Health Starts Where We Live, Learn, Work, and Play

Broadening the Base for Teen Pregnancy Prevention: Expanding Community Partnerships & Referral Networks

Assisting Organizations to Address Social Determinants of Health that Impact Teen Pregnancy

JSI Research & Training Institute, Inc.

INTEGRATING SERVICES, PROGRAMS, AND STRATEGIES THROUGH COMMUNITYWIDE INITIATIVES: THE PRESIDENT'S TEEN PREGNANCY PREVENTION INITIATIVE

As part of the President's Teen Pregnancy Prevention Initiative (TPPI), CDC is partnering with the federal Office of the Assistant Secretary for Health (OASH)/Office of Adolescent Health (OAH) to reduce teenage pregnancy and address disparities in teen pregnancy and birth rates. The OASH/OAH is supporting public and private entities to fund medically accurate and age appropriate evidence-based or innovative program models to reduce teen pregnancy. The purpose of this program is to demonstrate the effectiveness of innovative, multicomponent, communitywide initiatives in reducing rates of teen pregnancy and births in communities with the highest rates, with a focus on reaching African American and Latino/Hispanic youth aged 15–19 years. A communitywide model is an intervention implemented in defined communities (specified geographic areas) applying a common approach with different strategies. Communitywide approaches will be tailored to the specified community, and will include broad-based strategies that reach a majority of youth in the community (i.e., through communication strategies and media campaigns); and intensive strategies reaching youth most in need of prevention programming (i.e., through implementation of evidence-based programs and improved links to services). Additional information is available at: *www.cdc.gov/teenpregnancy/preventteenpreg.htm*.

About This Tool: This tool is intended to provide guidance on developing partnerships with a broad array of groups, programs and organizations, representing all sectors and stakeholders in the community, in order to strengthen and sustain communitywide teen pregnancy prevention efforts and better serve diverse youth. It includes sections on: 1) identifying potential new partners, including non-traditional partners, 2) strategies for initiating, developing, supporting and maintaining partnerships, and 3) building expanded referral networks.

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INTRODUCTION: BENEFITS OF EXPANDED COMMUNITY PARTNERSHIPS

Through a partnership with the Office of Adolescent Health of the Department of Health and Human Services, and the Centers for Disease Control and Prevention, communities around the country are implementing innovative, multicomponent, communitywide teen pregnancy prevention initiatives.[1] Approaches to prevention of teen pregnancy must be tailored to the specific community, yet the strategies such as evidence-based interventions, stakeholder engagement and clinical services should be both broad and intensive in order to reach a diverse population. These initiatives require a mobilized community to take action to facilitate the changes (in both behaviors and systems) necessary to reduce teen pregnancy rates. Facilitators of this change are often contextual and relational since where youth live, learn, work and play— the social determinants of health*—influence their aspirations, their relationships and their sexual decision making.

To strengthen and sustain communitywide teen pregnancy prevention efforts, an essential step is developing collaborative relationships with a broad array of groups, programs and organizations. Partnerships with youth, parents, schools, community- and faith-based organizations, housing and recreation, businesses and community members, policy makers and opinion leaders help to increase awareness and build community cohesion for a collective response. Because the social determinants of teen pregnancy are complex, effective responses depend upon partnerships with multiple sectors and diverse stakeholders, including those most affected by teen pregnancy and other adolescent health disparities.

What do we mean by "Expanded Community Partnerships"?

The term *partnership* refers to groups or organizations with common interests who agree to work together toward common goals. Partnerships allow the pooling of everyday knowledge, special expertise and resources to enable a more comprehensive understanding of community issues and needs, and the development of innovative and relevant strategies to address them.

By "expanded community partnerships" we mean collaborative relationships with a broad and diverse group of stakeholders that:

1) Ensure the expression of community voices and perspective

2) Build bridges across cultural identity groups

3) Leverage partners' collective knowledge and resources to better serve diverse communities and to promote social change.[2]

Expanded community partnerships bring in people who may not have been "at the table" before.

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[1] Centers for Disease Control and Prevention. Teen Pregnancy Prevention 2010-2015 Integrating Services, Programs and Strategies through Communitywide Initiatives: The President's Teen Pregnancy Prevention Initiative. *www.cdc.gov/teenpregnancy/preventteenpreg.htm*

[2] National Community Development Institute. Culturally-Based Capacity Building. 2007.

Benefits of Expanded Community Partnerships

While expanded community partnerships take time to develop and significant effort to maintain, the potential benefits of such partnerships are great. These benefits include:

- Learning more about vulnerable and disenfranchised youth and families in your community—their concerns, opinions, assets, strengths, and issues

- Ensuring that vulnerable communities are aware of your program and the services and resources you offer

- Gaining the perspective and hearing the voices of diverse youth and diverse communities to help you plan better, more responsive programs and services

- Enhancing community "buy-in" to teen pregnancy prevention initiatives

- Increasing the number of teen participants in your programs, (i.e. improved recruitment and retention of diverse youth), by getting referrals to your evidence-based program (EBI) or clinic from a wider variety of sources

- Identifying venues in which to hold EBI programs, that are frequented by and in locations accessible to diverse youth

- Improving your program's ability to link teens to other needed social and educational services to improve their lives and overall health, thus lowering their risk of teen pregnancy

- Increasing your capacity to address identified social determinants of health that impact teen pregnancy, by banding together in advocacy efforts with partners to create lasting policy and social change

- Laying a foundation for sustainability of your teen pregnancy prevention program.

Contents of the Toolkit

This toolkit includes four sections:

SECTION I covers identifying non-traditional partners with whom to consider building collaborative relationships.

SECTION II provides guidelines for initiating, building, supporting and maintaining partnerships.

SECTION III offers strategies for building two-way referral networks (referrals from partners to evidence-based interventions and clinics as well as referrals of teens participating in evidence-based interventions and clinics to services provided by partners).

SECTION IV is a list of key resources and websites for further information and tools.

*The social determinants of health are the cultural, economic, environmental and societal conditions that influence health outcomes, such as teen pregnancy.

I. Identifying Non-Traditional Partners to Invite to Your Table

INFORMAL ORGANIZATIONAL SELF-ASSESSMENT: KNOWLEDGE OF AND LINKAGES WITH DIVERSE AND UNDERSERVED COMMUNITIES IN YOUR SERVICE AREA

INTRODUCTION: Consider these questions to get your organization thinking about how well you know and are connected to communities of color and other underserved groups within your service area. Devote a portion of a Community Partners Leadership Team or a Youth Leadership Team meeting to discuss some or all of these questions. This may help you to begin to identify people and groups to "invite to your table" to bring new perspectives on improving conditions and opportunities for teens in your community.

1. Who are the communities of color and underserved groups in our service area? Describe their strengths and assets. Describe the social issues that present challenges in this community.

2. Who are the leaders in these communities, both formal leaders (such as elected officials or agency heads) and informal leaders (such as activists or other well-known community members)?

3. What organizations in our service area are serving this population? What are their priority areas? (youth development, job training, empowering girls, etc.)

4. Are we as an organization able to identify the major business leaders within our service area? Faith leaders? Community organizers? Civil and human rights groups?

5. What services other than those we provide are needed by the youth we serve in your program—what kinds of opportunities would we like to see/make available to them?

6. What organizations, programs, and businesses are most used and trusted by diverse teens in our service area?

7. Who has the ear of youth in our service area—who is listened to, followed, respected?

8. What kinds of issues has the community worked on together in the past? Currently?

9. What are some potential opportunities for working together on a common agenda around youth from diverse and underserved groups in this community?

YOU'VE ANSWERED THESE QUESTIONS. NOW WHAT?

*Hopefully a discussion of these questions has helped you to envision some possibilities for additional partners to approach and other agencies and groups in the community with whom to collaborate. Read on for ideas of potential new partners to consider, and use the **Worksheet** on page 6 to record ideas for organizations in your community that you might want to approach.*

Criteria for Identifying Potential New Partners

Most teen pregnancy prevention programs have good linkages with the public schools, health care organizations and teen clinics within their service area. Keeping in mind what you learned through your informal organizational self-assessment, here are some considerations for thinking beyond these traditional partners to others who can help you to better understand, engage and serve youth and families of color and other populations experiencing health disparities in your community. To broaden your network of community partners consider approaching organizations/agencies/groups that meet some or all of the following criteria:

YOUTH-ORIENTED

> Are committed to youth issues
> Have a demonstrated interest/experience/focus on teen health
> Are respected by youth in the community

RESPECTED & ACTIVE IN THE COMMUNITY

> Feel comfortable working in the community and have a deep knowledge of the community
> Are ethnically, culturally, and linguistically representative of the community
> Are influential and respected within communities of color
> Have a passion for justice, fairness and equity
> Have a tradition of community service

OVERLAPPING MISSION OR CLIENTS

> Have common or overlapping interests with your agency
> Serve common or overlapping clientele
> Have a strong existing network of service providers to which they are linked

TYPES OF NON-TRADITIONAL PARTNERS TO CONSIDER

Youth-serving organizations:

- Youth development/youth empowerment organizations such as Boys and Girls Clubs, YMCA, Big Brother/Big Sister, Goodwill, Youth Build, Youth Pride
- Alternative high schools, vocational tech schools, community colleges
- Sororities and fraternities for students of color
- Parks and recreation department
- Peer leadership programs
- Youth-run organizations or groups, such as Students Against Drunk Driving, KIDS (Kids Can Make a Difference), Gay-Straight Alliance, youth media organizations

Social services and mental health providers:

- Employment agencies, GED services, organizations that provide job skills
- Housing authorities, homeless shelters
- Food pantries, food relief organizations
- Rape prevention, interpersonal violence prevention services
- Juvenile justice agencies
- Foster care system
- Substance abuse prevention and treatment providers
- Mental health services providers

Organizations and entities serving communities of color:

- Neighborhood associations
- Newspaper, radio or other media sources
- Cultural, racial, or tribal organizations where people of color are likely to voice issues (such as local chapters of Urban League, La Raza)
- Housing or tenants organizations
- Alternative and indigenous healers
- Indigenous religious leaders

Business entities and foundations:

- Local foundations and corporations providing health-related contributions
- Business entities and civic groups (such as Chambers of Commerce) that could be supportive of health issues
- Professional organizations (e.g. 100 Black Men, 100 Black Women, American Academy of Pediatrics)
- Local small business or women and minority-owned business alliances

Faith-based organizations:

- Churches and other places of worship
- Ecumenical committees or groups, ministerial alliances/interfaith alliances

Advocacy groups and social-justice oriented groups:

- Community development corporations
- Community action agencies
- Anti-poverty organizations

WORKSHEET FOR LISTING POTENTIAL NEW PARTNERS					
	Organization name/address	Contact person	Populations served	Services/products offered	Ways we could work together (see Levels of Partnership, pg. 9)
Youth-serving/ youth-oriented organizations					
Organizations active in and trusted by vulnerable communities					
Organizations with agendas overlapping ours					

NEXT STEP: Now that you have identified potential new partners, move on to Section II, for steps and ideas for reaching out to new partners and building collaborations.

II. Strategies for Relationship-Building with Potential New Partners

This component includes ideas for inviting new partners to collaborate, engaging in dialogue and building trust, deciding on common goals and roles, and maintaining partnerships over time.

Getting to Know Them

Relationship-building is the cornerstone of successful partnerships. Here are some ideas for different ways to begin the conversation, learn more about each other, and build trust.

> **Gather some information/do some research** on the group or organization. Look at their mission, current activities or services, who they reach, facilities and staffing, etc. Think about how their services, clients and mission overlap with yours.

> Invite them to a **one-on-one meeting**.

  Talking over coffee or lunch creates an in informal opportunity to get to know the organization with whom you want to partner. When you meet in person, be prepared to talk about:

  • Your role in the organization and on the project
  • What about their organization that caught your attention.
  • Ask about some of the initiatives their organization is involved in.
  • Their opinion about a potential partnership.

  Demonstrate that you have "done your homework" and you know something about them but want to know more. Test the waters for their inclination to explore a partnership.

> Arrange for a **joint staff meeting** where they can present on their services and you can present on yours. This exchange begins to build a shared knowledge base and understanding of the service community landscape and subpopulations served. Each organization should come prepared to present:

  • An overview of its programs and services
  • Primary population(s) it serves
  • Population/service data collected
  • Population needs and assets
  • Staffing capacity
  • Areas of expertise
  • Current partnerships

HERE'S AN EXAMPLE OF HOW TO START THE CONVERSATION:

"We are implementing a community-wide teen pregnancy prevention initiative. What's exciting about this effort is that it involves many different sectors of the community. We thought of your program because we think there are some opportunities for our organizations to work together to achieve common goals."

› Set up a **public forum/community listening session** and invite them to be part of it.

Questions that could be asked at a listening session

- What is the biggest health problem that you/your clients have to face?
- What is the most important policy issue facing your community/ your service area at this time?
- What do you think needs to change to improve the health of people in this community?
- What could you/ your organization do to help community members live more healthy lives?
- If you were mayor for a day, what is the first thing you would do to help improve your community's health?

› Invite them to participate in a **Root Cause Analysis*** related to teen pregnancy. (A *Facilitator's Guide for Conducting a Root Cause Analysis and Action Planning Process* may be found on the Working with Diverse Communities component website *http://rhey.jsi.com*).

› **Reciprocate:** Recognize that partnerships are two-way affairs, in which each supports the other and the objectives of both are advanced. Be sure to participate in community or professional events sponsored by the potential partners.

*A ***root cause analysis*** is a process used to identify the contributing factors and underlying causes of a problem, event or health issue such as teen pregnancy.

The director of a teen pregnancy prevention non-profit serves on the boards of two local youth-serving organizations (youth job training and empowerment of girls) as an intentional way to support the common agenda of promoting the well-being of youth in the community.

Levels of Partnership: The Partnership Continuum

There are several levels or degrees or partnership as shown below, from simple information sharing to ongoing long-term collaborations guided by a common vision:

INFORMATION-SHARING   **COORDINATION**   **COOPERATION**   **COLLABORATION**

New partners can take on one or several of the following roles to support each other's capacity to better serve diverse youth and diverse communities:

- Notify other agencies of your services, program hours, and special events. (information sharing)
- Provide meeting space, materials or other tangible resources for programming for diverse youth (coordination)
- Publicize each other's services to the community at large, and to diverse youth and their families (coordination)
- Serve as key informants and participate in community needs and assets assessments (cooperation)
- Participate in formal reciprocal referral relationships—your program can be part of their referral network and they can be part of yours (cooperation)
- Provide cross-training of each other's staff (cooperation)
- Respond jointly to funding opportunities (cooperation)
- Work together to accomplish specific tasks, such as creating a summer internship program for teens in your community   (collaboration)
- Participate in action-oriented coalitions to address identified social determinants of teen pregnancy and other adolescent health disparities in the community (collaboration)

Recognizing the sense of belonging experienced by many youth with religious affiliations, one reproductive health advocacy organization reached out to a broad spectrum of faith-based organizations, hoping to strengthen the network of community connections for local teens and eventually to join forces on initiatives to expand youth development opportunities.
Any early step was a meeting with clergy and laity to discuss community factors impacting teen pregnancy and other health problems of local teens.

Here is an example showing how one partnership progressed through the levels of the partnership continuum:

Understanding the protective factors for teens of improved self-efficacy and future orientation associated with having a job, a teen pregnancy prevention (TPP) program reached out to a youth employment training program in their city.

INFORMATION SHARING

As a first step, the job training program agreed to tell its participants (and staff) about the teen health services and sex education programs run by the teen pregnancy prevention program, and encouraged the teen pregnancy prevention program to notify its teen clients (and staff) about their job training services.

COORDINATION

Some time later the job training program agreed to have the teen pregnancy prevention program run an evidence-based intervention session on its premises and open to its teen participants.

COOPERATION

As a result of this "co-location" each program got to see the other in action with teens, and decided that staff of both programs would benefit from cross-training to learn each other's "tricks of the trade" for youth engagement and empowerment. In addition, the two program directors began to explore possibilities for integrating evidence-based program sessions into the job-training curriculum.

COLLABORATION

After about a year of conducting these joint activities, the two programs teamed up to spearhead the development of a city-wide Youth Opportunities Coalition, that would bring together a range of groups and organizations from the public, private and voluntary sectors to advocate for and create expanded mentoring, internship and job opportunities for the city's young people.

As illustrated by the above example, when approaching a potential new partner about working together, keep in mind the importance of mutual benefits. Be clear on how you can help them as well as how they can help you, and how the partnership would help their clients as well as yours.

Establish a Focus for the Partnership

Successful partnerships are powered by a common vision that guides their work together. This common vision should be consistent with the missions of the partnering organizations/groups and informed by the needs of diverse youth living in the community. For teen pregnancy prevention programs and their partners, the common vision will likely have to do with improving opportunities and supports for local teens, and creating environments in which they can grow and thrive. All partners should be involved in discussions to articulate this vision.

While the common vision provides the motivating force that holds the partnership together, the partners will need to choose specific attainable goals to work toward together, doable projects that will in some way promote the well-being of local teens. The Action Planning Process which is part of Root Cause Analysis may be used by the partnership to help it develop realistic goals and related activities.

BUILDING STRONG, EFFECTIVE PARTNERSHIPS

The experience of effective community coalitions has revealed the following key elements of successful partnerships**:**

- **Partnership buy-in**
  All partners must believe in the importance of the collaboration and share in its goals. All partners should be involved in the initial establishment of the "shared hope" and objectives of the partnership.

- **Mutual benefits/incentives to participate**
  Each potential partner agency must clearly see concrete benefits to the agency, its staff and its clients. The partnership is strengthened when partners engage in activities that neither could support alone, e.g. community needs assessment, advocacy, grant proposal development or fund-raising.

- **Clearly defined roles**
  The partners should agree on the roles that each will play, and commit themselves to fulfilling the agreed upon tasks.

- **Acceptance and management of differences**
  Partners must recognize different organizational cultures and be open to different options and approaches. Partnerships should have a process for resolving contentious issues.

One county health department partnered with a fraternity at a local college to develop and implement a mentorship program for high-school age young men.

- **Structured, regular meetings**
  Although meeting frequency may vary, regularly scheduled face-to-face meetings, to share information, problem-solve and plan, are critical to maintaining successful partnerships.

- **Open, regular communications**
  Partners should use both formal and informal mechanisms to keep one another updated. Partner representatives should also share decisions of the partnership with agency staff who will participate in/implement partnership activities.

- **Cross-training of staff**
  Cross-training of staff enables agencies to better understand each other's services, identifies opportunities for service integration, and enables agency staff to help each other in times of need.

- **Support for each other's events**
  Promoting events for partners, even when not co-sponsoring, is helpful in establishing trust among partners.

- **Acknowledging partners**
  Validating each other's strengths and formally thanking partners for their contributions strengthens the partnership and builds goodwill.

- **Adaptability**
  The partnership should stay attuned and flexible to environmental (community and policy) changes.

- **Assessment**
  A periodic assessment of the partnership serves to review progress towards established goals, identify areas for improvement in order to make mid-course corrections, align and clarify partnership objectives and responsibilities, and consider whether the partnership has reached its natural life cycle.

Sources: Title X Linkages Project, Center for Health Training, Austin, TX. The Collaboration Primer, HRET, 2003.

NEXT STEP: The next section of the toolkit explores development of a particular type of partnership, a mutual referral relationship.

A young men's clinic affiliated with a large urban health center has a very broad referral network, enabling providers to connect teen clients not only to other health services such as counseling or dental care, but also to food assistance, health insurance, GED, job placement and legal services. Connecting young men to this broad range of services is considered part of the standard of care.

III. Building Expanded Referral Networks

A social determinants of health approach to teen pregnancy prevention recognizes that youth need access to a broad array of services, including EBIs and reproductive health services. Youth development programs, mental health services and a variety of social support and community services can all help to reduce teens' risk for unintended pregnancy and lessen adolescent health disparities. Being part of a robust referral network enables teen pregnancy prevention programs to more comprehensively serve their teen clients, as well as to reach out to potential new clients. Strong referral networks and linkages among providers create a web of support for youth.

IDENTIFY REFERRAL PARTNERS

POTENTIAL REFERRAL PARTNERS

To meet the needs of the "whole teen," teen pregnancy prevention programs should be able to link their teen clients to other services and programs including:

- Youth development/youth empowerment organizations such as Boys and Girls Clubs, YMCA, Goodwill, Youth Build, Youth Pride

- Youth job or internship programs

- Tutoring and GED services

- Community mental health and counseling services

- Substance use treatment services

- Rape crisis and interpersonal violence prevention services

- Basic needs assistance programs such as food pantries, housing assistance programs and health insurance assistance

- Juvenile justice and legal aid programs

- Child and family services

Effective referral networks require strong relationships between referring agencies; teen pregnancy prevention programs and other social service and community organizations can become better known to and conversant with each other. Here are some basic steps for building the interagency partnerships that underlie effective referral networks.

Bring Agency Staff in to Speak to Teen Pregnancy Prevention Program Staff

One way to strengthen interagency linkages and to increase staff confidence in making referrals is to invite agency representatives to come in and speak to your staff. This helps staff become familiar with the agencies they are making referrals to, and introduces them to a "real person" to call upon for additional information or assistance.

Some topics the representative could be asked to discuss include:

- A detailed description of services provided by the agency or program, with a focus on services for teens
- Requirements for accessing services, e.g. eligibility criteria, payment for services, documentation needed, etc.
- What teens can expect when they come in for their referral appointment
- Suggestions for how to make and follow up on a referral so that it proceeds smoothly
- Ability of the agency to address the needs of diverse teens, e.g., a description of populations currently served, languages spoken at the agency, presence of bilingual, bicultural staff, etc.
- The agency's philosophy of care

In turn, a member of your staff could make similar, reciprocal visits to agencies you want as part of your referral network, further enhancing interagency understanding and communication.

Establish Service Agreements

A key step in building referral networks is the creation of service agreements that lay out clearly what is expected of each partner. The service agreement may include:

- A mutually developed statement of the goals and objectives of the partnership
- A description of the services each agency can provide to the others' clients
- Other specifications about what each agency provides or brings to the partnership (e.g. space, equipment, training, data)
- Agreement to abide by agency, state and federal confidentiality standards
- Description of communication mechanisms and points of contact
- Annual check-in to assess progress toward partnership goals and make adjustments if needed
- Dates the agreement is in force

Compile a Comprehensive Referral Directory

Develop a directory for your staff of agencies, programs and providers to which teens can be referred. Ideally the directory would be available to staff in both online and print formats. To help staff better match services to client needs, it is important that the directory contain more information than just the name, address and phone number of the agency. This sample directory page shows the type of information that can help your staff to make smoother, more successful referrals. It is helpful to assign a staff person to update the directory regularly, at least once a year.

SAMPLE DIRECTORY ENTRY

Name and Address of Agency:

Types of Services Provided:

Teen-friendly Services? (after school or evening hours, teen clinic, adolescent specialists):

Contact Person:

    Name:

    Title/role:

    Phone number:

    E-mail:

Hours of Operation:

Service Eligibility Requirements (if any):

Insurances Accepted/Availability of Financial Assistance or Free Care:

Languages Spoken:

Near Public Transit or Transportation Available?:

Other:

Date Directory Entry Updated:

Enhance Staff Capacity to Make Effective Referrals

Handing a teen an appointment card does not guarantee that s/he will follow through with a referral. The referral process is more likely to be successful if it is done in a client-centered manner, involving a dialogue with the teen about the kinds of services s/he thinks will be most helpful, as well as what might get in the way of accessing a referred service.

TIPS FOR MAKING SUCCESSFUL REFERRALS:

- *Assess client needs*
  Make an effort to understand what kinds of services or help the teen feels are most important to her/him personally.

- *Identify barriers to follow-through*
  Discuss with the teen the benefits and the costs—as perceived by the teen—of seeking referred services. Include consideration of family, community or cultural factors that may affect the teen's utilization of a referral.

- *Be familiar with the agencies and programs to which teens are referred*
  Have a good understanding of the services provided, eligibility requirements, hours of operation, fees, etc. as well as the agency's capacity to provide services appropriate to the teen's cultural and linguistic background.

- *Give clients a sense of what to expect at the appointment*
  A verbal "walk-through" of the visit may ease the teen's anxieties and help her/him to be better prepared to use referred services effectively.

- *Have a working relationship with a staff person at the referral agency*
  Know someone to call with questions, or who can act as an advocate for the teen at the agency.

- *Assure the client that her/his confidentiality will be protected*
  Teens' concerns about their privacy may make them reluctant to seek needed services. When making the referral, be sure to offer direct assurances of both your program's and the referral agency's commitment to protecting the teen's confidentiality.

- *Strategize with the client around follow-through*
  Talk with the teen about what would help her/him to make and keep the appointment. If needed provide direct assistance such as scheduling the appointment, or helping to fill out forms.

- *Follow up to see whether the referral was completed*
  Consider checking in with the teen at a later date. If s/he did not keep the referral appointment, explore the situation and see if there is anything you can do to help the teen reschedule.

NEXT: See Section IV for a list of resources for more in-depth information. You may also find relevant resources on the Working with Diverse Communities component website: *http://rhey.jsi.com*

IV. Expanding Community Partnerships Resource List

COMMUNITY ENGAGEMENT AND COALITION-BUILDING

Community Toolbox website

http://ctb.ku.edu/en
The Community Toolbox website is a virtual compendium of capacity-building resources, including detailed and practical information on building partnerships, assessing community needs, community engagement, advocacy and sustaining the work.

Prevention Institute website

http://thrive.preventioninstitute.org/tools.html
The Prevention Institute has created a variety of tools to support the development, implementation and evaluation of effective prevention initiatives and coalitions.

Promoting Health Equity: A Resource to Help Communities Address Social Determinants of Health

http://www.cdc.gov/nccdphp/dch/programs/healthycommunitiesprogram/tools/pdf/SDOH-workbook.pdf
Centers for Disease Control and Prevention This workbook is designed for public health practitioners and partners interested in addressing social determinants of health in order to promote health and achieve health equity.

WORKING WITH COMMUNITIES OF COLOR

Building Coalitions Among Communities of Color: A Multicultural Approach

http://minorityhealth.hhs.gov/Assets/pdf/Checked/ShireGuide.pdf
Office of Minority Health, 2004. This guide provides strategies for building collaborations that draw on the strengths and assets of communities of color to help eliminate disparities in health and in access to care.

Culturally-Based Capacity Building: An Approach to Working in Communities of Color for Social Change

http://rhey.jsi.com/files/2012/06/Culturally-Based-Capacity-Building.pdf
National Community Development Institute, 2007. This paper describes guiding principles and essential components of NCDI's community capacity building model, a key aspect of which is building relationships across cultural identity groups and "forming viable partnerships across racial, social and cultural fault lines".

COLLABORATION TIPS

Essential Tips for Successful Collaboration

http://www.nchealthyschools.org/docs/schoolhealthadvisorycouncil/essentialtips.pdf
Joint Work Group on School-Based Teen Pregnancy Prevention. These tips, based on the experience of a national school-based teen pregnancy prevention initiative, describe key elements that contribute to the development and sustainability of successful collaborations around complex issues.

Sharing a Legacy of Caring: Partnerships between Health Care and Faith-Based Organizations

http://nccc.georgetown.edu/documents/faith.pdf
National Center for Cultural Competence and HRSA Bureau of Primary Health Care, 2001. This monograph explores the potential of cooperative partnerships between health care and faith-based organizations to better meet the needs of vulnerable and underserved populations, to reduce health disparities and achieve community health goals.

Being Y-AP Savvy: A Primer on Creating & Sustaining Youth-Adult Partnerships

http://fyi.uwex.edu/youthadultpartnership/files/2011/02/YAP-Savvy12.pdf
ACT for Youth Center of Excellence, 2010. This manual provides tools to help your organization envision and build effective and action-oriented youth-adult partnerships that will work to benefit your programs, your youth clients and the larger community.

ASSESSMENT TOOLS

Partnership Self-Assessment Tool

http://www.nccmt.ca/registry/view/eng/10.html
Center for the Advancement of Collaborative Strategies in Health. This 15-page tool contains 67 questions, dealing with the topics: synergy, leadership, efficiency, administration and management, non-financial resources, financial and other capital resources, decision making, benefits of participation, drawbacks of participation, benefits and drawbacks of participating in the partnership, satisfaction with participation.

Wilder Collaboration Inventory

https://www.wilder.org/Wilder-Research/Research-Services/Pages/Wilder-Collaboration-Factors-Inventory.aspx
Mattessich, P., Murray-Close, M., & Monsey, B. (2001). Wilder Collaboration Factors Inventory. St. Paul, MN: Wilder Research. This free tool is completed by members of the collaboration to assess how a collaboration is doing on 20 research-tested success factors. The score can be tallied manually or online.

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About the Working with Diverse Communities Component

JSI Research & Training Institute, Inc. (JSI) builds Part A Grantees' capacity to engage and serve diverse youth and youth in at-risk situations through teen pregnancy prevention programs, clinical services, and other partnerships that foster reproductive health equity. Because where youth live, learn, work, and play influences sexual and reproductive health behaviors, JSI assists grantees in raising awareness among community partners about the social determinants that have an impact on teen pregnancy and in creating feasible strategies to address them. This context, paired with evidence-based interventions that teach youth about pregnancy prevention and teen-friendly clinical services offers a holistic approach that actively engages communities in a process that supports and promotes positive youth development and healthy relationships and lifestyles. JSI supports grantees in using data-driven strategies and best practices to work with their diverse communities. This component focuses on building grantees' capacity to:

- Identify, reach, and serve hard-to-reach, marginalized, and diverse youth with evidence-based programs and reproductive health services (e.g., African American and Latino youth, youth in the foster care and juvenile justice systems, GLBTQ youth, and pregnant and parenting teens).
- Engage and recruit a diverse group of community partners, including non-traditional stakeholders, to collaborate in their community's TPP efforts.
- Ensure program facilitators and clinical providers have the necessary skills and knowledge to provide culturally and linguistically appropriate programs and reproductive health services.
- Ensure program facilitators and clinical providers provide diverse youth with culturally and linguistically appropriate programs and reproductive health services.
- Engage and educate a diverse group of stakeholders (e.g., community action team, other community members) on how social determinants of health link to teen pregnancy.
- Plan and implement within each component, based on community needs assessment and other relevant data, strategies guided by best practices.

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WORKING WITH DIVERSE COMMUNITIES COMPONENT

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