

Setting the Foundation for a Good Relationship between PC/PB and RWHAP Recipient

April 16, 2019

1:00 PM - 2:30 PM ET

Michelle Vatalaro (Planning CHATT), Cheryl Barrit (Los Angeles EMA; Executive Director for LA County Commission HIV), Grissel Granados (Co-Chair, LA County Commission on HIV), Alvaro Ballesteros (Co-Chair, LA County Commission on HIV), Denford Galloway (Memphis TGA; Clerical Specialist, Member of PC, Consumer)



How to Ask a Question

- Attendees are in **listen-only** mode.
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- You may also **email questions to planningCHATT@jsi.com** after the webinar.

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Q&A

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Agenda

- ▶ Welcome & Introductions
- ▶ Division of Responsibilities between Entities
- ▶ Tools for Managing the Relationship between PC/PB and RWHAP Recipient
- ▶ Attitudes and Behaviors
- ▶ Resources
- ▶ Questions and answers

Objectives

By the end of the webinar, you will be able to:

- ▶ Delineate between the responsibilities of the PC/PB and the RWHAP Recipient
- ▶ Identify points of possible tension between PC/PB and RWHAP Recipient
- ▶ Identify three strategies to manage and respond to points of tension
- ▶ Find resources to support relationship-building

Planning CHATT: A HRSA-supported Cooperative Agreement (U69HA30795)



**Steven R. Young, Director
Division of Metropolitan
HIV/AIDS Programs,
HIV/AIDS Bureau, HRSA**



**Lennwood Green, Project Officer
Division of Metropolitan
HIV/AIDS Programs
HIV/AIDS Bureau, HRSA**



PLANNING CHATT

Community HIV/AIDS
Technical Assistance & Training

Community HIV/AIDS Technical Assistance and Training (Planning CHATT) Project

- ▶ Planning CHATT builds the capacity of Ryan White HIV/AIDS Program (RWHAP) Part A planning councils/planning bodies and planning bodies (PC/PB) across the U.S.
- ▶ Our goal is to help PC/PB to meet legislative requirements, strengthen consumer engagement, and increase the involvement of community providers in HIV service delivery planning.

Webinar Presenters

▶ **Cheryl Barrit**

Executive Director for LA County
Commission on HIV

▶ **Grissel Granados**

Co-Chair, LA County Commission on HIV

▶ **Alvaro Ballesteros**

Co-Chair, LA County Commission on HIV

▶ **Denford Galloway**

Clerical Specialist, Member of
PC, Consumer

▶ **Michelle Vatalaro**

Planning CHATT

Similarities and Differences between PCs and PBs

► Similarities:

- Both are community planning bodies established to provide input to decisions about RWHAP Part A service priorities and use of funds
- Both have a focus on ensuring input from people living with HIV

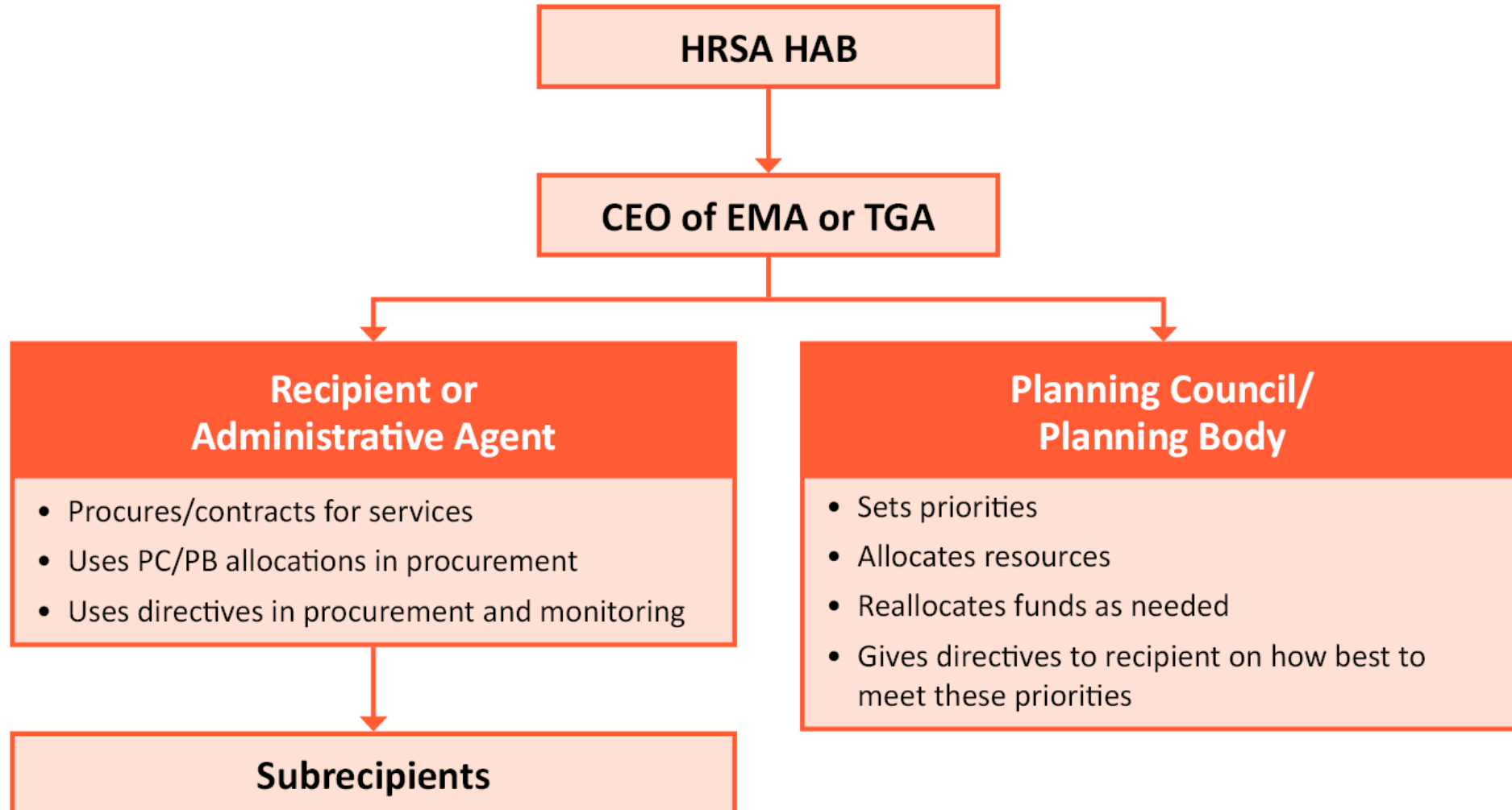
► Differences:

- PCs are legislatively defined decision-making bodies
- PBs are advisory bodies

Tools for Managing the Relationship between PC/PB and RWHAP Recipient



Federal Legislation: Entities Are Separate, but Partners



Federal Legislation: Basic Division of Duties

ROLE/DUTY	RESPONSIBILITY		
	CEO	Recipient	PC/PB
Establishment of PC/PB	✓		
Appointment of PC/PB	✓		
Needs Assessment		✓	✓
Integrated/Comprehensive Planning		✓	✓
Priority Setting			✓
Resource Allocations			✓
Directives			✓
Procurement of Services		✓	
Contract Monitoring		✓	
Coordination of Services		✓	✓

Federal Legislation: Basic Division of Duties (continued)

ROLE/DUTY	RESPONSIBILITY		
	CEO	Recipient	PC/PB
Evaluation of Services: Performance, Outcomes, and Cost-Effectiveness		✓	Optional
Clinical Quality Management		✓	Service Standards & CQM Committee Involvement
Assessment of the Efficiency of the Administrative Mechanism			✓
PC/PB Operations and Support		✓	✓



Knowledge Check

Whose responsibility is priority setting and resource allocation (PSRA)?

☐ CEO

☐ RWHAP Recipient

☒ **PC/PB**



Knowledge Check

Whose responsibility is procurement of services?

☐ CEO

☐ **RWHAP Recipient**

☐ PC/PB

Memoranda of Understanding (MOUs): Purpose & Content

Purpose

- ▶ Create a shared understanding of the relationship between entities & philosophical approach
- ▶ Encourage a mutually beneficial relationship between partners in order to create a comprehensive HIV continuum of health care

Content

- ▶ Roles, responsibilities, and expectations of each entity
- ▶ Information sharing and reporting expectations for each entity (content, frequency, and timeframe)
- ▶ Conflict of interest policies
- ▶ Grievance procedures

Find a sample MOU in the [Compendium of Materials for Planning Council Support Staff!](#)

MOU Development

- ▶ Can be used to resolve and prevent conflicts
- ▶ Develop as a collaboration between Recipient and PC
- ▶ Update annually

Real Life in Los Angeles

- ▶ Developed using the RWHAP Part A HRSA Manual
- ▶ Describes roles and responsibilities
- ▶ Reviewed annually

Example: PCS Staffing, Structure, and Supervision

Situation:

- ▶ The Planning Council Support Staff (PCS) reports to the recipient

Point of Tension:

- ▶ Perceived lack of independence
- ▶ Questioned loyalty

Real Life in Los Angeles

- ▶ PC and community fought for independence of PCS from the Recipient office
- ▶ Visually and organizationally separate

Example: PCS Staffing, Structure, and Supervision

Situation:

- ▶ The Planning Council Support Staff (PCS) reports to the Recipient

Point of Tension:

- ▶ Perceived lack of independence
- ▶ Questioned loyalty

Real Life in Memphis

- ▶ Works for Recipient office
- ▶ As PLWH, able to serve as a go-between
- ▶ Finds strategies to avoid conflict of interest



Knowledge Check

True or False: An MOU should only be established after a conflict has erupted.

☐ True

☐ **False**

Bylaws: Purpose and Use

- ▶ Describe key elements of PC/PB structure and policy, including how the PC/PB will:
 - Specify how the PC/PB will conduct business
 - Guide PC/PB leadership and members
 - Help ensure smooth and fair operations
 - Support consistency in PC/PB operations
 - Provide “institutional memory” for the PC/PB, regardless of changes in membership or staff

Bylaws: Content

- ▶ Legislative authority
- ▶ Purpose
- ▶ Service Area
- ▶ Scope of activity & duties
- ▶ Membership rules and requirements
- ▶ Officers
 - Positions and Duties
 - Selection
 - Terms and term limits
 - Removal
- ▶ Standing/Other Committees
 - Establishment
 - Duties
 - Membership
 - Leadership
 - Ad Hoc Committees/ Caucuses/Task Forces

Typical Components of PC/PB Bylaws (cont.)

- ▶ Meetings
 - Frequency
 - Public Notice
 - Quorum and Voting
 - Public Comment
- ▶ Summary of Key Policies such as:
 - Conflict of Interest
 - Code of Conduct
 - Grievance Procedures
- ▶ Minutes, Records, and Public Access
- ▶ Amendments

Policies & Procedures: Purpose and Use

- ▶ Supplement the Bylaws and typically provide greater detail about processes for implementation of policies
- ▶ Lay out processes that everyone associated with the PC/PB is expected to follow
- ▶ Include P&P that help the PC/PB meet legislative requirements
- ▶ Contribute to organized and efficient operations when written in plain language and made available to all members
- ▶ When followed consistently, prevent conflict and confusion – and help avoid complaints or grievances

Policies & Procedures: Conflict of Interest Policy Content

- ▶ Generally outlined in bylaws
- ▶ P&P contain detailed requirements and implementation procedures
- ▶ Components:
 - Definition of a conflict of interest
 - Who is covered
 - Requirement to declare COI at specified times
 - Description of what situations are covered and how the conflicted member is expected to behave
 - COI declaration form
 - How the PC/PB will deal with COI violations

Policies & Procedures: Grievance Procedures Use

- ▶ **Grievance:** A complaint or dispute about a funding-related decision made by an affected individual or entity and involving a formal request for resolution
- ▶ To prevent and manage grievances, PC needs:
 - Clear written procedures for priority setting, resource allocation, and reallocation
 - Minutes/documentation of decision-making meetings
- ▶ A grievance is different from other types of complaints, (formal or informal) and often involve issues like violations of the Code of Conduct

Policies & Procedures: Grievance Procedures Content

- ▶ Who may bring a grievance
- ▶ Eligible grievances
- ▶ Non-binding procedures for resolving conflicts
- ▶ Use of binding arbitration
- ▶ Rules governing the grievance process

Policies & Procedures: Open Nominations Process

CEO should:

...approve and/or appoint as planning council members only individuals who have gone through the open nominations process.

-Part A Manual, p 118

- ▶ PC/PB members must be selected through an open nominations process approved by HRSA/HAB
- ▶ Process should be designed to ensure that:
 - Legislative requirements and practical program needs are met
 - PC/PB includes broad community representation that is reflective of the local epidemic
 - PC/PB deliberations include a diverse range of perspectives

Policies & Procedures: Other Topics

- ▶ Needs Assessment
- ▶ Integrated/Comprehensive Plan (Development and Updates)
- ▶ Priority Setting and Resource Allocation (Data Presentation, Priority Setting, Resource Allocation, and Directives)
- ▶ Reallocation, including Rapid Reallocation
- ▶ Assessment of the Administrative Mechanism
- ▶ Use of Carryover Funds
- ▶ PC/PB Support Budget
- ▶ Code of Conduct
- ▶ Expense Reimbursement
- ▶ Orientation and Training
- ▶ Attendance and Participation
- ▶ Committee Assignments
- ▶ Communication with the Community
- ▶ Support Staff (Selection, Roles and Responsibilities, Evaluation)



Knowledge Check

True or False: Policies and procedures should be followed consistently in order to prevent conflict and confusion.

☐ True

☐ False

Example: Priority Setting and Resource Allocation

Situation:

- ▶ PC/PB members want to allocate money to an impermissible service and Recipient will not provide funds

Point of Tension:

- ▶ Recipient is seen as unresponsive to community-identified needs

Real Life in Memphis

- ▶ Provide training on PSRA process
- ▶ Educate consumers/PC members on:
 - RWHAP funding categories and
 - Other available funding streams (e.g. HOPWA)
 - Availability of service/providers

Attitudes and Behaviors



Leadership Roles and Behavior

- ▶ Leaders should model respectful, courteous interactions
- ▶ Leaders should be mindful of boundaries established both by HRSA and by local bylaws to ensure independence of the PC/PB from the Recipient

Real Life in Los Angeles

- ▶ The Recipient is a voting member of the PC, a member of the executive committee, and a representative sits on each committee in order to stay informed and support the PC.
- ▶ Recipient often abstains from voting to avoid undue influence.



Knowledge Check

True or False: The Recipient (or their representative) serving as a voting member of the PC/PB brings into question the independence of the PC/PB.

☐ True

☒ **False**

Communicate Regularly

- ▶ Be as transparent as possible with regards to data, relevant community events, or PC/PB happenings
- ▶ Establish regular communication between PC/PB and Recipient
- ▶ Build in time to socialize and build natural connections

Build Trust

- ▶ If mutual trust does not exist, PC may not feel they are providing meaningful input
- ▶ Elevate the consumer voice
- ▶ Train consumer members so that they can actively participate
- ▶ Conduct evaluation surveys and use the data to improve

Real Life in Memphis

- ▶ Consumer members received training so that they could actively participate in discussions, rather than be asked to follow the lead or guidance of providers and RWHAP Recipient.

Conflict Happens!

- ▶ Hold conflict resolution training for the PC/PB and Recipient so that you can respond appropriately when the time comes
- ▶ Small issues can become big issues if not addressed. Get to and address the root cause of the issue.
- ▶ To reach resolution:
 - Listen attentively
 - Respect and be open to differences in opinion
 - Agree to a resolution process
 - Monitor the conflict over time



Engagement Moment

What are some other strategies your PC/PB has used to overcome conflict? *[short answer]*

Tension



Positive and Negative Tension

- ▶ Disagreement and tension are not necessarily negative
- ▶ **Positive tension** indicates passion and commitment, and can lead to progress
- ▶ **Negative tension** leads to discord and hurt feelings, can be counterproductive, and should be avoided

Resources

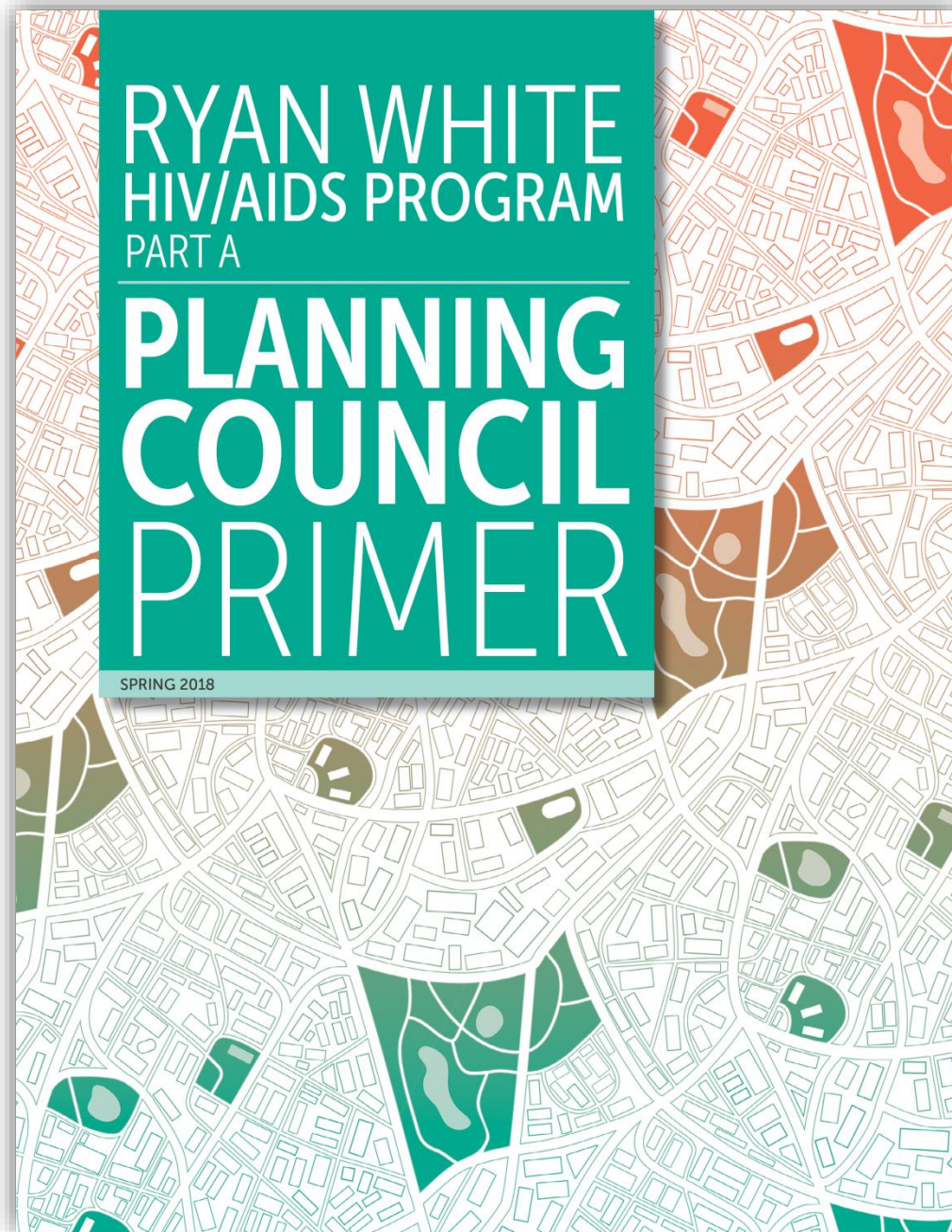


Compendium of Materials for Planning Council Support Staff

www.targetHIV.org/planning-chatt/pcs-compendium

Planning Council Primer

www.targetHIV.org/planning-CHATT



TRAINING GUIDE

**for Ryan White HIV/AIDS Program Part A
Planning Councils/Planning Bodies**

A Member's First Planning Cycle



www.targetHIV.org/planning-chatt/training-guide

Questions & Answers



Wrap Up



Coming soon!

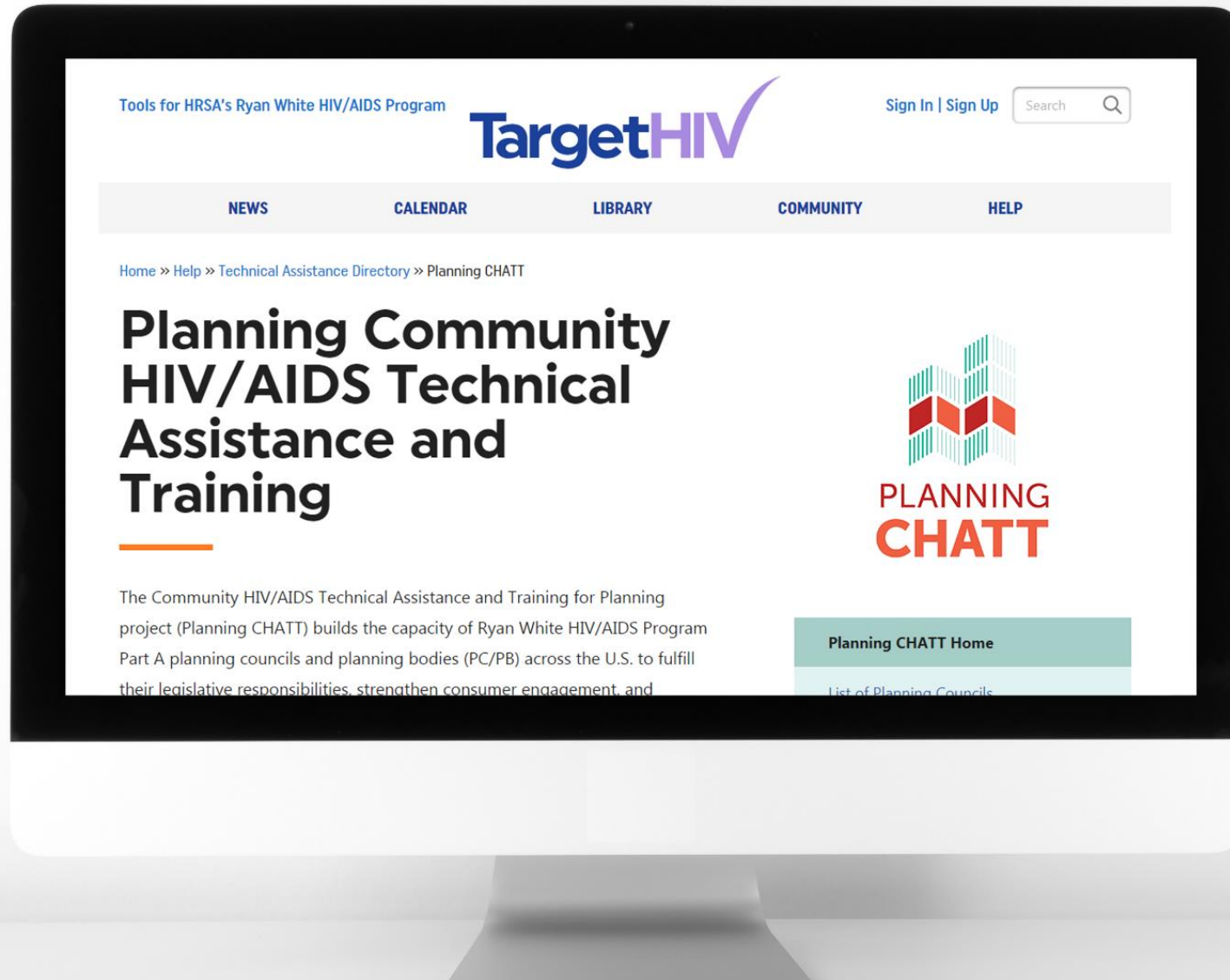
Using Data for Decision Making - Part I

- ▶ May 23, 2019
- ▶ 2:00-3:30 pm ET/11:00 am -12:30 pm PT

Using Data for Decision Making - Part II

- ▶ May 30, 2019
- ▶ 2:00-3:30 pm ET/11:00 am -12:30 pm PT

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