

Kansas Maternal & Child Health Council

JANUARY 13, 2021 MEETING



Housekeeping Notes

- Phones/Zoom on mute unless speaking
- Set Zoom to Speaker view for large group sessions and Gallery view for breakouts
- Make sure your Zoom profile shows your name to help us with attendance
- Send chat message or text Connie (785-410-0410) or Emily (785-410-7188) if you are having technical issues, in the wrong breakout room, etc.



Welcome

Recognize New Members & Guests

KARI HARRIS, MD, MCH COUNCIL CHAIR



Family and Consumer Partnership

KANSAS MATERNAL AND CHILD HEALTH COUNCIL

JANUARY 13, 2021

KS Family & Consumer Partnership Definition

Family [and consumer] partnership is defined as...

"patients, families, their representatives, and health professionals working in active partnership at various levels across the health care system – direct care, organizational design and governance, and policy making – to improve health and health care. This partnership is accomplished through the intentional practice of working with families [and consumers] for the ultimate goal of positive outcomes in all areas through the life course."

[Adapted from the federal Title V Maternal and Child Health Block Grant Guidance]



KS MCH Vision

FAMILY/CONSUMER PARTNERSHIP

PRIORITY 7

Strengths-based supports and services are available to promote healthy families and relationships.

CROSS-CUTTING AND SYSTEMS BUILDING

OBJECTIVE 7.1 Increase the proportion of MCH-led activities with a defined program plan for family and consumer partnership (FCP) to 75% by 2025.

OBJECTIVE 7.2 Increase the number of individuals receiving peer supports through Title V-sponsored programs by 5% annually through 2025.

OBJECTIVE 7.3 Increase the number of families and consumers engaging as leadership partners with the MCH workforce through the FCP Program by 5% annually through 2025.

OBJECTIVE 7.4 Increase the number of MCH-affiliated programs providing holistic care coordination through cross-system collaboration by three through 2025.

VIEW THE 2021-2025 KANSAS TITLE V STATE ACTION PLAN ONLINE AT WWW.KANSASMCH.ORG

You can engage without partnership, you can't partner without engagement.







Family and Consumer Partnership (FCP) Program

WHERE ARE WE GOING IN THE BUREAU OF FAMILY HEALTH?

Family & Consumer Partnership (FCP) Program



Peer Supports

- Supporting You
- Caregiver Resource Website (partnership with LEND)



Advisory

- Expanded FAC
- PDG Family Leadership Team

Leadership

- Title V Delegate
- Family Leadership Program AMP (Alumni, Mentorship, Policy)



Technical Assistance

- Family & Consumer Engagement Toolkit
- MCH Change Academy





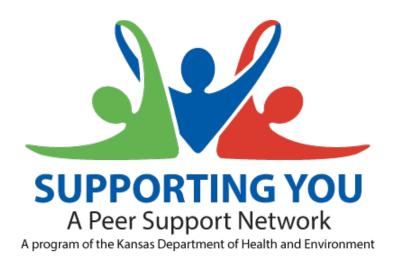
Supporting You

- Expansion Efforts



Peer Supports

- Supporting You
- Caregiver Resource Website (partnership with LEND)
- Foster Care Parents; Child Care Providers; Adolescent Health
- System Enhancements
 - Streamlined registration
 - Expanded profiles for all children
 - Peer profiles
 - Administrative Dashboards
- Marketing & Outreach





Family Advisory Council

- Overview



Advisory

- Expanded FAC
- PDG Family Leadership Team

- Informing KS state services since 20009
- Primary sounding board to meet family needs
- Statewide Impact
 - Family-driven and family-focused products: brochures, white papers, fact sheets
 - Program Development
 - More family leaders: members serve on other councils impacting state and local policies/programs



FAC Expansion

- KMCHC Alignment

Advisory

- Expanded FAC
- PDG Family Leadership Team

- Shared/integrated planning
- Cross-cutting agendas & sharing
- All MCH Populations
 - 5 Core Work Groups: Women/Maternal, Early Childhood (0-5), Children (6-11), Adolescences (12-21), CSHCN
 - 2 Additional Work Groups: Youth/Young Adults, Fathers
 - Special Project Ad Hoc Group (comprised of existing FAC members for short-term initiatives)



Expansion Timeline



WWW.SURVEYMONKEY.COM/R/FAC_APP



Title V Delegate

- Personal Leadership Development
- Peer Mentorship
- Advocacy Training
- Progressive Leadership
- Annual BG Review Participation

Leadership

- Title V Delegate
- Family Leadership Program AMP (Alumni, Mentorship, Policy)



Leadership Program

- Alumni Group
- Mentorship Program
- Policy Team

Technical Assistance

- Family & Consumer Engagement Toolkit
- MCH Change Academy



- Assist with family-driven program design/development
- Support active engagement and input
- Inform partnership strategies

Engagement Toolkit

MCH Grantees

- Evaluate family strengthening & support activities
- Partner Organizations & Agencies
 - Strategic and collaborative engagement in Title V FAC activities
 - Access to toolkit and trainings
 - Technical assistance (upon request)



We Need Your Help!



Promotion of Existing Programs

Special Health Care Needs, Deaf/Hard of Hearing

Help us add more programs to support families!





Work Group Recruitment *Child 6-11 Group will launch January 16th*

Questions? Want to get involved?



Heather Smith, MPH

KDHE Bureau of Family Health Director, System of Supports <u>Heather.Smith@ks.gov</u>

Cassandra Sines

Family Advisory Council Member 2019-2022 Family Delegate <u>cassandracc@cox.net</u>





Immunization Opportunities and Challenges in Kansas

IMMUNIZE KANSAS COALITION

Immunize Kansas Coalition (IKC)

Mission: Protect all Kansans from vaccine-preventable diseases



OUR PURPOSE:

Working together to protect all Kansans from vaccine preventable diseases. Our goal is to focus on improving access to and rates of adolescent immunizations, paying special attention to HPV and meningococcal vaccination rates.

Members

- Physicians
- Nurses
- Physician Assistants
- Pharmacists
- Managed Care

- Epidemiologists
- Educators
- School Nurses
- Universities
- Health Departments

- Cancer Organizations
- Researchers
- Hospitals
- Child Advocacy Groups
- Provider Associations



About 45 member organizations and 130+ people on the distribution list

Current Priorities

- Increase Adolescent immunization rates
 - HPV (Human papillomavirus)
 - Meningococcal A, C, W, Y (MCV)
 - Maintain Tdap booster
- Increase Influenza immunization rates for all 6 months and older
- Bolster vaccine confidence
- Maintain/restore immunization rates during and post COVID-19
- Sharing evidence-based information from trusted resources during COVID-19



A flu vaccine is

#KansasFightsFlu

your best defense during flu season.

Vaccine Confidence & Opposition

- Growing mistrust and opposition of vaccines
- Large events vocalizing vaccine opposition
- Organization of diverse individuals with varying motivations/fears driving vaccine hesitancy
- Increased online conversations around negative attitudes towards vaccines



Photo taken from video of Freedom Revival in the Heartland event Summer 2020 near Wichita, KS

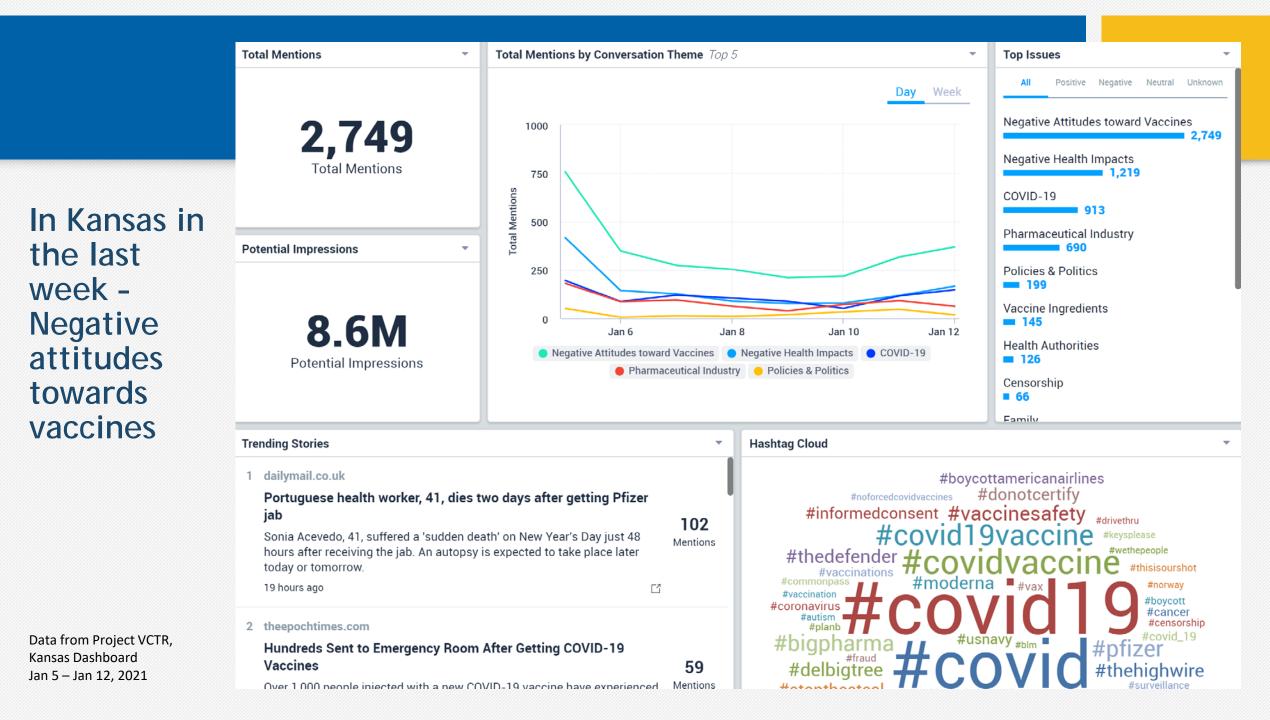
Total Mentions Total Mentions by Conversation Theme Top 5 152.7K Total Mentions 7.5k Me otal Potential Impressions 2.5k 830.1M May 2020 Jul 2020 Sep 2020 Negative Attitudes toward Vaccines Negative Health Impacts Potential Impressions COVID-19 Health Authorities Pharmaceutical Industry

> Data from Project VCTR, Kansas Dashboard January 1, 2020 – October 15, 2020

Conversation around vaccine opposition, vaccine hesitancy, or negative attitudes toward vaccines



World Health Organization The World Health Organization now lists vaccine hesitancy in the **Top 10 Global Health Threats**



Vaccine Opposition Content Themes, Twitter, June - Dec 2019

Negative health impacts attributed to vaccination

Pharmaceutical industry

Research and clinical trials

Policies and politics

Vaccine ingredients

Family

Disease prevalence and outbreaks

School

Religion

Natural alternatives

Source: Erika Bonnevie, Jaclyn Goldbarg, Allison K. Gallegos-Jeffrey, Sarah D. Rosenberg, Ellen Wartella, and Joe Smyser, 2020: Content Themes and Influential Voices Within Vaccine Opposition on Twitter, 2019 American Journal of Public Health 110, S326_S330, https://doi.org/10.2105/AJPH.2020.305901

Declining Rates During COVID-19

 Significant decrease in orders for VFCfunded, ACIP-recommended noninfluenza childhood vaccines The decline began the week after the national emergency declaration; similar declines in orders for other vaccines were also observed.



Fewer childhood vaccines have been given during the COVID-19 pandemic*

To avoid outbreaks of vaccine-preventable diseases and keep children protected, vaccinations and well-child visits are essential

MMWR

*Compared with January-April, 2019

500.0 200.000 -2.500.000 400.000 -4.500.000 600.000 -6.500.000 800,000 Measles Containing Dose -8.500.000 1.000.000 10,500,000 1,200,000 12,500.00 1,400,000 1) 1/20/2020: First US case reported (Washington state) 2 3/13/2020: US national emergency declared

As of November 29, overall VFC provider orders (other than flu) are down by >9M doses and MMR/MMRV down by >1.2M doses

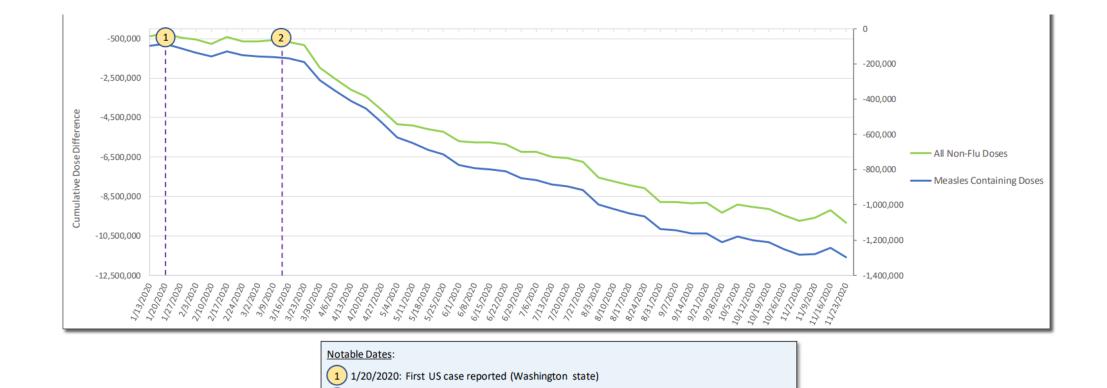
Other data show a larger gap in the public sector side compared with the private sector

DC.GOV

bit.ly/MMWR5820

Effects of the COVID-19 Pandemic on Routine Pediatric Vaccine Ordering and Administration — US, 2020 https://www.cdc.gov/mmwr/volumes/69/wr/mm6919e2.htm htt Presentation slides from CDC Melinda Wharton, MD, MPH

https://www.immunizekansascoalition.org/documents/2020-12-02%20Call%20to%20Action%20coalitions.pdf



2

3/13/2020: US national emergency declared

As of November 29, overall VFC provider orders (other than flu) are down by >9M doses and MMR/MMRV down by >1.2M doses Other data show a larger gap in the public sector side compared with the private sector

Cindy Olson-Burgess, RN, CIC

- IKC Treasurer
- Recently retired as Immunization Program Coordinator at Children's Mercy Hospital in Kansas City
- Why am I passionate about vaccines?
 - Cared for patients with vaccinepreventable diseases before many vaccines were available



Cindy's Story







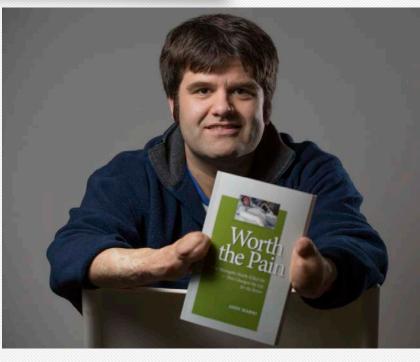
Top left: Child with mumps shows characteristic jaw swelling

Lower left: Eyes of a child with measles

Left: Infant being treated for severe pertussis infection.

Below: A child with deformity of her right leg caused by poliovirus infection.





Above: Andy Marso, survivor of bacterial meningitis lost parts of both his feet and hands to the painful disease

> Photo Credits: CDC, Lawrence Journal-World

Women-Maternal Domain

- Tdap and Flu shots for pregnant women
- Tdap for family members and care givers to protect baby
- Helping pregnant women make informed decisions about protecting their baby with vaccinations
- Target population for vaccine opposition messaging
- MMR check during pregnancy or before pregnancy; awareness of vaccine considerations for pregnant and lactating women



Input needed on educational module for vaccination during pregnancy/childhood vaccine discussion during pregnancy

Vaccination during Pregnancy

When you are pregnant, you share everything with your baby. When <u>you</u> get vaccines, you give <u>your baby</u> an early shield from germs, too. To help protect your baby and you, during each pregnancy you should get two shots:

- Flu shot
- Whooping cough vaccine (also called Tdap)

Whooping Cough

Whooping cough (or pertussis) can be serious for any of us.

For your newborn, it can be life-threatening.

- Babies with whooping cough may stop breathing and turn blue even before they have other symptoms.
- 1-out-of-2 babies with whooping cough in the 1st year of life need hospital care. The younger the baby is when he/she gets whooping cough, the more likely he/she will need hospital care.
- Up to 20 babies die each year in the U.S. due to whooping cough.

Get Tdap during your pregnancy!

That way, your body makes antibodies and passes some of them to your baby <u>before</u> <u>birth</u>. This helps protect your baby against whooping cough early in life.

At 2 months of age, be sure your baby starts having his/her own whooping cough shots.

Learn more at <u>www.cdc.gov/pertussis/pregnant/</u>.

Flu

- When you are pregnant, your body is different so even if you never had a bad case of flu before, you might get it now, right when your baby needs you to be breathing well.
- If you catch flu, it increases the chances that your developing baby will be born too early.
- If your baby catches flu in the first year of life, it can be cause major breathing problems.

Get a flu shot during your pregnancy!

Just like Tdap, a flu shot helps your body makes antibodies that pass to your baby <u>before birth</u>. This helps protect your baby against flu early in life AND protects you from a really bad case of flu.

At 6 months of age, be sure your baby starts having his/her own flu shots.

Most offices have the flu shot on hand by fall. Ask your care team how to get yours.

Learn more at <u>www.cdc.gov/flu/</u>.

Keep Protecting Your Baby after Pregnancy

Your pregnancy care team may recommend some vaccines for you soon after delivery.

- If you missed your flu shot or Tdap during pregnancy, get them now.
- Other vaccines are important, too, if you did not get them before your pregnancy.

Your pregnancy care team recommends that your baby start getting his/her own vaccines as soon as possible. To learn more, talk to your baby's doctor or check out www.cdc.gov/vaccines/parents/.

Talk to your ob-gyn or midwife about vaccines and visit; www.cdc.gov/vaccines/pregnancy/



We want you to get your baby vaccinated on time!

Before your baby is born, we work with you to give the best care. That includes preventing infections. After your child is born, others give the medical care to your baby. We believe it is still key to prevent infections! Please get your baby vaccinated on time.

Vaccines are still important for babies. Vaccinations protect your child against terrible diseases. If you have never seen a child with polio, Hib infection of the brain, or hospitalized with measles, it's because most children get their vaccines.

The see all the diseases that vaccines prevent in children, see the immunization schedule.

Breast feeding is not enough.



Breast feeding has many benefits. It protects babies shortterm against some illnesses. But it does not protect long-term against the specific diseases prevented by vaccines.

"Natural" is not always best.

Natural disease can cause paralysis, brain injury, liver cancer, deafness, blindness, or even death. Vaccines give the body's natural defenses some help.

Vaccines are safe.

Every vaccine goes through a lot of testing before it is licensed. Even after being licensed, CDC and FDA keep checking to be sure each vaccine is still safe.

Serious side effects, such as allergic reactions, are very rare. Your choice is easy when you compare the tiny risk of a serious reaction to the vaccine to the very real risk of getting a dangerous disease: Get vaccinated!

We recommend hepatitis B vaccine in the nursery.

If a baby is infected with the hepatitis B virus, it can stay in the body for a lifetime and cause liver damage.

Parents want to do everything possible to make sure their children are healthy and protected from serious diseases.

Vaccination is the best way to do that.

Be ready to handle minor side effects.

Some side effects are more common, such as being sore where the vaccine was given or having a fever. These side effects do not last long. Be sure you talk to your baby's nurse about how to treat these and <u>check</u> this website for more information.

Vaccinations are free or low cost for children when families can't afford them.

If cost is a concern for you now, call a children's health care team you trust, your local health department, or the Kansas health department (877-296-0464).

Keep up the good work!

vaccination after delivery, too.

Your child's health depends on timely vaccinations.

Your pregnancy care team gives vaccines to prevent infections that could harm you and your baby. We urge you to keep protecting your baby with on-time



Perinatal-Infant Domain

- Building <u>vaccine confidence</u> among new parents, decision to <u>immunize on-time with the recommended</u> <u>schedule</u>
- <u>Hep B vaccine birth dose</u>
- Safe sleep connections: vaccine opponents have attempted to tie SIDS to vaccines, though <u>there is no</u> <u>evidence of this</u>
- Breastfeeding: <u>natural immunity</u>, vaccinate before delivery, breastfeeding during or immediately after immunizations can <u>help reduce pain for infant</u>, vaccine considerations for <u>breastfeeding mothers</u>



Child Domain

- Promoting <u>vaccine confidence</u>
- <u>Vaccinate on time with recommended vaccine</u> <u>schedule</u>
- <u>Maintain/restore</u> childhood immunization <u>rates</u>
 <u>during/post-pandemic</u>
- <u>Schools/school nurses</u> opportunities to ensure upto-date immunizations
- Model school exclusion policy
- Maintain current <u>Kansas regulations</u> related to <u>school vaccine requirements</u>



School-Age 2018-19

State	MMR	Chickenpox	DTaP	Healthy People 2020 Goal
U.S.	94.7%	94.3%	94.9%	95%
Kansas	90.8%	89.2%	91.0%	95%

Source: SchoolVaxView, Estimated vaccination coverage among children enrolled in kindergarten

Adolescent Domain

- Kansas <u>low adolescent vaccine rates</u>, <u>particularly HPV</u>
- HPV vaccine
- <u>Meningococcal vaccines</u>
- <u>Tdap/bundling of adolescent vaccines</u>
- Increasing awareness of <u>importance of</u> <u>vaccines and building vaccine</u> <u>confidence among adolescents</u>



HPV Vaccination Rates (US, ND, SD, KS)

State	Up-To-Date Males and Females	Up-to-Date Males	Up-to-Date Females	Healthy People 2020 Goal
U.S.	54.2%	51.8%	56.8%	80%
Kansas	49.5%	52.3%	46.6%	80%

Human papillomavirus (HPV) vaccination coverage among adolescents 13-17 years by State, HHS Region, and the United States, National Immunization Survey-Teen (NIS-Teen), 2019 https://www.cdc.gov/vaccines/imz-managers/coverage/teenvaxview/data-reports/hpv/dashboard/2019.html

Immunization Resources





Education Modules

• Protecting Kansans with Immunization

- Designed for all Kansas audiences
- Corresponding one-page handout

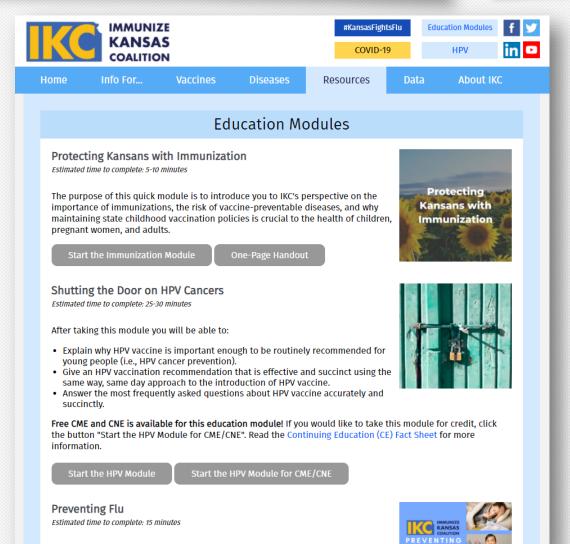
• Shutting the Door on HPV Cancers

- Designed for healthcare audiences
- FREE Continuing Medical and Nursing Education credits available

• Preventing Flu

- Designed for healthcare audiences
- FREE Continuing Medical and Nursing Education credits available

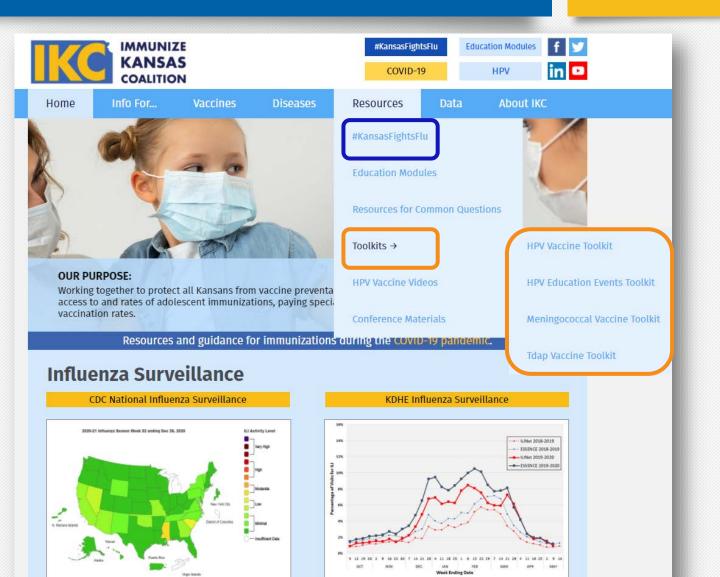
• <u>immunizekansascoalition.org/</u> <u>educationmodules</u>



In this module we'll detail the burden of influenza disease, explore Kansas'

Toolkits

- #KansasFightsFlu
- HPV Vaccine Toolkit
- HPV Education Events Toolkit
- Meningococcal Vaccine Toolkit
- Tdap Vaccine Toolkit



Take Action

- Engage on social media
 - Facebook, Twitter, LinkedIn
 - Click, like, share!
- Join the IKC email list
- Share an education module
- Encourage your legislator to attend the IKC Educational Legislative Reception on January 26th
- Join the IKC Parents & Families group: surveymonkey.com/r/IKC_Parents







Immunization Panel

- Gretchen Homan, MD
- Dan Leong, IKC Chair
- Jen VandeVelde, Parent Representative

IMMUNIZATION EXPERTS



Dr. Homan got her COVID-19 vaccine!

"It felt like the whole world gave me a hug and said **we want to help you!!** So many people I will never meet all worked to make this day happen. So amazing. I feel so thankful."







Small Group Instructions

CONNIE SATZLER



Small Groups

Facilitators, Recorders, and Immunizations/IKC Resource

Women-Maternal: Jennifer Marsh (facilitator), Angela Oldson (recorder), Connie Satzler (IKC)

Perinatal-Infant: Stephanie Wolf (facilitator), Carrie Akin (recorder), Cindy Olson Burgess (IKC)

Child: Kayzy Bigler (facilitator), Drew Duncan (recorder), Charlie Hunt (IKC) **Adolescent:** Elisa Nehrbass (facilitator), Geno Fernandez (recorder), Emily Bailey (IKC)



Small Groups Questions

Barriers and Challenges

Opportunities for Alignment

What you or your organization can do

Domain group: one prioritized action item



Ground Rules

- 1. Stay present (phones on silent/vibrate, limit side conversations).
- 2. Invite everyone into the conversation. Take turns talking.
- 3. ALL feedback is valid. There are no right or wrong answers.
- 4. Value and respect different perspectives (providers, families, agencies, etc.)
- 5. Be relevant. Stay on topic.
- 6. Allow facilitator to move through priority topics.
- 7. Avoid repeating previous remarks.
- 8. Disagree with ideas, not people. Build on each other's ideas.
- 9. Capture "side" topics and concerns; set aside for discussion and resolution at a later time.
- **10**. Reach closure on each item and summarize conclusions or action steps.



Immunization Small Group Discussion

Building from the panel discussion, the groups (Women/Maternal, Perinatal/Infant, Child, Adolescent) will discuss barriers and challenges they see related to assuring an immunized population and recent successes or opportunities across the state, as well as any concerns around equity or underserved populations. See your domain group worksheet for key topics related to the group's specific population.



Small Group Report Out



Announcements & Closing Remarks



Next Meeting Date

APRIL 21, 2021



Optional Session: Focus Group on Family and Consumer Engagement

HEATHER SMITH

Join KDHE staff in a discussion around expanding family and consumer engagement opportunities at the community level. Key questions: What is happening to assure families are engaged at all levels (e.g., Input, advisory, leadership) in MCH service delivery in the community? What technical assistance or support might communities desire?



Family and Consumer Partnership (FCP) Toolkit

PROVIDING TECHNICAL ASSISTANCE AROUND FCP

Family Engagement Frameworks

Collection of frameworks that include the following components:

- foundational **principles**
- quality **standards**
- engagement strategies
- evaluation and **assessment** approaches

Framework	Key Content	Components
Levels of Family Engagement in Title V	Levels of Engagement Input, Advisory (Self), Advisory (System), Leadership Roles	Principles Strategies
Kansas Family Engagement and Partnership Standards for Early Childhood	Guidance for Engagement Families asFoundation, Communicators, Advocates, Partners, Community Members	Principles Standards Strategies Assessment
Standards of Quality for Family Strengthening and Support	Quality Standards for Family Support Family Centeredness, Family Strengthening, Embracing Diversity, Community Building, Evaluation	Principles Standards Strategies Assessment
A Framework for Understanding the Elements and Developing Interventions and Policies	Continuum of Family Engagement Consultation, Involvement, Partnership and Shared Leadership	Principles
A Framework for Assessing Family Engagement in Systems Change	Assessment Tools for Engagement at the Systems Level Commitment, Transparency, Representation, Impact	Principles Strategies Assessment



Engaging at all Levels • Families serve as SOURCE: broadly and in a Association of Maternal and Child general advisory **ADVISORY** capacity. (SELF) Health Programs (AMCHP) • Focus is beyond • Families serve as specific issues, representatives on conditions, or select advisory populations. committees and task INPUT / forces. CONSULTATION • Focus is on specific Obtain input from issues, conditions, or families through populations. general surveys or • Families primarily satisfaction surveys. share their own Families do not personal experiences. participate directly in any program activities. WWW.AMCHP.ORG/PROGRAMSANDTOPICS/FAMILY-ENGAGEMENT

ADVISORY (SYSTEM)

representatives more

 Families represent issues and concerns beyond their own personal experiences.

ROLES Partner with other program staff in

LEADERSHIP

- decisions related to program planning and policymaking.
- Family and consumer engagement is part of the program culture.
- Family and consumer engagement is expected and institutionalized with clear guidelines.

Standards that Guide Us...



HTTPS://KSDETASN.ORG/KPIRC





Standards of Quality for Family Strengthening & Support

Developed by the California Network of Family Strengthening Networks Adopted by the National Family Support Network

April 16, 2016 Edition

...and support families.

• Family Centeredness

Working with a family-centered approach that values and recognizes families as integral to the Program.

• Family Strengthening

Utilizing a family strengthening approach to support families to be strong, healthy, and safe, thereby promoting their optimal development.

• Embracing Diversity

Acknowledging and respecting families' diversity, supporting their participation in a diverse society, as well as engaging in ongoing learning and adaptation to diversity.

Community Building

Contributing to building a strong and healthy community by facilitating families' social connections, developing their leadership skills, and by collaborating with other Programs.

Evaluation

Looking at areas of Program strength, as well as areas for further development, in order to guide continuous quality improvement and achieve positive results for families.



WWW.NATIONALFAMILYSUPPORTNETWORK.ORG/STANDARDS-OF-QUALITY

How are we doing?



Family Engagement in Systems Assessment Tool (FESAT)

December 2019



888-835-5669 <u>www.familyvoices.org</u> ©Copyright 2019 Family Voices All Rights Reserved.

Domain 1: Commitment

• Family engagement is a core value.

Domain 2: Transparency

•Access is provided to relevant knowledge and supports.

Domain 3: Representation

•Engaged families reflect the diversity of the community served (race, ethnicity, culture, language, and geography).

Domain 4: Impact

 Initiative identifies what has changed and what the organization is doing differently because families are involved.

Figure 1: Revised Framework for Assessing Family Engagement 2019.

HTTPS://FAMILYVOICES.ORG/FAMILYENGAGEMENTTOOLKIT/



DEFINING A FAMILY-CENTRIC VISION AND MISSION

• What might that look like?

DESIGNING PROGRAM ACTIVITIES WITH FAMILY AND CONSUMER ENGAGEMENT IN MIND

• Ideas on how to engage families/consumers in program design activities...

DEVELOPING EVALUATION AND PERFORMANCE MEASURES THAT SHOW IMPACT AND OUTCOMES

Is there a standard across all programs or population groups?

COLLECTING INFORMATION AND INPUT FROM FAMILIES

• What are some ways that community/local programs do this now?

CREATING ADVISORY COUNCIL OPPORTUNITIES

• How realistic is it for community/local programs to establish this?

ENGAGING FAMILIES IN FORMAL LEADERSHIP ROLES

• What does this look like at the community/local level?