2019 & BEYOND
STRATEGIC PLAN SUMMARY
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THE STATED MISSION OF PREVENTION POINT PHILADELPHIA IS TO PROMOTE HEALTH, EMPOWERMENT AND SAFETY FOR COMMUNITIES AFFECTED BY DRUG USE AND POVERTY.

INTRODUCTION

Prevention Point Philadelphia (PPP) is a non-profit public health and social services organization that works to reduce the harms associated with drug use. The organization helps to improve the lives of individuals affected by drugs and poverty by offering them a range of medical and social services that help them stay safe and healthy and, when they are ready, enter treatment. The group also collaborates with nonprofit and government partners to develop strategies that address the related public health challenges, such as frequent overdose deaths, the spread of diseases, and homelessness.

Prevention Point Philadelphia pioneered the harm reduction approach to drug use in Philadelphia by operating the city’s first legal syringe exchange starting in 1992, at the onset of the HIV/AIDS crisis. Today, they are on the frontlines of the opioid epidemic, innovating tactics that save lives.

In 2018, Prevention Point Philadelphia completed a strategic planning process driven by three key needs:

1. To increase agency efficiency and to improve/optimize services for participants by formalizing internal processes and systems.

2. To retain and recruit staff while expanding services by creating a culture change focused on resilience and collaboration.
3. To increase public understanding of the role of harm reduction in improving public health by helping people understand the health disparities facing people affected by drug use and poverty, how these health disparities relate to the larger society, and the role PPP serves in creating a healthier population.

At the direction of the Board of Directors, the Executive Director hired Dina Stonberg, MPH — a nonprofit consultant — to guide PPP Board, staff, participants and other stakeholders through the strategic planning process.

The following methods were used to obtain and develop the information for the plan:

- Meetings with Board of Directors and Executive Director to determine scope, focus and key concepts of the planning process.
- Retreat held with Board of Directors and Leadership Team to identify SWOT (Strengths, Weaknesses, Opportunities and Threats) of different areas of PPP’s operations.
- Creation of sub-committees focused on different operational areas, each including a mix of Board Members, Leadership Team and Staff members.
- Two to four meetings with each sub-committee to identify priorities.
- Focus groups with Line Staff, Key Informants and Participants to address program evaluation.

The plan is intended to guide PPP's decision-making and resource allocation through 2023.
**KEY STRENGTHS**

The stated mission of Prevention Point Philadelphia is to promote health, empowerment and safety for communities affected by drug use and poverty. Through the research process, Dina Stonberg and the planning participants found that PPP is incredibly successful in fulfilling its mission, particularly citing the following strengths:

- PPP provides a safe haven for those who are otherwise disenfranchised by society;
- The use of a true harm reduction model to reduce the health risks associated with substance use and sexual behaviors is highly impactful and effective;
- PPP’s expertise with our target population is recognized locally, regionally and nationally. This recognition serves to open multiple opportunities for new programs and services;
- PPP maintains numerous partnerships and has the ability to attract resources to provide services that meet the most emergent needs of participants;
- PPP offers a high level of social support to participants;
- PPP, as an agency, is resilient;
- Agency and staff are recognized as leaders in the field locally, nationally and internationally in the field of Harm Reduction; and
- PPP has a history of mobilizing quickly to meet participants’ needs and capitalizing on resources available in the community to meet those needs.

**STRATEGIC GOALS**

As the planning process proceeded, Dina and the leadership team expanded upon the initial three needs to lay out nine strategic goals for the next five years:

1. **Formalize processes and procedures.** In order to deliver services optimally (impactfully and efficiently), PPP must formalize processes and procedures. PPP has been functioning as a small, grassroots nonprofit but it is a much larger agency now and, accordingly, the associated policies and procedures must adapt. This goal includes increasing and coordinating internal and external marketing of PPP programs and services.

2. **Implement agency-wide culture change.** Moving to more formalized processes and protocols will require an agency-wide culture change to promote resilience, higher level of coordination, and shared ownership of the physical plants and the nested programs/services.

3. **Bring PPP into the mainstream of public health and healthcare in Philadelphia.** PPP needs to increase awareness within the larger Philadelphia community regarding our role as an integral part of health services for our region. Efforts in this area need
to focus on how the health disparities PPP participants are facing relate to the larger community and the role PPP serves in creating a healthier and stronger city.

4 Formalize and expand housing program. PPP’s new Point of Refuge Housing program has expanded organically over the past two years related to participant need, funding availability, and strategic partnerships. As the Point of Refuge Housing program has grown, needs related to complimentary social services and associated resource programming must evolve and expand accordingly.

5 Create a medical home for our population that comprehensively addresses the health needs of our participants. PPP participants have long expressed their appreciation for the high level of care they receive delivered with harm reduction principles. By creating a medical home, PPP can insure that these services are delivered in a manner consistent with programmatic and harm reduction standards in order to maintain the highest level of services for participants to increase quality of life and include a broad base of primary care services.

6 Develop and implement a research component for PPP. This Research component will ultimately organize and coordinate both internal and external research initiatives along a trajectory that will increase PPP’s ability to develop, test, and disseminate innovative harm reduction strategies aligned with the mission and vision of the organization.

7 Develop and implement a training component for PPP. There is a need for high-quality, participant-focused training for all levels of professional staff including but not limited to those working in healthcare, substance use treatment, law enforcement and social services. As the leader in Harm Reduction-Centered service delivery, PPP needs to provide training on how to integrate core principles into service delivery.

8 Develop and implement a multi-pronged fundraising plan. PPP has long functioned well on grant funding alone but, in this current political climate, a new funding paradigm needs to be established that incorporates a broader base of funding streams including but not limited to individual giving, special events, corporate sponsorship, and fee for services.

9 Develop a data management and technology strategy for PPP. Develop, deploy, operate, and maintain an efficient and accurate electronic system that allows for reporting on, transferring of, and analyzing data collected throughout all programs and services, including but not limited to case management, data security and backup, trainings, clinical services, and donor management, research and grant funding, and program evaluation. The data management and technology strategy should be integrated within all other relevant PPP goals.
THE NEW 5-YEAR PLAN

In order to pursue these strategic goals, PPP found that it had to create actionable items in eight areas of its operation:

• Administration
• Harm Reduction Services
• Housing Program
• Medical Services
• Research
• Training
• Fundraising
• Technology

To set priorities for these actionable items, Dina and the team grouped them into short-term (Year I), medium-term (Years II-III) and long-term (Years IV-V) tasks.

It should be noted that any busy organization is a dynamic entity, with roles overlapping and programs evolving. Aspects of the nine strategic goals may be supported by multiple efforts stretching across operational areas, e.g., both administration and fundraising. However, assuming that specific staff within PPP will be charged with implementing tasks for a particular area, I have indicated the primary long-term goals served by changes in each area.

AREA: ADMINISTRATIVE

Primary goals served: #1 Formalize processes and procedures; #2 Implement agency-wide culture change

SHORT-TERM
• Develop a decision tree
• Create an emergency plan
• Develop and tighten procedures for interns, volunteers, applicants, etc.
• Increase PPP mission visibility, signage, etc.
• Coordinate internal program marketing
• Complete annual report
• Develop a plan for unassigned administrative tasks
• Develop multi-pronged funding/development plan

MEDIUM-TERM
• Develop procedure for annual report and template to accrue information throughout the year
• Develop and implement a staff mentoring program

LONG-TERM
• Identify PPP recovery beliefs and develop a plan for staff in recovery
• Develop a manual to operationalize everything we do
• Form a Quality Improvement committee to assess and revamp programs
• Implement a Strengths-Based staff development/management and evaluation approach/system
• Investigate outsourcing the HR function

AREA: HARM REDUCTION SERVICES 3

Primary goals served: #3 Bring PPP into the mainstream of public health and healthcare in Philadelphia

SHORT-TERM
• Continue to support and expand Syringe Services Program (SSP) to a minimum of 9 sites
• Identify new location for SSP once facility moves
• Develop and implement a parent/loved ones component
• Develop and oversee documentation protocols for associated services re: Narcan
• Create a program to formalize supply chain and logistics
• Create and implement system to collect emails/ contact information from participants
• Formalize relationship with Philadelphia-based harm reduction groups working to end the overdose crisis
• Promote mission and services through increased signage (7 posters, 5 locations)
• Develop a leadership program with recovery advocates
• Get people who are recovery advocates into community meetings to promote community understanding
• Develop and implement Police Assisted Diversion Program (PAD)
• Develop strategies for statewide supported SSP
• Develop internal strategies for expansion of harm reduction policies.

MEDIUM-TERM
• Explore other harm reduction organizations with whom PPP can partner/subcontract to provide syringe services

LONG-TERM
• Subcontract with other organizations for syringe services
AREA: HOUSING PROGRAM (POINT OF REFUGE)

Primary goal served: #4 Formalize and expand housing program

SHORT-TERM

- Develop new intake procedure for housing facility
- Open sanctuary to create overnight café
- Develop job training/employment skills component
- Hire more people onsite with more housing expertise
- Identify opportunities and partnerships for donated meals
- Increase capacity including housing-specific case manager
- Cross-train employees from Harm Reduction and Housing to increase collaboration and cooperation
- Create a fundraising/collaboration stream around meal programs
- Equip kitchen in new space
- Identify/develop new assessment tool(s)
- Develop and implement security plan for new space
- Hire security personnel (non-uniformed) who utilize trauma-informed techniques
- Make a “campus” between main PPP site and overnight respite facility
- Explore internal vs external SOAR (a program of the Homeless Advocacy Project designed to quickly secure federal disability benefits for vulnerable people who are homeless or at risk for homelessness. These individuals are too sick to work and urgently need stable Supplemental Security Income, SSI, disability benefits).
- Work with AIDS Law Project to create assessment for who is a good candidate for SSI
- Explore expansion of long-term housing

MEDIUM-TERM

- Get staff trained on SOAR and what gets people approved
- Develop expansion of housing program
- Identify consultant who understands housing world intricately
- Identify social enterprise ideas
- Hire a kitchen coordinator
- Develop transitional housing component

LONG-TERM

- Work with housing consultant to develop long-term housing plan for people in active drug use
- Formalize housing continuum
- Identify more permanent housing options
- Implement transitional housing component
- Create long-term housing option i.e., Transitional housing
Primary goal served: #5 Create a medical home for our population that comprehensively addresses the health needs of our participants

**SHORT-TERM**
- Develop primary care and special treatment plan with 2 Federally Qualified Health Centers (FQHCs)
- Identify what PPP needs will be, what we can offer and what we will need from FQHCs to operate on premises
- Sign MOUs with FQHCs for service provision that includes standards for service provision based on PPP model for harm reduction
- Develop and implement a mobile induction of MAT through Streetside Health Clinic

**MEDIUM-TERM**
- Think about talking with managed care organizations about creating medical home at PPP
- Train FQHC staff and providers on harm reduction (as needed) and working with PPP population
- Develop plan to include behavioral health services
- Integrate FQHC staff, providers, and services into PPP system

**LONG-TERM**
- Explore enhanced outreach and acute stabilization opportunities operationalized via medical van
- Implement plan to include psychiatric services
- Implement medical home at PPP
AREA: RESEARCH (PROGRAM DATA AND EVALUATION)

Primary goal served: #6 Develop and implement a research component

SHORT-TERM
- Develop internal research review process and committee structure responsible for reviewing proposed and ongoing research collaborations.
- Create tracking process for research ideas and data available from current programming.
- Develop decision tree for evaluating new initiatives and the progress of ongoing collaborations.

MEDIUM-TERM
- Implement a quarterly evaluation schedule for all research projects

LONG-TERM
- Fund, identify and hire a director/point person for research initiatives with the goal of internal capacity for pre-award and post-award services including grant writing, submission, reporting, and ongoing grants management.

AREA: TRAINING

Primary goal served: #7 Develop and implement a training component

SHORT-TERM
- Perform a needs assessment including who needs training, what do they need/want training on, and what is currently going on related to training
- Create a plan, with partners, to accomplish broad continuing education and training goals
- Identify entities to certify Continuing Education Units (CEUs) in each professional area
- Identify funding for training programming through developed fee structures and offerings for training collaborators outside of PPP staff and providers.
- Identify Technical Assistance (TA) areas

MEDIUM-TERM
- Apply and secure funding to provide training
- Develop and promote TA across the country

LONG-TERM
- Decide if this training piece needs to be its own separate entity
- Identify what type of entity makes sense
- Attain entity status as identified
**AREA: FUNDRAISING**

**Primary goal served: #8 Develop and implement a multi-pronged fundraising plan**

**SHORT-TERM**
- Identify 3-5 Board candidates who have access to funding sources (corporate, private sector, etc.) and skills in development in order to broaden the depth of our fundraising efforts
- Develop multi-pronged, diverse-stream funding plan with PPP leadership, board, and funders
- Develop plan to offset City funding issues relating to lack of payment during contract conformation

**MEDIUM-TERM**
- Implement development plan
- Implement donor management technology
- Identify funder(s) to implement plan to offset city funding issues
- Develop individual giving campaign

**LONG-TERM**
- Revisit development plan to identify modifications
- Integrate fee-for-service initiatives into funding plan
- Identify 3-5 Board candidates who meet the new needs of the organization

**AREA: TECHNOLOGY (DATA MANAGEMENT)**

**Primary goal served: #9 Develop a data management and technology strategy**

**SHORT-TERM**
- Identify data collection, integration, management, and reporting needs within and across programs related to case management, data security and backup, donor management, program evaluation, research, and long-term technology needs
- Identify strategy for integrating existing data with any new data systems
- Hire onsite tech/data person to manage all technical needs

**MEDIUM-TERM**
- Develop systems for overall data collection, integration, management, and reporting

**LONG-TERM**
- Implement overall data collection, integration, management, and reporting system for all PPP programs and services as well as research and evaluation activities.
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PREVENTION POINT
PUNTO DE PREVENCIÓN

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