list-style-type: none"> Examines the impact of the ACA on the lives of people living with HIV/AIDS and the work of ASOs/CBOs. Discusses how ASOs/CBOs can adapt to the changes within the ACA. 	
Out 2 Enroll: Reaching and Connecting LGBTQ Communities to ACA Coverage Options	Kellan Baker; NCIHC	Webinar (1/21/15)	<ul style="list-style-type: none"> Reports on the influence of the ACA on access to health care for LGBTQ people. Describes best practices for ASOs to reach, assist and connect LGBTQ communities to ACA coverage options. 	
The Ryan White HIV/AIDS Program: What is its Role Now and Where is it Headed?	Jeffrey S. Crowley; NCIHC	Webinar (10/21/14)	<ul style="list-style-type: none"> Explores the role of the Ryan White HIV/AIDS Program and how it might change in the future. Provides recommendations on how to adapt to the changing policy and funding landscape. 	
The Affordable Care Act and HIV/AIDS	AIDS.gov	Website	<ul style="list-style-type: none"> Provides an overview of changes brought on by the ACA impacting the health care of those living with HIV/AIDS. Includes links to many other resources. 	
The Ryan White Program and Insurance Purchasing in the ACA Era: An Early Look at Five States	Lindsey Dawson and Jennifer Kates, Kaiser Family Foundation	Issue Brief (4/14/15)	<ul style="list-style-type: none"> Outlines key findings in five states that implemented the ACA insurance purchasing program. 	
Ryan White & the Affordable Care Act: What You Need to Know	HRSA	Website	<ul style="list-style-type: none"> Provides resources, FAQs, and links for those interested in learning more about the ACA's impact on the Ryan White Program. 	

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Organizations and Centers Providing TA or Training		
Organization	Description	
TARGET Center	<ul style="list-style-type: none"> Serves as the central source of TA and training resources for the Ryan White HIV/AIDS Program. Includes webinars, reports, fact sheets, TA websites, an event calendar and more. 	
The National Technical Assistance Center for Contracting, Reimbursement and Enrollment with Medicaid and Marketplace Insurance Plans (CRE)	<ul style="list-style-type: none"> Provides TA to core medical providers around successfully contracting with Medicaid, Medicaid Managed Care, and/or Qualified Health Plans. Provides TA around establishing or expanding third-party billing and reimbursement. 	
Affordable Care Enrollment (ACE) TA Center	<ul style="list-style-type: none"> Helps Ryan White grantees and sub-grantees enroll diverse clients, especially people of color, in health insurance. Has developed extensive learning tools and fact sheets for client enrollment. 	
AIDS United	<ul style="list-style-type: none"> Works to end the AIDS epidemic in the US through strategic grant making, capacity building, policy/advocacy, TA, and formative research. Runs a Sector Transformation Initiative which provides grants and technical assistance to organizations working on organizational restructuring, merger, or responsible closure. 	
Johnson & Johnson / UCLA Health Care Executive Program	<ul style="list-style-type: none"> Provides a unique opportunity for executives of community health centers and ASOs to participate in an eleven day intensive management training session, held annually at UCLA Anderson School of Management. The cost for ASO leader participation is covered by Johnson & Johnson. 	
National Minority AIDS Council (NMAC)	<ul style="list-style-type: none"> Provides HIV/AIDS education and advocacy work focused on racial justice and health equity. Hosts the annual US Conference on AIDS (USCA) each year, which is attended by many ASO and CBO leaders. 	
National Alliance of State & Territorial AIDS Directors (NASTAD)	<ul style="list-style-type: none"> Includes extensive resources on policy advocacy, health care access, prevention, and health equity on its website. 	
National Quality Center	<ul style="list-style-type: none"> Provides quality improvement services and technical assistance to Ryan White-funded organizations. 	
CDC HIV/AIDS Capacity Building Assistance	<ul style="list-style-type: none"> Provides free training and technical assistance to organizations and communities to help them strengthen their HIV prevention capacity. 	
HealthHIV	<ul style="list-style-type: none"> Runs the ASO/CBO Leadership Training and Certificate Program, which assists ASO/CBO leadership in addressing key issues concerning the changing HIV service delivery landscape, identifying best practices to evolve existing business models, and connecting to resources that can support them along the way 	

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Additional Resource Libraries		
Organization	Description	
TARGET Center: Resource Library	<ul style="list-style-type: none"> Serves as the central source of technical assistance (TA) and training resources for the Ryan White HIV/AIDS Program. Includes webinars, reports, fact sheets, TA websites, an event calendar and more. Filters resources based on topic, population, and/or grantee status. 	
Center for Disease Control: HIV/AIDS Resource Library	<ul style="list-style-type: none"> Includes an HIV/AIDS glossary, reports, factsheets on HIV among special populations, podcasts and webinars, and more. 	
AIDS Action Committee: Health Library	<ul style="list-style-type: none"> Provides extensive, up-to-date information about HIV treatment and wellness, including reports on advancements in HIV/AIDS research and information about coinfections and related illnesses. Sends out a monthly Health Disparities Update e-newsletter. 	
Kaiser Family Foundation: HIV Resource Library	<ul style="list-style-type: none"> Includes reports, factsheets, issue briefs, and other helpful policy tools put out by KFF on HIV/AIDS, the Affordable Care Act, and other health policy topics. 	
ACE TA Center: Resources, Tips, and Tools for Enrolling Ryan White HIV/AIDS Program Clients in Coverage	<ul style="list-style-type: none"> Outlines resources for anyone helping Ryan White HIV/AIDS Program (RWHAP) clients apply for health insurance. Lists the enrollment steps and has links to resources, tips, and tools to help enrollment assisters with each step. 	
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