



*A project concerned
with AIDS Prevention
and Health Promotion*

Mission Statement AIDS Health Project

The mission of the AIDS Health Project is to develop and provide culturally sensitive HIV disease prevention, education, and mental health services to those at risk for HIV infection and those with HIV disease; to train mental health, substance abuse, and other health and human service providers concerning the psychosocial aspects of the epidemic; and, to advocate for those affected by HIV.

Address Correspondence To: UCSF AIDS Health Project • Box 0884 • San Francisco, CA 94143-0884

Administrative Offices: 1855 Folsom Street • Suite 506 • San Francisco, CA 94103 • (415) 476-6430

Administrative Office Fax: (415) 476-7996 • Fiscal Unit Fax: (415) 476-3613

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*Changed spring of 1992
by Program Mgmt Team*

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Notes from AHP Management Team Retreat
September 26, 1989

Submitted by Jim Dilley, MD

Accepted by Management Team, Oct. 10, 1989

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II. AHP Management Team Mission Statement

The task of the management team is to support and carry out the mission of the agency; provide leadership to the staff; develop and implement policies that further the goals and objectives of the organization; and enhance the well-being of agency employees.

III. Manager's Expectations of Top Management

Each manager was asked to comment on his or her expectations of Jim and Renetia. The following is the gist of what was said:

Top Management is expected to be:

"Accessible, Objective, Reasonable, and Fair"

"Supportive and available"

"Aware of the larger picture--especially funding opportunities"

"Clear in giving directions and in expectations of the managers"

"Understanding of front line problems regardless of the ability to 'fix' them"

"Aware of issues affecting staff: JD and RM need to stay in close communication so that managers don't get 'caught in the middle' of misinformation between them"

"Able to help managers prioritize and stay on track"

IV. Top Management's Expectation of Middle Managers

Middle managers are expected to:

"Take care of the day to day operations of their units"

"Keep top management informed: 'No Surprises Rule'"

"Be Honest about feelings, attitudes regarding work issues"



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" Be loyal, be committed, own their own
"stuff" and be open" (Note: RM suggests that
managers be "COOL", ie., have commitment,
ownership, openness, and loyalty)

V. Managing Employees, especially Employee Conflicts

Several consensus items were reached. The primary issue underlying how the team will be able to address these kinds of issues in the future was identified as **CONFIDENTIALITY** and the degree of assuredness that information brought to the team would remain among the members.

*Management team members agreed in principle to bring difficult personnel issues to the table for discussion.

*Managers need to work on accepting and exploring the distinctions between being a manager and being a "front line" employee.

*Managers agreed to try to leave behind personal friendships and remind themselves that relationships are multidimensional: "one manager's friend is another manager's employee." (With deference to the women on the team.)

*Should a particular manager feel unable to objectively participate in a discussion about a particular employee, he/she may exercise the option of disqualifying him/herself from the discussion and be excused.

*All in all, it was agreed that the management team is in transition with regard to how best to handle these issues. However, it was also clear that all present wished that the team could provide a safe place for these issues to be addressed.

VI. Strategic Planning Committee

A brief outline of the accepted plan follows: (Notes from presentation by Paul, Chair of the Strategic Planning Subcommittee)

1. Program Managers will develop initial plans and share these with members of their units for discussion and input.

2. These amended documents will be collapsed into a single working document by Jim, Renetia, and ~~Paul~~ other members of

3. The single document will be taken to the *the Planning Council* Community Advisory Board by Jim for input and discussion.

4. The document with CAB suggestions will be brought to management team for final discussion and disposition.

4. Final plan will be adopted by the management team and rerouted back to the units by program managers.

VII. Policy Discussion and Decisions

Policy regarding Conference attendance will be written up by Peter.

MISSION STATEMENT AHP TRAINING DEPARTMENT

It is the mission of the AIDS Health Project Training Department to provide training and education to professionals who must address issues related to the AIDS/HIV epidemic.

While we include scientific or medical information in these trainings, the primary focus of our work is the exploration of psychosocial concerns of persons with HIV disease; of those at risk for HIV disease; and the friends and family of persons affected by the epidemic.

We believe that *training* encompasses not only the sharing of facts and knowledge, but explorations of *attitudes* and the development of *skills* necessary in providing HIV-related care. To this end, our trainings employ interactive techniques and active problem solving strategies by participants.



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