

**Cancer Information Service Partnership Program  
Partnership Development Guidelines  
August 2002**

The Partnership Development Guidelines (PDG) establishes three types of partnership for the CIS Partnership Program: Networking, Education Program, and Program Development. *Partner type designations are for CIS internal use only.* The partnerships differ according to the complexity of the partnership, the services CIS provides, the amount of resources required for the partnership, and the expected results from the partnership. The PDG are the foundation for selecting partners for the CIS. Potential partners are assessed with the Partner Assessment Tool (PAT). This tool further refines criteria specific to each type of partnership and collects information that is included in a Partner profile that documents the particular benefits of the partner for helping CIS achieve its objectives.

## **I The CIS Partnership Program**

The Partnership Program is guided by five program objectives and by CIS global objectives. Partnership Program objectives, listed below, relate to the development of a regional partnership strategy, the development and maintenance of partnerships, and increasing partners' awareness about cancer control issues.

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**Partnership Program Objectives**

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- (1) Develop a regional partnership strategy that reflects the needs of the region and supports the National Strategic Plan.
  - (2) Develop Networking Partnerships to promote information sharing and coordination among organizations.
  - (3) Develop Education Program and Program Development Partnerships that reach minority and medically underserved populations.
  - (4) Provide technical assistance to strengthen the ability of Education Program and Program Development Partners to inform and educate minority and medically underserved populations.
  - (5) Increase partners' awareness about the following:
    - a. Cancer is a major public health problem;
    - b. The burden of cancer falls disproportionately on certain racial, ethnic, and socioeconomic groups;
    - c. Through information and education, people can engage in behaviors that will improve their health.
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The CIS Partnership Program has two major functions:

**To provide basic CIS service to public—disseminating and tailoring information, increasing awareness of NCI products and services, and helping the public become knowledgeable about cancer.**

**To develop partnerships with national, state, and regional organizations dedicated to serving minority and medically underserved populations and provide them with technical assistance to help strengthen their ability to inform and educate their audiences about cancer.**

## **II CIS Partnerships**

CIS develops partnerships with organizations whose membership, mission, and programs closely match CIS program goals and objectives. The goal is to establish long-term collaborative working relationships that are mutually beneficial. The term *partner* refers to organizations that *explicitly* agree to collaborate with the CIS for the purpose of reaching the public, especially minority and underserved populations.

[Organizations who only request information from the CIS are not partners. These organizations have not entered into a partnership agreement with CIS and they have not committed to promoting the Cancer Information Service to

their constituents or sharing information about their activities with the CIS. There is no expectation of reciprocity with organizations that are not CIS partners. These organizations constitute a segment of the public. As such, the CIS Partnership Program provides usual service according to the CIS Global Program Objectives].

The Partnership Development Guidelines clarify the role of each organization in a CIS partnership. CIS has established several types of partnership, each associated with a set of expectations and outcomes. Various types of partnership require different resources and commitments on the part of both partners. *Partner type designations are for internal CIS use only.*

### **III Criteria for Selecting CIS Partners**

CIS staff will use these guidelines to characterize both current and new partnerships. The Partnership Development Guidelines are the foundation for selecting partners for the CIS. Additionally, potential partners are assessed with the Partner Assessment Tool (PAT). The PAT further refines criteria specific to each type of partnership and *assists Partnership Program staff in determining the appropriateness of entering into a mutually beneficial partnership with an organization that shares common interests and goals. Additionally, the PAT collects information that is included in a Partner profile that documents the particular benefits of the partner in helping CIS achieve its objectives.*

#### **The Cancer Information Service will not pursue partnerships with organizations that:**

- C Are owned by a tobacco company
- C Wish to involve the CIS in promoting any products, services, or messages that are in conflict with NCI mission, programs, or policies
- C Wish to involve the CIS in activities endorsing a specific commercial product, service, or enterprise
- C Wish to involve the CIS in political lobbying activities.
- C Do not agree to the terms of the partnership.

### **IV Types of Partnership**

Partnerships should be initiated based on the results of a regional Gaps Analysis and a partner assessment. Partnerships should also support the objectives specified in the regional Strategic Plan, provide appropriate coverage for gaps identified in the region, and reach the populations most in need.

#### **The CIS Partnership Program has three types of partnerships. The type of partnership should be determined and a partner assessment should be completed before initiating cooperative activities.**

The type of partnership is determined by the complexity of the partnership, the service CIS will need to provide, the amount of resources required for the partnership, and the outcomes expected from the partnership.

All three types of partnership are equally important to the CIS program.

- **Networking Partnerships** *focus on information sharing. The relationship between the two organizations can be relatively informal and will often require less commitment on the part of both organization in terms of time, resources and staff. It is still important that these partnerships have tangible goals and/or objectives as well as specific outcomes. Expected outcomes include an increase in the dissemination of NCI messages and materials to the partner's audiences. These types of partnerships are critical for leveraging CIS resources and coordinating cancer control activities within a region.*

- **Education Program Partnerships** involve a larger commitment of resources and will require that the partners cooperate to a greater extent to *jointly develop* one or more specific activities. *Areas of cooperation should be clearly defined and evaluation activities that support the achievement of specific outcomes should be planned. These types of partnerships are critical for developing programs that reach minority and underserved audiences with cancer information.*
- **Program Development Partnerships** require a substantial commitment of time, effort, and resources on the part of both the CIS and the partner organization. A memorandum of understanding or partnership agreement should be developed to ensure that both organizations are working toward the same goals, are clear about their roles and commitment of time and resources and have cooperatively developed measurable outcomes. *These types of partnerships are critical for building infrastructure in regions where it is lacking so that minority and underserved audiences can be reached more effectively.*

It is expected that CIS regional programs have a large number of Networking Partnerships, a smaller number of Education Program Partnerships, and a few key Program Development Partnerships.

Networking Partnerships will be developed with cancer organizations and other groups responsible for disseminating cancer information to the general public. Education Program and Program Development Partnerships will be developed with organizations that, like the CIS, reach minority and underserved audiences with cancer information and education.

The organizations participating in Education Program and Program Development Partnerships should:

- C Effectively reach the specific minority and medically underserved populations that the CIS hopes to reach.
- C Make a commitment to reaching minority and underserved audiences with NCI messages and programs.

Once CIS staff determines that an organization may be an appropriate partner and the partner has been assessed with the Partner Assessment Tool, a partnership may be proposed by CIS. At that point, CIS should negotiate the terms of the partnership with the potential partner. Negotiations should include allocation of resources necessary to support the partnership. Commitments should be based on the availability of staff and resources from both partners, clear understanding of what each partner will contribute, and the expected outcomes of the partnership for the public.

Partnerships may change over time as organizational priorities, cooperative activities, and community needs change. It is possible that the CIS staff may need to re-classify the type of partnership with the same organization over time. ***The type of partnership should not change frequently but only when a major long-term change occurs.***

CIS partnerships should be monitored and re-assessed according to the PAT criteria annually to ensure that the partnership continues to be beneficial to both partners over time and that it is effective for reaching its objectives. Partnerships that cease to be effective or which no longer meet the needs of the region should be discontinued appropriately. CIS may continue to serve former partners in the capacity in which the program serves the public.

## **V Networking Partners**

The focus of a Networking Partnership is on information sharing. The role of the CIS is to provide the partner with NCI information and resources and link the partner with other organizations. The role of the partner is to distribute NCI information and promote the services of the CIS to its constituents. Expected results from the partnership include an increase in the dissemination of NCI messages and materials to the partner's audiences.

The two organizations may exchange one or more of the following services on an ongoing basis.

CIS will:

- Provide materials and updates on the latest research findings from NCI
- Link the partner with other organizations with similar goals

Partner will:

- C Distribute NCI materials
- C Promote CIS to constituents
- Place CIS articles in organization's newsletters or on Web sites
- Update CIS on upcoming meetings/conferences
- Provide CIS with information about program activities and materials distribution

*Example of a Networking Partnership: CIS sends NCI information to the Kentucky African Americans Against Cancer (KAAAC) regularly. In return, KAAAC promotes the CIS to their constituents and uses NCI/CIS materials when exhibiting or doing community outreach work. CIS refers groups in need of community experts or speakers to address the issues of African Americans and cancer to KAAAC. For example, when the Kentucky Breast Cancer Coalition was looking for a speaker to head a roundtable working in the African American community, CIS referred them to KAAAC. In turn, when KAAAC was working on a National Black Leadership Initiative Coalition (NBLIC) project and required materials, they used NCI publications and promoted the CIS.*

## **VI Education Program Partners**

The focus of the Education Program Partnership is on sharing information and developing educational programs. The CIS provides technical assistance to a partner or coalition to implement activities such as outreach programs, training workshops, or conferences. The partner agrees to provide qualitative and/or quantitative data on the outcome of cooperative activities. The CIS and the partner should document plans for cooperative activities.

The partnership should result in increased awareness and/or knowledge of cancer issues among participants of the educational program. In addition, if the event is a training workshop, there should be evidence that the partner later replicated it. For example, a train-the-trainer workshop should result in the presentation of an agreed-upon number of community workshops conducted by the trainees.

The organizations can exchange any of the services listed in *Section V, Networking Partners*. In addition, they will exchange one or more of the following services.

CIS will:

- C Review materials for audience appropriateness and scientific accuracy
- C Assist in planning, implementing, and evaluating outreach programs (including providing CHP data and training on how to use data)
- C Assist in designing, presenting, and evaluating train-the-trainer workshops

- C Assist in planning and evaluating conferences

Partner will:

- C Provide data from programs, workshops, or conferences including data on the number of events, the number of people reached, and the types of audiences participating
- C Acknowledge CIS contributions to any materials developed as part of the cooperative activity

*Example of an Education Program Partnership: CIS assisted a state health department to design, present, and evaluate a statewide train-the-trainer workshop on clinical trials education. Program evaluations revealed that the workshop participants increased their knowledge about clinical trials and the importance of scientific research. Also as a result of the workshop, the participants gained confidence in their ability to teach others about clinical trials. Over the next year, the participants presented 20 workshops on clinical trials education to health professionals in their communities. The state health department provided the CIS with data on the numbers of people reached and the types of audiences that attended the workshops. The two organizations presented their results at a national public health conference.*

## **VII Program Development Partners**

The focus of the Program Development Partnership is to help build the capacity necessary within an organization, coalition, program, or network to deliver cancer information and education to minority and medically underserved populations. The role of the CIS is to provide technical assistance so that the partner gains the skills needed to be effective in reaching the intended minority and medically underserved populations. The partnership can include any of the services provided in Networking or Education Program Partnerships. The partner must agree to assist the CIS in collecting and sharing data on the collaborative effort. In some partnerships, the organizations may agree to cost-sharing arrangements or the partner may agree to house CIS staff in its offices. A memorandum of understanding will be required. The CIS regional Web site will link to the partner's Web site and the partner should link to the CIS regional Web site.

The expected results of a Program Development Partnership may include development of a statewide outreach program, creation of a new state coalition, expansion of a regional information dissemination network, or enhancement of the cancer education services within a special populations partner organization. Efforts may result in development of a new educational approach or model for educating special populations that can be replicated with other communities. If the collaboration is successful, the CIS should encourage the partner to collaborate on publications and presentations promoting their efforts.

*Example of a Program Development Partnership: The CIS assisted the American Indian and Alaska Native Initiative on Cancer Special Populations Network to develop a coalition of organizations to educate Native Americans about cancer. The coalition launched a new network for information dissemination among tribes in several states. In assessing the needs on the reservations, the coalition identified the need for training. With the assistance of the CIS, the coalition created an innovative train-the-trainer program and presented it to tribal elders. The CIS later helped to adapt the training for other tribes and it was replicated in several other states. The partner provided the CIS with data on the number of people trained and the number of participants in subsequent community education programs. In the process of designing the new program, the CIS and their partners realized that they had developed a new model for sharing cancer information with Native American communities. The partners collaborated on an article describing the new model and gave a joint presentation at a public health education conference.*

## **VIII Reviewing Partnerships**

All CIS partnerships should be reviewed and re-assessed annually. In some cases, the circumstances under which the partnership was formed may change significantly. For example, the type of activity or availability of resources may increase or decrease; new priorities for both partners may emerge; or the needs of the populations reached by the partnership may change. CIS staff may determine that a different type of partnership is more appropriate. In some situations, the organization will no longer be considered a partner. ***Changing the status of an organization does not necessarily mean terminating all interactions with that organization. CIS Partnership staff may still***

*provide usual service to the organization and maintain the option to restart a partnership in the future.*

Examples of other conditions that might affect the nature of the partnership include:

- A Networking Partner is not willing, or consistently fails, to promote the CIS to their constituents or share information about their activities with the CIS. The organization should no longer be considered a partner.
- A partner does not provide the information, data, or resources expected according to the *CIS Partnership Development Guidelines*. CIS staff should discuss their concerns with the partner. If the partner is unwilling or unable to respond to the concerns, CIS staff should change the terms of the partnership.
- An Education Program Partner is unwilling to share data about mutual activities with the CIS. The CIS should reconsider conducting cooperative activities with the partner and may change the focus of the partnership to networking activities only.
- A Program Development Partner does not honor the memorandum of understanding. The memorandum may be terminated and the appropriate type of partnership will need to be determined.

## **IX National Partnerships**

CISB will determine the type of partnership appropriate for each national partner. CIS regional offices will be expected to develop partnerships with the regional or state affiliates implementing the same type of partnership whenever feasible.

In many national organizations, regional and state affiliates vary in terms of resources and priorities. Each CIS regional office will need to clarify the most appropriate type of partnership with the affiliates in their area. For example, the CIS offices will negotiate unique arrangements with each Special Populations Network grantee in their region. The type of partnership will vary according to the availability of staff and resources.

Following are the types of partnership for the current CIS national partnerships.

### **Networking Partners**

American Cancer Society  
Cancer Care, Inc.  
Cancer Centers Public Affairs Network  
Cancer Patient Education Network  
Intercultural Cancer Council  
National Coalition of Cancer Survivorship

### **Education Program Partners**

CDC Breast and Cervical Cancer Program Grantees  
CMS

### **Program Development Partners**

Special Populations Networks