



# Engaging the Dynamics of Change



- 02 FROM OUR CEO**  
Engaging the Dynamics of Change
- 05 HIV, STD & PREGNANCY PREVENTION**  
New Ways to Focus
- SAN FRANCISCO WELLNESS INITIATIVE**  
Finding Better Ways to Reach At-Risk Youth
- 06 CHANGING THE WORLD...  
PROGRAMS THAT LOOK FORWARD**  
Filling a Gap with Two New Curricula  
Going Digital: *HealthSmart* and *Reducing the Risk*  
Blended Learning is Here: Grove Foundation Funds  
*Reducing the Risk* Adaptation
- 08 YOU ARE UNIQUE**  
Customizing Solutions to Your Needs
- 09 IN RECOGNITION**  
Honoring the Legacy of Dr. Douglas Kirby
- 10 WHAT ETR HAS TO OFFER**  
Introducing Our Agency Magalog
- 11 GETTING THE WORD OUT**  
Smart Solutions E-Newsletters
- 12 TOGETHER WE MAKE IT HAPPEN**  
ETR's Selected Clients & Funders
- FROM OUR BOARD**  
New Expertise On Our Board



Advancing Science  
Reducing Risk  
Improving Lives



## FROM OUR CEO

# Engaging the Dynamics of Change

The ability to conceive and map a strategic course, then move your organization in the appropriate direction, is a critical test of leadership at every level.

Markets, clients, technologies and a never-ending swarm of competitors ensure that the world we face each day is constantly changing. Adaptability and resourcefulness are key, as we alter our course in response to frequent shifts occurring in the marketplace.

Strategically focused change is difficult for boards and management in most organizations today. The most critical of success factors include:

- Shared meaning around vision and direction
- The ability of leadership to change long-held practices and adapt to new strategies
- The alignment of leadership all pulling in the same direction

The challenges each organization faces are unique to its history, culture, industry and markets, as well as its current threats and opportunities. Therefore, *strategic* leadership is a multi-faceted process that involves all of an organization's stakeholders. While the landscape today can sometimes seem harsh and contentious, it's also rife with opportunity for leaders who can align and mobilize their organizations.

Like most of you, ETR has been looking to the future and adapting to change. We have charted our course deliberately using a five-step process of *Discover, Evaluate, Imagine, Choose* and *Focus*. We have invigorated our Board of Directors and management with new members who bring extraordinary strength in innovation to the table. We are making choices based on the new realities of the market, and have focused our resources on building new products, services and solutions that enable the development of deeper client and partner relationships. We're excited about the many opportunities to extend our longstanding mission and commitments.

Going forward, ETR is developing greater consultative capabilities to bring to our customers, clients and partners. We're expanding our offerings, from strategic and operational planning, to evaluation, research, professional development and organizational development services. We can help your organization be more responsive to the changes occurring in *your* world.

The convergence of school health, public health and health care offers new ways in which we can all be of greater service. In ETR's case, we've recently introduced new, free resources to support colleagues throughout the field of health care delivery and education. These include our quarterly [Smart Solutions magalog](#)—part magazine, part catalog of products and services; and our two new monthly e-newsletters, [Smart Solutions | Health](#) and [Smart Solutions | School Health](#), which offer a unique, lively and informative take on the health care universe. If you haven't seen these resources yet, I hope you'll take a look at them.

ETR is also actively seeking to expand its partnerships with other organizations and find opportunities in which our combined capabilities can create more value for those we serve.

On behalf of ETR, we once again express our sincere appreciation for our inspiring partnerships and the extraordinary opportunity to serve and support clients, communities and stakeholders every day.

*Sincerely,*

**Daniel McCormick, CEO**



We have charted our course using a

## 5-step process

- 1 Discover
- 2 Evaluate
- 3 Imagine
- 4 Choose
- 5 Focus



ETR is actively seeking to expand its partnerships with other organizations and find opportunities in which our combined capabilities can create more value for those we serve.

# ACTIVELY SEEKING PARTNERSHIPS





# REDUCING RISK FOR AT-RISK YOUTH



## SCHOOL-BASED HEALTH SERVICES MAKE A DIFFERENCE



## HIV, STD & PREGNANCY PREVENTION

# New Ways to Focus

The Centers for Disease Control and Prevention (CDC) has changed the way it's promoting sexual health. In the past, large projects often focused on educating as many individuals as possible. Today, new data have shown better ways to use limited resources to the greatest effect. More effort will be spent reaching and engaging those at highest risk for poor health outcomes such as HIV, STD and unplanned pregnancy.

ETR is working on several projects funded by the CDC to promote targeted outreach to high-risk adolescents and young adults. We're also working collaboratively with other non-governmental organizations (NGOs) to provide capacity-building assistance to local- and state-level educators. This will help them strengthen efforts toward establishing exemplary programs.

In the HIV prevention arena, one new strategy is called "treatment as prevention." Essential components include identifying those with HIV, facilitating their entry into treatment, and offering ongoing support that helps them stay in treatment. Early and ongoing treatment lowers

More effort will be spent reaching and engaging those at highest risk for poor health outcomes such as HIV, STD and unplanned pregnancy.

the level of virus in the body and reduces transmission to others. Programs serving those with HIV are also paying greater attention to social determinants of health that can affect enrollment in and adherence to treatment.

This new model of health promotion has challenged many organizations and schools accustomed to different types of service delivery. ETR is excited to be a part of these important efforts, and gratified to play a role in bringing greater innovation to the field.

### FOR MORE INFORMATION ABOUT

ETR's work in sexual and reproductive health, contact:

[ProfessionalDevelopment@etr.org](mailto:ProfessionalDevelopment@etr.org)

## SAN FRANCISCO WELLNESS INITIATIVE

# Finding Better Ways to Reach At-Risk Youth

This study was conducted in partnership with the San Francisco Wellness Initiative, the University of California, Berkeley, and the University of Denver.

What happens when students have an opportunity to use school-based health and wellness services? The San Francisco Wellness Initiative found that these services significantly increased youth development assets for public high school students.

This means that youth who used the services, even just one or two times, reported more caring relationships with adults at their school, a belief that adults held high expectations for their success, and a sense that they had opportunities to participate in their school in meaningful ways. These three factors have been shown to promote better social, emotional and academic outcomes for all students.

The largest impacts were found among students with the highest risk factors for things such as skipping over a month of school, using alcohol and other drugs, attempting suicide and getting poor grades.

"This research provides robust evidence that school-based health services make an effective and powerful difference for students," says John Shields, PhD, lead program evaluator and co-author of the recently-published study.

SFUSD Superintendent Richard Carranza says the study provides "the strongest evidence we have to date of the positive impact our Wellness Centers have... [and] shows we are having the greatest impact on the very students who need the most support to succeed in school."

To read a summary of the research, *Our Impact on School-Based Youth Development Assets*, please visit the [initiative's web site](#).

### FOR MORE INFORMATION ABOUT

ETR's work with the Wellness Initiative, contact:

John Shields [johns@etr.org](mailto:johns@etr.org)



## Filling a Gap with Two New Curricula

### Vital Supplements for Evidence-Based Programs

If you've used evidence-based interventions (EBIs) in sexual and reproductive health education, you know the importance of using materials proven to work. You probably also know the frustration of working with materials that may have been written and tested some time ago. Some programs address only a narrow or very specific area of focus. Many leave out essential content or assume vital information has already been taught.

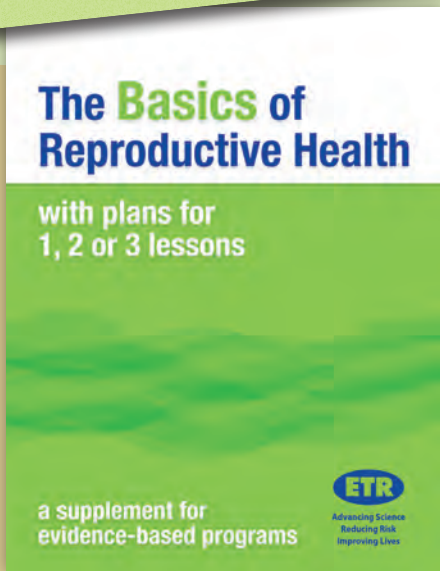
ETR has produced two new curricula, *The Basics of Reproductive Health* and *Supporting LGBTQ Youth: Creating Inclusiveness in Sexual & Reproductive Health Programs*. Both of these programs are designed to supplement any sexual or reproductive health curriculum, including those with a well-established evidence base.

The reproductive health curriculum teaches middle and high school youth up-to-date basics about the male

and female reproductive systems, how pregnancy happens, and how birth control works. The curriculum offers 3 different options to tailor the teaching to the time available and the needs of the youth involved.

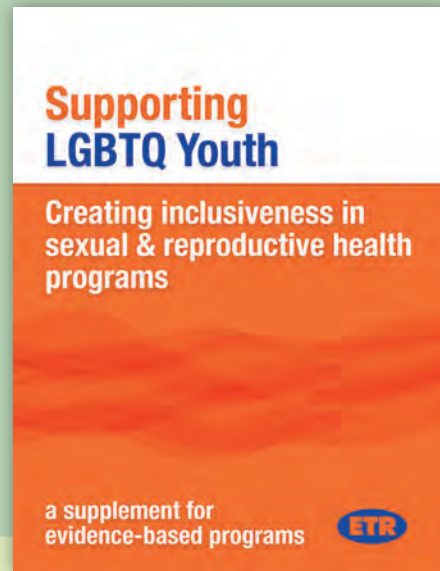
The LGBTQ curriculum reviews basic facts about gender, gender identity and sexual orientation. It offers guidelines to help instructors make classroom activities and discussions more inclusive for LGBTQ youth. Research shows that efforts such as these can have a big impact on all students. Fewer homophobic remarks are heard at schools, fewer students feel unsafe at school, and LGBTQ students report feeling more accepted by peers and experiencing greater school connectedness.

These products can help bring well-proven EBIs up to date, making them more relevant for youth in today's world.



Tailors the teaching to the time available and the needs of the youth involved.

[Learn More](#)



LGBTQ students reported feeling more accepted by peers and experiencing greater school connectedness.

[Learn More](#)

“ This curriculum is very much needed, as students often do not receive this type of education.”

**Kenyatta Parker**  
Personal Responsibility Education Program,  
Mississippi State Dept. of Health

“ I love that the lessons leave room for people who don't see themselves in the current boxes of LGB or T for identity, behavior and attractions.”

youth reviewer of “Supporting LGBTQ Youth”



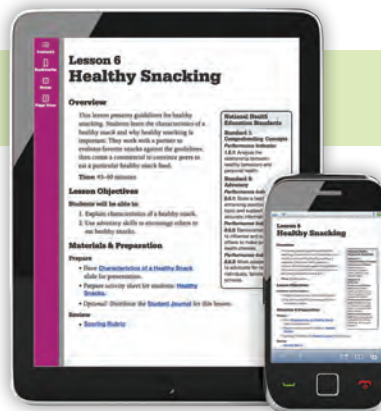
## Going Digital

### HealthSmart Digital

[Learn More](#)

This quarter saw the launch of our *HealthSmart Digital Edition*, ETR's premier K-12 health education curriculum. Now schools have the flexibility to choose from the traditional print or new digital edition.

*HealthSmart Digital Edition* allows schools to work with e-book versions of all lessons and use instant links to access student materials and teacher masters. Schools and teachers can also use the innovative [Lesson Planning Tool](#), which helps them design a program that addresses the risks most relevant to their students and fit the lessons into the time they have available to teach health. The Lesson Planning Tool generates results that correlate to the CDC's Health Education Curriculum Analysis Tool (HECAT) and the National Health Education Standards, and highlights the Common Core State Standards supported by the lessons.



### Reducing the Risk Digital

[Learn More](#)

ETR is continuing to expand our product options by now offering *Reducing the Risk* (RTR) in digital format. RTR is one of the most-respected and best-proven evidence-based interventions yet developed, shown to work in three separate randomized controlled trials.

Educators can now choose the digital version of the program, which contains an e-book of the complete teacher guide, with instant links to related worksheets, role plays, teacher notes and appendixes.

## Blended Learning is Here

### Grove Foundation Funds *Reducing the Risk* Adaptation

ETR has been awarded funding from the Grove Foundation to develop a blended-learning adaptation of *Reducing the Risk* that will flip the RTR classroom. Students will work on didactic materials at home, using self-paced courses and video, while classroom time will focus on interactive exercises, skills practice and small-group activities.

Flipping the classroom means students and educators are more engaged in the learning. Because classroom time is entirely focused on skills practice and activities, the total number of sessions will be reduced. These learning approaches help take proven programs into the future.

We also plan to evaluate the efficacy of the adaptation in the future, and are working now to secure funds to support that effort.



#### FOR MORE INFORMATION ABOUT

the project and research design, contact:

Karin Coyle, PhD [karinc@etr.org](mailto:karinc@etr.org)



# YOU ARE UNIQUE

## Customizing Solutions to Your Needs

For over 30 years, ETR has been assisting organizations in navigating changes in school health, public health and healthcare. Our work has primarily focused on health and opportunity across the lifespan. During that time, we've developed a growing body of knowledge and set of competencies that enable us to assist others in meeting current strategic and operational challenges. As the field of health evolves and its systems and structures become more complex, our clients and stakeholders require a broader set of products, services and solutions. Accordingly, ETR has created a robust new collaborative consulting model that enables the development of solutions co-created with our clients.

This is an exciting evolution for ETR staff. The field of health is facing challenges on an unprecedented scale, but the knowledge and skills we've accumulated over the last three decades have established a solid foundation upon which to build.

**Combining our expertise and portfolio of resources with each organization's unique knowledge and circumstances will enable us to find solutions.**

The end result: innovative, customized solutions tailored to your unique needs that allow you to maximize the impact of your work.

We work closely with each client to understand the context affecting decisions so that the results of our work will be sustainable. Imagination coupled with focus can lead to extraordinary outcomes. Through the collaborative process, research and deep thought will lead to asking the right questions to shape big ideas and create bold, successful initiatives that result in competitive transformation.

Ultimately, our collaborative consulting approach will produce the highest value and greatest probability of success and sustainability. That's work that makes a difference.

### FOR MORE INFORMATION ABOUT

ETR's consulting solutions, contact:

[ProfessionalDevelopment@etr.org](mailto:ProfessionalDevelopment@etr.org)

ETR's capabilities fall into three main areas:

### Strategic Positioning

- Strategic planning
- Feasibility analysis
- Translational research
- Evaluation
- Technology strategies
- Transactions and complex business arrangements
- Partnerships and collaboratives

### Change Management

- Program design
- Performance evaluation
- Professional and organizational development
- Process design and improvement
- Regulatory compliance
- Transformational interventions
- Content and curriculum development
- Evidence-based interventions
- Project management
- Population health management

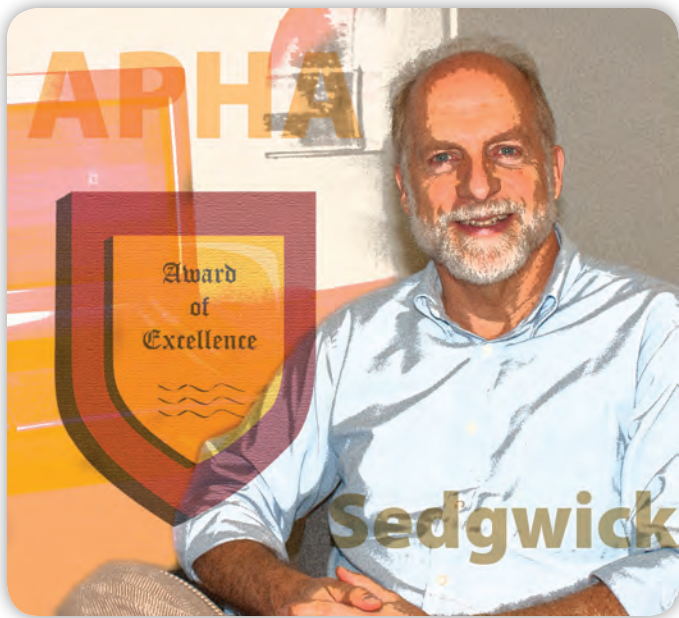
### Tools and Core Competencies

- Web design
- Database development
- Distance learning, blended learning, e-learning



## IN RECOGNITION

# Honoring the Legacy of Dr. Douglas Kirby



### APHA Sedgwick Memorial Medal

The American Public Health Association has selected the late Dr. Douglas Kirby, a senior scientist at ETR, to posthumously receive the 2013 Sedgwick Memorial Medal. Since 1929, this award has been given annually to “an individual who has demonstrated a remarkable record of service in the advancement of public health knowledge and practice.” It is the highest honor APHA confers.

Dr. Kirby is being acknowledged for his overall contributions to the broader field of public health and public health education, his significant and substantial contributions to health promotion, and his specific work in sexual and reproductive health in the United States and internationally.

We at ETR feel privileged to have enjoyed a long and rewarding association with Doug. To us, he was not only a world-renowned researcher in sexual and reproductive health, but also a friend who listened carefully, got to know his colleagues in a genuine and personal way, and inspired us with his insatiable curiosity about absolutely everything. There is no better person APHA could have honored with this distinguished award.



### ETR Sponsors the Douglas Kirby Internship

In honor of our late colleague, Dr. Douglas Kirby, ETR is sponsoring an annual summer internship. The internship comes with a stipend, and is designed for graduate students interested in sexual and reproductive health. It offers young professionals an opportunity to be mentored by an ETR senior science staff member, while working on existing or new ETR projects in the area of sexual and reproductive health.

Dr. Kirby had broad interests, deep knowledge and a passion for teaching others. We know he would be pleased to see his enthusiasm for learning honored in this way.

[View Our Internship Web Page](#)

Details regarding the internship application process will be posted by December 1, 2013. The application link will open January 1, 2014.





# WHAT ETR HAS TO OFFER

## Introducing Our Agency Magalog

### Magalog: Blending the Strengths Of a Magazine and Catalog

Old thinking? Show as many products as you can in a print catalog, distribute it as widely as possible, and hope customers can find it when they're ready to place an order. This has been the accepted way to do catalog sales for the last 50 years.

New thinking? Postage, ink, paper that winds up in a landfill—those things are all hard on the planet. Limited page counts limit which products you can show. Plus, if you only show products, how will people understand who you really are or the full scope of what you do?

Enter ETR's new *Smart Solutions* magalog, available in both print and electronic versions. Customers now can see examples of some of our best-selling products and find links to our extensive collection of other materials. We take a few pages to show off our new titles, and we also showcase some of ETR's other dynamic contributions to the field.

In between quarterly editions of the magalog, we'll be offering online e-catalogs to highlight more of the fine work ETR is producing, in terms of both products and services.

"Our goal is to help readers understand both our product lines and the broader range of ETR's offerings," says *Smart Solutions* editor Scott Martin. "We want to give people a better sense of the committed group of professionals who make up ETR, and the kinds of contributions they are making to the field. We also want our readers to understand more about how we can partner with them to strengthen their work."

Take a look at our latest.



[View Our Online Catalogs](#)

ETR agency catalog\_WINTER 2013 pages: 2-1 / 64

## Science-Based Solutions That Work!

ETR applies proven research methods to achieve science-based solutions for health and education challenges.



**ETR's 7 fundamental areas of focus**

Solutions provided by our services and products focus on 7 fundamental areas of health that directly affect everyone's well-being. Data show that many of the greatest health threats people face emerge from risky behavior choices in these areas.

- page 20 Sexual & Reproductive Health
- page 30 Nutrition & Physical Activity
- page 36 Obesity & Chronic Disease
- page 42 Education
- page 52 Violence & Injury Prevention
- page 56 Substance Use & Addiction
- page 60 Mental Health & Wellness

**ETR's innovative services**

Our experienced executives, scientists, educators and consultants can empower your organization to realize its full potential and maximize its impact.

- pages 4-7 Professional & Organizational Development  
Training & Technical Assistance, Consultation, CSM
- pages 8-9 Evaluation
- pages 10-11 Strategic & Organizational Planning
- pages 12-13 Applied Research

**ETR's proven products**

Our high-quality print and digital resources, curricula and evidence-based interventions encourage healthy choices and make a difference in people's lives.

- pages 14-18 Evidence-Based Interventions
- pages 20-63 Print & Digital Resources
- pages 48-51 **HEALTHSmart** K-12 Curriculum



**For over 30 years**  
Working together to make the world a healthier place

Washington D.C.    Oakland, CA  
Silicon Valley, CA    Sacramento, CA

[etr.org](#)

**You'll know us by the company we keep**

This is just a small sample of our prestigious clients, funders & partners

Governments	Private
California State Department of Public Health	Arnie R. Casey Foundation
Centers for Disease Control and Prevention	Children's Hospital of Los Angeles
Florida State Department of Health	The David and Lucile Packard Foundation
Los Angeles Unified School District	Google
National Cancer Institute	National Campaign to Prevent Teen and Unplanned Pregnancy
New York City Department of Health and Education	Pfizer Inc.
Office of Adolescent Health	UNESCO
Substance Abuse and Mental Health Services Administration	The William and Flora Hewlett Foundation
U.S. Department of Education	
World Health Organization	

© 2013 ETR Association. All rights reserved.

**New in this issue**

- page 17 The late Dr. Douglas Kirby receives prestigious public health award
- page 19 Vital evidence-based intervention supplements covering reproductive health and LGBTQ issues
- page 41 Convenient online continuing education credits for a wide range of health professionals, now including mental health workers and nurses

**Look for this symbol throughout this issue for new products & services**



page 46 Explore our top-selling book series, **Health Facts**, with FREE online sample chapters

page 48 Learn about the science behind our K-12 comprehensive health curriculum, **HealthSmart**, with FREE online Program Foundation books

page 63 Help teachers support grieving students

[etr.org](#) 



# GETTING THE WORD OUT

## Smart Solutions E-Newsletters

### Quick Reads, Useful Information

As part of our ongoing commitment to support the field, ETR has introduced two free monthly e-newsletters.

“Professionals have to keep up with massive amounts of information in today’s world, and they’re reading in new ways,” says editor Marcia Quackenbush. “We’ve designed our newsletters with this in mind.” The newsletters aim to deliver useful information, including a few off-the-beat-en-track reports, in a quick and easy-to-digest format. “It’s simple to get the take-home message, and you also have the option to delve deeper into reports and articles if you’d like,” Ms. Quackenbush explains. “We also keep people updated on what’s going on at ETR.”

Take a look and subscribe, if you’d like.



### Smart Solutions | Health

[View Past Issues](#) | [Subscribe](#)

Ideal for administrators, planners and direct providers of health services and education interested in health care trends and practices.

### Smart Solutions | School Health

[View Past Issues](#) | [Subscribe](#)

Geared toward administrators, teachers and other staff in K–12 systems looking for ways to improve delivery of health education and promote the health and safety of their students.

Excerpt from **Smart Solutions | Health (October 2013)**

### From Research to Practice Research: Help Others, Live Longer



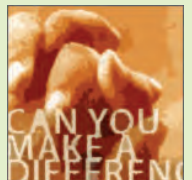
A study in the American Journal of Public Health looked at the power of providing help to others. The researchers conducted interviews with participants that measured stressful events in the previous year and whether study participants had offered “tangible assistance” to friends or family. This included non-monetary help such as housework, transportation, errands or child care. Five years later, they checked state death records and obituaries to see if they could find associations. As we’ve heard before, stress did predict mortality risk, but only among people who did not provide help to others. Among those who offered help, stress did not predict mortality risk.

#### Practice:

This is more evidence about the power of connection and the value of service, which can be important when assessing clients and patients. Helping them get involved in helping others is good preventive care.

Excerpt from **Smart Solutions | School Health (October 2013)**

### Cool Tools



**Understanding Evidence.** How do we stop violence? A good start is to look at the evidence. The CDC’s new Understanding Evidence site is an online learning module that will walk you through the steps. If you’re looking at violence prevention or any other evidence-based interventions in your school, the site will help you learn more about validity, research design, the difference between promising and well-supported evidence, and more.

**Sexuality Education, State by State.** Here’s a review of state-level policies about sexuality education, summarized with an overview and then listed state by state. The chart notes whether a state mandates sex education, HIV education, medically accurate information, parental consent and more. Make sure you know the policies in your state, then see how it compares with others.

**Supporting Young People’s Self-Organized Groups.** How do you feel about children and youth creating their own advocacy groups? What’s the best supportive role for adults partnering with child and youth self-organized groups? For more information, guidance and resources, download the Article 15 Resource Kit and check out the Article 15 Project website. Their principles are based on the United Nation’s Convention on the Rights of the Child, adopted in 1989, and the materials have been used by groups worldwide.



# TOGETHER WE MAKE IT HAPPEN

## Selected Clients & Funders

ETR seeks and builds partnerships based on authentic relationships, excellence in delivery, innovative designs, and positive, measurable outcomes.

The following list represents selected past and present funders, clients and partnerships.

### Government

Administration for Children, Youth and Families

California State Department of Public Health

Office of AIDS

Office of Family Planning

Office of Maternal, Child and Adolescent Health

Tobacco Control Program

Centers for Disease Control and Prevention

Division of Adolescent and School Health

Division of HIV/AIDS Prevention

Division of Reproductive Health

Division of Violence Prevention

Corporation for National and Community Service

Florida State Department of Health

Georgia State Health Department

Los Angeles Unified School District

Michigan Department of Education

Mississippi Department of Health

National Cancer Institute

National Institute of Child Health and Human Development

National Institute on Drug Abuse

National Institute of Mental Health

National Institute of Nursing Research

National Science Foundation

New York City Departments of Health and Education

Office of Adolescent Health

Office of Adolescent Pregnancy Programs

Office of Juvenile Justice and Delinquency Prevention

San Francisco Department of Children, Youth and Their Families

San Francisco Unified School District

Substance Abuse and Mental Health Services Administration

Tobacco Related Disease Research Program

U.S. Department of Education

World Health Organization

### Private

AMD Foundation

Annie E. Casey Foundation

Bristol-Myers Squibb

The California Endowment

California Pacific Medical Center

The California Wellness Foundation

Carnegie Corporation of New York

Children's Hospital of Los Angeles

Child Trends

The David and Lucile Packard Foundation

Driscoll's Charitable Fund

Family Health International

Google

The Grove Foundation

Healthy Teen Network

ICF Macro

Lisa & Douglas Goldman Fund

Lucile Packard Foundation for Children's Health

Mary Wholford Foundation

Metta Fund

National Campaign to Prevent Teen and Unplanned Pregnancy

National Juvenile Detention Association

National Partnership for Juvenile Services

Pfizer Inc.

Research Triangle Institute

The Retirement Research Foundation

The Santa Cruz Community Foundation

South Carolina Campaign to Prevent Teen Pregnancy

United Nations Educational, Scientific and Cultural Organization (UNESCO)

United Nations Population Fund

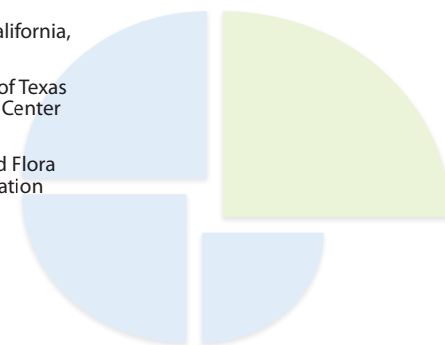
United Way of Santa Cruz County

University of California, San Francisco

The University of Texas Health Science Center at Houston

The William and Flora Hewlett Foundation

We join with others whose goals are to improve health and education in the U.S. and abroad.



## FROM OUR BOARD New Expertise On Our Board

ETR welcomes two new members to our Board of Directors. Each brings vision, experience and value for innovation to our organization.

**Jay M. Bernhardt**, PhD, MPH, is department chair and professor of health education and behavior at the University of Florida (UF), and the founding director of UF's Center for Digital Health and Wellness. Dr. Bernhardt is widely recognized as a visionary leader and innovative scholar on the application of communication, marketing and new media to public health, health care and medicine.

**Michael P. Cornelison** is founder and CEO of IHL Generations, a privately held aging-services company based in Eden Prairie, Minnesota. He has over 30 years experience in the health care and health services industries. IHL Generations brings innovation to the ways families come together in support of aging loved ones.