

RTI International

Staff Facilitation Guide

Preparing staff to offer the iMPRoVE Tool

February 2024

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Overview

Time: 1 - 2 hours

Materials:

- Accompanying PowerPoint
- Print copies of the iMPRoVE Staff Administration Guide (one per staff)
- Print copies of the iMPRoVE Victim/Survivor Survey Handout (at least one per staff)

Purpose:

To prepare staff to administer the iMPRoVE survey effectively.

Preparation:





- Understand your role: to expect, support, and reward the administration of the iMPRoVE Tool. Use the table below to reflect on ways you can accomplish each of these.

Expect	Support	Reward
<i>Send an email blast announcing the change.</i>	<i>Provide offices hours to answer questions and concerns.</i>	<i>Purchase staff lunch after the first 50 surveys are complete.</i>

- To prepare your staff to help administer iMPRoVE, you should first think about which staff would be the best fit to explain and assist survivors with the iMPRoVE tool. It may be best to have a person who is known and trusted by the individual introduce the survey. However, you should consider having someone else available to help the individual with difficulties or in case the participant is more comfortable asking for support from someone who did not directly provide them services.
- Next, schedule a training time based on staff availability. Consider using an app like Doodle Poll or When2Meet to find the best time. You can also dedicate a staff meeting to the session. If you would like to complete the full session, which is 2 hours, consider breaking it up over two sessions. Ending right after the motivating for change activity is a good stopping point.
- Review the accompanying facilitation guide and prepare the PowerPoint slides by tailoring language and activities to meet your needs. Pay special attention to the notes' sections as they provide guidance on talking points and activities. To view the notes section go to View → Normal. The notes are underneath the slides. You will see

an Asterix where slides need to be updated. These slides include 3, 6, 14, 16, 17, 18, and 20.

- Select the best fit module for your program. For additional information on selecting the best fit module visit www.improve-tool.org. Then decide if you want to select your optional outcome measures and/or create a data collection strategy with or without your staff's input. Some things to consider are:
 - Staff Availability (i.e., do they have time to help with this?)
 - Deadlines (i.e., do you have enough time to choose the optional outcomes together or co-create a data collection strategy?)
 - Feasibility (i.e., staff involvement may increase feasibility of the survey and data collection strategy)
 - Buy-in (i.e., the more staff are involved in the planning process, the more likely they are to buy-in to this change)
- If you choose to involve staff in these planning activities, decide if you want to do this before or during the session.
- If you choose not to involve your staff in these planning activities, tailor the slides to best meet your needs.

Facilitator's Guide Icon Key			
Present	Say	Ask	Document
			

Training components

Training Component	Suggested Length of Time
Icebreaker	5 – 10 minutes
iMPRoVE Overview	15 – 30 minutes
Motivating for Change Activity	10 minutes
Offering the Tool to Persons Receiving Services	10 minutes
Offering the Tool Practice	10 minutes
Data Collection Strategy	15 – 30 minutes
Workflow Mapping Activity	2 – 25 minutes
Questions	5 – 10 minutes

Icebreaker

5-10 minutes

Update this slide before presenting



Spend a few minutes before getting started on an icebreaker. Even for groups that are familiar with each other, icebreakers serve as a time to settle into the present moment and reorient to a new activity. Use the icebreaker offered in the PowerPoint slide or come up with a new one.

iMPRoVE Overview

15-30 minutes



Present the information on Slides 4-8 regarding the following topics and activities:

- Measure types
- iMPRoVE tool design features
- Selected module and measures (Note: Be sure to update Slide 6 with your selected module and optional measures). Some activity ideas include:
 - Prior to finalizing the tool, use the print feature within iMPRoVE to download a copy of the questions to talk over with your staff and get their input on the optional measures that you have selected. We relate to the temptation to want to wordsmith the questions, but it will be important to remind your staff that the wording cannot be changed at this time. However, they can provide wording suggestions via the [Contact Us](#) page of the platform.
 - Enter selected module and review with staff. Have each person read a measure and talk about how it might fit in with the goals.
- Understanding the purpose of the iMPRoVE Tool
- Understanding staff's role

Motivating for Change Activity

10 minutes



In this exercise, the facilitator guides the implementation team to think about a past change effort including what made it easy and hard. This allows them to think through the barriers to implementing so that they might be prepared to make future change. Lead staff through a Past Implementation Effort (PIE) Exercise by following these steps.

1. *Exit out of presenter mode to have editable access to the slide.*



2. *Say:* “Many of you have heard of Motivational Interviewing, which is a practice used for eliciting behavior change. We can apply some of the tools and principles to organizational change, such as implementing the iMPRoVE tool. One tool that was adapted from Motivational Interviewing is the Past Implementation Effort. It is used to evoke key drivers of change so that we can learn from our experiences.”



3. *Ask:* Can you tell me about a past implementation effort? This could be something simple like changing how we conduct our staff meetings.

4. *To elicit more thorough responses, ask:* Can you tell me about the who, what, why, where, when, and how?



5. *Type responses in the brief description box.*



6. *Ask:* Was it unsuccessful, mixed, or successful?



7. *Move the red box over their response (i.e., unsuccessful, mixed, or successful).*



8. *Ask:*

- What made it work/successful?
- What made it not work/less successful?
- What strategies did you use to make change? (e.g., monthly meetings to review progress, engaging leadership, etc.)



9. *Type responses in the notes box. Summarize key points and drivers of success. Discuss how these strategies can be used to support implementing iMPRoVE.*

Offering the Tool to Persons Receiving Services

10 minutes



Present the information on Slides 10-13 regarding the following topics and activities:

- How to communicate with victims and survivors about the survey. Remember, we want to avoid using the name “iMPRoVE” when talking to victims and survivors - we do not want them to think that they need to improve in anyway.
- Instructional video
- iMPRoVE survey preview: <https://tinyurl.com/ABC-Services-Survey>

Offering the Tool Practice

10 minutes

Update this slide's notes before presenting



It is important to spend time practicing an activity to build confidence. First, however, you will want to model how to do it.



Start by saying: "Let me model how I would share about iMPRoVE with a victim/survivor."

- We have a brief survey about the services you received that we are hoping you will complete.
- Your name will not be connected to the survey and you will not be identified in any way.
- This is completely voluntary, but we hope you will complete it because it will help us better serve and support other victim/survivors in the future.
- Would you like to take the survey?



Then, follow up with some practice time. Here are some activity ideas:

- Provide the iMPRoVE Staff Administration Guide and the iMPRoVE Victim/Survivor Survey Handout and read materials together.
- Ask everyone to pair up to practice offering the tool. Use breakout rooms if on Zoom.
- Ask for volunteers to demonstrate offering the tool.

Offer positive reinforcement. You may use the 2-1 rule (i.e., first, offer two things the participant did well, then, offer one thing they may want to consider for improvement).

Data Collection Strategy

15-30 minutes

Update slides before presenting



Option 1: Develop data collection strategy before presentation. If you decide to develop the data collection strategy prior to the session, tailor slides 16-18 and share the following with staff:

- **Who** will be asked to complete the iMPRoVE surveys. Remember, the self-completion version is recommended for anyone age 16 or older who can answer questions on their own behalf. Proxy surveys should always be used for anyone 12 years of age or younger. Whether agencies choose to have young people between the ages of 13-15 self-complete the survey is up to their discretion.
- **When** they will complete it.
 - **Those with Short-Term Program Engagement: Quality Only Survey.** For a victim/survivor to be categorized as having “short term program engagement” they should receive at least some of your program’s core services. The definition for short-term engagement starts with identifying how much time a typical victim/survivor spends in the program or how much assistance a typical victim or survivor needs to achieve core service outcomes. If a victim or survivor did not engage in enough of the core services to achieve at least some of the intended outcomes, they may be categorized as having short-term contact.
 - **Those with Substantial Completion of Services: Full Survey.** Substantial completion means they have received enough services to reasonably expect a change in survivors’ lives based on your program’s intended outcomes. There are multiple ways your program may define substantial completion. It can be based on timing (e.g., at 2-months, 6-months) or based on a service milestone (e.g., completes a certain number of sessions; reaches certain milestones in their case). In either case, it should be defined based on when your program can reasonably expect victims/survivors to experience the intended impact/outcomes from the core services. Typically, this is after they have received most or all core services. It is important to collect iMPRoVE measures after victims/survivors have been exposed to most or all core services but before they stop participating in the program.
- And **how** staff will collect iMPRoVE measures and document refusals. This includes where they will complete, with what format (i.e., in-person online, by email or text link, paper version), and what materials (e.g., tablet, private space, etc.)

At a minimum, you may want to get feedback on the strategies you have selected.



Option 2: Co-develop data collection strategy. If you decide to co-develop the data collection strategy. Complete the following with your staff:

- Explore how you will identify proxy respondents and whether individuals aged 13-15 will complete the self-completion version or use a proxy respondent.
- Define “short-term program engagement” and “substantial completion of services” to decide when someone will receive the Quality Only Survey or the Full Survey.
- Decide when and where are best to offer the survey.
- Pick a method or app for tracking refusals.

Take the following script and tailor it to meet your needs.

We already covered WHAT we will ask in the tool. So now we need to focus on our data collection strategy that centers on:

- **Who** will be asked to complete the iMPRoVE survey.
- **When** we will offer the quality only vs. the full survey.
- And **how** we will collect iMPRoVE measures and document refusals.

WHO:

We will administer the self-completion version to anyone age 16 or older who can answer question on their own behalf. We will administer a proxy survey to anyone age 12 or younger. [TYPE HOW PROXY RESPONDENTS WILL BE IDENTIFIED OR WRITE PROMPT TO DISCUSS].

For people between the ages of 13-15 we will [TYPE HOW THESE RESPONDENTS WILL COMPLETE THE SURVEY OR WRITE PROMPT TO DISCUSS].

WHEN:

It will be important to offer the tool at the appropriate time so we get the best possible information. For example, if someone asks you if you liked a movie, but you’ve only seen the trailer of the movie – you wouldn’t really be able to answer that question. And if someone asked you if you liked a movie, but you saw the movie 10 years ago, you might not be able to answer that question or recall as many details about the movie and how you felt about it. The same goes for collecting outcome data for programs – it’s important to identify the right time to ask someone about their experience.

We want victim/survivors to complete iMPRoVE *after* they have been exposed to most or all core services, but *before* they stop participating in the program. For participants who only receive short-term program engagement, we will administer the quality only survey. For participants who receive substantial completion of services, we will administer the full survey.

[TYPE PROGRAM DEFINITION OF SHORT-PROGRAM ENGAGEMENT AND SUBSTANTIAL COMPLETION OF SERVICES OR WRITE PROMPT TO DISCUSS].

HOW:

We will administer the iMPRoVE tool in a way that works best for us and the survivors [TYPE WHAT FORMAT WILL BE USED (IN-PERSON ONLINE, BY EMAIL OR TEXT LINK, PAPER VERSION), WHAT LOCATION, AND WITH WHAT MATERIALS OR WRITE A PROMPT TO DISCUSS]

We will collect basic information about how many victims/survivors were eligible to take the survey, how many were offered the opportunity to complete the survey, and the number of known refusals. For participants who refuse the survey, we will enter their demographic information into the demographic information only survey. [TYPE HOW REFUSALS WILL BE TRACKED OR WRITE A PROMPT TO DISCUSS]

Finally, the following table may be helpful on defining “substantial completion of services” regardless if you do so with or without staff input. For most program, substantial completion of services will simply be just before the last service interaction.

Substantial Completion of Services Definition	Program Examples
Program provides core services in one or two interactions with victim/survivor/victim.	<ul style="list-style-type: none">• Crisis Response Team in law enforcement agency• Forensic Medical Exam program in a hospital or sexual assault center
Most of the program’s core services are provided to victim/survivors early, with follow-up/intermittent services.	<ul style="list-style-type: none">• Programs based in DA offices• Victim/Witness Assistance Programs• Visa petitions (while these may take a lot of time, obtaining the Visa may represent the end point)
Program’s core services have a defined starting and end point.	<ul style="list-style-type: none">• Intensive Case Management• Shelter-based programming and services• Counseling program offering a set number of sessions• Safety plan

Workflow Mapping Activity

2-15 minutes



When we can integrate change into our workflow, we are going to be more successful in carrying out a change as it will become habit. You can guide staff through a workflow mapping by deciding which step to take when.



First, fill in first and last steps. Then, start by working forward or backward from a starting step or ending step.



For example, you can say: “After a participant completes a ‘substantial completion of services’ – defined as having received three counseling sessions, what do we do next?” Continue like this until you reach the end goal. Alternatively, you can work backwards by saying “what do we need to do immediately before celebrating success of having gotten someone to complete the survey”?

Be sure to include these steps:

- Ask victims/survivors how they would like to complete the brief survey
- Provide victim/survivor with the survey link
- Track refusals (as needed)
- Manually enter tracked refusal demographic information

Potential steps could include:

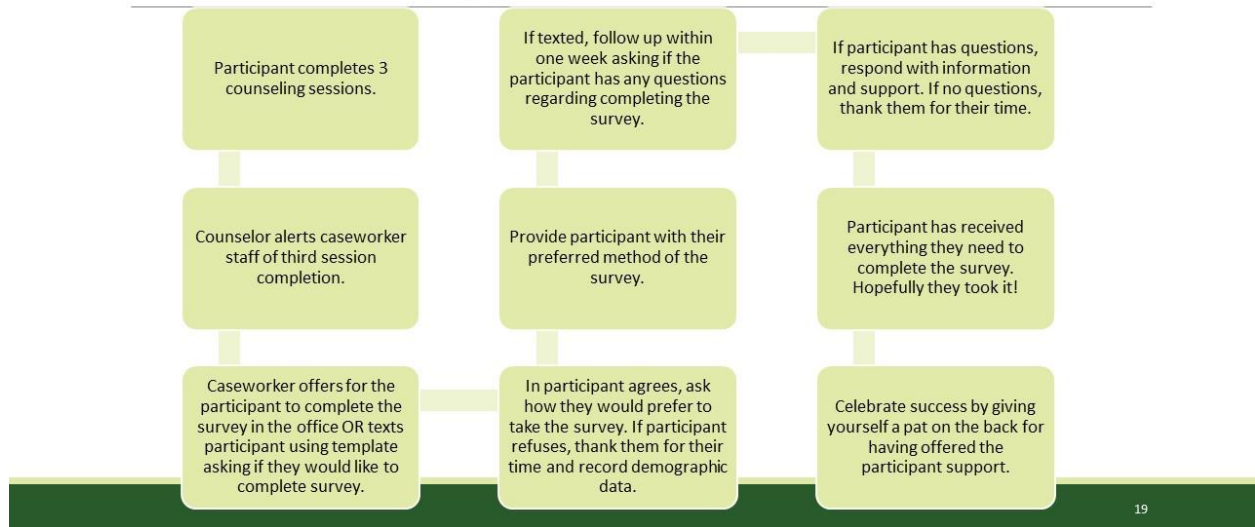
- Offering victim/survivor a tablet to complete survey
- Setting them up in a private space to complete the tool
- Offering them a beverage

Suggestions:

- Remove and add steps as necessary.
- Be sure each step is detailed enough to be replicable in the real world. For example, please note the difference between saying “track refusal” vs. “use the demographic only survey to add information about the refusal immediately after receiving the refusal. The demographic only survey will be used exclusively for this purpose.”
- Consider asking staff to think about connecting these steps to an existing workflow. For example, if it is in their practice to create calendar appointments for interactions with victims/survivors, consider adding reminders to the calendar appointment to offer the survey.
- If all steps have already been decided, walk through each step and elicit feedback.

Below is an example of what a workflow map could look like.

Workflow Mapping



Questions

5-10 minutes



Always be sure to leave time for questions. If there is not time during the session, it may be helpful to offer office hours.

Success Strategies

- Make sure to schedule training for when most staff can attend.
- Ask for staff feedback on module and optional outcome measure selection, data collection process, and workflow mapping. They may have suggestions that will improve the process and this will foster their buy-in and support.
- Allow staff an opportunity to practice administering an iMPRoVE survey for a mock “client.”
- Allow time for discussion, questions, and feedback during practice time.
- Follow-up with staff approximately 1-2 weeks after the initial training to have them demonstrate administering the survey and to address any follow-up questions.
- Plan for sustainability by integrating the iMPRoVE Tool training into onboarding, allocating space for clients to take the tool, and integrating it into the workflow.

Additional Resources

www.improve-tool.org

Under the Learn Tab

- Brief how-to guides and videos
- Live and recorded trainings
- User guide
- Overview of how to use iMPRoVE

Under the Get Help Tab

- Contact us with any issues or questions you may have
- You can also reach us at support@improvehelp.zendesk.com

Appendix: Adult Core Measures

Supportive Services or Community Advocacy	
Core Outcome	Core Quality
Increased knowledge of how to stay safe physically - The information I got from [NAME OF PROVIDER] has helped me plan for my safety.	Quality of referrals - [NAME OF PROVIDER] gave me information or referrals for outside help that matched my needs.
Increased knowledge of the rights of people impacted by crime or abuse - Because of [NAME OF PROVIDER], I know more about victims' rights.	Extent of needs identified - Staff at [NAME OF PROVIDER] took the time to make sure they understood my needs.
Increased understanding of civil legal options - Because of [NAME OF PROVIDER] I know more about my legal choices, such as filing a lawsuit or a protective order.	Felt supported - I felt supported by staff at [NAME OF PROVIDER].
Increased knowledge of sources of help in the community - I know more about people and places in my community that can help me with things like food, clothing, housing, utilities, or transportation.	Treated with respect - Staff at [NAME OF PROVIDER] treated me with respect.
Increased knowledge of ways to handle overwhelming emotions - [NAME OF PROVIDER] has helped me learn ways to handle my emotions when they feel overwhelming.	Accessibility of services - [NAME OF PROVIDER] made their services as easy as possible for me to use.
Increased ability to handle everyday challenges - I am better prepared to handle the challenges of everyday life because of [NAME OF PROVIDER].	Cultural competency - Staff were sensitive to aspects of my culture or identities that are important to me.
Improved sense of hope - I feel more hopeful about my future because of [NAME OF PROVIDER].	
Increased identification of social supports - I have people in my life who I can turn to for help or support.	

Crisis Intervention and Referral	
Core Outcome	Core Quality
Increased knowledge of how to stay safe physically - The information I got from [NAME OF PROVIDER] has helped me plan for my safety.	Quality of referrals - [NAME OF PROVIDER] gave me information or referrals for outside help that matched my needs.
Increased knowledge of the rights of people impacted by crime or abuse - Because of [NAME OF PROVIDER], I know more about victims' rights.	Extent of needs identified - Staff at [NAME OF PROVIDER] took the time to make sure they understood my needs.
Increased understanding of criminal justice processes - The information I got from [NAME OF PROVIDER] has helped me understand how the criminal justice system handles cases like mine.	Felt supported - I felt supported by staff at [NAME OF PROVIDER].
Increased understanding of civil legal options - Because of [NAME OF PROVIDER] I know more about my legal choices, such as filing a lawsuit or a protective order.	Treated with respect - Staff at [NAME OF PROVIDER] treated me with respect.
Increased knowledge of sources of help in the community - I know more about people and places in my community that can help me with things like food, clothing, housing, utilities, or transportation.	Accessibility of services - [NAME OF PROVIDER] made their services as easy as possible for me to use.
	Cultural competency - Staff were sensitive to aspects of my culture or identities that are important to me.

Legal/Justice System-Focused Assistance	
Core Outcome	Core Quality
Increased knowledge of how to stay safe physically - The information I got from [NAME OF PROVIDER] has helped me plan for my safety.	Quality of referrals - [NAME OF PROVIDER] gave me information or referrals for outside help that matched my needs.
Increased knowledge of the rights of people impacted by crime or abuse - Because of [NAME OF PROVIDER], I know more about victims' rights.	Extent of needs identified - Staff at [NAME OF PROVIDER] took the time to make sure they understood my needs.
Increased understanding of criminal justice processes - The information I got from [NAME OF PROVIDER] has helped me understand how the criminal justice system handles cases like mine.	Felt supported - I felt supported by staff at [NAME OF PROVIDER].
Increased understanding of civil legal options - Because of [NAME OF PROVIDER] I know more about my legal choices, such as filing a lawsuit or a protective order.	Treated with respect - Staff at [NAME OF PROVIDER] treated me with respect.
Increased knowledge of how to get compensation or restitution - Because of [NAME OF PROVIDER], I know about options for restitution or compensation to help with the financial costs of what happened to me.	Accessibility of services - [NAME OF PROVIDER] made their services as easy as possible for me to use.
	Cultural competency - Staff were sensitive to aspects of my culture or identities that are important to me.

Medical/Forensic Care and Coordination	
Core Outcome	Core Quality
Increased knowledge of the rights of people impacted by crime or abuse - Because of [NAME OF PROVIDER], I know more about victims' rights.	Quality of referrals - [NAME OF PROVIDER] gave me information or referrals for outside help that matched my needs.
Increased understanding of options for reporting to police - The information I got from [NAME OF PROVIDER] has helped me understand my choices for reporting to police.	Extent of needs identified - Staff at [NAME OF PROVIDER] took the time to make sure they understood my needs.
Increased knowledge of sources of help in the community - I know more about people and places in my community that can help me with things like food, clothing, housing, utilities, or transportation.	Felt supported - I felt supported by staff at [NAME OF PROVIDER].
Increased knowledge of ways to handle overwhelming emotions - [NAME OF PROVIDER] has helped me learn ways to handle my emotions when they feel overwhelming.	Treated with respect - Staff at [NAME OF PROVIDER] treated me with respect.
Increased knowledge of health-related sources of support - Because of [NAME OF PROVIDER], I know where to go to get help with health needs resulting from what happened to me.	Accessibility of services - [NAME OF PROVIDER] made their services as easy as possible for me to use.
Increased confidence in making healthcare decisions - Because of [NAME OF PROVIDER], I feel more confident making decisions about my healthcare.	Cultural competency - Staff were sensitive to aspects of my culture or identities that are important to me.

Mental Health-Focused Services	
Core Outcome	Core Quality
Increased knowledge of ways to handle overwhelming emotions - [NAME OF PROVIDER] has helped me learn ways to handle my emotions when they feel overwhelming.	Quality of referrals - [NAME OF PROVIDER] gave me information or referrals for outside help that matched my needs.
Increased ability to handle everyday challenges - I am better prepared to handle the challenges of everyday life because of [NAME OF PROVIDER].	Extent of needs identified - Staff at [NAME OF PROVIDER] took the time to make sure they understood my needs.
Improved sense of hope - I feel more hopeful about my future because of [NAME OF PROVIDER].	Felt supported - I felt supported by staff at [NAME OF PROVIDER].
Increased identification of social supports - I have people in my life who I can turn to for help or support.	Treated with respect - Staff at [NAME OF PROVIDER] treated me with respect.
	Accessibility of services - [NAME OF PROVIDER] made their services as easy as possible for me to use.
	Cultural competency - Staff were sensitive to aspects of my culture or identities that are important to me.

Underserved Population-Focused Services	
Core Outcome	Core Quality
Increased knowledge of how to stay safe physically - The information I got from [NAME OF PROVIDER] has helped me plan for my safety.	Quality of referrals - [NAME OF PROVIDER] gave me information or referrals for outside help that matched my needs.
Increased knowledge of sources of help in the community - I know more about people and places in my community that can help me with things like food, clothing, housing, utilities, or transportation.	Extent of needs identified - Staff at [NAME OF PROVIDER] took the time to make sure they understood my needs.
Increased knowledge of ways to handle overwhelming emotions - [NAME OF PROVIDER] has helped me learn ways to handle my emotions when they feel overwhelming.	Felt supported - I felt supported by staff at [NAME OF PROVIDER].
Increased ability to handle everyday challenges - I am better prepared to handle the challenges of everyday life because of [NAME OF PROVIDER].	Treated with respect - Staff at [NAME OF PROVIDER] treated me with respect.
Improved sense of hope - I feel more hopeful about my future because of [NAME OF PROVIDER].	Accessibility of services - [NAME OF PROVIDER] made their services as easy as possible for me to use.
Progress toward addressing physical health needs - [NAME OF PROVIDER] helped me with my physical health needs—such as medical exams, treating injuries, or physical therapy—because of what happened to me.	Felt accepted - I felt like I could be myself with staff at [NAME OF PROVIDER]
Increased identification of social supports - I have people in my life who I can turn to for help or support.	Cultural competency - Staff were sensitive to aspects of my culture or identities that are important to me.
Increased acknowledgment of impacts of inequality - [NAME OF PROVIDER] has helped me deal with the ways bias or discrimination affects my healing.	Understanding impacts of inequality - Staff at [NAME OF PROVIDER] were sensitive to how bias or discrimination I experienced in the past affect me.
Increased knowledge of conflict resolution without self-risk - [NAME OF PROVIDER] has helped me understand how to handle conflicts without putting myself in harm's way.	