Collaborative Agreement

Project Title: CAIRS: Clean Air ImpRovement Solutions

Question	Team Notes
Section 1: Team Vision	
1.A. What is the overarching research question or problem you'd like to answer/solve with this work?	The purpose of this study is to raise awareness for and assess factors affecting air quality in ABC Health's (ABCH) community catchment area and expand and evaluate the existing locally relevant respiratory management health intervention.
1.B. What is the long-term vision for this team?	The long-term vision for this team is to successfully implement this project as outlined per this agreement, to utilize findings to inform sustainability plans for this program and utilize findings to inform future project opportunities.
1.C. For this particular project, what does success look like in tangible terms. (e.g., collect preliminary data on X, pilot test an intervention).	Project success: ○ Complete a minimum of 350 interviews ○ Host monthly Community Coalition meetings ○ Provide a minimum of 12 educational sessions ○ Distributing all new medical resources and information ○ Analyze data and share results with the Community Coalition ○ Incorporate Community Coalition feedback into draft of final report. ○ Submit funder reports complete and on-time ○ Work with the Community Coalition members to develop sustainability plans
1.D. How can your team create a shared vision of what success looks like for the project as a whole and the individual components? (e.g., kick-off meetings, highlighting the vision at each meeting).	Fostering an environment where we have a shared vision can happen by: ○ Hosting weekly internal team meetings between ABCH and LRU teams. ○ Hosting monthly Community Coalition meetings. ○ Posting the vision at the top of each agenda for the internal team meetings and the Community Coalition meetings. ○ Celebrating each milestone that is achieved. ○ Creating opportunities for Community Feedback to validate vision course

1.E. How can your team create shared mental models/frameworks of your project's scientific concepts and shared vocabulary, especially if your team has a number of disciplines represented who may be approaching their work with different models/frameworks? What kinds of conversations does your team have about these?	o The team will create a logic model—(a visual representation of the scientific concepts informing the work) that can be reviewed by the internal planning team and Community Coalition. The logic model will outline a theory of change and how each project activity aligns to a component in the model. o All parties involved in the project will receive an orientation to the visual model. Discussions about the model will center on alignment and providing Q&A for the team and coalition members.

Section 2: People, Roles, & Responsibilities

2.A. Who is on this team and what skill set do they contribute to achieving your team's shared goals for this project?	**ABCH**
	o Actively support the partnership.
	o Participate in the partnership through membership in the Community Coalition. Communicate with LRU and the Community Coalition members regarding administrative and programmatic issues related to the project.
	o Recruit members for the Community Coalition.
	o Provide co-supervision of community education staff.
	o Outreach and Recruitment of participants
	    o New Person - ABC Health
	o Interview participants
	    o Enola– ABC Health
	    o Takashi– ABC Health
	o Child Education
	    o New Person - ABC Health
	o Provide office space for staff, program education sessions, Community Coalition meetings.
	o Provide project management Project Director: Naomi Lewis (4 percent effort), Project Manager: Maria Hernandez (40 percent effort). Responsibilities include:
	    o Co-develop and conduct orientation activities for Community Coalition members.
	    o Assist with the design and implementation of needs assessment activities, program evaluation and sustainability planning.

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○ Participate in the process of analyzing and translating the data collected to guide program planning, evaluation and sustainability.

○ Ensure (at minimum) weekly communication between the ABC Health and the Local Research University about the project status, challenges/successes, unexpected events, and/or any other project-related communication.

○ Provide necessary training on an ongoing basis to community education staff and Community Coalition.

LRU

○ Actively support the partnership.

○ Participate in the partnership through membership in the Community Coalition. Communicate with ABC Health and the Community Coalition members regarding administrative and programmatic issues related to the project.

○ Provide overall program oversight.

○ Collect data, conduct preliminary analyses of existing and new data, and provide feedback to all partners and to staff as appropriate.

○ Provide financial and programmatic reports to the funder, NHLBI.

○ Serve as a point of contact with NHLBI.

○ Co-develop and conduct an orientation to the project for partners and staff.

○ Work with the community organizers and administrative assistant in planning and conducting community forums.

○ Provide co-supervision of community education staff.

○ Serve as the fiduciary agent for this project.

○ Assist in providing resources and technical assistance in activities project design and implementation.

○ Assist in the dissemination of results to the community.

○ Ensure that there is ongoing communication between the ABC Health and the Local Research University by sharing information regularly and frequently.

○ Provide necessary training on an ongoing basis to community education staff or Community Coalition.

ABCH & LRU

○ Co-lead the Community Coalition.

○ Communication Point of contact (POC)
    ○ Maria - ABC Health

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	○ Omar - LRU ○ Gathering & safely transferring data ○ Cam– ABC Health ○ Alo – LRU ○ Tracking and managing budget ○ Maria – ABC Health ○ Omar – LRU
2.B. Now that the project is about to launch, are there skill sets that are missing from your original team?	A few trainings that are missing from the original plan include: ○ Qualitative interviewing techniques ○ Managing data post interview (checking the quality of the audio, jotting down notes, etc.) ○ Training on data collection and data analysis software
2.C. Do you have early-career researchers on the team that may need guidance on explaining/ annotating their role on this project for their promotion package?	N/A
Section 3: Team Outputs	
3.A. What kinds of outputs do you anticipate arising from this project? Please specify what and where, if applicable.	○ Article in local newspaper ○ 1 page factsheets for local legislators ○ At least one podcast episode ○ 1 page data visualization handouts to share with the community ○ At least one conference presentation ○ At least one publication
3.A.i. Public outreach/communication (report back of results to communities, media, etc.)	See 3.A. Ms. Naomi Lewis and Dr. Omar Abadi are the joint points of contact for public communication. It is expected that ABC Health and LRU will jointly determine key talking points for public communication. Both parties agree not to communicate about the project until it has been cleared for dissemination.

3.A.ii. Intellectual property/patents	ABCH retains the intellectual property rights on the workshops they develop and deliver. LRU retains property rights of the data collected during the project.
3.A.iii. Data sets	o Qualitative data o Quantitative data Data will be stored on a shared drive system secured by the University that complies with HIPAA laws and is encrypted.
3.A.iv. Other scholarly output (conference talks, posters, etc.)	See 3.A.
3.A.v. Publications	See 3.A.
3.B. What will your authorship or attribution policies be?	As a community-academic partnership, ABCH and LRU agree to work together producing, editing and/or presenting all products stemming from this project. Each product may have a different set of individuals representing each organization involved. Coalition members will also be invited to participate in producing, editing and/or presenting products. All lead contributors to this study content as well as their respective organizations will be listed as authors on any work product that results from the study (e.g. posters, presentations, manuscripts, educational materials, etc.) Lead authorship will be delegated to the person who is organizing and overseeing the specified work product. For the evaluation analysis proposed in this collaboration it is assumed that Dr. Omar Amadi will be the contributor receiving lead authorship designation. Dr. Abadi will also decide which members of his team to include as first author, etc. Any planned materials will be transparently discussed with all parties involved (ABCH, LRU, Community Coalition when appropriate). have deciding authority and is responsible for seamless transition if any team member leaves, from ABCH or LRU. Public presentations and media inquiries will be delegated by topic area and geographic location. Joint authorship can also be considered for any work products, if appropriate. Intellectual property decisions, should they come up, will be determined by both organization leads (Ms. Lewis and Dr. Abadi), depending on their respective contribution to the idea.
Section 4: Team Culture	

4.A. What are some of your team norms and expectations? (e.g., we respond to emails within 24 hours, every meeting has an agenda that is distributed in advance)	**GROUP NORMS** Communication We will treat every team member with respect. We will communicate in a respectful manner. We will encourage respectful debate of different ideas and perspectives. This facilitates better outcomes. Expectations We will set clear expectations about roles, tasks, and deadlines. We will start and end meetings on time. Accountability We will work to meet deadlines, set priorities. We will be open to discuss feedback about challenges/accountability. This an important and necessary part of the work. We will celebrate successes and milestones achieved throughout the project (not just at the end)! Engagement Everyone will have an opportunity to share their opinions without being interrupted. Decisions will be made by consensus.
4.B. How can you communicate and enforce those team norms, culture, and expectations for both existing and new team members?	The Group Norms will be written on poster paper and posted on a wall of the conference room when meeting in person. The Group Norms will be listed on the agenda when meeting virtually. The meeting facilitator will review the group norms aloud at the start of each meeting. There will also be an anonymous reporting opportunity for anyone who would like to anonymously report deviations from agreed upon shared team norms.
Section 5: Team Processes & Team Functioning	
5.A. What is your process for making decisions about: 5.A.i. Scientific direction?	All decisions will be discussed between both organizations and with input from the Community Coalition (where appropriate). However, LRU will take the lead on informing the team in understanding decisions affecting/affected by the scientific direction or approach required for the work. LRU will make the final decision on scientific direction.

5.A.ii. Community engagement needs/issues?	All decisions will be discussed between both organizations and with input from the Community Coalition (where appropriate). However, ABCH will take the lead on informing the team in understanding decisions affecting/affected by community, culture, and/or language. ABCH will make the final decision on culturally and linguistically appropriate approaches that respond to community needs.
5.A.iii. Resource allocation?	All decisions will be discussed between both organizations and with input from the Community Coalition (where appropriate).
5.A.iv. Personnel?	ABCH will make the final decisions on personnel working at that organization. LRU will make the final decisions on personnel working at that organization. New project hires at either site will be interviewed by ABCH and LRU team members.
5.B. What is your process for resolving disputes such as those over resources or deliverables?	ABCH and LRU agree to communicate about issues as soon as either party identifies a concern, both parties agree to listen to concerns shared and to focus on solutions to resolve the concern. If needed, a mediator will be engaged to help support good communication when problem-solving.
5.B.i. Interpersonal conflict vs scientific conflict?	The ABCH and LRU teams will be trained on the following communication practices to: - Active & Reflective Listening - Self-awareness - Empathetic responding
5.B.ii. Conflicts among staff vs conflicts between PIs?	**Plan for Disagreements –** ABCH and LRU will co-develop a planning tool to detail expectations and decisions as a group following the below outline. When conflict arise[1]: - Assume there is legitimate reason. - Take the time to resolve the conflict. Reach out, don't let concerns fester, be willing to talk.

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[1] Alliance for Research in Chicagoland Communities. (n.d.) *Building Healthy Partnerships.* https://www.feinberg.northwestern.edu/sites/cch/docs/arcc-resources-directory/27-building-healthy-partner-relationships.pdf

	o Be transparent. o Attack the problem not the person. o Go back to written agreements. o Look at strategies used by other partnerships. o Seek out assistance from a neutral party. o Agree to disagree.
5.C. How can your team assess if it is functioning well?	o Establish metrics for each project component. o Meet often with the team with opportunities to debrief and assess. o Talk to the individual members of the team. o Talk to the leads/managers on each team.
5.C.i. What are some of the red flags for a poorly functioning team and signs of a highly functioning team?	Red flags the group identified for this project o Missed deadlines o Not following through on assigned tasks o Not asking for help o Unresolved conflict o Not completing financial commitments o Not allowing sufficient time for decisions to be made
Section 6: Project Management & Infrastructure	
6.A. Project Management: How do you anticipate managing the project?	See 6.A.ii. o Host weekly meetings. o Notes and action items archived in a shared drive. o Review project timeline at weekly meetings to ensure the project is completing key milestones in a timely manner.
6.A.i. Is there a designated project manager?	o Project Director: Naomi Lewis (4 percent effort), Project Manager: Maria Hernandez (40 percent effort) o Cam at ABC Health and Alo at LRU are the leads for data management and transfer.

6.A.ii. How will tasks be identified, assigned, tracked, and judged complete?	Maria at ABC Health and Omar at LRU will prepare a project management plan and timeline. They will solicit feedback from the internal team and Community Coalition members. They will use this tool to assess and review progress and facilitate action planning activities during the weekly internal team planning meetings.
6.A.iii. Who will organize meetings and record the discussion and decisions?	Enola at ABC Health will coordinate meeting invitations and logistics. Takashi at ABC Health is the designated notetaker and will disseminate notes within 2-4 business days. Any action steps section will include the action steps that need to be taken before the next meeting and identify the persons responsible for the next steps.
6.A.iv. How often will your team meet and by what modality (in-person, WebEx, phone)?	The internal team will meet weekly via Zoom and conduct the first meeting of the month in-person to review this agreement. The Community Coalition will meet on a monthly basis.
6.A.v. Are there sub-teams that will meet? If so, how will the outcomes of those meetings be communicated to the larger group?	N/A

6.B. Project Infrastructure	Designated staff for this project include:
	        Project Director: Naomi Lewis (4 percent effort)
	        Project Manager: Maria Hernandez (40 percent effort)

6.B.i. What communication technologies (WebEx, email) will you use to work together?	The group will use the protected file share services of "Box" to share and archive materials securely. Zoom, Microsoft Teams, and email will be used for team communication.
6.B.ii. What coordination technologies (shared calendar, Box, shared drive, project management tools) will you use to work together?	See 6.B.i.
6.B.iii. Are there outside collaborators who will need access to the LRU systems? If your collaborators are at other institutions,	All the systems being used are accessible to all the team members.

will the LRU resources you're using be accessible to the entire team?	
6.C. Information Management:	
6.C.i. How are the results of meetings and communications documented and stored so they are accessible to the team and for future use?	Enola at ABC Health will organize a filing system and naming convention for files so the team can archive/access project documents.
6.C.ii. How will you document where each type of information (e.g., meeting notes, SOPs, forms, tasks, team contact lists) lives and train everyone on the team so they know what information goes into which tool and where to find different kinds of information?	See 6.C.i.
6.D. Data Management:	
6.D.i. At a high level, how will data be managed?	Cam at ABC Health and Alo at LRU are the leads for data management and transfer. Enola at ABC Health and Takashi at ABC Health will archive interview notes and audio recordings into the Box filing system as soon as an interview has been completed. Cam and Alo will review the data weekly during the interview periods to ensure all files are accessible and archived.
6.D.ii. What will your data sharing policy be? Who has access to the raw data or other data sets from the project?	We are instituting a Data Sharing Plan, which will make the data (stripped of participant identifiers) available to any interested community member or researcher, at the conclusion of an embargo period (2 years) designed to allow us to submit articles to peer reviewed journals. Within our research team, during the two-year embargo period, the research principal investigator, the ABCH project lead, and one member of the Community Coalition by majority vote will make any decisions involving data distribution. The data will be utilized to prepare and disseminate information for distribution via traditional academic modalities (e.g. peer reviewed publications, conferences) and

	community center modalities (e.g. websites, organization grants, podcasts) to reach a broad audience.
6.D.iii. Do you need any data use agreements with non-LRU partners?	N/A for this project.

Section 7: Implementation & Maintenance of the Collaboration Plan

7.A. The next step in the Collaboration Planning process is to take this discussion and create a Collaboration Plan.	
7.A.i. How can you see your team using this Collaboration Plan?	The internal team can review this plan on a quarterly basis (more frequently if needed) as a reminder of these agreements. Reviewing this tool will be a specific agenda item at one of the internal team meetings.
7.A.ii. What format would be useful for your team?	Electronic and paper copies will be made available to team members.
7.A.iii. How can your team work together to create that Collaboration Plan?	Key elements of this plan can be integrated into the project management plan. Different team members will be in charge of different elements to ensure integration and follow through.
7.B. How can you build in reflection time at each milestone to assess your team processes and your alignment with the Collaboration Plan?	See 7.A.i
7.C. How can you allocate resources (e.g., time, effort) to support team function?	In addition to 7.A.i, LRU can identify University resources that can support team functioning (e.g. trainings, etc.).
7.C.i. Add a short "team function" question to each leadership and/or team meeting?	- Did our team work as effectively as possible this past month? - What did our team learn this week and how does that impact what we do next? - What is one thing that happened this month that exemplified our team values? - How did we do this month in making progress toward our goals? - Where are we struggling to meet our team expectations? - Is there a way that our team can better support each other in the work?

	o Is there a way that our team can better support Community Coalition member participation in the work?
7.C.ii. How can the leadership team assess team functioning?	o Establish metrics for each project component. o Meet often with the team to debrief and assess. o Talk to the individual members of the team. o Talk to the leads/managers on each team.