SINAI

Sinai Health System California Avenue at 15th Street = Chicago, IL 60608 = (773) 542-2000 = TDD (773) 542-0040

April 22, 2014

I am delighted to write about my experience working with *Sustainable Strategy Program* and Mark Light. I was introduced to Mark when my organization applied for an exciting opportunity; to work with a consultant to make our HIV services more sustainable! Never did I imagine the blessings that would flow from our application. Not only was my organization selected to participate, but we now have a new colleague on whom we can and have relied on to help shape the future direction of our services.

Our experience with Mark in the *Sustainable Strategy* program was not only enjoyable but it helped us to apply proven business principles to achieve objectives in our nonprofit agency. We enjoyed Mark's energy as he helped our agency understand the importance of examining what we do well to determine our desired identity. Often times, in our fast paced world of serving patients tested and diagnosed with HIV, we just apply for funding or respond to requests without really pausing and making sure that our agency is most suited to provide the service.

We have been thoughtful in the past, and passed on certain opportunities, but not consistently. He helped us to see the value in taking an inventory of our services and determining how to focus our energy in a manner that will best meet the needs of our community; and equally importantly he gave us the permission to do so! He really did teach us how 'to do good, well.'

Since participating in the program, we have determined some clear areas that will help us to sustain our HIV services with our current patient population and those we hope to serve in the future. We have not only submitted 1 federal, 1 state, and 2 private sector grants in the past three months and written up the ideas we identified in the program, but we have also engaged in regular dialogue about how to sustain our services through reimbursements and having certain duties absorbed by our parent organization.

Since the conclusion of our program, Mark reached out to us several times to see how we were doing, and we have met with him to give him updates. It was nice to see that he was truly interested and invested in our success. We also decided to utilize his consulting services to restructure our management structure. We appreciate his high energy and enthusiasm and having someone believe in our work.

We are ever so grateful for the countless hours (many uncompensated) that Mark has spent with our team. I am happy to provide further information on what it is like to work with Mark Light and I enthusiastically recommend him to other agencies in their strategic planning processes!

Monique Rucker, HIV Program Manager Monique.rucker@sinai.org (773-257-5684 – office; 410-207-6701 – cell)

Mount Sinai Hospital = Schwab Rehabilitation Hospital = Sinai Children's Hospital = Sinai Community Institute = Sinai Medical Group Sinai Urban Health Institute = A partner in serving our community, supported by the Jewish United Fund/Jewish Federation