Howdy, Partner! Using the PARTNER Tool to Track and Analyze Community Partnerships

Our presentation will begin shortly

Closed captioning is provided. To view, open the “MORE” tab at the top of the screen. Adjust the text box to your preference.
Howdy, Partner! Using the PARTNER Tool to Track and Analyze Community Partnerships

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**Julia Ruschmann**
Community Projects Director, Public Information Officer
Bay County Health Department, FL

**Lea Ayers LaFave, PhD, RN**
Senior Project Director, John Snow, Inc., New Hampshire’s Community Health Institute
PARTNER
Program to Analyze, Record, and Track Networks to Enhance Relationships

WWW.PARTNER TOOL.NET

University of CO Denver, School of Public Affairs
With Funding From the Robert Wood Johnson Foundation
Outline for Today’s Session

• Provide a conceptual foundation for thinking about collaboration in a strategic planning framework using network data

• Introduce a methodological tool (social network analysis) to evaluate community collaboration

• Introduce PARTNER (Program to Analyze, Record, and Track Networks to Enhance Relationships – www.partnertool.net), a tool to collect network data on community collaborative initiatives
# The Public Health Paradigm Shift

<table>
<thead>
<tr>
<th>FROM</th>
<th>TO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational planning</td>
<td>Strategic Planning</td>
</tr>
<tr>
<td>Focus on the agency</td>
<td>Focus on community &amp; entire public health system</td>
</tr>
<tr>
<td>Needs assessment</td>
<td>Emphasis on assets and resources</td>
</tr>
<tr>
<td>Medically oriented model</td>
<td>Broad definition of health</td>
</tr>
<tr>
<td>Agency knows all</td>
<td>Everyone knows something</td>
</tr>
</tbody>
</table>

Graphic from: NACCHO (MAPP website): http://www.naccho.org/topics/infrastructure/MAPP/index.cfm
Working Across Boundaries is an Essential Public Health Function

Graphic from: NACCHO (MAPP website):
http://www.naccho.org/topics/infrastructure/MAPP/index.cfm
Why Do We Need New Concepts & Tools?

• Provide an additional way to evaluate partnerships.

• Current Assumption = More is better.
  – More partners = successful collaboration (counting noses)

• Alternative Assumption = Less can be more.
  – Not based on how many partners you have, but how they are connected.
Start Thinking Like a Network Scientist
Social Network Analysis (SNA) is a method to gather and analyze data to explain the degree to which network actors connect to one another and the structural makeup of collaborative relationships (Scott, 1991).

- Collects data on who is connected to whom
- How those connections vary and change
- Focus patterns of relations
- Nodes are sets of actors (individuals; organizations, etc.) connected by a set of ties (directed, undirected, valued, dichotomous).
PARTNER
www.partnertool.net

PROGRAM TO ANALYZE, RECORD, AND TRACK NETWORKS TO ENHANCE RELATIONSHIPS

- Survey
- Analysis Tool
- Web Demos
- Technical Guide
Who Uses PARTNER?

Registered PARTNER Users

Website Visits to PARTNER
The PARTNER Website is Full of Resources, Tools, & Information
The PARTNER Website is Full of Resources, Tools, & Information
To Get Started, Register as a Manager
Before Going too Far, Look Through the Resources on the Website
Before Going too Far, Look Through the Resources on the Website
Four Ways to Learn How to Use PARTNER

Getting Started

There are several ways to learn how to use PARTNER.

1. A technical manual is available if you prefer to have a start-to-finish reference that you can print out and read. The technical manual includes step-by-step instructions for how to use PARTNER, how to download and analyze data, and examples of ways to disseminate your PARTNER information.

2. Web demos are available if you prefer to watch short video examples of how to go through all the steps to use PARTNER. There are nine web demos available, each one is only 2-7 minutes long. These web demos introduce PARTNER (web demo 1), explain what social network analysis is (web demos 2-3), outline each step for using PARTNER (web demos 4-8), and how to analyze your PARTNER data (web demo 9).

3. A teaching simulation is available if you would like to walk through a series of exercises using PARTNER data. In the simulation, you can pick a role and use the PARTNER tool and data to answer questions for each role. This simulation can also be used as a teaching tool.

4. You can find the PARTNER analysis tool here. You can also find an "example" file that has data in it. If you open this file, you can see how the analysis tool will work and what kind of data you will get by collecting network data using PARTNER.
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How It Works

Members of the Collaborative Answer Surveys

One Person Collects Surveys and Uses PARTNER to Analyze Data
Online Survey

www.PARTNERtool.net/survey
To Use PARTNER, Follow These 4 Steps

Step 1: Enter Respondent (Network Members) Information

Click [here](#) to download the Respondent Information Worksheet. When you have it completely filled out, delete the first row (and example row), save it as a text file, and then log in to your PARTNER manager section and click on "Step 1". Follow the instructions to upload this information.

Click [here](#) to view/edit respondent information.

Step 2: Modify Survey

Step 3: Send E-mails to Respondents

Step 4: Analyze Survey

Collaborative Maintenance

For more details on how to navigate these sections, please see the technical guide or watch the PARTNER web demos.
# The PARTNER Survey

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership</td>
<td>Organizational identification by name, type, and other organizational characteristics (e.g. size, mission of organization)</td>
</tr>
<tr>
<td>Network Interaction</td>
<td>Network patterns and positions identified by subgroups, key players, etc.</td>
</tr>
<tr>
<td>Role of Key Players</td>
<td>Convener/facilitator vs. equal member</td>
</tr>
<tr>
<td>Quality of Relationships</td>
<td>Types and levels of communications among members</td>
</tr>
<tr>
<td>Organizational Value to the Collaborative</td>
<td>Power, involvement, resources</td>
</tr>
<tr>
<td>Trust</td>
<td>Reliability, shared belief in mission, opportunity for frank discussion</td>
</tr>
<tr>
<td>Reciprocity</td>
<td>Evidence of mutual exchange of resources</td>
</tr>
</tbody>
</table>

PARTNER

Analysis Tool Demo
PARTNER TOOL

Program to Analyze, Record, and Track Networks to Enhance Relationships

Purpose: To allow community collaboratives to measure and monitor relationships among a group of partners in the collaborative over time. Doing so will allow the collaborative to better understand the frequency and quality (e.g., levels of trust, resource exchange, etc.) among partners. By using the PARTNER tool, you will be able to demonstrate to stakeholders and funders how your collaborative activity has changed over time and progress made in regard to how collaborative partners participate.

Elements of PARTNER:
- A survey that members of the collaborative will complete (separate file).
- A set of network scores to compare over time.
- Network graphs of your collaborative.
- A technical guide that includes instructions, definitions, technical help, and other resources (separate file).

Choose from the Options Below:

- Manage Your Data
- Create Network Maps
- Analyze Network Scores
- Analyze Outcomes

For Additional Help
DISPLAY STRATEGIC VALUE OF ORGANIZATIONS

- None
- Overall Value
- Power/Influence
- Level of Involvement

Group Key:
- Blue: Nonprofit Org
- Red: Public Org

Update Network Map

Diagram:
- Business Owner
- Salvation Army
- Catholic Charities
- Drug/Alcohol Clinic
- Homeless Shelter
- Job Training Program
- Public Health
- Law Enforcement
- Veterans Affairs
- Dept of Housing
- Politician

Network Maps
- General
- Frequency
- Value
- Resources
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- Analyze Network Scores
- Analyze Outcomes

For Additional Help
Network Scores

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Density: Percentage of ties present in the network in relation to the total number of possible ties in the entire network.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Density</td>
<td>21.80%</td>
<td>Degree Centralization: The lower the centralization score, the more similar the members are in terms of their number of connections to others (e.g., more decentralized).</td>
</tr>
<tr>
<td>Degree Centralization</td>
<td>46.70%</td>
<td>Trust: The percentage of how much members trust one another. A 100% occurs when all members trust one another.</td>
</tr>
<tr>
<td>Trust</td>
<td>50.30%</td>
<td></td>
</tr>
</tbody>
</table>

Individual Scores

<table>
<thead>
<tr>
<th>CENTRALITY/CONNECTIVITY/REDUNDANCY</th>
<th>VALUE (1-4)</th>
<th>Degree Centrality (max 10)</th>
<th>Non-Redundant Ties</th>
<th>Closeness Centrality</th>
<th>Relative Connectivity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total Value (1-4)</td>
<td>Influence/Power (1-4)</td>
<td>Level of Involvement (1-4)</td>
<td>Resources (1-4)</td>
<td>Total Trust (1-4)</td>
</tr>
<tr>
<td>Salvation Army</td>
<td>2</td>
<td>2</td>
<td>0.43</td>
<td>17%</td>
<td>3</td>
</tr>
<tr>
<td>Veterans Affairs</td>
<td>2.5</td>
<td>2</td>
<td>0.45</td>
<td>35%</td>
<td>1</td>
</tr>
<tr>
<td>Public Health</td>
<td>4</td>
<td>5.23</td>
<td>0.67</td>
<td>100%</td>
<td>4</td>
</tr>
<tr>
<td>Catholic Charities</td>
<td>2.67</td>
<td>2</td>
<td>0.63</td>
<td>17%</td>
<td>4</td>
</tr>
<tr>
<td>Dept of Housing</td>
<td>4</td>
<td>1</td>
<td>0.42</td>
<td>0%</td>
<td>3.8</td>
</tr>
<tr>
<td>Homeless Shelter</td>
<td>2.93</td>
<td>2</td>
<td>0.63</td>
<td>86%</td>
<td>4</td>
</tr>
<tr>
<td>Job Training Program</td>
<td>3</td>
<td>2</td>
<td>0.5</td>
<td>46%</td>
<td>3</td>
</tr>
<tr>
<td>Drug/Alcohol Clinic</td>
<td>3</td>
<td>2</td>
<td>0.5</td>
<td>17%</td>
<td>4</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>1</td>
<td>1</td>
<td>0.42</td>
<td>47%</td>
<td>1</td>
</tr>
<tr>
<td>Politician</td>
<td>2</td>
<td>1</td>
<td>0.32</td>
<td>15%</td>
<td>4</td>
</tr>
<tr>
<td>Business Owner</td>
<td>2.33</td>
<td>2</td>
<td>0.31</td>
<td>12%</td>
<td>1.33</td>
</tr>
</tbody>
</table>

Degree Centrality: # of connections to other members of the network

Non-redundant ties: shows the number of non-redundant ties in relation to the other members that each organization is connected too.
PARTNER TOOL
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Choose from the Options Below:
- Manage Your Data
- Create Network Maps
- Analyze Network Scores
- Analyze Outcomes
Analyze Outcomes

Please select question (measure) for displaying results:

- Please indicate which of the following outcomes have been achieved due to the work of the network (choose as many as apply).
- Which of the above describes the most successful outcome of the network?
- How successful is the network been at connecting one another?
- What aspects of collaboration contribute to this success?
Analyze Outcomes

Please select question (measure) for displaying results:

- Which of the following outcomes have been achieved due to the work of the network (choose as many as apply).
- Which of the above describes the most successful outcome of the network?
- How successful is the network been at connecting?
- What aspects of collaboration contribute to the outcomes?

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>No of responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>1</td>
<td>5.16%</td>
</tr>
<tr>
<td>Increased Knowledge</td>
<td>3</td>
<td>27.30%</td>
</tr>
<tr>
<td>Increased Services</td>
<td>1</td>
<td>9.16%</td>
</tr>
<tr>
<td>Reduction of Health Disparities</td>
<td>4</td>
<td>38.46%</td>
</tr>
<tr>
<td>Increased Resource Sharing</td>
<td>3</td>
<td>9.16%</td>
</tr>
<tr>
<td>New Sources of Data</td>
<td>1</td>
<td>3.80%</td>
</tr>
<tr>
<td>Community Support</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Public Awareness</td>
<td>0</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

No of responses
What Would You Do With All This Information?

Engage in Strategic Management*

• Step 1: Define the Collaborative’s Goals
• Step 2: Assess the Characteristics of Relationships & Connectivity Among Members of the Network
• Step 3: Compare the Goals to the Assessment
• Step 4: Develop Action Steps to Achieve Goals

Options for Dissemination

• Depends on the purpose of your evaluation
• All types can contain visual and written presentation of your results
Contact the PARTNER Team

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Assistant Professor,
PARTNER Author

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Jessica Retrum, PhD
PARTNER PostDoc

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Research to Reality

Julia Ruschmann
Bay County Health Department
Panama City, Florida
February 21, 2012
Bay County, Florida
Participation in PARTNER

- 2010 Pilot project with Florida Department of Health
- Timing
- Need
Benefits of PARTNER

- Used the PARTNER tool in two ways:
  - Assess the level of confidence and trust community partners had for the health department
  - Assist us in developing our strategic plan

- Easy to use
- Easy to understand
Process

- Step by step
- Conference Calls
- On-line tutorials
- E-mails
- Group and individual discussion
- Instruction guides
- Templates
PARTNER
Community Partners

- 78 partners identified
  - 51% overall participation
  - 46% completed at least 50% of survey

<table>
<thead>
<tr>
<th>Community Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law Enforcement</td>
</tr>
<tr>
<td>Govt</td>
</tr>
<tr>
<td>Education</td>
</tr>
<tr>
<td>Services</td>
</tr>
<tr>
<td>Faithbased</td>
</tr>
<tr>
<td>Business</td>
</tr>
<tr>
<td>EH</td>
</tr>
<tr>
<td>Medical</td>
</tr>
<tr>
<td>Prep</td>
</tr>
<tr>
<td>Mental Health</td>
</tr>
<tr>
<td>Dental</td>
</tr>
<tr>
<td>Military</td>
</tr>
<tr>
<td>Media</td>
</tr>
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</table>

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Health</td>
</tr>
<tr>
<td>Services</td>
</tr>
<tr>
<td>Preparedness</td>
</tr>
<tr>
<td>Community</td>
</tr>
</tbody>
</table>
## Results: Relationship Perceptions

<table>
<thead>
<tr>
<th>(head) Comm Org</th>
<th>(tail)</th>
<th>11) How frequently does your organization/program/department work with this organization/program/department on issues related to the goal of achieving a healthier community?</th>
<th>12) What kinds of activities does your relationship with this organization/program/department entail [note: the responses increase in level of collaboration]?</th>
<th>13) Power &amp; Influence</th>
<th>14) Time Commitment</th>
<th>15) Resources</th>
<th>16) Reliability</th>
<th>17) Mission Congruence</th>
<th>18) Open to Discussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>AHCA</td>
<td>BayCHD</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Anchorage</td>
<td>BayCHD</td>
<td>5</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>ASTPC</td>
<td>BayCHD</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>B&amp;G Clubs</td>
<td>BayCHD</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>BBCBC</td>
<td>BayCHD</td>
<td>5</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>BCTC</td>
<td>BayCHD</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>BDS</td>
<td>BayCHD</td>
<td>6</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td></td>
<td>4.1</td>
<td>2.75</td>
<td>3.81</td>
<td>3.89</td>
<td>3.67</td>
<td>3.79</td>
<td>3.74</td>
<td>3.61</td>
</tr>
</tbody>
</table>
Results

Network Map

Total Trust Represented by Node Size
Results
Strategic Focus Areas

ACHIEVE
Organizational Excellence

BAY COUNTY HEALTH DEPARTMENT

IMPROVE
Community Health

PROMOTE
Public Health

FLORIDA DEPARTMENT OF HEALTH

Bay County Health Department
Results

Strategic Plan - Work Plan

- Improve Community Health
  - Develop Outreach Programs
    - Community Need – Health education services, health literacy, educational resources

- Promote Health Department Services
  - Increase public health awareness and education
    - Public Awareness
    - Exchanging information/knowledge
Results
Community Collaboration

- Increase community awareness
  - Relationship overall score of 3.28
  - Trust overall score of 2.49

- Increase participation in the community
  - Increased community involvement
  - Commitment of time and funds
Acknowledgement of Results

Highlighted during CHD Assessment
On-Site Visit – June 6-10, 2011

– Posted to the Bright Ideas Databank on the Florida Department of Health, Office of Performance Improvement (HPI) internal website.
Importance of Research

Research important for state health office and county health departments for:

- strengthening evidence-based practice
- finding and testing innovative strategies
- employing new technologies
- identifying new resources including continuing education opportunities
Advice from the Field

Jack (or Jill) of all Trades – Master of ….?

How will this benefit
- me
- my organization
- my community

What do I do with all this information?
- Do not overwhelm with details
- Translate complicated concepts
- Tools and templates
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RESEARCH TO REALITY

USE OF SOCIAL NETWORK ANALYSIS IN PUBLIC HEALTH PRACTICE: COMMUNITY STRATEGIC PLANNING FOR SUBSTANCE ABUSE PREVENTION

Lea R. Ayers LaFave, PhD, RN
Community Health Institute/JSI
NH Center for Excellence
February 21, 2012
CONTEXT: New Hampshire

- Small State (pop ~ 1.3M)
  - “Live Free or Die”
  - High social capital index
  - High youth alcohol misuse
  - Lack of integration x services
  - Geography
CONTEXT

- NH Bureau of Drug and Alcohol Services
- Strategic Prevention Framework
  - SAMHSA-funded
- 10 Regional Networks
  - State-contracted Regional Network Coordinators (RNCs)
- 5-Sector Model
  - Education, Safety, Government, Health/Medical, Business
IMPLEMENTING PARTNER

- September 2011 data collection
- 10 RNCs provided lists of partner contacts
- Provided guidance for selecting partner organizations – refer to levels of collaborative activities continuum
IMPLEMENTING PARTNER

• Tremendous support from PARTNER partners
• Findings (Oct 2011)

<table>
<thead>
<tr>
<th>Survey Data (Statewide)</th>
<th>Regional</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mean</td>
</tr>
<tr>
<td>Surveys Sent (n=489)</td>
<td>44</td>
</tr>
<tr>
<td>Surveys Returned (n=150)</td>
<td>12.5</td>
</tr>
<tr>
<td>Response Rate (31%)</td>
<td>28%</td>
</tr>
<tr>
<td>Trust Score</td>
<td>57%</td>
</tr>
</tbody>
</table>
## IMPLEMENTING PARTNER

<table>
<thead>
<tr>
<th>Sector</th>
<th>Mean (n)</th>
<th>Median (n)</th>
<th>Range (n)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>3</td>
<td>3</td>
<td>0 - 7</td>
</tr>
<tr>
<td>Education</td>
<td>10</td>
<td>9</td>
<td>5 - 16</td>
</tr>
<tr>
<td>Health/Medical</td>
<td>5</td>
<td>4</td>
<td>2 - 15</td>
</tr>
<tr>
<td>Safety</td>
<td>10</td>
<td>9</td>
<td>3 - 22</td>
</tr>
<tr>
<td>Government</td>
<td>2</td>
<td>1</td>
<td>1 - 6</td>
</tr>
</tbody>
</table>
Collaborative Activity Levels

Percent of Responses by Activity Level x Region

- **None**
- **Cooperative**
- **Coordinated**
- **Integrated**

**Cooperative:**
- Exchange info, attend meetings together, offer resources to partners

**Coordinated:**
- Cooperative + intentional efforts to enhance each other’s capacity for the mutual benefit of programs

**Integrated:**
- Cooperative + Coordinated + Use commonalities to create a unified center of knowledge and programming that supports work in related content areas
CHALLENGES

• Obtaining a clean, usable data base
• Participant hesitation to complete survey with name or organization attached to scores
• Considerable # of participants questioned me about whether they should be completing the survey
LESSONS LEARNED

• Careful selection of partners included in the database

• Better preparation of partners to be surveyed - What to expect and its purpose
  – Involve RNCs more closely to
    • “prime the pump” before and
    • follow up before the survey closed to thank those who had participated and urge those who had not yet to complete it

• PARTNER capability to reframe findings by recoding within the database
Recoded by Sub-region

By Sector

By Sub-Region

Group Key

1 Subregion A
2 Subregion -B
3 Subregion C
DFC
Regional Coalition
IMPLICATIONS

Value for strategic planning at the regional level

http://www.partnertool.net/projects/
IMPLICATIONS

Regional and Statewide evaluation:
- Capacity Development
- Coalition Effectiveness

- % ↑ in collaborative activities along the continuum
- ↑ range of self-reported most important contributions
- % ↑ reporting contributions in Leadership/Data
- % ↑ in Trust Score
IMPLICATIONS

In a small state like NH the same people often sit around different tables

Risk for saturation

Other coalitions are interested in using this method
Next Steps

• Rework sector identifiers to more accurately reflect sector representation for organizations that serve multiple roles in a small community
• Connect regional and state level network maps to identify inter-regional resources/assets
• Support regional networks to use findings for community strategic planning
Thank you!

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- Joe Harding, Director
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- Katy Shea, MPH

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**University of Colorado, Denver**
- Danielle Varda, PhD
- Jessica Retrum, PhD, MSW

Questions? Contact me:
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Questions?
Please submit your questions for the presenters by dialing *1 or by using the Q&A feature at the top of your screen.

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Continue the discussion online at:

http://researchtoreality.cancer.gov

Mark **Tuesday, March 13th, 2:00-3:00pm EST** on your calendars for our next cyber-seminar which will explore MIYO, new tool to help organizations adapt and tailor promotional and educational materials for their own communities.

Registration Coming soon!