



# Massachusetts Department of Public Health

## Determination of Need

### Community Health Initiative

### Community Engagement Plan

Version: 8-1-2017

The Community Engagement Plan is intended for those Applicants with CHIs that require further engagement above and beyond the regular and routine CHNA/CHIP processes. For further guidance, please see the *Community Engagement Standards for Community Health Planning Guidelines* and its appendices for clarification around any of the following terms and questions.

**All questions in the form, unless otherwise stated, must be completed.**

Approximate DoN Application Date:  DoN Application Type:

Applicant Name:

What CHI Tier is the project?  Tier 1  Tier 2  Tier 3

### 1. Community Engagement Contact Person

Contact Person:  Title:

Mailing Address:

City:  State:  Zip Code:

Phone:  Ext:  E-mail:

### 2. Name of CHI Engagement Process

Please indicate what community engagement process (e.g. the name DoN CHI Initiative associated with the CHI amount) the following form relates to. This will be use as a point of reference for the following questions.

(please limit the name to the following field length as this will be used throughout this form):

### 3. CHI Engagement Process Overview and Synergies with Broader CHNA /CHIP

Please briefly describe your overall plans for the CHI engagement process and specific how this effort that will build off of the CHNA / CHIP community engagement process as is stated in the *DoN Community-Based Health Initiative Planning Guideline*.

### 4. CHI Advisory Committee

In the CHNA/CHIP Self Assessment, you listed (or will list) the community partners that will be involved in the CHI Advisory Committee to guide the NWH 2019 DoN CHI . As a reminder:

**For Tier 2 DON CHI Applicants:** The CHI Advisory Committee is tasked with helping select DoN Health Priorities based on the CHNA / CHIP unless the Applicant is directed by DPH to conduct additional community engagement. If so, the advisory committee's role is to guide that additional work.

**For Tier 3 DON CHI Applicants:** The CHI Advisory Committee is to select DoN Health Priorities based on, **but not exclusive to**, the CHNA / CHIP. This includes the additional community engagement that must occur to develop the issue priorities.

## 5. Focus Communities for CHI Engagement

Within the NWH 2019 DoN CHI , please specify the target community(ies), please consider the community(ies) represented in the CHNA / CHIP processes where the Applicant is involved.

Add/Del Rows	Municipality	If engagement occurs in specific neighborhoods, please list those specific neighborhoods:
<input type="checkbox"/> + <input type="checkbox"/> -	Waltham	
<input type="checkbox"/> + <input type="checkbox"/> -	Natick	
<input type="checkbox"/> + <input type="checkbox"/> -	Needham	
<input type="checkbox"/> + <input type="checkbox"/> -	Newton	
<input type="checkbox"/> + <input type="checkbox"/> -	Wellesley	
<input type="checkbox"/> + <input type="checkbox"/> -	Weston	

## 6. Reducing Barriers

Identify the resources needed to reduce participation barriers (e.g., translation, interpreters, child care, transportation, stipend). For more information on participation barriers that could exist, please see Appendix A from the *Community Engagement Standards for Community Health Planning Guidelines* <http://www.mass.gov/eohhs/docs/dph/quality/don/guidelines-community-engagement.pdf>

NWH and HRiA worked with community partners to facilitate focus groups and key informant interviews as part of the 2018 CHNA process. These partners were aware of the barriers their constituencies faced in participating in engagement processes. Accordingly, NWH, in tandem with HRiA and our community partners, addressed translation barriers by conducting focus groups in English and Haitian Creole. Additionally, transportation vouchers were provided to residents in need and a family-friendly environment was established at all community meetings. These efforts sought to combat barriers that residents faced when seeking to participate in engagement activities, such as focus groups.

## 7. Communication

Identify the communication channels that will be used to increase awareness of this project or activity:

NWH is committed to a transparent process and ongoing communication to ensure stakeholders are informed, engaged and have opportunities to provide feedback and participate as partners to shape the hospital's CHI strategy. Accordingly, for the Assess the Needs and Resources and the Focus on What's Important Phases of engagement, focus groups were publicized via community partners, including through flyers, word of mouth, etc. Residents also were able to provide additional feedback via feedback forms distributed at the focus group meetings. Additionally, the 2018 CHNA and CHIP is on NWH's web site for review by community members. Finally, NWH has developed an overall communication strategy to obtain ongoing feedback from community members via various communication channels. These efforts are described more fully in Section 11 below.

## 8. Build Leadership Capacity

Are there opportunities with this project or activity to build community leadership capacity?

Yes  No

If yes, please describe how.

Throughout each aspect of the CHI process, NWH staff and the Community Advisory Committee will determine what leadership opportunities exist and how NWH may seek to work with community partners to bolster their leadership capacity. Given the assessment of resources and overall needs, as well of the determination of health priorities for the CHI, there are potential opportunities for building community leadership capacity.

## 9. Evaluation

Identify the mechanisms that will be used to evaluate the planning process, engagement outcome, and partner perception and experience:

Through a prior CHI process (MG Waltham), NWH released a RFP for evaluation services in October 2018. Based on the RFP responses, the hospital selected an evaluator to facilitate the evaluation of CHI planning processes and partner experience. For the proposed CHI, the hospital will continue to work with this evaluation team (UMDI).

## 10. Reporting

Identify the mechanisms that will be used for reporting the outcomes of this project or activity to different groups within the community:

### Residents of Color

NWH staff will ensure that all materials, including request for proposals ("RFPs"), outcomes and project activities are sent to the following organizations with a request to distribute among their networks: Charles River Community Health, Myrtle Baptist Church, Watch CDC and Riverside Community Care. Additionally, representatives from these groups will be asked for feedback on CHI materials, outcome and activities.

### Residents who speak a primary language other than English

NWH staff will ensure that all materials, including RFPs, outcomes and project activities are sent to the following organizations with a request to distribute among their networks: Latinas 'Know Your Rights', all local public schools and all local health departments. Additionally, representatives from these groups will be asked for feedback on CHI materials, outcome and activities.

### Aging population

NWH staff will ensure that all materials, including RFPs, outcomes and project activities are sent to the following organizations with a request to distribute among their networks: local councils on aging and Springwell, Inc. Additionally, representatives from these groups will be asked for feedback on CHI materials, outcome and activities.

### Youth

NWH staff will ensure that all materials, including RFPs, outcomes and project activities are sent to the following organizations with a request to distribute among their networks: all local public schools (Waltham, Natick, Needham, Newton, Wellesley and Weston), the Waltham Partnership for Youth and all local public health departments. Additionally, representatives from these groups will be asked for feedback on CHI materials, outcome and activities.

### Residents Living with Disabilities

NWH staff will ensure that all materials, including RFPs, outcomes and project activities are sent to the following organizations with a request to distribute among their networks: Healthy Waltham. Additionally, representatives from these groups will be asked for feedback on CHI materials, outcome and activities.

### GLBTQ Community

NWH staff will ensure that all materials, including RFPs, outcomes and project activities are sent to the following organizations with a request to distribute among their networks: Out MetroWest. Additionally, representatives from these groups will be asked for feedback on CHI materials, outcome and activities.

### Residents with Low Incomes

NWH staff will ensure that all materials, including RFPs, outcomes and project activities are sent to the following organizations with a request to distribute among their networks: Charles River Community Health and Riverside Community Care. Additionally, representatives from these groups will be asked for feedback on CHI materials, outcome and activities.

### Other Residents

NWH staff will ensure that all materials, including RFPs, outcomes and project activities are sent to the following organizations with a request to distribute among their networks: NWH Substance Use Services and Metro-Boston Project Outreach, so residents and families dealing with substance use disorders have access to the information. Additionally, representatives from these groups will be asked for feedback on CHI materials, outcome and activities.

## 11. Engaging the Community At Large

Which of the stages of a CHNA/CHIP process will the NWH 2019 DoN CHI focus on? Please describe specific activities within each stage and what level the community will be engaged during the NWH 2019 DoN CHI . While the step(s) you focus on are dependent upon your specific community engagement needs as a result of your previous CHNA/CHIP work, for tier 3 applicants the CHI community engagement process must at a minimum include the "Focus on What's Important," "Choose Effective Policies and Programs" and "Act on What's Important" stages. (For definitions of each step, please see pages 12-14 in the *Community Engagement Standards for Community Health Planning Guidelines* <http://www.mass.gov/eohhs/docs/dph/quality/don/guidelines-community-engagement.pdf>).

	Inform	Consult	Involve	Collaborate	Delegate	Community - Driven / -Led
<input checked="" type="checkbox"/> Assess Needs and Resources	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Inform	Consult	Involve	Collaborate	Delegate	Community - Driven / -Led
<p>Please describe the engagement process employed during the "Assess Needs and Resources" phase.</p>	<p>As discussed in Section 3, to commence the hospital's 2018 community health needs assessment ("CHNA") process, Lauren Lele worked with the hospital's Community Benefits Committee ("CBC") at length. CBC members were asked to provide feedback on the following: 1) Identification of potential key informant interviewees and focus groups; 2) Recruitment and/or partners to host focus groups; and 3) Review and comment on the following draft documents: a) List of secondary data indicators; b) Interview guide; c) Focus group guide; d) An outline of the CHNA Report; e) How feedback should be received on the CHNA Report and the CHNA Key Findings.</p> <p>Focus Groups: Based on feedback from the CBC, in May 2018, six focus groups were conducted with 44 individuals from across the NWH service area. Focus groups were conducted with representatives of priority populations or sectors, including: faith-based community members, Haitian-creole speaking population, domestic violence front line staff, school nurses, affordable housing residents, and Council on Aging staff. Focus group participant demographic characteristics can be found in Appendix C of the CHNA.</p> <p>While all NWH service area cities/towns were represented in focus groups, focus group participants most often resided in Newton or Waltham (34.1% and 36.4%, respectively). The majority of participants were female (86.4%) and 45 years or older (77.3%). Almost half of participants self-identified as Black or African American (45.5%), followed by about a third of participants who self-identified as White (34.1%). Three-fourths of participants had at least some college education (75%).</p> <p>Focus group discussions explored participants' perceptions of the community, priority health concerns, and suggestions for future programming and services to address these issues. A semi-structured moderator's guide was used across all focus groups to ensure consistency in the topics covered. The moderator's guide was translated to Haitian-Creole for one focus group. Each focus group was facilitated by a trained moderator, and detailed notes were taken during each discussion. On average, focus groups lasted 90 minutes and included 5-10 participants. As an incentive, focus group participants received a \$30 stipend to compensate them for their time. (See Appendix D of the CHNA for a list of participating organizations). Additionally, child care and transportation resources were provided.</p> <p>Key Informant Interviews: In April 2018, HRiA conducted eight interviews with community stakeholders to gauge their perceptions of the community, health concerns, and what programming, services, or initiatives are most needed to address these concerns. Interviews were conducted by phone with eight individuals representing a range of sectors including education, social services, and health care, among others (See Appendix D of the CHNA for a list of participating organizations). A semi-structured interview guide was used across all discussions to ensure consistency in the topics covered. Each interview was facilitated by a trained moderator, and detailed notes were taken during conversations. On average, interviews lasted approximately 30-60 minutes.</p> <p>The key informant interviews, as well as the CBC serving as an advisory body overseeing the CHNA and representing various community perspectives, allowed NWH to reach a higher level of engagement, "Involve," for the Assess Needs and Resources Phase of engagement.</p>					

	Inform	Consult	Involve	Collaborate	Delegate	Community - Driven / -Led
<input checked="" type="checkbox"/> Focus on What's Important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Please describe the engagement process employed during the "Focus on What's Important" phase.	<p>NWH presented the key findings and themes from the 2018 CHNA to the Hospital's senior leadership team via a presentation by Lauren Lele. Additionally, staff presented findings to the CBC for feedback on July 12, 2018. During this discussion HRiA shared with CBC members central and key themes from the CHNA and similar needs throughout each of the towns within NWH's service area. Moreover, in September 2018, Lauren Lele presented a high level overview of the CHNA process, as well as additional information on key themes discussed throughout the CHNA to the NWH Board of Directors, so they could offer feedback and ask additional questions. The Community Advisory Committee will utilize these key findings and the completed CHNA to determine health priorities for the CHI process. Moreover, the Allocation Committee will utilize the key findings from the CHNA to develop health strategies and potential procedures for developing the CHI RFP process. Overall, these activities will allow NWH to reach the "Collaborate" level of engagement for these phases through the work of the Community Advisory and Allocation Committees, including their consensus building efforts and participatory decision-making in determining health priorities and strategies for the CHI.</p>					
<input checked="" type="checkbox"/> Choose Effective Policies and Programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Please describe the engagement process employed during the "Choose Effective Policies and Programs" phase.	<p>Through consensus building and participatory decision making the Community Advisory Committee members will select the Health Priorities for the CHI. The selection of Health Priorities by the Advisory Committee will be based on the 2018 CHNA and its associated processes, including key informant interviews, feedback from diverse focus groups within the community on specific social determinant of health needs, as well as feedback from the Community Benefits Committee and NWH's Board of Directors.</p> <p>Upon meeting, the Advisory Committee will commence its consensus building and participatory decision-making processes around the selection of CHI Health Priorities. Community Advisory Committee Members will participate in an engagement activity, which was used to assist them in determining the Health Priorities for the local communities. This exercise will allow the Community Advisory Committee members to consensus build and fully discuss and understand the greatest needs facing local residents.</p>					
<input checked="" type="checkbox"/> Act on What's Important	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Please describe the engagement process employed during the "Act on What's Important" phase.	<p>As discussed in Section 3, the Allocation Committee will develop a transparent funding and allocation process. This Committee is tasked with developing a sound solicitation process (or some equivalent, transparent process) including a Bidders Conference that allows potential grantees to inquire about questions on the RFP. Additionally, the Allocation Committee will ensure that technical assistance resources are available during the RFP process, so as many applicants as possible may submit viable proposals. The Allocation Committee also will ensure there are no conflicts of interest with the distribution of funds. For the procurement process aspect of this phase, NWH will reach the "Involve" level of engagement. Additionally, for the CHI implementation aspect of this phase, where CHI funds are distributed to organizations and CHI projects are implemented, NWH will reach the "Involve" level of engagement.</p>					
<input checked="" type="checkbox"/> Evaluate Actions	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Inform	Consult	Involve	Collaborate	Delegate	Community - Driven / -Led
Please describe the engagement process employed during the "Evaluate Actions" phase.	<p>In September 2018, NWH released a targeted RFP to consultants and evaluators to obtain assistance in carrying out a previous DoN CHI solicitation process, as well as evaluating the impact of CHI investments. For this CHI, the hospital will continue to work the same evaluator. This group will be tasked with monitoring and evaluating the community partners on an ongoing basis and reporting progress to NWH on CHI activities on an annual basis. Post-review, these reports will be submitted to the Department of Public Health. Consequently, for this phase, NWH will reach the "Consult" level of engagement.</p>					

## 12. Document Ready for Filing

When the document is complete, click on "document is ready to file". This will lock in the responses, and Date/Time stamp the form. To make changes to the document, un-check the "document is ready to file" box. Edit the document, then lock file and submit. Keep a copy for your records. Click on the "Save" button at the bottom of the page.

To submit the application electronically, click on the "E-mail submission to DPH" button.

**This document is ready to file:**

Date/Time Stamp: 09/27/2019 1:20 pm

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