

Organizational Alignment Tool

National HIV/AIDS Strategy 2020

Introduction: The Organizational Alignment Tool for the National HIV/AIDS Strategy (NHAS) 2020 supports the adoption of this federal initiative to the context of the local operating and service environment of a community-based organization.

Purpose: The Organizational Alignment Tool for NHAS serves as an instrument to guide the process of integrating the core elements of the National HIV/AIDS Strategy into the local community-based program model. The process of integration is implemented in a number of stages so that each component is fully synthesized and elaborated by the development team. The tool provides a step-by-step template from initiating the project to executing and documenting outcomes.

ALIGNMENT MODEL

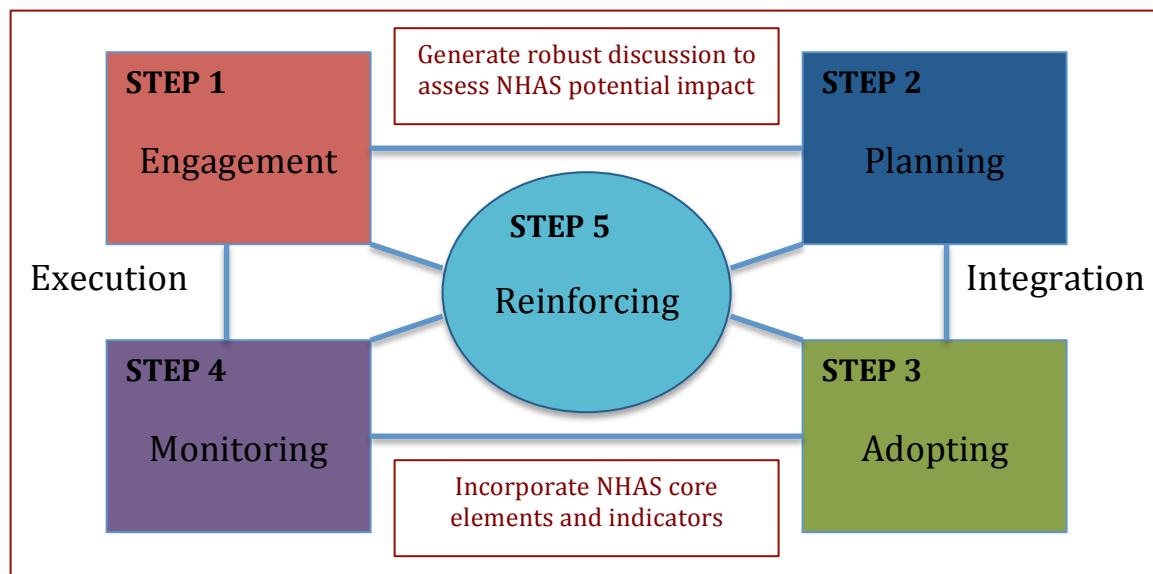
Step 1: Engage organizational stakeholders in the discussion

Step 2: Structure a process with an agenda and project plan

Step 3: Begin adopting and aligning each component both with process and responsibility

Step 4: Monitor progress with the implementation of core elements

Step 5: Make adjustment through activities, like a Retrospective, to reinforce principles



Alignment Framework and Process Integration

Vertical alignment involves communicating and deploying the strategy, in a structured form, from the top of the organization to individuals who are working in various areas. The deployment process translates the strategy into clearly defined tactics that can be monitored and influenced daily. This fosters an understanding of the overall direction of the company (organization) and enables everyone to appreciate the integration of different activities and initiatives (Simons, 2014).

Instructions: the following content provides a 5-step guide to implementing strategic planning for organizational alignment with the National HIV/AIDS Strategy. The 5 steps include: 1.) Engagement; 2.) Planning 3.) Adopting; 4.) Monitoring; and 5.) Reinforcing. Follow the protocols as presented below. Feel free to adapt the process as needed based on enterprise environmental factors, organizational process assets of your organization and your organizational policies and procedures.

STEP 1

Engagement

Step 1: Engage organizational stakeholders in the discussion

- A. First convene the organization's executive team to conduct a preliminary assessment on the question of NHAS alignment
- B. Convene organizational stakeholders for a summary of the business decision to align with NHAS
- C. Provide an introduction to the alignment process and solicit and record all input/feedback from stakeholders

STEP 2

Planning

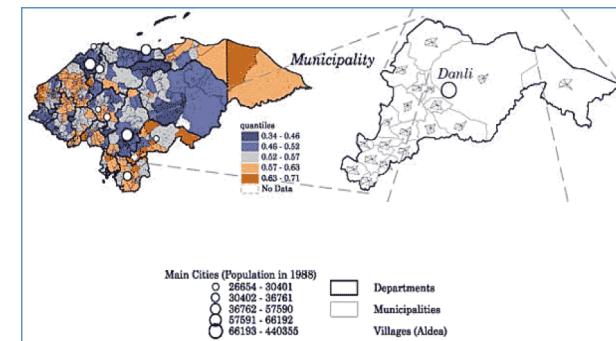
Step 2: Structure a process with an agenda and project plan

- D. Create a process map to visually illustrate the organization and the NHAS 2020 core elements
- E. Develop the project team by identifying organizational stakeholders that will undertake the assignments in a proposed action plan
- F. Develop a written project plan that details the goals, objectives, tasks, timelines and responsible persons/teams to execute the plan

Environmental Scanning

Within the planning phase it will be important to:

- Access surveillance data from your state or city health department
- Collect current HIV epidemiological data for your jurisdiction.
- Identify and describe your target population and where they exist in your service area.
- Create a map to visually illustrate emerging trends in housing, substance abuse, etc.
- Create a comprehensive profile of your organizational service district



STEP 3

Adopting

Step 3: Begin adopting and aligning the components both with process and responsibility

- G. Start the integration process with NHAS core elements beginning with vision in column 1. Apply to all five (5) NHAS 2020 components.
- H. Input current Practice Elements in column 2, date in column 3, then assess the estimated degree of alignment and insert in column 6.
- I. Develop processes, policies and procedures that support the incremental adaptation process.
- J. Repeat (H. above) on a clean Step 3 Worksheet to assess alignment progress at various intervals of the process and date in column 3.

Organizational Alignment Tool National HIV/AIDS Strategy

Organizational Component	Current Practice Elements	Date	Model Core Elements	Value	Degree of Alignment
Column 1.	Column 2.	Column 3.	Column 4.	Column 5.	Column 6.
Vision			The United States will become a place where new HIV infections are rare, and when they do occur, every person regardless of age, gender, race/ethnicity, sexual orientation, gender identity, or socio-economic circumstance will have unfettered access to high quality, life-extending care, free from stigma and discrimination.	100.00	
Goals			Goal 1: REDUCING NEW INFECTIONS: Step 1.A: Intensify HIV prevention efforts in the communities where HIV is most heavily concentrated; Step 1.B: Expand efforts to prevent HIV infection using a combination of effective evidence-based approaches; Step 1.C: Educate all Americans with easily accessible, scientifically accurate information about HIV risks, prevention, and transmission.	100.00	
Areas of Critical Focus			Widespread testing and linkage to care , enabling people living with HIV prevention to access treatment early; Broad support for people living with HIV to remain engaged in comprehensive care , including support for treatment adherence; Universal viral Suppression among people living with HIV; Full access to comprehensive PrEP services for those whom it is appropriate and desired, with support for medication adherence for those using PrEP.	100.00	

Recommended Actions		geographic distribution of the epidemic; 1.A.2: Focus on high-risk populations; 1.A.3: Maintain HIV prevention efforts in populations at risk but that have a low national burden.		
---------------------	--	--	--	--

Organizational Component	Current Practice Elements	Date	Model Core Elements	Value	Degree of Alignment
Quantitative Indicators			<p>Indicator 1: Increase the percentage of people living with HIV who know their serostatus to at least 90 percent;</p> <p>Indicator 2: Reduce the number of new diagnosis by at least 25 percent;</p> <p>Indicator 3: Reduce the percentage of young gay and bisexual men who have engaged in HIV-risk behaviors by at least 10 percent.</p> <p>Indicator 4: Increase the percentage of newly diagnosed persons linked to HIV medical care within one month of their HIV diagnosis to at least 85 percent;</p> <p>Indicator 5: Increase the percentage of persons diagnosed with HIV infection who are retained in HIV medical care to at least 90 percent;</p> <p>Indicator 6: Increase the percentage of persons with diagnosed HIV infection who are virally suppressed to 80 percent;</p> <p>Indicator 7: Reduce the percentage of persons in HIV medical care who are homeless to no more than 5 percent;</p> <p>Indicator 8: Reduce the death rate among persons diagnosed with HIV infection by at least 33 percent;</p> <p>Indicator 9: Reduce disparities in the rate of new diagnoses by at least 15 percent in the following groups: gay and bisexual men, young Black gay and bisexual men, Black females, and persons living in the Southern United States;</p> <p>Indicator 10: Increase the percentage of youth and persons who inject drugs with diagnosed HIV infection who are virally suppressed to at least 80 percent.</p>	100.00	

STEP 4

Monitoring

Step 4: Monitor progress with the implementation of NHAS core elements

- K. Assess the performance of the teams facilitating alignment activities and projects for accuracy with project plan
- L. Measure current transitional impact on programs, services, staff and clients with the NHAS alignment process
- M. Provide feedback to team members on the state of the alignment process and the degree of conformance and operating efficiency

STEP 5

Reinforcing

Step 5: Make adjustments through activities such as a Retrospective, to reinforce principles

- N. Reconvene with the organization's executive and project team to conduct a formative assessment of NHAS alignment process
- O. Incorporate corrective action plans when needed so variance with core elements are within acceptable limits
- P. Validate the transformation and the degree to which NHAS core elements become part of organizational values, practice and culture

References and Resources

National HIV/AIDS Strategy for the United States: Updated to 2020, The White House, 2015 (Cited Aug. 17, 2016). URL available at: <https://www.aids.gov/federal-resources/national-hiv-aids-strategy/nhas-update.pdf>

Simons, Norma, A Framework for Organizational Alignment, Performance Innovation, 2014 (Cited Aug. 17, 2016). URL available at: http://cdn2.hubspot.net/hub/399848/file-2063274292-pdf/A_Framework_for_Organizational_Alignment_docx.pdf?t=1432654706273

Tosti, D., Jackson, S., Organizational Alignment, 2012. URL available at: <https://businessalignment.wordpress.com/2012/01/23/organizational-alignment/>