

ROAD MAP FOR THE FUTURE OF ADOLESCENT SEXUAL & REPRODUCTIVE HEALTH



Healthy Teen Network

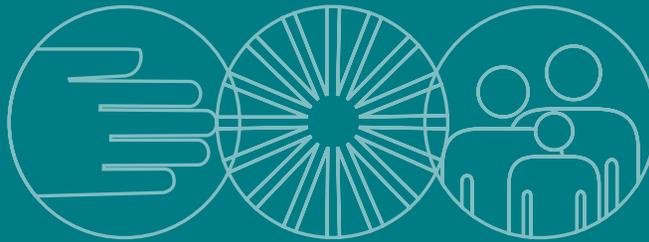
MAKING A DIFFERENCE IN THE LIVES
OF TEENS AND YOUNG FAMILIES

**HEALTHY TEEN NETWORK
2013-2016 STRATEGIC PLAN**



OUR MISSION

Healthy Teen Network's Mission is to build capacity among professionals and organizations through education, advocacy, and networking so that they can assist all adolescents and young adults, including teen parents, to have access to the services and education that allow them to make responsible choices about childbearing and family formation, and are supported and empowered to lead healthy sexual, reproductive, and family lives. The 'field' consists of educators, researchers, advocates, direct service providers, and all others concerned with the health and well-being of youth and young families.



OUR VISION

Healthy Teen Network envisions a national community where all adolescents and young adults, including teen parents, are supported and empowered to lead healthy sexual, reproductive, and family lives.

OUR VALUES

In order to be prepared to fully participate in modern life, adolescents and young adults need generous opportunities to pursue education and other enrichments—opportunities which are enhanced by delaying and spacing childbearing.

Society has an obligation to support all adolescents and young adults, including teen parents, because all young people deserve the opportunity to lead healthy and fulfilling lives.

Both male and female adolescents and young adults, including teen parents, given appropriate, accurate, and evidence-based comprehensive education, are capable of and responsible for making informed decisions about sexuality, pregnancy, and parenting.

All adolescents and young adults, including teen parents, deserve access to contraceptive services, and if pregnant, to full options counseling and services.

With caring support and resources, adolescents and young adults can be effective parents and successful adults.

Programs, support, and services must build on the strengths of young people and be inclusive of all adolescents and young adults, including teen parents, and relevant to their social, cultural, and economic circumstances.

WWW.HEALTHYTEENNETWORK.ORG

ROAD MAP FOR THE FUTURE OF ADOLESCENT SEXUAL & REPRODUCTIVE HEALTH

THE BIG PICTURE

The United States is experiencing an all-time low in teen pregnancy and birth rates (34.2 births per 1,000 girls, age 15-19 in 2010¹), and this is worth noting. However, when we consider that U.S. rates are still higher than all other industrialized nations, the rising HIV and sexually transmitted infection (STI) rates, the changing demographics of the country, and the persistent gaps in rates across racial/ethnic and socioeconomic groups, there is still much to be done, and new, innovative approaches are needed. In 2010, an estimated 9,800 young people aged 13-24 years were diagnosed with HIV, representing 21% of diagnoses that year.² Although young people aged 15-24 years comprise 25% of the sexually active U.S. population, they account for nearly 50% of all new STI diagnoses.³

With this backdrop, in January 2013, Healthy Teen Network began a year-long process to develop our 2013-2016 Strategic Plan, which resulted in this road map for the future of adolescent sexual and reproductive health (ASRH).

Figure 1⁴

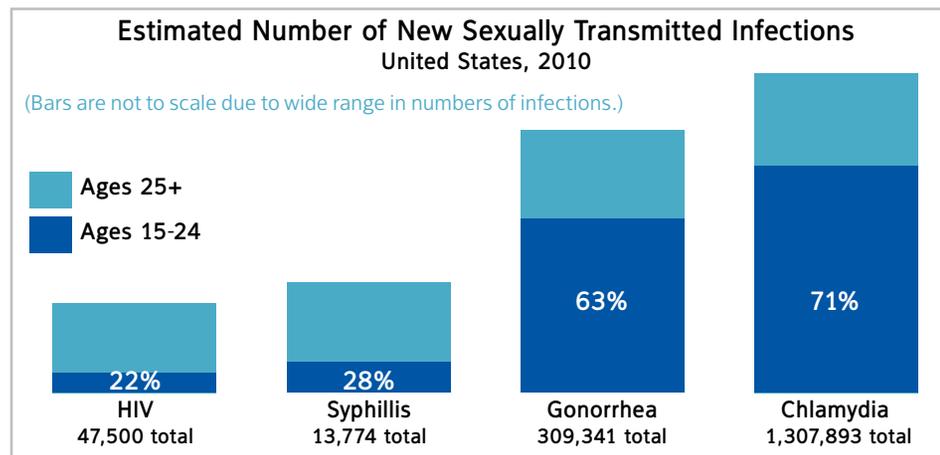
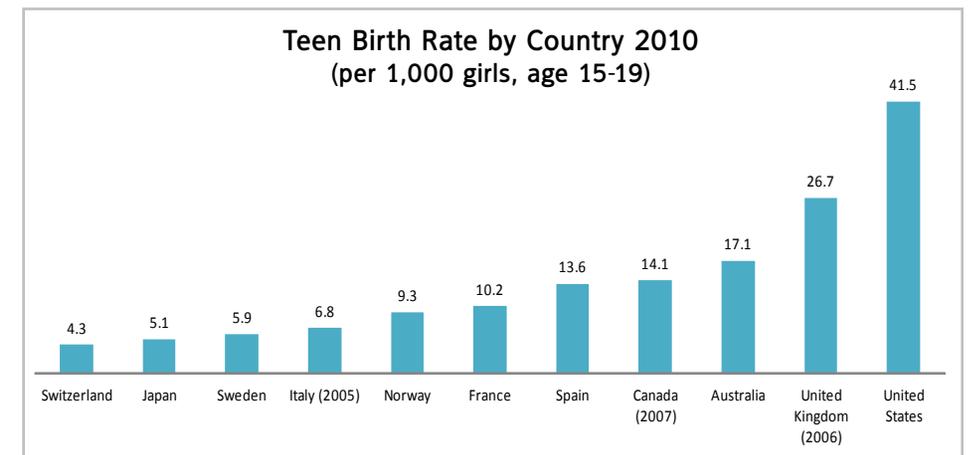


Figure 2⁵



1 Centers for Disease Control and Prevention. National Vital Statistics Report, 2013. vol 61. <http://www.cdc.gov/nchs/fastats/teenbrth.htm>. Published August 28, 2013.
 2 Centers for Disease Control and Prevention. HIV Surveillance Report, 2013; vol. 22. <http://www.cdc.gov/hiv/topics/surveillance/resources/reports/>. Published March 2013.
 3 Weinstock H, Berman S, Cates W Jr. Sexually transmitted diseases among American youth: incidence and prevalence estimates, 2000. *Perspect Sex Reprod Health*. 2004;36 (1) 6-10.
 4 Centers for Disease Control and Prevention. 2010 Sexually Transmitted Diseases Surveillance. <http://www.cdc.gov/std/stats10/adol.htm>. Retrieved April 30, 2013.
 5 Centers for Disease Control and Prevention. National Vital Statistics Report, 2013. vol 61. <http://www.cdc.gov/nchs/fastats/teenbrth.htm>. Published August 28, 2013.

ASSESSING THE FIELD

Healthy Teen Network conducted in-depth individual and group interviews with a diverse range of 32 professionals from ASRH organizations, including academic institutions (9), funders (7), and executive directors of state-level ASRH organizations (16).

They shared their visions for the future of the field for the next three to five years, responding to the following issues:

- Challenges facing the ASRH field
- Factors that will impact the ASRH field
- Populations in greatest need of additional/new efforts
- Role of technology in the ASRH field
- Changes needed in nonprofit operations
- Achieving sustainability.

Key needs and implications were frequently repeated by various interviewees:

Need more approaches in addition to evidence-based programs

"If reductions [in sexual risk-taking behaviors] are minimal at best, then what we're doing is not having a big effect. What should we be doing differently? We have to ask those questions and not just say, 'Evidence-based interventions are the answer.' They won't work with every population at every single moment."

Need to integrate social determinants

"We need to start looking at programs and whether they're adequately addressing the neediest populations. How can we still affect change? We can't accept 'good enough' anymore."

Focus on collaborations, partnerships

"Nonprofits need to be better collaborators and not go after money that doesn't really support them. Reach out to youth as volunteers and build their capacity."

Self-assess for impact & outcomes

"Smaller nonprofits may need to get creative on how to collect data, conduct evaluation—can be expensive, but it is critical."

Need a new frame

"Pregnant/parenting teens [are] always stigmatized, but with decreasing rates, [they] will be further stigmatized"

"Are we aligned with a move from a disease prevention/pregnancy prevention paradigm to one promoting sexual health?"

Engage youth & use social media

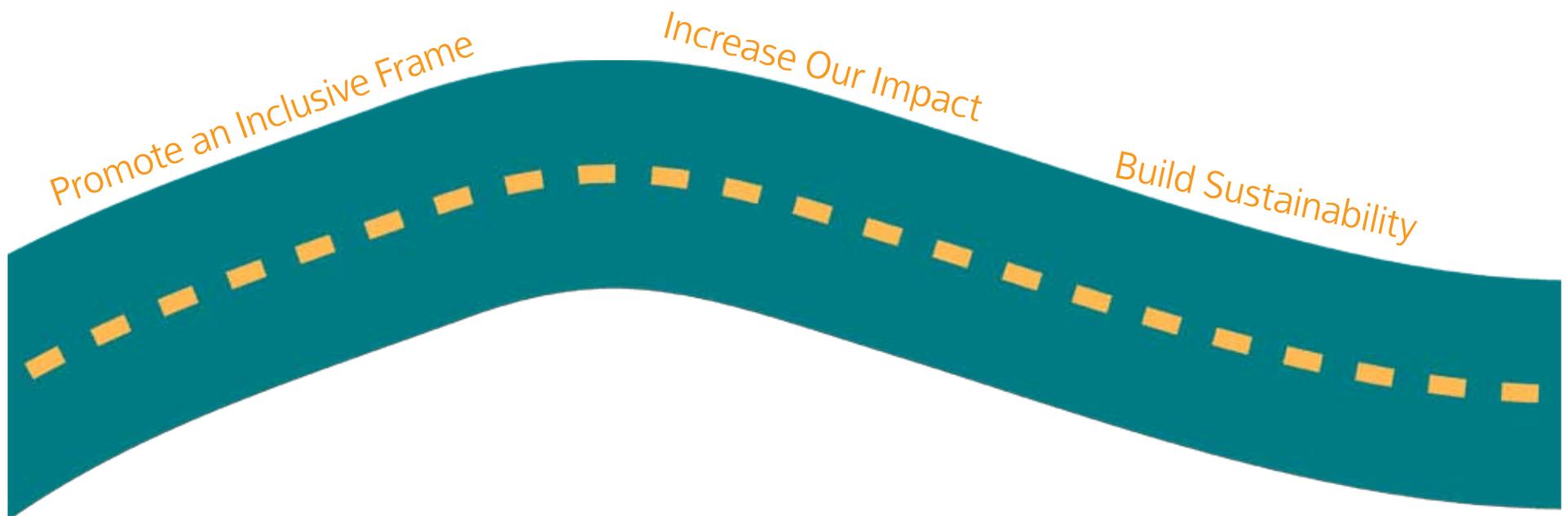
"To be successful, we have to figure out how to engage teens to be effective communicators with their peers on the platforms they're familiar with."

Focus on sustainability and creative fund development

"It will be increasingly important to have a solid business model and solid financial practices. It always comes down to good people—a dynamic leader, good management, and a creative and energetic staff."

"Diversification of funding will be critical moving forward."

"[We have a]...polarized political situation, national debt, limited state budgets, foundations with less money to give. [It's a] new world for nonprofits."



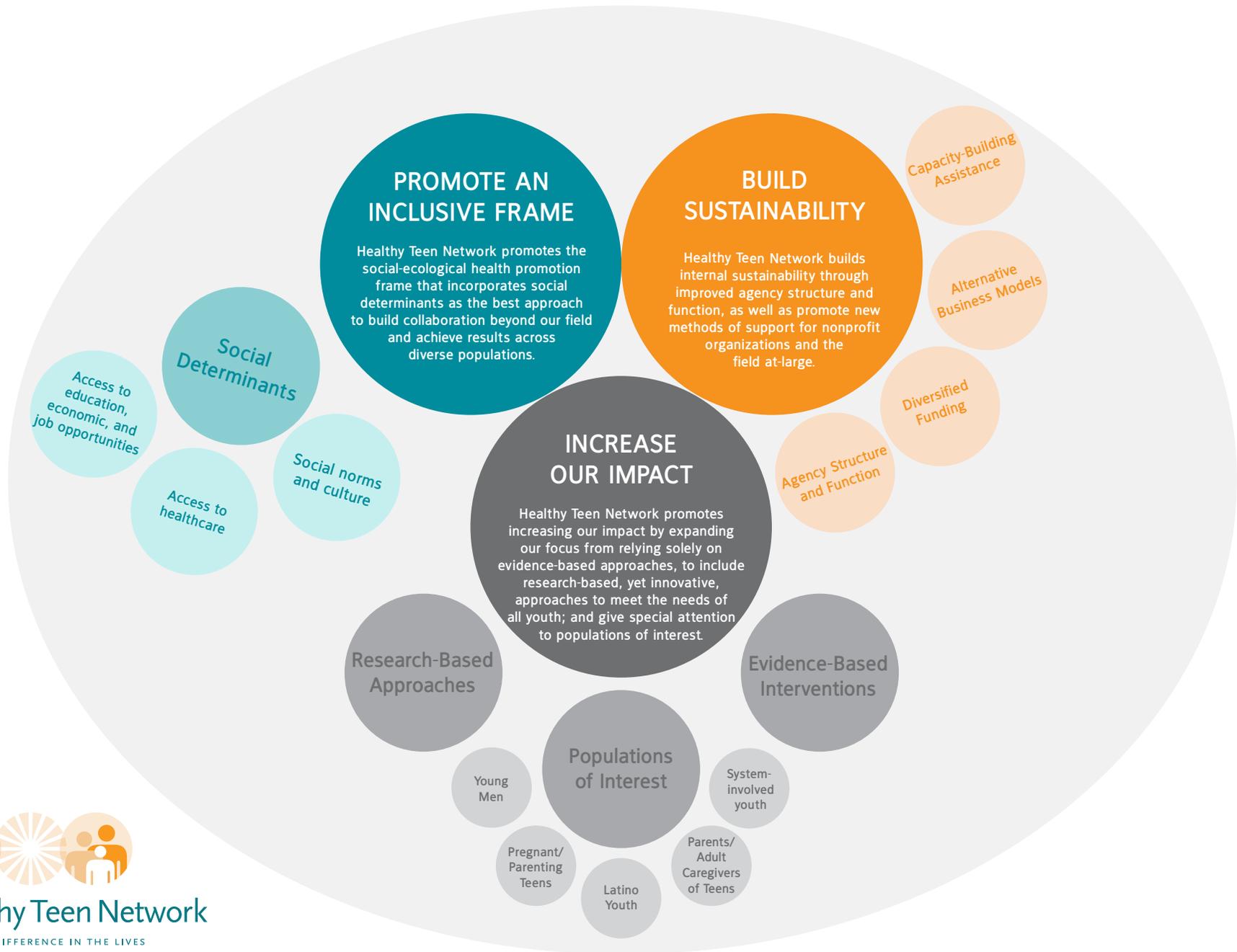
Healthy Teen Network's Strategic plan focuses on addressing three overarching areas:

1. **Promote an Inclusive Frame** using the social-ecological health promotion frame, incorporating social determinants of health, to build collaboration beyond our field and achieve results across diverse populations, including pregnant and parenting teens
2. **Increase Our Impact** by expanding our focus from relying solely on evidence-based approaches, to include research-based, yet innovative, approaches to meet the needs of all youth; and give special attention to populations of interest.
3. **Build Sustainability** through improved agency structure and function, as well as promote new methods of support for nonprofit organizations and the field at-large

Figure 3 graphically represents the strategic plan for the future of Healthy Teen Network and the ASRH field over the next three years. Those who are interested in reading how Healthy Teen Network will build its own capacity as well as the field's are invited to read our detailed Strategic Plan, 2013-2016.

Figure 3

Road Map for the Future of Adolescent Sexual and Reproductive Health: 2013-2016 Strategic Plan



Healthy Teen Network

MAKING A DIFFERENCE IN THE LIVES OF TEENS AND YOUNG FAMILIES

PROMOTE AN INCLUSIVE FRAME

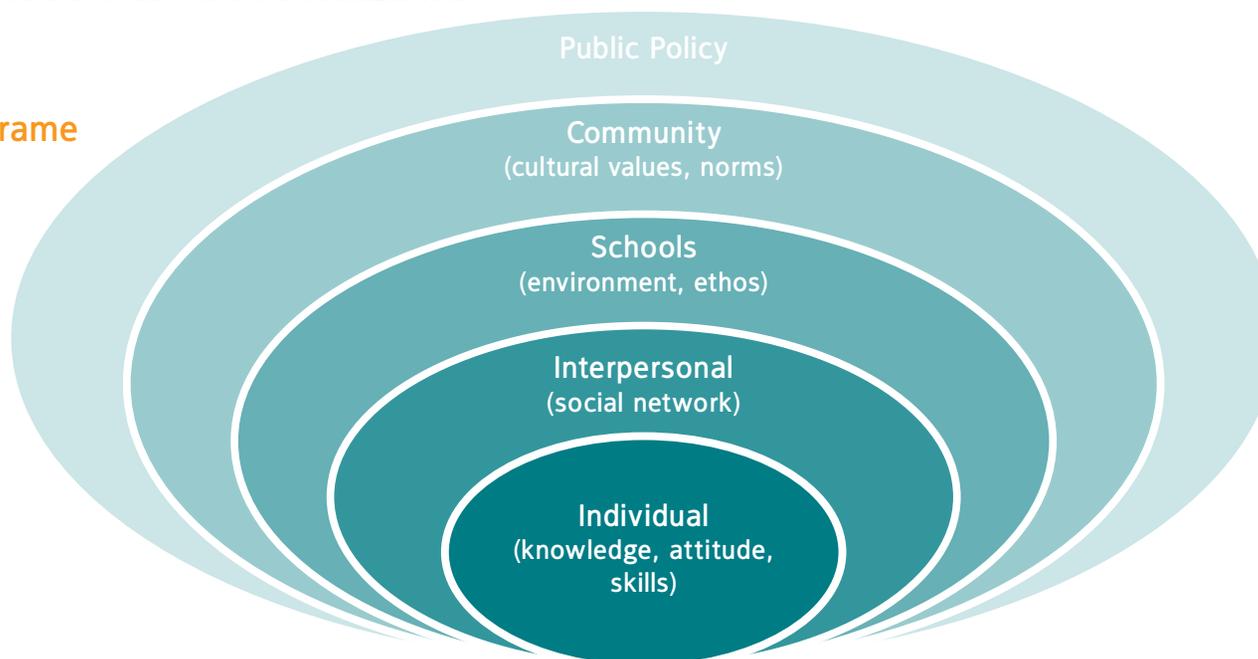
The ASRH field is aware of the role poverty and other social determinants have on the behavior of young people but struggles to approach the work in a way that is collaborative and comprehensive. Unstable funding and the usual mechanisms for funding—which are almost always siloed by focus area—are two barriers. With the inclusion of social determinants of health in the Healthy People 2020 National Objectives, there is a focus on the role these play in healthy development, as well as ongoing health and well-being, in the public health arena.⁶

Healthy Teen Network promotes the social-ecological health promotion frame as the best theoretical approach to incorporate social determinants and build collaboration within and beyond our field and achieve results across diverse populations. A social-ecological health promotion frame (Figure 4)⁷ takes into account the various layers of impact on individual behavior, such as the individual (i.e., knowledge, attitude, skills), interpersonal (i.e., social network), schools (i.e., environment, ethos), community (cultural values, norms), and public policy, and incorporates this theoretical approach into the process of enabling people to increase control over, and improve, their health. It moves

6 U.S. Department of Health & Human Services. (2010). Healthy People 2020 Summary of Objectives: Family Planning. Office of Disease Prevention and Health Promotion. Retrieved from <http://www.healthypeople.gov/2020/topicsobjectives2020/pdfs/FamilyPlanning.pdf> on March 18, 2013.

7 Adapted from WHO 2005 Bangkok Charter for Health Promotion in a Globalized World.

Figure 4
Social-Ecological Health Promotion Frame



beyond a focus on individual behavior toward a wide range of social and environmental interactions.⁸

The social-ecological health promotion frame represents a way of understanding and applying the principles of health promotion in the community setting. This frame supports communities to recognize, explore, and address the social and environmental factors—not just individual factors—that influence citizens' health and learning, particularly as they relate to risk-taking behaviors.

Healthy Teen Network will focus on these social determinants over the next three years:

- access to education, economic, and job opportunities;
- access to healthcare; and
- social norms and culture.

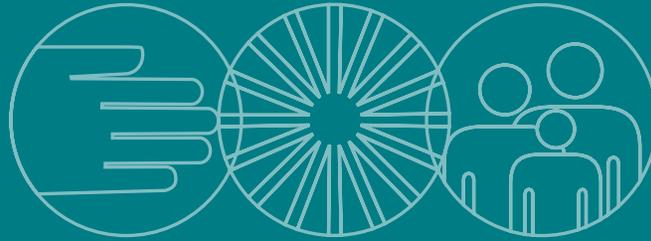
These particular determinants represent the greatest need among youth and are most aligned with Healthy Teen Network's Mission, Vision, and Values.

8 Adapted from Knowledge to Action, University of Victoria Center for Addictions and Research of BC. Retrieved February 13, 2013.

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“Health promotion” is the process of enabling people to increase control over, and improve, their health. It moves beyond a focus on individual behavior toward a wide range of social and environmental interventions.

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PROMOTE AN INCLUSIVE FRAME

Healthy Teen Network will promote the social-ecological health promotion frame, incorporating social determinants of health, to build collaboration and achieve better outcomes for youth across diverse populations, including pregnant and parenting teens.

STRATEGIES

Strategies include promoting the social-ecological health promotion theoretical approach throughout our communications, education and outreach, and public policy work; and integrating social determinants into our work.

Social determinants of focus include, but are not limited to, access to education, economic, and job opportunities; access to healthcare; and social norms and culture.

OBJECTIVES

Healthy Teen Network will build the capacity of youth-supporting organizations and individuals to adopt and sustain a social-ecological health promotion frame, integrating social determinants to better address the sexual, reproductive, and parenting needs of all youth.

Healthy Teen Network will increase its capacity, and the capacity of the field, to build partnerships and collaborate with organizations and agencies outside of the field of adolescent sexual and reproductive health.

Healthy Teen Network will increase youth access to supports and services that contribute to youth sexual and reproductive health and well-being.

Healthy Teen Network will increase federal support for pregnant and parenting teens.

INCREASE OUR IMPACT

Healthy Teen Network promotes increasing our impact by

1. broadening our approach from relying solely on evidence-based approaches to including research-based, yet innovative, approaches, to meet the needs of all youth; and
2. giving special attention to specific populations of interest.

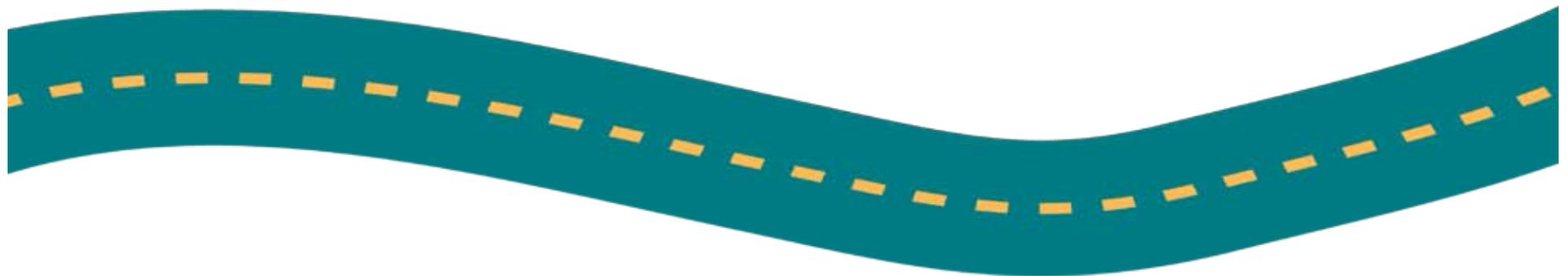
Evidence-based programs and interventions (EBP/EBI) have contributed greatly to our current low teen pregnancy, birth, HIV, and STI rates, and Healthy Teen Network believes in their critical importance and will continue to provide capacity-building assistance, including training, technical assistance, and resources, to support their effective implementation in the field. In addition, however, we will explore new methods to address the needs of populations not addressed within the current repertoire of EBP/EBI, as well as those populations who need attention on a range of social determinants, beyond health education. We will explore and promote research-based approaches, innovative programs, and new partnerships as part of this effort.

Based on interviewee data as well as feedback from Healthy Teen Network conference attendees (October 2013), Healthy Teen Network has identified five populations of interest for the next three years:

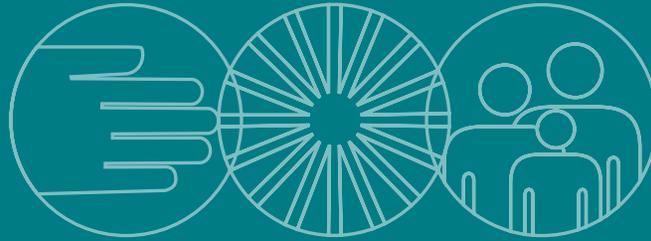
1. Latino youth
2. Young men
3. System-involved youth (i.e., foster care, juvenile justice, etc.)
4. Pregnant/parenting teens
5. Parents/adult caregivers of teens

Healthy Teen Network will continue to assess populations of need and social determinants to ensure that the initial selection best meets the needs of the field.

With this attention to research-based and innovative approaches, new partnerships, and populations of need, we will increase our impact.



..... With attention to research-based and innovative approaches, new partnerships, and key populations, we will increase our impact.



INCREASE OUR IMPACT

Healthy Teen Network will increase our impact by expanding our focus from relying solely on evidence-based approaches to including research-based, yet innovative, approaches, to meet the needs of all youth; and give special attention to specific populations of interest.

STRATEGIES

Strategies include creating research-based and evidence-based resources, expanding our research and evaluation activities and resources, developing resources and services related to our populations of interest.

Populations of interest for Healthy Teen Network during this four-year period include, but are not limited to, pregnant and parenting teens, Latino youth, young men, system-involved youth (e.g., child welfare, juvenile justice, homeless assistance), and parents and adult caregivers of teens.

OBJECTIVES

Healthy Teen Network will build the capacity of youth-serving organizations and individuals to implement research based approaches, as well as evidence-based interventions, for adolescent sexual and reproductive health initiatives.

Healthy Teen Network will increase its capacity to provide evaluation and research supporting the development of innovative programs, prioritizing programs for our populations of interest.

Healthy Teen Network will build the capacity of youth-serving organizations and individuals to address health disparities and serve our populations of interest.

Healthy Teen Network will secure regular federal funding streams to support the development, implementation, and monitoring of research-based and innovative approaches to adolescent sexual and reproductive health.

BUILD SUSTAINABILITY FOR HEALTHY TEEN NETWORK AND THE FIELD AT-LARGE

Healthy Teen Network will build internal sustainability through improved agency structure and function, as well as promote new methods of support for nonprofit organizations and the field at-large through

- Improved agency structure and function;
- Alternative business models;
- Capacity-building assistance; and
- Diversified funding.

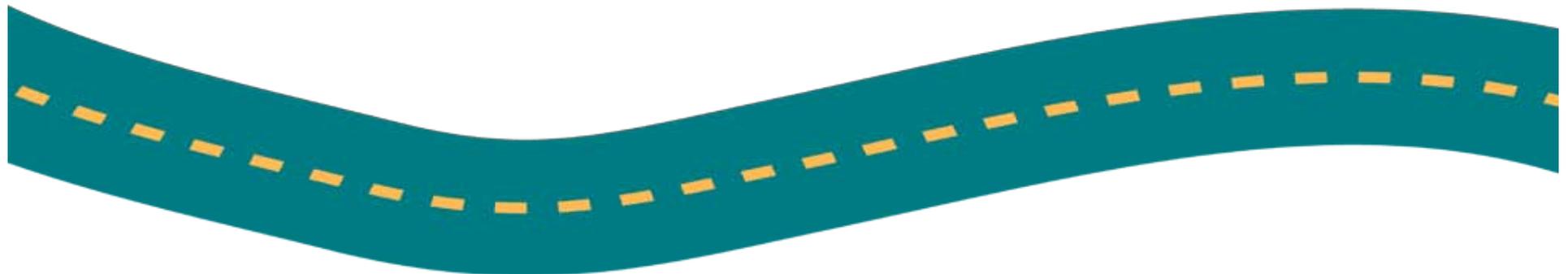
Healthy Teen Network is engaged in multiple internal activities to allow the organization to assess efficiency and effectiveness of its efforts and has developed an innovative Sustainability Plan. Healthy Teen Network will provide capacity-building assistance—including training, technical assistance, and resources—to build the capacity of other nonprofits in the field to do the same.

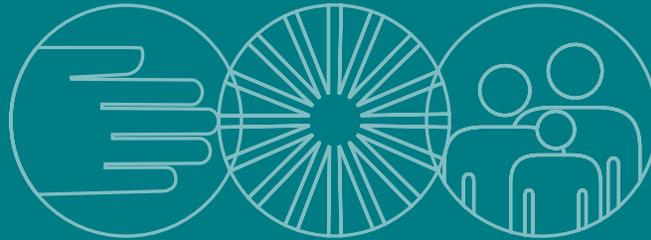
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BUILD SUSTAINABILITY

Healthy Teen Network will build sustainability, internally, through improved structure and function, as well as externally, by promoting new methods of supporting organizational capacity and the field at-large.

STRATEGIES

Strategies include expanding revenue streams, implementing alternative business models, increasing efficiency, establishing staff development and management structures, developing succession plans, and improving impact of our efforts.

OBJECTIVES

Healthy Teen Network will become an Entrepreneurial Non-Profit agency, that is, a nonprofit that seeks to match its core competencies with marketplace opportunities in order to simultaneously generate more earned income and expand its social impact.

Healthy Teen Network will fully implement short- and long-term plans for succession, staff and leadership development.

Healthy Teen Network will improve organizational efficiency and profitability.

Healthy Teen Network will develop and implement an organizational communications plan, so marketing and communications efforts across departments are coordinated, strategic, and continuously reviewed for effectiveness and efficiency.

Healthy Teen Network will build and maintain a consistent brand, improving accessibility, sharing, and impact of Healthy Teen Network resources and services.

Healthy Teen Network will increase capacity to provide capacity-building assistance to the field, in the form of training, technical assistance, tools, and resources.

Healthy Teen Network will develop and implement an organizational evaluation plan, including continuous quality improvement, to assess the effectiveness and impact of Healthy Teen Network activities.

Healthy Teen Network will have increased influence on the development, implementation, and monitoring of national-level public policy in an expanded set of issue areas of importance to youth.

CONCLUSION

Healthy Teen Network remains committed to making a difference in the lives of teens and young families. As a national nonprofit organization with a focus on both the prevention of teen pregnancy, HIV, and sexually transmitted infections (STI), as well as supporting pregnant and parenting teens, we are in the exclusive position of having a truly integrated perspective on adolescent sexual and reproductive health. As the only national membership association dedicated to adolescents and sexual and reproductive health, we have a unique opportunity to collaborate with and be informed by the field.

By promoting a social-ecological health promotion frame, and incorporating social determinants of health, we will build collaboration and achieve better outcomes for youth across diverse populations.

We will increase our impact by expanding our focus from evidence-based approaches to include research-based, yet innovative approaches, and prioritizing populations of focus to address health disparities.

Finally, Healthy Teen Network will build internal sustainability through improved structure and function, as well as promoting new methods of support for the field and organizational capacity-building.

The three-pronged approach of our Strategic Plan for 2013-2016 provides strategies for moving ever closer to our Vision of a national community where all adolescents and young adults, including teen parents, are supported and empowered to lead healthy sexual, reproductive, and family lives.

