



U=U in Practice: ***The Undetectables* Exploring an Innovative Model**

May 22, 2019




OUR MISSION

SAC is a non-partisan coalition of government, community, and business leaders working alongside thousands of people living with HIV (PLHIV) and their allies to **end the HIV epidemic in the South.**



OUR STRATEGY

- Capacity Building Assistance
- Leadership Development & Education
- Intersectional Advocacy
- Research & Evaluation
- Strategic Grantmaking



Trainings



Grants



Shared Learning Opportunities

Eligibility:

- Community based organization with 501(c)3 status, non-profit organizations without 501(c)3 status, Federally Qualified Health Centers (FQHC), and other not for profit organizations with a medical care component.
- Must be within the following nine (9) Deep South states: AL, FL, GA, LA, MS, NC, SC, TN, TX)

SERVICES

CAPACITY BUILDING
ASSISTANCE

LEADERSHIP
DEVELOPMENT AND
EDUCATION

INTERSECTIONAL
ADVOCACY

RESEARCH AND
EVALUATION

STRATEGIC
GRANTMAKING



CAPACITY BUILDING ASSISTANCE

To end this epidemic, we have to build a better HIV workforce in the South, one that (1) practices cultural humility, (2) understands the factors that contribute to our epidemic; and (3) embraces innovative models and messages that reflect what it means to be living with HIV today.

We can help! The Southern AIDS Coalition provides trainings and technical assistance to community-based organizations, government agencies, and healthcare delivery entities across the South. And remember, all of our trainings and technical assistance are provided free of charge.

[EXPLORE OUR TRAININGS](#)

<https://southernaidscoalition.org>

UNDETECTABLES



Overview

- **Program Background**
- **Replication: NYC and Beyond**
- **Technical Assistance**
- **Q&A/Open Discussion**



Meet The Undetectables





Program Background

UNDETECTABLES

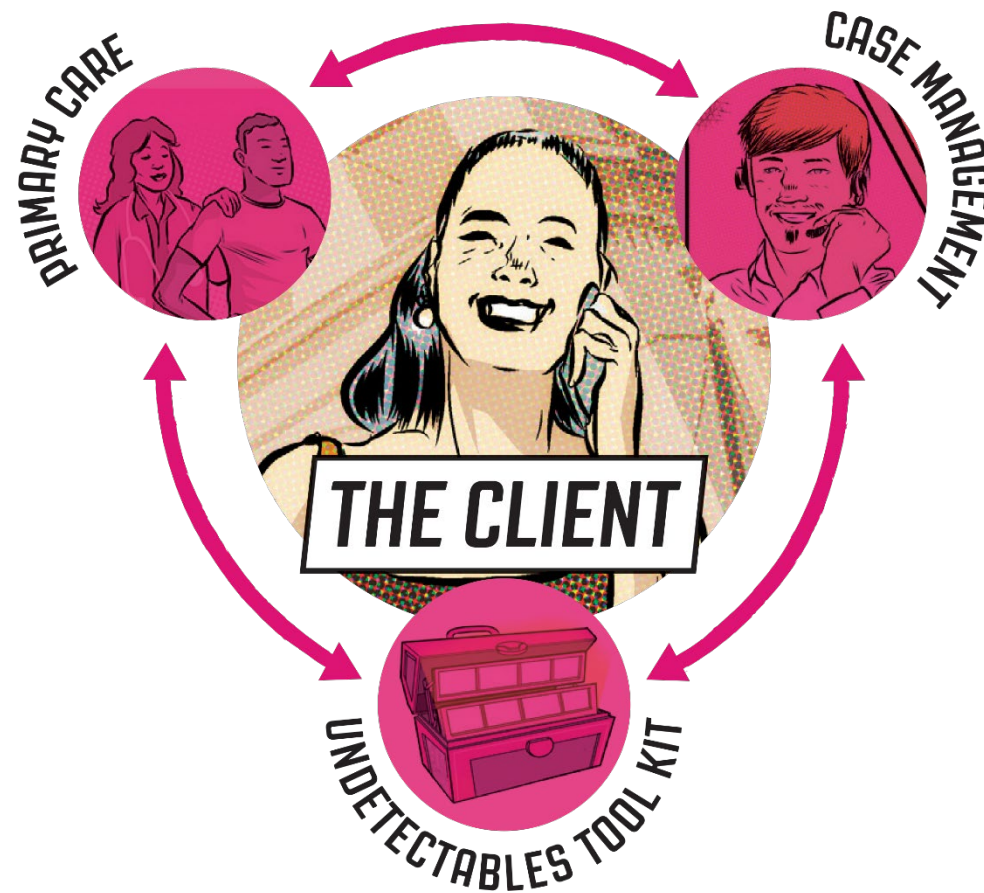
How It All Began

- Housing Works launched The Undetectables in March 2014 with support from the Robin Hood Foundation
- Goals:
 1. Help each client achieve and maintain **durable viral suppression**
 2. Celebrate the **heroic** actions of our clients
 3. Create an agency-wide **culture shift** around ending AIDS

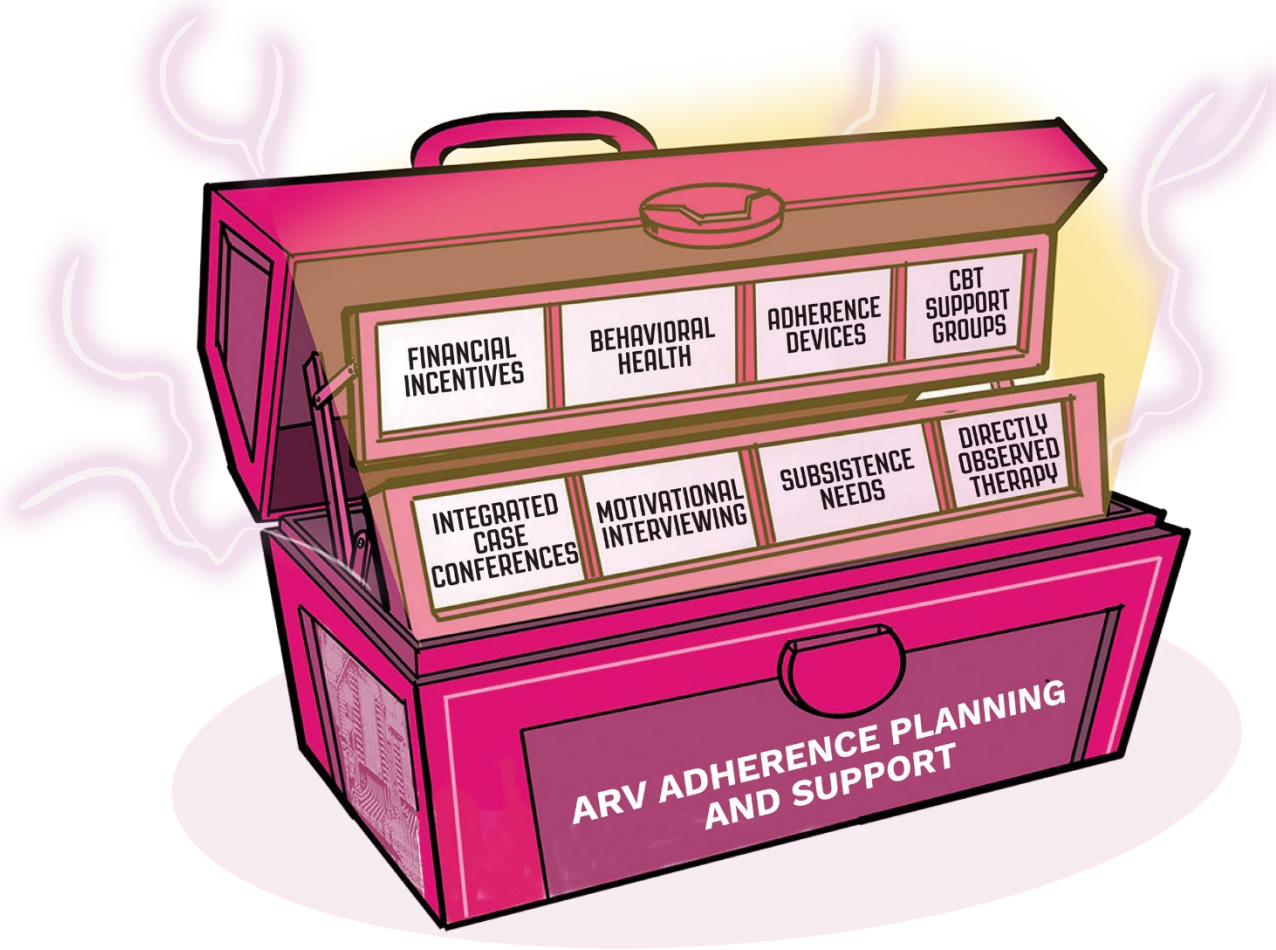
Notable Features

- Integrated: **Dual enrollment** in primary care and at least 1 form of case management
- Innovative: **\$100 financial incentive** for viral suppression (<50 copies/mL) every quarter
- Creative: Empowering and visible **social marketing** using The Undetectables superhero theme

Program Model



Inside the Toolkit



Evaluation Design

- **24-month pilot** evaluated by the University of Pennsylvania (article currently in press with *AIDS and Behavior*)
- **Community-based participatory** approach and **intent-to-treat** analysis
- Each participant used as **their own control** to assess viral load and cumulative viral exposure pre- and post-enrollment
- Examining: **Feasibility, Efficacy, and Cost-Effectiveness**



Key Pilot Findings

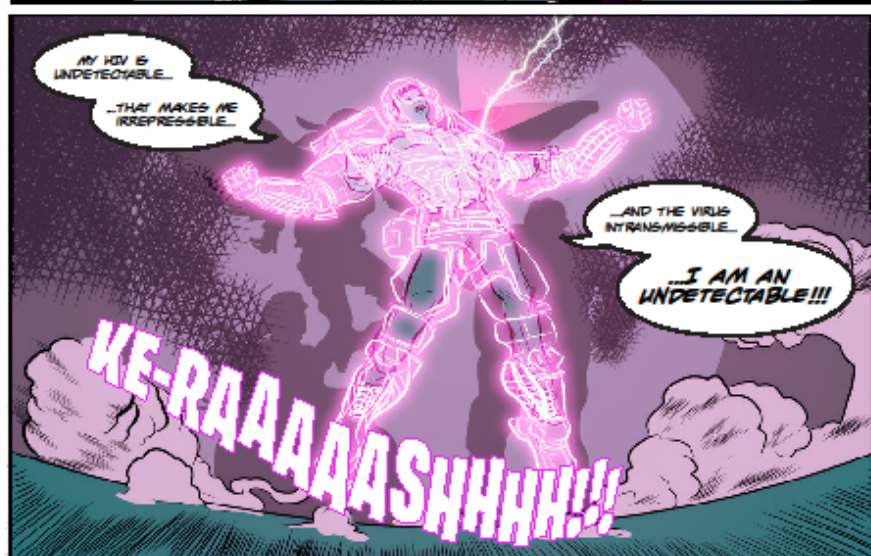
- Significant positive impact on time spent virally suppressed found in pre/post evaluation (n=502):
 - **17% increase** post-intervention in proportion of all time points undetectable (≤ 50 copies/ml)*
 - **20% increase** post-intervention in proportion of clients virally suppressed at all time points (≤ 50 copies/mL)*
- Significant social/racial disparities in viral suppression found at baseline disappeared post-enrollment

*p<.0001 (paired t test)

UNDETECTABLES



1
SPRING
2014



HOME

JOIN THE TEAM



READ THE COMICS

PARTNERS

The power to LIVE UNDETECTABLE is yours

UNDETECTABLES



You are living your life with HIV.
Now harness your power to Live Undetectable.

www.LiveUndetectable.org



LOCATIONS THAT OFFER THE UNDETECTABLES



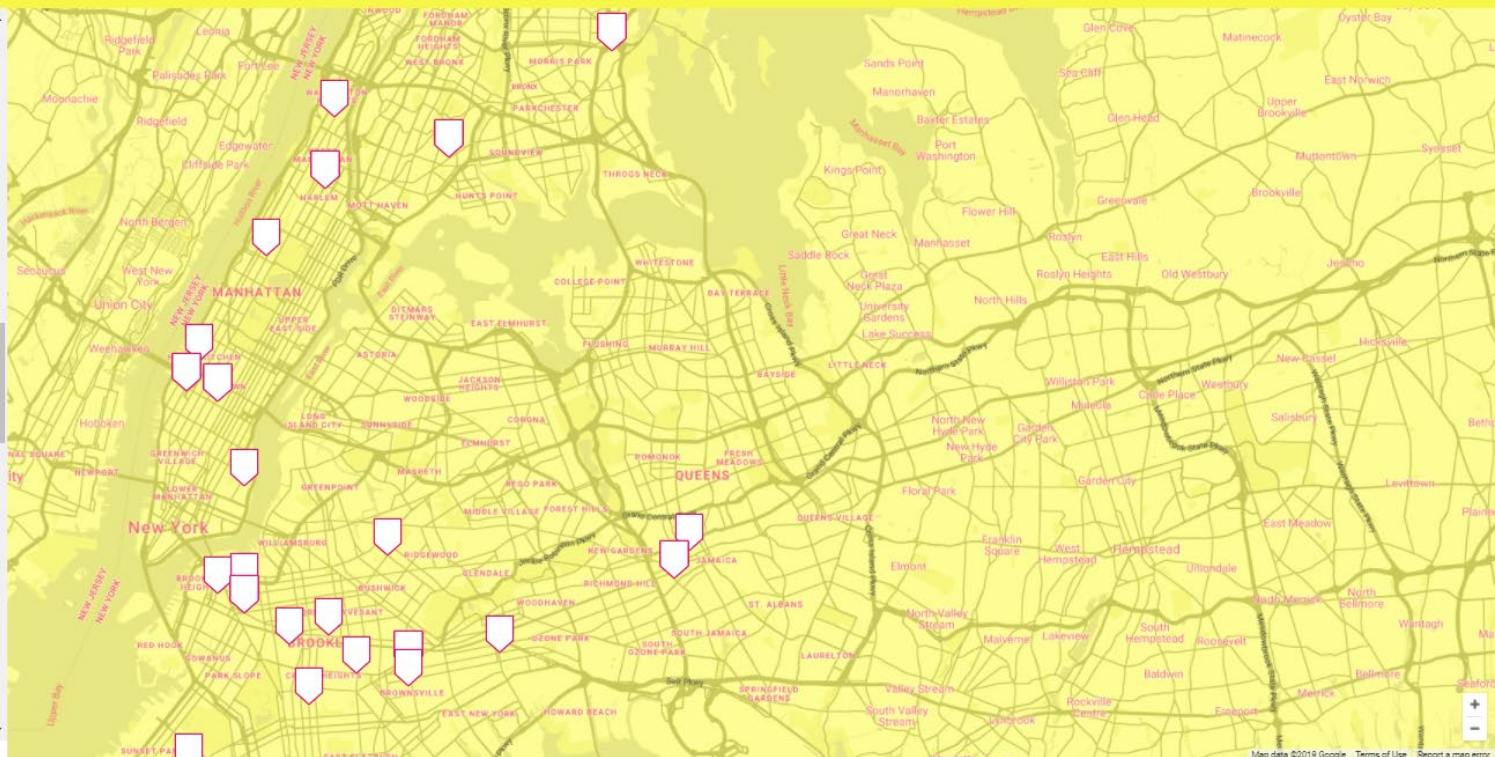
The Undetectables program is being offered all over New York City! Use the easy map below to find a location near you.

COMMUNITY HEALTHCARE NETWORK
Caribbean House Health Center
1167 Nostrand Ave
Brooklyn, NY 11225
(718)-778-0198

COMMUNITY HEALTHCARE NETWORK
Family Health Center
90-04 161st St
Queens, NY 11432
(718)-523-2123

HALEM UNITED
The Nest Community Health Center
169 W 133rd St
New York, NY 10030
(646)-762-4950

HOUSING WORKS
Downtown Brooklyn Health Center
57 Willoughby St
Brooklyn, NY 11201
(347)-473-7400



Featuring DOHMH- and DSRIP-funded Undetectables programs

www.LiveUndetectable.org



READING IS BELIEVING

You don't need superpowers to fight HIV. Heroes know it's the fight that makes them stronger for themselves and their community.

Check out the comics below to learn how
The Undetectables take action!



AVAILABLE IN
SPANISH

UNDETECTABLES #1

ENGLISH ESPAÑOL



AVAILABLE IN
SPANISH

UNDETECTABLES #2

ENGLISH ESPAÑOL



AVAILABLE IN
SPANISH

UNDETECTABLES #3

ENGLISH ESPAÑOL

www.LiveUndetectable.org



UND Promotional Materials



**HAVE YOU
SEEN THEM?**



**YOU'VE GOT THE
POWER
TO PROTECT YOUR CITY!**

**THE
UNDETECTABLES
ARE GOING CITYWIDE.**

Today is a great day to show your Undetectables spirit.

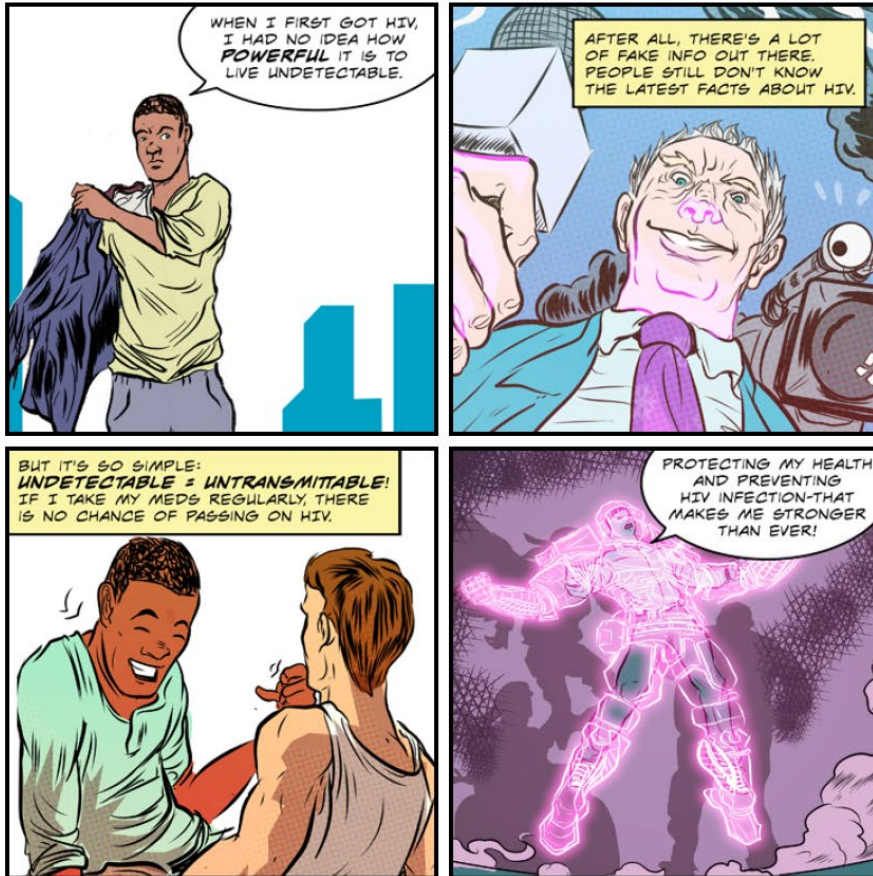
**TALK TO YOUR
CASE MANAGER.**


**GRAB A
COMIC.** **CHECK THE
WEBSITE.**

www.LiveUndetectable.org

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**THE POWER TO LIVE
UNDETECTABLE IS YOURS**
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Social Media: Facebook Carousel Ads



 **The Undetectables**
Sponsored · 

Why take meds when I look and feel good?

WHEN I FIRST GOT HIV, I HAD NO IDEA HOW **POWERFUL** IT IS TO LIVE UNDETECTABLE.

The Suppressor
You're living your life with HIV.
Now harness your power to Live Undetectable.

[Learn More](#)

 Like  Comment  Share

Celebrating the Launch





Replicating The Undetectables

UNDETECTABLES

The New York Experience

- **June 2014**: Governor Cuomo announced New York State's plan to end the AIDS epidemic by 2020
- **Spring 2015**: The Ending the Epidemic Task Force introduced its *Blueprint to End AIDS*
- **Summer 2015**: Housing Works began sharing preliminary Undetectables pilot results with NYC Dept. of Health and others



Ending the Epidemic

The Undetectables aligns with Pillar 2 of the NYS ETE Blueprint:

THE
**NEW YORK
BLUEPRINT
TO END AIDS
WILL**

1

Identify persons with HIV who remain undiagnosed.

2

Link persons diagnosed with HIV to health care to achieve viral suppression and prevent further transmission.

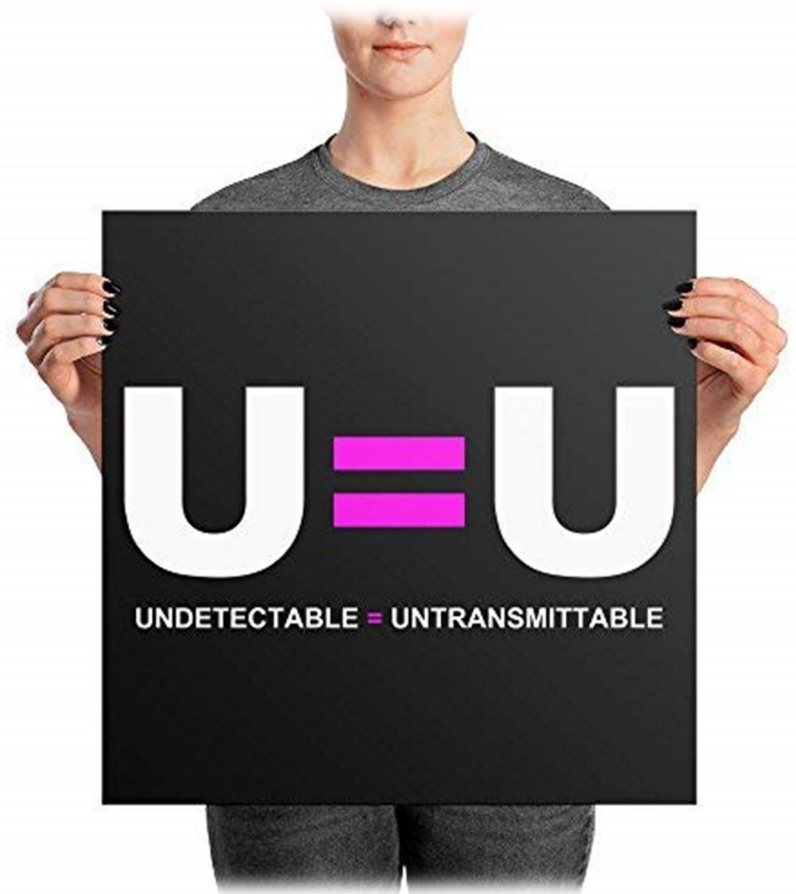
3

Facilitate access to Pre-Exposure Prophylaxis (PrEP) and non-occupational post-exposure prophylaxis (nPEP) for high-risk persons to keep them HIV-negative.



Undetectable = Untransmittable

- People who are undetectable for at least 6 months *cannot* transmit HIV through sex.
- When you're undetectable, you both protect your own health and prevent new HIV infections.



Scale-Up Process

- Through a “Learning Lab” approach, Housing Works, NYC Dept. of Health, and others prepared a model suited for replication
- The Learning Lab focused on Essential Elements, Organizational Readiness, Training/Curriculum, Evaluation, and Social Marketing
- Summer 2016: NYC awarded UND contracts to 7 agencies, with Housing Works additionally contracted as TA provider
- Fall/Winter 2016: Housing Works delivered a startup training series to ensure partners were ready for a strong launch

Further Replication

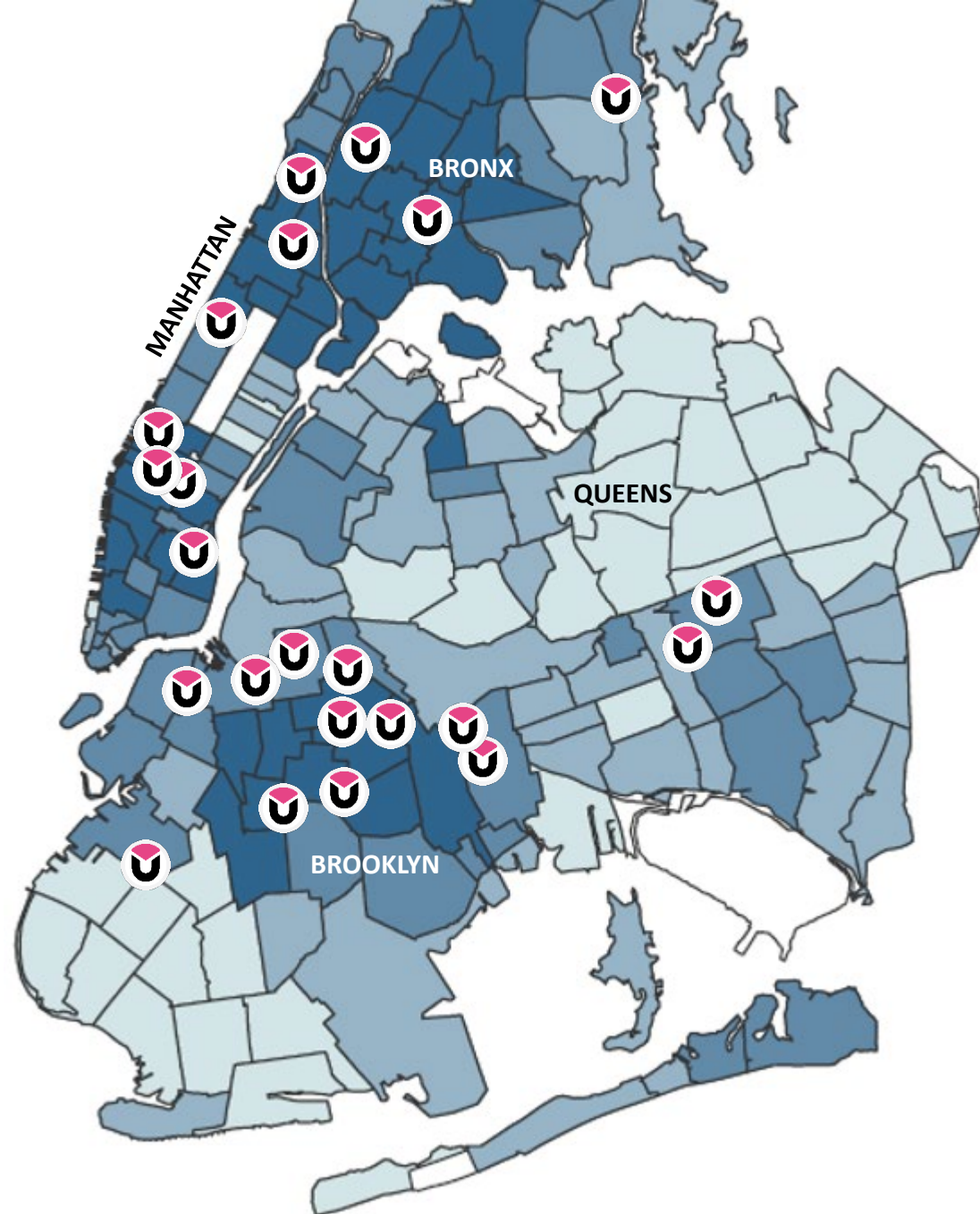
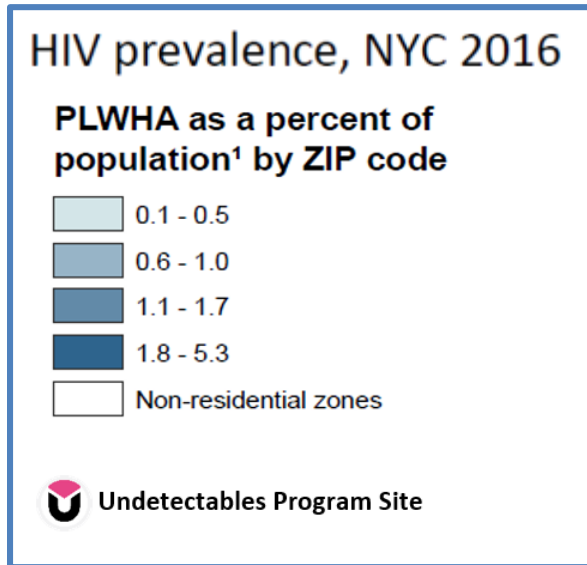
- **November 2017**: NYS Medicaid reform (the “DSRIP Program”) enabled a hospital system to award Undetectables contracts to 6 community partners (3 hospitals + 3 FQHCs)
- **December 2018**: Amida Care, an HIV-focused insurance plan, launched Live Your Life Undetectable (LYLU) to provide the same financial incentive under similar requirements (dual engagement in primary care + supportive services)
- Housing Works advised both on how to adapt the program to their unique infrastructure



The Undetectables

Program locations in relation to HIV prevalence in NYC

As of April 2019



Source: HIV Epidemiology and Field Services Program. *HIV Surveillance Annual Report, 2016*. New York City Department of Health and Mental Hygiene: New York, NY. December 2017.

Progress to Date

- Over **2,000** people have enrolled in The Undetectables through NYC Dept. of Health and Medicaid reform contracts
- Among the NYC Dept. of Health cohort, **90%** of clients engaged in care (n=1,376) were virally suppressed (June 30, 2018)
- By March 31, 2019, Amida Care enrolled nearly **1,000** members into its program



Adapting to Other Regions

UNDETECTABLES

Funding a Program

- While government funds are the most reliable source of program support for The Undetectables, they are not essential
- **Private foundation grants** offer an opportunity to test a demonstration project and make the case for future scale-up
- **340B Drug Discount Program** offers the opportunity to tap into the cost-effectiveness of The Undetectables, as the incentive promotes high engagement/retention in care

Budgeting for UND

- Expenses for The Undetectables fall into 3 core categories:
 - Financial Incentives: \$100 gift cards, up to 4 per client per year
 - Program Coordination: Staff to manage client enrollment, coordination across departments, and other functions
 - Often provided in kind or crosses over with case management role
 - Social Marketing: Promotional materials/events to spark conversation, promote enrollment, and build community

Sample Funding Scenarios

	\$20,000 Grant	\$50,000 Grant	\$100,000 Grant
Incentives*	\$18,000 (assumes ~60 clients)	\$36,000 (assumes ~120 clients)	\$45,000 (assumes ~150 clients)
Staffing	In kind	\$10,000 (e.g., 0.2 FTE Program Coordinator)	\$48,000 (e.g., 1.0 FTE Coordinator, or 0.5 FTE Coordinator & 0.5 FTE Case Manager)
Social Marketing	\$2,000 (e.g., launch event, pens, buttons)	\$4,000 (e.g., 2 events, buttons, pens, comics, T-shirts)	\$7,000 (e.g., quarterly program events, regular materials distribution)

**Assumes \$100/card x 4 cards/year maximum x 75% earning rate due to gradual enrollment and some clients not being virally suppressed*

Local Considerations

The Undetectables can operate as a stand-alone program at a single agency, or as part of a larger cohort:

- **Geographic** implications:
 - A cluster of providers around one metropolitan area
 - A statewide network
 - Regional partners connected by technology/annual UND summit
- **Rural** adaptations:
 - Consider unique challenges to this population
 - Incorporate telehealth, transportation, or other appropriate innovations
- In pursuing funding, consider how multiple sites can work with each other



Technical Assistance for The Undetectables

UNDETECTABLES

Supporting New Programs

- Since July 2016, Housing Works has provided ongoing technical assistance to **13 agencies** and **1 insurance plan** implementing The Undetectables
- The trainings and resources developed through this work make up a highly structured approach to helping new partners launch and maintain successful Undetectables programs

Roadmap to Implementation

Exploration and Preparation

We help agencies explore the model, perform an Organizational Readiness Assessment, and identify funding sources.



Training and Startup

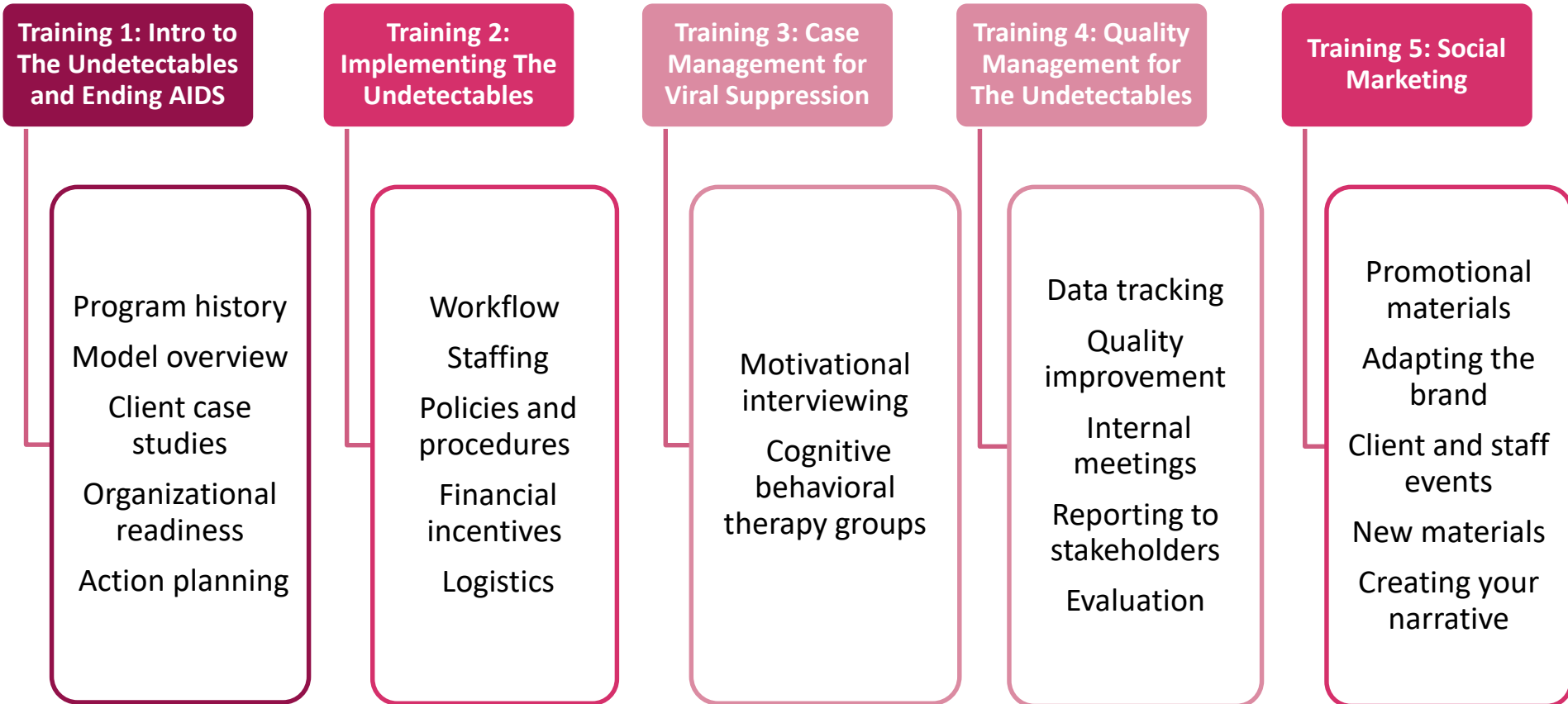
We train staff at all levels, guide the creation of policies and procedures, and address logistical needs prior to program rollout.



Implementation

We work directly with the Undetectables Program Coordinator to monitor outcomes and troubleshoot issues in implementation.

Startup Training Series





Sample TA Resources

- **Readiness Checklist:** Evaluate current strengths and opportunities for improvement to direct startup activities and funding needs
- **Program Development Plan:** A roadmap to ongoing program improvement based on the Readiness Checklist
- **Sample Policies and Procedures:** Guide to key administrative and clinical issues in program implementation
- **Quality Improvement Materials:** Templates for effective program monitoring and data-driven reporting





Digital/Creative Resources

- **www.LiveUndetectable.org**
 - Online community
 - Program locations and map
 - Landing page for geotargeted social media advertising (e.g., Facebook Instagram, Grindr)
- **Undetectables Program Guide**
 - Collection of all Undetectables information and materials
 - The primary reference for agency program coordinators
 - A training tool to educate staff at all levels
- **Social Marketing Creative**
 - Promote viral suppression as a personal and a community goal
 - Access existing Undetectables branded assets
 - Work with a creative team to adapt marketing to your communities





THE UNDETECTABLES PROGRAM GUIDE

A guide to empower agencies to promote viral suppression in the fight against HIV/AIDS.

[WELCOME](#)[OVERVIEW](#)[TOOL KIT](#)[PREPARATION](#)[MARKETING](#)[TRAINING](#)[IMPLEMENTATION](#)[QUALITY](#)

WELCOME TO THE UNDETECTABLES PROGRAM GUIDE!

This guide was created to help organizations assess their readiness to implement The Undetectables viral suppression program and provide step-by-step guidance to agencies adopting the intervention. Users are encouraged to take their time working through the information, downloading the materials provided, and using them to get their own Undetectables program going.

Guide Sections



**PROGRAM
OVERVIEW &
MODEL**



**TOOL KIT OF
INTERVENTION
STRATEGIES**



PREPARATION



**SOCIAL
MARKETING**



TRAINING



IMPLEMENTATION





THE UNDETECTABLES PROGRAM GUIDE

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TOOL KIT OF INTERVENTION STRATEGIES

[Introduction](#)

[Tool Kit](#)[Intervention Strategies](#)[Logic Model](#)

Introduction

AUDIENCE

This section of the guide is useful for all implementers and supporters of The Undetectables program, but probably too detailed for marketing staff and clients.

LEARNING OBJECTIVES

Users will:

- Become familiar with the tool kit and how to use it
- Identify strategies to learn more about using each tool kit intervention
- Understand the intervention's causal links from activities to outcomes



Next Steps

UNDETECTABLES

Questions for Consideration

- **How can this model improve viral suppression for your clients?**
- **Would you need to adapt the program to your geography or population?**
- **What funding opportunities are available for a pilot?**
- **What are your technical assistance needs?**
- **How can Southern AIDS Coalition support one or more agencies in becoming regional Undetectables sites?**

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