

CHAPTER 2:

Build Community Partnerships



Introduction

If the goal of culturally and linguistically appropriate services is to address health disparities in your community, it follows that the community should be involved every step of the way. Partnering with community organizations is essential to successful cultural competence programs. As you plan for cultural competency, maintain an ongoing dialogue with partners and grassroots organizations. Whether you are seeking to identify the causes of health issues in the community, develop programs to improve health or understand cultural differences, the community should be your springboard.

This chapter presents one approach to encourage agencies to engage and work with the community. As this occurs, community members can take ownership of their health and develop programs that are truly tailored to their needs. As you approach community partnerships, your agency is best qualified to chart the course. Use data and ideas from your community to develop an action plan that fits your needs.



“Organizing local resources to contribute to healthcare access and health status improvement is a critical and often neglected component of the health care system. Local initiatives provide bridges to public and private coverage, create steps to care for those who are not covered, and serve as a vehicle for investment.”

– The Commonwealth Fund ¹

“Only when a community recognizes and owns a problem does it take responsibility for creating solutions that fit the context of the culture.”

– Cross et al. ²



Chapter 2 Guide

Step 1. Partner with community organizations	32
Connect with community organizations (CHNAs)	32
Seek joint funding and build coalitions	33
Step 2. Involve community stakeholders	34
Cultural brokers.....	34
Community health workers	34
Step 3. Engage client participation at all levels	35
Involve the community in health research.....	35
Participation in the health care process	36
Client satisfaction assessments	36
Step 4. Share CLAS progress	37
Sharing progress with the community.....	37
Informing the public of available data	37
Case Study 2: Metta: A Model for Culturally Competent Care	39



Tools



2.1: Attracting Clients from Diverse Populations.....	44
2.2: Resources for Community Partnering.....	46
2.3: Social Marketing Resources.....	53



Community Collaboration Checklist	41
--	-----------

CLAS Standards Covered

Standard 13: Partner with the community to design, implement, and evaluate policies, practices and services to ensure cultural and linguistic appropriateness.

Standard 15: Communicate the organization’s progress in implementing and sustaining CLAS to all stakeholders, constituents and the general public.

Step 1: Partner with Community Organizations

In interviews with the Massachusetts Department of Public Health, Massachusetts providers described successful community and interagency collaborations. Many noted the powerful impact of community partnerships in their programs.³ Every area of the CLAS standards—from data collection to language access—can be strengthened with community collaboration.

Based on discussions with Massachusetts public health agencies and on promising practices,^{4, 5} the following outlines key strategies in developing community partnerships.

Connect with Community Organizations

Build relationships with key organizations in your community. Reach out to grassroots organizations that share your goals, such as: community-based organizations, refugee assistance programs, community health agencies, youth and family organizations, volunteer organizations, faith-based organizations, local schools, and universities.

One excellent way to connect with other organizations is through the Massachusetts Community Health Network Areas (CHNAs). CHNAs are

local coalitions of public, non-profit and private sectors working together to build healthier communities in Massachusetts through community-based prevention planning and health promotion. Joining a CHNA can offer the opportunity to work and partner with others, network and share ideas on how to build healthier communities and participate in designing and implementing health improvement projects. CHNAs are found throughout Massachusetts and participation is open to all. For more information, visit <http://www.mass.gov/dph/ohc>.

Maintain Ongoing Communication

The key to strong partnerships is to maintain an ongoing dialogue with community partners. Get to know local leaders and open the lines of communication. You can then work together to understand important health issues and seek to develop solutions from the ground up. You can stay connected as you:

- Participate in town hall meetings and forums.
- Have staff regularly spend time in the community.
- Invite community members to share their knowledge.
- Work with cultural brokers (see Glossary).

“When designing culturally- and age-appropriate programs, you absolutely must include the community in the process. Involve them in planning and also as board advisors.”

- A Boston public health professional

Community health initiatives can⁶:

- Connect uninsured people to health care services.
- Unite community leaders, providers and stakeholders.
- Build good-faith relationships to reduce uncompensated care.
- Support the local safety net.

Source: The Commonwealth Fund (2007)



See:
Tool 2.2: Strategies for Community Partnering

Seek Joint Funding

Many agencies echoed the importance of seeking joint funding with community partners, such as co-writing grants with partners or contracting community programs to deliver services. Allocating funds to community-based organizations can show true commitment and add momentum to grassroots solutions.

Build Coalitions

Your agency is only one agent of change. Your impact can be multiplied when you join others in identifying and creating solutions. To increase your reach, build coalitions with community partners. For example:

- Work on joint steering committees and coalitions.
- Sponsor or participate in health fairs, cultural festivals and celebrations.
- Share information through local radio stations, cable stations and newspapers.
- Offer education and training opportunities.

Leverage and Share Resources

Identify community assets and factor them into your programs. One Holyoke agency worked with a local farm and the city's YMCA to offer a summer camp for youth. By creatively using existing resources in the community, the agency was able to develop a low-cost program to meet their youth wellness goals.

Sharing resources and expertise with the community can help strengthen partnerships. For example, you can offer your space as a resource for community meetings.

Collaborate

Successful partnerships benefit all. Collaborating can help you reach more people, identify potential job candidates, share and learn information, and improve the services you offer. You can work with partners to advertise job openings, identify interpreting resources, and organize health-promotion activities.

Collaborating can help you reach more people, identify potential job candidates, share and learn information, and improve the services you offer.



Step 2: Involve Community Stakeholders

As a public health agency, you are not likely to have all the answers to the health problems that exist in your community. However, when you engage and involve key community partners in your advisory boards and planning committees, you may identify the most efficient, tailored solutions. By engaging community stakeholders, you can transfer ownership of health issues back to the community.

These key partners are often referred to as cultural brokers because they connect and mediate two different cultures: yours and that of your client.

Cultural brokers (see Glossary) are people from your community who can serve as a bridge between your agency and people of different cultural backgrounds.

Cultural brokers should be familiar with the health system and with the community in which they live. They can become a valuable source of cultural information, serve as mediators in conflicts and serve as agents for change.⁷

Community health workers (see Glossary) are natural cultural brokers. Community health workers generally work at the grassroots level offering informal counseling and social support, health education, advocacy, referral and follow-up services. Ideally, they are bicultural or bilingual and have first hand knowledge of their clients' health and culture.

Research shows community health workers improve health outcomes among racially, ethnically and linguistically diverse populations.⁸ By serving as the bridge between clients and health services, they improve access to primary health care, reduce costs, improve quality and reduce health disparities.⁹

Cultural brokers can be a tremendous help to your organization. As clients feel more involved in what you do, they will develop a sense of ownership and belonging. You can involve cultural brokers by having them:

- Serve on advisory boards/committees.
- Offer feedback to improve services and determine topics for training.
- Oversee the grievance process.
- Identify potential employees.
- Present cultural information at staff meetings or trainings.

“Community partnering is not just about getting people into care. For us, it means knowing if people can buy their medications, if they have access to decent fruits and vegetables, if they feel safe enough to go on a walk in their neighborhoods.”

– A Holyoke public health professional



TOOLS

For more on cultural brokers, visit <http://www.culturalbroker.info>

For more on community health workers, visit <http://www.mphaweb.org/MACHWResources.htm>

Step 3: Engage Client Participation At All Levels

Engaging client participation at all levels involves transferring ownership of health issues directly to clients. You can work with the community to research health issues, raise awareness, engage and empower clients to take action on improving their health.

Involve the Community in Health Research

Agencies can understand local health issues and make health research more accessible to the communities through community-based participatory research (CBPR). In community-based participatory research, community-based organizations help researchers recruit subjects and play a direct role in designing and conducting research studies.¹⁰ Community members then share the research findings directly with the community. *For more on CBPR, visit <http://www.ahrq.gov/research/cbprrole.htm>.*

Participation in Cultural Competence Planning

Involving clients and families in advisory boards is essential to planning programs that truly match community needs. Clients can offer a unique point of view and keep your agency connected to the needs of the people you serve.

Improve Awareness and Access to Services

Having certain services available does not mean that clients will use them. While making sure that clients are aware of services is important, ensuring that services match the real needs of the community is essential. This is where community connections can play a key role. To identify any gaps, talk to local community providers. Find out where people are going for services. Is there a demand? Is that demand being met? What can your program do to ensure that potential clients can access your services?

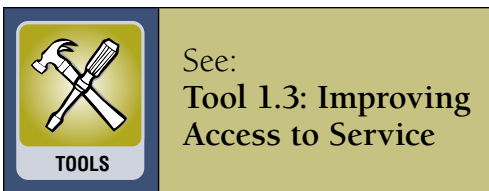
Patients on Board

“Our board of directors includes a Patient Care Committee. Fifty-one percent of the board is made up of patients, parents or families of patients. They are not shy about bringing up issues of access to the board. The community is very much at the table.”

– A Worcester public health professional

“Don’t go into a community to fix something unless you’ve asked what they need. You can’t fix people--you have to work with people.”

– Carol Horowitz, MD, Mt. Sinai Medical Center




Participation in the Health Care Process

While offering information in the language of your clients may not ensure their participation, it is an important first step. You can encourage active client participation in the health process by offering information in a language and literacy level that clients can understand. As your clients' comfort level with health information increases, so will their ability to become active drivers of their health.

Client Satisfaction Assessments

Client-centered care is based on understanding client needs. Through client feedback (from surveys, focus groups, and one-to-one interactions) you can learn how well your services match client needs. You can then use client feedback to improve services and programs. Also, consider keeping track of client complaints, interpreter services records and demographic data.

 FIELD LESSONS	Improving Access
<p>Use local media to promote health messages and services. (e.g., local radio, public television, community newspapers, bulletins).</p> <p>Offer extended hours.</p> <p>Use marketing and outreach to engage the public.</p> <p>Offer transportation vouchers.</p> <p>Provide services in accessible areas.</p>	



Step 4: Share CLAS Progress

As you work with cultural brokers and community organizations you will learn of population trends, cultural nuances, preferences, and needs. No doubt, this knowledge can benefit your organization. Exchanging cultural competence knowledge benefits the whole community.

Sharing Knowledge and Experience

In successful partnerships, sharing knowledge tends to happen naturally. You may learn of a good way to share nutrition advice with lower-literacy populations. Or perhaps you find out that a new refugee population will be arriving soon and will require interpreting in a different language. You can share that information with partners and ask them for ideas, share resources and experiences. The goal of partnering is to create a network where you can exchange ideas and information.

Sharing Progress with the Community

If your organization has worked hard to develop tailored programs for the community, make it known. Think of ways to promote health messages and increase awareness of your services.

Some ways to promote your agency may include:

- Printed materials about your cultural competence mission and services
- Participation in radio and local cable shows

- A column in the local newspaper
- E-mails with updates, meeting information
- Agency Web site, updated regularly
- Blogs
- Newsletters
- Presentations at community meetings
- Spreading the word through coalitions
- Flyers translated into various languages
- Open house

Social Marketing Plans

Developing a social marketing plan can help you organize your promotion efforts. A social marketing plan is a detailed strategy of how to share messages with the public in meaningful ways. A social marketing plan helps to define what your message is, whom you would like to reach, how you will present your message, what media you will use to share it, and when and how often you will share it.

Informing the Public of Available Information

Sharing knowledge and data can help others improve and tailor their services. As you share information, ensure client confidentiality. Some ways to share information may include the following:

- Post notices of available data in media outlets.
- Offer links to updated demographic data in your Web site.
- Share information in meetings and coalitions.
- Create client brochures and bulletin boards.

See Chapter 3: Collect Diversity Data

“Radio is key. We participate in radio shows to promote healthy living and to spread the word about where people can access services.”

– A Lawrence public health professional



See:
Tool 2.3: Social Marketing Tools

Conclusion

Working with the community is essential. As you partner with others, you can stay connected and build joint capacities. You will be better prepared to understand and treat racially, ethnically and linguistically diverse clients as you:

- 1) **Partner** with community organizations;
- 2) **Involve** community stakeholders;
- 3) **Engage** client participation; and
- 4) **Share** CLAS progress.





Case Study 2: Metta Health Center of Lowell Community Center: A Model for Culturally Competent Care

- The Agency:** Lowell Community Health Center
- Services:** Primary medical care, behavioral health services, HIV/AIDS services, nutrition, social services, community education, and youth development programs
- Client Diversity:** White (35%), Latino (29%), Asian (27%), Black (African immigrants) (8%); 51% of clients are best served in a language other than English

“We set out to build a health center that would become an integral part of the Southeast Asian community in Lowell—a place where they would feel comfortable, that offered services they could understand, and that were relevant to their needs.”

Background

The Lowell Community Health Center (LCHC) offers services to many people who otherwise might not seek or receive consistent health care. LCHC is deeply involved in ethnically and economically diverse Lowell—home to the second-largest Cambodian community in the United States. The majority (93%) of LCHC patients are below the federal poverty level; 13% of their patients are uninsured.

Challenge

In 1999, the Lowell Community Health Center received federal funding to develop a new site focused on improving access to health care to the Southeast Asian community (primarily Cambodian, Lao and Vietnamese) in Lowell.

Approach

The LCHC team built the Metta model for culturally competent health care from the ground up. LCHC’s Metta Health Center was highlighted by the Cross Cultural Health Care Program (www.xculture.org) in a report commissioned by the federal Office of Minority Health.

Metta, which means “loving kindness” in the Buddhist Pali language, is the culmination of an effort that involved Lowell’s Southeast Asian community every step of the way.

Partner with community organizations

Partnerships have been essential to the success of Metta. LCHC is committed to partnering with grassroots organizations in every area of service delivery by:

- **Building subcontracting opportunities for partners into grants.** Currently, 10 community-based organizations have subcontracts with LCHC.
- **Participating in community programs** and leasing space from the Cambodian Mutual Assistance Association.
- **Creating significant partnerships** with the Massachusetts Alliance for Portuguese Speakers (MAPS), the African Assistance Center and the Latin American Health Institute.

Involve community stakeholders

LCHC began by asking key members of the Southeast Asian community, “If you could design the ideal health center, what would it look like?” The community has remained involved in every facet of planning and service delivery through:

- **Communication with cultural brokers** (see Glossary) for cultural insights and feedback
- **Focus groups** in the community

– Dorcas Grigg-Saito, CEO, Lowell Community Health Center

Case Study 2: Metta: A Model for Culturally Competent Care (cont.)

- **Hiring employees who reflect the community.** Most Metta staff are either Cambodian or Lao or have vast cross-cultural experience.

Engage client participation

As a community health center, LCHC maintains a *consumer-majority board of directors* that is representative of the diverse communities served. This ensures that clients remain engaged and critical community issues are at the forefront in planning and evaluation.

A *welcoming environment* helps clients feel at home. The Metta Health Center is modeled after health centers in Cambodia. Cambodian artwork hangs on the walls and clients are welcomed by diverse staff that speaks their language. Metta also offers culturally relevant services, through a *West-meets-East approach to health care*. Western health care and mental health services are integrated with Eastern practices like acupuncture, massage therapy, Buddhist monk consultation and traditional healers.

Choosing native locations has also helped LCHC engage clients. The Metta Health Center is located in the same building as the Cambodian Mutual Association, a place that many clients were already visiting for English as a Second Language (ESL) classes, day care, social services and elder programs.

LCHC also sponsors a number of *community advisory groups* including the African Advisory Council, the Southeast Asian Task Force, Portuguese and Spanish-speaking Promotores, and the Cambodian Elders Health Council, among others.

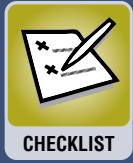
Share cultural competence knowledge

LCHC promotes health through a number of outreach programs including: health education, literacy training, support groups, exercise programs, cable TV and radio, and programs for seniors and youth. Effective outreach has helped improve health awareness in the community. It has also strengthened communication between clients and staff.



“We put a lot of thought into the Metta Health Center. We really involved the community from the very beginning in planning the center and the types of services we would offer there. As a result, Metta feels like part of the community.”

– Dorcas Grigg-Saito, CEO, Lowell Community Health Center



Chapter 2 Checklist: Community Collaboration

This checklist includes suggested ways for programs to improve cultural competence. See *Appendix A: CLAS Self-Assessment Tool* for measures used by the Massachusetts Department of Public Health in contract monitoring and RFRs.

Step 1. Partner with Community Organizations

- List of community and interagency partners
- Participation in Community Health Network Areas (CHNAs)
- Participation in community coalitions and steering committees
- Participation in community forums, town hall meetings, etc.
- Grants co-written with community partners
- Contracts for services awarded to community-based organizations

Step 2. Involve Community Stakeholders

- Documentation of client or community focus groups/community discussions
- Sponsorships/documentated participation in health fairs, cultural events or celebrations
- Inclusion of culturally relevant information from community sources in trainings/staff meetings
- Cultural brokers involved in planning committees/coalitions

Step 3. Engage Client Participation at All Levels

- Research design/findings of community-based participatory research
- Clients and members representative of the community involved in board of directors (persons representing diverse races, cultural and religious groups, LGBT, disabilities, adult learners, military veterans)
- Community stakeholders involved in overseeing grievance processes
- Cultural presentations by community stakeholders in staff meetings/trainings
- Events organized in collaboration with community groups
- Program improvement measures (linked to client satisfaction data)

Step 4. Share CLAS Progress

- Social marketing plan with proven outreach strategies
- Participation in local radio or cable programs or columns/articles in local newspapers
- Copies of media messages/Public Service Announcements
- Printed materials (brochures, flyers) about your organization's CLAS initiatives
- Notices of availability of disparities information, education materials

Chapter 2 References

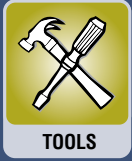
1. Minyard, K., D. Chollet, L. Felland et al. 2007. *Lessons from Local Access Initiatives: Contributions and Challenges*. The Commonwealth Fund.
2. Cross, T. et al. 1989. *Towards a Culturally Competent System of Care: A Monograph on Effective Services for Minority Children Who Are Severely Emotionally Disturbed*. Georgetown University Child Development Center, Washington, DC. CASSP Technical Assistance Center.
3. Massachusetts Department of Public Health. 2009. Interviews conducted April 2008 – February 2009. Massachusetts Department of Public Health. Office of Health Equity.
4. K. Martinez and E. Van Buren. 2008. *The cultural and linguistic competence implementation guide*. Washington, DC: Technical Assistance Partnership for Child and Family Mental Health. Available at <http://www.tapartnership.org/cc/>.
5. QSource: The Medicare Quality Improvement Organization for Tennessee. *CLAS Standards Implementation Tips*. Available from <http://www.qsource.org/uqiosc>.
6. See 1.
7. Georgetown University National Center for Cultural Competence. Cultural Broker. National Center for Cultural Competence. <http://www.culturalbroker.info>.
8. Minnesota Department of Health. Community Health Workers. Minnesota Department of Health. <http://www.health.state.mn.us/divs/idepc/refugee/immigrant/chw.html>.
9. Massachusetts Department of Public Health. 2005. *Community Health Workers: Essential to Improving Health in Massachusetts. Findings from the Massachusetts Community Health Worker Survey*. Boston: Massachusetts Department of Public Health.
10. Association for Healthcare Research and Quality. Community-Based Participatory Research. Association for Healthcare Research and Quality. <http://www.ahrq.gov/research/cbprrole.htm>

CHAPTER 2: Build Community Partnerships

Tools



- 2.1: Attracting Clients from Diverse Populations
- 2.2: Strategies for Community Partnering
- 2.3: Social Marketing Resources



Tool 2.1: Attracting and Retaining Clients from Diverse Populations

Use this exercise to think of ways to better attract and retain clients from each of the population groups in your service area. As you work with diverse community partners, approach each organization and ask:

1. How do new members of your community usually choose health services?

2. What are the five most important criteria in choosing a health service? What can we do to make this group of people choose to use our services?

3. What are the five major reasons that members of your community feel dissatisfied or leave a health agency?

4. Has anyone from your community left our organization for any of the reasons listed above? If so, for what specific reason?

5. How can our agency and your community organization partner to:

a. Improve health access for your community?

b. Improve the overall health of community members?

Tool 2.1: Attracting and Retaining Clients from Diverse Populations (cont.)

c. Use education and training to reduce common health problems and illnesses?

d. Build confidence and trust in our organization within your community?

6. Do you have other suggestions for partnering?

From: Salimbene, Susan. 2001. CLAS A-Z: A Practical Guide for Implementing the National Standards for Culturally and Linguistically Appropriate Services (CLAS) in Health Care. U.S. Department of Health & Human Services. Office of Minority Health.



Tool 2.2: Resources for Community Partnering

Resources for Community Collaboration

Community Health Network Areas (CHNAs)
Massachusetts Office of Healthy Communities
<http://www.mass.gov/dph/ohc>

CHNAs are local coalitions of public, non-profit and private sectors working together to build healthier communities in Massachusetts through community-based prevention planning and health promotion.

Bridging the Cultural Divide in Health Care Settings: The Essential Role of Cultural Broker Programs.

National Center for Cultural Competence, Georgetown University
<http://www.culturalbroker.info>

This information guide offers an overview of cultural brokers, including definitions, benefits and ideas.

The Collaboration Primer: Proven Strategies, Considerations and Tools to Get You Started

The Health Research and Educational Trust
<http://www.hret.org/upload/resources/collaboration-primer.pdf>

This primer compiles hands-on advice and resources to foster collaboration, including principles of collaboration, checklists, examples of model collaboratives and a tool to assess the status of collaborative efforts.

Community-Campus Partnerships for Health
<http://www.ccpb.info>

A national nonprofit organization that supports Community-Based Participatory Research (CBPR) partnerships, CCPH maintains a Web site of CBPR resources, including definitions, principles, tools, reports and presentations, journal articles, syllabuses and course materials, Web links, electronic discussion groups, and more.

The Community Toolbox
<http://ctb.ku.edu>

The Community Tool Box is the world's largest resource for free information on essential skills for building health communities. It includes promising practices, a workstation, toolkits, troubleshooting guides, a newsletter, links to online resources and advisor forums.

Critical MASS for eliminating health disparities
<http://www.enddisparities.org>

Critical MASS is a statewide coalition focused on the elimination of health disparities in Massachusetts. The coalition works to build a statewide multicultural network, develop a clearinghouse for current research and initiatives related to health disparities, and create a statewide strategic planning process.

Tool 2.2: Resources for Community Partnering (cont.)

Taking Community ACTION on health disparities

Critical Mass Toolkit

<http://www.enddisparities.org/criticalmasstoolkit.html>

Designed to help communities and grassroots coalitions take charge in the fight against disparities. The toolkit offers an overview of the causes and impacts of disparities in health, an overview of how to look for data and health patterns and using group action as a strategy to address health disparities in communities. Cost for the toolkit is \$15 for organizations, schools and libraries; free for individual community members.

Massachusetts Association of Community Development Corporations

<http://www.macdc.org/docs/aboutus.html>

This association has as its mission to support and advance the affordable housing, economic development and community building strategies of members, and to build the power of low- and moderate-income people to achieve greater economic, social and racial justice.

Massachusetts Association of Community Health Workers

<http://www.mphaweb.org/MACHW.htm>

A statewide network of community health workers (CHWs) from all disciplines. Founded in 2000 to enable CHWs to lead the movement to organize, define and strengthen the profession of community health work.

Massachusetts Community Health Information Profile (MassCHIP)

[http:// www.mass.gov/eohhs/researcher/community-health/masschip](http://www.mass.gov/eohhs/researcher/community-health/masschip)

The Massachusetts Community Health Information Profile offers free online access to community-level data, including health and social indicators.

Office of Healthy Communities, Regional Centers for Healthy Communities Massachusetts Department of Public Health

<http://www.mass.gov/dph/departments/dph/programs/admin/regional-health-offices>

The Regional Centers for Healthy Communities provide technical assistance to Massachusetts public health organizations aiming to build community partnerships, foster interagency collaborations and better serve communities. Programs offered by RCHCs include community leadership development, data and support, and resource libraries. Contact information for the seven state Regional Centers for Healthy Communities can be found through this Web site.

Office of Health Equity

Massachusetts Department of Public Health (MDPH)

<http://www.mass.gov/dph/healthequity>

The Massachusetts Department of Public Health's Office of Health Equity coordinates activities within MDPH to promote the optimal health and well-being of immigrant, refugee and racial and ethnic minority communities statewide. The site offers helpful links and resources.

Tool 2.2: Resources for Community Partnering (cont.)

Massachusetts Ethnic Media

Professionals involved with ethnic media work closely with diverse communities and are often involved in organizing community workshops, career fairs and festivals. Partnering with key media can be a powerful way to become more involved in the communities you serve.

Ethnic Media Project

UMass Boston Center on Media and Society

<http://www.umb.edu/cms>

The Center on Media and Society at UMass Boston offers an excellent, comprehensive directory of ethnically and linguistically diverse media in Massachusetts. The site is constantly updated and offers links and contact information for ethnic cable, radio, television, online media, magazines, newspapers and newspapers throughout the state.

Community Education and Immigrant Service Organizations

Organizations dedicated to educating and assisting minorities, immigrants and refugees are natural partners for community change.

Community Health Education Center (CHEC)

<http://www.bphc.org/programs/chec>

CHEC strives to enhance the capacity of outreach educators to provide outreach and health education to the diverse communities of Boston. Offers trainings and a network of outreach educators.

International Institute of New England (IINE)

<http://www.iine.org>

IINE provides a continuum of services that foster the successful transition of immigrants and refugees. The Institute promotes self-sufficiency to give clients the tools to help themselves become active participants in the social, political and economic richness of American life.

Massachusetts Immigrant Refugee Advocacy Coalition (MIRA)

<http://www.miracoalition.org>

MIRA works to advocate for the rights and opportunities of immigrants and refugees through education, training, leadership development, organizing, policy analysis and advocacy. The MIRA web site offers links to legal service providers, reports, and an action center.

Massachusetts Mutual Assistance Associations

Tool 2.2: Resources for Community Partnering (cont.)

[http:// www.mass.gov/eohhs/consumer/specific-populations/refugees-asylees/maa.html](http://www.mass.gov/eohhs/consumer/specific-populations/refugees-asylees/maa.html)

Mutual Assistance Associations (MAAs) assist refugees and immigrants in the process of adjusting to a new country. Through education, social and other support services, MAAs are closely linked with communities of diverse cultures. The URL above links to a directory (in PDF format) of Mutual Assistance Associations throughout Massachusetts.

Mayor's Office of New Bostonians

<http://www.cityofboston.gov/newbostonians>

The Office of New Bostonians was established in 1998 to meet the needs of the growing and changing immigrant and newcomer communities in Boston. Its mission is to strengthen the ability of immigrants and diverse communities to fully participate in the economic, civic, social and cultural life of the city of Boston, and to promote the commemoration and public understanding of the contributions of immigrants.

National Voluntary Agencies (VOLAGs)

Web sites for the national agencies that, through their local affiliates, resettle refugees in the U.S.

- National Council of Churches <http://www.nationalcouncilofchurches.us>
- Episcopal Migration Ministries (EMM) <http://www.ecusa.anglican.org/emm>
- Ethiopian Community Development Council (ECDC) <http://www.ecdc.org>
- Hebrew Immigrant Aid Society (JFS) <http://www.hias.org>
- U.S. Committee for Refugees and Immigrants <http://www.refugees.org>
- International Rescue Committee (IRC) <http://www.rescue.org>
- Lutheran Immigration & Refugee Service (LRS) <http://www.lirs.org>
- U.S. Catholic Conference of Bishops (USCCB) <http://www.nccbuscc.org>
- World Relief (WR) <http://www.worldrelief.org>

Partnership for Healthcare Excellence

<http://www.partnershipforhealthcare.org>

Dedicated to helping Massachusetts consumers improve the quality of their health care. The partnership believes having patients who are educated, active and engaged is one of the best ways to improve the safety, quality and effectiveness of health care for everyone. The partnership seeks to educate the public about variations in health care quality, provide consumers with information and tools to improve their health care, and encourage consumers to become advocates for change in the health care system.

Massachusetts Cultural, Ethnic, LGBT, Disabilities Associations

Asian American Civic Association, Inc.

Tool 2.2: Resources for Community Partnering (cont.)

<http://www.aaca-boston.org>

This association provides limited-English speaking and economically disadvantaged people with education, occupational training and social services enabling them to realize lasting economic self-sufficiency. AACA offers: workforce development; education (ESOL, Mandarin and acculturation classes for business people); assistance with immigration, housing, health insurance and primary care, translation and interpretation, college support; and youth leadership development.

Boston Alliance of Gay, Lesbian, Bisexual & Transgender Youth (BAGLY)

<http://www.bagly.org>

A youth-led, adult-sponsored organization that creates, sustains and advocates programs and policies for the Boston, Massachusetts youth GLBT community.

Cross Disability Advocacy Coalition of the Disability Law Center (CDAC)

<http://www.dlc-ma.org/CDAC>

The CDAC seeks to build a powerful constituency influencing legislation and positive change that improves the lives of persons with disabilities.

India Association of Greater Boston

<http://www.iagb.org>

The premier Indian-American organization in New England representing the Indian-American community in the Greater Boston area, Massachusetts, New Hampshire and Rhode Island. A socio-cultural organization, it offers links to events and other Indian associations.

Japan Society of Boston

<http://www.us-japan.org/boston>

A non-profit membership organization dedicated to strengthening communication, understanding, and enlightened relations between the people of Japan and Massachusetts. Offers Japanese classes, education and a job bank.

Latin American Health Institute

<http://www.lhi.org>

A community-based public health organization serving over 25,000 Latin American families and individuals annually through direct care programs. Focused on addressing health concerns, strengthening families and developing community resources, LHI works with public and private organizations across a wide range of issues in five areas: research, policy, education, service and technical assistance.

Massachusetts Commission on Gay, Lesbian, Bisexual and Transgender Youth

<http://www.mass.gov/cgly>

This independent agency investigates the use of resources to improve the ability of state agencies to provide services that protect and support the health and safety of gay, lesbian, bisexual and transgender (GLBT) youth in the schools and communities of Massachusetts.

Massachusetts LGBTQ Bar

<http://www.masslgbtqbar.org>

Professional association of lesbian, gay, bisexual, transgender and queer lawyers.

Tool 2.2: Resources for Community Partnering (cont.)

National Asian Women's Health Organization

<http://www.nawho.org>

This national nonprofit health organization has as its mission to achieve health equity for Asian women and families.

Network of Arab American Professionals

<http://www.naaponline.org/boston>

NAAP-Boston serves the Arab and Arab-American community by promoting professional networking and social interaction among Arab-American and Arab professionals.

Network of South Asian Professionals of Boston

<http://www.netsapboston.org>

A professional, not-for-profit organization dedicated to serving the professional, political, cultural and civic needs of the Indian and South Asian community in the Greater Boston area.

Partners for Youth with Disabilities

<http://www.pyd.org>

Develops and sustains programs that promote inclusive practices, self-esteem, creativity, healthy lifestyles and career development for youth and young adults aged 6-24 who have disabilities.

Saheli Boston – Friendship for South Asian Women

<http://www.saheliboston.org>

Founded in 1996 as an affiliate of the India Association of Greater Boston (IAGB), provides support, guidance and resources in the areas of career and economic empowerment, physical and mental health, legal and immigration issues, support for families, and social and cultural volunteer opportunities.

Tool 2.2: Resources for Community Partnering (cont.)

Turkish Cultural Center of Boston

<http://www.turkishcenterboston.org>

A nonprofit organization devoted to the promotion of Turkish culture and language.

Vietnamese American Civic Association

<http://www.vacaboston.org>

A multi-service Mutual Assistance Association dedicated to promoting family self-sufficiency and well-being and to facilitating community empowerment among the Vietnamese population of Greater Boston. Offers ESOL classes, citizenship classes, health awareness and outreach activities, social services counseling, youth programming, elderly services and employment services.

Young Black Women's Society Incorporated

<http://www.ybws.org>

An organization that is committed to empowering and advocating for black women between the ages of 21 and 35 through social activities, professional development, and community involvement.

Events and Festivals

Massachusetts Cultural Council

<http://www.massculturalcouncil.org>

Massachusetts Cultural and LGBT Events

Massachusetts Office of Travel and Tourism

<http://www.massvacation.com/events>

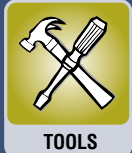
<http://www.lgbtmassvacation.com>

Boston Pride

[http:// www.bostonpride.org](http://www.bostonpride.org)

Health Fairs

Health fairs offer an excellent venue for public health agencies to get to know others and become known in the community. Check with local hospitals, ethnic media and cultural organizations to identify upcoming health fairs and events.



Tool 2.3: Social Marketing Resources

National Center for Health Marketing

HHS Centers for Disease Control and Prevention

[http:// www.cdc.gov/healthcommunication](http://www.cdc.gov/healthcommunication)

The CDC Office of Communication, along with communication directors and staff throughout CDC, provides expert consultation and research using the social marketing approach. This Web site offers a number of resources on social marketing, including an introduction to marketing, best practices, eHealth marketing tips and partnerships. The Resources & Tools section is particularly helpful, offering links to campaign creation tools, media resources, templates, health literacy resources, evaluation tools and links to professional organizations.

Making Health Communications Work (the Pink Book)

[http:// www.cancer.gov/pinkbook](http://www.cancer.gov/pinkbook)

The Pink Book offers a step-by-step guide to health communications, available free of charge, on the Web.

Social Marketing Plan Template

Technical Assistance Partnership

http://tapartnership.org/docs/social_marketing_plan_template.doc

A free downloadable template to develop a social marketing plan.

Turning Point

[http:// www.turningpointprogram.org](http://www.turningpointprogram.org)

Turning Point is an initiative of the Robert Wood Johnson Foundation offering a number of social marketing materials including social marketing guidebooks, videos, CDs and training guides. Though the program has closed, many of the products are archived online and still available for download.