

**Center for Health Justice
Strategic Plan
2012-2015**

Executive Summary

Based on their mission to **empower people affected by incarceration to make healthier choices and advocate for the elimination of disparities between prisoner health and public health**, Center for Health Justice (Health Justice) has established these strategic goals to support its purpose and implement its vision over the next three years:

- I. Creating and strengthening collaborations with other organizations that have expertise and resources that compliment Health Justice's, and leveraging those partnerships not to duplicate services, but to meet the complex needs of Health Justice's clients**
- II. Expanding Health Justice's capacity to effectively and consistently communicate with others outside of the organization**
- III. Create long-term organizational sustainability, both programmatically and fiscally**

The strategic goals are based on Health Justice's continuing evolution in being a mission driven organization that is committed to serving individuals and their families who are at high-risk for HIV infection and other related serious health conditions, and are already at a disadvantage in accessing quality medical care and support services that help them successfully reintegrate back into the community.

Consistent with its defined role as a "bridge" or "connector" organization that doesn't want to duplicate services already being provided by other organizations, Health Justice's focus going forward will be on leveraging its unique niche in the provider community to expand consistent access and connections to services for its clients, not simply making referrals and hoping clients' needs are being met by others. This goal recognizes that Health Justice's clients are best served through a strong network of available, coordinated services, with Health Justice being more proactive with its partners in coordinating service delivery to reduce recidivism and assist their clients in more successful, sustainable community reintegration.

Health Justice's future direction is also focused on long-term organizational sustainability. The Board of Directors and management team are committed to moving the organization forward by expanding their donor base through more targeted and consistent communications and opportunities to engage supporters in Health Justice's work, as well as continuing to expand and strengthen the board with individuals who are passionate about the organization's work and have the contacts and resources to help Health Justice fulfill its mission.

1. Planning Overview

Since its founding in 2000, Health Justice is an organization that is constantly evolving to respond to the significant changes in the HIV epidemic. While Health Justice began its work focused solely on incarcerated individuals living with or at high-risk of HIV infection, they have recognized and responded to the emerging and complex needs of those they serve. Early on, Health Justice expanded its programs to include services to family members of incarcerated clients to help educate them about HIV and reduce their risk of infection, as well as engage them as advocates and supporters in local communities to help with reintegration.

As more people are living longer with HIV they are often dealing with multiple health issues or co-morbidities, including Hepatitis C, tuberculosis and MRSA. Health Justice's mission has expanded to not just focus on HIV, but to be more inclusive and responsive to these other important co-occurring health issues impacting their clients. In recent years there has been more emphasis on how to holistically address these multiple issues in the course of Health Justice's work by creating more comprehensive and integrated programs.

Additionally, Health Justice has also focused more on the barriers for their clients to successfully reintegrate back into their communities. The lack of available affordable housing, employment, public benefits for those who are disabled, current document identification and ongoing substance abuse and mental health treatment all contribute to recidivism. While Health Justice can provide very effective HIV prevention and treatment education, much of their clients' long-term stability post-incarceration depends on the effectiveness of these other services. This has motivated Health Justice to continue to strengthen their collaborations with other service providers to insure more effective outcomes for their clients.

In 2012, Health Justice engaged in an internal strategic planning process with the primary objectives of: 1) creating an opportunity to review current programs and services and align them with client needs and future funding sources; and 2) using the planning process as a way for the Board and staff to have a shared understanding and vision for the future direction of Health Justice.

The planning process was conducted in January and February 2012, and involved Board, staff and some key volunteers. The consultant met with the Board Chair and Executive Director separately to get their feedback on the key issues facing the organization, and then facilitated an all staff meeting to get staff's input on current programs and services, as well as unmet client services needs. No external stakeholder interviews were conducted as part of this planning process.

An all day joint Board and staff planning session was held on February 4, 2012 to review the steps involved in the planning process and reinforce the importance of everyone's participation, get an organizational update on where Health Justice is currently with its programs, funding and staffing, do an internal SWOT (strengths, weaknesses, opportunities and threats) analysis, identify emerging trends and issues, and identify shared goals for the future direction of the organization.

The final plan is a result of the information gathered, discussed, refined and agreed upon by the Health Justice Board of Directors.

2. Organizational Background

Information about Health Justice's history and current programs are included as Addendum A at the end of this plan.

3. Current Situation

Since its last strategic planning process in 2009, Health Justice has implemented several key goals identified in the plan. Most significantly, the organization moved its offices from West Hollywood to downtown Los Angeles, directly across the street from the county jail. This has provided much better access to services for clients, as well as strengthened the relationship between Health Justice and the jail staff, who viewed the move as a strong commitment to the continued partnership between the two organizations.

Health Justice has also stabilized financially over the last three years, and has diversified its funding from over 80% coming from government contracts, down to 60% currently. The balance of revenue comes from foundation and corporate grants, special events and individual donor contributions. Individual contributions continue to be the smallest portion of the agency's income, and provide an opportunity for future growth. As with most nonprofit organizations, availability of unrestricted operating revenues continues to be a challenge. A majority of the current operating budget comes from contracts and grants which are restricted to fund specific programs or services, have detailed reporting and compliance requirements, and don't leave much flexibility for staff to expand their work on anything that isn't specific to a particular contract. Staff is stretched to meet their current contractual obligations, and the agency is very confined in its ability to expand its services or upgrade its infrastructure because it has limited unrestricted funds. Even most of the non-public funding that Health Justice currently receives is targeted to specific programs or outcomes.

Health Justice occupies a unique niche within the local AIDS services community. While there are several organizations working inside the jails, some specifically dedicated to serving people living with HIV and others with broader missions, Health Justice is the only organization both dedicated to serving people with HIV and working on prisoner health issues as their exclusive mission. This gives them an advantage in credibility and expertise over other organizations, even those doing similar work on re-entry services or health education.

4. Internal and External SWOT (Strengths, Weaknesses, Opportunities & Threats) Analysis and Environmental Scan

4.1 Strengths

Health Justice is recognized as the authority on delivering HIV services to incarcerated populations. Unlike other AIDS service organizations that have some programs that serve incarcerated people, or other non-HIV specific organizations that provide services inside the jails, Health Justice is the only organization in LA County that provides high quality and current information about HIV education and treatment to this population as its primary mission. Information is presented that is accurate, current, relevant, and in a way that is sensitive and appropriate to the target audience.

The staff is also dedicated and competent. Their passion and commitment to working with this population is evident, and is effective because many of the staff were once incarcerated, are living with HIV, or both. The staff diversity reflects both the population served, as well as a strong commitment to doing work that impacts individuals who are marginalized and often not seen as sympathetic service recipients by the larger public.

Health Justice is also a good collaborator and works well with other organizations and the correctional system. They define themselves as a “bridge” or “connector” organization by providing some services directly, and strong linkages to other services needed by their clients but provided by others. This has provided opportunities for Health Justice to effectively advocate for changes within the system by working closely with those in charge to better understand the needs and constraints inside locked facilities, and to provide programs or services to fill those gaps. This has helped them develop a mutual respect and trust with correctional staff, even when they approach the work from different perspectives. In the end, Health Justice is seen as a problem solver focused on meeting prisoners’ needs, and not just as an advocacy organization trying to antagonize the system.

4.2 Weaknesses

Limited financial resources, particularly unrestricted operating funds, impact the organization’s ability to fulfill its mission and create long-term sustainability. All staff are currently funded primarily through government contracts or private grants that are restricted to specific uses, which limits the agency’s ability to respond to emerging needs or trends with flexibility and creativity.

Strong collaborations with other organizations that can consistently provide high quality services are very limited and impact Health Justice’s ability to successfully connect their clients to much needed services such as housing, employment and substance abuse treatment. This results in staff and clients being frustrated that critical service needs aren’t being met, and high recidivism due in part to poor linkages and follow-up by the other agencies.

Services for incarcerated people aren’t very popular with the general population or many funders, which makes fundraising more challenging, especially as limited resources must be prioritized. There is still stigma associated with being incarcerated and a perception that resources, especially in difficult economic times, shouldn’t be used to help people who have done something “wrong” and are being “punished”.

4.3 Opportunities

Health Justice is recognized as a leader in delivering high quality services to incarcerated people, and is uniquely positioned to leverage its reputation and access to locked facilities to become the leading policy and advocacy voice on HIV and other prisoner health issues within correctional facilities.

The organization has access inside correctional facilities and can be an effective “bridge” to bring information and services inside the facilities, as well as play a significant role in the inmates’ transition back into the community with linkages to appropriate services. Their close proximity to the county jail is a valuable asset to be used in leveraging services provided by other agencies.

An analysis of current client needs demonstrates opportunities to provide more mental health and substance abuse treatment services. This could be done through a mental health internship training program, or strengthening partnerships and collaborations with other organizations to provide those services on-site at Health Justice's offices.

4.4 Threats

Policy shifts in HIV funding have been moving towards getting more people diagnosed and into treatment, primarily medical care. This will reduce the amount of funding available for services not directly related to HIV testing and medical care, and may potentially impact Health Justice's work in prevention and health education.

As HIV funding becomes more limited and competitive, there will be more AIDS service organizations with established linkages to primary medical care that will increase their work inside jails and prisons.

The economic recession has significantly impacted government funding and private fundraising from individuals, foundations and corporations. While there is no certainty about how long the recession and its impacts will last, it will make fundraising more challenging for the next several years.

4.5 Environmental Scan

Health Justice continues to be well positioned to be the leading expert in prisoner health issues. In the last strategic plan policy work was identified as a key goal. And while Health Justice has continued to be involved in some limited policy work on a larger scale, mostly through collaborations with academics publishing research, the organization hasn't played a key role in statewide or national policy efforts due to limited staff and financial resources. This planning process highlighted the organization's emphasis on strengthening client services in order to meet the ever growing and complex needs of those it serves. While public policy and advocacy work are important, funding to pay for that work is limited and decreasing. Staff and volunteers all expressed a desire to focus on building Health Justice's capacity to better serve its clients, through directly providing more services and enhancing collaborations. The past attention on prisoner healthcare in state prisons due to federal monitoring has diminished, and the ongoing state budget deficit and poor economy will make funding for policy work more challenging.

Health Justice is not abandoning policy work, and will continue to be a leading advocate on prisoner health issues. That advocacy is best directed locally within Los Angeles County where the organization has a significant presence and influence with policy makers and funders. By focusing on filling gaps in services, strengthening collaborations, and aligning resources with strategic goals, Health Justice will be in a good position to continue and enhance their policy work beyond Los Angeles.

5. Future Vision and Strategic Goals

Health Justice is facing some significant challenges over the next several years. Changes in policy at both the national and local levels have reshaped the future of HIV services. More emphasis is being placed on getting people diagnosed with HIV and linking them to medical care. There will be fewer resources available for services that aren't directly connected to testing and prima-

ry medical care. The Great Recession has also had a tremendous impact on public and private funding for all services, and will continue to influence the availability of resources for the next several years. Sustainability will be critical going forward, especially after the next two to three years of government funding is reallocated.

As an organization that works with people who are at high-risk for HIV infection and already at a disadvantage in accessing quality medical care and other services that help them successfully reintegrate into the community, Health Justice's strategic goals address their commitment to continue providing access to health services through direct service provision and strong collaborations. Organizational stability and sustainability is critical in order for Health Justice to be effective, and is the foundation for all of their efforts going forward.

In line with their mission to **empower people affected by incarceration to make healthier choices and advocate for the elimination of disparities between prisoner health and public health**, Health Justice has established three main strategic goals to support its purpose and implement its vision over the next three years. These strategic goals are:

I. Creating and strengthening collaborations with other organizations that have expertise and resources that compliment Health Justice's, and leveraging those partnerships not to duplicate services, but to meet the complex needs of Health Justice's clients

The biggest barriers for Health Justice's clients to successfully reintegrate back into their communities are the lack of available affordable housing, employment, public benefits for those who are disabled, current document identification, mental health treatment and ongoing substance abuse. Without real connections to these services, individuals often quickly return to activities and behaviors that led to their incarceration because they have no alternative options for decent housing or income. Consistent with its role as a "bridge" or "connector" organization that doesn't want to duplicate services already being provided by other organizations, Health Justice's focus going forward will be on how to leverage its unique niche in the provider community to expand real access and connections to services for its clients, not simply making referrals and hoping clients' needs are being met by others. In order to reduce recidivism and assist their clients in more successful, sustainable community reintegration, Health Justice will:

- a. Identify several key service partners who specialize in housing and employment and create stronger referral and follow-up protocols to insure clients are being connected to those services
- b. Provide space on-site at Health Justice's offices to those organizations that can deliver critically needed services that Health Justice doesn't provide directly, such as mental health care, substance abuse treatment or benefits establishment
- c. Explore the feasibility of creating an internship program at Health Justice for mental health clinicians in training who could provide direct services to Health Justice's clients
- d. Expand opportunities for Health Justice staff to meet directly with colleagues from other organizations to educate them about Health Justice's work, and to strengthen the referral process and linkages for more consistency and follow-up
- e. Establish itself as an expert trainer to other providers working with incarcerated populations to help them better understand the population's needs and effective service delivery

II. Expanding Health Justice's capacity to effectively and consistently communicate with others outside of the organization

Focusing on this as a strategic goal provides important opportunities for Health Justice to enhance its work with clients and their families both during and after incarceration, and creates an important link to the broader community to increase Health Justice's visibility and help with fundraising. Clients' families are an important part of Health Justice's work, and are critical to the successful reintegration of former inmates back into the community. They can be valuable advocates with elected officials and policy makers, and are key partners in community education and outreach efforts. Reaching the broader community that isn't aware of Health Justice will be critical for private fundraising and long-term sustainability. Going forward, Health Justice will expand its community outreach and communication efforts by:

- a. Establishing and consistently implementing a standardized protocol for collecting contact information for everyone with whom Health Justice interacts including clients, their family members, volunteers, donors, funders and community members, respecting confidentiality and adhering to all appropriate regulations on how that information can be used
- b. Creating regular mechanisms to communicate with these individuals, and focusing the messages and information as appropriate to the target audience
- c. Maintaining an accurate data base that is regularly reviewed and updated
- d. Expanding the use of email blasts and other social media as tools to regularly interact with various stakeholders

III. Create long-term organizational sustainability, both programmatically and fiscally

Like all nonprofit organizations, especially smaller organizations that serve a highly specialized niche, Health Justice is faced with the challenge of being relevant and sustainable in order to fulfill its mission and thrive in a very difficult and rapidly changing environment. The organization recognizes that its client population is going to continue to increase, and that the clients' needs are going to continue to be multiple and complex. Focusing on expanding and strengthening collaborations will be critical to leveraging other existing resources to help fill those gaps, but Health Justice will also need to be creative and vigilant about expanding its own opportunities to provide services directly, and look for new revenue sources. This will be accomplished by:

- a. Exploring opportunities to expand services to younger inmates in the juvenile justice system
- b. Continuing to analyze gender parity in Health Justice's services, and look for opportunities to expand services to women and transgender people
- c. Increasing peer to peer re-entry services to leverage the use of client volunteer experience and skills for Health Justice, and provide training and new skills building opportunities for clients
- d. Investigating opportunities for providing services to non-HIV+ individuals or to the general inmate population
- e. Evaluating the feasibility of reducing or limiting the numbers of clients served to improve outcomes
- f. Improving program data collection and analysis to be used in decision making and program development, implementation and evaluation
- g. Continuing to expand individual donor support, including expanding and strengthening the Health Justice Board of Directors, and cultivating broader community support, especially in the faith community

6. Implementation

6.1 Funding

Health Justice's current government contracts will be stable for the next two to three years and will provide service continuity for the existing programs. With the continued shift of HIV funding towards medical care and services directly linked to outpatient care, prevention and education services will be at greater risk for future funding reductions. The effective implementation of Health Justice's strategic plan relies largely on continuing to develop and strengthen the organization's infrastructure, particularly in the area of fundraising. As with all nonprofits, Health Justice's ability to raise unrestricted operating funds will give it flexibility in funding staffing and programs that aren't tied to a specific contract or grant. Unrestricted funds can also be used for supplies and equipment, rent, administrative overhead, and other costs which are generally not completely covered by most funding sources.

Health Justice has no dedicated fundraising staff, which puts additional pressure on the Executive Director and Board members to be more active in ongoing development activities. Consultants may be able to provide some assistance with aspects of fundraising such as grant writing or special events, but the ultimate success of the organization's fundraising will rely on cultivating the Board's contacts and resources. Expanding the organization's individual donor network and committees, particularly the Resource Development committee, will also provide access to potential new funding sources through individuals and corporate contacts.

6.2 Staffing

Health Justice will need to continue to examine the staffing that will be needed to implement the strategic goals over the next three years. Currently, the majority of the staff is funded by contracts that obligate them to provide specific services to fulfill their contractual agreements. There is limited capacity to expand services with the existing staff, and no significant new program expansions can be undertaken without adding personnel. Administrative staff support will need to be increased, including additional help with fundraising and contracts and grants management.

6.3 Board Development

Over the last three years Health Justice has recruited new Board members with varied skills and contacts to enhance the organization's work. This has created some opportunities for new funding through Board contacts, and should continue to be a high priority going forward. One of the Board's challenges is leadership development and succession planning, and without new members who are committed to taking on more responsibilities it will be difficult to cultivate new leaders. Recruiting new Board members with the skills, contacts and commitment to fundraise will be critical to the organization's success and sustainability. Board recruitment should not just focus on adding more members, but individuals who have a connection to the agency's mission

and are willing to work on its behalf to increase visibility and cultivate relationships that result in tangible support for the organization. This support can be both financial and in-kind in the form of donated goods, professional skills or services, and should be a requirement for Board membership. The size of the Board is best determined by an assessment of what skills and contacts the Board currently has, and where there are gaps that need to be filled. Consideration should be given to recruiting new members with personal wealth or contacts with others who are able and willing to support Health Justice, executives in corporations who can leverage their contacts and bring in new resources, local business people and other professionals who may share a personal connection to Health Justice's work, openly HIV+ individuals who are passionate about services for others living with HIV, and individuals who have been incarcerated. Health Justice can use its committees as an opportunity to engage potential Board members and see how committed and effective they are before recruiting them to join the board. As everyone's time and resources becomes scarcer, it will be important for Health Justice to recruit and retain active board members who have the ability to move the organization forward and achieve its mission.

6.4 Facilities

The Health Justice office is currently located across the street from the LA County Central Jail, and is ideally located for convenient client services. The current space is too small for all of the current and proposed programs, including sharing space with other providers. Staff working in such close proximity and without much privacy causes challenges with interpersonal interactions, and maintaining client confidentiality is difficult. If Health Justice moves forward with any of the proposed collaborations, particularly the mental health internship program, more space will be needed. Consideration should be given to expanding space in the building, which is currently available, and perhaps asking other providers who will be using the space to contribute to the overhead. Parking at the current site is also a challenge, so some thought needs to be given to how to accommodate additional vehicles for staff and volunteers. Using the space more in the evenings may alleviate some of the parking constraints, but may also require additional security measures.

6.5 Volunteers

During the planning process there was a lot of discussion about using interns and volunteers, including client volunteers, for some of the work. In the past the organization has used interns, primarily graduate students, to assist in some of its policy and advocacy work. That has proven effective because the skills of the interns match the needs of the organization, and the interns can work under the supervision of a staff member who has the time and experience to provide oversight and direction. There is currently no volunteer coordinator to recruit, train and retain volunteers who want to work at Health Justice, and the required security clearances for entrance into correctional facilities limits what program functions volunteers can perform. Administrative support duties or assisting with fundraising would be the easiest ways to accommodate volunteers, but still requires staff time to recruit, train, supervise and retain those volunteers. The amount of staff time will vary depending on the number of volunteers and the activities they are doing, but a robust volunteer program does require a commitment of staff time to insure that volunteers are actually contributing to advancing Health Justice's mission, and that they are being properly acknowledged and appreciated. If a mental health internship program is developed it will require on-site supervision by a licensed mental health professional responsible for specifically overseeing those interns.

7. Phasing and Milestones

The Scope of Work for this plan is spread over three years, through the end of 2015. In consideration of this time frame and the available resources to support Health Justice's work, it is reasonable to assume that it can achieve its strategic goals, contingent upon the success of its expanded collaborations and development activities.

Implementation of the plan is structured so that activities to achieve the strategic goals are concurrent. During the next three years, progress will be monitored every six months, with a final evaluation at the end of 2015 to measure the effectiveness of implementation activities.

8. Scope of Work

As an organization that is committed to being proactive and responsive to the changing needs of those it serves, and in line with its mission to empower people affected by incarceration to make healthier choices and to advocate for the elimination of disparities between prisoner health and public health, the Scope of Work will guide Health Justice over the next three years in moving to the next level in organizational development and improving program outcomes.

Strategic Goal # 1: Creating and strengthening collaborations with other organizations that have expertise and resources that compliment Health Justice's, and leveraging those partnerships not to duplicate services, but to meet the complex needs of Health Justice's clients

Activities	Timeline	Person Responsible	Resources	Performance Indicator
Identify partners interested in providing housing, mental health care, substance abuse treatment, employment, or benefits establishment to Health Justice's clients	March 2012-ongoing	Executive Director & Program Staff	Service provider network – existing partners and new organizations	Quarterly meetings happen with potential partners to explore collaborations
Establish specific protocols for service referrals and follow-up	June 2012 – ongoing	Executive Director & Program Staff	Use current or develop new Memorandum of Understanding (MOU) templates	Signed MOUs are in place and referrals and follow-up contacts are regularly tracked
Provide space on-site at Health Justice's office for some key partners	June 2012-ongoing	Executive Director	Current or expanded office space at Health Justice	Partners are successfully co-located on-site and delivering services to Health Justice clients
Explore the feasibility of creating a mental health internship training program	Sept 2012-March 2013	Board & Executive Director	Current Health Justice Board member who is a licensed clinician; local schools/programs that train mental health professionals	Written feasibility study will be presented to the Health Justice Board for review and decision
Create regular opportunities for Health Justice staff to meet with partner agency staff, both on-site and off-site, to improve collaboration	March 2012-ongoing	Executive Director & Program Staff	Staff from Health Justice and partner agencies	Quarterly meetings
Provide training to other organizations working with incarcerated populations to improve service delivery	Sept. 2012-ongoing	Program Staff	Service provider network	Trainings are provided at least three times a year

Strategic Goal # 2: Expanding Health Justice’s capacity to effectively and consistently communicate with others outside of the organization

Activities	Timeline	Person Responsible	Resources	Performance Indicator
Establish protocol for collecting contact information for everyone Health Justice interacts with	June 2012-ongoing	Executive Director, Program Staff, Board Members	Clients, family members, volunteers, donors, community members	Data base will increase at least 10% each year
Increase email blasts, e-newsletters sent, and other electronic communications to external stakeholders	Sept 2012-ongoing	Executive Director, Program Staff, Volunteers	Existing and expanded data base	Electronic communications will be sent at least once a quarter
Maintain and increase data base	March 2012-ongoing	Program Staff, Volunteers	Current data base	New contacts will be entered monthly; changes will be made monthly on any updates or corrections; data base will be reviewed annually for any deletions
Expand use of social media for external communications	Sep 2012-ongoing	Executive Director, Program Staff, Volunteers	Facebook, Twitter, blogs, other appropriate social media outlets	Posts will be made weekly and monthly, as appropriate

Strategic Goal #3: Create long-term organizational sustainability, both programmatically and fiscally

Activities	Timeline	Person Responsible	Resources	Performance Indicator
Explore opportunities to expand services to inmates in the juvenile justice system	March 2012-ongoing	Executive Director	Juvenile justice system, funders, partner organizations	Opportunities will be explored, analyzed and presented to Health Justice Board for review and decision
Expand services to women and transgender people	March 2012 – ongoing	Executive Director	Jails, prisons, juvenile justice facilities, clients’ family members	Services to women and transgender people will increase by at least 10% over the next three years
Expand client volunteer opportunities for skills building	Sept. 2012 – ongoing	Executive Director, Program Staff	Clients	Clients will have at least three options for participating in work that directly benefits Health Justice such as clerical, administrative, community outreach or other program needs
Investigate opportunities to provide services to non-HIV+ individuals or to the general inmate population	June 2012 – ongoing	Executive Director	Correctional facilities, funders, partner organizations	Opportunities will be explored, analyzed and presented to Health Justice Board for review and decision
Evaluate feasibility of reducing or limiting the numbers of clients served	June 2012-ongoing	Executive Director, Program Staff	Current client case loads, projected clients in correctional facilities referred to Health Justice	Data will be analyzed and presented to Health Justice Board for discussion and policy decision
Improve program data collection and analysis	March 2012-ongoing	Program Staff, Management Team	All Health Justice programs	Management team will develop standardized protocols for program data collection, and will review all program data at least quarterly for tracking against benchmark outcomes
Expand individual donor support	March 2012-ongoing	Executive Director, Board Members	Current donors, community members, friends, family members, faith community	Individual donor income will increase at least 10% a year

Addendum A

2. Organizational Background

The mission of Center for Health Justice is to empower people affected by incarceration to make healthier choices and to advocate for the elimination of disparities between prisoner health and public health.

Founded in 2000 as Correct Help and operating under the umbrella of the Tides Center, the organization became an independent 501(c)(3) in 2004, and changed its name to Center for Health Justice (Health Justice) in 2006.

Health Justice fulfills its mission by providing in-custody health education, risk-reduction and treatment education programs – including prisoner peer education – in the Los Angeles County jails and state prisons, with a focus on HIV and Hepatitis. Health Justice’s programs are designed to increase participants’ disease prevention and treatment knowledge, encourage self-empowerment and continued reduction in risk behaviors during incarceration and after release. The organization’s expertise and focused programs take advantage of the public health intervention opportunity that incarceration presents. Prisoners receive disease prevention and treatment services to help them return to their communities healthier, and with tools to remain healthy.

2.1 Client Demographics

Data suggest that current client demographics are as follows:

Gender: 57% Male, 41% Female, 2% Transgender

Ethnicity: 34% African-American, 35% Latino, 28% White, 1% Native American, 1% Asian/Pacific Islander, 1% Other ethnicity

Sexual Orientation: 52% Heterosexual, 27% Gay Men, 2% Lesbian, 10% Bisexual, 3% Declined to state, 6% Unknown

2.2 Programs

Health Justice’s expertise and focused programs take advantage of a tremendous public health intervention opportunity: incarceration. As a result of our work, HIV+ and at-risk prisoners receive the HIV prevention and treatment services during this important time and return to their communities healthier, and with improved HIV prevention knowledge.

The primary goals of all Health Justice’s in-custody treatment and education programs are to:

- Increase HIV prevention and treatment knowledge
- Improve self-advocacy
- Encourage healthier choices while incarcerated and upon release
- Provide support for newly adopted risk reduction techniques
- Reduce recidivism rates
- Encourage leadership development among current and post-incarcerated persons

HIV Risk- Reduction and Treatment Education in the Los Angeles County Jails

With staff in the LA County Jails 5 days a week, Health Justice provides in-depth education on HIV transmission and treatment to hundreds of women and segregated gay, bisexual and transgendered men. Classes include HIV 101; HIV treatment 101; and a two-part Harm Reduction workshop; Health Justice also provides one-on-one counseling sessions to high-risk HIV+ inmates.

Women's Peer Education Program

An empowerment program for incarcerated women where we seek to reduce the spread of HIV/AIDS by providing peer-based education and resources to reduce risk-taking behavior among women at sexual risk.

Substance Abuse Education Program

Targeting self-identified gay men (the "K6G Unit" of Men's Central Jail) and women who are housed at the Century Regional Detention Facility (CRDF), *Keeping It Real* is a six-class series, a hybrid of our HIV educational intervention for groups, focused on risk reduction, safer sex negotiation skills, self-esteem, communication styles and skills, disclosure issues, and the widely used and respected "Living in Balance", a comprehensive addiction treatment program. Living in Balance is a psycho-educational and an experiential treatment model, facilitated by a professional counselor trained in the provision of alcohol and other drug treatment services.

Transitional Case Management

Services are offered to HIV positive inmates within Los Angeles County Jails. Inmates are screened and linked to medical and mental health services within the correctional facilities, as well as social services as they reintegrate back into the community.

Prisoner Condom Access Programs

The largest program of its kind in the country, our Jail Condom Distribution Program provides condoms to segregated gay men in Men's Central Jail in LA. Health Justice has also piloted a new way of providing prisoners access to condoms – a dispensing machine – in the San Francisco County Jails through a research grant with UCSF's Center for AIDS Prevention Studies. We are leading this effort nationally, consulting with public health administrators and advocates about introducing prisoner condom access in their jurisdictions.

Pre-Release Counseling and Support

Health Justice staff meets with prisoners prior to their release to help them develop a plan of action to make positive changes in their lives. Counseling includes discussion of HIV risk-reduction methods, development of a personal life plan, and encouragement to maintain healthier behaviors upon their return to the community. Our staff also works with clients to identify programs that can help them address alcoholism, drug addiction, and other behaviors that can put them at risk for return to jail or prison.

Project Home L.A.

Is a women's empowerment program for females who currently have male partners incarcerated or who have had past incarceration history. This program is designed to train women to go back out into their social networks to talk about the risk of acquiring HIV and other STDs.

Health Justice Test Link Program

Provides access to HIV testing services targeting men and women recently released from California prisons to Los Angeles County. We do this by providing HIV education and testing outreach services at Los Angeles County Police and Corrections Team (PACT) Meetings which all paroling prisoners are required to attend upon their release. Through Health Justice Test Link, our peer staff – individuals who are HIV+ with a history of incarceration – will conduct HIV prevention education sessions at the PACT Meetings in LA County and emphasize the importance of knowing one's status for the purpose of prevention, early diagnosis and treatment.

Positive Parolee Network Program

(PPN) is a peer-driven, strengths-based team support program for HIV+ parolees returning to LA County with the goal of increasing linkage to and retention in HIV medical care. Through the PPN we provide consistent, sustainable, clinically supervised peer-driven support and linkage to services for individuals living with HIV who are paroling from California State Prisons to LA County in order to engage and retain them in HIV medical treatment post-release. We do this by identifying HIV+ parolees, linking them to care linkage teams, and conducting ongoing educational activities with parole officers, HIV service providers, and parolees. In the process, information on the systems-related barriers faced by HIV+ parolees is documented and addressed through the ongoing policy and advocacy work carried out by Health Justice.

Health Justice Initiative/Policy and Advocacy

This program takes advantage of policy opportunities such as pending California Legislation on increased attention to poor prisoner medical care, and the causal relationship between incarceration and the spread of HIV in communities of color, advocating for improved HIV prevention and treatment in jails and prisons.