

Maximizing the Public Benefit of Research and Policy Efforts Project

Report Prepared for the Center for Reproductive Health Research and Policy by Marj Plumb and Susan Tew

Draft submitted: February 10, 2003

“Promoting reproductive health worldwide, through research, training and policy development in reproductive health, family planning and the prevention of sexually transmitted infections including HIV.”

EXECUTIVE SUMMARY:

Communications is about advancing the cause of an organization. An effective communication strategy reflects its mission and goals and is part of its everyday operations. It requires clarity as to an organization’s audience, its primary message and best outreach mechanisms; it also requires internal and external feedback systems for planning and evaluation. Last but not least, it requires a commitment of resources.

This report addresses the Center’s communications program’s current level of functioning. It recommends ways in which internal and external relationship building will serve to maximize the public benefit of investments in the Center, by improving its ability to contribute information effectively to the public dialogue concerning health policies and care delivery.

A clear gap exists for thoughtful, directed reproductive health policy research and analyses that can be used to improve access to reproductive health care for both women and men. Although evidence-based decision-making is considered by many to be “the gold standard” for policymaking, legislative proposals are often considered without adequate data and analyses because of cutbacks in legislative staff, the desire of legislators to have immediate impact and the inability of established legislative offices (such as the Legislative Analysts Office) to keep up with requests for information.

This report outlines a plan to disseminate the Center’s research findings and policy analysis on both the state and national level. It provides recommendations as to how the Center can develop its own and contribute to existing networks; in particular, how to expand on the Center’s already impressive involvement with reproductive health advocates and community-based organizations as a means for ensuring that its research is utilized in the policy-making process. It specifically suggests: developing an annual

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Sacramento-based Seminar, holding an annual invitation only meeting with reproductive health advocates, developing a community-based research training program, implementing a community-based participatory research project, strengthening access to Center information and data by the community, and joining community coalitions to improve Center awareness.

CENTER BACKGROUND:

Founded in 1999 to integrate the related research efforts of its founding directors—Claire D. Brindis, Dr.P.H., Philip D. Darney, M.S., M.Sc., Nancy S. Padian, M.P.H., Pd.D, and Felicia H. Stewart, M.D.—The Center for Reproductive Health Research and Policy (CRHRP) and its association of colleagues address the health, social and economic consequences of sexual activity by integrating efforts in contraception and family planning with work in sexually transmitted infections (STIs) and HIV/AIDS. Projects and research range from primary prevention to treatment interventions, and include epidemiological and behavioral approaches, clinical and biomedical research, and public health and policy development.

The Center's four priorities are family planning, pregnancy termination, STI/HIV prevention, and adolescent reproductive health. Faculty and staff from diverse disciplines, including medicine, epidemiology, public health, sociology and anthropology, use sound science to seek solutions to the reproductive health issues of most pressing concern to women, men and youth in the United States and internationally. Faculty members of the Center are currently engaged in projects in the U.S. and over 13 other countries.

Major goals:

- ❖ Evaluate new contraceptive methods and their acceptability among various populations;
- ❖ Understand the factors affecting adolescent high risk behaviors related to reproductive health;
- ❖ Conduct evaluations and policy analysis of innovative reproductive health programs to improve access to care for both women and men;
- ❖ Evaluate the efficacy of barrier contraceptive methods and microbicides in the prevention of STIs and HIV;

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- ❖ Advance new reproductive health technologies to provide women with additional reproductive choices in contraception, abortion, and STI prevention;
- ❖ Develop future leaders in the field of reproductive health;
- ❖ Provide information to policy makers on issues related to reproductive health, including technical assistance and consultation.

Program Areas:

- ❖ Clinical and Epidemiological Research
- ❖ Communications
- ❖ Leadership Training
- ❖ Policy Analysis
- ❖ Program Development
- ❖ Program Evaluation

The two target audiences for the Center's research findings and policy implications are the California women's health policy community and the larger national reproductive health community. Other key audiences include consumer health education outlets and the media. The Center currently disseminates information through publications in peer-reviewed journals, educational materials for a variety of audiences, and lectures, workshops and other presentations at local, state, national and international meetings. Media outreach is primarily conducted through the UCSF's department of public affairs and is dependent upon that office's determination of what warrants investment of their resources.

MAXIMIZING THE PUBLIC BENEFIT OF RESEARCH AND POLICY EFFORTS PROJECT:

The Center's project for which this report is written—*Maximizing the Public Benefit of Research and Policy Efforts*—is a continuation of a strategic planning process begun in 1999 with support from The David and Lucile Packard Foundation. It engaged in this process with the intention of improving the use of its reproductive health research and analyses with the public dialogue and public policy fields. This current phase of the strategic planning process focuses on external relationship building both within the California women's health policy community and among the national reproductive health community.

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Specific project objectives are to: define specific communication needs and goals; develop a comprehensive communications strategy including recommendations from key stakeholders and policy makers; and assess the overall project's success based on consultants' and co-directors' feedback.

This overall report reflects upon the project's progress and challenges, and provides insight gained from examining its activities toward strengthening the organization's effectiveness.

NEEDS ASSESSMENT:

Consultants Marj Plumb and Susan Tew conducted numerous activities to assess the Center's communication program needs, from a California and a national perspective:

- The consultants interviewed all four co-founders of the Center, some Center staff members, including the project coordinator towards defining and clarifying the project agenda. They inquired about the organization's programs and priorities, institutional development and organizational culture. Further, they sought information about the directors' area of expertise and focus and how that expertise contributes to the overall reproductive health field, and about forthcoming research findings and analyses that might offer opportunities for employing a new outreach strategy.
- They examined promotional material on the Center, reports on reproductive health and policy written by Center co-founders and staff, and the Center's web site.
- They facilitated a meeting between themselves and key project staff to review initial findings and delve into more detailed strategic planning discussion.
- They interviewed select communications and policy staff at national women's, adolescent and reproductive rights organizations for insight into the community's perceived role of the Center, and to determine strategies for increasing their utilization of the Center's research and policy analyses.
- They interviewed key staff in the California State Legislature and Department of Health Services, and significant women's, adolescent, and reproductive rights health advocates and lobbyists to determine

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the most advantageous strategy for increasing Center presence in the state policy process.

- They reviewed of other reproductive health organizations' web sites for content, organization and presentation, with a special eye on staff bios and media centers.

GENERAL FINDINGS:

The Center's four directors are well known for their ability to conduct high quality research, program evaluation, and professional training, and have a high-degree of recognition and respect among colleagues and stakeholders in the reproductive health and rights field.

The Center incorporates a multidisciplinary approach to its activities and research staff, drawing from expertise in a variety of fields to ensure the highest quality. It also works with a broad base of leading experts at other U.S. and international organizations in the field, as part of ongoing training and research and through professional organizations and activities. Additionally, it has excelled at developing mutually respectful community-based research. The Center has vast experience in responding to entrenched, ongoing, and emerging issues in reproductive health. Its recent research and analysis on emergency contraception demonstrates the Center's ability to address critical reproductive health research needs, especially with regard to new and developing technologies in family planning.

A variety of perspectives exist among the four co-founders as to the Center's primary role (particularly with regard to its advocacy activities), the needs of the communications program and whether a more centralized identity is desirable. These differing perspectives are not necessarily complementary and to some extent, appear to create a barrier to the Center's progress in establishing itself as a national resource.

While the Center has recently crafted and expanded new means of internal and external communication and information dissemination, the need clearly exists for strengthening and further developing communications systems between Center staff and research sites, within the scientific community and with the larger public audience.

How do Center's association of colleagues stay apprised of the status of projects, primary investigators and contacts, products under development summarizing research findings and analyses and the timing of their release?

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Internal communication mechanisms in practice include “in-house” seminars held monthly at various Center offices to facilitate awareness among Center staff and researchers of projects and publications underway and to encourage collaboration. The addition of more informal meetings, such as monthly brown-bag lunches, has also increased opportunities for Center staff and faculty to share information about the progress of their work and to brainstorm solutions to problems. Furthermore, weekly Center research team meetings have improved internal communication and allowed for greater collaboration between researchers and staff on project development. While these periodic staff meetings meet the need for fostering and supporting cross-program teamwork, additional approaches toward facilitating internal communications and an awareness of the range of professional activities within the Center appears warranted.

The Center primarily disseminates their research findings and policy analyses through published studies in academic journals and presentations at professional meetings. New special reports written and published by the Center are sent to key stakeholders contingent upon funds available for dissemination. Yet many reproductive health and rights organizations nationwide are unaware of the Center’s work and expertise. There is tremendous need and opportunity to expand external relationship building and organizational liaison through the development of additional and alternative means of targeted information dissemination.

The amount of media outreach to publicize the Center’s work varies by the University’s department of public affairs interest and resources. The competition for this office’s time and resources, however, limits the degree of outreach conducted on behalf of the Center. Ongoing opportunity exists for Center researchers to offer data, analyses and commentary as reproductive health experts to print and electronic media, yet many members of local and national media are not aware of Center research staff expertise, due to a lack of solid, ongoing media outreach. Media relations could improve greatly, with resulting increased coverage of the Center’s work, if Center staff were to initiate more intensive, proactive outreach.

A recent Pew Internet and American Life Project—*Counting on the Internet*—reports that at least four in 10 Internet users say that they turn first to the Internet when they next need information about health care. About two-thirds of Americans expect to be able to find up-to-date and reliable news and health information online. Another recent Pew report—*Digital Town Hall*—indicates that about nine in 10 local elected officials use the Internet in their work and many say that it has helped them learn more about local public opinion and stay in contact better with community groups and civic

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life. These high expectations and utilization of the Internet for information point to the opportunity of the Center's web site to become an important source of reproductive health and rights education and public policy analyses. By increasing and expanding utilization and proactive linkage to other related web sites, the Center will be able to offer more information, more quickly and effectively, to more people.

CHALLENGES:

There are several challenges that the Center will need to overcome in order to implement an effective communications program.

The Center is a somewhat loose association of research investigators, with some independent efforts and some complementary efforts. Strong internal communications is critical for mutually supportive and widespread efforts to maximize the public benefit of the Center's research and policy efforts. While the Center has made considerable effort towards increasing internal communications with their periodic meetings and seminars, *a mechanism to facilitate more ongoing and widespread communication among research staff appears necessary.*

How can the loose professional association that exists be tightened, in order to advance the mission, work and profile of the Center in the reproductive health and rights community, given the differing perspectives and resources of the co-directors? Should it remain a loose association of programs that operate fairly independent of one another or should there be a concerted effort to create a more united front? *The value of more public visibility for the Center, through an expansion of the communications program to include more proactive outreach to the key stakeholders, is not necessarily viewed in the same light or held equally valuable among the co-directors. This needs to be resolved for organizational and foundational fortitude.*

There is no distinct, full-time staff member for expansion of the communications program. While the Center Coordinator's responsibilities involves a fair amount of communications work, in the form of fielding requests for information, updating and redesigning the web site, only about one-third of her time is earmarked for those activities. This issue presents one of the greatest challenges, affecting all aspects of internal communications and external public and media outreach, and one of the most promising solutions.

The Center's web site is significantly limited and underutilized by the key stakeholders. Based on interviews with colleagues in the reproductive health

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community and media contacts in the field, many members of both key groups are not fully unaware of the existence and expertise of the Center, at large. Given the degree to which the reproductive health and rights community, public policymakers and the media rely upon the internet for information, it is critical that the Center develop their web site into a user-friendly, highly informative resource.

Policy work is sometimes considered too political or advocacy-based with a "for" side and an "against" side, which researchers fear will raise questions about their objectivity. Many state and national advocates and policy makers who might use research to craft public policies are not aware of or connected to the Center. This disassociation of Center researchers from the policy process, and advocates and policy makers from the Center, limits the ability of the Center to ensure that its research is appropriately used in the policy process. Further, it limits the ability of communities impacted by research and policy to inform the Center's work.

AN ACTION PLAN:

Three core components fundamental to a successful communications program are having clear goals, knowledge of the target audience and what motivates them, and compelling messages that resonate with that target audience. In the course of its initial planning process, the center has well defined its major goal—addressing the health, social and economic consequences of sexual activity—and the target audiences for its work. The question of how to contribute information effectively to the general public about reproductive health policies and care delivery, and motivate them with compelling messages, is the next step in the strategic planning process.

The Center's communications program strategic plan should include activities toward developing internal communication, public/external relations, and media relations. These activities should be designed to drive the Center towards its goals, including finding and developing its unique niche in the reproductive health community.

Two primary challenges and potential solutions, pertaining to the current organization of the Center, warrant special attention and consideration:

- First and foremost, hiring a staff member who would be responsible for activities toward expanding the communications program—fostering internal communications, building external and media relationships—is

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crucial. The current staffing, as stated earlier, allows for just one-third of the Center Coordinator's time to be spent focused on communications. To effect strategic outreach to the reproductive health and rights community in California and nationwide, as well as to local and national media, a full-time dedicated communications staff person is necessary.

- Second, a potentially effective way to address the co-founders differing perspectives on the Center's primary role and function, particularly with regard to its advocacy activities, is to effect a slight restructuring of the Center's organization. Creating specific areas of focus for each director, could establish a desired "firewall" between its research and policy work. While all four directors would continue working with the reproductive health communities at large, each would direct a specialized area. In particular, Dr. Darney could be the Director of Clinical Care & Training, Dr. Brindis, the Director of Adolescent Health, Dr. Padian, the Director of HIV/AIDS and STIs and Dr. Stewart, the Director of Policy. This is not meant to restrict the co-directors from working in other areas but is simply offered as a way of refocusing the Center areas of research expertise in a manner that would allow a separation from policy work.

STRENGTHENING INTERNAL COMMUNICATION:

Co-founders summit: A meeting between the four co-founders to discuss and reach consensus on the unique role the Center should play in the public dialogue on reproductive health in the future seems prudent, if not critical, for outlining and developing a solid, three-year plan for ongoing activities.

Projects in Progress Document: Develop and post on the web site, or otherwise make available, a public document outlining information about Center research projects—principal investigator, funder, dates of grant, goal of project, publications planned. One version of such a "projects-in-progress" document can be developed for Center staff with greater detail and one for the general public with less detail (given some proprietary considerations). This sort of document provides the key stakeholders with a sweeping view of the depth and wealth of research and analyses taking place under the Center's roof, timelines for projects and related publications, and overall, enhances internal communications.

Intranet with Electronic Bulletin Board or Staff Listserv: The Center might consider establishing an intranet, where documents about research projects, meetings, staff presentations, media coverage and so forth can be posted on a bulletin board of sorts for staff. Another option to enhance ongoing internal communications would be to develop an internal listserv,

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under the auspice of providing regular center activity highlights. An internal listserve could be periodically mailed to staff, containing very brief headlines, linked to more detailed new information about projects, meetings, staff activities and media relations.

STRENGTHENING EXTERNAL RELATIONSHIPS:

In general:

Develop informational material: Having fact sheets and briefs available on reproductive health care issues, including ones on specific findings from Center research and analyses, will facilitate dissemination of the Center's work to key stakeholders, and also highlight the wealth of expertise among Center researchers. Fact sheets should be developed on the Center's core areas of research and analyses: abortion, contraception and contraceptive technology, adolescent sexual and reproductive behavior, HIV/AIDS and STDs and microbicides, and publicly funded family planning services. These fact sheets can augment data from the Center's research and analyses with current data from other reliable governmental and non-governmental sources.

Form alliances and partnerships to advance mission: In *Images of Organization*, author Gareth Morgan notes: "Organizations, like organisms, are not really discreet entities, even though it may be convenient to think of them as such. They do not live in isolation and are not self-sufficient. Rather, they exist as elements in a complex ecosystem." The value of strategic collaboration or alliances is not to be underestimated. The Center should look to enter into informal (for example, becoming co-sponsors of activities and campaigns) and formal partnerships whenever possible.

Disseminate Research and Policy Analyses to Key Stakeholders: A multitude of networks exist in the national reproductive health community to which the Center for Reproductive Health Research and Policy might develop pathways for the timely and effective dissemination of their research findings and policy analyses to key stakeholders. The establishment of those pathways has the potential to yield a wide range of effective results, from usage of a fact or figure taken from a Center-generated informational document, to the inclusion of one of the Center's research experts at a Congressional hearing.

Outreach and relationship building can be effected in numerous ways, some manner of which the Center already engages:

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- Making phone, electronic and /or face-to-face contact with key staff members of appropriate, related organizations to identify their internal and external dissemination networks, and to determine the Center's potential to plug into those existing networks for their dissemination efforts.
- Crafting list-sharing arrangements with related reproductive health organizations for the mailing of new documents to target dissemination lists.
- Sending complimentary copies of new Center special publications to a wider range of appropriate members of related organizations, with offers of bulk copies at reduced group rates.
- Participating in reproductive health and rights organizations' annually and topical meetings, as co-sponsor, panel discussant, host of a professional or social event, or exhibitor.
- Participating in conference calls convened by organizations to solicit commentary on specific public policy issues.

Start a hot-link campaign: Start a campaign to develop more links to the Center's web site, both within the UCSF community and between the Center and other related reproductive health and rights organizations. Examine related reproductive health and rights organizations for sections that provide links to other organizations for additional information. Approach appropriate webmasters/staff at those organizations with requests to establish links to the Center's web site.

Examples of linking opportunities are numerous:

- The Back Up Your Birth Control with Emergency Contraception Campaign [backupyourbirthcontrol.org], coordinated by the Reproductive Health Technologies Project, with nearly 50 national and local organization co-sponsors. This site provides directions on how to link to their site: [backupyourbirthcontrol.org/toolkit/link.htm].
- The National Abortion Federation's media center provides a list of online resources, on which the Center could be included.
- PPFA provides a list of external links on their web site by subject area to various organizations and there are several categories under which the Center could be listed, including academic/research organizations. [<http://www.plannedparenthood.org/library/externallinks/default.htm>]

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- The Global Campaign for Microbicides, lists more than 100 national and international organizations who endorse the goals of the organization and invite others to join and be listed with a link to their own web site [global-campaign.org/cosponsors.htm]. Further, the Campaign has its own biweekly newsletter, *Global Campaign New*, which is “a forum for international exchange on microbicide activities and information with an aim to build a more informed and integrated movement for microbicide development and other prevention options against HIV and STDs.”

➤ **Note:** A “starter” list of organizations recommended for outreach activities is provided as Appendix B.

Create a Center exhibit: An exhibit to display Center publications and promotional material at health professional meetings could serve to spread the word about the organization to attendees. While initially costly to purchase and develop (and often costly to display), a display will at least function as a big bulletin board and at most can draw key stakeholders to the Center and its web site for additional information and contact.

Develop the Center’s Web site: In general, there are many changes that can be implemented and many that are already “in the works” to enhance the user-friendliness, content and navigation of the Center’s web site.

The home page is the most important because it is a map to the rest of the site. Web users, especially the media, want to know immediately the range of information contained within and if they will be able to find the information they need. The Center should investigate technologies to allow topic driven search functions on its website. If the Center’s site offered information by subjects, in addition to program areas, it would be save users from having to go to a program area first. Having other tools to provide users with snapshots of their navigation options immediately is a plus. On the web, repetition is not seen as problematic but rather welcome for searching ease. A “what’s new” on the home page, for example, will alert return users to new material and new visitors to the Center’s most current work.

The Center’s site might consider presenting unique user groups with information that is organized in a hierarchy of importance to that particular audience. Perhaps more important than ease of use for visitors, however, distinct areas would allow the Center to frame a topic and the material provided with a “splash page” of sorts, introducing a series of links to documents authored by the Center faculty. For instance, if policy makers

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and government officials were able to click into a “policy” area, they could be presented with a hierarchy of links—first, major research and policy documents containing recommendations, then news releases on policy issues, fact sheets and summaries on issues related to policy making. Each area could contain a “What’s New” section. Repeat users look for, and appreciate being alerted to, new information on sites. Certainly, one of the primary user areas that warrants addition the Center’s web site, specifically on the home page, is an area for the media.

Strengthening relationships with the media:

How might the CRHRP effect better outreach to the media, with a particular emphasis on electronic means?

Since its inception in 1999, the Center has established itself to a good extent as a respected source and resource for the media—individual co-founders and affiliated faculty are considered experts in various realms of the reproductive health field. However, the Center, overall, as a distinct reproductive health research think tank, has not reached its potential in this regard. The greater the media outreach and development of media relationships, the greater the exposure, coverage, acceptance and utilization of the Center as an expert source.

The Internet has replaced much of the day-to-day phone contact with the media, as a primary mode of relationship building. Most reporters and editors now seek information and expertise first through search engines and web sites of known organizations. Lost in this exchange is the ability of organizations to verbally shape stories and make referrals to supporting resources. Organizations must find ways of utilizing their web sites to perform these vital activities.

The Center should expand its commitment to and range of media outreach by establishing a media center on the web site, developing strategic media lists (California and national), and utilizing an electronic mailing system for sending more frequent news releases. Employing a communications assistant/associate, whose job responsibilities include media outreach and related activities—crafting and updating media lists, monitoring media opportunities, establishing relationships with local/national key reporters—should improve and expand immensely the communications program’s media relations. This, in turn, should serve to maximize the public benefit of the Center’s work.

Activities to pursue:

- **Develop a *target media list*** for California and one for national media and utilize these lists to send Center-generated news releases on new research findings and analyses from published articles. [attach suggested outlets to include in both CA and US lists].
- **Pursue *feature articles*** in major local newspapers—San Francisco Chronicle, Oakland Tribune, San Francisco Examiner, San Jose Mercury News on the Center—presenting the Center’s mission, scope of work and research staff. Pitch a feature article to Bruce Kelley, editor of San Francisco Magazine. He was the executive editor at Health Magazine for many years and from the Bay area and might have an interest in covering a new reproductive health “think tank” in their back yard.
- **Convene *periodic media briefings***: Breakfast briefings centered around the release of a Center research study or a hot topic warranting examination can be very effective in building media relations, to enhance coverage and the media’s view of Center researchers as “go-to” experts. Breakfast briefings allow the media to start the beginning of their day with a free meal and an opportunity to discover new stories to develop. The Center could even establish a breakfast briefing series covering each of the program areas, with invitations sent to health directors of local radio stations, tv stations, newspapers, SF-based magazines, SF-based staff of wire services, and SF staff of electronic health newsletters/services. This type of series could also be expanded to include representatives from reproductive health and rights organizations in the SF region.
- **Create a *media area on the Center’s web site***: Web sites often anticipate and identify their potential users by creating distinct “areas” for various audiences. Web users find targeted, customized areas helpful when seeking information or conducting research. Currently, the Center’s site is designed for the broadest possible audience and organized by program areas. It does not distinguish among the different constituencies who may visit but has an opportunity to do so, at least for the media.

Creating a media center as a separate section is one way to facilitate outreach to this distinct and powerful audience, and in turn, the general public. It enables the Center to establish a cycle. It provides a direct “feed” to the media, giving them the information that they are

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seeking (news releases, fact sheets, contact information for experts, specifics data and analyses), as well as provides the information that the Center has deemed newsworthy. In turn, the media will come back to the site and turn to the Center as a resource, if their needs are being met.

Journalists expect to be treated as if they are a special constituency. They require information that is distilled, appears in familiar formats and that meets their needs. It is strongly recommended that the Center create a media area on its web site as an important place for reporters to find and access information from and about the Center

Members of the media are accustomed to using “press areas” or “media centers” when conducting research on the web, which are now common web site features for companies and nonprofits. Anecdotal information from webmasters indicates that the media are not the only audiences who appreciate and use media areas on web sites. General audiences visit these areas because they believe the information there will be distilled, popularly written, accurate, up-to-date, and the easiest to access.

The media area link should appear on the home page, next to a “What’s New” icon. The button should be called “press room” or “press area” or “media center”.

Useful media area components include:

“Virtual” Press Kit: The Virtual Press Kit in the media area would contain much of the information that would appear in a traditional, paper press kit. Press Kits are standard tools of the communications trade and reporters seek information organized in this format. Posting a press kit on the web will also allow Center staff to direct reporters and others to it, in the course of responding to information requests and conducting outreach on behalf of the organization.

In its press kit, the Center should include up-to-date, useful and necessary information to establish its experts as credible sources—educational background, work experience, published work, and areas of expertise. The biographical information should be relatively short. In choosing the press kit, reporters would be able to access:

- Biographical information of key spokespeople. (Some considerations about this are addressed below.)

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- A list of current news releases.
- Background information about the Center and its history.
- The most current annual report.
- A calendar of upcoming reports and releases – a “tickle file.” This list would alert reporters to research the Center will be releasing and when it will be available.
- An archive of news releases.

News Release Archive: In addition to having the most recent news releases on the home page, it is recommended that the Center begin archiving any previous news releases referring to the Center’s work (those generated by the UCSF Division of Public Affairs, as well as by Center staff) on the site in the media area. If possible, the releases should also be “searchable” by topic. Housing this archive in the media area is important for providing reporters with a quick education on a variety of topics. It also shows the Center’s work and background in the field and the breadth of information it can comment on and provide to the media.

Attribution statement: The Center might consider posting a clear statement about how the organization should be cited in the media, considering that reporters all too often cite research data without attribution. This statement would also advance the use of a tagline to identify and brand the Center at large. Communications staff could include this statement when they are providing informational materials to the media or the public.

“In The News”: An area in the media area could list recent articles in which the Center’s information has been used or its experts’ opinions have been quoted. The area could even include quotes or excerpts from these articles. This feature can buttress the Center’s credibility, showing the breadth and depth of coverage in which its information is used. It could also be used to stimulate “copy cat journalism,” helping reporters generate ideas about the types of stories they might cover.

Cutting Edge Story Ideas: In addition to providing actual examples of good coverage, the Center can shape coverage about reproductive health and policy by having a carefully constructed section that suggests stories or types of stories reporters might consider pursuing. This section could appear as a series of bullets listing current trends or interesting areas prime for investigation or as a series of provocative questions.

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Search button for the media: The media area should have a prominently displayed index of what is available – it's own site map. An internal search engine button in the media area (high up on the page) could facilitate locating a range of information on the site quickly and efficiently.

Offline contact information: It is important for the Center to post the phone numbers and extensions of individuals who serve as public information officers. If reporters want to talk to someone about the information they are using, they should have the contact information readily available. It is best to provide one centralized e-mail address and one centralized voice mail number for inquiries, particularly if there is a desire (and need for fundraising purposes) to track inquiries.

➤ **Develop An Email Press List:**

One of the primary reasons it behooves the Center to create an email media list is cost efficiency. Unlike paper press lists, where each piece of mail contains its own printing and postage costs, email press lists can be vast. Once information is prepared, there is no additional cost for volume. As with street mail and fax press lists, email lists will need to be stored and maintained. The Center will be starting this list from scratch, so it can create a database of email addresses and code it from the beginning to facilitate searching and segmenting the lists.

The Center might start with a wish list of the media outlets it wants to reach via email, including those focused on policy (*Roll Call*, *Congressional Quarterly*) and then visit these publications' web sites. Most web sites for news organizations provide users with an opportunity to send an email to the news outlet. The Center could visit these sites and inquire how it can correspond with the outlet's reporters by email. It can also ask which reporters would most likely be interested in information on reproductive health and rights research and analyses. Further, whether the outlet's assignment desk has an email address and accepts news releases.

Tracking down reporters' email addresses and sending them uninvited press materials by email is difficult and time consuming, with little assurance of success. While reporters' email addresses are being provided more and more as a matter of course, some reporters do not welcome unsolicited e-mail, even when messages are useful information. Reporters often respond better when invited join an electronic press list.

For starters, the Center could prospect for their lists by sending a letter (or a broadcast fax) to the Center's current database of reporters, inviting them to become a part of an electronic press list. The letter should advertise the web site's content and the benefits of being on the list. This letter should give reporters several options for signing up: by mailing (or faxing) back a provided postcard or form; by e-mailing the Center at an address provided; or by leaving a message on a designated voice mail at the Center.

In addition to prospecting with its own press lists, the Center could consider a one-time prospecting attempt with a press list from a media directory company such as Bacon's or Burrelle's. The fax or mailing would be the same as above.

Another method of creating an electronic media list is to contract with an email press release distribution service. There are several services that maintain email press lists, such as MediaMap. They contact reporters and ask them if they would like to be emailed news releases, and in what subject areas. These services follow up mailings or faxes with phone calls. Reporters on these lists have been pre-screened and have invited PR emails.

The Center staff fielding media calls should collect emails addresses as a routine part of all incoming and outgoing press calls. In addition, whenever information is mailed or faxed to reporters, a "do you want to be on our email press list?" letter should be included. The Center should consider having staff voice mail messages help direct people to the site by including a statement, such as: "If you'd like to visit the Center's web site, our address is: reprohealth.ucsf.edu without the www first." The reception recording might also include the address of the web site.

➤ ***Other Web-site based Media Outreach:***

Reach out to online publications: The process for reaching out to online publications is really no different than reaching out to traditional media, or traditional media with web sites. The best approach is to visit the sites of interest and to email the news organizations from their own site. As with outreach to other traditional media, make sure email press releases are welcomed. The Center can identify the online publications it wants to reach, visit their site and email a query as to whether it may include them on its email press list. The Center could

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be more aggressive with these news outlets (as opposed to traditional TV, radio and print media), since online publications are accustomed to receiving information electronically

Use Search Terms to Drive Traffic to the Web Site: The Center should wage a campaign to make the best use of search-engine search terms, so that its site appears high on the list of “matches” in broad and routine searches. It is important to choose search terms that the media is likely to use when conducting searches – among them, perhaps, are birth control, family planning, abortion, contraceptives, women’s health, sexual health, research on women’s health.

There are tricks of the trade for securing search-engine matches. Most search engines only look on a site’s home page for keyword matches; therefore, webmasters often post a long string of these words on their home page in “hidden” formats. For example, the words will be posted in the same color as the background on the home page, so that they are invisible to the eye but available for matches.

Consider Fax broadcasting: While emailing news releases to the media has to a fair degree replaced broadcast faxing, it still remains a viable option for mailing news releases not accompanied by research documents or publications. Faxed materials arrive immediately, and are read more quickly and more often than mailed materials. Overnight broadcasts are the least expensive and the most likely to arrive, since this is when receiving fax machines at news outlets are least likely to be busy. Fax broadcasting is less expensive than street mailing, as it does not carry printing costs nor requires staff time for mailing preparation.

A fax broadcasting service can create computerized letterhead with the Center’s logo and will store its database electronically. Many companies will “upload” new lists into their databases free of charge, as an incentive to use their service.

Consider Paid Newswire Services: Newswires (for example, PR Newswire) are services that create a computerized “feed” that transmits directly into newsrooms across the country, much the way the AP wire feeds into newsrooms. These commercial feeds are broken down by category and also by trade publication. A health story, for example, would be fed into newsrooms under the health heading and would also be transmitted into health-related or health

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trade media. To use these services, an organization prepares a headline and one paragraph of information, along with contact information (you may prepare more, but you pay by the word). The information is then inserted into the feed.

These services have membership fees and then charge for distribution depending on whether the release is national, regional, or local, and are essentially “paid daybooks.” These services are primarily effective only if the information to be released is highly newsworthy and compelling. The feed generally only lasts for a short period and the information must stand out to be noticed.

Strengthening Relationships With Advocates:

There are several ways to impact policy that do not require direct policy advocacy by the researchers. Reproductive health advocates, armed with studies and reports on reproductive health issues, can provide a major conduit between the research and policy makers. This conduit is strengthened if the advocates are included in the research loop – from informing the choice of research topics that are of most concern to the communities impacted by reproductive health policies and the research design, to assisting the researchers in gaining access to research subjects and participants, and finally through the dissemination of results to policy makers. Reproductive health advocates are also able to more *accurately* communicate research results and limitations to policy makers if they are involved in the research process itself. Several models exist for including community in research while maintaining research objectivity.

Suggestions for working more closely with reproductive health advocates and policy makers to improve the use of Center research in the policy process include:

- ***Host reproductive health research symposium in Sacramento.***
An annual symposium, held in Sacramento, would provide a forum for Center researchers to present data on reproductive health issues, become more widely known among policy advocates and policy makers, gain visibility for the Center, and be a forum for developing important relationships with policy advocates and policy makers. The symposium could be held annually during the fall to avoid conflicts with the legislative calendar and could be co-hosted by an organization such as the California Family Health Council or the California Elected Women’s Association for Education and Research. Both organizations

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have a staff presence in Sacramento, which would give access to and legitimacy for such an event among policy makers and their staff.

- ***Hold an annual, invitation-only meeting with key advocates to have an exchange of information and ideas.*** Another forum for educating reproductive health advocates about reproductive health research would be a hosted, invitation-only meeting early in the legislative year. This meeting would provide the opportunity to discuss impending policy issues and associated research needs while the Center could update advocates on current research projects and their potential impact on public policy. This roundtable would also work to strengthen already friendly relations between Center staff and advocates that would support ongoing individual discussions between advocates and researchers throughout the year and the utilization of Center researchers for individual education sessions with Legislators. This should be a meeting of no more than 3 hours length, held in Sacramento, and attendance supported with travel funds and food.

The invitation list for such a meeting should include:

- Susan Fogel, private consultant
 - Angeles Cabria, Pacific Institute on Women's Health
 - Raquel Donoso, Latino Issues Forum
 - Sue Dunlap and/or Kathy Kneer, Planned Parenthood Affiliates of California
 - Vivian Huang, California Primary Care Association
 - Jo Ann Madigan, Jo Ann Madigan and Company
 - Kathy Mossburg, California Family Health Council
 - Charlotte Newhart, CARAL
 - (Jennifer) Parker, ACCESS/Women's Health Rights Coalition
 - Elizabeth Saviano, Office on Women's Health
 - Eveline Shen, Asian and Pacific Islanders for Reproductive Health
 - Latonya Slack, California Black Women's Health Project
 - A representative of CEWAER
 - Legislative staff identified by other participants as interested in Reproductive Health
- ***Develop a community-training component for advocates and policy makers.*** Given the Centers expertise in training, the suggestion of one-time trainings in select communities to introduce community members to the research process in general and Center research in particular was offered. This would give the Center an opportunity to get out into the different communities in California and hear from women and men working in reproductive health as to the

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questions they have that might lead to useful research, ensure the highest level of competency among advocates as they use Center research reports for advocacy efforts, and would allow the Center to meet interested advocacy organizations who might be better involved in other aspects of this communications plan. Additionally, those organizations that have staff who are more well versed in research techniques and processes could be included as trainers or presenters in the Training Program. Funding could be sought to develop and pilot a training project that would be held in 4 or 5 locations throughout California.

An example of a one-time training component is the Health DATA program developed by the UCLA Center for Health Policy Research. The Health DATA program is a public service established in 1997 to provide training and technical assistance to CBOs to build their capacity to understand, access, and apply health research data to their program and policy development work. Through a series of one-day trainings and ongoing technical assistance more than 700 individuals from diverse communities have participated in Health DATA workshops. Because of high turnover among nonprofit staff in community-based organizations, a training program of this type would need to be repeated in a consistent manner.

- ***Recruit partner organizations and seek Community-Based Participatory Research (CBPR) funding.*** Funding could be sought that would allow the Center to develop collaborative research projects that would include full partnerships with specific community groups to develop mutually beneficial relationships and research which is of interest to the community. Collaborative research, often called Community-Based Participatory Research (CBPR), is gaining respectability and support throughout the U.S. and developing countries (Conrwall A 1995). Collaborative research is seen as both a methodological and ethical paradigm shift for ensuring the use of research in policy and program development. Community involvement can ensure accurate understanding of community behaviors and mores, which can lead to more accurate methodology and analysis. Additionally, especially for low-income, individuals of color, and other oppressed or minority communities, research can be feared and shunned. CBPR provides an opportunity to research “with” communities not “on” communities. The application and use of research data is often significantly greater if the community being researched is involved in the design and implementation of studies (Israel B 1998).

Federal, state and foundation funding sources are increasingly implementing Collaborative Research funding streams. The California Breast Cancer Research Program has provided \$7.7 million dollars to 25 collaborative studies since its inception of the Community Research Collaboration Awards mechanism. On October 2, the Centers for Disease Control and Prevention announced 25 grants totaling \$11.4 million to fund community-based research into local disease prevention and health promotion needs. They received 311 grant applications. Other examples include: the W.K. Kellogg Foundation's Community-Based Public Health Initiative; the Henry J. Kaiser Family Foundation's Community Health Promotion Grant Program, and the National Cancer Institute's Plan for Cancer Prevention and Control Research among American Indians and Alaska Natives.

Scientific publications are responding to this emerging research method including in the past year the American Public Health Association devoted an entire issue to Community-Academic Partnerships and the Journal of General Internal Medicine issued a call for papers for an issue it will devote, in 2003, to Collaborative Research.

A model project is one employed by the Center for AIDS Prevention Studies (CAPS). They developed in the 1990's a consortium model for conducting collaborative research. Over two separate project periods CAPS received funding from a foundation to pair academic researchers associated with it with Community-Based Organizations to design, develop, implement, and analyze interventions for HIV prevention. CAPS was responsible for overseeing the projects (including holding monthly meetings with all the projects), training both the community members and researchers in collaborative research techniques, and then evaluating the consortium approach itself. This evaluation, of 18 research collaborations, found that successful collaborations included: Thoughtful selection of interventions for evaluation, Secondary or alternative research questions incorporated into the research project from the beginning, Flexibility to modify or change primary research question mid-study, Appropriate, stable CBO staffing, High level of university-researcher involvement in both the intervention and evaluation, and Adequate funding for intervention, evaluation, and participant time.

CBPR is a collaborative research approach that includes researcher/community collaboration from the development of the

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research question, the design and implementation of the study, the collection and analysis of the data, to the dissemination of the study results in both scientific and lay mediums. It is time consuming and opens the research process to potential conflict between researchers and community members so requires clear intention and commitment by the researcher or institution. At a minimum the Center would need to consider the process for selecting CBO's to partner with, what agreements are needed regarding joint responsibilities, ownership of data, and publication requirements, as well as the commitment of the Center to educate and oversee the partnerships.

- **Provide easy access to briefs and fact sheets on research topics and studies.** The California HealthCare Foundation (www.chcf.org) and California Teen Health (www.californiateenhealth.org) websites were mentioned as examples of internet sites where users can type in topic issues to search for papers or data reports and then can easily download articles, papers, and reports. A review of the Center's website shows the developing wealth of information published by Center researchers. A search tool to allow a user to type in a topic, such as Emergency Contraception, which would then organize all papers and reports under that topic area would provide easy access.

The inclusion of issue briefs and fact sheets in Center materials is an important element to Center publications. The current materials, focusing on Latino Families, include ten page briefs and two page fact sheets. This type of materials development, expanded to other areas, with the same format and logo, both mailed and downloadable, will increase the awareness of Center research and usefulness in the policy field.

- **Develop greater Center involvement in targeted coalitions.** The Center Directors and some Center staff are well known among California reproductive health advocates and policy makers. The Center itself, however, does not have name recognition nor is it seen as a resource for reproductive health advocates and policy makers. To maximize staff time, the Center should consider joining or partnering with large associations and collaborations that include individuals and organizations who would likely participate in the communications strategies discussed in this report. The Women's Health Care Partnership of the California Primary Care Association, the Women's Health Council of the Office on Women's Health, and the Smart Choices Initiative of the Women's Foundation have expressed interest in a Center presentation at future meetings.

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Some of coalitions examples include:

California Primary Care Association, together with the more than 500 community clinics and health centers it represents, has helped to ensure affordable, quality health care to California's uninsured, low-income and minority communities. Coordinates the statewide Women's Health Care Partnership.

Smart Choices Initiative, is a funding forum of the San Francisco Women's Foundation and includes an advisory committee of active reproductive health advocates and funding to diverse community projects aimed to improve reproductive health access.

Women's Health Collaborative is a collaborative partnership of 60 women representing California's diverse communities working to advance and promote the physical, mental, and emotional health and well-being of women throughout the state. WHC holds quarterly convenings.

California DHS Office of Women's Health, Women's Health Council, is appointed by the Director of the Department of Health Services to advise the Director on women's health policy, through the Office of Women's Health.

California Family Health Council works with more than 60 health agencies to provide medical and non-medical health care services to over 700,000 clients each year.

Planned Parenthood® Affiliates of California (PPAC) is a public affairs affiliate of Planned Parenthood® Federation of America. PPAC represents the nine separately incorporated Planned Parenthood® Affiliates throughout California on statewide governmental issues.

California Coalition for Reproductive Freedom is a coalition of more than 30 organizations working to influence state policy regarding reproductive rights.

California Elected Women's Association for Education and Research, is the nation's oldest and largest association of elected and appointed officials. They have recently received funding from the California Wellness Foundation to develop collaborative relationships between policy makers and advocates for teen pregnancy prevention, especially for California's Latino families.

Other organizations mentioned by advocates include: the Association of University Women Pharmacy Access Project, the Commission on the Status of Women, the Working Families Policy Summit, and ethnic-specific organizations such as the California Black Women's Health Project, the Asian & Pacific Islander American Health Forum, and the Latino Coalition for a Healthy California.

Review of Policy:

According to the California Women's Health Care Partnership—facilitated by the California Primary Care Association and attended by key women's health policy advocates, including reproductive health—policy and legislative ideas for 2003 include considering a quicker mechanism for getting new contraceptives covered in the Medi-Cal formulary; consolidation of children's health programs; consolidation of breast and cervical cancer screening programs with Family PACT; and specification of requirements for a comprehensive, abstinence-based sex education program.

The state proposition sponsored by Ward Connerly, which will prohibit data collection by Race, Ethnicity, and National Origin, could have significant impact on reproductive health research and access to care. Additionally, the current state budget constrictions, and impending cuts, may act to limit access to basic health and reproductive health services.

Advocates are interested in a dialogue with Center researchers to learn if studies already exist that could provide data on the issues cited above and to share with the Center researchers policy issues that might be addressed in the coming years that Center researchers could study. A more thorough review of the reproductive health legislation from the past year and current policy issues is provided in Appendix A.

OVERARCHING RECOMMENDATIONS:

For strengthening internal relationships:

- ❖ ***Convene a co-founders summit meeting*** to discuss, outline and reach consensus on a collective vision of the future role of the Center.
- ❖ ***Restructure the Center's organization*** to establish a "firewall" between research and policy work by way of creating directorships of distinct areas for each co-founder.

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- ❖ **Hire a full-time communications assistant or associate** responsible for various aspects of internal and external/media relationship building.
- ❖ **Create internal communications systems** to facilitate the sharing of current projects, recent accomplishments, ongoing challenges, and future plans.

For strengthening external relationships:

- ❖ **Further develop the Center's web site** to offer greater content depth, provide easier navigation and serve the needs of particular stakeholders, with a particular emphasis on the media (and a dedicated media center).
- ❖ **Start a Hotlink Campaign** to help establish the Center as a national research and policy resource.
- ❖ **Develop fact sheets, issues briefs and other informative materials** for dissemination to key stakeholders featuring the Center's research and policy analyses.
- ❖ **Forge strategic partnerships** with other organizations with complementary missions to work towards common goals.

For strengthening relationships with the media:

- ❖ **Craft and utilize media/press lists** to disseminate and generate news emerging from the Center's work, with a particular focus on electronic distribution.
- ❖ **Create a Media Area on the Center's web site** to direct media to the most relevant and key research findings and policy analysis.
- ❖ **Develop a media briefing series** to foster relationships with Bay-area media, targeting local women's health magazine reporters ("stringers"), freelance writers, and health reporters from major print and electronic media outlets.

For strengthening relationships with advocates and policymakers:

- ❖ **Hold Annual Symposium** to present data on reproductive health issues, become more widely known among policy advocates and policy makers,

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gain visibility for the Center, and develop important relationships with policy advocates and policy makers.

- ❖ ***Host Annual Meeting with Advocates*** to present Center research and engage in a dialogue about policy issues that are forthcoming.

- ❖ ***Conduct Research Trainings*** to provide community-based advocates with training on reproductive health research and engage those advocates in discussions about research topics and ideas.

- ❖ ***Develop a Community-based Participatory Research Project*** selecting community agencies to partner with in the development of research ideas, design of methodology, conduct of the research, analysis of the results, and dissemination of the findings.

- ❖ ***Provide Greater Access to Information*** so that advocates can easily find data and information on topical reproductive health issues.

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Strengthening Relationships with Advocates Timeline

| Quarters: | Year One | | | | Year Two | | | | Year Three | | | |
|-------------------------------|----------|---|---|---|----------|---|---|---|------------|----|----|----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
| Research Symposium | | | | | | | | | | | | |
| Find partner (s) | X | X | | | | | | | | | | |
| Choose Location/Date | | | X | | | | X | | | | X | |
| Develop agenda | | | | X | | | | X | | | | X |
| Hold Symposium | | | | X | | | | X | | | | X |
| Advocates Meeting | | | | | | | | | | | | |
| Compile List of Attendees | X | | | X | | | | X | | | | |
| Set Location/Date | X | | | X | | | | X | | | | |
| Hold Meeting | X | | | | X | | | | X | | | |
| Research Trainings | | | | | | | | | | | | |
| Develop Proposal | X | X | | | | | | | | | | |
| Seek Funding | | X | X | X | | | | | | | | |
| Design Training | | | | X | X | | | | | | | |
| Implement | | | | | | X | X | X | | | | |
| Collaborative Research | | | | | | | | | | | | |
| Develop Proposal | | | | | X | X | | | | | | |
| Seek Funding | | | | | | X | X | X | | | | |
| Choose Partner Orgs | | | | | | | | X | | | | |
| Implement | | | | | | | | | X | X | X | X |

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| | | | | | | | | | | | | |
|------------------------------|---|---|---|---|---|---|---|---|---|---|---|---|
| Access to Information | | | | | | | | | | | | |
| Investigate Technology | X | | | | | | | | | | | |
| Prioritize Fact Sheets | | X | X | | | | | | | | | |
| Build Database | X | | | X | X | X | X | X | X | X | X | X |
| Develop Fact Sheets | | | | X | X | X | X | X | X | X | X | X |
| Join Coalitions | | | | | | | | | | | | |
| Discuss and Prioritize | X | X | | | | | | | | | | |
| Make Contact | | X | X | | | | | | | | | |
| Assign Staff | | | X | | | | | | | | | |
| Join/Present | | | | X | X | X | | | | | | |

Appendix A: Reproductive Health Legislative Review**2002 Chaptered Legislation**

SB 1301 (Kuehl) was chaptered. This bill erases unconstitutional language in current abortion law; expands access to early, non-surgical abortion; clarifies the roles of healthcare professionals in relation to abortion; clearly establishes a woman's right to choose in the California constitution.

AB 1860 (Migden) was chaptered. This bill would require that sexual assault victims be provided the option of emergency contraception during examination and treatment.

AB 2194 (Jackson) was chaptered. This bill would require all residency programs in obstetrics and gynecology to comply with the program requirements of the Accreditation Council for Graduate Medical Education.

AB 797 (Shelley) was chaptered. AB 797 protects reproductive health care services providers, employees, volunteers and their patients by allowing them to apply for home address confidentiality under the Safe at Home program. In this program, victims of domestic abuse, stalking, and threats are given a public address for mail and official purposes.

SB 1411 (Speier) was chaptered. This bill prohibits health insurance companies from charging a co-payment or deductible for health care or health insurance for specified maternity services that exceed the most common amount of the co-payment or deductible imposed for services provided for other covered medical conditions.

AB 982 was chaptered. This bill addresses the lack of physicians and dentists to adequately care for California's diverse populations by creating a loan repayment program for culturally and linguistically appropriate doctors and dentists to practice in medically/dentally underserved areas.

Reproductive Health Bill Ideas for 2003

- Contraceptives on Medi-Cal formulary: Medi-Cal and Family PACT already covers FDA-approved contraception. This bill idea would look at approaches to get new contraceptives covered as they are approved.
- Sex Education: The idea for legislation is to specify requirements of a comprehensive, abstinence-based sex education curriculum in schools.
- Consolidation of Breast and Cervical Cancer Screening Programs with Family PACT: This bill would look at integrating the various breast and

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cervical cancer screening services into the Family PACT program to streamline administration and improve access for women.

- Single Payer, Universal Coverage: Sheila Kuehl will be introducing a single payer, universal coverage bill.
- Portability of Medicaid coverage across state lines: Another bill idea is looking at legislation to provide a streamlined application process for beneficiaries with Medicaid coverage in other states who move to California. This process would especially assist mobile populations such as migrant farmworkers.
- Medical Injury Compensation Changes: There may be legislation that will change the medical injury compensation system and prove detrimental to health care providers because the costs of malpractice insurance premiums would be increased dramatically.

State Propositions

One proposition is being considered in California that could impact data gathering abilities for researchers. This is the "Prohibition of Data Collection by Race, Ethnicity, and National Origin" which will prohibit state and local governments, public universities, and school districts from collecting any data by race, ethnicity, or national origin.

Budget Update

In the 2002 budget, funding for perinatal outstationed workers was drastically reduced and essentially eliminated. There was also an attempt to cut Medi-Cal provider rates. Legislation passed after the budget was signed that prevented these cuts in Medi-Cal provider rates from going into effect.

In 2003 the budget picture is grim with a projected \$24 billion deficit. All the borrowing that can be done from different sources has been used in this year's budget. A cut in reimbursement rates for Medi-Cal providers has already been proposed that many believe would produce long-term impacts on vulnerable populations, such as pregnant women and adolescents.

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Resources

[will be added]

Appendix B

Select Organizations Recommended for Initial Outreach Efforts

Abortion:

Abortion Access Project [abortionaccess.org]

Seeks to ensure access to abortion for all women by increasing abortion services, training new abortion providers, and raising awareness about the critical importance of abortion access to women's lives.

Abortion Clinics Online [gynpages.com]

A directory of abortion and other reproductive health care providers, clinics, and hospitals.

ACCESS [whrc-access.org]

California-based ACCESS seeks to make reproductive freedom a reality for all women. Through its hotline, volunteer network, abortion fund, and advocacy projects, it ensures that women and girls get access to the full range of reproductive health services.

California Abortion and Reproductive Rights Action League (CARAL) [caral.org]

A membership organization dedicated to defending the rights of all women to have access to a full range of reproductive choices. Site contains legislative updates, an activist center, current news, and a resource center with information on various abortion topics.

Catholics for a Free Choice (CFC) [catholicsforchoice.org]

An independent non-profit organization engaged in policy analysis, education, and advocacy on issues of gender equality and reproductive health, while working in the Catholic social justice tradition.

The Center for Reproductive Rights [crlp.org]

An independent, non-profit legal organization dedicated to ensuring that all women have access to appropriate and freely chosen reproductive health services. Site offers fact sheets, reports, articles, and news on topics such as the world's abortion laws, Roe v. Wade, the Christian crusade against abortion, and "partial-birth abortion."

Clinicians for Choice [cliniciansforchoice.org]

Clinicians for Choice, an umbrella organization for Midwives for Choice, Nurse Practitioners for Choice, and Physician Assistants for Choice, is a

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national grassroots organization whose members believe that reproductive choice is an essential part of women's health, and who support greater involvement of clinicians in all aspects of abortion service and delivery.

Feminist Women's Health Center [fwhc.org]

Provides abortion and reproductive health services, and information in order to achieve reproductive freedom. Site features a host of information on abortion topics, including abortion procedures, statistics, personal stories, and state-by-state laws. Information available in both English and Spanish.

Medical Students for Choice [ms4c.org]

Organizes and assists students in improving education about abortion and reproductive health in medical schools nationwide. Site offers a bibliography of books, articles, and videos about abortion and reproductive health. Provides information on shortage of U.S. abortion provider.

National Abortion Federation (NAF) [prochoice.org]

A professional association of abortion providers in the United States that seeks to preserve and enhance the quality and accessibility of abortion services. Site provides information on options if you're pregnant, how to take action on abortion issues, and clinic violence. Also offers access to fact sheets and resources for providers.

NARAL Pro-choice America [naral.org]

Promotes reproductive freedom and dignity for women and their families through in-depth research and legal work, substantive policy reports, public education campaigns and other communications projects, and leadership training for grassroots activists across the nation. Site contains facts and news on all aspects of abortion, such as mandatory waiting periods, parental consent laws, and illegal abortion.

The National Coalition of Abortion Providers [ncap.org]

Represents the political, professional and networking needs of independent abortion providers across the country.

National Network of Abortion Funds (NNAF) [nnaf.org]

The NNAF is an affiliation of community-based abortion funds throughout the United States.

Physicians for Reproductive Choice and Health (PRCH) [prch.org]

Seeks to enable concerned physicians to take a more active and visible role in support of universal reproductive health. PRCH is committed to ensuring

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that all people have the knowledge, access to quality services, and freedom of choice to make their own reproductive health decisions.

Religious Coalition for Reproductive Choice (RCRC) [rcrc.org]

Works to ensure reproductive choice through the moral power of religious communities. Offers access to the organization's publications and articles on topics such as the personhood of the fetus and Judaism and abortion.

Westchester Coalition for Legal Abortion [wcla.org]

A national non-partisan advocacy and political organization to keep abortion safe, legal, and accessible. Site contains action alerts, an archive of press releases and articles, and the organization's newsletters.

Women's Reproductive Rights Assistance Project (WRRAP) [wrrap.org]

WRRAP raises money for low-income women of all ages, ethnicities and cultural backgrounds who are unable to pay for either emergency contraception or a safe and legal abortion. Services are provided free of charge to clinics all over this nation.

Contraception:

Consortium for Emergency Contraception [cecinfo.org]

Seeks to expand access to and ensure safe and locally appropriate use of emergency contraception worldwide within the broader context of family planning and reproductive health, with emphasis on developing countries.

Contraception Online [contraceptiononline.org]

Online educational resource for health care providers and health educators seeking the latest information on reproductive health, family planning, and contraception. Goal of Contraception Online is to explore important issues related to reproductive health in a scientific and objective manner in order to provide up-to-date and practical educational tools and materials.

Contraceptive Research and Development Program (CONRAD)

[<http://www.conrad.org>]

CONRAD is dedicated to developing better, safer, and more acceptable methods of contraception, including those that help prevent the transmission of HIV/AIDS and other sexually transmitted infections (STIs), and to improving reproductive health. Its Consortium for Industrial Collaboration in Contraceptive Research (CICCR) was established to assist the process of developing new contraceptive agents that specifically address the needs and perspectives of women, and its Global Microbicide Project (GMP) aims to help develop new microbicial agents that specifically address the needs and perspectives of women.

Emergency Contraception Hotline [<http://ec.princeton.edu>]

Provides accurate information about emergency contraception derived from the medical literature. Site — available in both English and Spanish — contains a directory of clinicians willing to provide emergency contraceptives in each state, answers to frequently asked questions about emergency contraception, and a bibliography of publications addressing emergency contraception.

Family Planning Councils of America [fpcai.org]

Comprised of 15 of the largest agencies in the nation offering family planning and other health and social services in 12 different states. Provides links to member organizations, public policy documents and resources of interest to the national family planning community.

Reproductive Health Technologies Project (RHTP)

[<http://www.rhtp.org>]

The mission of RHTP is to advance the ability of every woman to achieve full reproductive freedom with access to the safest, most effective, and preferred methods for controlling her fertility and protecting her health. The Project views technology not as an end in itself, but as an essential means to giving women that control.

Corporations/Pharmaceutical Companies With Women's Health Interests:

3M

Abbott Laboratories

AdvancePCS

Amgen

AstraZeneca

Aventis Pharmaceuticals, Inc.

Barr Laboratories, Inc.

Baxter Healthcare Corporation

Bayer Corporation

Berlex Laboratories, Inc.

Bristol-Myers Squibb Co.

Cytoc Corporation

Digene Corporation

Dow Corning Corporation

Eli Lilly and Company

GlaxoSmithKline

Gynecare

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Hoffmann-La Roche Inc.
 Johnson & Johnson
 Kimberly-Clark Corporation
 Merck & Co., Inc.
 Novartis Corporation
 Organon Inc.
 Ortho Biotech
 Ortho-McNeil Pharmaceutical, Inc.
 Pfizer Inc.
 Pharmacia
 Playtex Products, Inc.
 Procter & Gamble
 Schering-Plough Corporation
 Solvay Pharmaceuticals
 Wyeth Pharmaceuticals

[will provide web site addresses]

International Reproductive Health and Rights Organizations:

Center for Development and Population Activities (CEDPA) [cedpa.org]
 CEDPA pursues a global mission of empowering women to be full partners with men in creating a more secure future for themselves, and their families, communities and nations.

Center for Health and Gender Equity (CHANGE) [genderhealth.org]
 CHANGE is a U.S.-based international reproductive health and rights organization, which seeks to make reproductive health and rights objectives integral to all relevant population and health policies and programs and to find effective means of applying public health and human rights principles to health programs.

Center for Communication Programs, Johns Hopkins University
 [jhuccp.org]
 Considered a pioneer in the field of strategic, research-based communication for behavior change and health promotion, helping transform the theory and practice of public health. It was established in recognition of the proven importance of communication in public health programs. Produces POPLINE, the largest bibliographic reproductive health database.

Engenderhealth [engenderhealth.org]
 Works worldwide to make reproductive health services safe, available, and sustainable through technical assistance, training, and information. Site

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offers information on contraceptive methods, choosing a method, and finding a doctor. Also gives online access to AVSC News and AVSC Working papers, as well as information on ordering other publications such as client education materials.

Family Care International (FCI) [familycareinternational.org]

FCI is dedicated to improving women's sexual and reproductive health and rights in developing countries, with a special emphasis on making pregnancy and childbirth safer.

Family Health International (FHI) [fhi.org]

Seeks to improve the health and well being of populations through research, education, and services. Site offers fact sheets and answers to frequently asked questions about contraception, as well as access to publications and training materials such as a review of current advances in condom research, in numerous languages.

Global Health Council (GHC) [globalhealth.org]

The Council is the world's largest membership alliance dedicated to saving lives by improving health throughout the world. It promotes better health by assisting all who work for improvement and equity in global health to secure the information and resources they need to work effectively.

Global Reproductive Health Forum [hsph.harvard.edu]

Aims to encourage the proliferation of critical discussions about reproductive health and gender on the internet. It provides interactive electronic forums, global discussions, distributes reproductive health and rights materials from a variety of perspectives through its clearinghouse and maintains an extensive, up-to-date research library.

International Planned Parenthood Federation (IPPF) [ippf.org]

Promotes the right of women and men to decide freely the number and spacing of their children and the right to the highest possible level of sexual and reproductive health on an international level. Site provides access to online journals and other publications as well as profiles on countries across the world.

International Women's Health Coalition (IWHC) [iwhc.org]

IWHC works to generate health and population policies, programs, and funding that promote and protect the rights and health of girls and women worldwide, particularly in Africa, Asia, Latin America, and countries in postsocialist transition. It is guided by the principle that global well-being

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and social and economic justice can only be achieved by ensuring women's rights.

Ipas [ipas.org]

Ipas works globally to improve women's lives through a focus on reproductive health, and based on the principle that every woman has a right to the highest attainable standard of health, to safe reproductive choices, and to high quality health care. It focuses on preventing unsafe abortion, improving treatment of its complications, and reducing its consequences, and strives to empower women by increasing access to services that enhance their reproductive and sexual health.

JHPIEGO [jhpiego.org]

JHPIEGO helps host-country policymakers, educators and trainers increase access and reduce barriers to quality health services, especially family planning and maternal and neonatal care, for all members of their society, through advocacy, education and performance improvement activities.

OBGYN.net

Offers medical professionals, women, and industry a home for publishing, accessing information and global interaction. Site features access to publications, archives, and provider directories.

Office of Population Research, Princeton University (OPR) [opr.org]

The oldest population research center in the country. Site offers a data archive containing surveys such as American and European fertility and mortality as well as the fertility and health services in developing countries. Also features a searchable population index.

Pacific Institute for Women's Health (PIWH) [piwh.org]

The Pacific Institute for Women's Health works to improve the sexual and reproductive health and well-being of women and girls, locally and globally. It views access to contraception as fundamental to women's empowerment and autonomy. It emphasizes collaboration, coalition building and communication among activists, practitioners, researchers and policy-makers, both in the U.S. and internationally.

Program for Appropriate Technology in Health (PATH) [path.org]

Strives to improve the health of women and children. An emphasis is placed on improving the quality of reproductive health services and preventing and reducing the impact of widespread communicable diseases.

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Population Action International (PAI) [populationaction.org]

Works to strengthen public awareness and political and financial support worldwide for population programs grounded in individual rights. At the heart of its mission is its commitment to advance universal access to family planning and related health services, and to educational and economic opportunities, especially for girls and women.

The Population Council [popcouncil.org]

Seeks to improve the well-being and reproductive health of current and future generations around the world. Site provides information on the organization's programs and research as well as access to its publications.

Program for International Training in Health (INTRAH) [intrah.org]

Assists countries in various stages of development to improve the delivery of reproductive health services through improved preparation and utilization of their human resources. Site describes the organization's initiatives and provides information on its technical reports, training and reference materials.

Reproductive Health Outlook (RHO) [rho.org]

Designed to help users link with quality on-line resources and collaborate with colleagues around the world. Site provides descriptions of some different contraceptive methods and links to sites that provide more specific information on other types of contraceptives like the cervical cap and the Billings Ovulation Method of Natural Family Planning. Features information on contraceptive research and development, as well as a family planning community forum message board.

United Nations Population Information Network (POPIN)

[un.org/popin]

Identifies, establishes, strengthens and coordinates population information activities at international, regional and national levels; facilitates and enhances the availability of population; and provides a forum for the exchange of experiences among developed and developing countries on population information issues. Site contains world population trends such as world contraception use in 1998, as well as regional and national population information. Also offers bibliographies and bibliographic databases.

United Nations Population Fund (UNFPA) [unfpa.org]

Identifies, establishes, strengthens and coordinates population information activities at international, regional and national levels; facilitates and enhances the availability of population; and provides a forum for the exchange of experiences among developed and developing countries on

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population information issues. Site contains world population trends such as world contraception use in 1998, as well as regional and national population information. Also offers bibliographies and bibliographic databases.

Legal and Political Organizations:

American Civil Liberties Union (ACLU), Reproductive Rights Project
[aclu.org/reproductiverights]

Through litigation, advocacy, and public education, the Project seeks to uphold the rights of individuals to decide freely, whether or not to bear a child. Site features information on reproductive rights in Congress and other related legal issues such as privacy and equality.

Association of State and Territorial Health Officials (ASTHO)
[astho.org]

Its mission is to formulate and influence sound national public health policy and to assist state health departments in the development and implementation of programs and policies to promote health and prevent disease.

The Center for Reproductive Rights [crlp.org]

Works to ensure that all women have access to appropriate and freely chosen reproductive health services. Site offers access to fact sheets, books, reports, articles, and other publications, as well as information on different aspects of contraception, such as insurance coverage of contraception, emergency contraception, and international contraception statistics.

Center for Women's Policy Studies (CWPS) [centerwomenpolicy.org]

The CWPS is one of the nation's first feminist policy research organizations. It promotes justice and equality for women. Includes a national honor role of state legislators.

Emily's List [emilyslist.org]

A political network for pro-choice democratic women, which identifies viable pro-choice Democratic women candidates for key federal and statewide offices. Site provides a searchable database of pro-choice candidates at various levels of office.

Feminist.com

A clearinghouse for sites and information related to women's issues. Site contains articles and speeches, databases of reproductive health services, and links to abortion-related organizations.

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Feminist Majority Foundation [feminist.org]

Seeks to empower women and win equality through research, the sharing of information to feminists everywhere, and effective action.

National Conference of State Legislatures, Women's Legislative Network [ncsl.org/programs/wlm]

As an affiliate of the NCSL, the Women's Legislative Network is an organization of women legislators from across the nation. It hosts events for women legislators, partners with private industry and other national women's organizations to provide needed resources and services, and serves as a network for women legislators.

National Council of Women's Organizations [womensorganizations.org]

Focuses primarily on promoting public policy issues of concern to the 100+ organizations that comprise their membership, which comprises organizations working on a broad spectrum of issues including equal employment opportunity, economic equity and development, education and job training, reproductive health, as well as the specific concerns of mid-life and older women, girls and young women, women of color, religious women, business and professional women, homemakers and retired women.

National Governors Association (NGA) [nga.org]

Provides governors and their senior staff members with services ranging from representing states on Capitol Hill and before the Administration on key federal issues to developing policy reports on innovative state programs and hosting networking seminars for state government officials. Its Center for Best Practices focuses on state innovations and best practices on issues that range from education and health to technology, welfare reform, and the environment.

National Organization for Women (NOW) [now.org]

Advances women's rights and promotes the goal of equality in the United States and around the world through education, litigation, advocacy, networking, conferences, publications, training and leadership development.

The National Women's Law Center (NWLC) [nwlc.org]

The NWLC seeks to protect and advance the progress of women and girls at work, in school, and in virtually every aspect of their lives.

Women's Law Project [womenslawproject.org]

The Pennsylvania-based Project seeks to abolish discrimination and injustice and to secure dignity and freedom to women. The Project is a unique

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resource for women in the state and a national leader in the field of reproductive rights.

Women's Research and Education Institute [wrei.org]

Provides nonpartisan information and policy analysis on women's equity issues. Seeks to identify issues affecting women and their roles in the family, workplace, and public arena, and to inform and help shape the public policy debate on these issues.

Women's Health Organizations:

The Alan Guttmacher Institute (AGI) [guttmacher.org]

Through research, policy analysis, and public education, AGI seeks to protect and expand the reproductive choices of all women and men. Site offers access to journal articles on all topics related to women's reproductive health, including abortion.

American Academy of Family Physicians [aafp.org]

One of the largest national medical organizations, representing more than 94,300 family physicians, family practice residents and medical students nationwide, seeks to preserve and promote the science and art of family medicine and to ensure high-quality, cost-effective health care for patients of all ages.

American Association of University Women (AAUW) [aauw.org]

Promotes education and equity for all women and girls. Site contains fact sheets on reproductive health issues.

American College of Nurse-Midwives (ACNM) [midwife.org]

Provides research, accredits midwifery education programs, administers and promotes continuing education programs, establishes clinical practice standards, and creates liaisons with state and federal agencies and members of Congress. ACNM promotes the health and well being of women and infants within their families and communities through the development and support of the profession of midwifery as practiced by certified nurse-midwives, and certified midwives.

American College of Obstetrics and Gynecology (ACOG) [acog.org]

Site provides fact sheets on all aspects of women's reproductive health.

American Medical Women's Association [amwa-doc.org]

The American Medical Women's Association is an organization of 10,000 women physicians and medical students dedicated to serving as the unique voice for women's health and the advancement of women in medicine.

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American Medical Association (AMA) [ama-assn.org]

The AMA seeks to promote the art and science of medicine and the betterment of public health.

American Public Health Association (APHA) [apha.org]

The APHA is the oldest and largest organization of public health professionals in the world, representing more than 50,000 members from over 50 occupations of public health. Throughout its history, it has been in the forefront of numerous efforts to prevent disease and promote health.

American Society for Reproductive Medicine (ASRM) [asrm.org]

The American Society for Reproductive Medicine (ASRM) is an organization devoted to advancing knowledge and expertise in reproductive medicine and biology. The ASRM is a voluntary non-profit organization.

Asian and Pacific Islanders for Reproductive Health [apirh.org]

Association of Reproductive Health Professionals (ARHP) [arhp.org]

An interdisciplinary association composed of professionals who provide reproductive health services or education, conduct reproductive health research, or influence reproductive health policy. Site features information on various aspects of contraception, including emergency contraception, contraception and sexually transmitted infections, and smoking and contraception. Also offers a test entitled &What Method of Contraception is Right for You?

Association of Women's Health, Obstetric and Neonatal Nurses
[awhonn.org]

AWHONN serves the unique needs of nurses specializing in the care of women and newborns. Its specialized programs, publications, practice resources and public policy empower its members to succeed as nursing professionals and to provide superior health care to their patients.

Jacob's Institute of Women's Health [jiwh.org]

Jacob's Institute is a nonprofit organization working to improve the health of women through research, dialogue and information dissemination.

Kaiser Family Foundation's Daily Reproductive Health Report [kff.org]

An independent health care philanthropy organization and internet network [kaisernetwork.org] focused on health policy, reproductive health, HIV policy, and health and development in South Africa.

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National Asian Women's Health Organization [nawho.org]

Seeks to achieve health equity for Asian Americans by raising awareness about their health needs through research and education, supporting Asian Americans as decision-makers through leadership development and advocacy, and strengthening systems serving Asian Americans through partnerships and capacity building. It works to increase knowledge of breast and cervical cancers and change attitudes about reproductive health care.

National Association of Nurse Practitioners in Women's Health

[nawh.org] Seeks to assure the provision of quality health care—inclusive of an individual's physical, emotional, and spiritual needs—to women of all ages by nurse practitioners. Its mission includes protecting and promoting a woman's right to make her own choices regarding her health within the context of her personal, religious, cultural, and family beliefs.

National Black Women's Health Project [blackwomenshealth.org]

Seeks to develop and communicate highly effective and beneficial health information, products and programs to African American women. The organization's aim is to deepen the public's resolve to invest in health prevention strategies and research that contribute to Black women leading healthier, longer lives.

National Latina Health Organization [latinahealth.org] Works towards bi-lingual access to quality health care and self-empowerment of Latinas through culturally respectful educational programs, health advocacy, outreach, research and public policy.

National Women's Health Network (NWHN) [womenshealthnetwork.org]

The National Women's Health Network advocates for national policies that protect and promote all women's health and to provide evidence-based, independent information to empower women to make fully informed health decisions.

National Women's Health Resource Center [healthywomen.org]

The NWHRC is dedicated to helping women make informed decisions about their health, and encourages women to embrace healthy lifestyles to promote wellness and prevent disease. As a national clearinghouse for women's health information, their primary goal is providing access to health information and resources.

Sexually Transmitted Diseases:

American Social Health Association [ashastd.org] The American Social Health Association is dedicated to improving the health of individuals, families and communities with a focus on preventing sexually transmitted diseases and their harmful consequences.

The Centers for Disease Control and Prevention [cdc.gov] The CDC is the lead federal agency for protecting the health and safety of people. It provides credible information to enhance health decisions, and promotes health through partnerships. Its National Center for HIV, STD and TB Prevention provides national leadership in preventing and controlling human immunodeficiency virus infection, sexually transmitted diseases, and tuberculosis.

Global Campaign for Microbicides [global-campaign.org]
Builds support among policymakers, opinion leaders, and the general public for increased investment into microbicides and other user-controlled prevention methods. Through advocacy, policy analysis, and social science research, the Campaign works to accelerate product development, facilitate widespread access and use, and protect the needs and interests of users, especially women.

National Institutes of Health, Office of AIDS Research [www.nih.gov]
NIH pursues fundamental knowledge about the nature and behavior of living systems and the application of that knowledge to extend healthy life and reduce the burdens of illness and disability. It provides leadership and direction to programs designed to improve the health of the Nation by conducting and supporting research. Its Office of Aids Research (OAR) is responsible for the development of an annual comprehensive plan and budget for all NIH AIDS research.

National Institute of Allergy and Infectious Disease [niaid.nih.gov]
A component of the National Institutes of Health (NIH), the NIAID conducts and supports research that strives to understand, treat, and ultimately prevent the infectious, immunologic, and allergic diseases that threaten hundreds of millions of people worldwide. Through its major area of sexually transmitted diseases research, NIAID-supported scientists in STD Cooperative Research Centers, NIAID laboratories, and other research institutions are developing better diagnostic tests, improved treatments, and effective vaccines.

[add HIV/AIDS advocacy orgs]

Teenage Pregnancy:

Adolescent Health Online, American Medical Association [ama.org]

The site contains statistics, recommendations for preventing teenage pregnancy, and relevant journal articles.

Advocates for Youth [advocatesforyouth.org/]

Creates programs and promotes policies that help young people make informed and responsible decisions about their reproductive and sexual health. Site contains information on their teenage pregnancy prevention program, including model programs, statistics, male involvement, and culturally specific information.

Annie E. Casey Foundation, Kid's Count [aecf.org]

Provides policymakers and citizens with information about child well being in order improve the futures for all children. Site describes the Foundation's teen pregnancy prevention initiatives and contains reports such as Teen Childbearing in America's Largest Cities.

Child Trends [childtrends.org]

A nonprofit research organization focusing on children, youth, and families. Site includes statistics, graphs, and tables of recent data, as well as access to current research projects and abstracts of recent papers discussing topics such as the effects of school dropout on risk for teenage pregnancy.

National Association of Reproductive Health Providers, Teenage Pregnancy Resource [ahrp.org]

Provides links to sites containing research initiatives, state and federal information, sites for teens, and book lists.

National Campaign to Prevent Teen Pregnancy

[<http://teenpregnancy.org>]

Seeks to prevent teen pregnancy by promoting values and actions that to encourage a pregnancy-free adolescence. Site features facts and statistics, tips for parents and teens, reading lists, the Campaign's publications, and a section devoted specifically to teens.

National Family Planning and Reproductive Health Associations (NFPRHA) [<http://nfprha.org>]

Works to assure access to voluntary family planning and reproductive health services for all. Site contains fact sheets on topics such as the reported decline in teenage pregnancy between 1991 and 1996.

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National Organization on Adolescent Pregnancy, Parenting and Prevention (NOAPP) [<http://www.noapp.org>]

Provides leadership, education, training, information and advocacy resources and support to practitioners in adolescent pregnancy, parenting, and prevention. Site contains information on ordering newsletters addressing topics such as violence and teenage pregnancy. Also lists information on national educational events.

Planned Parenthood Federation of America [<http://www.ppfa.org>]

Seeks to provide comprehensive reproductive and complementary health care services and educational programs which enhance understanding of individual and societal implications of human sexuality; to advocate public policies that guarantee reproductive rights and ensure access to services; and to promote research and the advancement of technology in reproductive health care.

Sexuality Information and Education Council of the United States (SIECUS) [<http://www.siecus.org>]

A national, nonprofit organization that develops, collects, and disseminates information, promotes comprehensive education about sexuality, and advocates the right of individuals to make responsible sexual choices. Site offers access to fact sheets and other publications, as well as information for parents.

Appendix note: Clearly, many organizations fall into numerous topic areas but have been placed in one or another for brevity. The aforementioned groups of organizations are by no means an exhaustive list of organizations worthy of the Center's outreach efforts. Further, if the Center were to choose even a more multidisciplinary approach to national outreach efforts in the future, many other organizations could be identified.