

# PRC 2020-2025

Transforming Lives and Systems of Care  
in San Francisco



# PRC | OUR VISION FOR SAN FRANCISCO

When adults of all ages, backgrounds, and health histories are looking to the future, experiencing robust opportunity, and seizing their potential, PRC's work will be complete. As a community we will have significantly reduced the root causes of poverty, built racial equity, and succeeded in our getting to zero goals for AIDS/HIV. PRC will achieve this vision by focusing on three priorities areas:

- ✓ **Enhance systems of care and coordination for the most vulnerable and marginalized community members**
- ✓ **Elevate economic, housing, and healthcare integration through multi-sector collaboration**
- ✓ **Expand access to health and human services**

Central to these efforts, over the next five years PRC will expand our behavioral health services, enhance integration across service modalities, and collaborate closely with other thought leaders and community providers to advance a baseline of health, resources, and opportunity for our clients.



# PRC | EXPERTISE AND LEADERSHIP

After strategic mergers in 2017, as an organization we stand uniquely capable of offering **a continuum of client-centered care to people struggling with addiction, HIV/AIDS, mental health challenges, under and unemployment, and homelessness.**

Our staff of over 250 bring deep **evidence-based practices and fierce client advocacy** to their work with San Francisco's most marginalized community members.

We bring our history of success and deep expertise in HIV/AIDS service to this moment of focus on **changing behavioral health outcomes** in San Francisco and beyond.

We are a **trusted partner** of nonprofit and private sector institutions as well as local, state, and federal agencies, developing and innovating services that respond to the shifting and emerging community needs.

Our senior staff, led by CEO Brett Andrews, are **widely-recognized thought leaders** working to create systemic change while simultaneously providing best-in-class care to serve the most vulnerable residents of our community.



# PRC | OUR THEORY OF CHANGE

## THE PROBLEM

Poverty, growing inequality, abuse, and trauma lead to homelessness and behavioral challenges that limit people's health and wellness.

## OUR TWO FOCI OF CHANGE

- A. People ignored or inhibited by our society from having the opportunity to lead healthy, meaningful lives
- B. Systems of poverty and homelessness and their reinforcements

## OUR STRATEGIES

- **WE MEET OUR CLIENTS** where they are with a continuum of care and services, and then we stay with them through it all.
- **WE WORK WITH CLIENTS** to surface their own needs and priorities.
- **WE APPLY A HARM REDUCTION FRAME** in supporting our clients challenged by addiction.
- **WE NURTURE A CULTURE OF HOPE AND BELIEF** in what's possible for our clients and our community.
- **WE USE EVIDENCE-BASED METHODS** in our work and use our own client results data for learning and improvement.
- **WE ADVOCATE FIERCELY FOR CLIENTS** as individuals and for the vulnerable and under-served collectively.
- **WE ENGAGE AND DRIVE POSITIVE CHANGE** in the policies, systems, and services our clients rely upon.

## THE ANTICIPATED CHANGES AMONG OUR CLIENTS

- From living in crisis to stabilization
- From mental health challenges and addiction to wellness
- From isolation to deeper relationships and a meaningful sense of community
- From poverty to employment and a greater income trajectory
- From unwellness to positive health outcomes
- Ultimately, we help to change the personal ecology of thousands of people each year

## AMONG THE SYSTEMS OF CARE

- From disorganized to a coherent set of goals that all stakeholders are working towards city-wide
- From an over-focus on responding to crises to earlier engagement with vulnerable people—ultimately, a changed paradigm of what is possible in care

# PRC | OUR BUSINESS MODEL

**Diversity of Funding:** To secure our financial sustainability and growth, PRC's funding is built around public/private partnerships, which include the City of San Francisco, State of California, Federal entities, foundations, corporations and individual philanthropists to round out our full financial model.

**Service Integration:** Our innovative program model provides critical wrap-around services in conjunction with residential treatment programs, helping clients succeed by stabilizing their economic, mental, and physical health.

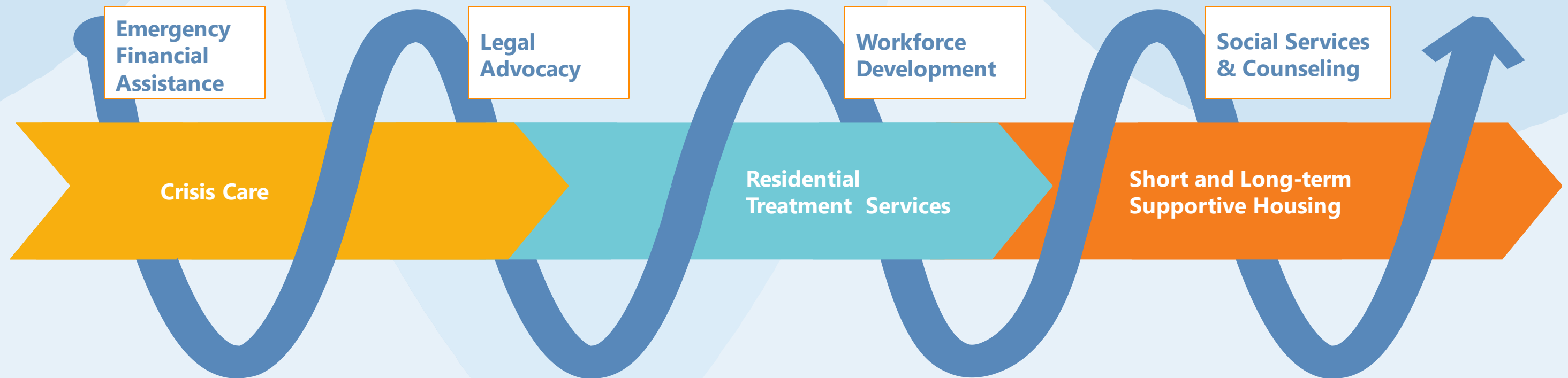
**Community Collaboration:** We work in concert with a wide variety of other service providers to seamlessly address clients' interrelated vulnerabilities, best meeting their complex needs and making lasting positive impact in their lives.

**Public Policy:** We will play an active role in the development and institution of health policy reform by carrying out community convenings and advocacy initiatives with a wide variety of constituents.

**Leadership and Organizational Capacity:** We operate at the highest level of governance and staff management, rooted in our values, built on accountability and transparency, and dedicated to continuous improvement.



# PRC | OUR CONTINUUM OF CARE AND WRAP-AROUND SERVICES



**Emergency Financial Assistance** = Emergency financial grants for basic human needs

**Legal Advocacy** = Legal representation and advocacy for disability benefits and health care access

**Workforce Development** = Accredited job training pathways and employment readiness, placement, and counseling services

**Social Services & Counseling** = Need assessments, housing planning, referrals, and support accessing needed social services

**Crisis Care** = Detoxification, psychiatric respite, acute mental health stabilization, and homelessness navigation

**Residential Treatment Services** = Substance use, mental health, and co-occurring treatment programs with 60 to 90 day stays

**Short and Long-Term Supportive Housing** = Case-managed communal or "co-op" living for substance use and mental health recovery

# PRC | OUR KEY PROGRAM INITIATIVES

**Over the life of this strategic plan we will undertake six key program initiatives:**

- 1. Expand our Behavioral Health Programming:** Creating additional mental health beds, we will expand our unique community-based Hummingbird (behavioral health navigation center) model and address unmet community needs.
- 2. Strengthen our Wrap-Around Services Programming:** We will advance integration across our Workforce Development, Legal Advocacy, Emergency Financial Assistance, and Social Services and Counseling programs to optimize client success.
- 3. Create a Clinical Internship/Trainee Program:** Working with educational institutions, we will provide an integrated clinical course of study that trains candidates working toward licensure/certification to work effectively in a multidisciplinary environment with vulnerable populations at the same time it enhances our program quality and delivery of client services.





## PRC | OUR KEY PROGRAM INITIATIVES, Continued

**4. Build our Public Policy Presence:** We will play a consistent and meaningful role in policy advocacy, applying what we are learning through our work with clients and systems of care to influence positive change at the local, state, and federal levels.

**5. Launch a Comprehensive Communications Program:** We will strengthen the collective capacity of our program staff, clients, and key partners to better promote our mission in the community, to tell the story of our impact on clients' lives, and to educate stakeholders about our key initiatives to accelerate systems change.

**6. Grow the Black / African American Initiative:** PRC will host a series of community convenings aimed at the economic, educational, health, and social justice disparities affecting African Americans in order to develop local and state legislation to address the historic inequities that have plagued this community for decades.





# PRC | KEY MANAGEMENT & GOVERNANCE INITIATIVES

To live into our bold vision for service and systems change mandates—on the heels of our double merger, securing new headquarters, and rapidly growing staff—we're making significant and strategic enhancements to management and governance. Over the life of this strategic plan, we will:

**Fully integrate across historically separate programs:** Full integration — programmatic, technological, cultural — will focus on a wide array of technical and adaptive changes to systems and practices all with an eye to optimizing our extraordinary mix of people and programs at PRC.

**Strengthen and specialize approaches to staff recruitment and retention:** We will invest in new systems and practices that focus on staff as our single greatest asset by specializing our recruitment efforts, investing in professional development, and nurturing our staff culture so as to be a great place to work for all staff.

**Transform our board of directors:** We will cultivate a board of directors to play central roles in fund development and community leadership. Our board, in concert with executive staff, will position PRC as a widely recognized, essential community asset and anchor organization.



# PRC | CAPITALIZING THE VISION

**After a period of rapid growth and expansion of service, we recognize that the next 5 years will require us to focus intently as a staff and board on capitalization.**

**We will focus in these two key areas:**

## **Working Capital:**

- ✓ We will grow, test, and refine our private sector fundraising strategies to complement our continued growth in public contracts and meet our business model requirements.
- ✓ Over five years, we require \$37.2 million in new investment from private sources.

## **Property:**

- ✓ We will acquire and leverage program property as makes good financial sense, including our administrative headquarters and Integrated Service Center.
- ✓ We will make essential capital improvements to our 30+ scattered site properties.



**PRC | 2020-2025**

**Thank you!**

**For more information, contact [development@prcsf.org](mailto:development@prcsf.org) and visit [www.prcsf.org](http://www.prcsf.org)**

