INTEGRATING HIV INNOVATIVE PRACTICES (IHIP)

Purpose: To support the coordination, dissemination, and replication of innovative HIV care strategies in the Ryan White HIV/AIDS Program (RWHAP) through the development and dissemination of implementation tools and resources and provision of TA.

Key Support:

- Implementation tools and resources (targethiv.org/ihip)

- Capacity building TA webinars

- Peer-to-peer TA on the featured interventions

- Support in the development and dissemination of implementation tools and resources
  - Webinars
  - One-on-one TA

- Helpdesk (ihiphelpdesk@mayatech.com)

The Road to Dissemination — Documenting the Journey from Planned Approach to Intervention Implementation

A four-session webinar series facilitated by ACOJA Consulting for RWHAP grant recipients and other HIV services providers

Session 1 : February 28, 12-1 PM ET

Session 2 : March 28, 12-1 PM ET

Session 3 : April 25, 12-1 PM ET

Session 4 : May 23, 12-1 PM ET

Register: https://bit.ly/IHIP-Road-to-Dissemination

INTRODUCTIONS

Ask the Audience:

- What's Your Name / Pronouns?

- Where do you Work?

- What is your Role?

- What Interested you in this Webinar Series?

PURPOSE OF IMPLEMENTATION MANUALS

- Document the Process

- Learn from the Journey

- Foster Dissemination & Replication

- Support Sustainability

- Learn from the Process

- Pivot, Adjust, Adapt

- Create Additional Funding Opportunities During the Project

- Improve Project Outcomes

iHiP Webinar Series

Session One:

Why this Destination? Getting Travelers and Stakeholders Onboard

Session Two:

Starting the Journey: Mapping a Route to your Planned Destination

Session Three:

Detours: The Only Certainty is Change

Session Four:

You've arrived! Creating your Travel Log

JOIN US!
Fourth Tuesdays! Noon – 1:30PM (ET)
February through May 2023

SESSION 3: DETOURS: THE ONLY CERTAINTY IS CHANGE

MAPPING A ROUTE TO YOUR PLANNED DESTINATION

Change happens!

- Documenting change and adapting your approach.
- Planned vs. actual scenarios of change (real or imagined).

WHERE WE ARE

Session 1: Why this Destination? Getting Travelers and Stakeholders Onboard

- Understand where we're going with an overview of the journey.

- Identify your team (travelers) and collaborators (key stakeholders).

- Work together to learn the different modes of travel (learning and communication styles).

Session 2: Starting the Journey: Mapping a Route to your Planned Destination

- Planning tools and tips.

- Mapping your route - Planning before you go, with key considerations for documenting each stop.

Session 3: Detours: The Only Certainty is Change
- Documenting change and adapting approach using an iterative process.
- Planned vs. actual scenarios of change (real or imagined).

SESSION 1: OVERVIEW

INTRODUCTION: Purpose of Implementation Manuals (IM), Audience, Overview

BACKGROUND | INTERVENTION: Describe site, need addressed, intervention, population, frameworks

PRE-IMPLEMENTATION ACTIVITIES: Gaining buy-in , Hiring staff, Collaborators, Promoting the Intervention, Planning for Sustainability, Planning Costs

PURPOSE OF IMPLEMENTATION MANUALS: Document the Process, Learn from the Journey, Foster Dissemination & Replication, Support Sustainability AND

Learn from the Process, Pivot, Adjust, Adapt, Create Additional Funding Opportunities During the Project, Improve Project Outcomes

SESSION 1: KEY TAKE AWAYS

- Gain Buy in

- Welcome and engage the reader

- Describe the intervention and its intent

- Discuss the need for the intervention

- Provide relatable background information that leads reader to want to learn more

SESSION 2: STARTING THE JOURNEY

Mapping a Route to Your Planned Destination

- Planning tools and tips.

- Small group activity: Mapping your route - Planning before you go. Discuss key considerations for documenting each stop along the way.

- Review *Pre-Implementation activities, Implementation* and *Evaluation* sections of Intervention Manual.

SESSION 2: KEY TAKE AWAYS

- Keep the readers' interest

- Give them adaptable tools and approaches

- Recognize roadblocks and detours

- Provide relatable information about problem solving that leads reader to want to know more

REFERENCES, RESOURCES & TOOLS FOR YOUR TEAM!

SESSION 3: DETOURS

The only certainty is change

- Documenting change and adapting approach using an iterative process. Benchmarking, assessing status, challenging assumptions, sources, and multi-directional communication.
- Small group activity: Site presentation(s) of planned v. actual scenarios (real or imagined).
- Review intervention outputs, outcomes and lessons learned sections of Intervention Manual.

PAST, CURRENT, OR PLANNED PROJECTS

Ask the Audience:

Is this your First or Second Session?

If First: Any past, current or upcoming projects? What is/was your role?

If Second: Key takeaways to share? Updates?

FACILITATION & FLEXIBILITY

Project Implementation	Group Travel
Processes / Workplan must be clearly understood by leadership and key participants; integrate suggestions	Clear and detailed itinerary, reservations, restaurant options based on dietary needs and special requests
Requires significant time and effort; have back up plans	Travel methods / flight times / days and time zones must be clearly understood; have alternate routes planned
Champion the process all the way through!	Guided experience: make it memorable
Highlight changes made based on lessons learned & contingency plans used	Be ready for detours; include alternative routes in itinerary
Keep the scope realistic, measurable and aligned with objectives	Over plan and adapt to what is reasonable given time and areas of interest
Document critical need / need served	Highlight 'don't miss' activities

FACILITATION & FLEXIBILITY: Project Implementation

- Processes / Workplan must be clearly understood by leadership and key participants; integrate suggestions

- Requires significant time and effort; have back up plans

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FACILITATION & FLEXIBILITY: Group Travel

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- Be ready for detours; include alternative routes in itinerary

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- Highlight 'don't miss' activities

Make it Memorable – in a Good Way!

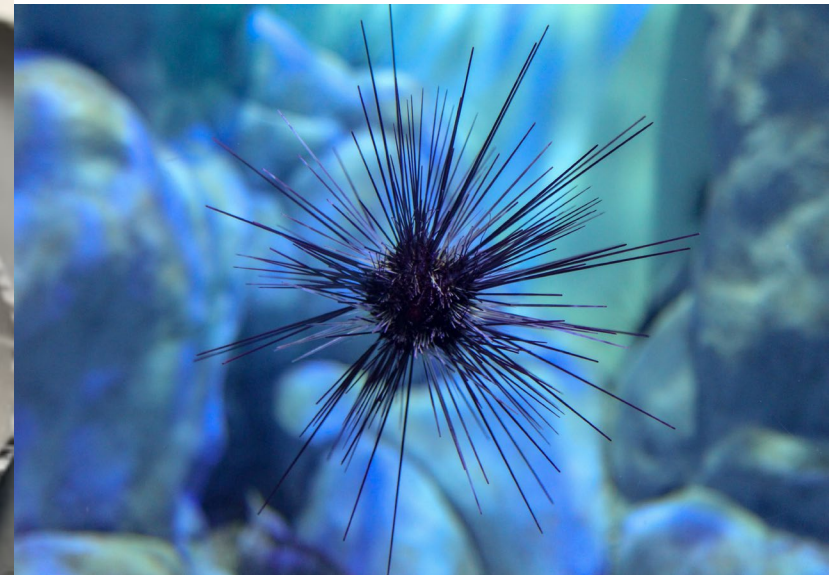## Over 5 favorable to 1 negative needed for best results

Warm Fuzzies

1. Team worked together well
2. Team problem-solved gap in documentation
3. Management provided additional resources
4. Early detractor became biggest supporter
5. Overall outcomes exceeded expectations

Cold Prickly

Future funding pending; sources identified

COLLABORATIONS

Use of Improvisation in Project Management

Rule 1: Agree and SAY YES (at least start with an open mind).

Rule 2: YES and ALWAYS consider your partner.

Rule 3: MAKE STATEMENTS - Don't ask questions all the time. Be part of the solutions.

Rule 4: There are NO MISTAKES - Only opportunities to make a difference.

Tips:

- Ask Good Questions
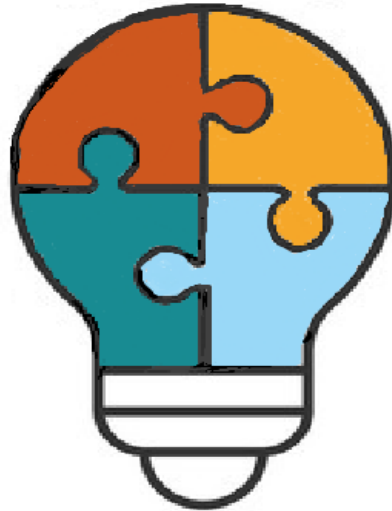- Learn to love the bomb
- "Failure bow"

Benefits of Collaborations Across Systems

Achieve Mutual Objectives

- Leadership required
- Health IT solutions
- Cost savings on a societal level

Requires Ongoing Support

- Training, technical assistance
- Guidance, supervision
- Collaborators

Improve Health Outcomes

- Vulnerable populations
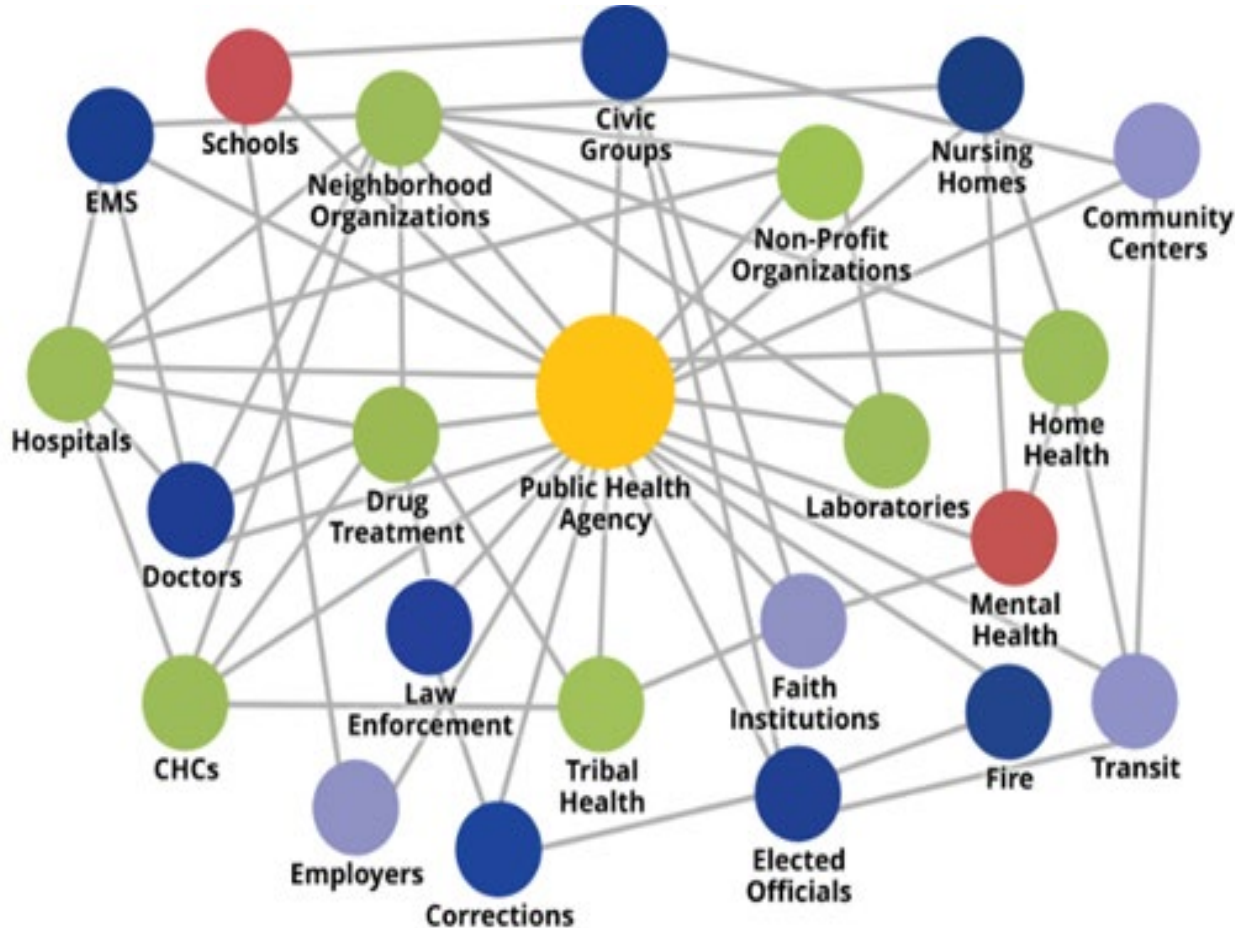- Reduce housing instability
- Address mental health and SUD

Education & Awareness

- Overdose prevention
- Peer leadership
- Community outreach / media

COLLABORATION IS ESSENTIAL

Ten Essential Public Health Services

1. Assess and monitor population health status, factors that influence health, and community needs and assets
2. Investigate, diagnose, and address health problems and hazards affecting the population
3. Communicate effectively to inform and educate people about health, factors that influence it, and how to improve it
4. Strengthen, support, and mobilize communities and partnerships to improve health
5. Create, champion, and implement policies, plans, and laws that impact health
6. Utilize legal and regulatory actions designed to improve and protect the public's health
7. Assure an effective system that enables equitable access to the individual services and care needed to be healthy
8. Build and support a diverse and skilled public health workforce
9. Improve and innovate public health functions through ongoing evaluation, research, and continuous quality improvement
10. Build and maintain a strong organizational infrastructure for public health

https://www.cdc.gov/publichealthgateway/publichealthservices/essentialhealthservices.html

Plan! Do! Check! Adjust!

Adjust

- What needs to change in the plan?
- Did you / will you have the tools / resources needed to take planned next steps?
- Were planned actions reasonable?
- What steps were omitted from plan?

Check

- Document actions taken and any deviations from plan
- Document unplanned actions taken, why they were needed? why were they omitted? (unknowns)
- Consider Start and end times as well as sequencing.

Plan

- Determine key actions to be taken in the planning stage
- Use Logic Model as basis for planning
- Reflect Goals & Objectives
- Include key collaborators update based on actions taken and findings
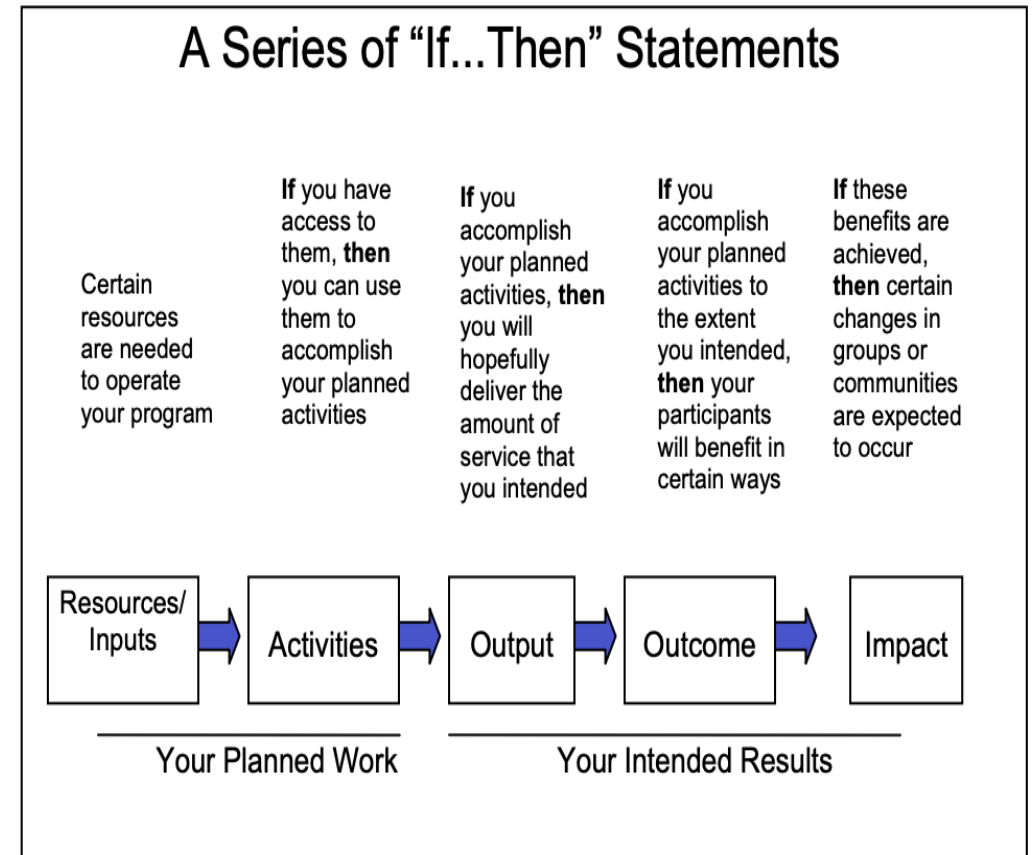
Do

- Key actions performed in the do stage.
- Consider timeframes and benchmarking
- Use Logic Model to stage each step so you have the tools you need to take the right next Step

LOGIC MODEL

"If/then" statements can help you identify and connect activities and anticipated outcomes.

Example: **"If** we have program funding and participating clinics, we can inform our clinic partners of the need to implement clinical practice guidelines and sponsor training for clinic teams on the chronic care model, which will **then** increase the number of clinic teams who are aware of clinical practice guidelines and who implement the chronic care model.

A Series of "If...Then" Statements

Certain resources are needed to operate your program

If you have access to them, **then** you can use them to accomplish your planned activities

If you accomplish your planned activities, **then** you will hopefully deliver the amount of service that you intended

If you accomplish your planned activities to the extent you intended, **then** your participants will benefit in certain ways

If these benefits are achieved, **then** certain changes in groups or communities are expected to occur

Resources/Inputs → Activities → Output → Outcome → Impact
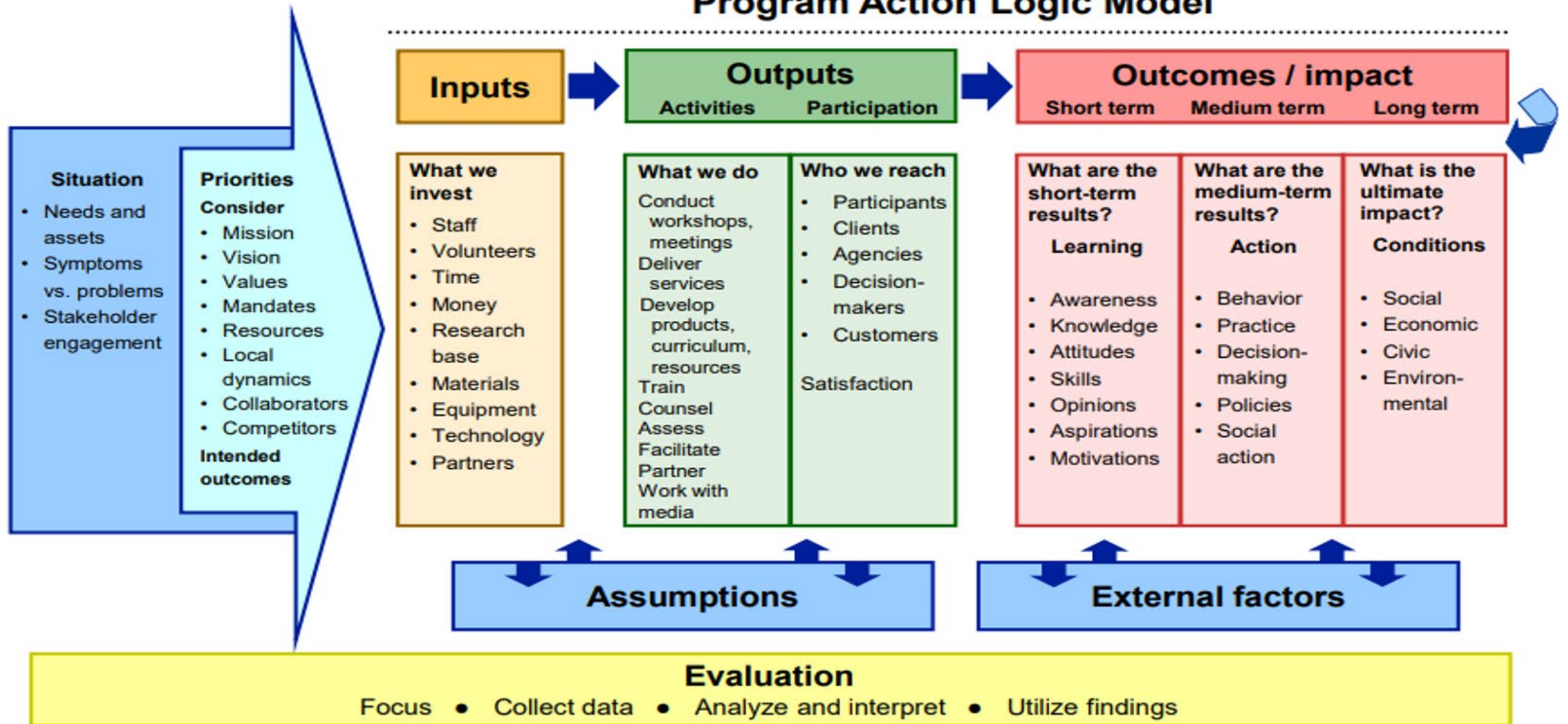
Your Planned Work   Your Intended Results

PROGRAM DEVELOPMENT
PLANNING • IMPLEMENTATION • EVALUATION

fyi.extension.wisc.edu/programdevelopment

Program Action Logic Model

	Inputs	Outputs		Outcomes / impact		
		Activities	Participation	Short term	Medium term	Long term

Situation
- Needs and assets
- Symptoms vs. problems
- Stakeholder engagement

Priorities

Consider
- Mission
- Vision
- Values
- Mandates
- Resources
- Local dynamics
- Collaborators
- Competitors

Intended outcomes

What we invest
- Staff
- Volunteers
- Time
- Money
- Research base
- Materials
- Equipment
- Technology
- Partners

What we do
Conduct workshops, meetings
Deliver services
Develop products, curriculum, resources
Train
Counsel
Assess
Facilitate
Partner
Work with media

Who we reach
- Participants
- Clients
- Agencies
- Decision-makers
- Customers

Satisfaction

What are the short-term results?

Learning

- Awareness
- Knowledge
- Attitudes
- Skills
- Opinions
- Aspirations
- Motivations

What are the medium-term results?

Action

- Behavior
- Practice
- Decision-making
- Policies
- Social action

What is the ultimate impact?

Conditions

- Social
- Economic
- Civic
- Environmental

Assumptions

External factors

Evaluation
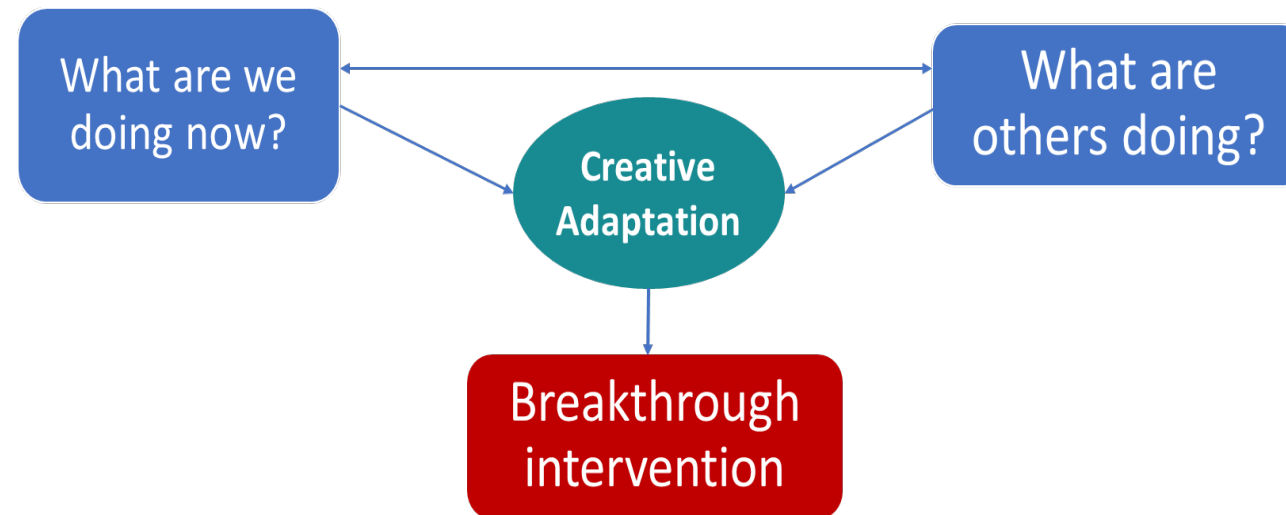Focus • Collect data • Analyze and interpret • Utilize findings

Fillable **Logic Model Table Template for Word** can be downloaded from:
https://fyi.extension.wisc.edu/programdevelopment/files/2020/05/LogicModel2020-graphic-2.pdf

BENCHMARKING

- **An approach to quality management (TQM): Continuous Process of comparing:**

- What your organization is doing to other similar organizations

- What your organization is doing compared to itself now and in the past

- How can what others are doing and what we have done in the past inform next steps for your work and for the field

What are we doing now? → Creative Adaptation ← What are others doing?

Creative Adaptation → Breakthrough intervention

BENCHMARKING OUTCOMES

Process

1. Consider what to benchmark
2. Understand current landscape
3. Plan based on best practices
4. Study and analyze results
5. Learn from data
6. Use findings to arrive at right fit creative adaptation

Document Outcomes

Cultural Change: Gain buy-in to set realistic, rigorous new performance targets

Performance Improvement: Identify specific gaps and identify objectives and action plan for improve at all levels

Workforce development: Identifying gaps and provide training and supports for problem solving and process improvement

Consider ➜ Understand ➜ Plan ➜ Study ➜ Learn ➜ Use

SINCE CHANGE IS CERTAIN, PLAN FOR IT!

Type of Change	Travel Planning Example	Results
Leadership:	Travel Agent Retires	Saved on the Commission
Organizational:	Flights Cancelled	Rebook later at lower rate – keep a contingency schedule for each stop
Funding:	Tax Bill higher than expected	Cancel group trip and have a Staycation
Staffing:	Travelers cancel; volume discounts at risk	Invite Others to Join – more came and discounts were greater
Assumptions:	Tulips bloomed last week	Memory to last a lifetime – and ice cream at Hershey Park

RESULTS: A BETTER PLAN…

Plan	Actual
NYC CHS Direct Service	Housing & Employment Consortia
1 NYC jail and 3 community sites	All CHS Staff & Partners in NYC & PR
Cultural Responsiveness Training Curricula	Cultural Responsiveness Training, Curricula, CDC CE accredited webinar
Train dozens	Trained hundreds
Linkages from one jail to Bronx partners	Linkages from all jails to Citywide & PR partners

SMALL GROUP ACTIVITY

Code: **IHIP425**

- Consider possible detours – Make back-up plans part of the plan before you go
- Discuss key considerations for contingency planning around the five sectors: Leadership, Organizational, Funding, Staffing and Assumptions
  - *Who needs to know and when?*

RETURN TO THE FULL SESSION FOR WRAP UP

SMALL GROUP ACTIVITY POLL

Go to: https://e2polls.com/Index.cfm?t=ihip425

Join with Access Code: IHIP425

1. Thinking about your planned or potential projects, discuss and record potential back up / contingency plans you might have in place for each of the five areas: Leadership, Organizational, Funding, Staffing, Assumptions.

2. Complete the worksheet on Google Docs considering Logic Model components.

3. Report out about the process you and your group used to troubleshoot -- before there's trouble.

TIMING MATTERS

Gain Buy in and Document Change

- Reach out to your Project Officer as soon as a need for change is identified

- Involve your leadership and administrative team – more work for them!

- Prepare and received approval of the change and the budget modification BEFORE spending.

- Recognize the administrative burdens and acknowledge your team

- Changes within a line item may not require modification; keep team apprised

Timing Matters!

+ Facilitators: Quarterly budget review; no cost extension

- Barrier: Fiscal requirements (ie journal entries and split funding)

TIP: If you don't ask, the answer is the same as "NO!"

OUTPUTS

Intervention *(align with logic model)*

Number of trainings

Type of trainings

Number of staff trained

Number of intervention sessions (dosage)

Number of participants served and demographics (i.e., number recruited; number enrolled; number retained; demographics of enrolled clients)

Travel Plan *(align with itinerary)*

Number of stops

Places to go, things to see

Number of travelers

Number of destinations per location (dosage)

Number destinations, number and demographic of participants engaged by event and location

ENHANCEMENTS / EXPANSIONS

Evidence-based outcomes led to community integrated correctional health

Interventions:

- HIV / Prevention
- Substance use disorders including MOUD
- Geriatric & Complex Care
- Chronic and communicable disease
- HCV screening, treatment and linkages
- Visitor Outreach & Education
- Young Adult Initiatives
- Housing & Employment Services
- Alternatives to Incarceration
- Leveraging networks of care + collaborations
- SPNS Latino Cultural Appropriateness Curricula

Locations:

From Hampden County MA

- 10 SPNS CHLI sites
- COCHS sites
- Transitions Clinic Network

From NYC CHS to

- Puerto Rico
- Camden, Raleigh & LVNC
- 14 Housing & Employment sites

ACOJA
CONSULTING
OPENING DOORS, MAKING A DIFFERENCE

Table 1. Guide to Select Health Resources Service Administration Special Projects of National Significance Projects

	Project	Source	Resource Type	Audiences	Topic Areas	Website
ENHANCING LINKAGES INITIATIVE	Enhancing Linkages to HIV Primary Care and Services in Jail Settings Initiative (September 2007 to August 2012)	Target HIV: IHIP (Integrating HIV Innovative Practices) Correctional Health Linkage Interventions (9/1/2013)	Various	• Public health agencies • Social Service programs • Residential homes • Community Health clinics • Social service programs • Correctional facilities	• Service Models • Collaboration • Integrated Care Management • Incarcerated populations	https://targethiv.org/ihip/jail-linkage
	Transitional Care Coordination – NYC: Jail Linkages Initiative original evaluation study conducted in NYC between April 2008 and May 2011	Centers for Disease Control and Prevention Compendium of Evidence-Informed Structural Interventions (1/27/2022)	Program Description		• Case management • Linkage to care • Patient navigation • Transitional care services	https://www.cdc.gov/hiv/pdf/research/interventionresearch/compendium/si/cdc-hiv-Transitional_Care_Coord_New_York_SI_EI.pdf
	Dissemination of Evidence-Informed Interventions (Sept. 2015 to August 2020)	Target HIV Library: Transitional Care Coordination from Jail Intake to Community HIV Primary Care	Curricula Training Materials Webinars		• HIV Care Continuum • Case Management • Stigma/Legal	https://targethiv.org/library/dissemination-evidence-informed-interventions-resources
LATINO INITIATIVE	Culturally Appropriate Interventions of Outreach, Access and Retention among Latino/a Populations (Latino Initiative) (September 2013 to August 2018)	Target HIV Library: Culturally Appropriate Interventions of Outreach, Access and Retention among Latino/a Populations	Manual: "Warm Transitions" for Puerto Ricans after Incarceration	• Social Service programs • Health clinics • Public health agencies • Correctional facilities • Community-based organizations	• Latino cultural awareness • Culturally-sensitive HIV care • Healthcare Utilization • HIV and Incarceration • Transnationalism • Shared Decision Making	https://targethiv.org/library/spns-latino-access-initiative
	Enhancing linkage and retention to HIV primary care - including a transnational case study for Puerto Ricans	Health & Housing Consortium: Continuing Education (7/15/2018 - 7/15/2020)	Webinar Series			https://healthandhousingconsortium.org/cewebinarseries.html/
WORKFORCE INITIATIVE	Systems-level Workforce Capacity Building for Integrating HIV Primary Care in Community Health Settings	Target HIV: Workforce Capacity Initiative Demonstration Site presentation	Webinar	• HIV Service Organizations • Health clinics • Public Health Agencies • Correctional facilities • Housing & Employment service organizations	• Designing PTMs • Build effective teams • HIV primary care training	https://targethiv.org/ihip/webinar-workforce-capacity
	Workforce Initiative Pay it Forward: Replicating the NYC SPNS Jail Linkages Model in Puerto Rico	Target HIV Library: Tapping into Novel Resources to Expand Workforce Capacity (7/17/2019)	Webinar		• Strategic partnerships • Interdisciplinary approaches • Cultural responsiveness	https://targethiv.org/ihip/webinar-tapping-into-novel-resources
	Transitional Care Coordination - Puerto Rico: SPNS Workforce Initiative evaluation study conducted in Puerto Rico (November 2015 - July 2018)	CDC Compendium of Evidence-Informed Structural Interventions	Program Description		• Case management • Discharge plan development • Linkage to care • Transitional care services	https://www.cdc.gov/hiv/pdf/research/interventionresearch/compendium/si/cdc-hiv-Transitional_Care_Coord_Puerto_Rico_SI_EI.pdf
TRANS WOMEN OF COLOR INITIATIVE	Enhancing Engagement and Retention in Quality HIV Care for Transgender Women of Color	Ryan White Program: Previous SPNS Initiatives	Program Description	Organizations serving: • People with HIV and Trans Women of Color	• Disparities in HIV Care • Fear of discrimination • Access to HIV Primary Care • Trans women • Interdisciplinary Teams • Cultural Competency	https://ryanwhite.hrsa.gov/about/parts-and-initiatives/part-f-spns/previous-spns-initiatives/spns-initiative-enhancing-engagement-retention-quality-hiv-care-transgender-women
	Transgender Women of Color Initiative: Intervention Manuals	Target HIV Library: SPNS Transgender Women of Color Initiative Intervention Manuals	Reports and Best Practices			https://targethiv.org/library/spns-transgender-women-color-initiative-manual

https://www.liebertpub.com/doi/full/10.1089/jchc.21.11.0124

OUTCOMES

Intervention (align with logic model)

Related to goals and objectives

Related to relevant HIV care continuum stage(s), including number of clients linked to care, retained in care, and virally suppressed

Short term, intermediate and long-term compared to logic model

Related to policy/systems change

Related to sustainability planning

Level of integration of SPNS model into organization's system of care

Travel Experience (align with itinerary)

Related to planned itinerary

Experiences by location, sites, activities

Consider during, immediately after, long term

By locations and destinations

Impact on travelers by event and location

Likelihood of sustained change

Likelihood of future use of travel agency

SUSTAINABLE OUTCOME OF COLLABORATIONS

https://nrg.e-compass.com/pr/

SUSTAINING INTERVENTIONS

By experiencing a shared journey, with twists and turns along the way, adaptations and alternatives become part of the durable Implementation Manuals, expanding and enhancing the intervention and its reach.

SESSION 3: KEY TAKE AWAYS

- Anticipate and plan for change

- Be adaptable and look for new approaches

- Share ALL the lessons learned

- Manage by data to show results that matter

- Collaborations are key to sustainability

ALWAYS REMEMBER…

"I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

— **Maya Angelou**

SESSION 4: YOU'VE ARRIVED!

CREATING YOUR TRAVEL LOG

- Share Your Highlights and Lessons Learned.
    - Discuss and define lessons learned for future implementers and discussing tools and tips on identifying and presenting key highlights from your intervention.
- Final observations about the intervention process, documentation, and adaptation (consider the final quarter).
- Review *Dissemination Activities, Attachments (Intervention Products/Materials)* of Intervention Manual.

PLEASE JOIN US: MAY 23RD 12-1:30P ET

REFERENCES, RESOURCES + TOOLS

IHIP Tools & Resources

Implementation Manual Template and Instructions:
https://targethiv.org/library/ihip-spns-implementation-manual-template-and-instructions

Tools + Tips Handbook: Cruzado-Quinones, J., Jordan, A. O., & Cagey, R. (2016) Tools + Tips for Providing Transitional Care Coordination: Handbook
https://targethiv.org/ihip/tools-tips-providing-transitional-care-coordination

SPNS Care and Treatment Interventions (CATIs) Curriculum: https://targethiv.org/deii/deii-resources

References & Additional Resources

Logic Model: https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/logic-model-development/main

Collaborations: Jordan AO, Lincoln T, Miles JJ Public Health is Correctional Health is Community Health: Collaboration is Essential, Public Health Behind Bars, Greifinger, 2ed Springer Nature 2022
https://link.springer.com/chapter/10.1007/978-1-0716-1807-3_33

References & Additional Resources

Leveraging Past Initiatives:

Cruzado-Quinones J, Cagey Huibregtse R, Jordan AO (2023) Transnational Trans Women Inspires and Informs Evidence-Informed Interventions Journal of Correctional Health Care, pre-publication Liebert publishers.
Correction & Community Connections: Collaboration is Essential **www.acojaconsulting.com/commcollab**

Jordan AO, Lincoln T, Miles JJ Public Health is Correctional Health is Community Health: Collaboration is Essential, Public Health Behind Bars, Greifinger, 2ed Springer Nature 2022
https://link.springer.com/chapter/10.1007/978-1-0716-1807-3_33

Project Management:
The Ideal Praise to Criticism Ratio: **https://hbr.org/2013/03/the-ideal-praise-to-criticism**
Improvisation: **https://kicp-workshops.uchicago.edu/eo2014/pdf/Tina-Feys-rules-of-improv.pdf**
Logic Models: **https://www.cdc.gov/dhdsp/docs/logic_model.pdf**
Trauma Informed Care: **https://www.cdc.gov/cpr/infographics/6_principles_trauma_info.htm**

Contact Us

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