



*LeadingAge*<sup>®</sup>

Developing  
Community-Based  
Partnerships





# From the CEO

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If the pandemic has shown us anything, it's the value of preparation, planning, and partnership. Identifying potential partners is a great start, but the complex building of a successful and mutually beneficial relationship is where the work truly begins. It takes skill, thoughtfulness—and some degree of luck.

The purpose of this guide is to help you cultivate strategic community-based partnerships, implement outreach strategies, and develop communications that reach diverse communities.

During times of crisis, it's important that we come together and pool resources and expertise to help one another.

This guide will help you identify partners and assess the potential for mutual benefit, and provides helpful guidance to sustain those partnerships for the long run. By following the guide, your organization can attain the following long-term goals:

- Stronger partnerships with other organizations;
- Increased capacity for providing services offered by your organization; and
- Expanded access to a wider range of resources and supports for the people you serve.

My hope is that our efforts in partnering with members and other agencies to develop this toolkit will be instrumental for you to assess your organization's readiness and inspire a strong strategy for partnership outreach.

A handwritten signature in blue ink that reads "Katie Smith Sloan".

Katie Smith Sloan

President and CEO of LeadingAge

# Introduction

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Welcome to Developing Community-Based Partnerships! This guide will help you develop a plan for establishing partnerships with community-based organizations who serve racially and ethnically diverse communities on public health issues. Although the guide was designed for those wanting to partner with organizations on health issues, most of the concepts can apply to forming community-based partnerships on other topics.

The guide provides you with a framework to help you:

- Identify opportunities for forming strategic partnerships with organizations in your community who serve racially and ethnically diverse communities;
- Effectively engage with those potential partners; and
- Manage, evaluate, and sustain the relationship/partnership.

The guide is modular, so you may skip around to the content you need or use it in its entirety. Here are a few resources you'll find within:

- Visual aids on the partnering process and creating your strategy
- Readiness assessment worksheets for you and your potential partners
- Call outlines, email templates, and sample meeting agendas
- Partnership Agreement/Memorandum of Understanding (MOU) templates

**Let's get started!**



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# The Power of Partnerships

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People are social by nature and receive most of their information from family, friends, people they trust, and people who look like them, especially when it comes to their health. During the height of COVID, many hesitated in getting vaccinated due to misinformation and the ever-changing recommendations. Vaccine hesitation was especially high in Black, Hispanic, and Latino communities, even though they were much more likely to become seriously ill and die from the virus. This stems from a distrust in government and a history of medical mistreatment that is reinforced by health system issues and discriminatory events that continue to this day.<sup>1</sup> Organizations and groups like community health workers and *promotoras*, community centers and churches played a crucial role in educating these communities about COVID and the vaccines, dispelling myths, providing accurate information, and coordinating access to vaccines and proper health care. Their success was due in part to the trust and relationships they have developed over time with the communities they serve and are a part of.

Partnering with organizations such as these gives you access to these multicultural communities and the people they trust. Tapping into the power of partnerships can help you navigate unfamiliar territory and develop creative ways of addressing health issues, such as COVID-19.

## What Is a Partnership?

A successful partnership occurs when two or more organizations with shared visions, interests, and values agree to work together toward a common goal.

A partnership can be short or long term, it can be anything from a simple agreement to a contractual arrangement, and it can be local, regional, national, or even virtual. For example, there were many instances during the height of the pandemic, when social distancing was encouraged, where organizations partnered to develop social media campaigns. The resources in this guide will help you define your vision and the type of partnership you will need to accomplish your goals.

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<sup>1</sup>More than Tuskegee: Understanding Mistrust about Research Participation – PMC (nih.gov)

## Elements of a Successful Partnership

You and your partner(s) have:

1. Shared purpose—a common goal or vision.
2. Flexibility and willingness to collaborate—the ability to work together and adjust based on what's best for the partnership or the goal.
3. Complementary strengths and support—all partners bring specific or unique skills, resources, and expertise to the partnership.
4. Agreed upon boundaries—there is a consensus among partners regarding the work and responsibilities of the partnership (think who, what, where, when, why, and how).

### Why Partner?

There are many benefits that your organization can experience from partnering with community-based organizations and serving racially diverse communities on public health efforts. Partnerships can create alliances and further the work of your organization's COVID-19 or other health-related initiatives, provide the opportunity to accomplish tasks within those initiatives that can't be done alone, and they are a great way of uniting a community's efforts to improve its overall health and well-being. Below are additional reasons for forming a partnership:

1. To improve or expand delivery of health programs and services (e.g., grocery service, vaccine education, physical activity programs)
2. To plan and execute new community-wide health initiatives or to revitalize existing health initiatives (e.g., vaccine clinics for COVID-19 and flu)
3. To extend your organization's reach to older adults who are underserved by aging or other health-related services
4. To build networks and pool resources to advance your health-focused initiatives
5. To rally community members and create political or social change that will improve public health

Reaching diverse communities, especially those you don't normally work with or are not very knowledgeable about can be somewhat of a challenge, but partnerships with community-based organizations are a great way to connect to your intended audience. Community-



based partnerships are partnerships with organizations that work on the front lines of the community, such as local nonprofits and community businesses, grassroots organizations, and faith-based organizations. These partnerships are effective at addressing community needs and challenges because they work directly with the people that are most affected. Working with community-based organizations like those mentioned, that have existing relationships with the community, can foster an environment of trust, credibility, and mutual learning—all of which can make your health-related services and programming more effective, especially when you don't have experience or relationships with the populations you are trying to reach.

Here's an example of why partnering is beneficial. A recurring challenge seen during the COVID-19 pandemic, as with many other public health initiatives, has been combatting misinformation. Social media has the ability to connect us all near and far, but it also accelerated and affected the way people interpreted daily developments at the height of the pandemic. With the uncertainty of what was real or not, people looked to individuals they trusted to break down the daily delivery of new developments surrounding COVID-19 and the vaccines. They trusted their community leaders and trusted messengers and the information they received from them, which is why it's so important to develop and lead your COVID-19 efforts or other health efforts in partnership with organizations close to the community. Additionally, creating space for a community's voice within your initiatives is empowering for the community members and can help with developing the trust needed to build relationships.

If you recognize the importance of partnering with community-based organizations and the idea of entering one excites you, but you're not sure where to start, not to worry! In the next sections you'll find key strategies that will help you prepare for successful community-based partnerships.



# Getting to Know the Community

Before diving into the partnering process, you'll have to get to know the community you are looking to work with. You can do this by conducting a community assessment, getting involved in community activities, and understanding their needs.

## Community Assessment

Consider conducting a community assessment to learn about the community before approaching any individuals or organizations. Often, diverse communities experience organizations coming into their community wanting to partner without knowing anything about the people, their culture and values, and/or current issues they are facing. This assessment can help you understand how much you know about the community you would like to work with and what you should learn. A level of familiarity, even if it's a basic one, can help express your genuine interest in the community and start building trust and credibility when you begin to reach out or get involved. A community assessment can also help you identify any potential barriers or challenges to creating partnerships within that community, which is important to consider down the line. Before diverse communities or organizations in those communities consider partnering with an organization, they want to know that you have a general understanding of who they are, what they value, and potential challenges they are facing.

Consider the following in your assessment:

- **Strengths and weaknesses**—what does the community do well? What could they improve upon? What are their needs and challenges?
- **Community health**—think about the social determinants of health (Economic Stability, Education Access & Quality, Health Care Access & Quality, Neighborhood & Built Environment, Social & Community Context). What services or resources are available to support the well-being of the community and its members in these five areas?
- **The people**—what is the demographic make-up of the community? Learn about their histories and cultures.
- **Key messengers in the neighborhood and community**—who are the trusted community leaders and influencers? Who makes decisions?

- **Information about other similar services that are already available in the community**—are there other aging services organizations in the community? If so, what do they focus on? What's their mission? How are they similar or different to your organization?
- **Local organizations**—what types of organizations are in the community? What services do they offer the community?

You can print and complete the full version of the Community Assessment and all other worksheets from the *appendix*.

Now that you understand more about the community, it's time to get involved and create relationships that could ultimately lead to a partnership.

## Getting Involved in the Community

There are many ways to get involved in a community. You can attend community events, activities, or meetings; visit local businesses or community organizations; or it can be as simple as spending time in the community and talking to people. Another way to get involved is for your organization to start doing community outreach with the organizations you could potentially partner with. Community outreach is providing services to populations or communities that may not have access to them otherwise. In any case, you'll need to consider and understand the needs of the community you are trying to reach.

## Community Voice – Understanding the Community's Needs

The most important thing about community-based partnerships, and community work in general, is to acknowledge the community's voice and keep it at the center of your efforts. This means actively listening to community members and learning what's important to them. This can range from different needs or challenges to values or traditions and beyond. The community's voice and its priorities should inform your work, so you'll need to get their perspectives before diving in. While doing this, it's important to keep in mind that no one organization or individual can represent the entire community—diversify where and from whom you are receiving perspectives. The following page lists some examples of trusted community leaders and messengers:



Community Leaders	Other Trusted Messengers
<ul style="list-style-type: none"> <li>• Local government leaders</li> <li>• Faith-based leaders</li> <li>• Educational leaders (teachers, principals, guidance counselors)</li> <li>• Community health workers (<i>promotores</i> or <i>promotoras</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• Small business owners (restaurants, barbershops, hair salons, etc.)</li> <li>• Community centers</li> <li>• Community coalitions or associations</li> </ul>

## Your Vision

Another important way to prepare for any partnership is to solidify your vision and determine the type of partner you are looking for—and it’s okay if you’re not entirely sure about that yet. Here’s a great way to start to think about your potential partnership.

## Why Should Your Organization Partner?

A partnership is a strategic way to make a difference in a community’s health. If you are looking to reach and/or serve older populations with diverse and multicultural identities, community-based partnerships should be one of your top priorities. For example, you could partner with community-based organizations to increase the uptake of COVID-19 and flu vaccines in older populations that have lower vaccination rates, or you could partner to better protect older adults from constant COVID-19 exposures. Think about why you want your organization to explore partnerships and who your intended audience is. What do you want to accomplish with the partnership and what are your goals?

## What Kind of Tasks or Activities Will the Partnership be Responsible For?

What needs to be done to accomplish your partnership goal(s) and/or your vision? Following the example above, your partnership could be responsible for setting up COVID-19 and flu vaccine clinics or establishing a delivery service of essential products to older adults. Brainstorming what needs to be done will help you narrow down what organizations can best help you accomplish that.

## What Kinds of Organizations Should You Partner With?

When it comes to health partnerships, there are different types of community-based organizations you can consider but you should prioritize those who are trusted community leaders and influencers—who these individuals and organizations are will become clearer as you get to know the community. As a matter of fact, consider partnering with other LeadingAge members or state government agencies that provide the services or resources you'll need. It's important to keep in mind that even if your vision is health-focused, you're not limited to partnering with only health organizations. Regardless of what they do on a day-to-day basis, organizations can still be committed to different causes. Below is a reference list of some types of community-based organizations to help you get started:

- **Community Health Organizations**—provide health-related resources and/or services to the community. These organizations tend to focus on communities or specific groups within a community that are underserved by the resources/services they provide.
  - Examples: community health centers, food banks, clinics, shelters
- **Grassroots Organizations**—made up of community members mobilizing and advocating for a cause. They are community-led and community or individually funded. The basis of a grassroots organization is usually to bring about a change of political or economic nature.
  - Examples: health care advocacy groups, human rights activist groups, housing working groups
- **Local Nonprofits**—a nonprofit organization specific to an area. These may be part of a larger organization that has smaller entities at a local level.
  - Examples: public charities and foundations, nonprofit hospitals
- **Community Groups**—a group of people that come together with a similar interest, purpose, or need. These are not as formal as community organizations.
  - Examples: activity clubs, support groups
- **Local Businesses**—for profit company that provides goods or services to a localized population. Consider those that volunteer in the community or offer free or discounted services.
  - Examples: clothing stores, grocery stores, barbershops, hair salons
- **Faith-based Organizations**—entities whose values are based on religious identities, faith, and/or beliefs.
  - Examples: places of worship or congregations (churches, temples, mosques, synagogues, etc.), denominational charities

- **Educational Institutions**—Learning environments and spaces where people can gain education or knowledge.
  - Examples: colleges, universities, schools, libraries
- **Media Outlets**
  - Examples: local radio and television networks, social media
- **Other Organizations**—A few other organizations that you may consider partnering with to create unconventional but promising partnerships include local agencies within the justice system, unions, and technology companies.

## Do You Have a Time Limit or Timeline to the Partnership?

Partnerships do not have defined time limits. This is based on the organizations involved and their wants and needs. Are you open to a long-term partnership or are you only available to partner during the time it takes to achieve a specific goal? If you are flexible and open to assessing the partnership as it progresses, that is also something to communicate to a potential partner as you move into the partnering process.

## How Many Partners/Partnerships Should You Consider?

The number of partnerships that you enter into will depend on what's best for achieving your goal(s), your organization's or your team's bandwidth, and also how many potential partners you identify that meet your criteria in later steps. This number can also change over time.







## How Formal or Informal Do You Want the Partnership to Be?

No matter how formal or informal you envision a partnership to be, it's essential to communicate boundaries and establish roles and responsibilities with your partners. Coordination and collaboration are key in any partnership, but the degree to which you do those two things can vary widely. Think about if you want to share responsibilities with a partnering organization or if you want to separate them while still working toward a common goal.

## Barriers and Challenges to Consider

Partnerships are one of the most effective tools in community outreach for multicultural audiences. You get the opportunity to pool resources, build relationships and have a larger reach than you've had before, but you have to be realistic. It is an arrangement between two or more parties and there may be some differing of opinions. Before you jump in, let's also consider the hurdles you may have to clear while embarking on this journey. It's a good practice to recognize these challenges now so that you are sure you are ready to accept these challenges and have a plan in case these things occur. The self-assessment will also help you identify areas where your organization may encounter some difficulty, but we'll get into that a bit later. For right now, below are some other barriers and challenges you may face in a partnership:

- **Limited resources**—Time, staff, and money are all examples of resources. Most community-based organizations already experience some sort of shortages when it comes to resources so having to devote them to a partner organization in addition to their own can put a strain on a partnership. Make sure to develop realistic, detailed workplans as well as partner agreements to avoid this.

- **Cultural differences and difficult group/power dynamics**—Bringing different people together in any setting can reveal inequities. Equity among all group members as well as cultural competence are two foundational building blocks of a partnership. It's important to research and get to know your partners before entering a partnership to ensure that they share these values. Partner with organizations and people who are open to recognizing their shortcomings and working to correct them (don't forget to be this kind of partner as well).
- **Longevity**—Maintaining a partnership over time can be difficult for reasons other than limited resources, such as keeping people motivated. To create a sustainable partnership, prioritize capacity-building (trainings and information sharing), relationship-building, and celebrate successes no matter how small!
- **Loss of some autonomy**—Shared decision-making responsibilities can cause delays and inactivity if the partnership does not have effective communication and conflict resolution strategies.
- **Conflicts of interest**—Decisions or actions that are right for the partnership may conflict with the individual organizations. Keep lines of communication open and practice transparency with your partners.

An effective way to avoid these challenges is to discuss each one with your partner(s) at the beginning and establish a process for how issues will be brought forward and resolved. With transparency, collaboration, and productive communication skills, most issues can be resolved or even prevented!

## Tip

The section titled Your Vision that you just read will help you complete both of these worksheets so we recommend that you print them out or have them in a different window on your device so that you can have them side-by-side.



**Why Should My Organization Partner?**  
click here



**What Kind of Partnership Is Best for My Organization?**  
click here

# Let's Prep!

So, now that we've discussed the power of partnerships, here's a worksheet to help you assess your needs for partnering. *Why Should My Organization Partner?* includes a list of questions that will help you determine if it makes sense for you to partner with another organization and what outcomes you'd like to see from the partnership. The next worksheet, *What Kind of Partnership Is Best for My Organization?* will help you determine who you should be partnering with by writing out the types of activities you'd like to engage in, how long you envision the partnership lasting, and the formality of the agreement. With this, you should be able to narrow your list of potential partners later.

## Readiness Self-Assessment

Prep is done! Give yourself a hand. Now that you have a better idea of what you are looking for in a partnership and your ideal partner, it's time to evaluate if your organization is ready to begin the partnering process.

*The Readiness Self-Assessment Checklist* will help you decide if your organization is ready to enter a partnership. The goal is to answer 'Yes' to each question. This may not be possible the first time you complete the assessment, but don't worry. The assessment is meant to identify areas where you can improve so you are as prepared as possible for entering the partnering process, which is the next step. If you find yourself answering "No," consider if



and how you or your organization can address the question in order to be able to answer “Yes” before moving on. If the majority of your answers are “No” and you or your organization does not have the ability to address them before entering the partnering process, consider holding off on developing your partnership until you’re better equipped to move into the relationship.

If you were able to answer “Yes” to all of the questions above, then you are ready to begin the partnering process! Now that you know your organization is prepared for the journey, let’s discuss the actual process of identifying and implementing your partnership.



## The Readiness Self-Assessment Checklist

[click here](#)



# The Partnering Process

For this section, you'll need to do some work. That's right, grab a pen and turn on the printer because we have a few worksheet exercises that will help you through the upcoming steps 1-4 and will also effectively identify what you need to strengthen within your organization before beginning your partner outreach. We'll instruct you on each exercise and you'll see as you move along within the process how one exercise will help you with the next.

Ready? Let's go!

## Four Steps to Partnering

When it comes to developing partnerships, it's important to remember every journey is different. Things don't always go exactly as planned, but the idea is to make it to step 4, regardless of your path. The specifics of how you establish your partnership and maintain it will vary depending on the organizations you choose and the activity you are engaging in. However, most partnerships follow a similar progression.



In the next sections we'll break down each step in more detail.

# STEP 1 – Identify Your Partners and Assess Potential

## Establish Criteria

It's important to have an idea of what you are looking for in a partner before you begin to research. Using the *Why Should My Organization Partner?* and *What Kind of Partnership Is Best for My Organization?* worksheets from the previous section, and use your responses to create at least three to five partner criteria. Use these criteria as you develop an inventory of possible partners and assess their potential.

Need a little help? Here's an example to help you get started!

### Example Partner Criteria

1. Works directly in the community and is trusted by the community
2. Serves older adults
3. Has COVID-19 or flu-specific initiatives
4. Prioritizes diversity within their organization as well as in the older adults that they serve
5. Has existing successful partnerships



## Develop an Inventory of Potential Partners

It's easy to get overwhelmed with the number of organizations you could potentially partner with, but an inventory will help you map out potential partners in the community and create a refined list that you can use for the next steps. Use your partner criteria from the previous section and create your own worksheet like the one that follows as you formulate your research.

## Inventory of Potential Partners

Organization Name	Type of Organization	Potential Roles	Involved in Other Partnerships?	Representative of or Experience Working With Intended Audience?	Do They Meet Partner Criteria?	Pros	Cons
Example 1	Community Health Group						
Example 2	Grassroots Organization						
Example 3	Faith-based Organization						

### Assess Partner Potential

After identifying potential partners, and narrowing down your list, it's time to assess their potential. Use the *Partner Assessment Tool* on page 33 to rate each partner from 1-5, (1 = has little potential; 5 = has great potential) based on the criteria listed. The total ratings will help you compare the potential of each organization to figure out which one(s) would be best for you to work with (in the event that it's not possible to partner with all of them). A higher total rating indicates higher compatibility. Feel free to add additional criteria of your own and recreate this table if necessary!



**Partner Assessment Tool**

**click here**

*Note: You may not be able to rate each partner on all the criteria before having an initial conversation with them. If that's the case, fill out as much of the assessment as you can and keep it as a working document as you move through the next step.*

# STEP 2 – Engage Your Potential Partners

## Approach to Engaging With Partners

Before you begin reaching out to potential partners, you should develop an approach. This doesn't have to be extremely detailed or complicated, but it will provide you with guidance on how you will go about introducing the idea of a partnership. Below are some recommendations that will help you maximize your time and resources by focusing on the activities that are most important in establishing the new relationship; you'll be better prepared when you are ready to engage with your potential partners. These pointers will also inform the messaging in your outreach and communication materials to potential partners.

- **Do your research. Get to know who they are and what they do.**

By this point, you have likely already done some research with the *Community Assessment*, the *Inventory of Potential Partners*, and the *Partner Assessment Tool* (way to go!). Since you've likely decided what organizations you're looking to engage as potential partners, use this step as a check point to make sure you have all the necessary information. Remember, it's important to understand their mission and values, the communities they serve, and the type of work they're currently doing and have done in the past. If you haven't done so, consider checking out their social media platforms and any news media they have been a part of. When it's finally time to reach out, being familiar with the community and the organization you want to partner with will help demonstrate your genuine interest in the partnership and what you wish to accomplish with it.





- **Establish trust.**

Trust is crucial when developing any partnership, but especially when it comes to serving communities that you do not have experience working with. Below are a few things that can help you foster trust and begin building a credible reputation for yourself within a community:

- Build relationships and network throughout the community. Revisit the *Getting to Know the Community* for more guidance on relationship-building.
- Determine your motivations for the partnership beyond business. Don't approach community-based organizations by leading with business. This will likely not resonate with them. We can't ignore the fact that organizations need to stay in business in order to carry out their missions but at its core, public health, and community health especially, is not about business. It's about improving health and well-being for all. Showcase these motivations to demonstrate your genuine interest in the partnership and the community!
- Support key leaders and influencers of the organization you want to partner with. It's one thing to learn about the organization you are reaching out to and another to actually support them. Consider what resources you have available to support them. Do you have time to attend one of their events? Do you have staff willing to volunteer at one of their events? Do you have money to support one of their fundraisers? Have you connected with them in person or on social media? This does not have to be a grand gesture, it's the intention that counts!

- **Determine what's in it for them.**

It takes two (or more) to partner! Think about how the partnership will benefit your potential partner(s) and the community (or communities) overall. Consider the following and include some of these answers in the messaging you develop for partner outreach and engagement.

- How will the partnership advance their mission? How will it benefit them?
- How will the partnership improve the health and well-being of the community?
- What opportunities could the partnership create?
- Is there an opportunity to incentivize the community or potential partners for participation? Based on what you learned from the *Getting to Know the Community* section, is there a need within the intended community that your organization has the resources to address?

Now that you have the approach to engage potential partners, it's time to prepare your introduction. Introductions are an opportunity to make a good impression on a potential partner and hopefully get an introductory meeting in the books. Be sure to share the mission and values of your organization and how they align with their mission. This shows that you've done your research and understand their service to their community. Also, consider personalizing your messaging using the pointers in this section as long as it's genuine and relevant. For example, does one of their initiatives stand out to you? Have you attended one of their events? Add a personal touch to your introduction and other outreach materials while keeping it professional. It's important to know that people who live in multicultural communities often experience mistrust of others, especially if you seem to have a personal agenda instead of genuine interest in helping their community.

There are a few ways we will talk about introducing yourself and the idea of a partnership, through email, a phone call, or through an introduction by someone within the community who has a personal relationship with the organization's leaders. There are benefits to all three, which are outlined below. If you're not sure where to start or don't have a preference, try starting with an email introduction. If you're not getting a response back, don't take it personally and don't lose hope! Leaders of community-based organizations usually wear a lot of different hats and may not respond the first time you reach out. Give them a week to respond and then follow up so they know you're still interested. For the follow-up, it's okay to use the same method of communication as the first time but trying a combination of communication methods (e.g., a follow-up phone call after sending an introduction email) may help you figure out what works best for your potential partner. Sometimes it takes multiple emails and phone calls to break through the clutter.

Initiating contact and coordinating schedules with a potential partner can take some time. Be patient and don't get discouraged, community-based organizations usually have a lot on their plates. If you've reached out several times and it's been quite a bit of time with no response or you've stopped hearing back from them, it may be best to focus on a different potential partner.

Method of Communication	Benefits	Disadvantages
Email	<ul style="list-style-type: none"> <li>You are able to get your message out without relying on someone to answer the phone</li> <li>It's easier to keep track and organize all correspondence</li> </ul>	<ul style="list-style-type: none"> <li>Your message can get lost in busy email inboxes</li> <li>It can be more difficult to convey a personable tone (but not impossible!)</li> </ul>
Phone Call	<ul style="list-style-type: none"> <li>It can be easier to add a personal touch or make a connection with someone</li> <li>Can be a more efficient form of communicating since it's in real time</li> </ul>	<ul style="list-style-type: none"> <li>You are relying on someone to answer the phone or call you back</li> <li>It can be easier to forget key details</li> </ul>
Introduction by a Trusted Messenger	<ul style="list-style-type: none"> <li>You may be better received when recommended by a person they trust.</li> <li>A trusted messenger can help you navigate a community with more authenticity.</li> </ul>	<ul style="list-style-type: none"> <li>This approach may take longer since you will be fostering a relationship with a trusted messenger first.</li> </ul>

## Email Templates

If you decide to introduce yourself via email, develop introductory and follow-up emails to send to potential partners. Make sure to introduce yourself and your organization, provide background information, and state the purpose for reaching out. If you're requesting a meeting, ask for their availability and offer to schedule the meeting to lessen the burden on their end. Also, don't forget to personalize your message to demonstrate your interest! If you need help with your messaging, we've created [email templates](#) for you to customize and get you going.

## Phone Call

When reaching out to potential partners via the phone, consider using a call outline. Whether you are contacting one organization or several, having a call outline provides consistency. It also keeps you, the caller, from having to think about what to say in the moment and possibly forgetting key details. The call outline should be used as a guide to keep you focused so don't feel as though you have to read the outline word-for-word. Remember, adding a personal touch to your communication with potential partners is not a bad thing! Just keep in mind to make sure you introduce yourself and your organization, provide background information,

and state the purpose for reaching out. If you're requesting a meeting, ask for their availability and offer to schedule the meeting to lessen the burden on their end. We've provided a *sample call script* for you to customize.



**Sample Email Introduction Templates**  
click here



**Sample Phone Call Scripts**  
click here

## Introduction by a Trusted Messenger

Being introduced to a potential partner through trusted messengers is one of the best ways to meet a partner. People are more likely to partner with someone who they feel they can trust. These introductions usually happen via email or through an in-person setting. Be ready to share with the partner your relationship with the trusted messenger (i.e., how you met, how long you've known each other, any work you've done together).

## The Introductory Meeting

If you've made it this far, you are really making some progress. First take some time to celebrate this success. Getting the first meeting with a potential partner is a big milestone! This meeting is the start of your work together.

It's important to take some time to prepare for the introductory meeting. This meeting is the first time you will meet the leaders of another organization. This is your opportunity to learn more about their work and share yours. Develop a meeting agenda to provide beforehand. This shows that you're organized and gives the potential partner an opportunity to prepare on their end. If the meeting is virtual, attach the agenda to the invitation. We've provided a *sample agenda* to help you develop yours.



**Sample Agenda**  
click here

As far as conducting the meeting, the best option is to have the meeting in person and ideally, for you to go to your potential partner's location. This won't always be possible and that's okay but when it is, do your best to make it happen. Connecting in person is imperative when fostering a new relationship and starting new work.



## STEP 3 – Implementing the Partnership

Look at you! You've made it to the third major step in the process. Now it's about creating a vision for your partnership. What are you trying to accomplish and how will you do it? Handle all of your administrative tasks here to create your foundation and make sure it's solid. Here's how you can approach it.

### Co-creating a Vision

Now that you have successfully engaged your partners it's time to start implementing the partnership. The implementation phase of the partnership is where you come together to co-create a vision, goals, and overall approach to the project. Consider how the vision will benefit the community the partnership intends to serve. It's important that everyone work together to create the vision to ensure everyone is on the same page.

### Goals

Once the vision is established and agreed upon by all partners, use it to create your project goals. The goals are the result or purpose that's expected from the partnership. Goals should be 'SMART'—specific, measurable, attainable, relevant, and time-bound. Be specific when outlining expectations and each individual's roles and responsibility. Your goals should be



measurable which is how you will know the goal is accomplished. The goals should also be attainable, meaning that resources, time, and authority are available to accomplish the objectives. They should be relevant to the partnership and individual organization's mission and vision. Lastly, make sure goals are time-bound by setting deadlines for when goals should be complete.

## Approach

By this time, you have your vision and goals, so it's time to develop an overall approach to the partnership and project. Consider the current roles and responsibilities that your organizations have individually. Is one partner more experienced with community outreach while the other has experience with developing in-depth reports and plans? Use this time to determine your individual strengths and weaknesses to determine who might be better at specific roles.

## Emerging Work – Developing a Plan

Once a partnership is established between you and one or more organizations, develop a plan of action. The plan will hold all the details of the partnership such as roles and responsibilities, collaboration opportunities, and timeline. Divide and conquer to determine the strategies to write the plan. Consider each organization's area of expertise and how it can add to the partnership. Collaborate on the plan so that everyone is involved. Here are some important topics to have in your plan:

1. List activities and milestones you would like to get accomplished within the duration of the partnership.
2. Discuss the benefits of the partnership for the organizations and the community.
3. Include multiple collaboration opportunities between partners to build your relationships with each other and the community. Start small with an in-person or virtual gathering. Learn about each other and brainstorm opportunities to engage one another's strengths and leverage resources.
4. Define who will be doing what throughout the partnership, so everyone knows what the tasks they're responsible for. Give these roles titles that are specific to the tasks (i.e., project manager, communications lead, outreach strategist, etc.) along with their contact information.
5. Develop a timeline with dates and deadlines to keep you on track with your goals. Your timeline should include all activities (i.e., team meetings, events, development tasks, reporting, funding, etc.) and who's responsible for each task.

## Creating a Partner Agreement

The best way to ensure mutual understanding of the roles and responsibilities and other items that have been agreed upon, like funding, is to develop a partner agreement. An example of this type of agreement is a Memorandum of Understanding (MOU). Community-based organizations are sometimes hesitant to sign MOUs because they don't want to feel like they are being bound by a contract. If your partner isn't comfortable signing an MOU, it's okay to develop your own agreement, just make sure there is some type of writing in place. At the very least your partner agreement should include the following elements:

- **Background and purpose**

A written statement on why the partnership was developed, what are the expected achievements, and what is the projected timeframe or period of the partnership. All organizations who will be involved in the partnership should be listed.

- **Roles and responsibilities**

Identify specific roles and responsibilities of each organization. You can be specific here and identify people from each organization who will be responsible for each role. Include contact information for each representative including their name, title, email, and phone number.

- **Funding details (if applicable)**

Include the dollar amount provided to the partner(s) and specify how funding will be used during the partnership as well as any other requirements as they relate to expenses and reporting.

- **Reporting requirements (if applicable)**

If you need the partner to provide metrics or other information to satisfy a grant or program requirement, make sure you include what information is needed, how often, and any specifics on how those reports should be submitted.

You can use the *Partnership Plan/MOU Template* on page 34 to help you get started if you don't already have a preferred template. Give your partner an opportunity to review the drafted agreement and provide feedback. This could make them feel more comfortable in signing the agreement and will show them that you are a good partner.

Your partner agreement does not have to be set in stone. Make note that it can and should be reviewed throughout the partnership. As the relationship progresses, you will become aware if revisions need to be made to the agreement. Let your partner know that you are open to modifications should circumstances change.

# Working Together on COVID-19 or Other Health Awareness Campaigns

If your goal is to form a partnership in order to implement a campaign to motivate people to get COVID-19 vaccines or other health awareness campaign, this section will help guide you on how you can adapt materials in order to ensure they resonate with the community your partner serves.

Health awareness campaigns typically help provide valuable information on health-related topics with the goal of motivating people to take preventive steps or learn more. Campaigns often use print materials, radio, television, social media, in-person or virtual events, and more to reach the public. But in order for the campaigns to be effective they have to resonate with the audience you are intending to reach. You can not only leverage your partner's connection to the community as trusted messengers to help disseminate the campaign messages and materials, but you can also leverage their understanding of the community to help you adapt your campaign materials to better resonate with the community they serve.

## Considerations for Adapting Campaign Materials

There may be materials you or your partner have which contain all the communications and education you're looking to provide for a health topic. These materials can be adapted for your intended audience. An essential part of adapting materials is ensuring they are culturally and linguistically appropriate based on who your audience is. This is why it's important for you to be clear on who your audience is, why you want to reach them, and what you want them to do. Once your audience is defined use the guidance below to help you adapt your materials.

### Know your audience to inform materials adaptation

Knowledge of your audience helps you understand the interests, characteristics, and needs of the community you are designing materials for. You can learn about them by reviewing previous materials or media content to determine how they prefer to receive their information and what resources they need. In the appendix, we've included an example of the *Messaging Briefs* and *Messaging Tips* that we used to help us develop culturally relevant materials for our CareFully campaign. Most importantly, speak with your partners who already have a good sense of the community's needs and preferred method of communication. This can include asking about language preferences, cultural values, imagery, etc. You can use these insights to



guide you on how you may need to adapt your materials.

### Use audience preferred language

Use your audience insights to determine what language your audience prefers and to determine if the content in your materials need to be adapted into other languages. Also, check that any content you include is written in **plain language** free of any jargon and is easy to understand.

### Use images that represent your audience appropriately

Audiences like to see people that look like them in materials created for them. Images you choose when adapting your materials should accurately represent your intended audience. If you are unsure, ask your partner or other trusted resource.

We've included an example of our **CareFully** campaign to give you an idea of what this could look like. This campaign included social media posts, print materials, handouts and messaging briefs in English with some materials adapted in Spanish.

**Plain language** is a communication your audience can understand the first time they read or hear it. Be clear, concise, and focus on what the audience needs to know and avoid jargon or complicated terms.



# Step 4 – Evaluating and Sustaining the Partnership

Congratulations! You have successfully concluded your first project through your community-based partnership. What next? Reflection. Reflect on how things went so that you can adjust for future partnership opportunities. Partnership evaluations offer you a chance to assess whether you met the goals and activities listed in your plan.

## Reflect and Adjust

Be honest about what went well, what didn't go well, and what could be improved moving forward in future partnerships. If things went well and you reached all or most of your goals, write in detail examples of what led to those accomplishments and add these questions within your evaluation:

- Is the partnership successful in accomplishing its goals? Is the partnership making a difference? If not, why not?
- What unintended outcomes are occurring?
- Which strategies are effective (have you achieved identified performance measures)?
- What is the level of collaboration of the partnership? What is the ideal level of collaboration? What steps should be taken to achieve the ideal?

Let's say maybe you were able to reach a large audience in your intended population due to a joint community-based event. Perhaps you fell short on a goal because you didn't have enough resources on hand at the event, or you didn't plan far enough ahead so there wasn't a trusted messenger there.

Whatever the case may be, consider all things in your evaluation so you can make informed decisions for future partnerships with your current partners and hopefully new partners!

## Sustaining the Partnership

Wahoo! You did it. You are at the end of this guide which means you have successfully built and maintained a partnership with a community-based organization. Now that you've worked to cultivate the relationship and gained trust within the community, let's learn how to sustain

this partnership. Working to sustain the partnership shows you genuinely care about the health and well-being of the community and you're a good partner.

Keep nurturing your relationship with the organizations you have partnered with and the community they serve. This can be done by continuing to share resources and health-related information relevant to their community, participating in events outside of the partnership, or providing financial support.

Structure is also crucial to sustaining any partnership. *The Partnership Plan/MOU* on page 49 serves as one form of structure as it lays out everything you intend to do, how, and for how long. Use these tips to provide additional structure to your partnership:

- **Create standards of procedures (SOPs)**

These outline step by step how to perform all roles and responsibilities anyone can follow. This ensures that if there is a change in leadership for any position, there is a blueprint in place for someone else to continue their respective roles without any interruption, providing structure to the role until someone else is found for the position, and giving the new leadership an outline of how the role works.

- **Take meeting minutes**

Meeting minutes help you keep track of every discussion you had during the project, with whom, and when. You'll be able to refer back to these at any time to inform your decisions when you plan your next project.

- **List the benefits of the partnership and how you've overcome challenges**

Understanding the benefits of the partnership for the organizations and communities makes the partnership more valuable. Think about how you've addressed health disparities in the respective populations and any challenges you may have faced and conquered together. Create a list or document that outlines all these benefits to serve as a reminder of why you partner.

- **Secure resources early**

Start taking measures to gather resources you know you will need throughout the partnership. The earlier you start, the more time you have to prepare and adjust to any unexpected twists and turns. This includes resources needed to improve overall function (e.g., more staff) and resources not currently available through individual partners but easily accessible if they need to be outsourced or created (e.g., subject matter experts).

# Conclusion

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And that's it. We've mapped out the general steps to creating partnerships. We hope you've learned how to assess and identify opportunities for forming strategic partnerships with community-based organizations, especially those serving multicultural communities. Most importantly, we hope the evaluation practices in this guide help you understand how to build and sustain those partnerships. Feel free to utilize the tools provided in this guide to develop, manage and assess current and future partnerships. The Appendix is full of printable templates and outreach materials you can use to judge your readiness, approach potential partners, and conduct evaluations.

Through strategic partnerships and implementation of an outreach strategy that engages the community, your organization will be able to effectively and efficiently deliver programs, increase communication among groups and create social change. We'd like to take the opportunity to acknowledge and thank ICF Next and Lutheran Towers for their partnership and collaboration in developing this guide.

And to you! Thank you for your efforts in supporting the health and well-being of local communities through community-based partnerships. We hope this guide serves as a valuable resource in your service to the diverse communities in which we all live and work.



# Appendix

## Community Assessment

Research the following about the audience/community you are trying to reach.

1

**STRENGTHS AND WEAKNESSES** What does the community do well? What could they improve upon? What are their needs and challenges?

2

**COMMUNITY HEALTH** Think about the social determinants of health (Economic Stability, Education Access & Quality, Health Care Access & Quality, Neighborhood and Built Environment, Social & Community Context). What services or resources are available to support the well-being of the community and its members in these five areas?

3

**THE PEOPLE** What is the demographic make-up of the community? Learn about their histories and cultures. What and who do they value?

4

**KEY MESSENGERS IN THE NEIGHBORHOOD AND COMMUNITY** Who are the trusted community leaders and influencers? Who makes decisions?

5

**INFORMATION ABOUT THEIR OTHER SIMILAR SERVICES THAT ARE ALREADY AVAILABLE IN THE COMMUNITY** Are there other aging services organizations in the community? If so, what do they focus on? What's their mission? How are they similar or different to your organization?

6

**LOCAL ORGANIZATIONS** What types of organizations are in the community? What services do they offer the community?



## Why Should My Organization Partner?

*Check off any item that applies and make sure to fill out your partnership goals at the bottom.*

I want/my organization wants to partner in order to:

- Reach and serve older adults from multicultural communities that may experience barriers to accessing aging or health services
- Reach and serve older adults in multicultural communities that my organization does not have experience working with to provide them with aging and/or health services
- Accomplish task(s) to support the health and well-being of diverse communities (delivery of a service or program, plan and launch an initiative, etc.)
- Acquire or pool resources to advance my organization’s health-related initiatives focused on diverse older populations
- Provide older adults from multicultural communities with health services in a more effective manner
- Build networks and relationships with health-focused, multicultural organizations
- Bring about social or political change that will improve public health for older, diverse communities
- Ensure our health strategy and approaches to health efforts are multicultural and inclusive to diverse identities
- Ensure the sustainability of a health-related project or initiative
- Obtain funding or meet funding criteria necessary to carry out health efforts
- Enhance current health programs or services
- Revitalize existing health initiatives
- Other reasons:
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_

My goals in a partnership are:

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## What Kind of Partnership Is Best for My Organization?

*Answer the following questions to inform what type of partnership you are looking for.*

What tasks or activities will the partnership be responsible for completing, i.e., COVID outreach, flu vaccination clinic, health screenings, etc.?

What kind of organizations are best for you to partner with (community health organizations, community groups, nonprofits, grassroots organizations, local businesses, etc.)? Keep your intended community and what you know about them in mind.

What is the time limit or timeline for the partnership? Is it short-term, long-term, or flexible?

How many partners/partnerships do you envision having? Consider your bandwidth, goals for the partnership, and how many potential partners meet your criteria.

How formal or informal do you want the partnership to be? What degree of coordination (working together) is needed to accomplish your partnership goals?

## Readiness Self-Assessment Checklist

Question	Yes	No
Does your organization value teamwork with other organizations and groups?		
If your organization has a history of partnering, is this history a positive one? If not, have you addressed what you can improve upon?		
Is your organization willing and ready to establish common goals and objectives?		
Is your organization willing to put the needs and voice of the community at the forefront of the partnership?		
Have you identified your organization's own strengths and weaknesses? If so, what are they?		
Is your organization prepared to devote the resources necessary for the partnership (time of staff and volunteers, money, space, and equipment, etc.)?		
Do you have an individual or a team who can represent the organization in the process of identifying and entering into a partnership?		
Is your organization or team open to new ideas or ideas you might not agree with?		
Does your organization or team have the necessary skills to enter and sustain a partnership? <input type="checkbox"/> Communication—the ability to provide and receive feedback, strong listening skills, clear and effective verbal and nonverbal communication <input type="checkbox"/> Respect toward different individuals, values/beliefs, ideas, and attitudes across different identities (culture, race, ethnicity, gender, age, ability, sexual orientation, religion, etc.) <input type="checkbox"/> Ability to share decision-making authority <input type="checkbox"/> Group facilitation and interpersonal skills <input type="checkbox"/> Conflict resolution skills		
Is your organization or team willing to learn your roles and responsibilities within the partnership and act within them?		
Have you identified your organization's vision for a health partnership (why you want to partner, your goals for the partnership, what kind of partnership you want)?		
Have you identified the potential benefits and challenges of entering a partnership? If so, what are they?		
Has your organization identified your intended audience or the community you are trying to reach?		
If you're able to address any challenges or red flags to entering a partnership, have you done so?		
Have you identified what your organization has to offer the partnership? If so, what?		
Is your organization willing to check its agenda and do what's best for the partnership and the community?		

## Partner Assessment Tool

Criteria (Rate each partner on a scale of 1-5)	Partner A	Partner B	Partner C	Partner D
Shares your vision & values/mission				
Has a credible reputation and is trusted by the community you are trying to reach				
Is representative of the community you are trying to reach				
Values diversity, is culturally sensitive, and clearly prioritizes multicultural efforts				
Is active in COVID-19 (or other public health) efforts <i>Note: keep in mind that just because an organization is not health-driven, doesn't mean they wouldn't be a great partner. They may still support the health and well-being of a community.</i>				
Demonstrates a commitment or an interest in the community's health and well-being				
Opportunity for mutual benefit from the partnership				
Provides valuable skills, capacities, and resources to help achieve the shared goal				
Are your partnership goals compatible?				
Are they willing to share leadership and decision-making responsibilities?				
Communicates effectively				
Has effective conflict resolution skills				
Has experience or expertise working with your community of focus				
Optional fill-in:				
Optional fill-in:				
Optional fill-in:				
<b>Totals</b>				

# Black Audience

## Messaging Tips for COVID-19 Vaccine Education

The COVID-19 pandemic is not over. Many of us are continuing to work on vaccine education programs because we know they can help prevent COVID-19 and increase vaccine uptake. Use these tips and the messaging brief in this toolkit to create COVID-19 educational materials and messaging that will resonate specifically with Black direct care workers.

### COMMUNICATION DO'S AND DON'TS

Do use visual images with diverse representation so readers will see themselves represented. Use images with a variety of body types, skin tones, and hair styles.	Don't rely solely on photos and illustrations that represent only a portion of the diverse population that is part of your community or organization.
Do create educational materials in multiple languages to reflect the language preferences of your organization's members or the residents of your community.	Don't solely produce English materials if your neighborhood or membership includes a mix of people whose roots are African or Caribbean and may have limited English proficiency.
Do encourage asking questions about COVID-19 vaccines as it is empowering and demonstrates self-care.	Don't frame asking questions as a negative. Many people have valid concerns about COVID-19 vaccines and simply want the answers. Ad Council research showed that Black women, who are often lead decision-makers in households, sometimes have several questions.
Do address frequently asked questions, for example, about pre-existing conditions (e.g., hypertension, diabetes, obesity, lupus) and the vaccines. Information needs to be clear and honest, and presented in plain language. Facts about safety are important.	Don't just say "the science is solid."
Do share that researchers made sure that the clinical trials included adults of diverse backgrounds, races, ethnicities, and geographic areas. They collaborated with faith leaders, community organizations, and health clinics to reach volunteers from many different walks of life across the United States.	Don't indicate that Black people were not included in clinical trials or reference how quickly the vaccines were developed.
Do acknowledge that low confidence in vaccines among Black Americans is partly due to concerns about safety, side effects, and distrust of government. Also, worries are in part linked to historical unethical practices in medical research (e.g., Tuskegee experiments) as well as systemic health care inequities especially laid bare by the pandemic.	Don't simply say Black Americans have lower rates of vaccine confidence without explaining why, nor imply that vaccination uptake rests entirely on their shoulders.
Do emphasize protecting those you care for, your family, and the most vulnerable.	Be careful not to suggest that protecting others, especially older adults, rests entirely on the shoulders of direct care professionals. Protecting others should motivate them; it should not feel like a burden.



# Black Audience

## Messaging Tips for COVID-19 Vaccine Education

LANGUAGE DO'S AND DON'TS	
Do say "COVID" or "COVID-19 and variants (such as Delta and Omicron)."	Don't say "Covid."
Do say "vaccines" (plural) or refer to "vaccinations" or "immunization" instead.	Don't say "the COVID-19 vaccine" or refer to a singular vaccine since multiple vaccines have been authorized by the U.S. Food and Drug Administration.
Do say that some people who receive the COVID-19 vaccines may experience some discomfort and mild side effects. This is normal and means the vaccines are working to create an immune response.	Don't say that the COVID-19 vaccines do not have any side effects.
Do say "COVID-19 vaccines" or "immunization against COVID-19."	Don't say "COVID-19 injection" or "COVID-19 shot."
Do adjust messaging as needed based on different vaccines (e.g., "Many COVID-19 vaccines ..."). Present vaccines as one important option in our toolbox to fighting the pandemic (e.g., "vaccines are a key" or "by getting vaccinated, we help protect ourselves, our families, and our communities").	Don't make statements or generalizations about how COVID-19 vaccines work (e.g., "COVID-19 vaccines use mRNA technology" or "COVID-19 vaccines require two doses"). Don't say that the vaccines are the only tool to protect against COVID-19 (e.g., "vaccines are the key").
Do say "Get the latest information."	Don't say that there are things we still don't know.
Do emphasize protecting those you care for, your family, and the most vulnerable. Clarify that older adults are among the most vulnerable, and that they have the highest risk of getting very sick from COVID-19.	Don't emphasize protecting our country. Be careful not to suggest that protecting others, especially older adults, rests entirely on the shoulders of direct care workers. Protecting others should motivate them; it should not feel like a burden.
Do say "public health."	Don't say "government."
Do say "medical experts" and "doctors."	Don't say "scientists."
Do say "people who have questions."	Don't say "anti-vaxxers."
Do say that everyone should continue to follow public health guidance to prevent COVID-19.	Don't say that vaccines are the only tool (e.g., "vaccines are the key")
Do say "start a conversation with your doctor, nurse, pharmacist, peers, coworkers, people you trust, or other health care providers."	Don't use language that implies your organization's role is to help someone decide whether to get vaccinated (e.g., "we can figure this out together.")



# Black Audience

## Messaging Brief for COVID-19 Vaccine Education

LeadingAge’s Care Fully campaign is offering helpful resources to nonprofit aging service providers and state partners nationwide, helping to educate their Black direct care workers about COVID-19 vaccines and boosters. Review this messaging brief as well as the messaging tips in this toolkit to ensure your vaccine education materials resonate with Black direct care workers.

### AUDIENCE GOALS

- **Build vaccine confidence** by empowering Black direct care workers to get the latest information on the benefits of vaccines and boosters, overcome myths and misinformation, and help them make a more informed decision to protect themselves, those they care for, and their loved ones
- **Drive urgency** of the importance of vaccines and boosters by contextualizing COVID-19 risks and vaccination benefits

### AUDIENCE PROFILE

**Snapshot of Direct Care Workers (Source: [Direct Care Workers in the US 2021 – PHI](#))**

	Home Care Workers (private homes)	Residential Care Aides (group homes, assisted living)	Direct Care Workers (nursing homes)
<b>Size/Impact</b>	2.4 million Support 8.6 million people	675,000 Support 1.1 million people	527,000 Support 1.3 million people
<b>Demographics</b>	90% women Median age: 47 27% Black	81% women Median age: 37 30% Black	90% women Median age: 38 38% Black

#### Additional characteristics

- Limited formal education beyond high school
- Low wages and high poverty rates; challenged to support themselves and their families
- High rates of part-time work
- Often stressed, carry a heavy workload, and can be prone to injury and burnout
- Historically underpaid, undervalued, and overworked
- At a greater risk of contracting and spreading COVID-19 due to work environments

### GENERAL ROOTS OF HESITANCY

- Concerns about safety and the unknown long-term potential side effects from COVID-19 vaccination, driven by the speed of the clinical development process and the vaccines’ novelty
- Need for digestible information that cuts through the clutter, elevates the benefits of vaccination, and combats misinformation
- Higher rates of distrust in the political and economic motives of the medical community, government, and corporations due to medical and government mistreatment (e.g., Tuskegee study) that has contributed to cultural trauma
- Concerns about infertility and the effects on pregnancies
- A desire to wait and see how others will react to it first
- Systemic barriers to vaccination, such as time away from work, language barriers, and transportation issues
- Faith and religious beliefs that sometimes contribute to vaccine hesitancy



# Black Audience

## Messaging Brief for COVID-19 Vaccine Education

### BARRIERS TO VACCINATION

- COVID-19 news fatigue has caused many to tune out new information. It's important to communicate without being overly alarmist or using fear tactics.
- Breakthrough cases can raise doubts and increase reluctance
- There is a perception that they don't need the vaccine or they take on the risks when many people in their circle are vaccinated
- Younger adults (<45) don't always see themselves as at high risk for getting seriously ill from COVID-19
- They have an increased reliance on social media for information and the prevalent myths, such as "boosters cause COVID-19" or "you're injected with the flu"

### KEY MESSAGES

Act Now: New Variants Are Serious	Get Protected	The Vaccines Are Safe
<p>New variants (e.g., Delta, Omicron) are much more infectious than the original COVID-19 virus.</p> <p>Don't wait. The vaccines also give you protection against these variants.</p> <p>Variants are serious and can have serious effects. You may feel that if you contract COVID-19 you can easily recover and that it only impacts our health. It also can increase your stress and affect your finances and employment status.</p>	<p>Getting vaccinated helps keep you out of the hospital. COVID-19 can put people like you in the hospital—not just the elderly or those with underlying health issues.</p> <p>Vaccines and boosters provide strong protection against serious illness and death from COVID-19.</p> <p>Vaccines protect you personally, especially if you have underlying conditions. You are important and your health is important to us.</p> <p>Vaccines help protect not just you, but also your residents and/or the clients you care for.</p> <p>Vaccination is necessary to protect you and your coworkers collectively as a front-line aging services workforce.</p>	<p>There are now COVID-19 vaccines that have been fully approved by the U.S. Food and Drug Administration (FDA).</p> <p>Join millions of Americans (and 96% of doctors, according to the American Medical Association) who've been safely vaccinated.</p> <p>Among aging services staff, 68% are safely vaccinated.</p> <p>COVID-19 vaccines are safe and meet the FDA's rigorous scientific standards for safety, effectiveness, and manufacturing quality.</p>

### CREATIVE PLATFORM

- Call to action (CTA):
  - Get the latest information so you can make a more informed decision
  - Avoid using language like "get the shot" unless it's coming from an expert; however, find ways to express urgency to act
  - Act urgently: "Now is the time to make an informed decision"

# Black Audience

## Messaging Brief for COVID-19 Vaccine Education

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### GUIDING MESSAGING PRINCIPLES

- Don't be an alarmist. Lead with the "new" news (such as new variants or local hospitalization rates) to break through, but don't play into fear tactics.
- Use a tone that is empathetic, authentic, and respectful if people have questions or concerns
- In your materials, make sure to acknowledge direct care worker burnout along with COVID-19 fatigue and provide resources when possible. The way direct care workers cope with their emotions can affect their well-being, their decisions, their jobs, and those whom they care for. The Centers for Disease Control and Prevention (CDC) has the following resources available:
  - [Support for Public Health Workers and Health Professionals](#)
  - [Healthcare Workers: Work Stress & Mental Health](#)
  - [Managing Fatigue During Times of Crisis: Guidance for Nurses, Managers, and Other Healthcare Workers](#)
- In addition to encouraging vaccination, also encourage people to follow all CDC-recommended prevention methods
- Respect people's independence and urge them to make an informed decision
- Position vaccines and boosters as not only being important for their own protection, but also for those whom they are caring for each day, those closest to them, their loved ones, and their most vulnerable family and friends (e.g., older family members, children at home, and those with pre-existing conditions)
- Acknowledge that variants have led to more breakthrough cases, but that the vaccines still provide ample protection against serious illness
- Acknowledge that there is a lot of information on COVID-19 and the vaccines, then point them to clear, up-to-date information, such as on [cdc.gov](https://www.cdc.gov)
- Build trust by being honest and transparent where appropriate
- When sharing a key message, provide statistics and facts
- Convey messages through personal and relatable stories, including visuals to make it easier to understand and contextualize some of the key facts
- Use storytelling to frame messages around loss or negatives (e.g., fear, regret, guilt)
- Consider the following Black audience creative insights:
  - Community is critical, with an emphasis on local organizations, neighborhoods, churches, and schools
  - Be careful of singling out Black communities or depicting responsibility for vaccination to be resting on their shoulders
  - Creative should include a diverse representation of Black audiences

### MESSAGES TO AVOID

- Positioning getting vaccinated as "the right thing to do"
- Playing into fear tactics or trying to make it seem like things are the worst they've ever been



# Black Audience

## Messaging Brief for COVID-19 Vaccine Education

### CONSUMER (DIRECT CARE WORKER) FACING LANGUAGE

DO SAY	DON'T SAY
People who have questions	Anti-vaxxers
Get or seek the latest information	There are things we still don't know
Protect yourself, those you care for, and those who are most vulnerable	Get vaccinated to protect your country
Public health	Government
Medical experts and doctors	Scientists

### TRUSTED MESSENGERS

- Influencer Objectives**

- Educate others about vaccines and boosters, demystifying the science
- Demonstrate vaccination safety and efficacy
- Satisfy the “wait and see” unmet need with knowledge and personal experiences
- Deliver messages from people our audiences trust and those whom they can relate to
- Combat misinformation and disinformation directly

- Recommended Categories**

*(Note: It's important that Black Americans see themselves reflected in the trusted messengers selected.)*

- Medical experts and community health workers are generally the most trusted sources. A call to action to “go get vaccinated” is best coming only from these sources.
- Word of mouth is important to build a cultural consensus, especially from peers and other care workers. Family and friends are also trusted sources when it comes to gathering information or seeking advice.
- Celebrities aren't always the best messengers, but they can help by amplifying support, sharing why they got vaccinated, or giving a platform to medical experts to help share educational information
- Public health institutions like CDC still carry credibility, but it can be more effective to focus on trusted medical experts within specific communities

- Recommended Social Media Posting Cadence**

- Phase 1: Getting the facts: Share important key stats about COVID-19 vaccines
- Phase 2: Amplifying the facts
- Phase 3: Sharing personal vaccination experiences: real-time reaction videos that highlight personal vaccination stories, leveraging geo-tags to inform followers on where they can get vaccinated



# Hispanic/Latino Audience

## Messaging Tips for COVID-19 Vaccine Education

The COVID-19 pandemic is not over. Many of us are continuing to work on vaccine education programs because we know they can help prevent COVID-19 and increase vaccine uptake. Use these tips and the messaging brief in this toolkit to create COVID-19 educational materials and messaging that will resonate specifically with Hispanic/Latino direct care workers.

### COMMUNICATION DO'S AND DON'TS

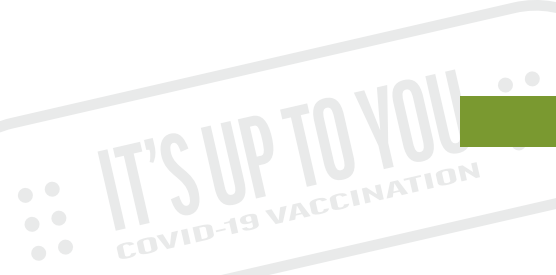
Do leverage peer-to-peer communication. Compared to other groups, Hispanics/Latinos are more receptive to messages from voices within their inner circle, such as neighbors, family, community or faith-based organizations, and influencers they follow on social media. Recognize distrust of medical professionals.	Don't rely only on celebrities to convey your message. They can be useful when they are paired with health experts and amplified with peer-to-peer support.
Do present information in a clear and honest way using plain language.	Don't assume high levels of general health literacy or use scientific jargon. Do not use terms like "Operation Warp Speed" or "Emergency Use Authorization."
Do lead with empathy. Respect people's caution and acknowledge that it is okay to have questions.	Don't discourage asking questions or seeking more information. It's one of the biggest reasons for low confidence: Many Hispanics/Latinos feel they don't have enough information.
Do use a variety of images so viewers will see the socioeconomic, geographic, and racial diversity of Hispanic/Latino communities.	Don't rely on one specific image to represent all people who are Hispanic/Latino.
Do use doctors, community health providers, community or faith-based organizations, and coworkers as trusted messengers. Our research shows that the overwhelming majority of Hispanics/Latinos who have low confidence are more likely to get vaccinated if they get a strong recommendation from their doctor.	Don't solely rely on health agencies and institutions like the Centers for Disease Control and Prevention to carry your message. They carry credibility, but it may be better to feature individual experts rather than institutions generally.
Do emphasize protecting those you care for, your family, and the most vulnerable.	Don't emphasize protecting your country.
Do acknowledge that low confidence in vaccines among Hispanics/Latinos in the United States is partly due to concerns about safety, side effects, and distrust of government, as well as systemic health care inequities, especially those exposed or worsened by the pandemic.	Don't simply say that Hispanics/Latinos in the United States have lower rates of vaccine confidence without explaining why nor imply that vaccination uptake rests entirely on their shoulders.
Do pair messaging about staying up to date on COVID-19 vaccines with messaging about staying up to date on all recommended vaccines for adults or health care workers.  This can help to address vaccine hesitancy by demonstrating trust in other routine vaccinations.	Don't include messaging about a specific number of COVID-19 vaccines or boosters needed to be protected. Stick to framing it as "staying up to date with COVID-19 vaccines."

# Hispanic/Latino Audience

## Messaging Tips for COVID-19 Vaccine Education

### TO MAKE YOUR COMMUNICATIONS MORE COMPELLING

Do use “immunization against COVID-19” or “COVID-19 vaccination.”	Don’t use “COVID-19 injection” or “COVID-19 shot.”
Do emphasize that recommended vaccines were proven safe and effective.  Researchers made sure that the clinical trials included adults of diverse backgrounds, races, ethnicities, and geographic areas. They collaborated with faith leaders, community organizations, and health clinics to reach volunteers from many different walks of life across the United States.	Don’t reference how quickly the vaccines were developed.
Do say “Get the latest information.”  Say “We know you have questions, and that’s normal.”	Don’t say “There are many things we still don’t know.”  Don’t use the word “hesitant.”
Do say “public health.”  Say “health or medical experts” and “doctors.”	Don’t say “government” or “scientists.”
Do encourage asking questions about COVID-19 vaccines as it is empowering and demonstrates self-care.	Don’t frame asking questions as a negative. Many people have valid concerns about COVID-19 vaccines and simply want the answers. Ad Council research showed that Hispanic women/Latinas, who are often lead decision-makers in households, have a number of questions.
Do emphasize protecting those you care for, your family, and the most vulnerable.  Clarify that older adults are among the most vulnerable, and that they have the highest risk of getting very sick from COVID-19.	Don’t emphasize protecting our country.  Be careful not to suggest that protecting others, especially older adults, rests entirely on the shoulders of direct care workers. Protecting others should motivate them; it should not feel like a burden.



# Hispanic/Latino Audience

## Messaging Tips for COVID-19 Vaccine Education

LANGUAGE DO'S AND DON'TS	
Do say "COVID" or "COVID-19 and variants (such as Delta and Omicron)."	Don't say "Covid."
Do say "vaccines" (plural) or refer to "vaccinations" or "immunization" instead.	Don't say "the COVID-19 vaccine" or refer to a singular vaccine since multiple vaccines have been authorized by the U.S. Food and Drug Administration.
Do say that some people who receive the COVID-19 vaccines may experience some discomfort and mild side effects. This is normal and means the vaccines are working to create an immune response.	Don't say that the COVID-19 vaccines do not have any side effects.
Do adjust messaging as needed based on different vaccines (e.g., "Many COVID-19 vaccines ...").  Present vaccines as one important option in our toolbox to fighting the pandemic (e.g., "vaccines are a key" or "by getting vaccinated, we help protect ourselves, our families, and our communities").	Don't make statements or generalizations about how COVID-19 vaccines work (e.g., "COVID-19 vaccines use mRNA technology" or "COVID-19 vaccines require two doses").  Don't say that the vaccines are the only tool to protect against COVID-19 (e.g., "vaccines are the key").
Do direct people to have a conversation with their doctor, nurse, coworkers, people they trust, or other health care provider (e.g., "talk to your doctor" or "start a conversation").	Don't use language that implies your organization's role is to help someone decide whether to get vaccinated (e.g., "we can figure this out together").
Do use plain language.  Create educational materials in the language your organization's members or the residents of your community prefer.	Don't go into extensive detail about the science behind the vaccinations.

# Hispanic/Latino Audience

## Messaging Brief for COVID-19 Vaccine Education

LeadingAge's Care Fully campaign is offering helpful resources to nonprofit aging service providers and state partners nationwide, helping to educate their Hispanic/Latino direct care workers about COVID-19 vaccines and boosters. Review this messaging brief as well as the messaging tips in this toolkit to ensure your vaccine education materials resonate with Hispanic/Latino direct care workers.

### AUDIENCE GOALS

- **Build vaccine confidence** by empowering Hispanic/Latino direct care workers to get the latest information on the benefits of vaccines and boosters, overcome myths and misinformation, and help them make a more informed decision to protect themselves, those they care for, and their loved ones
- **Drive urgency** of the importance of vaccines and boosters by contextualizing COVID-19 risks and vaccination benefits

### AUDIENCE PROFILE

**Snapshot of Direct Care Workers (Source: [Direct Care Workers in the US 2021 – PHI](#))**

	Home Care Workers (private homes)	Residential Care Aides (group homes, assisted living)	Direct Care Workers (nursing homes)
<b>Size/Impact</b>	2.4 million Support 8.6 million people	675,000 Support 1.1 million people	527,000 Support 1.3 million people
<b>Demographics</b>	90% women Median age: 47 24% Hispanic	81% women Median age: 37 12% Hispanic	90% women Median age: 38 13% Hispanic

#### Additional characteristics

- Limited formal education beyond high school
- Low wages and high poverty rates; challenged to support themselves and their families
- High rates of part-time work
- Often stressed, carry a heavy workload, and can be prone to injury and burnout
- Historically underpaid, undervalued, and overworked
- At a greater risk of contracting and spreading COVID-19 due to work environments

### GENERAL ROOTS OF HESITANCY

- Concerns about safety and the unknown long-term potential side effects from COVID-19 vaccination, driven by the speed of the clinical development process and the vaccines' novelty
- Need for digestible information that cuts through the clutter, elevates the benefits of vaccination, and combats misinformation
- Distrust in the political and economic motives of the government and corporations
- Concerns about infertility and the effects on pregnancies
- A desire to wait and see how others will react to it first
- Systemic barriers to vaccination, such as time away from work, language barriers, and transportation issues
- Faith and religious beliefs that sometimes contribute to vaccine hesitancy

# Hispanic/Latino Audience

## Messaging Brief for COVID-19 Vaccine Education

### BARRIERS TO VACCINATION

- COVID-19 news fatigue has caused many to tune out new information. It's important to communicate without being overly alarmist or using fear tactics.
- Breakthrough cases can raise doubts and increase reluctance
- There is a perception that they don't need the vaccine or they take on the risks when many people in their circle are vaccinated
- Younger adults (<45) don't always see themselves as at high risk for getting seriously ill from COVID-19
- They have an increased reliance on social media for information and the prevalent myths, such as "boosters cause COVID-19" or "you're injected with the flu"

### KEY MESSAGES

Act Now: New Variants Are Serious	Get Protected	The Vaccines Are Safe
<p>New variants (e.g., Delta, Omicron) are much more infectious than the original COVID-19 virus.</p> <p>Don't wait. The vaccines also give you protection against these variants.</p> <p>Variants are serious and can have serious effects. You may feel that if you contract COVID-19 you can easily recover and that it only impacts our health. It also can increase your stress and affect your finances and employment status.</p>	<p>Getting vaccinated helps keep you out of the hospital. COVID-19 can put people like you in the hospital—not just the elderly or those with underlying health issues.</p> <p>Vaccines and boosters provide strong protection against serious illness and death from COVID-19.</p> <p>Vaccines protect you personally, especially if you have underlying conditions. You are important and your health is important to us.</p> <p>Vaccines help protect not just you, but also your residents and/or the clients you care for.</p> <p>Vaccination is necessary to protect you and your coworkers collectively as a front-line aging services workforce.</p>	<p>There are now COVID-19 vaccines that have been fully approved by the U.S. Food and Drug Administration (FDA).</p> <p>Join millions of Americans (and 96% of doctors, according to the American Medical Association) who've been safely vaccinated.</p> <p>Among aging services staff, 68% are safely vaccinated.</p> <p>COVID-19 vaccines are safe and meet the FDA's rigorous scientific standards for safety, effectiveness, and manufacturing quality.</p>

### CREATIVE PLATFORM

- Call to action (CTA):
  - Get the latest information so you can make a more informed decision
  - Avoid using language like "get the shot" unless it's coming from an expert; however, find ways to express urgency to act
  - Act urgently: "Now is the time to make an informed decision"

# Hispanic/Latino Audience

## Messaging Brief for COVID-19 Vaccine Education

### GUIDING MESSAGING PRINCIPLES

- Don't be an alarmist. Lead with the “new” news (such as new variants or local hospitalization rates) to break through, but don't play into fear tactics.
- Use a tone that is empathetic, authentic, and respectful if people have questions or concerns
- In your materials, make sure to acknowledge direct care worker burnout along with COVID-19 fatigue and provide resources when possible. The way direct care workers cope with their emotions can affect their well-being, their decisions, their jobs, and those whom they care for. The Centers for Disease Control and Prevention (CDC) has the following resources available:
  - [Support for Public Health Workers and Health Professionals](#)
  - [Healthcare Workers: Work Stress & Mental Health](#)
  - [Managing Fatigue During Times of Crisis: Guidance for Nurses, Managers, and Other Healthcare Workers](#)
- In addition to encouraging vaccination, also encourage people to follow all CDC-recommended prevention methods
- Respect people's independence and urge them to make an informed decision
- Position vaccines and boosters as not only being important for their own protection, but also for those whom they are caring for each day, those closest to them, their loved ones, and their most vulnerable family and friends (e.g., older family members, children at home, and those with pre-existing conditions)
- Acknowledge that variants have led to more breakthrough cases, but that the vaccines still provide ample protection against serious illness
- Acknowledge that there is a lot of information on COVID-19 and the vaccines, then point them to clear, up-to-date information, such as on [cdc.gov](https://www.cdc.gov)
- Build trust by being honest and transparent where appropriate
- When sharing a key message, provide statistics and facts
- Convey messages through personal and relatable stories, including visuals to make it easier to understand and contextualize some of the key facts
- Use storytelling to frame messages around loss or negatives (e.g., fear, regret, guilt)
- Consider the following Hispanic/Latino audience creative insights:
  - Community is critical, with an emphasis on local organizations, neighborhoods, churches, and schools
  - The audience appreciates the notion of “real people” being involved in communications related to vaccines and concepts that “put everyone at the same level”
  - Vetted information can help overcome the prevalence of myths and misconceptions around vaccines and COVID-19
  - Visuals of intimate festive moments shared with family and friends should represent the Hispanic/Latino community, specifically its racial and generational diversity

### MESSAGES TO AVOID

- Positioning getting vaccinated as “the right thing to do”
- Playing into fear tactics or trying to make it seem like things are the worst they've ever been



# Hispanic/Latino Audience

## Messaging Brief for COVID-19 Vaccine Education

### CONSUMER (DIRECT CARE WORKER) FACING LANGUAGE

DO SAY	DON'T SAY
People who have questions	Anti-vaxxers
Get or seek the latest information	There are things we still don't know
Protect yourself, those you care for, and those who are most vulnerable	Get vaccinated to protect your country
Public health	Government
Medical experts and doctors	Scientists

### TRUSTED MESSENGERS

- Influencer Objectives**

- Educate others about vaccines and boosters, demystifying the science
- Demonstrate vaccination safety and efficacy
- Satisfy the “wait and see” unmet need with knowledge and personal experiences
- Deliver messages from people our audiences trust and those whom they can relate to
- Combat misinformation and disinformation directly

- Recommended Categories**

*(Note: It's important that Hispanics/Latinos see themselves reflected in the trusted messengers selected.)*

- Medical experts and community health workers are generally the most trusted sources. A call to action to “go get vaccinated” is best coming only from these sources.
- Word of mouth is important to build a cultural consensus, especially from peers and other care workers. Family and friends are also trusted sources when it comes to gathering information or seeking advice.
- Celebrities aren't always the best messengers, but they can help by amplifying support, sharing why they got vaccinated, or giving a platform to medical experts to help share educational information
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- Recommended Social Media Posting Cadence**

- Phase 1: Getting the facts: Share important key stats about COVID-19 vaccines
- Phase 2: Amplifying the facts
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## Calling Script Template

*Use the calling script template below to develop scripts you can use when reaching out to organizations about potential partnerships.*

*Customize the template as needed to fit specific background information and asks.*

**Tip:** use your engagement strategies to inform how you customize each script!

### Calling Script

Hello, \_\_\_\_\_

I'm \_\_\_\_\_ with **[insert organization]** an organization with a mission to \_\_\_\_\_. Currently our scope of work includes \_\_\_\_\_. Based on \_\_\_\_\_ work with the aging population, we believe it aligns with our mission, and are interested in a partnership with your organization to **[purpose of partnership]**.

We would like the opportunity to schedule a meeting to with you and/or learn more about your organization and explore the potential of working together to help the \_\_\_\_\_ community. If you share your availability for the next two weeks, I'd be happy to schedule a date and time that is most convenient.

Thank you for your time! If you have any questions or concerns, feel free to contact me at **[insert phone number and email address]**. We look forward to exploring a potential partnership.

Sincerely,

**[Representative]**

## Introduction Email Template

*Use these email templates to develop emails you can send to organizations about potential partnerships.*

*Customize the template as needed to fit specific background information and asks.*

**Tip:** *use your engagement strategies to inform how you customize each email!*

### Email Template

Dear, \_\_\_\_\_

I hope this email finds you well. I'm \_\_\_\_\_ with **[insert organization]** an organization with a mission to \_\_\_\_\_. Based on \_\_\_\_\_ work with the aging population, we believe it aligns with our mission. We are interested in a partnership with your organization to **[purpose of partnership]**.

We would like the opportunity to schedule a meeting to learn more about your organization and explore the potential of working together to help the \_\_\_ community. If interested, please share your availability for the next two weeks so that we may schedule a date and time that is most convenient.

For your information, here are links to our website to learn more about our organization and how we serve the \_\_\_ community. Thank you for your time and I look forward to connecting with you.

Sincerely,

**[Representative]**

## Follow-up Email Template

Hello, \_\_\_\_\_

I hope this email finds you well. I am following up on my previous outreach regarding potential partnership between \_\_\_\_\_ and \_\_\_\_\_.

Based on \_\_\_\_\_'s work serving \_\_\_\_\_ communities we believe you could help in our mission to \_\_\_\_\_. The purpose of this partnership would be to \_\_\_\_\_. We would love to schedule a meeting to further discuss our work, learn more about your organization, and explore the opportunity to work together in serving the \_\_\_\_\_ community.

Please share your availability for the next two weeks and we would be happy to schedule a meeting.

Sincerely,

**[Representative]**

# Sample Partnership Agreement/Memorandum of Understanding

## Partnership Agreement/Memorandum of Understanding

This Memorandum of Understanding (MOU) sets forth the terms and understanding between [partner] and [partner] to [insert activity].

### Background (Why the partnership is important)

[Partner] and [Partner] have decided to partner in order to provide COVID-19 (or other health awareness campaign) to the [insert community]. Due to [partner name]'s connection within the community and [partner name]'s access to resources we think this partnership would greatly benefit community members.

### Purpose

The purpose of this partnership agreement/MOU is to establish roles and responsibilities of each organization throughout the duration of our collaboration. Our goals include [insert goals]

To achieve these goals, we plan to execute the activities listed below:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

[Partner Name] will be responsible for the following tasks:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

[Partner Name] will be responsible for the following tasks:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Reporting** – [Partner] will evaluate the effectiveness and adherence of this agreement at the first, midpoint, and end of the collaboration period.

**Funding** – This agreement is not a commitment of funds. Funding for the partnership will be handled as such.

## Duration

If this agreement needs to be modified, it can be at any time by mutual consent from authorized representatives from **[list partners]**. Upon signature by authorized representatives from **[list partners]** this agreement will become effective on **[start date of partnership]**. It will remain in effect until modified or terminated by any partner with mutual consent. In absence of mutual agreement, this agreement/MOU will end on **[end date of partnership]**.

## Contact Information

Partner name:

Partner representative:

Position:

Address:

Telephone:

Fax:

Email:

Partner name:

Partner representative:

Position:

Address:

Telephone:

Fax:

Email:

\_\_\_\_\_ Date: \_\_\_\_\_

[Signature]

[Name, partner organization, position]

\_\_\_\_\_ Date: \_\_\_\_\_

[Signature]

[Name, partner organization, position]



## Sample Agenda

*Use this sample agenda to plan introductory meetings with a potential partner. Customize the template as needed keeping in mind your vision and your engagement strategies.*

### Sample Agenda

- Introductions and ice breaker
- Organization overviews (mission, initiatives, key staff)
- Communities served
- Community resources
- Community needs
- Partnership opportunities
- Next steps



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