
BUILDING COMMUNITY ACTION TEAMS:

A FRAMEWORK FOR IMPROVING INFLUENZA IMMUNIZATION UPTAKE





ACKNOWLEDGEMENTS

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INTRODUCTION

Promoting, improving, and maintaining health for all is the mission public health agencies strive to achieve every day. While health agencies possess skills, knowledge, and resources to advance health, community partnerships are key to ensuring this mission is not only met but sustainable. Today, collaboration and communication between health agencies and the communities they serve have become increasingly more prevalent. Public health agencies have extensive experience working with community partners and leaders to develop policies, as well as implement and evaluate interventions and community-appropriate programs. Public health agencies recognize community engagement as an essential practice of public health.

CDC's **Principles of Community Engagement** defines community engagement as "the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people." However, the health of the community is not the sole responsibility of the health agency or others within the public health enterprise. The most effective way to achieve optimal health within a community is by engaging the population most affected by the issue and building a community partnership to address this issue. To do this, health agencies and communities may form a community action team.

A community action team (CAT) is a multidisciplinary team composed of a variety of stakeholders that come together to solve issues or barriers identified within a defined geographical area or population. There are numerous benefits to forming community partnerships and CATs for both health agencies and communities.

For example, community partnerships:

Foster a collaborative forum for mutual learning.

Increase sharing of information, knowledge, and resources.

Improve outreach capabilities and capacities.

Increase communication and strengthen relationships with key partners such as community coalitions, faith-based organizations, and businesses.

Assist in the identification of community leaders, role models, and champions who understand public health issues.

Establish trust between public health and community leaders.

Improve community support for community action.

Partnerships can achieve greater outcomes than individuals or organizations can acting alone. By engaging with communities on public health issues, health agencies can continue to advance health for all.



PURPOSE

In 2015, the American College of Obstetricians and Gynecologists (ACOG), with support from ASTHO and CDC, conducted a **pilot program** to review maternal hospitalizations due to influenza, identify barriers and system failures resulting in such hospitalizations, and provide recommendations to reduce or eliminate these barriers. As part of this effort, ACOG formed a CAT to determine and implement actions addressing system and resource barriers.

ASTHO, inspired by ACOG's pilot program, embarked on a capacity building initiative in 2016. For this initiative, ASTHO partnered with two healthcare provider organizations, the National Hispanic Medical Association (NHMA) and the Association of American Indian Physicians (AAIP), to improve influenza immunization uptake among American Indian communities and Hispanic communities in defined geographical locales.

Influenza is a highly contagious disease and one of the leading causes of death in the United States each year. Influenza has caused between **12,000 and 56,000 deaths annually** since 2010. Vaccinations to protect against influenza infection have been available for decades and provide the best protection against influenza virus infection. Some populations, such as pregnant women and some racial and ethnic minorities, are at increased risk for severe illness and complications from influenza. Disparities in vaccination, coupled with an increased risk in some populations, warrants targeted interventions to increase awareness, knowledge, and promotion of influenza vaccination in those communities.

The capacity building initiative was divided into two phases:

PHASE I (SUMMER 2016):

Convened two stakeholder meetings in select locales to identify barriers to influenza immunization uptake and strategies to address these barriers.

PHASE II (2017):

In 2017, ASTHO, NHMA, and AAIP built upon lessons learned in Phase I and developed the CATs, and created, executed, and evaluated the action plans.

ASTHO developed the following document based on findings and feedback from the 2016-2017 capacity building initiative. This document provides a framework to assist health agencies in the development and utilization of CATs to strengthen community partnerships to improve influenza immunization uptake. While this document focuses on influenza, the framework can be adapted for a multitude of public health topics.



BUILDING COMMUNITY ACTION TEAMS

A community action team (CAT) is a multidisciplinary team composed of organizations, agencies, or individuals that work together to solve issues or barriers identified within a defined geographical area (i.e., town, city, county, state, etc.) or target population (e.g., at-risk or hard to reach populations, etc.).

There are several benefits to CATs as illustrated below:



1
EXPANDED PARTNERSHIPS AND NETWORKS

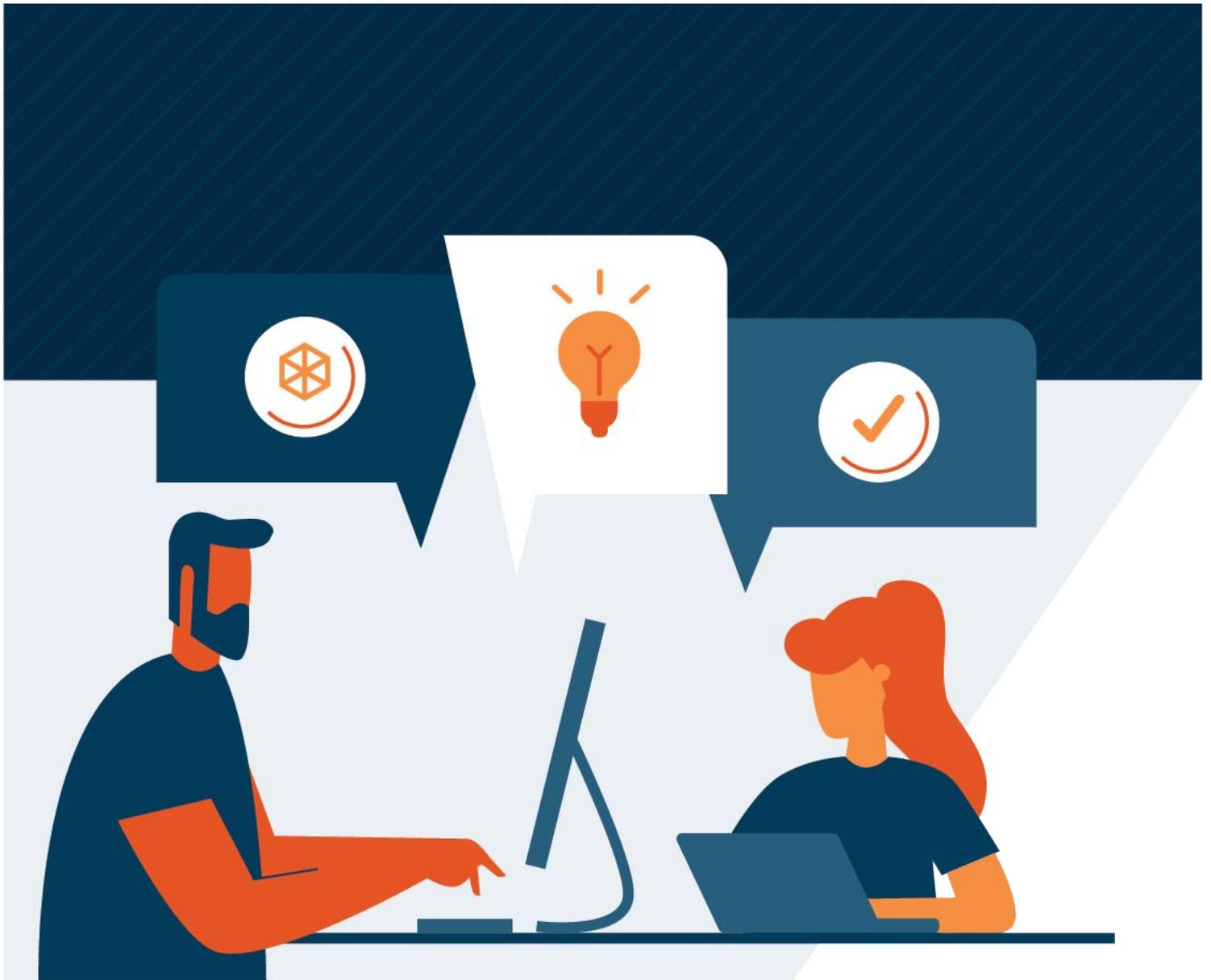
Building community partnerships is critical to successfully addressing and improving the health of a population. Community organizations and leaders are invaluable sources of knowledge and information. These invaluable insights can help to expand outreach and communications with at-risk or vulnerable populations in target communities.

2
ORGANIZED AND SYSTEMATIC APPROACH FOR CHANGE

Most public health issues or barriers are multifaceted and complex involving political, environmental, social, behavioral, and physical factors. CATs provide an opportunity for stakeholders from a variety of sectors, backgrounds, and experiences to work together towards a common goal in a systematic and organized fashion.

3
ENHANCED COMMUNITY CAPACITY

In addition to providing a platform for building and expanding partnerships, CATs can also help to strengthen capacities and capabilities within communities to build and sustain a healthier population.



ESTABLISHING A **COMMUNITY ACTION TEAM**

STEP 01

IDENTIFYING AND DEFINING THE ISSUE

There are three important steps to identify and define an issue:

1 DESCRIBE WHAT IS CURRENTLY KNOWN

Conduct an environmental scan and create a comprehensive document featuring information and data currently known about the topic of interest. Utilize national and state public health surveillance systems, health rankings data, and other data sources as a starting point. Consider consulting subject matter experts as appropriate.

National resources for influenza related data and information:

Flu Near You

Flu Trends

FluVaxView

Behavioral Risk Factor Surveillance System

National Health Interview Survey

National Immunization Survey-Flu

America's Health Rankings

State-based sources for influenza related data and information:

Hospitalizations due to influenza reports

Influenza-like-illness visit reports

Influenza test activity (by state or hospital labs) reports

Influenza outbreak reports

Influenza associated mortality reports

2 DETERMINE WHAT INFORMATION MAY BE MISSING OR UNKNOWN.

Review and assess the information collected. Decide if any information or data is missing that could be crucial to addressing the topic. Conduct additional research to gather any absent information (as applicable).

Questions to consider:

What is the extent of the problem?

Who is primarily affected?

How severe (or significant) is the issue within the target community?

How important is the issue to the community?

What resources or funding are needed to address the issue?

How effective have past efforts been to address the issue?

Are there any challenges/barriers that are anticipated or expected?

Are there any possible negative impacts or consequences of addressing the problem?

3 DEFINE THE ISSUE

Based on the information and data collected, define the issue. Develop a problem statement that summarizes an issue that an initiative or team is seeking to address. The defined issue and what the initiative hopes to achieve should be related and align with the needs of the target audience or community.

PROBLEM STATEMENT (EXAMPLE):

The Centers for Disease Control and Prevention (CDC) estimates influenza has caused between **12,000 and 56,000 deaths annually** since 2010. While scientific data and the CDC agree that influenza vaccination is the best way to prevent and reduce the severity of consequences associated with influenza, lower vaccination coverage persists in part due to **vaccine hesitancy**.

Despite significant efforts to improve influenza immunization uptake, vaccine hesitancy is prominent in racial and ethnic minority populations. The goal of the initiative is to improve influenza immunization uptake and reduce vaccine hesitancy among adults by creating/leveraging partnerships between public health, healthcare, and community stakeholders.

STEP 02

COMMUNITY FEEDBACK

Prior to starting an initiative, it is important to speak to the target audience or community to gather background, perspectives and experiences on influenza immunizations. Important steps to collect community feedback are highlighted below.

1 IDENTIFY AND DEFINE THE TARGET AUDIENCE

Review community needs assessments and other relevant sources to determine if there is a particular community or priority population that should be targeted. Review current influenza efforts being undertaken by others internal to and external to the public health agency. Call upon advisory groups or working groups for suggestions or recommendations.

2 IDENTIFY APPROACH TO COLLECT FEEDBACK

Approaches to collect feedback and buy in from the target audience could include an in-person town hall meeting, a conference call, an online community forum, etc. Mechanisms should be evaluated for appropriateness for target audience.



3 BRAINSTORM POTENTIAL INVITEES

Utilize current networks and partnerships within the community and region to identify a list of diverse community organizations and other relevant stakeholders to invite to participate in a meeting. Determine invitation processes and send invitations to participants. Include information about the purpose of the meeting and goals in any meeting logistic documentation.

4 PLAN THE MEETING

Once community stakeholders express interest in participating, begin planning the meeting. Depending on the approach selected, this could entail scheduling a conference call, booking a venue to host an in-person meeting, or identifying technological needs for an online forum. Confirm final details of the meeting with attendees.

5 GATHER FEEDBACK AND COMMENTS

At the meeting, present the purpose, goals and objectives for the meeting. Identify individuals (preferably those from the health agency) to take notes on feedback received from the participants. In collaboration with key community leaders, identify the issue to be addressed, based on feedback and comments collected from the meeting.



Begin influenza planning efforts early. Reach out to potential partners 3-6 months prior to the start of the flu season (October/November) to begin conversations.

Establishing connections early can lead to enhanced collaboration for flu activities and reduce redundancies and miscommunication.

STEP 03

IDENTIFY GOALS AND OBJECTIVES

Goals and objectives are important factors to the success of any initiative or program. Setting goals and objectives helps to provide focus, increase motivation, improve collaboration, as well as offers a way to measure the success of a program.

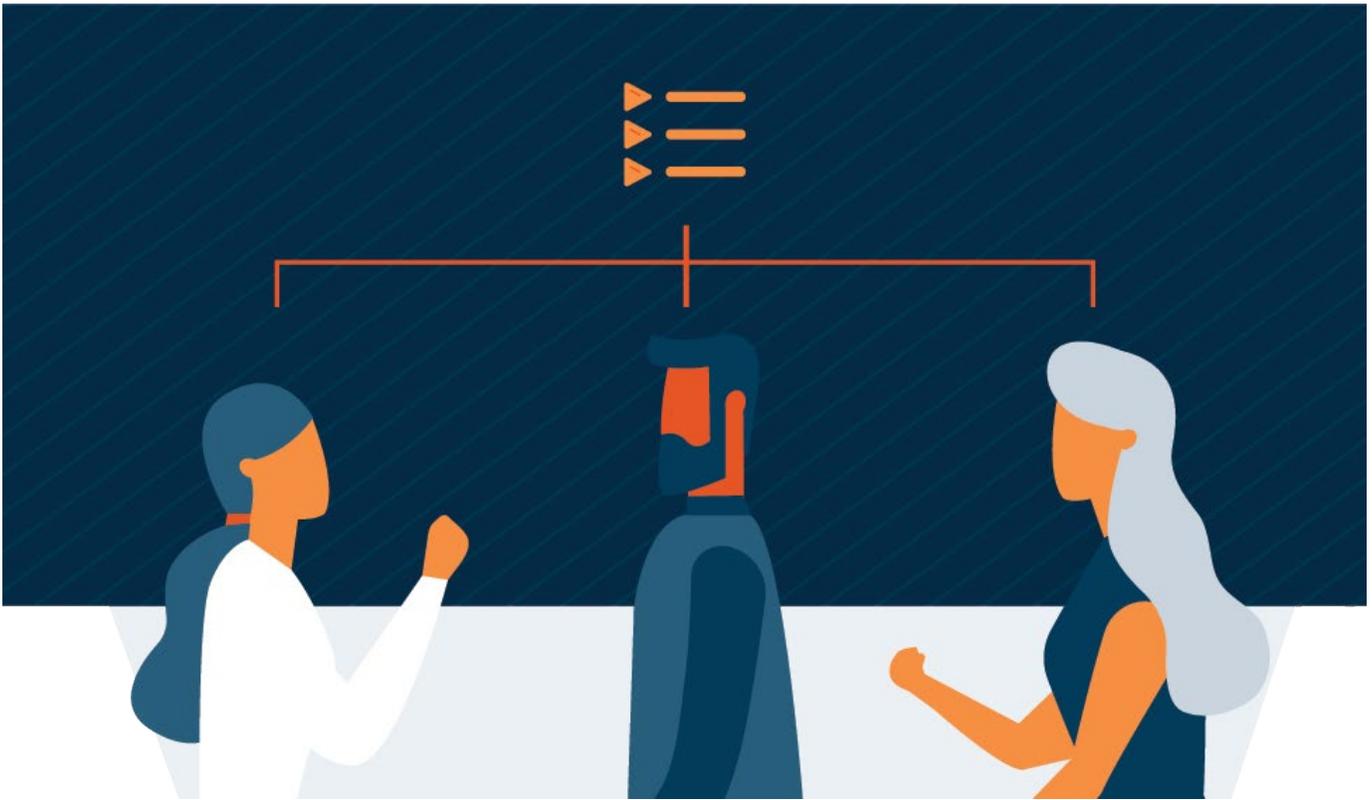
For any initiative, start by developing specific, measurable, attainable, relevant, and timely **(SMART) goals and objectives**. Goals and objectives should align with those of the community or target audience. The determined goals and objectives will also be the basis for the CAT action plan, to be discussed in greater detail later.

EXAMPLE

GOAL

To strengthen the public health and healthcare provider partnership to promote practices and activities to improve influenza immunization uptake among adults in [state] during this year's influenza season.

- Objective 1.** Convene a group of relevant stakeholders to identify barriers and challenges to influenza immunization uptake among adults in [state].
- Objective 2.** Establish a Community Action Team or workgroup to identify and conduct activities to address up to 3 identified barriers to influenza immunization uptake adults in [state].
- Objective 3.** Create an action plan for all activities/efforts to be conducted.
- Objective 4.** Conduct a post-action plan community engagement assessment.



STEP 04 ESTABLISH RESPONSIBILITIES AND EXPECTATIONS

Setting clear responsibilities for the CAT will increase clarity, efficiency and productivity of the group. To start, determine the purpose of the CAT in relation to the identified goal(s) and objective(s). Describe what actions or activities the CAT will be responsible for. In addition, setting and communicating expectations of CAT members is crucial. Setting expectations for participants helps to establish clear roles and reduce confusion. It is also important to communicate whether this will be a voluntary position or if funding or resources exist for participants (i.e., travel funds, meeting funds, etc.)

EXAMPLE

The CAT will:

- Identify barriers and challenges related to influenza immunization uptake.*
- Identify potential solutions to influenza immunization uptake.*
- Identify key partners with whom to collaborate.*
- Facilitate implementation and evaluation of activities.*
- Share lessons learned.*

CAT Members will:

- Participate in at least 75% of CAT related calls and in person meetings.*
- Members will communicate with health agency staff if unable to participate.*
- Provide input and feedback during calls and meetings.*
- Respond to requests for feedback in a timely manner.*

STEP 05

RECRUIT MEMBERS

A crucial factor in the success of the CAT is recruiting the right individuals or organizations to participate. Brainstorm a list of potential organizations, agencies, and/or individuals to join the CAT. Utilize current partnerships, networks, and workgroups to solicit for recommendations and suggestions. Diversity of members and commitment to the cause are key to the success of the CAT. Members should possess relevant knowledge, skills, and/or experience necessary for the CAT to complete the initiative and improve influenza immunization uptake.

Identify the preferred method of contact for each potential member and draft language to invite them to join the CAT (for a sample invitation, please refer to Appendix A). Establish alternate representatives for each organization or member agency on the CAT.

Questions to consider:

1. *What skills, knowledge, and/or experience currently exist on our team?*
2. *What skills, knowledge, and/or experience do we need?*
3. *What can this person or organization bring to the team?*
4. *What level of commitment can they give?*
5. *What funding is available for this initiative? Are there resources to provide incentives to members?*

Key Community Partners to Consider:

State/local health department personnel

Healthcare center/clinic directors

Faith-based organizations

Community-based organizations

Academic institutions

Pharmacies (independent and chain-based)

Local businesses (e.g., YMCAs, grocery stores, etc.)

Healthcare providers (including OB/GYNs, pediatricians, etc.)

Community workers and patient advocates

Community leaders and/or flu champions



Pharmacies are playing an increasing role in routine vaccination delivery. Approximately 93% of Americans live within 5 miles of a pharmacy. During the 2017-2018 influenza season, approximately 28% of adults received an influenza vaccination at a pharmacy.

Pharmacies should be considered key partners to include in efforts and activities to improve influenza immunization uptake.

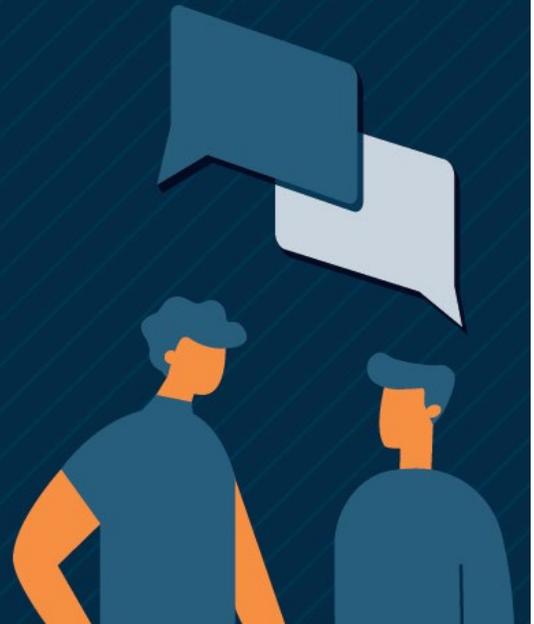
STEP 06

SCHEDULE A KICK-OFF MEETING

Once all members have been invited and confirmed, schedule the first CAT meeting. If possible, schedule an in-person kick-off meeting to allow CAT members the opportunity to meet face to face. If resources are limited and an in-person meeting is not possible, consider a video software such as WebEx, Skype, Adobe Connect, etc. to host the meeting. Utilize technologies such as [Doodle Poll](#), [Assistant.to](#), or others to find a date and time that works for all members.

Upon confirming meeting details, send calendar appointments to all participants. Develop and finalize materials and resources for the meeting. Sample materials to consider include: agenda, PowerPoint slides or other relevant resources, a facilitation guide to help facilitate conversations, an action plan template (for a sample template, see Appendix B), and a member contact list. Disseminate appropriate materials to CAT members prior to the meeting.

In-person meetings are preferred when convening community stakeholders, as it provide the opportunity for enhanced group interaction and discussions, as well as additional opportunities for networking and partnership building. If funds are available, reimburse travel-associated costs to encourage in-person meeting attendance.





CONVENING THE COMMUNITY ACTION TEAM

1 INTRODUCTIONS AND ICE BREAKERS

Introductions are an important first step in beginning any meeting, as they allow participants to quickly become acquainted with one another and provide pertinent information related to the meeting. Ice breakers can also be used in addition to or instead of introductions. Icebreakers are useful when convening a group of individuals who may not know each other and help to kick-start meeting conversations.

Example:

Name

Title

Organization or agency representing

One interesting fact about yourself

2 SET MEETING EXPECTATIONS

Following introductions, the meeting facilitator or host should set ground rules or expectations for the meeting. Expectations should include key elements to ensure all participants feel comfortable and respected during the meeting. Enlist meeting participants' help in identifying expectations for the meeting.

Example:

Everyone participates.

Be present. No cellphones (unless it's an emergency).

One speaker at a time.



3 IDENTIFY CHALLENGES AND LIST POTENTIAL STRATEGIES

Utilize information from past conversations with community members or results from a town hall meeting, conference call, or community forum to start conversations around current issues and barriers affecting the target audience or community. Brainstorm a list of influenza challenges or barriers that can realistically be improved or reduced in the community. Group challenges and barriers that are similar together if possible. Ask CAT members to assign a timeframe to each barrier or challenge (i.e., less than 6 months, 1 year, 3 years, 5 years, etc.). Discuss and come to consensus on a reasonable number of challenges or barriers to be addressed by the CAT.

Once barriers and/or challenges have been discussed, brainstorm a list of realistic strategies to address each influenza barrier or challenge. For every strategy, identify potential activities that could be conducted by the CAT. Determine if each activity will be short-term or long-term and assign a time frame to each. For example, short term goals may be defined as goals that can be completed in 0-12 months, while long term goals may be defined as goals that can be completed in greater than 13 months. Discuss and come to a consensus on a reasonable number of activities to be conducted by the CAT based on member availability and schedules. Lastly, develop an action plan for activities and efforts that will be enacted by the CAT (see next section for additional information).

4 REVIEW NEXT STEPS AND FOLLOW-UP ACTIVITIES

Example:

CHALLENGE:

Healthcare providers may not consistently provide strong recommendations for influenza vaccines to all eligible patients. Studies have shown that a **leading motivator** for patients who receive an influenza vaccination is a recommendation from a trusted healthcare provider. Recognizing the critical role of healthcare providers in influenza vaccination is important in order to achieve increased rates of influenza immunization uptake.

STRATEGY:

Provide healthcare providers with information and educational materials to help health care providers provide a strong recommendation or influenza vaccinations.

ACTIVITY:

Host a learning event to assist healthcare providers with making a strong recommendation for the influenza vaccine to all patients including vulnerable populations that have lower vaccination uptake. Information provided in the webinar should include current flu trends and coverage rates, current health department and community initiatives and efforts regarding influenza immunizations, specific examples of approaches to providing influenza immunization recommendations to patients by subject matter experts in the field, and useful resources and materials for healthcare providers to use in practice.

Before adjourning the meeting, review next steps and follow up activities with participants. Next steps and follow-up activities should include estimated completion dates or timeframes. This information should also be included in the post meeting email correspondence.

Example:

NEXT STEPS:

- Health agency will send out notes from today's meeting. **(Due: 1 week)**
- Health agency will send out doodle poll to identify time and date for next CAT meeting. **(Due: 1 week)**

FOLLOW-UP ACTIVITIES:

- Jane Doe will contact company XYZ regarding available Spanish language immunization resources. **(Due: 2 weeks)**
- John Doe will share contact information for Dr. Jane Smith (identified potential stakeholder) with health agency. **(Due: 1 week)**

After the meeting has concluded, it is important to send a post meeting correspondence. The correspondence should be timely (within a week after the meeting). Thank participants for their time and attendance at the meeting and include any information or documentation relating to next steps or follow-up activities. Include any important meeting-related materials such as meeting notes, action plans, etc. Lastly, include information about the next meeting (i.e., date and time if available).

CREATE AN ACTION PLAN

Action plans are beneficial tools for detailing specific actions to be taken or activities to be performed to complete a goal or objective. An action plan should include important information such as a description of the activity/action, responsible parties, any timelines and/or due dates, and evaluation metrics. Utilize pre-drafted discussion questions to help guide conversations (if needed). Finalize the action plan offline to allow time for discussions and other agenda items. Send the draft action plan to CAT members for review and feedback after the meeting.



COMPONENTS OF ACTION PLAN

DESCRIPTION

EXAMPLE

ACTION STEP

List the activity to be completed by the CAT. This activity should be practical, achievable, and appropriate for the target audience.

Host an educational webinar for healthcare providers to raise awareness on current flu trends and coverage rates, discuss current initiatives and efforts regarding influenza immunizations, and provide useful resources and materials for healthcare providers to use to help improve influenza immunization uptake among patients.

RESPONSIBLE PARTIES

Determine who will be accountable for the planning, execution, and evaluation of the activity. This may involve more than one organization or entity. Clearly define who is responsible for what component if possible.

ASTHO (primary)
National Hispanic Medical Association (primary)
State Health Department (secondary)

COMPONENTS OF ACTION PLAN

DESCRIPTION

EXAMPLE

TIMELINE

Provide estimated or known dates that may be associated with this activity (i.e. planning dates, activity event dates, deadlines, etc.).

Deadline: Feb. 1, 2017

Event Date: January 27, 2017

EVALUATION METRICS

Identify and agree upon appropriate measures and mechanisms to monitor progress, as well as evaluate the activity. Evaluation metrics can include both quantitative and qualitative measurements.

Evaluation metrics will include quantitative data (i.e., number of participants registered, number of participants who attended, number of individuals who accessed the archived webinar, etc.) as well as qualitative data (i.e., pre- and post-webinar evaluation surveys).

POTENTIAL BARRIERS

List any potential challenges identified for this activity. This can include resource and funding limitations, possible schedule conflicts, etc. Brainstorm ways to negate or reduce listed barriers and propose ideas to the CAT members for review.

Potential barriers include: time constraints (i.e., 2 months to plan and execute a webinar), as well as potential schedule conflicts of speakers.

STATUS

Track the status of the activity (i.e., not started, in progress, complete). Provide a justification for the status, as well as any upcoming items/next steps.

Complete: Webinar was conducted on Jan. 27, 2017.

RESULTS

Report the outcome of the activity or action step. Include important evaluation measurements (i.e., quantitative and qualitative data), as well as any major obstacles or delays experienced.

Approximately 133 healthcare providers and public health professionals registered for the webinar, with 66 participating in the event (50% attendance rate). Approximately 65 individuals accessed the archived recording of the webinar. When asked to provide feedback regarding the webinars, participants utilized words such as "excellent," "informative," and "great presentation and speakers" on post-webinar evaluations. Participants indicated both webinars were effective at meeting objectives, with an average rating of 4.5 out of 5 stars.

MAINTAINING THE COMMUNITY ACTION TEAM

Maintenance of the CAT will involve regularly scheduled check-ins, as well as frequent assessments of activities, objectives, and goals in terms of successes and areas for improvement. Establishing clear structure and consistent processes can assist in the maintenance of the CAT.

1

ESTABLISH REGULAR CHECK-INS

Schedule regular, reoccurring calls or in-person meetings to provide updates on activities, seek technical assistance, etc. Be mindful of CAT members' schedules when planning meetings and activities. Plan meetings at least three weeks ahead of time and send reminders to maximize attendance. Depending on available resources and funding, as well as CAT members' schedules, monthly or bi-monthly check-in calls or quarterly in-person meetings may be the most effective.

Be mindful that CAT members may have travel restrictions or limited travel capabilities. To counter this, host meetings via teleconference or utilize a webinar platform to save on travel expenses and increase attendance. If hosting an in-person meeting, set up a call-in line for those who make not be able to travel or attend. If funding is available, offer travel stipends or travel reimbursement for members.

2

CREATE AND SHARE A MASTER CALENDAR

Create and disseminate a master calendar for situational awareness regarding upcoming events and activities (for a master calendar template, see Appendix C).

3

MAINTAIN THE ACTION PLAN

Utilize the action plan as a working document by tracking CAT activities and progress on action items and objectives on a regular basis. To simplify the task, nominate one person to update the action plan and disseminate to CAT members.

4

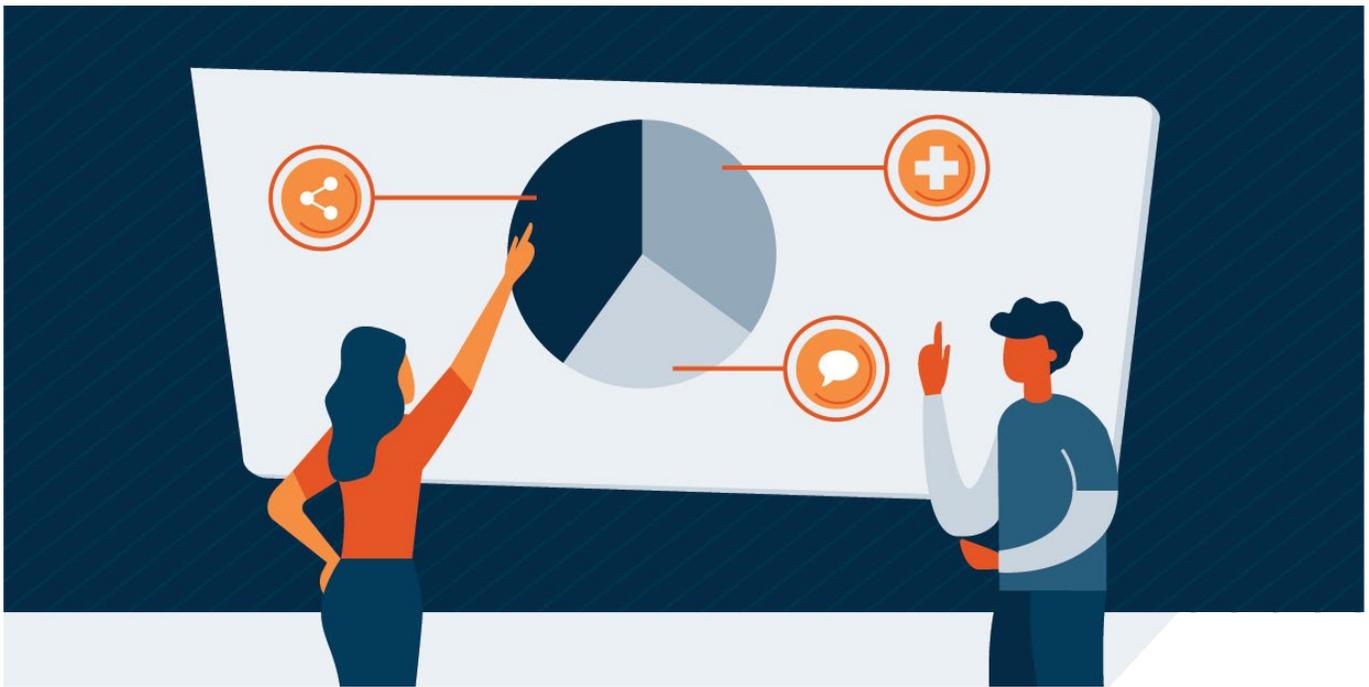
RESOURCE ASSESSMENT

Routinely assess whether additional resources or assistance is needed to achieve identified goals and objectives. Periodically assess whether additional partners or stakeholders should be included in CAT activities. Ask members for nominations or suggestions if a particular skill set or expertise is needed. Follow up on any recommendations or suggestions from members.

5

ADDITIONAL OPPORTUNITIES

Invite CAT members to speak at or participate in other meetings, conferences, etc. Distribute certificates of appreciation to members to acknowledge hard work and dedication to the cause. For additional resources to assist with community partnerships and engagement, see Appendix D.



EVALUATING COMMUNITY ACTION TEAM EFFORTS

Evaluation is important to determine what type of impact activities or actions conducted had on the target population or community, and how effective the initiative was. Evaluation metrics for each activity should be determined during the planning process. Utilize the action plan to collect evaluation data as activities are being conducted and reported. Build in evaluation activities (process and outcome measures) and methods (metrics) when initial planning efforts are occurring. Results from these evaluation activities can be used to improve current activities, plan for future efforts, and improve the overall initiative or program.

Mechanisms to collect evaluation data (quantitative and qualitative):

Case studies or observational studies (if applicable).

Community level indicators of impact (i.e., rates of influenza).

Surveys.

Key informant interviews or focus groups.

Website or social media analytics (i.e., website hits, followers, etc.).





CONCLUSION

In summary, the CAT framework provides a platform to assist public health agencies in the development and utilization of community-based partners to improve public health outcomes. The establishment of CATs can lead to expanded partnerships and networks, as well as enhanced capacity to build and sustain a healthier population. Through community engagement and partnerships, greater and more sustainable public health outcomes can be achieved, and health agencies can continue to lead the charge in advancing health for all.

APPENDIX A: Sample CAT Invitation

[DATE]

Dear *[NAME]*,

[ORGANIZATION NAME] is conducting an initiative to *[INITIATIVE'S GOAL(S)]* among *[TARGET AUDIENCE]* in *[LOCATION]*. As part of this initiative, the *[ORGANIZATION NAME]* is establishing a community action team (CAT) to assist in the planning, execution, and evaluation of activities. On behalf of *[ORGANIZATION NAME]*, we invite you to participate on the CAT.

Participants of the CAT will be asked to:

- Attend a virtual kick-off call to determine priorities and activities for the CAT.
- Attend monthly check-in calls to provide updates on activities and upcoming events.
- Participate in an assessment of initiative activities.
- Review documents and materials as appropriate.
- Other activities as determined.

If you are interested in joining the CAT, please reply to this email by *[DEADLINE]*.

Should you have any questions, please reach out to *[CONTACT NAME AND INFORMATION]*.

Thank you for your time and consideration.

Sincerely,

[NAME]

[TITLE]

[CONTACT INFORMATION]

APPENDIX C:
CAT Master Calendar Template

CAT MASTER CALENDAR

CAT Partner	Activity Name	Type of Activity	Purpose	Date(s)	Duration	Target Audience(s)	CAT Assistance
MONTH, YEAR							
MONTH, YEAR							
MONTH, YEAR							
MONTH, YEAR							
MONTH, YEAR							

APPENDIX D: Additional Resources

COMMUNITY AND CAPACITY BUILDING INFORMATION AND RESOURCES

Name	Description
<u>Community Planning Toolkit</u>	Information and resources on community planning, community engagement, and more.
<u>Tools for Community Action (CDC)</u>	A repository of tools and resources for community action as part of CDC's Healthy Communities Program.
<u>Community Health Assessment and Group Evaluation (CHANGE) Action Guide</u>	A guide to assist community teams in developing and assessing community action plans using the CHANGE tool.
<u>The Community Guide</u>	A collection of evidence-based findings and recommendations to improve health and prevent disease in communities.
<u>Community Tool Box: Toolkits</u>	Online resources and toolkits featuring information on creating and maintaining partnerships, assessing community needs and resources, building leadership, and more to build healthier communities.
<u>County Health Rankings & Roadmaps: Assess Needs and Resources Guide</u>	A guide to help assess the needs and resources of a community and provides guidance in deciding where to focus public health efforts.
<u>Mobilizing for Action through Planning and Partnerships (MAPP) Framework</u>	A strategic planning tool designed to help improve the performance of local public health systems and create healthy communities.



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