## Visioning with the Community Based Participatory Research (CBPR) Model
Facilitator Guide and Workbook Using CBPR Model for Planning and Evaluation
of Community-Engaged Partnerships

This Visioning Exercise uses the CBPR Model as a storyline or logic model to show the connections between your partnering and community engagement practices, and your goals to better serve communities and improve inequities in health, education, and community development. The Visioning activity facilitates use of the Model, not as a static framework, but as a dynamic guide to adapt, brainstorm ideas, and co-create a new version of the Model that works best for your partnership. Although it was created as a research model, feel free to reflect on the four following domains for program planning and evaluation, community initiatives and other efforts directed at social change.

CBPR Conceptual Model
Adapted from Wallerstein et al, 2008 & Wallerstein and Duran, 2010
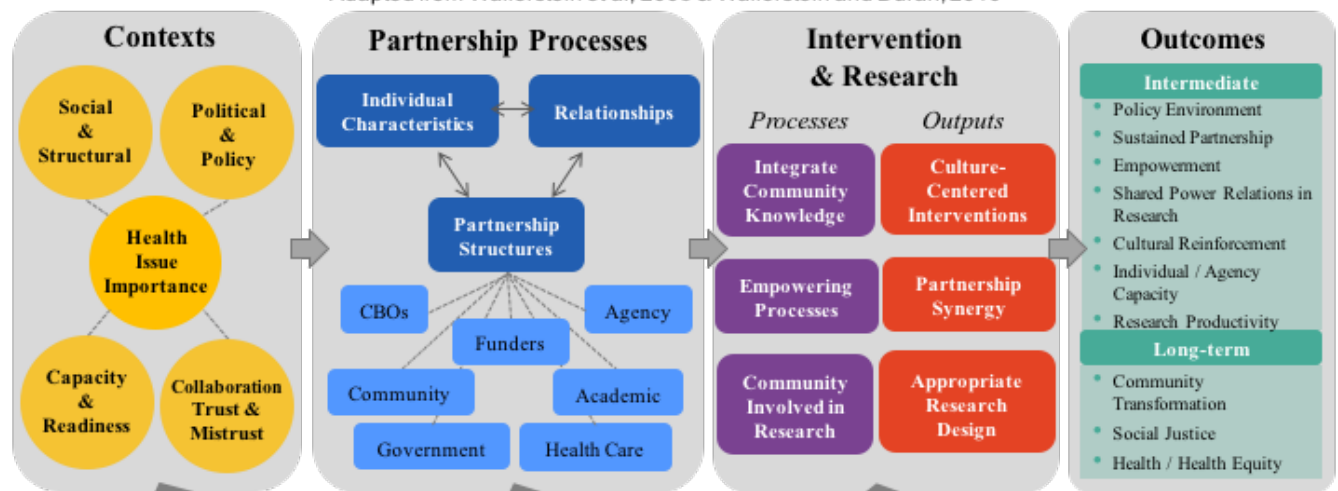
Visual from amoshealth.org 2017

There are four domains of the model:
1. **Contexts** are the social, cultural, economic, political, and other factors that ground partnerships in local, state, or national conditions.
2. **Partnership Processes** are practices for successful partnering. These include: individual characteristics (skills & attitudes academic-community partners bring to the partnership); relationships (how partners make decisions, and interact with each other to achieve goals); and structural features (who are the stakeholders and what are their agreements, values, and guidelines for partnering).
3. **Intervention/Research Designs** are then shaped by the nature of partnering and the extent of equal contribution of knowledge from different partners, including community members, clinicians, health professionals, government, and academic members. This domain includes both processes and outputs.

This visioning exercise and accompanying workshops offers guidance for:

1. How to **ADAPT** the model to fit your community context;
2. If you are just starting, how to use the model to help **PLAN** new research project, a new intervention, or new program;
3. If you are ready to **EVALUATE,** how to evaluate your partnership practices;
4. How to **ASSESS** the impact of your practices on your desired outcomes.

Use as much or as little of the guide as you need. It is meant to help you guide your efforts to improve partnership for health equity! For more information, please refer to the Engage for Equity project at the University of New Mexico Center for Participatory Research.

We offer two practical activities for Using the CBPR Model for Visioning, with guidance along the way:

ACTIVITY ONE: Using the CBPR Model as a Planning Tool
If you are planning a new collaborative research project, use the model as a trigger for your thinking. Ask: what are your own Contexts, Partnering Processes (that you have or would like to see), Research or Intervention Methods (that you have chosen or still need to choose) and your desired Outcomes. This exercise will help you create your own planning model - a shared vision of your partnership.

ACTIVITY TWO: Using the CBPPR Model as an Evaluation and Reflection Tool
To evaluate or to reflect on your partnership or collaborative research project, review the Model. Ask: what factors in each of the four domains do you think are the most important for your partnership. Reflect on your experiences from your different points of view, your contexts, history of collaboration, values related to your partnering, and the impact these have had on your intervention and research design and outcomes. This exercise will help you adapt and create your own model that integrates your contexts and your practices towards the outcomes you have reached or still envision reaching.

ACTIVITY ONE: Using the CBPR Model as a Planning Tool
FACILITATOR INSTRUCTIONS (2-3 hours)

Materials Needed:
1. Copies of the full CBPR Model for each participant http://cpr.unm.edu/research-projects/cbpr-project/cbpr-model.html
2. Butcher Paper, Colored Magic Markers, Construction Paper, Glue
3. Facilitation Guide, Video and Power point available
    See: Tools on: http://cpr.unm.edu/research-projects/cbpr-project/facilitation_tools.html
4. Distribute CBPR Model and **Workbook 1: Using the CBPR Model for Planning and Visioning**

FACILITATOR SUMMARY:
4. <u>Introduction:</u> show the short video or use the powerpoint slides as you go through the exercise. The video provides guidance and shows one example of a public schools/university partnership creating their own model in a Visioning Session. The powerpoint slides present each step of the Visioning Process. Examples are provided at the end of the slides from other partnerships who have used the CBPR Model as a trigger to create their own vision of their desired partnering practices, desired intervention and research design and methods, and desired outcomes.
5. Ask the group of stakeholder partners to write the name of their partnership and research project on the top of their butcher paper. They can tape 2 pieces of butcher paper together for more space.
6. Give them a copy of the CBPR Model. Ask partners to draw the four domains of the Model as bubbles or big open areas to fill in on the butcher paper. Feel free to be creative in their drawing. If helpful, team can fill in Template first, and then onto butcher paper
7. Take the group through the questions outlined below one domain at a time, or give them Workbook 1 as overall instructions, and have them fill out the domains themselves.
8. After they create their plan with the Model, take a step back and reflect on this process. Ask: What was most helpful? What was difficult? What are your next steps?
9. If you are working with multiple groups, have them post their models so everyone can do a gallery walk to see the different models. In a large group, ask people to share their experiences: What was helpful? Difficult? Next steps?

FACILITATOR INTRODUCTION:
*Thank you so much for joining us today, and we hope this session will help you with your shared mission improving community health. The purpose of this visioning session is to brainstorm together what issues are most important for our partnership. Everyone should have a copy of the Conceptual Model of CBPR partnerships, and we'll be going through this model step by step. We want to brainstorm together what "constructs" from the model apply to us and what needs to be added so we can create our own version of the Model. This will allow us to evaluate how we approach our own engagement or partnering practices, and the outcomes we'd like to achieve to improve health and health equity. We will start by viewing the video of another partnership that has used the model as trigger to create their own vision. **Show 13 minute video; or the first 8 minutes,** up to the small group work. Now I want to use a **powerpoint** to go through each domain of the model.*

SMALL GROUP WORK:
Facilitator can lead this by showing the slides and walking the groups through the exercise together. Or, small groups can work independently using the CBPR Conceptual Model as a short guide, while filling in the domains on the butcher paper (or two pieces of butcher paper taped together) with markers to create their model; or they can use **Handout 1:** CBPR Model Visioning Workbook for Planning, as a fill-in-the blanks workbook.

Workbook 1: Using the CBPR Model for Planning and Visioning

Thank you so much for participating in the Visioning session. The purpose is to learn from everyone's perspective so that we can identify the most important issues for our partnership. We will start with looking at a Model of CBPR partnering, and go step by step through each Domain. As we go through the Model, we will reflect on which issues are most important to us, i.e., what is most important about our context, our current engagement or partnering practices, and what outcomes we would like to achieve.

We first will start with identifying our priority issue, and then go to the outcomes, or endpoints we'd like to see. Then we'll return to context.

Start with the priority issue.

OUR PRIORITY ISSUE:

OUTCOMES: **With your partners, envision the outcomes you'd like to see as a result of your partnership.**
Review the two categories of outcomes and the list below in the colored box:
1) intermediate system and capacity outcomes; and 2) long term community transformation, health, and health equity outcomes.

Outcomes

Intermediate
- Policy Environment
- Sustained Partnership
- Empowerment
- Shared Power Relations in Research
- Cultural Reinforcement
- Individual/Agency Capacity
- Research Productivity

Long-term
- Community Transformation
- Social Justice
- Health / Health Equity

Outcomes

System & Capacity Outcomes
- Policy Environment: University & Community Changes
- Sustainable Partnerships and Projects
- Empowerment – Multi-Level
- Shared Power Relations in Research/ Knowledge Democracy
- Cultural Reinforcement/Revitalization
- Growth in Individual Partner & Agencies Capacities
- Research Productivity: Research Outcomes, Papers, Grant Applications & Awards

Long-Term Outcomes: Social Justice
- Community / Social Transformation: Policies and Conditions
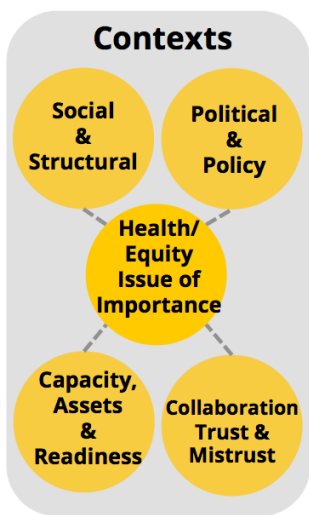- Improved Health / Health Equity

Outcomes

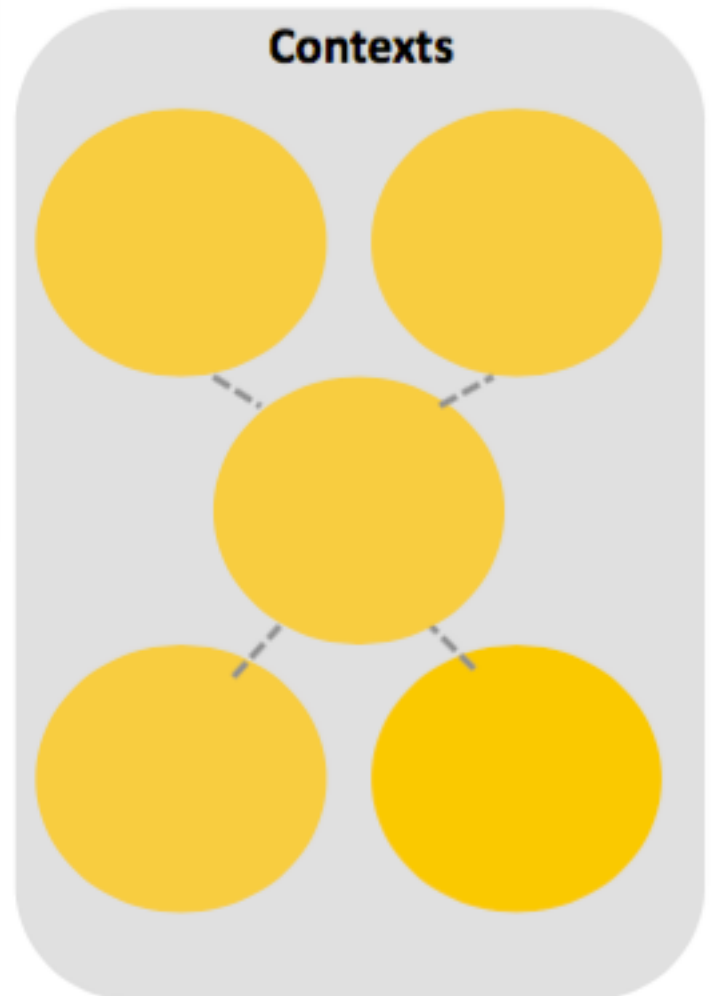**Intermediate: System and Capacity**

Long-Term Social Justice

CONTEXT: Review the categories of context. Contextual factors can shape the nature of the partnership and influence how projects are carried out. They can be:

A. Social-economic, cultural, geographic, political-historical, environmental factors; for example, poverty and health.

B. Policies/trends: national/local governance and political climate; for example, local policies that affect our own projects.

C. Historic degree of collaboration and trust between our partner institutions, for example how has the University been perceived in the community

D. Community: capacity, readiness & experience; for example, is the community ready to work on priority projects?

E. University: capacity, readiness & reputation: for example, is it easy for the community to work with our University?

F. Perceived severity of health issues- for example, are we addressing health issues that are important to the community

Contexts

- Social & Structural
- Political & Policy
- Health/Equity Issue of Importance
- Capacity, Assets & Readiness
- Collaboration Trust & Mistrust

Contexts

- Social-Structural: Social-Economic Status, Place, History, Environment, Community Safety, Institutional Racism, Culture
- Role of Education and Research Institutions
- Political & Policy: National / Local Governance / Stewardship / Approvals of Research; Policy & Funding Trends
- Health Issue: Perceived Severity
- Collaboration: Historic Trust/ Mistrust between Partners
- Capacity: Community History of Organizing / Academic Capacity / Partnership Capacity

Contexts

Partnership Processes

Review the three major categories and listed below that impact partner interactions:
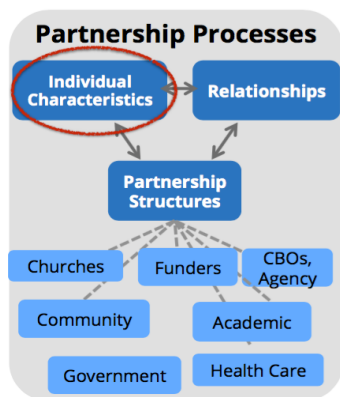
1) Individual characteristics (ie., flexibility, humility, etc)
2) Relationships (ie.how you make decisions together, people feeling voices are heard, etc)
3) Partnership structures (ie., diversity of who is involved, shared principles, and formal agreements for working together).

For each category, what issues do you think are most important for your partnership to interact effectively? How and why are they important? Which ones will you need to work on, i.e., have you decided yet how you will make decisions collaboratively? Provide examples.

Next possible probes: What other partnership process issues do you want to include that are not in the Model? How would you define them? Examples?
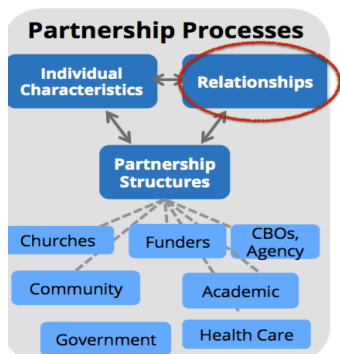
Add what's important in partnership processes to your butcher paper.

Individual Characteristics:
  Motivation to Participate
  Cultural Identities/Humility
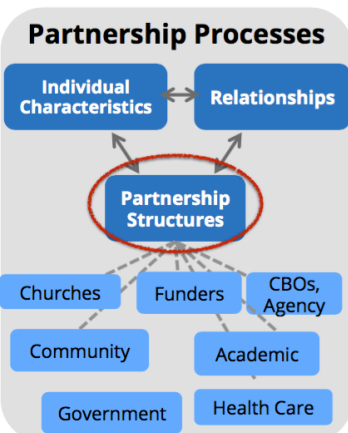 Personal Beliefs/Values
  Spirituality
  Reputation of P.I.

Relationships:
  Safety / Respect / Trust
   Influence / Voice
  Flexibility
  Dialogue & Listening/ Mutual
    Learning
  Conflict Management
  Leadership
  Collective Reflection/
    Reflexivity
  Resource Management
  Participatory Decision- making
 Task Roles Recognized

Partnership Structures:
  Diversity: Who is
    involved
  Complexity
  Formal Agreements
  Control of Resources
  % Dollars to
    Community
  CBPR Principles
  Partnership Values
  Bridging Social Capital

Individual Characteristics

Relationships

Partnership Structures

Next possible probes: What other partnership dynamic issues do you want to include that are not in the Model? would you define them? Examples?

**THEN ADD WHAT IS IMPORTANT TO YOUR BUTCHER PAPER**

Partnership Processes
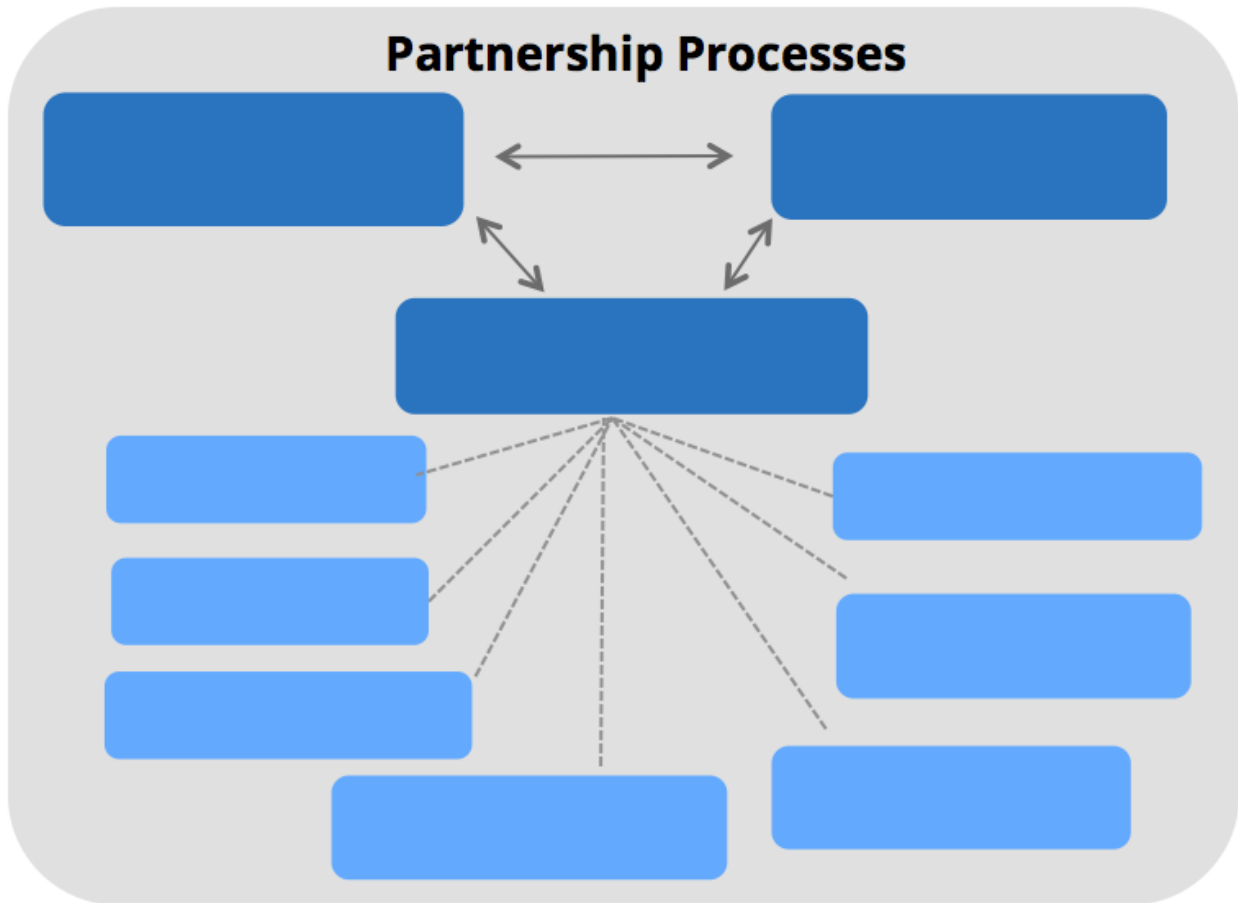
Interventions/Research Design

Interventions/Research Design: Review the three Intervention and Research Design constructs and their processes and outputs. Interventions can also be called Programs; and Research may also be called Evaluation Designs. Ask: 1) how can you ensure your interventions/ programs will integrate cultural and community knowledge to produce interventions that match community values, norms, or practices? 2) What are your empowering processes that produce partnership synergy for your collective work; and 3) How are you involving community members in all stages of research and evaluation, and how does this or will this impact the appropriateness of your research or evaluation design? For each category, what do you think is most important to your partnership? Examples?

Intervention & Research

Processes	Outputs
Integrate Community Knowledge	Culture-Centered Interventions
Empowering Processes	Partnership Synergy
Community Involved in Research	Appropriate Research Design

Intervention & Research

- Processes that honor cultural and community knowledge & voice, fit local settings, and use both academic & community language lead to Culture-Centered Interventions
- Empowering Co-Learning Processes lead to Partnership Synergy
- Community Members Involved in Research Activities leads to Research/Evaluation Design that Reflects Community Priorities
- Bidirectional Translation, Implementation & Dissemination

Intervention & Research

Processes

Outputs
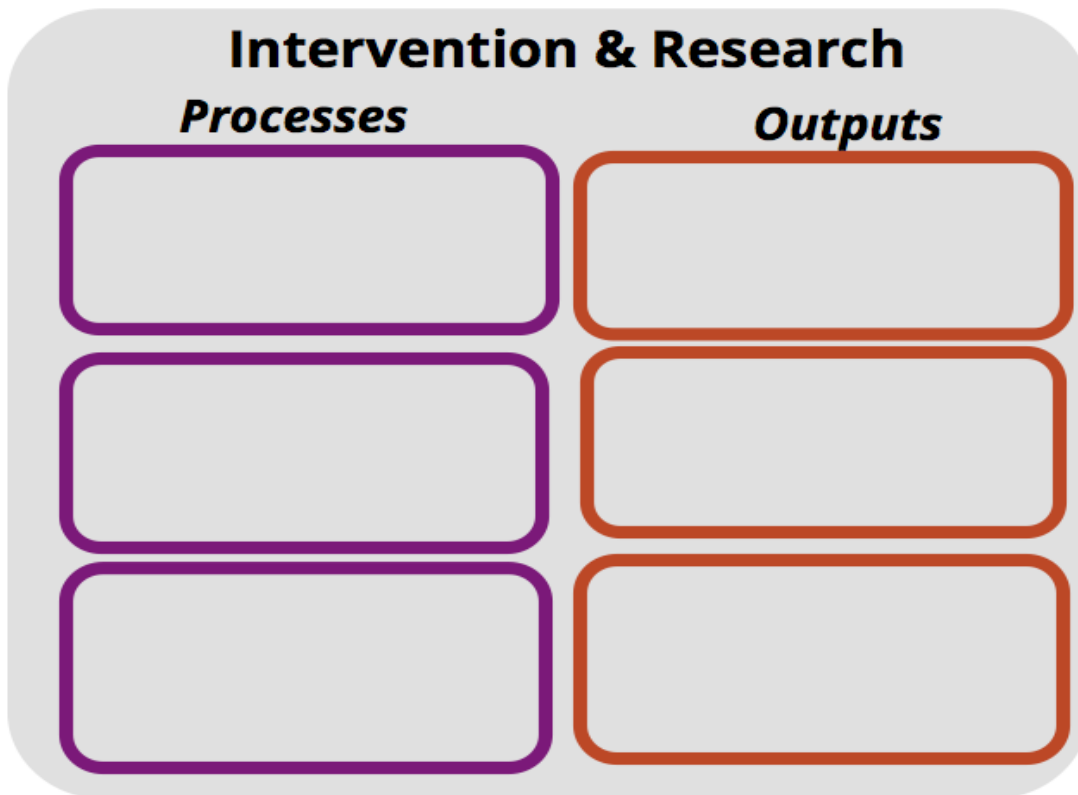
Review your ideas on the butcher paper to see your whole newly-created Model

ACTIVITY TWO: Using the CBPR Model as an Evaluation and Reflection Tool
FACILITATOR INSTRUCTIONS (2-3 hours)
(Workbook #2)

Materials Needed:
1) Copies of the full CBPR Model with lists for each participant http://cpr.unm.edu/research-projects/cbpr-project/cbpr-model.html
2) Highlighters and markers; butcher paper
3) Distribute **Workbook 2: Using CBPR Model for Evaluation and Reflection**

This section builds off the CBPR model that was created in the visioning and planning guide from Workbook 1: Planning and visioning guide

IDENTIFY WHAT IS IMPORTANT TO EVALUATE (2 Hours)

FACILITATOR SUMMARY:
1) Have the model you just created from the Planning Visioning Exercise in front of you or if you have had a longstanding partnership, you can start with the existing CBPR Conceptual Model as a reference. Provide highlighters so they can mark up the CBPR Conceptual Model or create their own using butcher paper and markers.
2) Ask participants to go through each domain of the Model and identify 2-3 constructs that they would like to evaluate or think about in terms of their own processes and where they are headed in the future.
   For example,
   i. In Context, ask why are these issues so important to us? In what ways do they impact our ability to work together?
   ii. In Partnership Processes, ask why are these relationships, or structural or individual issues, important to us, how do they impact our ability to work together?
   iii. In Intervention/Research, ask about the different bubbles, ie., why does it matter that we incorporate cultural or local knowledge? How well do we work together to conduct our research or evaluation collaboratively? Or how can be best involve community members in all steps of the research or evaluation process?
   iv. In Outcomes, ask why are these outcomes so important to us?
3) For each Domain (context, partnership processes, intervention and research design, and outcomes), participants ask themselves these evaluation and collective reflection questions for the whole Domain or for different constructs within the domain:
   a. What was our starting point in tackling this issue?
   b. How well have we done so far?
   c. Where would we like to be [choose one: in one year, five years, or another time span]?
   d. What do we think are the best or promising practices to get there?
4) Record the answers to these questions on butcher paper or use a tape recorder for transcribing later.
5) After the participants review the domains and issues in the Model, ask these overall questions:
   a. How helpful has it been to use the CBPR conceptual model in evaluating our partnership and in reflecting about the issues in our partnership?
   b. Do we have additional thoughts on what could be strengthened in our partnership?
   c. What additional evaluation processes would we like to consider?

Options for Further Evaluation: Methods, Measures and Metrics (1 hour introduction)

1) Show extended powerpoint or video of the full study of CBPR measures and metrics.
2) Discuss the options of assessing partnership practices and outcomes using the quantitative instruments or conducting interviews or focus groups (see for instruments, http://cpr.unm.edu/research-projects/cbpr-project/index.html)

Next Steps:

3) Provide opportunities for training on the evaluation instruments, and revision of the instruments to reflect the needs of each partnership. Feel free to contact the Center for Participatory Research at the University of New Mexico for consultations. Contact at Nina Wallerstein at nwallerstein@salud.unm.edu or cpr@salud.unm.edu
4) Develop a full evaluation plan:
   a. Decide methods and extent of time and resources available.
   b. Review and adapt focus group/interview guides and survey instruments based on chosen methods and the constructs participants identified as important to evaluate.
   c. Create data collection and analysis plan.
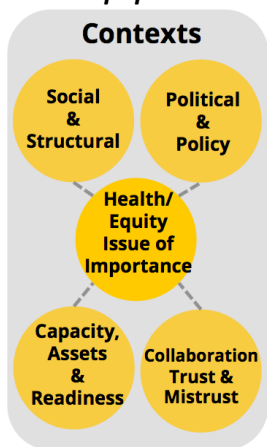   d. Bring back results to partnership for collective interpretation and next steps.

Workbook 2: Using CBPR Model for Evaluation and Reflection

Thank you so much for participating in this session to develop an evaluation plan or to strengthen the evaluation we are already doing within your Community Engaged partnership. The purpose is to identify the most important issues for our partnership to evaluate. Using the existing CBPR Conceptual model, or our co-created model, we will be choosing 2 or 3 issues in each in the four domains of the model: What is most important about our context, our engagement/partnering practices, our program/ intervention or research, and what outcomes do we want to achieve. We will start with context.

CONTEXT
1. **Which constructs (or issues) have we tackled within this domain that would be important for us to evaluate or think about? Choose 2 or 3.**
2. **In what ways have these context issues impacted our ability to work together?**
4. **Are there constructs that we can take out of the Model as they are not important to us?**
5. **Are there additional constructs (or issues) that we need to insert because they are very important to us? What's missing here?**
6. **Highlight important constructs on your Model and write them here and on the butcher paper.**

Contexts

- Social-Structural: Social-Economic Status, Place, History, Environment, Community Safety, Institutional Racism, Culture
- Role of Education and Research Institutions
- Political & Policy: National / Local Governance / Stewardship / Approvals of Research; Policy & Funding Trends
- Health Issue: Perceived Severity
- Collaboration: Historic Trust/ Mistrust between Partners
- Capacity: Community History of Organizing / Academic Capacity / Partnership Capacity

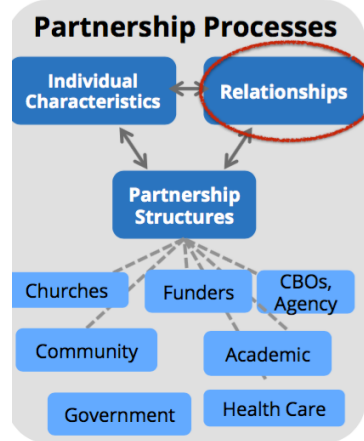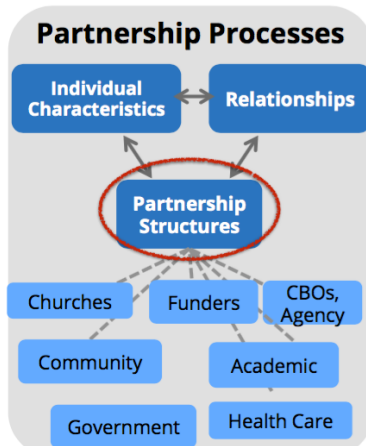|	Issue:	Issue:	Issue:
Issue of Importance (Perceived severity)			
Social and Structural			
Political and Policy			
Capacity, assets and readiness			
Collaboration, trust and mistrust			

A11

PARTNERSHIP PROCESSES

1. *Which constructs (or issues) have we tackled within this domain that would be important for us to evaluate or think about? Choose 2 or 3.*
2. *How do these individual, relationship or structural issues impact our collective work?*
3. *Are there constructs that we can take out of the Model as they are not important to us?*
4. *Are there additional constructs (or issues) that we need to insert because they are very important to us? What's missing here?*
5. *Highlight important constructs on your Model and write them here and on the butcher paper.*
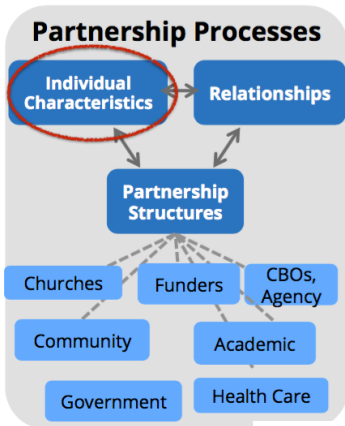
Individual Characteristics:
Motivation to Participate
Cultural
   Identities/Humility
Personal Beliefs/Values
Spirituality
Reputation of P.I.

Relationships:
Safety / Respect / Trust
 Influence / Voice
Flexibility
Dialogue & Listening/ Mutual
   Learning
Conflict Management
Leadership
Collective Reflection/ Reflexivity
Resource Management
Participatory Decision- making
Task Roles Recognized

Partnership Structures:
Diversity: Who is involved
Complexity
Formal Agreements
Control of Resources
% Dollars to Community
CBPR Principles
Partnership Values
Bridging Social Capital
Time in Partnership

	Issue:	Issue:	Issue:
Individual characteristics			
Relationships			
Partnership Structure			

INTERVENTION/PROGRAM & RESEARCH

1. *Which constructs (or issues) have we tackled within this domain that would be important for us to evaluate or think about? Choose 2 or 3.*
2. *Why does it matter that we incorporate cultural or local knowledge?*
3. *How well do we work together or construct our understanding of the research together?*
4. *Why should community members be involved in all steps of the research process?*
5. *Are there constructs that we can take out of the Model as they are not important to us?*
6. *Highlight important constructs on your Model and write them here and/or on the butcher paper.*
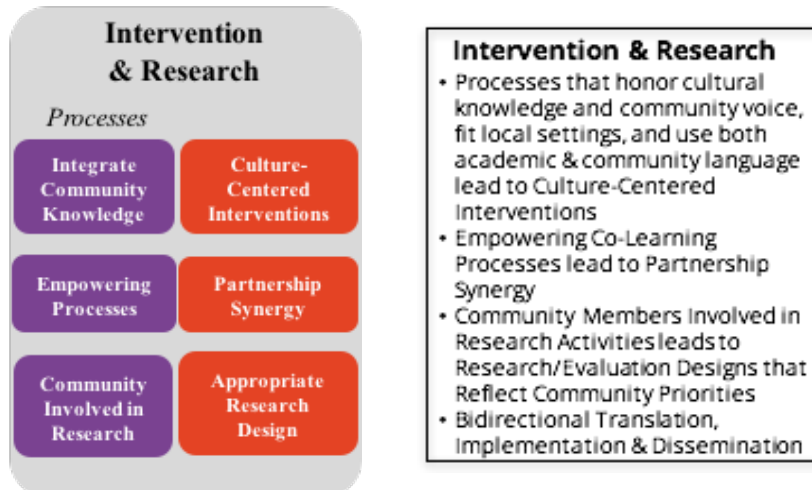
	Issue:	Issue:	Issue:
Integrate cultural and community knowledge, fits local settings, assets, use of local data			
Empowering processes			
Community Members Involved			

OUTCOMES

1. *Which constructs (or issues) have we tackled within this domain that would be important for us to evaluate or think about? Choose 2 or 3.*
2. *Are there outcomes that we can take out of the Model as they are not important to us?*
3. *Are there additional outcomes that we need to insert because they are very important to us? What's missing here?*
4. *Highlight important constructs on your Model and write them here and/or on the butcher paper.*

Outcomes

Intermediate
- Policy Environment
- Sustained Partnership
- Empowerment
- Shared Power Relations in Research
- Cultural Reinforcement
- Individual/Agency Capacity
- Research Productivity

Long-term
- Community Transformation
- Social Justice
- Health / Health Equity

Outcomes

System & Capacity Outcomes
- Policy Environment: University & Community Changes
- Sustainable Partnerships and Projects
- Empowerment – Multi-Level
- Shared Power Relations in Research/ Knowledge Democracy
- Cultural Reinforcement/Revitalization
- Growth in Individual Partner & Agencies Capacities
- Research Productivity: Research Outcomes, Papers, Grant Applications & Awards

Long-Term Outcomes: Social Justice
- Community / Social Transformation: Policies and Conditions
- Improved Health / Health Equity

	Issue:	Issue:	Issue:
Intermediate system outcomes			
Intermediate capacity outcomes			
Long term outcomes: Social Justice			

Workbook #3: Self-Reflection: *Using your adapted CBPR Model:*

PART TWO: Evaluation Questions for the Identified Constructs/Issues

For the full domain or for separate constructs or issues within each domain, brainstorm answers to the following evaluation questions. Write notes if it helps your discussion.

Context:

1st Issue	2nd Issue
What was our starting point in understanding this issue?	What was our starting point in understanding this issue?
How has this context issue impacted our partnership?	How has this context issue impacted our partnership?
Do we need to address this issue more? How can we best tackle it?	Do we need to address this issue more? How can we best tackle it?

Partnering Processes:

1st Issue	2nd Issue
What was our starting point in tackling this issue?	What was our starting point in tackling this issue?
How well have we done so far?	How well have we done so far?
Where would we like to be [choose one: in one year, five years, or another time span]?	Where would we like to be [choose one: in one year, five years, or another time span]?

What do we think are the best or promising practices to get there?	What do we think are the best or promising practices to get there?

Intervention/Program and Research:

1st Issue	2nd Issue
What was our starting point in tackling this issue?	What was our starting point in tackling this issue?
How well have we done so far?	How well have we done so far?

Where would we like to be [choose one: in one year, five years, or another time span]?	Where would we like to be [choose one: in one year, five years, or another time span]?
What do we think are the best or promising practices to get there?	What do we think are the best or promising practices to get there?

Outcomes:

1st Issue	2nd Issue
What was our starting point in tackling this issue?	What was our starting point in tackling this issue?
How well have we done so far?	How well have we done so far?

Where would we like to be [choose one: in one year, five years, or another time span]?	Where would we like to be [choose one: in one year, five years, or another time span]?
What do we think are the best or promising practices to get there?	What do we think are the best or promising practices to get there?

Conclusion: After your discussion of each Domain, use these questions for guided reflection:

a. How helpful has it been to use the CBPR conceptual model in evaluating our partnership and in reflecting about the issues in our partnership?

b. From this exercise, do we have thoughts on what could be strengthened in our partnership?

c. What additional evaluation processes would we like to consider?

PART THREE: Options for Further Evaluation: Methods, Measures and Metrics (1 hour introduction)

Discuss survey instruments or interviews or focus groups (contact nwallerstein@salud.unm.edu for more information).