

**COMMUNITY ADVISORY BOARD
BEST PRACTICES & RECOMMENDATIONS 2013**

HIV HEALTH & HUMAN SERVICES PLANNING COUNCIL
OF NEW YORK – FEBRUARY 27, 2014



CAB COORDINATION (1)

- CAB leadership should consider an **orientation** at the beginning of the cycle to assure that members have a shared understanding of their **roles and responsibilities**;
- CABs should begin each cycle/year with **team building and/or ice breaker exercises**;
- CAB meetings should be scheduled on a **recurring basis** (*same day of week, time, location, etc.*);
- **Member lists, phone and email** trees should be used to keep members informed of meetings;
- CABs should consider the use of a **paired buddy system** to keep communication flowing;
- CAB leadership should explore more **formalized mentoring** for seasoned CAB members who can guide and inform newer members;

CAB COORDINATION (2)

- CABs should provide **printed calendars of meetings**, a **timeline** of goals and activities, and **Rules of Respectful Engagement (RRE)** to govern participant behavior and communication;
- CABs should be facilitated by an identified chair and/or staff liaison who are the **primary contacts for the CAB**;
- CABs should provide a **detailed agenda** identifying items to be discussed, as well as **timeframes** for discussions in order to help guide the discussion;
- The CAB agenda should be developed by CAB staff, leadership and members to assure that **all perspectives are included in discussions and presentations**; and
- All CAB members should have a good understanding of the CAB's goals by providing an orientation with a focus on **roles and responsibilities, policies and procedures for client concerns, grievance procedures** and a **clearly delineated process for client engagement, input, discussion and feedback.**

CAB CONFLICT MANAGEMENT & RESOLUTION (1)

- CABs should use **Robert's Rules of Order (RRO)** to assure that meetings are run according to **Parliamentary Rules** with an emphasis on giving **all members an opportunity to voice their opinions and/or viewpoints**;
- Establish **conflict/dispute resolution guidelines and procedures** to resolve issues and/or disagreements among members. Members should **commit to following procedures** in order to arrive at resolutions;
- Encourage **individual member participation and discussion** when dealing with conflicts/issues affecting the CAB's work, mission and goals;
- Everyone has a **right to respectfully state their opinion/point of view using the RRE** to govern discussions and behavior;

CAB CONFLICT MANAGEMENT & RESOLUTION (2)

- **Identify problem(s) and/or issue(s) and develop realistic outcomes and/or goals**, while following guidelines for discussion as established by the CAB; and
- When an issue or conflict arises that affects the CAB's functioning, the **CAB leader should become actively involved in the facilitation of the conflict resolution process** with members, in order to prevent disrupted meetings.

TEAM EFFECTIVENESS (1)

- CAB membership should be **inclusive of diverse expertise and experiences** and include a wide cross section of agency/program clients, representing all age groups;
- While the **CAB's mission, goals and policies should be focused on meeting client needs**, CAB members should understand the **role of the CAB** in prioritizing and meeting needs, as well as understanding when that is not possible;
- CABs should ensure that there is a mechanism in place or agency CAB staff person on board to **advocate in support of clients' needs**;
- CAB should establish and enforce **RRE** for all CAB members and meeting attendees and insure that all those participating agree to this conduct. **Personal agendas are secondary** to issues which may have a material impact on the services the agency's clients are receiving;

TEAM EFFECTIVENESS (2)

- **Client input and feedback policies should be developed** in order to efficiently and expeditiously address specific client needs;
- CABs should establish methods and/or **tools to reach agency consumers/clients** (*other than CAB members*) to get **broad perspectives**; and
- CABs should develop an **awareness of client needs** through client feedback, surveys and other means and develop a method to **prioritize expressed needs** and to **follow up** and propose solutions to address/resolve client needs. Written records, which respect **client confidentiality**, should be maintained.

TEAM COMMUNICATION (1)

- CAB leadership should establish/develop a **climate of trust and safety**, where **confidentiality is assured and enforced**;
- CAB leadership should demonstrate **appropriate behavior**, **set the tone for the meeting** and be **proactive** in diffusing negative comments and **preventing escalation** of a conflict or an issue;
- Follow the **RRE and a Code of Conduct** and be committed to implementing them;
- Rules and policies for member participation in meetings should be **reviewed at each meeting**;
- CAB leadership should develop and **offer opportunities for CAB members to express themselves** (*verbally or in writing*) and to contribute their feedback, thoughts or concerns;

TEAM COMMUNICATION (2)

- Meeting agendas should be developed which allow for **individuals who are reluctant to speak to use the public comment time period** (*with 2-3 minute time limits*) or other systems for written comments/input;
- CAB leadership should **encourage those individuals who tend not to actively participate** to contribute their thoughts and/or opinions;
- Meeting procedures should **establish time restraints in order to diffuse or de-escalate heightened interaction** between members and/or members and agency staff;
- Agendas should be developed with CAB leadership and membership **allowing for flexibility to discuss issues not previously identified**; and
- **There should be designated times for discussion/action items.** The CAB facilitator has the responsibility to keep to the agenda, but also to be **flexible when group consensus supports additional discussion.**

CAB & TEAM LEADERSHIP (1)

- CAB leadership should possess **strong leadership skills** and assist in establishing a **culture of engagement and respect**, which allows individuals to state their opinions and where **group participation is the norm and expectation**;
- CAB leadership should possess **strong facilitation and active listening skills which foster communication and validates member input**. CAB chairs should seek input and viewpoints (*verbal or written*) from all, **allowing everyone a chance to express their thoughts**;
- CAB leadership should **not prioritize personal agendas and not dominate the conversation**, but should **encourage those who are hesitant** to participate;
- The CAB's policies and procedures should clearly **identify the role and responsibilities of the facilitator**;

CAB & TEAM LEADERSHIP (2)

- The CAB should utilize the **RRE and a Code of Conduct** to assure a fair environment, while focusing on **solutions** rather than blaming or accusing;
- The CAB should **assure that members have a shared understanding of their roles and responsibilities** with a **designated facilitator** recognized for each meeting. The agenda should clearly state who the **responsible parties** are for presentations, actions and follow-up;
- The CAB should ensure that **1) meeting minutes record highlights of relevant discussions and the actions taken/to be taken** and **2) parking lot issues/report backs** to CAB are part of the next meeting's agenda; and
- CAB leadership should also **identify CAB members who agree to take lead roles in addressing follow-up actions** *(as agreed to by the CAB)*.

WHY THE CAB SURVEY PROJECT?

TO INFORM THE PLANNING COUNCIL ON BEST PRACTICES AND SUPPORT RECOMMENDATIONS FOR OPTIMAL COMMUNITY ADVISORY BOARD FUNCTIONING BY....

- Articulating effective measures for organizations serving PLWHA to incorporate input and feedback in decision-making and delivery of RW programs and services.
*Recommendations from **The Denver Principles** (1983) for PWA, include the following:*
 - 1) Form caucuses to chose their own representatives, ...to choose their own agenda and plan their own strategies. 2) Be involved at every level of decision-making.... 3) Be included in all AIDS forums with equal credibility as other participants, to share their own experiences and knowledge.*
- Assessing CAB members' and leadership's perceptions of their own CAB's cohesion in **coordination, conflict management and resolution, team effectiveness, communication and leadership**
- Identifying "best practices" for CAB recruitment, engagement, input and feedback processes
- Identifying and describing protocol and operational aspects of the CAB and its composition

RYAN WHITE PART A / COMMUNITY ADVISORY BOARDS - BACKGROUND & HISTORY

- The NY EMA has been **committed to ensuring that a structure for consumer involvement and feedback** be developed and implemented at the contractor level since the inception of Ryan White funding.
- HRSA has provided guidance on consumer involvement in the Part A planning process, although CABs are **not** mandated by HRSA. However, in the NY EMA CABs **are** considered a PC priority and mandated contractually, but not funded.
- Over the past two decades, Public Health Solutions (PHS) has worked with the PC to **implement the requirement for advisory board development and consumer participation.**
- Around 2003, PHS **initiated a 10-month staged process** to strengthen contract language reflective of this community collaboration, and to provide technical assistance and establish compliance measures.
- From 2003-2005, the PC **distributed CAB surveys to all contractors.** However, anecdotal reports from community members have called to question if the CAB surveys were faithfully implemented, and if survey responses were a representative and meaningful sample of membership.

BACKGROUND & HISTORY (cont'd)

- In 2010, PHS **further developed a revised scope of services** for the advisory board requirement:

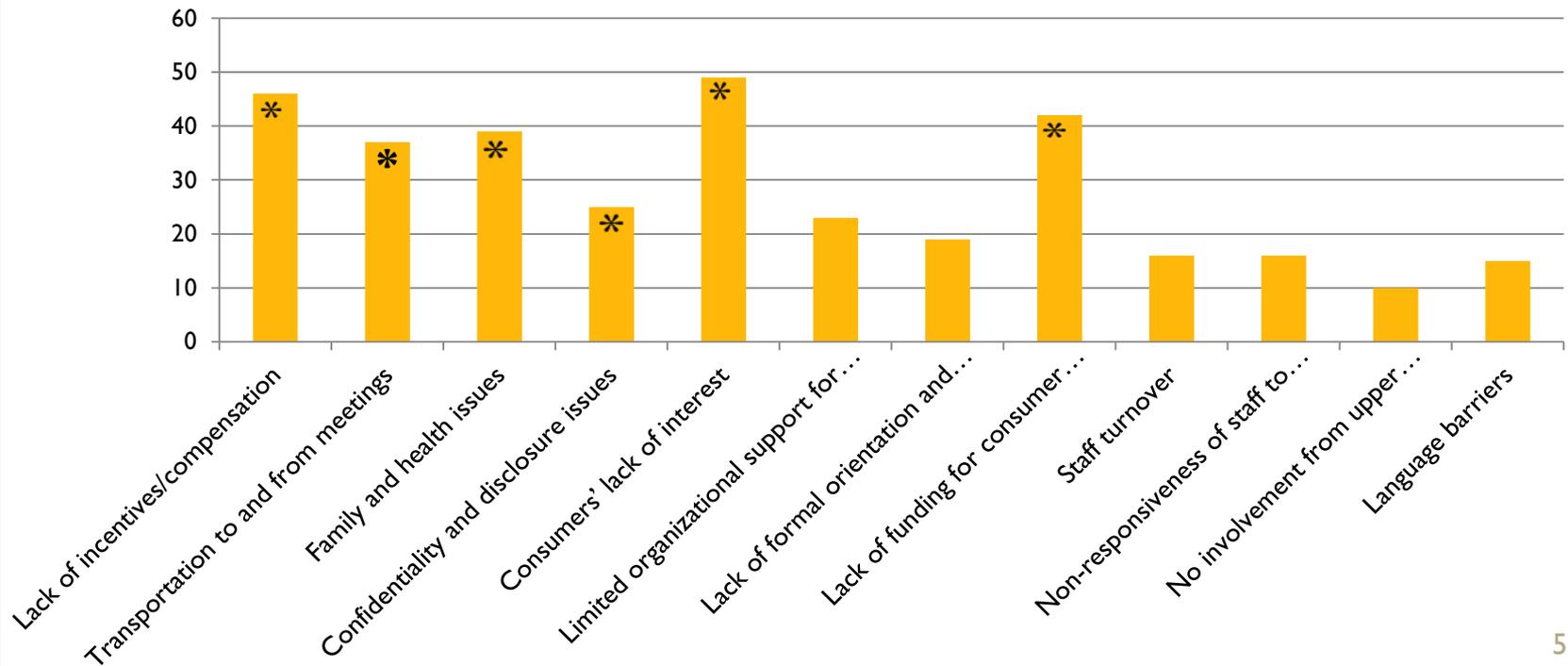
Ryan White funded agencies will have a Community Advisory Board whose membership includes people living with HIV/AIDS who provide input with regard to program implementation and service delivery.

 - *The CAB must meet at least quarterly.*
 - *The CAB can be program-specific, agency HIV services-specific or agency wide.*
 - *Meeting minutes and other CAB documentation must be maintained and available for audit.*
 - *Meeting minutes must be submitted to HIVCS with the Monthly Program Narrative Report.*
 - *Staff responsible for contract compliance with CAB requirements should be identified.*
- In 2010, the CC **proposed an assessment of NYC Part A CABs**, which sought to identify and highlight perspectives, insights and experiences derived from CAB recruitment, engagement, input and feedback on best practices.
- Staff from the NYC DOHMH Research and Evaluation Unit (REU) **developed the 48-question survey instrument** based on a formative literature search and other compendia of best practices, which were reviewed and approved by the CC in mid-to-late 2010.
- In 2012-13, the CC **synthesized best practices identified from the CAB assessment into recommendations** for consideration by the PC in order to enhance the CAB process of obtaining consumer input and feedback on Part A program implementation and service delivery in NYC.

PILOT SURVEY RESULTS

- **Survey Period:** December 2010 – October 2011
- 88 CABs asked to participate; a/o October 2011
 - 40 CABs completed Leader Surveys (45% Return Rate)
 - 31 CABs completed Member Surveys at CAB meetings (35% Return Rate)
- In total, 57 Leader & 148 Member Surveys were completed (n=205)
- 83% of survey responses confirmed assumptions for optimal board functioning

What do you think are the barriers to client participation on your CAB?



THANK YOU!

- Public Health Solutions, HIV Care Services (HIVCS)
- NYC DOHMH, Bureau of HIV/AIDS Prevention & Control (BHAPC), Research & Evaluation Unit (REU)
- NYC DOHMH Health Research Training Program (H RTP)
Interns: Kelly Piersanti and Erin Roberts
- Members of the Consumers Committee (2010-14)
- All the Part A respondents and their CAB members for their participation; interest, time and insights.