

Dear HCH Staff,

Thank you in advance for indulging this lengthy but important message on “space” at Health Care for the Homeless. It’s reflective of the incredible growth you’ve all made possible in pursuit of our shared mission and of the exciting opportunities we face to prevent and end homelessness.

Space: *the next frontier*

When we moved to 421 Fallsway six and a half years ago, our capacity for growth and expansion seemed boundless. And yet, as you know all too well, 2016 finds us struggling with limited space across the agency. This challenge stems from our commitment to serve more people and to serve them better. And it will be an ongoing challenge as we continue our efforts to prevent and end homelessness and to strengthen the infrastructure that supports our work. By the end of 2016, the size of our staff is projected to grow by *at least* 25 people, making us 260-strong.

Our growth in coming months includes, but is not limited to, Housing Services, Convalescent Care, Dental Services, Billing, Grants Management and Health Informatics. This broad range of opportunity is exciting and necessary, and presents tremendous possibilities for our clients—and for all of us. But it also requires space we don’t currently have. Over the past several months, our executive and management teams have been working toward a near-term plan to relieve the daily strain of insufficient space. I write to you today with that plan.

A new site at 201 E. Baltimore St. as of September 2016

With assistance from our Board and input from the executive team and our finance and facilities staff, I am currently negotiating a lease for an entire floor of office space at 201 E. Baltimore St., 0.4 miles from the downtown clinic at 421 Fallsway. Other floors of this same building house Health Care Access Maryland and a handful of other partner agencies. The space will accommodate up to 45 people and address the immediate space challenge at 421 Fallsway while we develop plans to support future growth.

Finding suitable space close to the downtown clinic, home to a majority of our staff and all of our nonclinical functions, was a challenge. Determining who will move to 201 E. Baltimore St. has been even harder. But thanks to a lot of thoughtful discussion with—and exemplary leadership from—our directors, we have arrived at what we believe to be the best possible plan, and one that presents opportunities for us to continue to get better at what we do.

We set out to identify administrative or programmatic functions not tied to everyday, direct clinical care. We focused on teams whose members we know, collectively, will foster the atmosphere and spirit at 201 E. Baltimore St. that is unique to Health Care for the Homeless. And we committed to leveraging the new location to create a centralized clinic administration team under the direction of a new Chief Administrative Officer. Finally, we thought about the move in two phases, separated by a few months, to create the time and space for teams that

are still in development to solidify under new leadership before moving to our first and only nonclinical site.

Phase I

The teams that will be part of Phase I and move to 201 E. Baltimore St. in September include: Finance, Human Resources, Public Grants, Development, National Council staff and part of Executive Team, the CEO and Chief Strategy Officer, who will split their time between 201 E. Baltimore Street and 421 Fallsway. As the open positions on these teams are filled, the new hires also will locate at the new site and by the end of September, approximately 25-30 positions will be housed at 201 E. Baltimore St. For a listing of specific positions and people, please see the table below.

Phase II

Phase II, which will take place in the January-February timeframe, will include Agency Clinic Administration (Scheduling, Referrals and Medical Records), along with a selection from the following functions: Executive Team, Performance Improvement, Communications, Health Informatics and/or Facilities. By the end of February, a total of approximately 45 positions will be located at 201 E. Baltimore St.

To facilitate movement among sites, we will maintain dedicated workstations at both 421 Fallsway and 201 E. Baltimore St., including a permanent space at Fallsway for Human Resources staff and a designated space at 201 E. Baltimore St. for visiting staff and clients.

This is an important challenge for Health Care for the Homeless—practically, logistically and culturally. And making it a success will require tremendous collaboration, scrutiny of current workflows and systems, excellent communication and creative problem-solving. The good news is that our West Baltimore, Baltimore County and Convalescent Care sites, along with our new care teams, have paved the way toward more intentional ways of working together. The lessons they've learned will guide us in this new challenge—one filled with possibility.

Strategic planning

This move to 201 E. Baltimore St. is a near-term solution to infrastructure and programmatic growth that followed our 2012 Strategic Plan. Between 2012 and 2016, we've nearly doubled in staff size, budget and number of clients served. There's no question that we'll need to address our growth in a more sustainable way moving forward, and our long-term space needs will be a major focus of the next strategic planning process that will begin in late 2016. For most of our 31 years, "colocation" of clinical services, nonclinical programs and administrative support has been a hallmark of our work. For so many of us, this has been part of what makes our agency special, our culture strong and our core values real. I'm confident in our collective creativity and ability to retain our culture and values in the months and years ahead. And during the next strategic planning process, we will explore how we can make colocation an agency-wide reality in the future.

Next steps

Here's what our next steps look like:

1. **Move preparation:** Those teams with members moving to 201 E. Baltimore St. in Phase I will work with their directors and senior leadership to begin to (a) work through the logistics of the move; and (b) identify affected administrative processes and workflows and how they will need to be adjusted.
2. **Lease negotiation:** At our June Board meeting, the Board of Directors gave me authority to negotiate a five-year lease for space under a general set of terms. And while there is general agreement between HCH and the landlord, negotiation of a lease will likely take several weeks. We do not anticipate significant barriers, and will have greater access to the space once the lease is executed.
3. **Processes and workflows:** Directors will ask all managers to leverage this transitional time to identify and address administrative processes and workflows throughout the agency that also can be improved to better support staff agencywide.
4. **Use of space at 421 Fallsway:** The Vice Presidents of Medicine and Behavioral Health will co-lead discussions about the reconfiguration of space at 421 Fallsway to accommodate projected growth in clinical services.
5. **Core values and change management:** The Chief Strategy Officer and VP of Communications will co-lead brainstorming sessions on ways to ensure that we stay connected in meaningful ways across all of our sites and to leverage our agency core values to guide ongoing growth and transition.
6. **Strategic and capital planning:** Conversations will begin in 2016 at the Board and leadership levels about launching our strategic and capital planning processes early next year.

We will have ample opportunity in the coming days and weeks to talk about the move to 201 E. Baltimore St. in greater depth, and to explore how we can best support one another in this time of change. In the meantime, please don't hesitate to reach out to your directors, officers—or to me—with questions, thoughts and concerns. Thank you for your partnership in this process, and for your daily work to prevent and end homelessness and to seek justice in the world around us.

With admiration,

Kevin

Kevin Lindamood, President & CEO