

# Community of Practice Evaluation Report



**SIRC OFFICE OF EVALUATION AND PARTNER CONTRACTS**

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## Executive Summary

In July 2015, the Maricopa County Department of Public Health (MCDPH) was awarded a five year grant from the Office of Adolescent Health to provide capacity building assistance (CBA) in teen pregnancy prevention programming (TPP) and adolescent wellbeing. In order to support and evaluate efforts to replicate evidence-based TPP interventions, MCDPH partnered with Touchstone Behavioral Health (TBH) to provide direct CBA through a peer mentoring and coaching approach and the Southwest Interdisciplinary Research Center (SIRC) at Arizona State University (ASU) to provide overall evaluation for the project. There are two goals for this grant: (1) to improve the capacity of youth-serving organizations to implement, evaluate and sustain evidence-based teen pregnancy prevention interventions to their target populations; and (2) to improve the capacity of youth-serving organizations throughout Maricopa County to deliver high-quality, evidence-based TPP programming through the development of a Community of Practice (CoP).

In the spring 2016, MCDPH partnered with SIRC to conduct an additional analysis to determine the training needs and resources of the Community of Practice (CoP) through an online survey; a baseline assessment of the CAB through focus groups as well as five key informant interviews with members of the CoP was also undertaken.

One of the key tasks MCDPH aims to complete is the development of an online hub which is strongly supported by the CoP. Participants were asked what they thought the most beneficial impact of the hub would be and the results were overwhelmingly positive. Most frequently listed impacts were the provision of current, complete list of trainings; a current, complete resource list; funding sources; evidence based interventions and research; and a place to share ideas with other providers.

Information regarding training preferences will be valuable in completing the training objectives of the grant. Over 200 respondents gave feedback on their best times to participate in training as well as provided the best mechanism for delivery. The MCDPH will be able to provide training based on solid results of training preferences to the CoP.

CAB members were confident or very confident in the direction of the CAB and were satisfied or very satisfied in the way the CAB meetings are run, the way the CAB is implementing its plans, the communication between the CAB leadership and its members, and the way the people and organizations in the CAB work together.

## Background

In July 2015, MCDPH received a grant from the Office of Adolescent Health to provide capacity building assistance (CBA) to support replications of evidence-based teen pregnancy prevention (TPP) programs. MCDPH partnered with Touchstone Behavioral Health (TBH) to provide direct CBA through a peer mentoring and coaching approach and the Southwest Interdisciplinary Research Center (SIRC) at Arizona State University (ASU) to provide overall evaluation for the project. A second goal of this project was to improve the capacity of youth-serving organizations throughout Maricopa County to deliver high-quality, evidence-based TPP programming through the development of a Community of Practice (CoP).

In the spring 2016, MCDPH partnered with SIRC to conduct an additional analysis to determine the training needs and resources of the Community of Practice (CoP) through an online survey; a baseline assessment of the CAB through focus groups as well as five key informant interviews with members of the CoP were also undertaken.

The Community Advisory Board was developed during the 2010 Tier 1A grant award to provide TPP replication project in west Phoenix. Over the years, the CAB has grown and today the mission of the CAB is to advocate for positive youth development opportunities through collaboration and fostering a strong community network.

The Community of Practice (CoP) includes those working to improve the health and wellbeing of adolescents in Maricopa County. MCDPH plans to serve as the “backbone” agency to staff the CoP which brings together dozens of youth-serving agencies that have expressed an interest in working and learning together relating to systems level coordination and capacity building relating to teen pregnancy prevention.

Using a “collective impact” model, which emphasizes greater alignment of efforts with existing resources and capacity rather than requiring constant infusion of new funding, MCDPH has identified strategies to continue to support the CoP beyond the project cycle, such as developing an online information hub. Other primary activities include developing a plan and platform to manage stakeholder communication; establishing a plan to coordinate collect, translate and disseminate data (on needs and assets) for adaptive programming; continuation of the annual summit; coordination of professional development activities on EBIs and CBA; and developing a plan to support the CoP in disseminating and communication of its work and findings.

The CAB, in coordination with the MCDPH project director, will serve as the steering committee for the CoP in achieving the objectives and activities outlined in the work plan. Please see Figure 1 which depicts the approach of the Community of Practice.

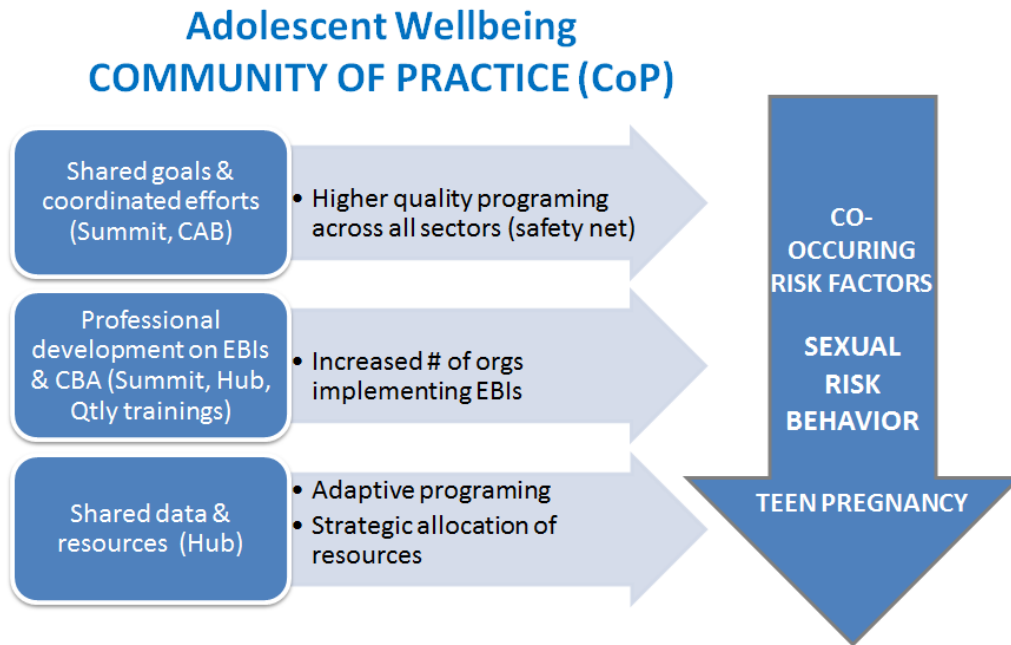


Figure 1. Community of Practice

## Purpose

The goal of this study reflects the purpose of the second goal of the grant: to improve the capacity of youth-serving organizations throughout Maricopa County to deliver high-quality, evidence-based TPP programming through the development of a Community of Practice (CoP). In order to further ascertain, document, and solicit feedback from the CAB and CoP, MCDPH contracted with SIRC at ASU to perform a 3-month project to help guide the CAB and CoP and establish a baseline for participant satisfaction, needs, resources and goals for the upcoming four years of the grant.

## Design

SIRC implemented three data measures: an online training needs and resource assessment, two focus groups with CAB members and five key informant interviews with members of the CoP. SIRC designed the survey, focus group and key informant procedures and questions while the MCDPH sent out the online survey and invitations to participate in the focus groups and interviews to increase participation rates and buy-in from the CoP. The online survey was sent through Qualtrics survey tool to almost 500 email addresses, while the focus group invitations were sent to 53 CAB members, and key informant interviews invitations were sent to six CAB members who didn't participate in focus groups as well as six members of the CoP.

## Measures

The online training and needs resource assessment was an online survey designed to take no longer than 15 minutes to complete. Questions were asked regarding the training needs, resources within organizations, communication preferences and preferred methods and times of training.

The focus groups occurred at the MCDPH offices and a total of 15 questions were asked. A total of 2 hours was scheduled for these but both lasted approximately 1.5 hours including introductions.

The key informant interviews included 16 questions and were completed via phone interviews and were finished between 30-35 minutes.

## Results

### Online Survey Results

The first assessment completed by SIRC was an online needs and resources training survey. SIRC and the MCDPH team met for three weeks to determine the content, and then SIRC designed the survey on Qualtrics which allows individuals to respond anonymously. Once completed, it was decided that a better response rate would occur if MCDPH emailed the survey link because of their immense reach with the Community of Practice (CoP). In April, the Project Manager at MCDPH emailed the survey link to almost 500 individuals to complete the survey.

A separate survey was developed for the Community Advisory Board (CAB) which included the questions that the CoP received, yet asked additional questions specific to the CAB. Again, the Adolescent Partnerships Coordinator from MCDPH (also facilitator of the CAB) sent out the survey link in hopes of higher response rates. This survey link was also sent in April.

There were a total of 204 individuals who completed the CoP survey and 10 individuals who completed the CAB online survey. The following is a summary of their responses.

#### In what setting do you serve youth?

The most common youth serving setting for survey respondents was in education, with 43% working in this setting. The next most common was community based youth serving organizations (20%), followed by behavioral health (19%), youth development (16%), and other (2%).

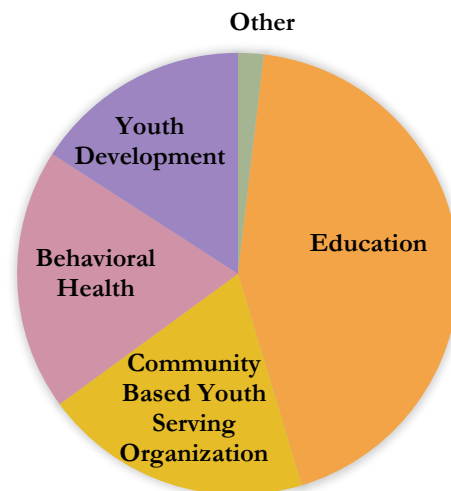


Figure 2. Setting in Which Respondents Work

The following table depicts the work settings and number responded for all the responses.

Table 1. Setting in Which Respondents Work

Work Setting	Number Responded	Percentage
Behavioral Health	38	18.6%
Business/Labor/Employment	5	2.5%
Child Welfare/Foster Care	13	6.4%
Community-Based Youth Serving	41	20.1%
Education	89	43.6%
Faith-Based	7	3.4%
Government	15	7.4%
Healthcare	17	8.3%
Homeless Services	10	4.9%
Juvenile Corrections and Probation	7	3.4%
Law Enforcement	1	0.5%
Legislative/Policy	3	1.5%
LGBTQ	8	3.9%
Other	9	4.4%
Parent/Caregivers/Other Caring Adults	17	8.3%
Public Health	18	8.8%
Refugee/Immigrant Services	4	2.0%
Tribal Organizations	5	2.5%
Workforce Development	13	6.4%
Youth Offender Services	7	3.4%
Youth Development	32	15.7%

Each respondent was also asked to list their specific organization. Please see Appendix A for a list of the 204 respondents' organizations/agencies.

### Training Interests

This question asked which training topics would be most interesting for those individuals participating in the CoP and CAB. There were six topics which 90% or more of participants would be *highly likely* or *somewhat likely* to attend. These were: adolescent brain development (92.2%), adolescent mental health issues (93.4%), adolescent self-harm and depression (94.7%), communicating with teens (92.7%), and engaging opportunity youth (90.3%).

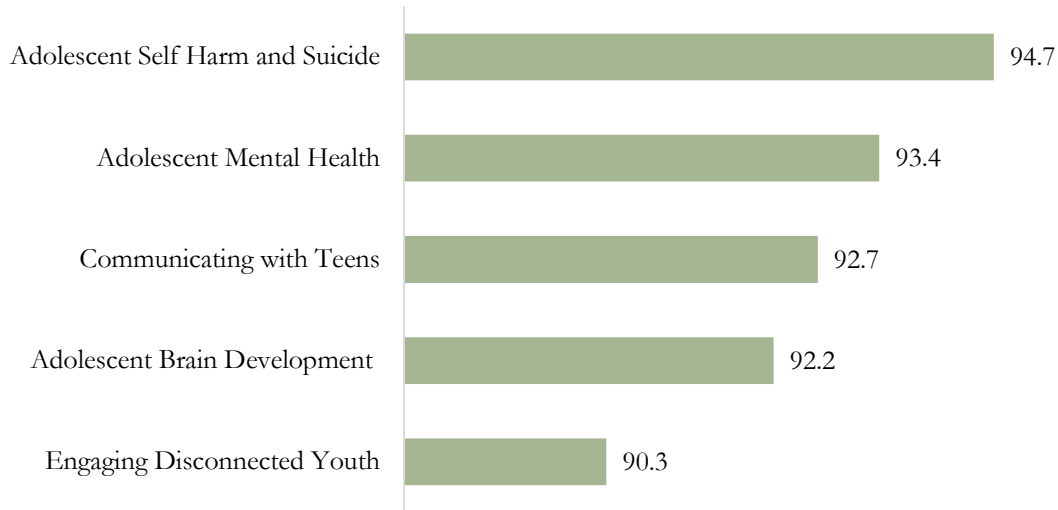


Figure 3. Training Interests

### Training Needs and Organizational Capacity

The table below displays a breakdown of all the topics and percentage of those who responded they would be *highly likely* or *somewhat likely* to attend. The column to the right illustrates the number who responded their agency or organization provides these trainings. The resources available are noticeable as all but four topics had double-digit responses of available trainers or training in these topics.

Based on these responses, the topics with the most resources are: Mandatory Reporting (39), Bullying (33), Facilitation and Training Skills (29), Substance Abuse (28), Cultural Competency (28), Adolescent Self Harm, Suicide and Depression (26) and Classroom Management (26). Of the top five training topics the participants were likely to attend, one of them, Adolescent Self Harm, Suicide and Depression, also had one of the highest number of trainings or trainers. When comparing the results of the organizational capacity with the results of the training preference there appears to be existing capacity within the CAB and CoP to facilitate the most popular professional development trainings. It is also evident that those with the fewest trainers corresponded with training topics participants were not as likely to attend.



Table 2. Training Topics

<b>Training Topics</b>	<b>Percent of Total</b>	<b>Number Who Responded Organization Provides Training in These Topics</b>
Adolescent Brain Development	92.2	14
Adolescent Growth and Development	87.5	19
Adolescent Mental Health Issues	93.4	19
Adolescent Self-Harm, Suicide and Depression	94.7	26
Bullying	85.2	33
Child Abuse Prevention	78.4	23
Classroom Management	57.8	26
Communicating with Teens	92.7	21
Conflict Management	85.1	22
Consent Laws	73.6	14
Cultural competency	80.7	28
Engagement Strategies for Parent Involvement	80.1	23
Engaging Opportunity Youth	90.3	15
Facilitation and Training Skills	70.8	29
Funding/Financial Support	58.2	12
Grandparents Taking Care of Grandchildren	53.2	11
Healthy People 2020 Core Indicators	55.5	7
Healthy Relationships and Dating Violence	77.7	23
Higher Education Opportunities for Adolescents	68.1	17
LGBTQ Inclusivity	74.7	15
Managing Grief	72.2	18
Mandatory Reporting	62.1	39
New Trends and Technology that Impact Adolescents	84.9	6
Parenting Programs	62.2	25
Recruitment Strategies	51.8	17
Resources on Retention and Dropout Prevention	57.3	12

Risk and Protective Factors	70.6	23
Risk Taking and Decision Making in Youth	81.5	16
Substance Abuse	79.8	28
Talking about Sexual and Reproductive Health	70.0	23
Team Building	65.2	22
Trauma Informed Care	77.7	16
Using Data to Make Decisions	66.9	20
Using GIS Mapping	42.1	4
Values Neutral Stance	43.2	8
What to Expect at a Clinic Visit	33.9	10
Working with Teen Parents	68.6	12
Working with Transgender Youth	75.9	12
Youth with Unique Challenges	80.4	12

### Additional Topics to be Addressed

When asked what other topics were not addressed that the respondents would like to see included, the responses are as follows:

- Adolescent sports injuries and dynamics
- Adverse Childhood Experiences
- Building Resiliency
- Children of parents with substance abuse and children who need to parent their parents and raise siblings
- Coalition Development,
- Collective Impact
- Epilepsy
- Gang information, deportation process/families, military deployment impact on families
- Grant Writing
- How to help students with ADHD
- How to motivate students to stay in school, want to learn, and actually want to be a professional instead of a slug.
- I would have liked to have seen training on children and youth with special health care needs (CYSHCN).
- Leadership Development
- Outsourcing and contracting service providers
- Peer Relationships
- Reducing recidivism among incarcerated youth

- Refugee issues (impact of trauma, diseases such as malaria effect on brain development, resources for schools)
- Restorative Discipline
- Sexual Violence
- Social determinate of health for adolescents in the Latino community
- Social emotional learning, creativity and leadership
- Teen coping skills, stress management
- Working with adolescents from different religions and ethnic backgrounds and adolescent refugees
- Working with various religions

### Obstacles to Training Participation

This question asked participants to explain what obstacles existed for them to participate in professional development. The most common response was *date/time* (43%) which may also be related to *work schedule* (35.5%). The other two most commonly cited obstacles were *cost* (40.2%) and *location inconvenient* (21%).

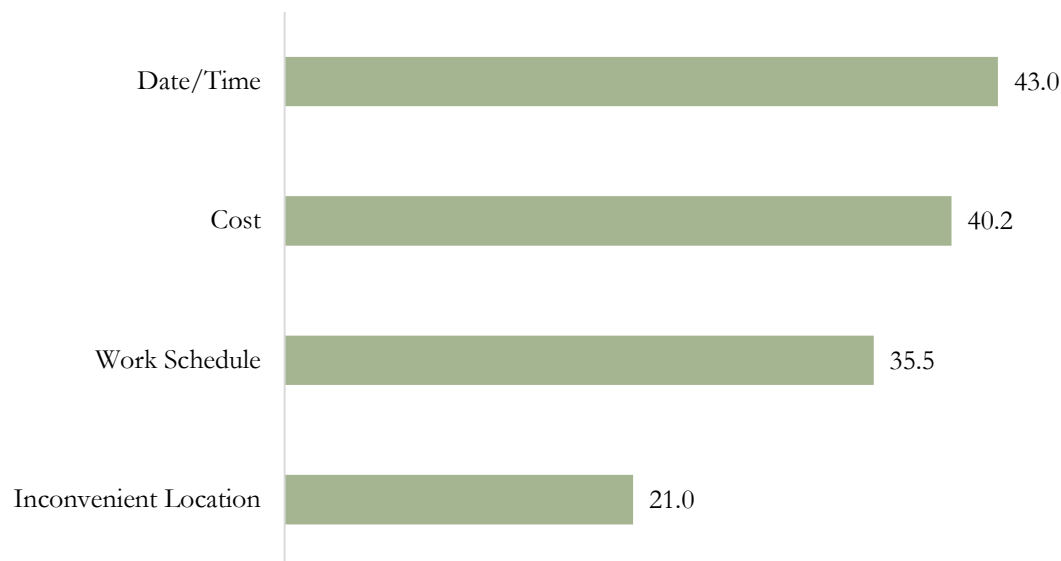


Figure 4. Obstacles to Training

Respondents also listed other obstacles not already provided:

- Information too generic or elementary; not specific enough
- Lack of inclusion of youth with disabilities or health conditions
- Not pertinent to school health
- Not relevant
- Topic not fully explained in flyer/notice
- Week presentations by unskilled presenters. Also, weak topics.

### **Date, Time, Duration and Method**

Survey participants were asked to rank their ideal time for conducting these professional development trainings. The most popular time was in the morning with 79.7% of participants ranking it as their first or second choice. The next most common preferences (ranked first or second) were: afternoons (52%), lunch (37.4%), evening (17.1%), and weekend (13.8%). The most popular (ranked 1<sup>st</sup> or 2<sup>nd</sup>) days for the trainings were Tuesday (43.8%) and Monday (43.8%) followed by Friday (40.6%), Wednesday (36.7%), Thursday (18.0%), Saturday (13.3%) and Sunday (3.9%).

Participants were also asked what the duration of the training should be, and the most popular (ranked first or second) responses were a half-day training starting in the morning (69.4%), the next most popular was a half-day in the afternoon (49.3%), followed by a full day training (37.3%) and the remaining choices were one hour (26.1%) and two day (17.9%).

Finally, participants were asked to express their preference for how the training would be delivered. The vast majority of individuals put in-person trainings (97.4%) as their first or second favored delivery method. The next most common responses were webinars (61.2%) and videos (38.8%) as their first or second favored delivery method.

### **Online Hub**

Participants were also asked to express what components they believed were important for the online hub. Participants expressed the most important components were: trainings list (63.6%), conference list (62.6%), EBI trainings (58.4%) and resources (57.9%).

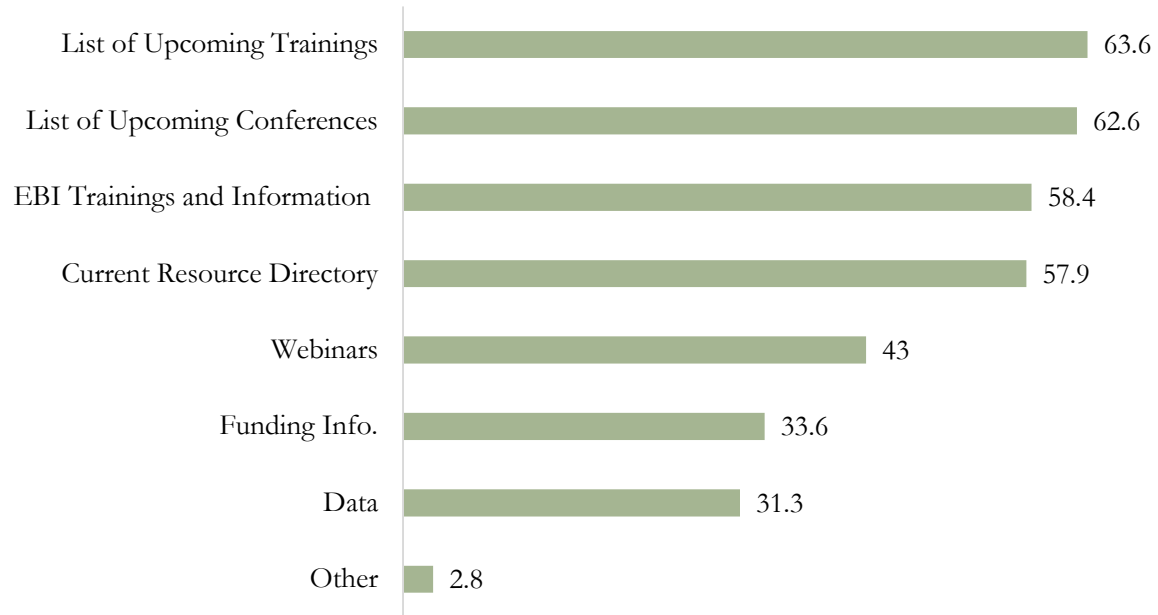


Figure 5. Online Hub Contents

When asked what other items, information and/or resources that have not been listed would they like to see included, the respondents listed the following:

- A way for people to communicate with each other, sort of like a listserv
- A way to correspond with others when seeking resources
- Attendance information to help parents
- Breaking News
- Contact information for people who use the hub. Also being able to look up stats by city, county, and states. New laws or requirements to keep organizations updated when providing information on TPP and STI to youth.
- Current curriculum and research regarding said curriculum programs
- Current legislation for anything that would affect our youth-for example, implementing KidsCare again
- Current research & findings, suggestions how to improve, upcoming research
- Employment opportunities of all agencies; round table discussion on topics that are a challenge to obtain feedback from other agencies
- In my 52 years of doing this work I have learned evidence based means something different to everyone and just because someone says its evidence based does not mean it's the best treatment for you... also prevention, prevention, prevention. If we really work to prevent the underlying causes of the harms our children are facing we can prevent well almost everything!!!!!!!
- Jobs
- Networking opportunities
- Parent education
- Point of contact person to field questions and/or suggest resources.
- Resources
- Social media resources-there are amazing voices with great things to share on Twitter and many blogs.
- State and community level hot topics, legislative updates, system changes-anticipated or current.
- What is on the horizon
- Worksheets and workbooks to assist teens and parents in learning about trauma, stress and brain development in addition to mental health information for parents on the importance of accessing services and appropriate methods of discipline that don't include physical violence.

### **Most Beneficial Impact of the Hub**

Participants were asked what they thought the most beneficial impact of the hub would be and the most frequently listed impacts were: training; list of conferences and workshops and available online (18); current provider/resource list (14); funding (7); resource connections (7); evidence-based interventions and research (5); access to information and accessibility (4); up to date information (3); and communication (3). Figure 6 displays the most frequently occurring responses on the most beneficial impact of the hub.

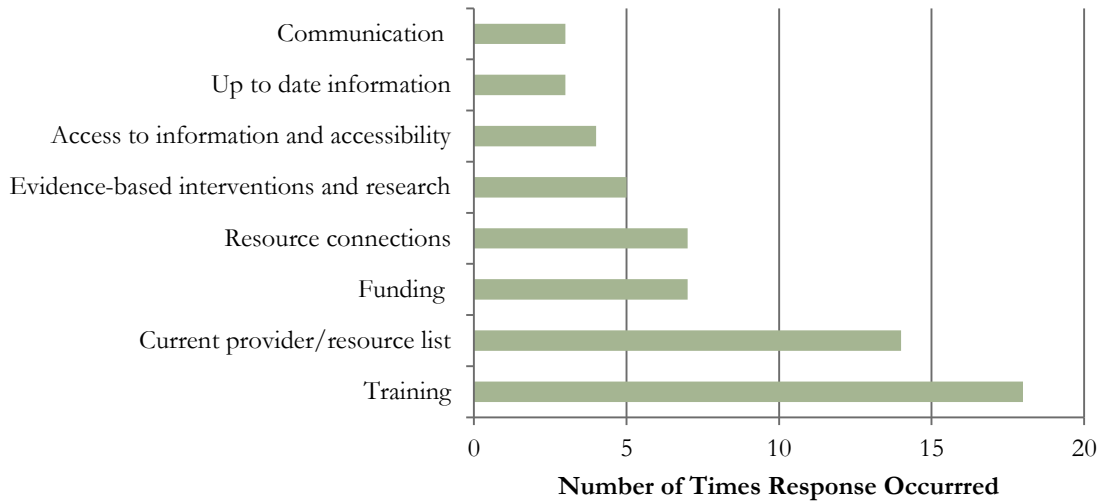


Figure 6. Most Beneficial Aspects of Hub

### Influencing Factors

Participants were asked which factors would have the greatest influence on if they would or would not attend a training. The responses showed price was the most common factor (53.3% of participants said it would be a factor). The next most common factors were: program objective (44.9%), length (42.1%), location (40.7%), contact hours (39.7%), facilitators (37.4%), professional development (29.9%) and some other reason (3.7%).

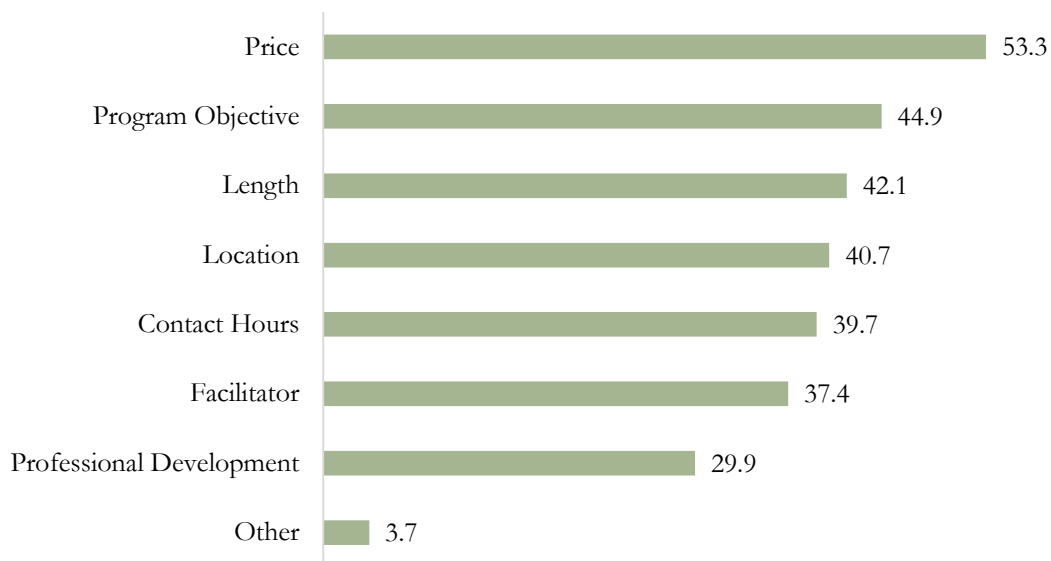


Figure 7. Influencing Factors to Training

## Communication Preferences

Participants were asked to rank their communication preference with a variety of choices. The choices were: newsletters, e-mail, Facebook, Instagram, Linked In, meetings, listservs and Twitter. Only three of those were listed as the number one choice by the respondents with most stating email (91%) followed by meetings (8.3%) and Facebook (0.8%). The second most preferable way to communicate was meetings (57.9%) and listservs (27.1%) while very few listed Instagram (7.6%) or Twitter (2.3%) as preferences.

## CAB Specific Questions

### How well do you understand the CAB?

CAB members were asked to answer a variety of questions about how well they understood the CAB. For all the questions, participants expressed that they *somewhat* or *completely* understood about the CAB's mission, their role in the CAB, and the CAB's goals.

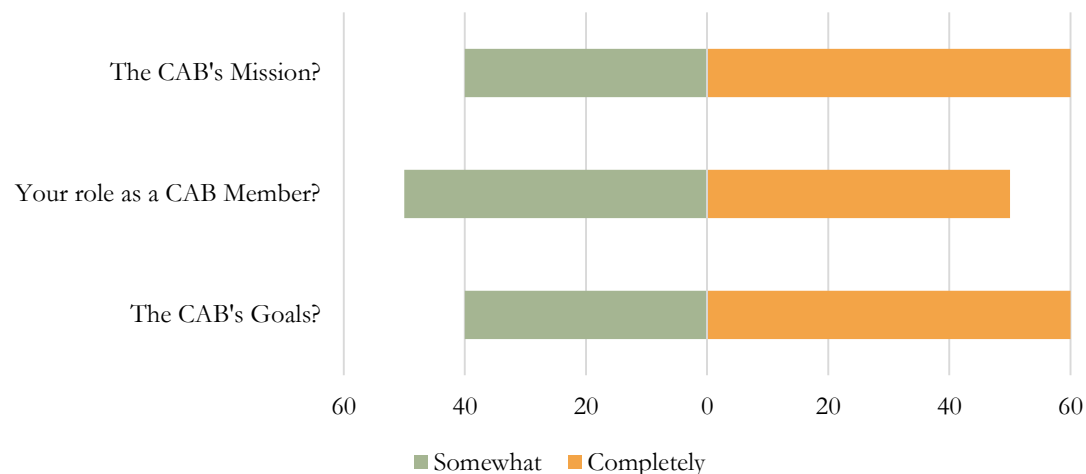


Figure 8. CAB Mission, Role and Goals

### How satisfied are you with the CAB?

CAB members were asked to answer a variety of questions about how satisfied they were with the CAB. For all the questions, participants expressed that they *very satisfied*, *satisfied*, or *neutral*.

Participants were least satisfied with the structure of the CAB committees with only 50% *very satisfied* or *satisfied*.



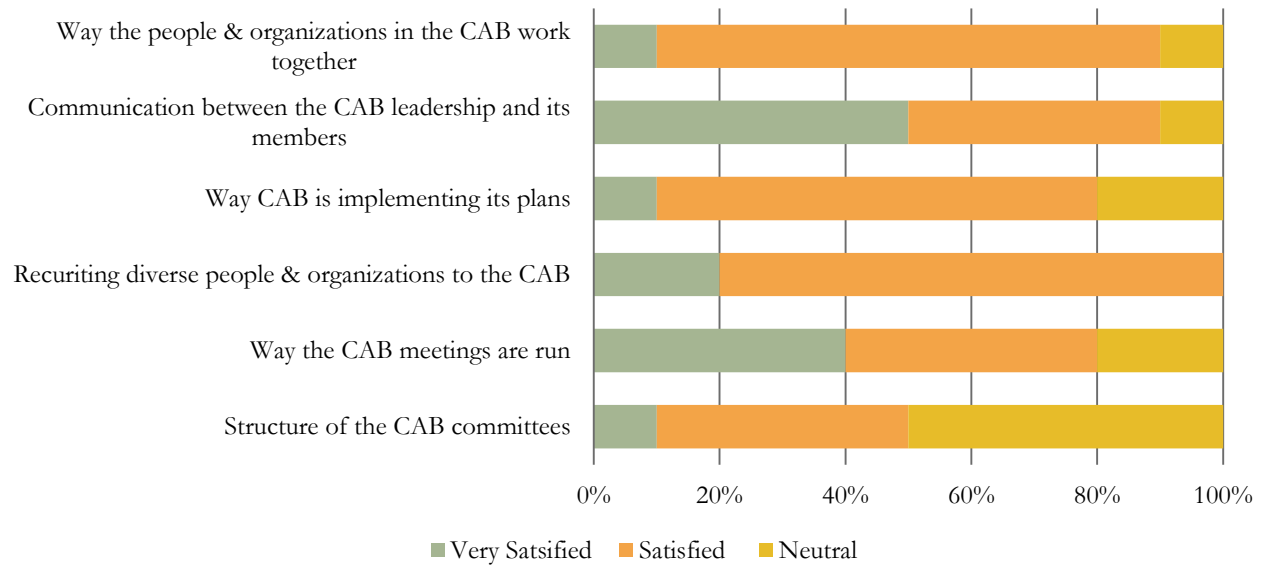


Figure 9. CAB Satisfaction

### Level of Confidence

CAB members were asked a variety of questions to assess their level of confidence in the CAB. For all the statements, participants expressed they were *very confident* or *somewhat confident* with the CAB.

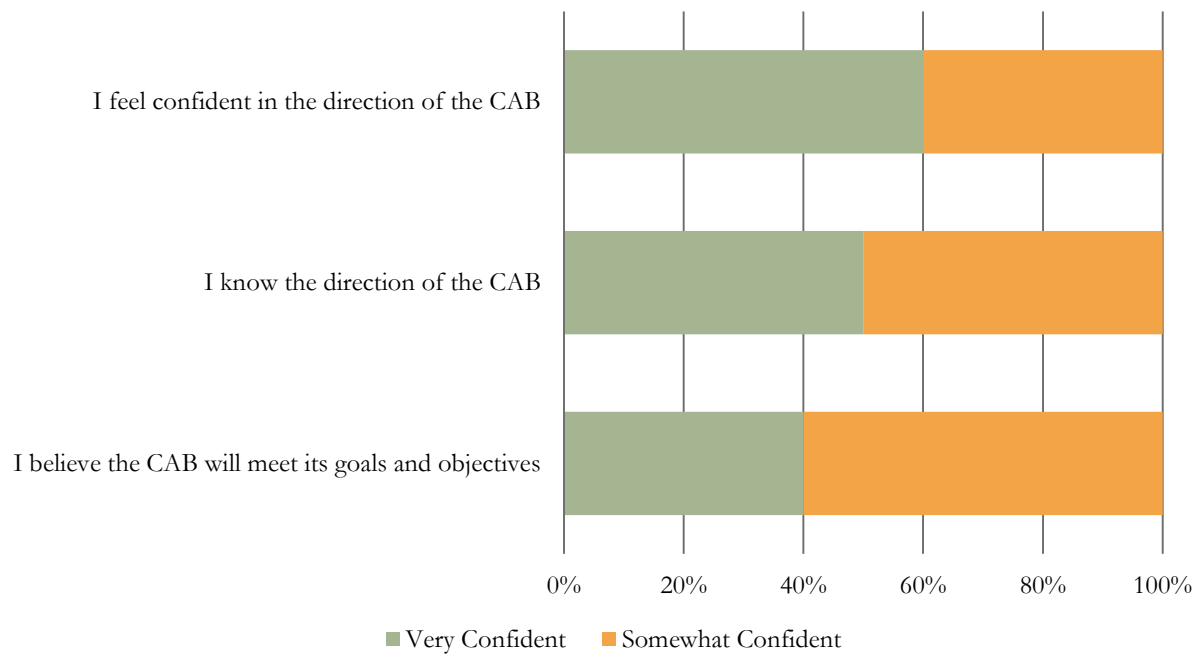
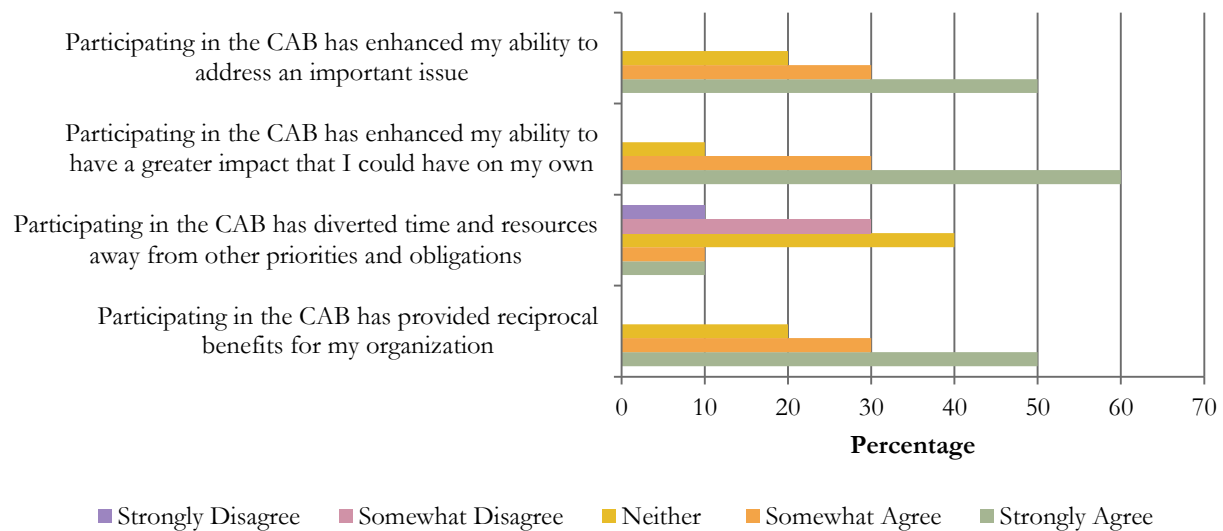


Figure 10. CAB Level of Confidence

## Effects of participating in the CAB

Survey participants were asked several questions about the effects they have experienced by participating in the CAB. For three of the questions the only responses were *strongly agree*, *somewhat agree* or *neither agree nor disagree*. There was one question which was reverse coded, and the results were mixed. This statement referred was: Participating in the CAB has diverted time and resources away from other priorities and obligations. For this question 10% said they *strongly agree* or *somewhat agree*, 40% *neither agree nor disagree*, 30% *somewhat disagree*, and 10% *strongly disagree*.



## Results: CAB Focus Groups

In May, SIRC conducted two focus groups with CAB members working to support adolescent wellbeing to gather feedback on resource and training needs as well as to provide specific feedback regarding the CAB. With this information, the Collective for Adolescent Wellbeing plans to design strategies to provide resources and training to increase the capacity of the CAB/CoP as well as organizations and individuals working with adolescents. The focus groups were conducted on Monday, May 2 with four participants, and again on Monday, May 9, this time with seven CAB members in attendance. A protocol was followed explaining the process and that the focus groups would be taped. Light refreshments and a \$45 gift card were offered.

There were a total of 15 questions asked at both focus groups. The first ten were specific to the CAB while the last five asked about the Community of Practice in general. Please refer to Appendix B for the focus group questions. For the 15 questions, an overview/summary of responses follows with full responses and quotes in Appendix C.

## Overview/Summary of Responses

### 1. Please tell us something you like about the CAB.

- Awareness of what is happening in the county.
- Bringing people together and the potential to bring more persons in.
- The connections made and the collaborations that occur.
- Empowering youth and individuals.
- Increasing diversity of CAB.
- The positive and encouraging atmosphere/culture of CAB.

### 2a. How well do you understand the goals/strategies and objectives of the CAB from the logic model?

- Some found it pretty clear, but they were a part of the process / CAB from the beginning.
- Others noted concerns.
- The actual goal is hard to understand, but the objectives are decently clear.
- The strategies section seems a bit vague.
- Clarity between vision and goal is desired.
- A clearer connection between start and finish was requested.
- The logic model does not need to be too complicated overall.
- The logic model needs to grow with the growth of the board.
- Flexibility in the logic model is needed.
- Specificity was also desired.
- The model provides information that might be overwhelming.

**2b. How are these goals and objectives conveyed to CAB members?**

- Logic model provides a nice visual.
- The ideas are broad and could be condensed.
- Understanding of the membership and structure of CAB and the Community of Practice was desired.
- Clarity in general was desired, specifically regarding deliverables of CAB.
- Greater practicality was desired.
- The goals and objectives are reinforced often.

**3. How well do you understand your role as a CAB member?**

- Some don't know their specific roles or their roles lack specificity.
- People know their purpose for being there, but not specific role.
- A desire for further conversation regarding subcommittees was noted.
- More structure and expectations were desired.
- Roles are to contribute ideas and resources.
- Role is to provide a voice / represent a particular agency.
- One person noted a role to provide a behavioral health interface.
- Understanding of one's role came from direction from CAB leadership.

**4. What do you think is your contribution to the CAB?**

- Historical view of what has been done in the field, so that the wheel does not have to be reinvented.
- The perspective of adolescents in the schools.
- Representing the authentic voice of youth from direct experience.
- Noting what's happening with other boards.
- A connector

- Person who provides programming resources
- The behavioral health perspective.

**5a. What are the strengths in how the people and organizations work together in the CAB?**

- Two strengths are how well people work together and how friendly the group is.
- Another strength is the focus on the communities being served.
- Members are positive, trusting, accepting, inclusive, encouraging, and welcoming.
- The staff takes a methodological approach.
- The membership is likeminded.
- The diversity of the members is important and a strength.
- Members are made aware of gaps in practice.
- CAB breaks down the territorial nature that can befall services.
- CAB provides long-standing relationships.

**5b. Do you see areas for improvement?**

- A desire was expressed for matching individuals better regarding needs and goals. With a large group of members, it is hard to know who to individually connect with.
- There was a greater desire for more networking, and participants wanted to be empowered to move beyond collecting business cards to making the connections.
- A networking focused meeting and event was suggested.
- More opportunities for follow through (in general) were desired.
- Clarity was desired regarding board membership and membership in general.
- Desire for knowing future directions were noted.

**6a. Tell us about the communication between CAB leadership and CAB members?**

- Communication has improved. Members feel “in the loop.”
- There is great response time between leadership and members.
- Emails and face-to-face are regarded as important.
- Satisfaction was expressed regarding the level of follow-up that occurs.

**6b. What about communication among members?**

- Member communication only occurs in-person unless a particular person reaches out one-on-one. General group emails do not occur outside of leadership communication.
- Some personal connections have been made, which members have benefitted from.
- Some haven't made such personal connections.
- Personal connections were noted to occur based on needs or specific situations.
- Communication between members was regarded as healthy even though disagreement occurred at times.

**6c. What could be improved?**

- Desire was expressed for more information regarding the individual agencies and their missions/work.
- Subcommittee and timelines for goals might improve communication.
- Need to ensure that people are comfortable sharing and connecting.

**7a. Describe opportunities you have to make recommendations or provide feedback as a CAB member.**

- There lots of opportunities for individuals to have their voice heard.
- They felt that CAB is unique and diverse.
- They felt that CAB is a place where you can express concerns and suggestions and those expressions are valued.
- The group is successful at gaining and valuing input from group members.

- Satisfaction was expressed regarding staying attentive to time and the agenda during the meetings.
- Satisfaction was expressed for the channels for feedback for group members.

**7b. Do you see areas for improvement?**

- There was a greater need to incorporate more voices from around the county.

**8. By working together, how well is the CAB addressing the priorities of the people affected by the CAB's work?**

- CAB is doing well in the sense of collaboration and networking.
- The strategic plan was noted as a positive achievement in this regard, but questions of whether it was being cited or used arose.
- There was a level of uncertainty regarding the match between priorities of those affected.
- A desire for more measurable, deliverables, and baseline data was expressed.
- A desire for greater leadership regarding data-driven strategies and evaluations was noted.
- Ideas for chronicling and sharing the work of CAB were shared.
- A desired timeline for goals, objectives, and priorities was highlighted.
- Individuals could work in committees to fulfill timely goals.
- Participants wanted to know if and where success stories of CAB's work were being documented and shared.
- One participant wondered if CAB could empower others to collect and share their own data.
- Individual agencies could also share their data and strategies at CAB meetings.
- The data compiled needs to be comprehensive as well (not just teen pregnancy, but suicide and depression, etc.)
- The question remained if CAB's success could be measured outside of individual agency success.

### **9. How well are CAB members able to develop goals and objectives that are widely understood and supported among CAB members?**

- There was a need for the group to be mindful of new members in getting onboard regarding goals and objectives. Specifically, new members would like greater clarity regarding their roles on CAB not necessarily the overall goals and objectives.
- There was an agreed congruency expressed between individual goals and CAB's goals.
- There was a desire expressed for greater specificity regarding goals and objectives.
- Greater clarity in mission and objectives was still desired.
- A desire for access to data that would better inform their goals and objectives was expressed. Perhaps, more emphasis on the Health Matters website and other sources could be provided.
- Satisfaction was expressed with the consensus-building process that was used to set the goals/objectives. They felt that it was an inclusive process.

### **10. How do you think MCDPH is performing as the lead agency for the CAB?**

- Overall perceptions indicated that MCDPH is performing well as the lead agency. The participants used words like, excellent, cutting-edge, innovating.
- The county appears to be improving in transparency and communication, but there still is some vagueness regarding the mission and future of CAB.
- It's nice that the CAB members are not having a lot of duties added onto them. They are glad to have a dedicated and consistent person that they work with at MCDPH.

### **11. Describe how you see CAB members being able to respond to the needs of the community of practice.**

- One member suggested the idea of subagencies to serve different geographic areas (e.g., West Valley and East Valley). This person also expressed a desired to transfer designs from one area to another.
- There appears to be a need for a better understanding the pros and cons of localized services. What are the best practices regarding localization and what services should be drawn from larger designs.
- A need was expressed for greater representation of the diverse agencies that serve the county.



- A geographic map of service providers and the services they provide was requested. The map could also include where the most services are still needed (e.g., places where the teen pregnancy rate is high or growing).
- There was a desire expressed for strategic planning sessions or time devoted to asking large questions about services and those who serve in the county.
- More so, general asset mapping was noted, so that agencies can share their assets.
- There was a desire to intentionally work together to pursue and fulfill grant opportunities.
- Overall there was a desire to better communication between members.
- There was a desire for a more systematic coordination of services.
- There was a hesitant but possible desire for the group to inform, discuss, and influence policy.
- There was a desire to have guest speakers in the future.
- There were positive remarks regarding the point person from the county, specifically regarding her leadership, organization, representation, and collegiality.
- The beginning of the process was noted as “rocky” for a couple of years (specifically regarding an unclear direction for CAB), but progressively it got better.
- The participants noted the hard work of the county to improve regarding leading CAB.

## **12. Describe how much of an impact you think the CAB will have on the CoP?**

- There were general comments regarding that impact will grow as the board moves forward.
- Confidence in impact was shown through the growth of the organizations from four to more than sixteen.
- Participants felt that there was great promise and potential for the board.
- The summit was noted as an important piece for achieving impact.

## **13. How do you see the CAB benefitting the community of practice?**

- CAB allows for communication, where members can share resources, knowledge, and experience.
- CAB allows for resource referrals, both informal and formal referrals

- CAB provides a non-threatening place to share and connect with others in the practice
- CAB builds social capital, that is, connections between agencies and workers in the community.
- Both meetings and summit were mentioned as important and provide an awareness of resources.
- CAB allows individuals to have their voices shared and heard. Listening was emphasized as important.

#### **14. What is your vision of an online resource and training hub?**

- Needs to be a massive database
- Needs to be user-friendly
- Needs to be a place to share expertise and learn from each other
- Needs to have a dedicated team to ensure proper development and maintenance/use
- Needs to be kept up to date easily
- Links need to be active and easy to send people to
- Needs to be attractive (e.g., have pictures)
- Needs to contain community specific information and places to refer others or other resources
- A real-time referral from was desired
- Needs to have a public section and a private log-in section, which would need rules for membership and access
- Needs to have a matching function to match you with resources, individuals, and services
- Needs to have stories and case studies featured
- Needs to stand out and be unique to be useful
- Needs to be easy to keep up to date
- Could be accessed by adolescents

- Could be a place for professional development
- Needs to be a hub for community, adolescents, and professionals
- Needs to be branded to represent the group's name and purpose
- Needs to be available in multiple languages

**15. MCDPH has considered “The Collective for Adolescent Wellbeing” as the possible name to describe the CoP/CAB. Do you think it is reflective of the CoP/CAB? How?**

- Participants liked the holistic intentions of the name.
- No one outwardly disliked the name, but expressed concerns regarding jargon and clarity of purpose.
- The name was seen as not exuberant (“catchy” or “snappy”) enough.
- A possible acronym for the name CAW was not necessarily well-liked compared to CAB
- The name disregards working with parents and adults, who are involved with their adolescents (even though adolescents are the primary focus).
- There were also questions on whether the name expresses the appropriate type of group (e.g., advisory or steering).
- They were glad to change the name from CAB to demonstrate a more specific purpose/mission.

**Results: Key Informant Interviews**

The last data collection effort was to conduct five key informant interviews with both members of the CAB who did not participate in the focus groups as well as active members in the greater Community of Practice. In May and June, a total of five interviews were conducted by SIRC with individuals working in adolescent wellbeing in Maricopa County. These individuals represented three different organizations (one organization had two interviewees and one individual had retired). These organizations worked in a variety of different capacities including Native American health, LGBTQ services, and family and adolescent wellness. All participants had varying degrees of familiarity with the CAB, CoP, and CAW.

The participating individuals were asked a series of questions about their experiences and insights working in adolescent wellbeing. The interviews lasted about 30 minutes, and their responses were noted as the interviews were taking place. After completing the five interviews, responses were organized by question and coded to identify key themes.

### **What do you see that is working around adolescent wellbeing?**

After describing their organizations and the populations they serve, participants were asked to describe what they see working around adolescent wellbeing, and the idea of treating youth as partners was one major concept which came forward. Participants explained the importance of incorporating the voice of students and having them be a part of the planning and adaptation of programming as being critical. Along that line, participants shared how youth need to be treated as whole people, and programs that work listen more to the needs and ideas of the adolescents they are serving. This may involve adapting programming, or trying to modify the language so that resonates with adolescents.

Additionally, one participant pointed specifically to the peer education model as something that is working around adolescent wellbeing, and participants also pointed to the trainings sponsored by the MCDPH and as another example of success in the work around adolescent wellbeing. Participants described the trainings as: wonderful, enjoyable, practical, and excellent.

Additionally, participants pointed to specific programs which are working in the field of adolescent wellbeing as models for success. Women, Infants and Children (WIC), the anti-defamation league, and the Native Health free pregnancy testing were given as examples of programs that are working for adolescents. Participants pointed to a variety of reasons for this such as being convenient (a one stop shop for their needs) as well as being trustworthy and making clients feel confident. Participants also shared that nutrition/health programs and bullying prevention are other areas where there have been improvements in adolescent wellbeing programming based on new awareness.

### **In your opinion, what is the most important problem or issue around adolescent wellbeing that should be addressed at the present?**

Next, interview participants were asked to describe the most important problem or issue around adolescent wellbeing. The answers to this question varied, but participants were able to point to one overarching issue, and then elaborate on how it contributed to other issues facing adolescents. One individual explained how trauma was a major problem facing many adolescents, and how it contributes to a whole host of other problems like drug use, bullying, suicide, and family issues. Another participant pointed to teen pregnancy as the most important issue, as well as how this problem relates to domestic violence.

One participant pointed to a lack of structure and the breakdown of family as the major issue facing adolescents. Another participant pointed to the disconnect between the legislature and the needs of those in the community as the most important issue, and went on to explain how this disconnect influences how sex education, foster care services, and homelessness are addressed. Finally, one participant explained that adolescents having their power stripped away as the greatest issue, as well as how this loss of power is contributing to a lack of connection with their peers and feelings of doubt.

### **What are the main barriers to addressing adolescent wellbeing within your population or community?**

When asked about barriers to addressing adolescent wellbeing, answers once again varied depending on the context in which the interview participant was working. Several individuals pointed to outside influences which act as a barrier for addressing adolescent wellbeing. One participant pointed to the challenge of funding as the greatest barrier to addressing adolescent wellbeing, specifically related to coalitions and coalition building. This participant further explained how there are people, contacts, and resources, but there are major financial roadblocks in the way, and how coalition funding has been dramatically cut and that drastically effects how work can be done. Once again, the legislative disconnect was pointed to as another outside influence acting as a barrier to adolescent wellbeing. Further, one participant pointed to the lack of education about available community services in schools, and how all information about these services was no longer being offered.

Participants also expressed how there were cultural challenges which act as a barrier for addressing adolescent wellbeing. One participant expressed how there is a lack of cultural competence of those working in adolescent wellbeing, and how those working in this field need to improve their awareness. Another participant mentioned the cultural challenges in communicating about sex, attraction, and gender with adolescents. This participant further elaborated how this topic has been reserved for adults in our culture, which can cause feelings of isolation in those adolescents who are misgendered or have their gender assumed. Additionally, a few participants explained how there are personal and familial barriers that may prevent adolescent wellbeing.

One participant explained how there are adolescents who are living at home and feel pressure not to disclose their issues to their family; additionally adolescents may be unable to receive services without parental consent. This can lead to delays in seeking services. It was further expounded that many families are working long hours and may struggle to provide the necessary support to ensure their adolescent's wellbeing. It was also explained, by one participant, how education is key for bringing parents and adolescents together on issues related to wellbeing, but it is a challenge to bring children and parents together. Some personal issues brought forward by interview participants which may act as a barrier were: skewed perception of life, lack of understanding of consequences (drugs, alcohol, and violence), struggles at school, and a lack of an orientation towards the future.

### **What role do you see MCDPH playing in adolescent wellbeing?**

When asked about the role MCDPH is playing in adolescent wellbeing, there were several key ideas which came forward from multiple participants. Several saw one of the MCDPH's major roles as providing training and workshops on the issues which are most relevant in the community. Some participants pointed to specific topics like suicide prevention, abuse, and trauma, while one individual saw it as the responsibility of the MCDPH to do outreach in the community and have the community explain what the greatest need is. Several other participants pointed to the role of MCDPH to provide an opportunity for organizations working in adolescent wellbeing to network.

Some participants, extending the role beyond networking, saw the MCDPH as a referral and information hub for people working and living in the community. Further, participants saw the role of the MCDPH including conducting outreach in overlooked communities (specifically mentioned were schools, higher income areas, and the transgender community). Others still saw the role of the

MCDPH as being a force for advocacy in the community, and a major role was to help garner further support for resources and services.

### **How has your group engaged with MCDPH to improve adolescent wellbeing?**

Participants were next asked how their organization engaged with the MCDPH in improving adolescent wellbeing, with levels of engagement varying within the group. One individual regularly attends CAB meetings and visits other CAB member sites regularly to try to get a better understanding of what is going on in the Phoenix area. One participant has attended teen pregnancy organization meetings, and sees these meetings as a way to get answers to critical challenges. Two other participants explained how their main engagement with the MCDPH was through trainings of various sorts, and expressed their satisfaction with those trainings. Finally, one participant had not engaged with the MCDPH much, but has used them as a source of data and information about other organizations working in adolescent wellbeing.

### **How well do you understand the Community Advisory Board and its mission?**

When participants were asked how well they understood the CAB and its mission, the answers were often contingent on the level of involvement in the CAB itself. Two of the participants said they had not attended any meetings, and were completely unfamiliar with the CAB and its mission. One participant, who also had not attended any meetings or participated in the CAB, was somewhat familiar with the CAB's mission, but only as a result of reading emails.

Another participant had only recently become a part of the CAB, and was somewhat unclear on the CAB's mission. This person understood that the mission was to improve adolescent health and wellbeing, but was still unsure about the "how" of achieving this goal. Finally, one participant had been significantly involved in the CAB and was very aware of the CAB's mission.

### **How do you think MCDPH and the Collective for Adolescent Wellbeing is performing as the lead agency for the Community Advisory Board?**

Once again, when participants were asked how well the Collective for Adolescent Wellbeing (CAW) was performing as the lead agency for the CAB, the responses generally reflected the level of involvement in the CAB. Three participants who had no exposure to the CAB and were unable to answer. However, the two other participants who had participated in the CAB had overwhelmingly positive things to say about the performance of the CAW as the lead agency. Those participants familiar with the CAB explained how the CAW had done an excellent job bringing various agencies to the table, articulating the next steps, and incorporating the voices of those involved in the CAB.

### **Describe how you see the Collective for Adolescent Wellbeing being able to respond to the needs of the Community of Practice.**

When participants were asked to explain how the CAW might be able to respond to the needs of the CoP all the key informants, even those unfamiliar with the CAB and CoP were able to reflect on their previous experiences and generate a vision for the CAW impact on the CoP. An idea brought forward by most of the participants was for the CAW to be a hub for sharing information and resources. Participants explained specifics about this hub such as having it be centrally located, offering printed and online resources, generating a glossary so everyone shares a common language, and maintaining an up-to-date and accurate list of resources.

Many participants also believed the CAW should act an advocate for networking between organizations working in adolescent wellbeing. Extending beyond this idea, one participant shared the CAW should act as a place for “triage” where organizations can come together to generate referrals and ideas to best serve the CoP and community at large. Central to the idea of networking was fostering an environment for collaboration to best address the needs of the CoP.

Participants offered other visions for the CAW, as well as a few concerns. One participant expressed the CAW’s main function should be generating policy initiatives around adolescent wellbeing. Another participant saw the CAW as an organization for community outreach, and another saw the CAW serving as a source for classes and trainings.

One participant brought forward the concern of the size of the CoP, and how the large size could be a challenge in addressing its needs. Finally, one participant expressed a concern about who was being invited to be a part of the CoP. This person was concerned that potentially some of the organizations which are not traditional (like client led organizations) might not be a part of the CAB.

### **Describe how much of an impact you think the Collective for Adolescent Wellbeing will have on the community of practice.**

Participants were then asked to explain how much of an impact they believe the CAW will have on the CoP. Again, two participants had no response as they were not familiar enough to make an assessment. The remaining three however believed that the CAW could make a great impact on the community.

### **How do you see the Collective for Adolescent Wellbeing benefitting the Community of Practice?**

When participants were asked how they see the CAW benefitting the CoP their ideas were broader reaching. One participant saw the CAW benefitting the CoP by spreading awareness to adolescents, parents, and agencies and making adolescent wellbeing a more important topic across the country. Another participant saw the CAW as being able to “level the playing field” to make sure there is access and equality across the board in adolescent wellbeing. Another participant saw the CAW as taking the lead for agencies and young people, and being able to help do things which nonprofits need done.

### **What is your vision of an online resource and training hub offered through the Collective for Adolescent Wellbeing?**

When articulating their vision for an online resource and training hub, participants offered a wide array of suggestions. One participant explained several specific topics which should be covered on the online hub including: trauma, adolescent/adult communication, depression suicide, adolescents in crisis, drugs and alcohol, domestic violence, and transgender youth. Several participants however, took a more generalized approach towards answering this question and pointed to the issue of accessibility as a major necessity of this online hub. Participants explained how the website should be easy to navigate including the ability to search for resources by topic, with clearly presented info on resources, and phone numbers. Additionally, one participant suggested the materials should not be overwhelming (too much information to navigate) and should be easily understood.

Along the same lines of accessibility, each participant (in some manner or another) mentioned the website should be useful for everyone, not just organizations or professionals. Participants explained how the website must be user friendly for adults and youth. One suggestion to make the website more user friendly accessible was to offer it in a variety of languages. Another participant suggested the website should offer relevant forms (for enrollment, etc.) so users are not forced to search around for the necessary resources. Additionally, one participant explained how the website should be searchable by tags or topic, to make it easier for users to find what they need. Further, one participant explained it was necessary to allow the hub users the ability to ask questions should they run into trouble navigating the website. At the core of all of this however, as mentioned by a few participants, was the need for accurate and up to date information.

**MCDPH has considered “The Collective for Adolescent Wellbeing” as the possible name to describe the CoP/CAB. Do you think it is reflective of the CoP/CAB? How?**

When asked about the name, “The Collective for Adolescent Wellbeing,” only two participants were able to share their opinion. One participant explained how the name was reflective of the CoP/CAB, but was unsure why. Another said they thought the name sounded too academic, which would be a benefit when writing the state or county, but it could be off-putting for the general population.

**What types of information do you rely upon from the MCDPH?**

Participants in the key informant interviews rely on the MCDPH for a few different types of information. A few users mentioned they rely on the MCDPH for information about upcoming trainings, workshops, meetings, and events. More participants however, pointed to the MCDPH as a source of relevant information and data for their organizations. While the reasons for using the MCDPH varied, several participants expressed their satisfaction with the MCDPH and the work they are doing in disseminating information and bringing people and organizations together.

**Is there anything else that you would like to add about any of the topics that we’ve discussed or other areas that we didn’t discuss but you think are important?**

Finally, participants were asked if there was anything they wished to add to the discussion, and there were several suggestions which came forward. One topic brought forward by a several participants was in regards to incorporating the voice of youth and their parents in the work of the CAB and CoP. Another participant expressed gratitude with the organizers (Tracy, Kiasha, and Carla) and complimented them on the success of all the trainings they had attended.

On the other hand, one individual wanted to share a poor experience with a recent adolescent drug use training. This participant explained that the presenter approached the training with an agenda and was not balanced in the training approach (focus was almost entirely on abstinence and nothing else); thus the participant expressed a need for a greater opportunity to have discussions and provide feedback at trainings. One participant had a suggestion for the CAB meetings, and proposed a greater opportunity to network and share with the entire CAB about the work of the different organizations. Finally, one participant (who was not a CAB participant) explained that from other experience with coalitions similar to the CAB, it is necessary to have a plan and get things done, otherwise the coalition will continue to spin its wheels and make no progress towards its goals.



## Conclusions/Recommendations

Based on the recommendations for training and the noticeable number of skilled trainers in the desired areas, it is likely that the training needs of Maricopa County's adolescent wellbeing providers can be met with relative ease. As the MCDPH plans to broaden the scope of the Collective and the Community of Practice, the addition of a staff person to steer the online hub process is clearly warranted. Feedback within the results section of this report will be helpful in guiding the initial structure and content matter of the hub.

Extensive comments surrounding the CAB substantiates that the members are in alignment with the structure, process and direction of this ever growing and changing mechanism. Additional comments from the key informant interviews further substantiated the CoP's confidence and trust in MCDPH.

MCDPH has a robust and stable infrastructure for regularly engaging diverse partners and sectors in impacting public health priorities. MCDPH has conducted teen pregnancy prevention programs for over 20 years in high needs areas of the county, including the past six years with grant support from OAH. In this effort, MCDPH works closely with numerous partners, and based on the results of this data collection and analysis, it is very likely MCDPH will continue as the premier agency to provide resources, guide partners and produce high quality work and outcomes.

Appendix A  
List of Organizations  
of the Needs and Resources Survey Respondents



Organization/Agency	Number Representing Organization/Agency
1n10, Inc.	2
ACYR	3
ADHS	2
Angels for Athletes	1
Arizona Call-A-Teen Youth Resources, Inc. (ACYR)	1
Arizona Department of Health Services	2
Arizona Family Health Partnership	1
Arizona Trauma Institute	1
Arizona Youth Partnership	2
Arizona's Children Association	1
AZ Facts of Life	1
AZ SADD	1
BGCGS	1
BJ Foundation	1
Boys & Girls Clubs of Metro Phoenix	1
Casa Grande Alliance	2
Catholic Charities	1
Catholic Charities North Star Youth Partnership	1
Cave Creek School District	1
CCC	1
Central Arizona Shelter Services	1
Child and Family Resources	1
CHS- Maricopa County	1
City	1
Compadre Academy	1
CPLC Parenting Arizona	1
Creciendo Unidos	1

Crisis Response Network	1
DCS/CMDP	1
Department of Child Safety	1
DES/ Division of Developmental Disabilities	1
East Mesa Pediatrics	1
Ebony House, Inc.	2
Elementary/middle school	3
Fort McDowell Yavapai Nation Education Division	1
Fresh Start Women's Foundation	1
Friendly House, Inc.	1
Gila River Healthcare	1
Gilbert Public Schools	4
Glendale Union High School District.	1
Head Start	1
Health net Access	1
Individualized Education Group	1
Inspire Arizona	1
Isaac School District	1
JFCS	1
Juvenile Corrections	1
Kyrene School District	1
Leona Group	2
Lincoln Elementary	1
Marcos de Niza High School	2
Maricopa County Juvenile Probation	2
MATFORCE	1
MCDPH	3
Mercy Maricopa Integrated Care	1
Mesa Public Schools	5

Most Holy Trinity Catholic School	3
Multiple	1
New Life Pregnancy Center	1
New Pathways for Youth	1
None	1
Paradise Valley School District	12
Peer Solutions	2
Pendergast Elementary School District	7
Peoria Unified School District	1
PESD	3
Phoenix Center for the Arts	1
Phoenix Pediatrics, LTD	1
Phoenix Union High School District	4
Pima Prevention Partnership	2
Planned Parenthood Arizona	1
QCUSD	1
Raising Special Kids	1
SBH	1
Self employed	1
Settler's Point Elementary School	1
SIRC	1
Southwest Behavioral and health services	2
Southwest Human Development	2
State Agency	1
Teacher	1
Teen Lifeline	2
Teen Outreach Pregnancy Services	1
Tempe Community Council	1
Terros Health	1

Thunderbird High School	1
Touchstone Health Services	4
TUHSD/PUHSD	1
UMOM	1
University of Arizona	1
University of Arizona Maricopa County Cooperative Extension	1
Valle del Sol	1
Vocational Rehabilitation	1
West Phoenix High School	1
Western School of Science and Technology	1
Westview High School	1
Worthy Institute	1
Yavapai-Apache Nation Social Services	1
Total	204

# Appendix B

## Focus Group Questions

## Focus Group Questions for CAB

### Introduction:

Welcome. Thank you for participating in this focus group discussion on the Community Advisory Board. My name is [moderator] and I will facilitate this discussion with [co-moderator]. We are researchers with ASU's Southwest Interdisciplinary Research Center, and we are working with the Maricopa County Department of Public Health to gather your feedback, ideas and suggestions about the CAB.

We will be taking notes during this session because we don't want to forget any of the valuable ideas you share. However, your names will not be included in the reports or notes from this discussion so no one will be able to link the responses to a specific person. Your responses will remain anonymous.

As described in your consent forms, the focus group will be audio recorded so that the research team can capture all of the information necessary to thoroughly analyze the themes and ideas that emerge from the focus group, but your responses will not be linked to your name or contact information. The video will not be shared with anyone outside of the research team.

To get started, if you haven't already, please write whatever name you would like us to call you on the name tents in front of you. This will help me remember your names and will help you if you want to refer to someone's comments.

Please keep in mind that we are here to have a group discussion. I will ask some questions to guide the conversation but you do not always have to respond directly to me. You are encouraged to have a conversation with everyone at the table. We would like to hear from all of you. If you are talking a lot, I may ask you to let others have a chance. If you are quiet, I may call on you. We just want to be sure that everyone is heard. I also ask that you avoid interrupting one another. Please talk slowly, clearly and loudly enough so that your voice can be heard on the audio recording and so that accurate notes can be taken.

Does anyone have any questions before we begin?

Ok, let's get started.

[Ask co-facilitator to start the video recordings. Once they have started them and are out of the way, continue with script.]

(Read) The CAB... Grant's paragraph ...

### Opening Question

1. Please introduce yourself and tell us your name, your organization and something you like about the CAB.

### **CAB Specific Questions**

2a. How well do you understand the goals/strategies and objectives of the CAB from the logic model?

2b. How are these goals and objectives conveyed to CAB members?

3. How well do you understand your role as a CAB member?

4. What do you think is your contribution to the CAB?



5a. What are the strengths in how the people and organizations work together in the CAB? 5b. Do you see areas for improvement?

6a. Tell us about the communication between CAB leadership and CAB members? 6b. What about communication among members? 6c. What could be improved?

7a. Describe opportunities you have to make recommendations or provide feedback as a CAB member. 7b. Do you see areas for improvement?

8. By working together, how well is the CAB addressing the priorities of the people affected by the CAB's work?

9. How well are CAB members able to develop goals and objectives that are widely understood and supported among CAB members?

10. How do you think MCDPH is performing as the lead agency for the CAB?

### **CoP Questions**

(Read) As part of the five year capacity building grant, MCDPH plans to develop a Community of Practice (CoP). The CoP's goal is to strengthen and coordinate services for youth at the systems level.

The CoP includes dozens of youth-serving agencies that have expressed an interest in working and learning together related to systems level coordination and capacity building related to adolescent wellbeing. This could include the attendees at the Adolescent Summit.

11. Describe how you see CAB members being able to respond to the needs of the community of practice.

12. Describe how much of an impact you think the CAB will have on the CoP?

13. How do you see the CAB benefitting the community of practice?

14. What is your vision of an online resource and training hub?

15. MCDPH has considered "The Collective for Adolescent Wellbeing" as the possible name to describe the CoP/CAB. Do you think it is reflective of the CoP/CAB? How?

## Appendix C

### Focus Group Full Responses

## 1. Please introduce yourself and tell us your name, your organization and something you like about the CAB.

### Quotes

One thing I really like about the CAB is the opportunity to find out really all the things that are happening in the county so that I can be as aware of opportunities for the young people that I serve as possible.

Really my focus is bringing together people. That's what I like about the CAB, because again, being able to hear what's happening. Then to just be able to say, "Do you know there's an organization doing that over there?" Just really trying to bring people together. I love that.

One thing that I like about the CAB is just being part of a collective group of individuals, agencies that are working towards empowering and assisting youth in different aspects.

The thing I like about the CAB is the increasing diversity of the members. It's kind of really taking on that holistic approach to working with youth.

It's really been a wonderful opportunity to be a part of something that's really been able to empower youth and kinda give them the strategies and the skills that they need as they move forward.

I appreciate so much coming to an environment where everybody has so much to offer and is so positive and eager to help out as opposed to the negativity and the sadness that's in our day-to-day jobs and the grind. I'm really excited to know everything that's available. It's just really encouraging.

I like the diversity of the CAB and all of the different strengths that the members are bringing to the community.

One thing I like about the CAB is the wide range of stakeholders I guess that are represented at the table from schools to general community members to different organizations, government organizations, all of that.

The thing I like about the CAB, just to piggyback on that, is just the huge potential, the larger net we can cast with so many different organizations working together to make sure that through all of us, everybody, or all of the adolescents, we can hit them somehow, someway.

I would also like to add one of the things I enjoy is the opportunity to provide input. Not only myself but the rest of the stakeholders into the direction that the Public Health Department's taking in addressing adolescent wellbeing.

One thing I like about the CAB, couple things. I guess it's allowed me to remain connected with individuals and entities that probably I normally wouldn't on a daily basis, but kind of in the broader scope of what we do as an agency and program. I guess the kinda the unlikely connections that I've been able to maintain.

## CAB Specific Questions

### 2a. How well do you understand the goals/strategies and objectives of the CAB from the logic model?

#### Quotes

Well, from looking at it, when I worked with logic models fairly often, I'm not seeing an actual goal in the logic model. The goal is kinda hard to identify. Looking at it from the objectives perspective, I see what they're trying to do. I'm not sure I see how it's—what is it exactly that they're trying to measure? How do you know what's the outcomes and once the objectives have been met. Because you know what they're trying to do, but how do you know what a decrease and alcohol and drug use—there's no measures there. I think that's kind of where—measurable outcomes

I think that in the strategies section in particular, it seems to be a little vague at times. For example, on Number 1B, higher quality in sexual education and building awareness of issues related to teen self-efficacy, there's no definition of what that high quality sexual education would be. It seems like perhaps they could be more clear in defining exactly how.

Then looking at the vision, even though it doesn't call it the goal, I'm thinking about that being the focus of where we're trying to go with this. I definitely see people wanting more specific identifiers of movement forward. How would we know? Yet, I think it's important to bring together people at this level first, right? Can we all agree that this is what we wanna do? Then where are we now? Where do we wanna go? Especially based on how much time the CAB has meeting for an hour and a half. I think that we're doing it step by step. I'm good with this.

Yeah, I agree. You need to have a place to start, but I also agree with <Name> that it's good to have that data to demonstrate progress. I don't know if there's baseline data out there. I'm assuming there's a lot of stats on teenage pregnancy, but I think if you kind of lay that groundwork, and then use all of these strategies to accomplish the goal and the vision, and then set some benchmark, then you know you're making forward progress and can demonstrate that money was well spent. Usually that's bottom line.

I kind of agree with that as well. I kinda see both sides, too. In terms of answering your question, do I understand what is happening here and kinda what the goal is? In reading this, it makes sense to me that the outcome or the goal, the mission is to reduce unhealthy behaviors, right, and behavior patterns, and improve overall health and education for youth. I think in terms of goal setting, I think I see that. I think you have to start somewhere. I was wondering about baseline data as well.

I don't think it has to be very complicated, like when you look at an example. I saw something on here, CAB is a hub for resources and connections. You can just start out with that baseline. What is available right now? Set just a short goal to—there's a team working on that hub. Once that's established, you can say, “Hey, we've just added this many resources to the community. Who does that entail?” I just think it's easy to just find on probably every one of these concepts, some data. Then shoot to increase those numbers.

I think part of what happened was putting things on hold so that as we continue to grow and actually became a full actual board that that is moving forward in a more, I don't know, strategic way. *[Laughs]* That we wanted to make sure we had all the right players at the table before we did anything further. I think for me as I was helping to create these things, I do think that it started

making more sense when I started putting—started helping put this together was the thought was, “Okay. Well, we had a strategic plan. Then we had kind of a secondary strategic plan that we did. How do those things speak together?” I think it was as a first attempt, I think it was a good shot. I definitely think that it needed some retuning in order to be more evidence based of how we wanna actually see things.

It seems like one issue that does—I mean, it does seem to come up for me in hearing what you all are saying in creating it, is there doesn't seem to be a whole lot of clarity in terms of the flexibility. The fact that it's going to change and evolve through time. Perhaps that could be an added piece to it, whether it is outcomes or impacts. Ability to be flexible given the circumstances, whatever they may be.

Is it kinda too big-picture, and it's hard to see where you fit in? Is that kind of the issue you're having with it?

I think it is a really overwhelming amount of information to, again, kind of dissect where I fall into it, but that's logic models. They're not meant to be fun and fluffy and easy to understand. That's prob'ly just more so me as an individual and how I operate.

## **2b. How are these goals and objectives conveyed to CAB members?**

### **Quotes**

Well, for me, I actually just get kind of a visual of how it might help me to better understand it. If we could always have the vision posted during our CAB meetings and referring back to it every single time we come. If it could just be a short little phrase. We don't need to take 15 minutes every time to go over the logic model. “All right, guys. This is our vision. Let's stay on it today.”

I feel the same way. I think all these ideas are wonderful, but I feel like they're very broad. I feel like we need to kinda hone in on some specifics, like what are some measurable objectives that we want to see happen? All these strategies and activities, they might have to be condensed, but I feel like I know that for me, I feel more successful if there's something tangible that I can see or—I don't know.

Well, and just thinking about different boards that I've been on, there's the board. Then there's the general membership, right? I'm wondering if maybe some of this is what is the difference between members of the board and their involvement in the mission and the goals, right? The objectives versus who are the members? How are they members? What is their involvement?

Well and again, thinking about deliverables, what are the deliverables on the part of, if we're board members, Community Advisory Board, what are those deliverables and responsibilities? Then what're the benefits of being a member? How do those occur? Knowing that the output is for youth and the adults that work with youth. Then how is that delineated?

I asked when specifically cuz they've been conveyed a couple different ways throughout the process. I think now currently this is the go-to. This is while the practicality or the what-next has not necessarily—that path hasn't been developed yet. This consistently has been this is what we're gonna do. This is where we're leading towards. In the CAB meeting this has been a part the last year I believe.

Well, I think it's been in publications beyond the logic model. It's been e-mailed to us, so we've seen it electronically. It's been put up on newsprint on the walls. I mean, it's reinforced continuously. It's not always just all the words, and the logic model it's broken up into—We've been broken into groups to try to work on the so-what-now, what's-next portion as well to try to piece it out a little bit more so it's not— Overwhelming.

### 3. How well do you understand your role as a CAB member?

#### Quotes

I don't know what my role is. I feel like I'm there, because like most of us said, this is a great place for networking, for sharing resources. Sometimes I don't feel like—I don't know quite what I'm supposed to be doing. [Laughs] I agree. I think when we had those breakout groups where specific committees. I felt like I had a goal and a deliverable, like a mission that I had to accomplish for the CAB. Since that's been put on hold, I think that's what's happened. It's been put on hold. Again, I go to almost every meeting. I don't know exactly why we stopped doing those committees. I just know that I wanna show up, because I don't wanna miss anything, because I don't wanna miss anything, because I feel maybe this is a meeting where I'm gonna—something's gonna happen. Then that's the one I'm gonna miss. Sometimes I don't know exactly what am I supposed to be doing?

Well, and I guess maybe I make a lot of assumptions again being on other boards and especially having been on, way back in the day, the Adolescent Health Coalition board and understanding what our purpose was. Kind of seeing this as a carry forward of that with a new version, vision. I also have to say having been on the professional development subcommittee that I thought we were doing some good stuff. Then it kinda went away. Then decisions have been made. Things put in place. Then especially looking at the job description for the person who's over professional development. Why do we need a subcommittee for that now? Yes, I guess maybe because I know my purpose for being there, right? Within the CAB, sometimes I'm not sure what is my role. Interesting.

I've heard a lot of individuals bring up the subcommittees. Is there anyone that has preferred not having the subcommittees? Is there anyone that kinda disagrees? Most of us like the idea of being in the subcommittees?

I think having that structure and expectation is very helpful. I have to admit, I'm kind of happy that [laughs]—I feel like I'm kind of coming in from the outside and just jumped into it. Just learning and absorbing. Taking in all I can. I'm not quite ready to do something. I know that eventually we need to kinda gel and start in the making some plans.

I come to the meetings. I contribute ideas and resources that I might have at my disposal.

I would say as a just as a primary stakeholder and seein' this go through and make sure that my input is taken—or I'm tryin' to think of the best way as far as understanding my role. Cuz I don't think it's changed, but having a voice, a perspective from the City of Phoenix Parks and Recreation and then the other stuff, the community stuff that I've done in the community, just havin' that voice at the table. That's been my role. I don't think it's changed since the beginning.

I guess for me I would like to see my role in the CAB as how does behavioral health interface with the CAB? I think that—I oversee prevention and intervention programs, and so I as long as I've been—I haven't been in prevention very long, but in the time that I have I've just noticed the two

entities are very separate. Intervention doesn't do prevention. Prevention doesn't do intervention. I think there needs to be a balance of that.

I know other behavioral providers are at the table at the CAB, but I don't know if they're always representing—they're representing their agency, but not maybe the intervention and prevention side. That's where I feel like I would like to have some value to bringing the intervention piece to the CAB, and not only just talking about prevention cuz I think we're missing intervention big time. We're missing parent involvement. I guess more so I'd like to see my role as far as stronger behavioral health representation and what that means for the CAB and teen pregnancy.

#### 4. What do you think is your contribution to the CAB?

##### Quotes

Well, mine is history, because I have been doing this for a really long time. I think just history and working with so many different organizations who provide various services. Again, like I said, how do we value those folks and bring 'em together. There's less repetition and more getting things done that nobody else is doing. Instead of having five agencies beating their heads against the wall. “Okay. That work is being done. How do we connect to those resources and services?” Then what else is needed? Where're those gaps? That's where I see me being there.

I feel the same way. I feel that being a representative from my agency is we are already an agency that's youth friendly that's actually providing services to youth. That is supportive of youth. We're trained. We already are doing all that. We don't have to reinvent the wheel, because we've been doing it. That's kind of part of our mission and our goal. We're already well-established in that sense.

Even the last meeting that I was at, there was a bunch of people who were doing really important things for youth in the community. That was really great to be able to connect with them and bring that information back to my students who are like, “I will totally do this on a Saturday and go to some leadership training thing or something.” Being able to empower them right away even without even having to feel like you have to wait for these goals or things to kinda come about. Kind of that I feel like is a little bit of what I can bring to the CAB, but also what I can take from the CAB as well to help the youth that I service and that I work with.

I actually feel the same way, <Name>. I've always kinda considered myself—since I'm working directly with youth and we do specific programs that're focused on youth voice and representation, my goal and my role within the CAB is to be a representative and an authentic voice of actual kids who are wanting, and doing, and needing these things. Though I will say my role has not been clear. I'm making it up.

I kinda see myself as that connector being able to go back and forth between these different arenas to say, “Well wait, we don't need to reinvent this wheel. We already have a group that's focused on these types of things. We just need to connect with them.”

Oh, we provided programming opportunities and resources as far as kids as far as the city. Some of these what can we do in the community? At the beginning of the CAB we did the Motion program. Then when they did the grant portion of this we did a Game Changers program and video production program. Providing outlets for some of their deliverables is one of the things that at least myself and my organization has been able to provide.

I'd say the school-based piece has been one of our strengths or what I see that we would bring to the CAB. I guess also, just like I said, the behavioral health side. We're the largest behavioral health organization in the state and the access to services statewide that people would have.

### **5a. What are the strengths in how the people and organizations work together in the CAB?**

#### **Quotes**

I think just in the little bit that I've seen, just because I'm a newer members, so I guess it's a little different for me, but I'm happy to be a part of the CAB and really be a part of so many different individuals who have such a—it's obvious that there's such a passion for working with youth, and working with communities and really establishing something here in Phoenix and making Phoenix really great for the people and the communities that we serve.

I think everyone has really been working together. I mean, I felt like when I first went to the meeting, I was nervous. I didn't know if I would—I didn't know what to expect. People were super friendly and really just sitting down and talking. I just felt really connected right away. Again, being new to Phoenix in general, too. I think that was a major thing. I'm just pleasantly surprised and happy about being a part of a group that's really passionate and excited about what they're doing and who also kind of open up their doors and really take in new people for that vision of let's move forward and let's work together to make all of our communities better.

Yeah, tagging on to that, the positivity and the acceptance, the welcoming. The leadership is so positive, and so welcoming, and so inclusive. They really validate the participants and very—in so many ways. Personally, through the messages and information that's shared. Then tagging on to what <Name> said relative to the people who participate, there isn't this sense of, "That's mine. If I tell you, then I'm gonna lose anything." It really is sharing and giving. There's not a fear of, "I'm gonna lose something." It really seems to be, "We're stronger together." That's such a gift.

I think everybody's open to work together and open and receptive to each other. I think in the evolution of this there are times when it may of not've been as easy as it is. It just really feels like everybody is open to ideas, open to suggestions, open to working and helping each other. Then more recently just sitting and getting the pulse of, especially when there's a lotta newer people to the table, just the openness and the enthusiasm for some of the newer ones. Like, okay, this is sorta interesting. What can we get?

I think there's two strengths that I really see with the CAB. One is from the staff perspective. They take a very methodological approach in terms of it's very step by step. It's very simple. It's very clear kinda what they're doing. It's very transparent and organized approach. I think that's very good, because especially with the stuff they do on the wall, it's very visual and it's very—you go to a meeting having done that and you have a sense of accomplishment, because you know what you're gonna do at the next meeting type of thing.

Then I think the second strength that I see as far as the membership and even including the staff is everyone's kind of a like-minded individual. It's kind of what everybody's saying, but I think there's a good place in there where you can have healthy discussion about what the best approach to something is. There's not necessarily a right or wrong type of thing. Everybody is able to voice an opinion in a safe place. If it works, good. Then if not, you kinda figure out what doesn't work about it. You can move forward. I guess it's almost kinda like a lack of egos type of thing. The main idea is



just to move forward, however that may be. I think that also goes back to the staff actually is creating that environment and facilitating that discussion in that way.

I think the diversity of services is also a strength. There's so many different backgrounds and skills being brought to that group is really a strength.

I like the gap awareness that we did to realize components of the community of practice that were missing. How powerful it will be to have those various sectors represented.

I think the value that the CAB is offering now in it's current form and maybe for the last year or so, is this whole notion of putting collective impact into action. The fact that we all are targeting these complex social issues for adolescents, and we're not territorial about it, right?

I've been in behavior health myself and prevention work and intervention work for a number of years. It used to be that way, very territorial. I think this is breaking down barriers and realizing that we're all kinda doing similar things and the best interest of adolescents in our community in mind, and we're willin' to work together. I mean, examples just women from Fresh Start come over and share with some of our girls. To kinda echo what you're saying is that we're very open I think with each other.

The CAB's doing something right I think as far as whether it's existing longstanding relationships, the quality of the relationships cuz I don't think it's just the common interests.

## **5b. Do you see areas for improvement?**

### **Quotes**

Something I've been thinking that would be really helpful is some way, because I know we keep saying it's great. We can go in and we can connect with each other. At the same time, when I'm back at my desk, it's I have to try to figure out who would be the right person to connect. I think one thing that would be really great is some way that part of the role that the team has is somehow to be that we can make that phone call to say, "Here's what I'm needing. Here's what I'm trying to put together. How do you see this fit?"

Because there could be 20 people, maybe <Name> and I had a conversation. I'm like I'm thinking only <Name> right now. "<Name> is the only one I can think of, but I need four people." Really using that, because I think we have this ability to, with the community we're building, to say, "We have this diversity, but it's a lot at the same time. How do I remember all of that at once?" Even having a list of people is not necessarily that helpful. Because I know I went to it, "Okay. I'm not seeing it. [Laughs] I'm just not seeing it." Some way that that connection can be—I don't know. I'm not sure how. I'm trying to think about that. I think there's something there that we can figure out.

I actually think, as you were talking about that, I agree with what you're saying. The first summit that we did, everything was focused around networking. Making that physical contact with another person. Having a conversation. Then kinda getting the face with the organization. Then the card. The intense focus was really beneficial. I think that if that could be at all times an objective to us achieving some of these goals and visions, at all times, making the connection with each other one to one even. I'm not sure exactly how, except for maybe at the summit conference. Yeah.

Yeah, but at the summit, I think there was just so much that that's—I don't even know where to start. I got 20 cards. [Laughter] That's what they end up being. I'm gonna be honest. I get 20 cards. I go back to my office. I've got a stack. That's where they sit sometimes, because it's like how do you then personally connect afterwards with 20 individual people? I think there's something that we can figure out. I agree.

Well, I think with the list, it would be so nice to have what is that agency. What is their mission. Right? So that those of us on the board have that. That is shared out to the membership. Even if there was a spotlight on different agencies or providers. Then I keep saying that we need a networking meeting. The summit is amazing. Yet, that's once a year. If we had quarterly networking meetings where we're focusing on some of these issues where we can do, “Here's a solution.” Right? “Here's what you need to know about a success.” Then that the focus is really on the membership sharing, “Here's what we've accomplished. Here's what we need.”

Then that opportunity to say, [gasps] “I've got this great thing. We did this.” Again, back to the Adolescent Health Coalition, to be able to do that was what we heard was so impactful. Even though we didn't have a huge participation like we did at the conferences, the people who needed to be there were there. They shared. I think to be able to get to that point—I know we're getting there, but that would be so helpful I think for the membership.

I feel like a big thing that kept coming up in my brain is opportunities for follow through. We go to our CAB meetings. We have our conversation. We certainly get emails from <Name> saying, “Hey, these are the opportunities. This is going on. Here's some more information.” The most that is is maybe forwarding an email or something like that. Opportunities for meaningful follow through for us, whether it is in our subcommittees. Saying, “All right, by the end of this month, we've gotta have this done.” Talking about that tangible piece.

Well and again, that's where my confusion is around a board versus membership. Because I see that being powerful for the membership, but is that the purpose of the board?

Yeah. I think the weakness would be not having the exact next steps figured out. They're figuring them out. That's part of the process, so it's not necessarily a weakness. It's just what's being worked on.

## **6a. Tell us about the communication between CAB leadership and CAB members?**

### **Quotes**

I think for me personally, the recent changes in staffing, I've seen the communication improved. Definitely. Kinda going back to those email blasts. I find them very helpful. I appreciate the follow up, because it's that constant reminder. Again, kinda going back to I'm a member of this committee. This has to stay on my radar. Otherwise it doesn't matter. I mean, you have to be engaged. I think that those—they're helpful emails for me. Those communications. It helps me to continuously be engaged, which I think is important. Because otherwise, you lose retention from members. For me, it's been very helpful.

The other thing is what I've kind of done is I've kinda taken it upon myself that as far as follow through goes, I look at those emails and I—if there's something—even if it's just one thing that will be useful to me and my agency and what we're trying to work for and accomplish also and partner with or in collaboration with whatever, I pick even if it's just one thing. Something's gotta be useful

out of this. I will follow through at least with one thing that I receive. That's what I try to do. I think for me it's kind of that reminder of I've committed to this advisory board. I need to follow through. That's kind of like my own responsibility.

I think the communication is—I've been on this CAB for about a year, I think. Close to a year now. I have seen it's improved. Communication has improved.

It's nice to just keep being in the loop with things. I think that's the other piece, too. Even though you're not meeting perhaps, you're still feeling you're a part of and connecting to something. The vision and the mission is kind of continuing, even though we're not meeting. It's kind of like still out there.

Yeah, I think it's excellent. The response time is excellent. Everything is so professional. I love the organization of it and clear—clarity is wonderful. I'm very impressed and agree.

I agree. Yeah. I think the communication is excellent. I think that the emails are also a way that, yes, in the everyday life, busy, busy that you have with job and everything else, it just kinda keeps you engaged and reminds you, “Okay. I'm on this. I'm focused. I'm going to take what I need to take away from it and be a part of it.” I have had a few email exchanges with some of the leadership team, I guess you would call it, for other reasons. They've been excellent just in terms of communicating and really getting back to you.

Then you meet them in person. Everybody's like, “Oh, you are who you are.” On that email, it's like you feel like you know them, but you don't even know what they look like. I think that has been outstanding in terms of communicating everything to members.

I think the communication's very clear and concise. I appreciate that it's just less than a paragraph email. Because I know some people love to just be very verbose and go on, and on, and on. I get to a point where I'm like, “Okay. Yeah, I'm losing you. I got the gist, I hope.” I move on. I really appreciate it's very concise, and clear, and to the point and friendly. Always friendly and supportive.

From my experience most of it's said at the meeting, but there's a great followup from the county basically sharing that communication to the larger group. Not everyone makes it to every single meeting, but things come up. It may not be between CAB members, but a member may share something in a meeting that's relevant to everybody. The county would take that information, and then share it to a large group through e-mail. For me it seems solid.

## **6b. What about communication among members?**

### **Quotes**

Well, to be honest, the only time I communicate with the CAB members is at the meetings, unless I connect offline with a specific agency, because again, at the meeting we're like, “Oh, we need to talk afterwards,” or, “Oh.” Other than that, I only see everybody at those bimonthly meetings. I don't talk to them outside of that.

I made a couple of personal connections. For the people with whom I have strong, personal connections, whether it's—oftentimes, it includes a friendship on top of a professional relationship, we contact each other on a regular basis. I know for me, there is—I do feel a certain personal responsibility to make sure I'm following up with any kinda connection I make. Generally speaking,

I would say for the people that I've connected with, we contact each other regularly. I've benefited a lot from it.

Yeah, I haven't connected with anyone outside of the meetings. I don't know if—other than I think at like networking events or when we have the—those recent trainings. I've been able to kind of go up to a few people and just kind of connect a little bit that way, because I remember your face. Other than that, I haven't really connected with anyone outside of the meetings.

For me it's communicating with the people at the meeting and seeing, okay, maybe this is a way that we can work together. Then just making that contact outside, setting the seed for it during the meeting and making those individual contacts outside. I haven't made a lot of them. There's been a handful in the past year. Where I've seen fit or somebody else has seen fit that they can partner with us on something, we've done that.

I think even though there were disagreements, they're all worked through. I think there's a mutual respect amongst the people that are at the table and the facilitation by the county to make sure that it is that way because if it wasn't this all coulda blown up. *[Chuckles]* I think the communication is healthy if you're looking for a term.

I think it's healthy amongst the CAB members.

### **6c. What could be improved?**

#### **Quotes**

Well, I think if we elaborate, expand upon what each agency's mission and purpose are, I think that would increase awareness and maybe more opportunities. We talked about that in a previous question.

Well, I think if we elaborate, expand upon what each agency's mission and purpose are, I think that would increase awareness and maybe more opportunities.

I was just gonna say I think it depends on if there is a reason for that communication to occur, you know what I mean? I guess I don't know. If there's a situation with youth, or family, or community, or agency, or whatever, then maybe you would communicate with other members. If not, unless there's a specific need. Kinda going back to looking at it from a different perspective, I think communication within the actual meetings is good. I think people are willing and able to speak up. I don't think there's necessarily anyone that—I don't know. I was a member before and took a hiatus. Now, I'm back again with seemingly a whole new crowd of people. It just seems like everybody's comfortable. I think that goes back to creating that environment.

Agreed. I don't feel like there's no one there that I would not feel comfortable reaching out to if I needed to. I guess it goes back to as need basis. If I wanted to partner with someone with a specific agency, then I feel like I'm comfortable enough and I know enough about who's being represented there that I'd know who I would have to go to or at least know where to start.

## 7a. Describe opportunities you have to make recommendations or provide feedback as a CAB member.

### Quotes

Yes, the opportunity is there, I think. I think it's always there. I think even just—I keep going back to the last meeting we were at with the stickies on there. There's just always an opportunity to be able to express yourself. There's always an opportunity to be able to say, "Wait a minute. I don't think that might be. Maybe this is why I think that." I think everybody has the ability to do that, which is really great.

Again, going back to a lot of what everybody said, I think I feel comfortable. I feel comfortable sharing. I feel comfortable giving my opinion and my thoughts. Because I don't think that it's gonna ever really be like shot down. I think it's kinda maybe just gonna be like, "All right. Well, did you think of this? Let's figure this out." I think that that's definitely a strength and an amazing thing to be part of a big kind of board or environment where you're able to really express yourself and say what you wanna say and how you wanna say it.

Yeah, it's a very unique—I feel like it's a very unique situation. I mean, you have a lot of different people, a lot of different agencies, a lot of different backgrounds. I agree with you, <Name>. I think that it's very—for me, it's very unusual where you really feel like your input's valued. It's gonna be taken in consideration. Now, they may not use it or *[laughs]* whatever, but at least you feel like it's gonna be considered. That doesn't happen very often. I think it's a very unique group.

Right here, right now, this is the purpose of this meeting to express any concerns or suggestions. I feel very—you value our input. It's appreciated. Thank you.

...you don't even have an opportunity to stay quiet.

I think that's what's always impressed me about being involved with this group is regardless of what evolution of the group I'm thinking in the past, it's always been about getting the members' input into what's happening. I think that it's—how it's being done now though is probably, even though you're right, I still think it's downplayed a little bit, but I still think it's probably the clearest that I've felt that that gathering of input has been occurring the last few years.

They're in a unique position where I think as members, you have to forget that they have grant requirements that they have to meet, and deliverables, and reporting, and all of that fun stuff. I think they do a really good idea kinda to what's been said is downplayed that and really taking the ideas from the membership and balancing that with what their actual deliverables and grant requirements are.

It's {CAB's} pretty amazing.

It is impressive that they stay on an agenda and are able to get all of this information on time and with nobody's feelings hurt...I'm impressed how that always works out.

In the meetings, via e-mail, through surveys. They've sent out surveys following meetings, following the summit, at the summit, during the trainings that have been put on.

## 7b. Do you see areas for improvement?

### Quotes

I wanna add one thing. It may come up later. I think for those who are currently at the table our voices are being heard and it's great. I think one area that may be for improvement and has kinda bothered me for a long time is that this is a county-wide initiative. It seems like we're missing some key players from the greater county. I see that as an area for improvement is making sure that all voices are represented, not just Central Phoenix, West Valley kinda stuff.

Even that, even if it's just Mesa, East Valley versus West Valley you're still talking about the Greater Phoenix area. There's more to the county than the Greater Phoenix area I think- is part of the—so even East Valley. I'm right there with you. This is three miles from my work. The CAB meetings are a mile from my work, so it's very convenient for me to get to them. You might lose some people if they did go on the outskirts, but maybe developing some outreach into organizations that aren't in the Greater Phoenix area to be a part of the CAB.

## 8. By working together, how well is the CAB addressing the priorities of the people affected by the CAB's work?

### Quotes

That's an interesting question. Just based on the amount of collaborations between CAB members over the years on different programs I would say that there's been a lot of that achievement there. I think a lotta the credit would go to those places, not necessarily the CAB, so that may be one—I'm not sure if the CAB would get credit for some of those outside collaborations or events or programs or whatever. Those individual agencies would get credit for that. I'm not sure if it would directly go back to the CAB, or how we can get credit for that.

The major one as far as the summit and connecting people and pushing an agenda. I think that's been very successful the last few years. Actually, I think there's a lot of stuff that's been achieved by individual groups within the CAB. Developing the mechanism so that all gets credited back to the CAB, that prob'ly needs to be worked on.

I think the strategic plan that we wrapped up in the last grant cycle could be considered as being an achievement.

I would like to know is that [strategic] plan being cited anywhere? Is anyone actually using it outside of Maricopa County? I think our logic model is setting up the conditions for us maybe to do something collectively as a group. Like XXX I think it's mostly individual organizations right now that are havin' the direct impact on the target audience.

I think that's the one piece we're not sure.

I hear people doing a lot of great work, but I don't know how it's—if we are accomplishing and meeting our goals. Yeah, I think it goes back to we've talked about measureables, and deliverables, and baseline data. It'd be nice to see all the work and effort that we're doing or folks are doing. Seeing how is this impacting some outcomes.

I think that's really true. At times, it does seem like we are in that paralysis by analysis state. [Laughter] That's maybe going into that leadership piece again. There needs to be a bit more moving

forward than there is making sure everybody is with us. Though, I mean, of course inclusion is an imperative.

I think we could keep a virtual scrapbook of activities that have occurred, number of attendees, and what parts of the community this event has touched. Then that kinda gives us some of those tangibles. For record keeping purposes. You don't wanna analyze it too much, but just kinda keeping track so we can say, "Hey, look. Two or three years ago, we had this many events, this many of our youth or adults were involved, and now, look at how much we've grown and the impact has increased." I know working on the hub is gonna be for resources, but I don't know if actual events that have occurred are being archived.

It feels like a timeline would be really beneficial. If we could have the vision posted on the wall at all times and maybe a timeline where this is our history. This is where we are. This is our future.

Well, and maybe that would be even more helpful just in general. A timeline of where are we at right now? Where do we see ourselves in six months? A year? Not just going back and redoing all this, because I think we don't need to do that again. We have it.

I think it really more sitting down to say, "We're gonna have—" I know I keep hearing that they wanna have the steering committee. They wanna have this. They want this to then happen. If we could see that we're gonna have a steering committee by June. Then by July, we wanna do this. I think if there could be some sort of a timeline—I know as you mentioned, they have a grant. There are some measurables that I think would help us as board members to see what they're trying to do at this point, where they're trying to take us at this point, and what are the needs so that we can help the get there.

I think bringing committees back once we are able to is going to be huge, because I think the committees then could make the goals we're talking about. So that then it's still inclusive and it's not them feeling like they're doing everything.

Yeah, how many people earned a job? Because I know there're a lot of job fairs or job skill/employability trainings that occur. There're so many success stories. I don't know if they're being documented.

Right. I was thinking, too, when you were saying is it because we're all different agencies and different entities, right? How do you bring all of what we're doing on an individual basis every day to a larger setting or a larger database, right? Because I may be taking back what I'm gaining from these CAB meetings, and then, using that to work with my students. If I'm not collecting data or if I'm not documenting those things, then I might not have any idea as to how many youth I'm affecting based off of some of the information that I just got from, let's say, my meeting.

I don't know if I'm throwing a wrench into this, but kind of does that make—do we need to look at it in that kinda way as well? How do we get each entity, or each organization, or something to start collecting their own data and making it into a bigger database. I don't know. I'm just throwing that out there. Is that even possible or feasible? I don't know.

My mind's just going to solutions focused type stuff. You can kind of, I think, knock out two birds with one stone, so to say, if they had—say they took 10, 15 minutes from each meeting to highlight a specific agency that's a member of the CAB. You give a brief overview of what your organization does, how it does it, who they work with, et cetera, et cetera. Then maybe if possible, provide a little

bit of data that relates specifically to what it is that they're trying to accomplish within the CAB, whether it's direct deliverables or something meeting the logic model.

That way, you're kind of informing CAB members of what other agencies are actually able to do and how they may be able to support you or vice versa. You're also providing data and kinda painting that picture of what impact are we having on the community as it relates to the overall efforts of the CAB.

Well, and I have done teen pregnancy prevention for a really long time. Yet, what we see over and over in the stats is depression and suicide. How are we addressing that comprehensively throughout the county? What is our adult awareness of where the issues are and why those issues are there? How is each agency considering that in the work that they're doing, whatever their grant is? Whatever their deliverables are. Knowing that for so many of our youth, they're really struggling emotionally, right? That leads to so many other behaviors. To me, I just kinda wanna stand up and say, "Stop. You have to focus on this or we're not getting anywhere."

If I'm hearing you all correctly it's hard to attribute what's being accomplished to what the CAB is doing. It's a lot of individual organizations doing things, but it's hard to say this was the CAB's doing. Am I hearing you all correctly?

### **9. How well are CAB members able to develop goals and objectives that are widely understood and supported among CAB members?**

#### **Quotes**

Well, we did it when we developed these strategies. Then I think, again, like we keep saying, those are kinda just sitting there right now. For people who've been involved, we know how those were developed. For people who're just coming on board, they maybe don't know or maybe that reflects their interests. I don't know. That would be a great question for folks who've just joined.

Coming in as a new member, I don't think I was unclear as to what the mission was of the CAB or what the goals are of the CAB. I think I just was unclear about maybe as to what my role was or to those things. I think obviously overall, the goal is to reduce these risk behaviors. I think that was always my thought process as being a part of this and being something that I wanted to be a part of.

I mean, I think looking at this, right? This sheet, I understand it. I can recognize it. I know what we're doing. I know what our goal is, right? I recognize that we're reducing significant risk behaviors, right? Then you're listing them and kind of all of these specific things that are broken out. I think again, we go back to the measurables, right? I totally get what we're doing. I think it's understandable. It's clear. It's important, right? I don't know how well we're doing that or how we can measure that. I think that's the piece. I mean, these are goals that I have for my own students, right? I think that those are goals that a lot of us have in terms of when we're working with youth. It's just then what do you do? It's kind of how do you do that and how do you measure it I think is hard.

I feel like we're at a point where we need to get to the specifics now. I think we have the ideas, what our objectives are, and what we wanna accomplish, but I think we need to kind of now kinda focus again on those specific deliverables.



Yeah, I think basically what everybody is saying. If we could just have the clear strategies for the committees and a clear mission, and these things are just briefly mentioned every single time we come together so that we are always on that page, and perhaps should it happen that people feel these things need to change or have something added to them, then that conversation can be had.

How do we get—how do you get that data? That's a huge undertaking to take. I don't know how that's—I don't know. I'm seeing data in my mind right now. It's a lot.

I think the consensus-building process that they went through to get to here, I think that was very effective.

## 10. How do you think MCDPH is performing as the lead agency for the CAB?

### Quotes

Always a step ahead of the other county

Yeah, there's still a lot of vagueness and whatnot, but I think it's more of an organized process. A little bit more transparent. For me anyways, it's a lot more action oriented. Where you kind of see what you've accomplished. You have a little bit of a better understanding of what's coming next. I don't know. I think they're performing very well, very easy to talk to. Just open.

I think it's not added on to somebody else's duties has made such a huge difference.

...we've all mentioned how great her communication is, her leadership, her organization. I think she really is a fantastic representative of the county, and has really enabled us to be more effective as a CAB.

I think there was a real rocky start for maybe the first two years. I think from there it's progressively has gotten better. Communication from the county is clear. It's timely. They basically what they say they're gonna do, we do all the time. I think we went through our infancy and had some challenges, and I think the county's doin' quite well right now.

For me just unclear direction. It took a while to kinda ramp up the whole strategic plan initiative from the last grant cycle. We had some turnover on staff here at the county too. Not sure who was doing what, who was communicating what. We had some direct service program people that were facilitating the CAB. They didn't have a dedicated person for a little while. Then once that happened, once they had a dedicated person—I think Kelli was the first one? Kelli was it? I think it may've been her. It just started getting better from that point forward.

I think there's consistency when you have a dedicated person in place.

I think that the issues from the beginning, I think they're obsolete.

For the opportunities for those feedback on those places where this could be improved, the county has taken 'em and gone a direction to improve them along the way.

I think with that too regardless of the challenges at the beginning they had people at the table that saw the potential in this and understood it's important, where their places were in it. Despite the issues people kept coming...they're a constant presence, consistent presence.

## CoP Questions

(Read) As part of the five year capacity building grant, MCDPH plans to develop a Community of Practice (CoP). The CoP's goal is to strengthen and coordinate services for youth at the systems level. The CoP includes dozens of youth-serving agencies that have expressed an interest in working and learning together related to systems level coordination and capacity building related to adolescent wellbeing. This could include the attendees at the Adolescent Summit.

### **11. Describe how you see CAB members being able to respond to the needs of the community of practice.**

#### **Quotes**

Well, I have a really pressing need here, because I live in the East Valley and there're so many fabulous resources and agencies in this area. A lot of my students cannot—and families cannot really make the trip over. Many of you that commute know what I'm talking about. [Laughs] I was wondering if there's ever been any talk or planning on the subcommittees ever about having subagencies like in the West Valley and the East Valley. If there is, I would love to recreate this design in the East Valley where I can pull organizations together over there that're within walking distance or a five-minute drive for my families.

That's something that I foresee hoping that could—has it ever been talked about? Considered? In the history? That's something that's really important to me, because I know—I mean, I just hate knowing there's so many agencies out there that we're not tapping into. If we could all just come together and serve the community we're in together, which is what is happening here in Phoenix with this CAB. Would love to see that happen in my Valley. Probably West Valley.

Yeah, I would say that oftentimes there does seem to be this very localized perspective on services. There are specific reasons for that for sure. For example, Tumbleweed. They try to provide services where the largest concentrations of homeless youth are. It does result in kind of a—fewer opportunities for maybe the people who are outside those specific areas. I don't really even know how it's possible to really look at the county less as an amalgam of cities and more as a whole—I mean, it's a massive community.

Every single opportunity. Every single resource that exists within the county could be offered to any person living anywhere in the county. It's a huge undertaking.

I think a little bit about what we were talking about with networking and, <Name>, a little bit about bringing people on to the committee could also be helpful in those ways as well. Because I know through going to certain meetings, I've connected with different people for my area and things like that. I think that could also be helpful. Then as a goal, maybe to kind of, in terms of talking about scope of practice and being able to recognize that we are this huge metropolitan I guess area. It's not concentrated. It's kind of more spread out. Maybe that could be a goal of ours down the line in terms of gaining more individuals. How do we get more organizations on board from all over? Not just one specific area.

It'd be powerful to have a geomap of the county and where agencies exist. What their scope of practice is. Then again, I know so much is driven by grants and you can only serve a certain catchment area, but just to be able to see that, because we've done that before we behavioral health

and the awareness that the outliers North, South, East, and West are doing without. Yet, there're still needs. How do we see it and document what the need is? Then again, with policy and being able to really make the case.

Well, it's that holistic piece. If you leave any piece out of the community, then you're going to have some difficulties there. You may reduce teen pregnancy in one area, but it's gonna pop up somewhere else where you haven't focused resources. If it can be, a wider reaching resource at all times.

They could all be interconnected where we all gather every two months here, everybody. Then over in each of the different Valleys, they gather monthly. I think it can still be a spider web kind of connection where we're all connected.

I felt a little bit like at our last meeting, I think we were trying to do that more. I think with the whole idea of getting, "Who do we need to bring on? What are we lacking? What agencies are we lacking? What kind of resources we're lacking?" That was really helpful, I think.

Do you think this may be the organization—can the CAB members, the group that we have, can they respond to that big the needs of that community practice? Can they do it in these ways? I mean, that's just how they wrote the grant what they envisioned it. Do you see the CAB as maybe the vehicle for that or able to do something for the greater community of practice.

Assets. I think our building space is logistically—we like to gather as groups. There's some organizations that do have a lot of space. If we can coordinate and share our resources and assets, they could be extended much further.

Something else I was thinking, too, is there are grant opportunities that're available that we know if we can show larger impact that you can have more success of getting things. I think another great opportunity for a Community of Practice is helping us connect to those that have similar needs that we can then start pulling things and maybe it's, "Hey, we don't have this on the East Side. Maybe four of us need to come together. Is there a grant that would allow us to do this?" kind of a situation. I think that's where we're gonna really start making the impacts that we want to instead of just continuing to try to do what we're doing with what we have, we actually start working as a team to find other opportunities to serve more.

Well, I guess the COP is to strengthen and coordinate services at the systems level and then how—and all the pieces you described, so developing a platform for communication, information hub. I feel like those are separate. Those are two separate things. I guess I don't—when you say coordinate services at a systems level, I don't know if I understand what that means, period.

I'm not sure if the county currently has capacity to affect policy with the people that are engaged with the CAB right now. I'm sure they have access to people who can do that. Individual CAB members—well, just for me I don't have that knowledge base yet, so maybe that will come from the professional development piece of it. Maybe that's something the steering committee will address through the works of the committee. I don't know.

The CAB itself has been working on that hub and the communication and those pieces and the trainings. By the powers that be on the CAB who are designated to do this work they've been putting those things together. By the people that serve on the CAB we're doing that collective piece

of impacting the people that the CAB is trying—I forget how you phrased it, or how the question was phrased, but yeah.

## 12. Describe how much of an impact you think the CAB will have on the CoP?

### Quotes

Well, I think it [CAB} can have great impact, the more we move forward. Because any time you're working together and any time you're sharing your knowledge, and your resources, and your experience, you're making a greater impact. This whole idea of recognizing where the need is and taking it there will make a difference. Although, like you're saying, <Name>, just because the pregnancy prevention programs are here doesn't mean they aren't needed here, right?

Our kids aren't static. They're moving all around. They're interacting with other kids who may or may not have the knowledge, and the mentoring, and the opportunities to make better choices. How do we spread out the peer leadership as well? I think that makes a huge difference, because they listen to each other before they ever listen to us.

I think it has potential to have a great impact just increasing the buy-in.

Now there's 16 to 20. Then if you count and get the direct buy-in from all the agencies and organizations who attend the summit it has a huge potential to affect that.

## 13. How do you see the CAB benefitting the community of practice?

### Quotes

I think if we can reach out to those outlying areas, because I think the agencies are there. We need to find a force to bring them together. I think the CAB here in Phoenix is so strong, and knowledgeable, and has all of those resources that can maybe do that, like <Name>'s saying, <Name>, you've said you need to take it to the next level and reach out and kinda multiply. Spread.

I would say the number one thing is resource referrals. Broader opportunities for communication and resource referrals.

...establishing formal or informal referral agreements. Whether those are just memos of understanding or whatever. I think again kind of working together where we're working as a team, we're helping each other out in that mutual referral agreements.

I don't have to know it all. I can go to your agency and get that expertise.

You shouldn't feel threatened or feel like someone's taking away from you, because ultimately, what is our goal?

I think by making those connections through the meetings and the e-mail and the summit with those other organizations, that can be mutually beneficial, that can help build programming with each other, do things together to impact the community.

I think the biggest thing that I've seen was the summit. When I attended this past year's summit and I walked away goin', okay, well, what did I learn from this? I learned a little bit. I try to put myself in the mind of maybe a newer professional. I think it prob'ly woulda been a little deeper for me. As a

slightly seasoned professional walking out the thing that struck me was like, okay, this was important enough—at least the subjects that we're gonna be discussing brought a lotta people together.

What I walked away with was realizing that the resources are out there. They're out there for the teens. They're out there for the parents. They're out there for the organizations that are serving the teens and the parents. The missing pieces, getting the organizations, the parents and the teens to know that those resources are out there, but through everybody who was represented and sharing what resources they know of and all of that just the sheer volume of things that are out there for the community and impacting adolescent wellbeing.

I walked away that there are voices that people actually wanna hear because this time we made a very strategic effort to include the voices of youth.

More than just havin' the youth there, people listened to them, but they wanted to listen to them. They wanted to hear their input, and that's not somethin' that the youth feel all the time that people wanna hear them. Just the fact that that voice is there and that people wanna hear it and that the kids know that people wanna hear their voice now, so I thought that—that's what I walked away from.

#### **14. What is your vision of an online resource and training hub?**

##### **Quotes**

I'm trying to think of the most effective webpages I've seen, because the training hub would need to be a massive, massive database basically. How user friendly that can be is the most difficult.

I mean, it's so needed, but it's so big to do it right. Because if you don't do it right, it's such a waste. You think about the families that you've said, “Go to this link. Look for this. Call this agency.”

That it's truly expertise that's being shared. That's why, as the subcommittee in looking at professional development, we wanted to know who already has professional development in areas related to adolescent health? Do you ever provide that outside of your agency? Do you need that to come into you? Who has the expertise in what areas? Then how can that be shared? Whether it would have to be linkages to what's available, but also webinars and things like that that can be shared. Then just the whole ease of maneuverability in a hub, which is amazing to see when that happens.

You would need a team of people focused entirely on that webpage. First of all, gathering the information from the CAB, entering the information, making it accessible, and then editing it whenever possible. The updates, I mean, that would be a grant in itself.

Thinking idealistically, if there was a way to get the website that <Name> was talking about to see if you can do maybe a real-time referral. If there was a referral form online and it goes directly to the agency, and an agency can do it with a family or the family can do it on their own.

Are we talking about a hub in resource just for CAB members? Is this a public kind of? I think there'd be two—should be maybe two options, one a public site. Then you, CAB members log in for other—I don't know.

Now. I could really see that. If the website could be designed for—just the people we're serving, for the citizens. Then you can log in to your membership and say, “Hey, I need to sign up for the newsletter. I need to,”—

Wouldn't it be really cool—I have this new—sorry, I have this new app. It's like all recipes. You can shake the phone and it does this thing. It matches you and creates everything. It gives you a list of recipes. Wouldn't it be cool if our database had some searchable way to say, “Here's all the different needs. It pulls something and says, 'These would be different.'”

Because what I was envisioning was the case study that <Name> mentioned, where you can—you bring it to the network. You say, “I have this issue. Who has a resource?” Well, it's almost the same thing, but it's virtual. How do we do that virtually? Because we know we are not gonna see each other but maybe once every month or once every two months, even less. Who knows.

I just feel like there's so many of those.

Like how many listservs am I on? How many community resource—I mean, I guess there's just so many out there I don't even know—I guess it's more like what I look for in a good resource online it's consistency, accurate information, updated information. There's nothing worse than going to a resource website and it hasn't been updated for two years.

No, I agree with you. There is a lot out there currently, and I would really hate us to re-create the wheel cuz the county operates Find Help Phoenix.Org. I think they should change the name. [Chuckle] Because it implies only Phoenix.

Quick, easy, updated, consistent, comprehensive. I guess are the things I'm looking for.

Yeah. They could usually have a section on there for adolescents to access themselves and also professionals who serve adolescents to access on there for training.

I know in this day and age where trainings are just—some are just so expensive, and with small organizations don't have the funding to always send their folks. I would appreciate a professional development resource site. Because I have school-based clinicians who have a variety of different interests, but we don't have the funds to send them to conferences. Grant-funded folks they can go to CADCA.

A professional development I don't know if I've ever seen that before. Something that's specifically for targeted trainings whether it's webinars, in person, fees, costs, scholarships. Those are prob'ly something I'm more attracted to than like resources. I can just Google them in the box. I don't need a website of resources to do that.

I know we don't wanna re-create, but whatever these resources need to be we can take somebody else's. That stamp that says CAB has to be on it so that we can somehow get credit for it.

**15. MCDPH has considered “The Collective for Adolescent Wellbeing” as the possible name to describe the CoP/CAB. Do you think it is reflective of the CoP/CAB? How?**

**Quotes**

It's the holistic approach, right, so I appreciate that. I don't know. Is there a better name?

I think it [the name] definitely is reflective. Whether it's the best name or not I don't know.

I think it [the name] needs to be a lot snappier...Because somebody who doesn't work within the organization would have no idea what that means.

It [the name] is a mouthful. It's kinda hard to roll off the tongue. The thing I like about it it's not narrowing it down to one specific thing.

I'm am confused, 'cause there's a lot of reference to adult services, too. Is that included? This is adolescent? That confuses me a little bit, too.

Do we contact the parents with the hope of it benefiting the kids? Is it ultimately for the kids?

If adults are aware of what's going on with the environment, the community's better, then ultimately the adolescents will be better off.

Then the CAB I think is more like the group that's steering. We're hoping the CAB is gonna be the one steering that. That's gonna get the branding, that's gonna get that—

I think we should stop callin' it the CAB. Because there's a lotta community advisory boards out there.

I'd rather say I'm part of the Collective for Adolescent Wellbeing than the CAB. People might think I'm a Uber driver or something.