

**ATTACHMENT A**

**DISCUSSION GUIDES FOR STAKEHOLDER INTERVIEWS**

## **SOAR EVALUATION STATE OR LOCAL TEAM LEAD INTERVIEW GUIDE**

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- Notify respondents that the interview will last approximately 60 minutes
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## **A. Early Stakeholder Involvement**

### **1. Applying for SOAR**

- Decision to apply
- Participants in the application process
- How state formulated approach described in the application
- Leading agencies or individuals and how they became leaders

- Financial considerations
  - Financial motivations to apply, if any
  - Plans to dedicate existing or new resources to SOAR
- Process for identifying pilot site(s)
  - Relevant previous initiatives in pilot site(s), if any

## **2. Strategic planning forum**

- Strategic planning in advance of forum, if any
- Recruitment process and role of PRA in recruitment
- Forum participants
- Missing agencies or individuals (e.g. medical providers)
  - Factors preventing their involvement
  - Later involvement, if any
- Discussions of what participants' responsibilities to SOAR would be
- Resulting action plan and person(s) responsible for implementing different components
  - Changed views of SSI/SSDI application process    Changed perspective on the components and complexity of this process
  - Changed opinion on the importance of obtaining SSI/SSDI for clients
- Stakeholders' levels of commitment to SOAR before and after the forum
- Stakeholders' perceptions of their SOAR-related responsibilities before and after the forum
- Perceptions of the strengths and weaknesses of the forum

## **3. Ongoing strategic planning**

- Formal or informal strategic planning sessions after the forum
- Strategies, if any, for implementing portions of the strategic plan
- Recruiting additional partners
- New actions resulting from SOAR (e.g., assignment of a specific DDS office or staff person to SOAR)
- New relationships resulting from SOAR (e.g., linkages with hospitals or treatment facilities)
- Process for deciding whether to expand SOAR after pilot rollout

- Process for identifying expansion sites
- Previous initiatives in expansion sites, if any
- Expansion process
- Expansion results
- Extent to which pilot experience informed expansion strategy

## **B. Current Stakeholder Involvement and Communication**

### **1. Respondent's participation in SOAR**

- Respondent's role in the SOAR initiative
  - Facilitate communication
  - Troubleshoot problems
  - Identify potential resources
- How respondent's actual role compares to his or her initial expectations
- Percentage of time respondent spends on SOAR
- Degree to which respondent's supervisor and other agency leaders support his or her participation in SOAR
  - Percentage of time respondent's supervisor expects him or her to spend on SOAR
- Extent to which respondent's organization commits resources (e.g., other staff members' time) to SOAR

### **2. Current Stakeholders**

- Agencies involved in SOAR
  - SSA Offices (state/local)
  - DDS Offices (state/local)
  - Local lead(s)
  - Housing and other public assistance agencies (state/local)
  - Public and private health systems (state/local)
  - Homeless service providers
  - Community mental health providers
  - State mental health agency
  - Correctional agencies/facilities (state/local)

- Collaborations established with Continuum of Care, PATH, Health Care for the Homeless programs, HOPE and Department of Veterans' Affairs
- Role of each agency in implementing SOAR
- Other partners that provide official or unofficial leadership
- Factors that facilitate or impede implementation
  - Extent to which each agency's leaders support SOAR
  - Extent to which SOAR responsibilities are congruent with existing staff responsibilities
  - Organizations that have refined organizational priorities and/or job descriptions because of SOAR, if any
  - Effect of turnover on agencies' participation in SOAR
- Reasons agencies remain involved in SOAR
- Reasons some agencies have stopped contributing to SOAR or reduced the extent of their involvement

### **3. State Lead's Communication with Stakeholders**

- Frequency (contact with each agency before and after SOAR began)
- Method of communication (email, in-person meetings, telephone)
  - Group meetings after the strategic planning forum, if any
- Purpose of communication/ topics discussed
- Changes in communication over time
- Opinion about how productive the entity's communication is with each of the other agencies in achieving partnership goals and activities
- Extent to which SOAR has increased or improved communication between stakeholders

## **C. Trainers**

### **1. Identifying Trainers**

- Number of trainers, reasons for changes in number of trainers over time
- Process for selecting trainers
  - Discussions with trainers about time commitment and responsibilities
  - Discussions with trainers' supervisors about time commitment and responsibilities

- Background of trainers
  - Experience with SSI/SSDI applications
  - Experience with homeless clients
  - Experience conducting trainings
- Turnover among trainers
- Process for selecting replacement trainers, if any

## **2. Ongoing Trainer Involvement**

- Nature of communication between state lead and trainers
- Trainer availability to conduct trainings
- Other areas of ongoing trainer involvement (e.g. providing TA to case managers)
- Factors facilitating ongoing trainer involvement
- Factors impeding ongoing trainer involvement
- Extent to which trainers' supervisors support them spending time conducting trainings
- Extent to which trainers' supervisors support them spending time providing TA to case managers

## **D. IN-STATE TRAININGS ON STEPPING STONES TO RECOVERY FOR CASE MANAGERS**

### **1. Recruiting Trainees**

- Strategies and process
- Barriers faced
- Supervisory support/ buy-in
- Discussions, if any, of case managers' responsibilities after receiving training
- Demand for training

### **2. In-State Training Coordination**

- Process
- Barriers faced
- Rationale for pace and location of rollout
- Extent to which stakeholders communicate about timing, frequency, size and location of trainings

### **3. Trainee Participation**

- Number, timing and locations of in-state trainings
- Total number of staff trained
- Types of staff trained (agencies, roles)
- Participation of SSA and DDS
- Participation of case managers' supervisors
- Refresher trainings, if any
- Untrained staff who should be trained
- Barriers to participation

### **4. Effects of Trainings on Case Managers**

- Growth, if any, in the number of organizations with case managers who submit SSI/SSDI applications for homeless clients
- Growth, if any, in the number of case managers who submit applications
- Implementation of SOAR critical components
  - Flagging applications as SOAR
  - Obtaining prior treatment records
  - Writing medical summary reports co-signed by physician or psychologist (and report quality)
  - Review of applications for completeness and accuracy
  - Electronic submission of applications to SSA
  - Case managers becoming authorized representative
  - Case managers becoming representative payees
- Other perception of changes in application quality
- Ongoing communication between case managers and other stakeholders
  - State and local leads
  - SSA and DDS
  - Trainers
  - Peers

### **E. Ongoing Technical Assistance**

- Types of TA requested, if any

- Types of TA received, if any
- Extent to which TA provider initiated contact with state lead or other stakeholders; nature of these conversations
- Changes to practices/procedures in response to TA
- Feedback on TA
- Unmet TA needs

## **F. DATA COLLECTION SYSTEMS AND PRACTICES**

### **1. Data Collection Procedures**

- Data system(s) stakeholders use to track application outcomes
  - Use of PRA web tracking system within and across participating agencies
  - Feedback on PRA web tracking system
- Successes and challenges of tracking
  - Strategies for motivating participants to enter data
  - Data reliability
- Role and responsibilities of data liaison

### **2. State Use of Outcomes Data**

- Extent to which respondent and other participants review data from PRA web tracking system
- Extent to which respondent and other participants review data from other tracking systems
- Use(s) of outcomes data

## **G. Individual Outcomes**

### **1. SSI/SSDI Benefits**

- Number of SOAR applications submitted
- Approval rates and timing compared to non-homeless applications

### **2. Other Benefits**

- Other benefits to clients that resulted from SOAR
  - Medicaid enrollment



- Housing changes
- Enrollment in treatment programs

## **H. System Outcomes**

### **1. Cost Recovery**

- Entities recovering health care expenses after applicants enroll in Medicaid and amount recovered
- Reimbursement of General Assistance by SSA
- Process for tracking and calculating cost recovery
- Extent to which the prospect of cost recovery sparked stakeholder support for the initiative
- Extent to which the prospect of cost recovery influenced SOAR strategic plans

### **2. Savings**

- Savings due to shelter stays and entities realizing savings
- Entities realizing other savings and amount

## **I. Lessons Learned and Future Plans**

### **1. Future plans for SOAR**

- Plans to continue or expand SOAR
- Plans for tracking outcomes in the future
- Plans to tap new or existing resources to sustain or expand SOAR
- Factors facilitating or impeding SOAR's continuation and expansion

### **2. Success-related factors**

- Factors facilitating strategic plan implementation and ongoing communication
  - Methods of communication that seemed to work best
  - New DUAs or MOUs that were needed
- Factors impeding strategic plan implementation and ongoing communication
  - Strategies for overcoming barriers
  - What should have been done but was not

- What was done that in retrospect should not have been
- Localities more and less successful with respect to implementation and individual outcomes
  - Factors accounting for the difference
- Perception of state's success in SOAR implementation
- Perception of changes to client outcomes *attributable to* SOAR

# DATA LIAISON INTERVIEW GUIDE

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## A. Early Involvement

### 1. Background

- Agency
- Role at agency
- Agency’s experience with the SSI/SSDI application process prior to SOAR
- Respondent’s experience with the SSI/SSDI application process prior to SOAR
- Respondent’s prior experience with data system and data management
- Agency’s role in SOAR
- Respondent’s other SOAR responsibilities, if any

## 2. Becoming Involved

- How respondent first learned about SOAR
- How respondent became the data liaison
  - Recruiter
  - Reasons for becoming the data liaison
    - Role of financial incentive
  - Involvement of respondent's supervisor
- Respondent's level of interest in the position

## 3. Strategic Planning Forum and In-State Trainings

- Participation in the forum
- Strengths and weaknesses of the forum
- Discussion of PRA web data system during forum, if any, and messages given to participants
- Participation in in-state trainings, if any
- Strengths and weaknesses of in-state trainings
- Discussion of PRA web data system during trainings, if any, and messages given to participants

## B. Soar Activities and Communication

### 1. Data Liaison Responsibilities

- Describe responsibilities as data liaison
- How role compares to initial expectations
- How role has changed over time
- Percentage of time respondent spends on data liaison responsibilities
- More or less than respondent expected
- Factors facilitating respondent's involvement
- Barriers to involvement
- Degree to which respondent's supervisor and other agency leaders support respondent spending time on SOAR

## 2. PRA Web Tracking System

- TA case managers received regarding data system, if any
- Ongoing communication with case management agencies
  - Frequency (contact with each agency)
  - Prior relationships with these agencies, if any
  - Who initiates contact
  - Method of communication (email, in-person meetings, telephone)
  - Purpose of communication/ topics discussed
  - Relationships and communication with case managers' supervisors
  - Opinion about how productive the entity's communication is with each of the other agencies in improving data quality
- Strategies for encouraging use
- Strategies for improving data quality
- Methods of monitoring system use and data quality
- Motivations for case managers to enter data
- Process of obtaining data and submitting data to Mathematica
  - Challenges
  - Strategies to overcome challenges

## 3. DDS Data

- Process of initiating a SOAR tracking system
- Ongoing communication with DDS staff
  - Frequency
  - Prior relationships with this agency, if any
  - Who initiates contact
  - Method of communication (email, in-person meetings, telephone)
  - Purpose of communication/ topics discussed
- Strategies for encouraging use
- Strategies for improving data quality
- Methods of monitoring system use and data quality

- Relationships with DDS supervisors
- Motivations for DDS staff to enter data
- Process of obtaining data and submitting data to Mathematica
  - Challenges
  - Strategies to overcome challenges

#### **4. Contact with TA Provider and TA Provider's Contractors**

- Frequency
- Who initiates contact
- Topics discussed
- Perspective on usefulness of Mathematica site visit to establish data system
- Perspective on usefulness of Mathematica's remote support
- How PRA and Mathematica could better support data liaison

#### **4. SOAR Leadership**

- Communication with state/local lead
  - Frequency (contact with before and after SOAR began)
  - Method of communication (email, in-person meetings, telephone)
  - Purpose of communication/ topics discussed
  - Changes in communication over time
  - Opinion about how productive communication is in improving SOAR applications
- Role of state lead in encouraging case managers to use the web tracking system and troubleshooting related problems
- Role of other leaders in encouraging case managers to use the web tracking system and troubleshooting related problems
- State lead's role in encouraging stakeholders to dedicate resources to SOAR
- Other leaders' role in encouraging stakeholders to dedicate resources to SOAR

### **C. Feedback on Data System**

#### **1. Web Tracking System**

- Extent to which case managers use the web tracking system and for what purposes

- Proportion of SOAR cases for which case managers enter initial application information
- Proportion of SOAR cases for which case managers enter information on application outcomes
- Reasons case managers do not enter data
- Changes over time in use of system
- Differences, if any, between cases case managers enter and cases they do not enter
- Differences between case managers that use the system and those that do not
- Role of supervisors in encouraging/requiring case managers to use the system
  - Practices for monitoring use
- Extent to which case managers or other in-state stakeholders look at resultant data
- Extent to which data from the system informs decision making
- Positive and negative aspects of the system
  - Questions case managers finds confusing
  - Technical issues with the system, if any
- Ways system could be improved; Inherent challenges, if any

## 2. DDS Data

- Perceived quality of DDS data
  - Proportion of SOAR cases for which DDS staff enter initial application information
  - Proportion of SOAR cases for which DDS staff enter information on application outcomes
  - Reasons staff do not enter data
  - Changes over time in use of system
- Extent to which data from the system informs decision making
- Positive and negative aspects of the system
  - Questions case managers finds confusing
  - Technical issues with the system, if any
- Ways system could be improved; Inherent challenges, if any

# **SOAR EVALUATION DDS/SSA STAFF INTERVIEW GUIDE**

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## **A. Early Stakeholder Involvement**

### **1. Background Question**

- Overview of respondent’s role at SSA/DDS
- Overview of organizational structure
  - Division of responsibilities between regional and local offices
  - Number of local offices
  - Local office structure (e.g. divisions that handle different types of applications)
  - Procedures for identifying and processing homeless applications before SOAR



## 2. Applying for SOAR

- Relevant previous initiatives in this locality, if any
- How respondent first learned about SOAR
- Participation in the application process, if any

## 3. Strategic Planning Forum

- Involvement in early statewide or local strategic planning, if any
- Participation in the forum
  - How recruited
  - Decision to participate or not to participate
- Leading agencies or individuals and how they became leaders
- Resulting action plan and person(s) responsible for implementing different components
- Discussions of what participants' responsibilities to SOAR would be
- Stakeholders' perceptions of their SOAR-related responsibilities before and after the forum
- Stakeholders' levels of commitment to SOAR before and after the forum
- Respondent's perceptions of the strengths and weaknesses of the forum
  - Expectations of forum
  - Extent to which forum met expectations
  - Most and least useful aspects

## B. SOAR Activities

### 1. Overview of SSA/DDS Participation in SOAR

- SSA/DDS role in the SOAR initiative
- How agency's role compares to early expectations
- How agency's role has changed over time
- Role of any existing pre-release agreements between SSA/DDS and local entities
- New SSA/DDS activities/structure attributable to SOAR
  - Redefined staff roles
    - Determining whether or not set aside staff time for SOAR
    - Other responsibilities of these staff, if any

- Selecting and training staff
- Selecting and training replacement staff after turnover, if applicable

## **2. Processing SOAR and Other Homeless Applications**

- Identifying homeless and SOAR applications
  - Definitions of “homeless” and “SOAR”
    - Differences, if any, between SSA/DDS definition of homelessness and case managers’ definitions of homelessness
  - Determining whether an applicant is homeless and/or is a SOAR applicant
- Flagging applications
  - Flagged applications as homeless before SOAR
  - Currently flag applications as homeless
  - Currently flag applications as SOAR
- Differences between processing a homeless individual’s application and all other applications
  - Expedite applications
  - Processed by different staff
- Special procedures for processing SOAR applications
  - Expedite applications
  - Processed by different staff
- Key differences between a SOAR and non-SOAR application
  - Quantity of information
  - Quality of application
  - Ability to contact applicant
- Ways SOAR applications could be improved

## **3. In-State Trainings on Stepping Stones to Recovery for Case Managers**

- Agency involvement in in-state trainings
  - Frequency of participation
  - Who participates

- Communication with trainers or other SOAR leaders about timing and location of training
- Nature of participation
- Discussion, if any, of communication between SSA/DDS and case managers
- Strengthens of training
  - Benefits to case managers
- Weaknesses of training
  - Areas for improvement
- Impact of training
  - Perceptions of training's effect on the number of homeless applications
  - Perception of trainings effect on the quality of homeless applications
  - Implementation of SOAR critical components
    - Flagging applications as SOAR
    - Inclusion of prior treatment records
    - Electronic submission of applications to SSA
    - Case managers becoming authorized representatives
    - Case managers becoming representative payees
    - Writing medical summary reports co-signed by physician or psychologist
      - ❖ Report quality
      - ❖ Extent to which reports are useful

#### 4. Agency support for SOAR

- Factors influencing agency's participation in SOAR
- Extent to which engaging in activities to support SOAR was congruent with existing staff responsibilities
  - Participating in trainings
  - Providing feedback on applications
- Extent to which SOAR was congruent with existing agency priorities (e.g. a larger initiative relating to homeless)
- Degree to which agency leaders are aware of SOAR
- Level of agency's leaders support for SOAR

## **C. Ongoing Communication and Strategic Planning**

### **1. Ongoing Communication**

- Partners
  - SOAR leaders
  - Housing and other public assistance agencies (state/local)
  - Public and private health systems (state/local)
  - Homeless service providers
  - Community mental health providers
  - State mental health agency
  - Correctional agencies/facilities (state/local)
  - Other stakeholders
- Frequency (contact with before and after SOAR began)
- Method of communication (email, in-person meetings, telephone)
- Purpose of communication/ topics discussed
- Changes in communication over time
- Opinion about how productive communication is in improving SOAR applications
- Extent to which SOAR has increased or improved communication between stakeholders

### **2. Ongoing Strategic Planning**

- Nature and strength of SOAR leadership
  - Extent to which state lead or other leaders facilitates ongoing communication between stakeholders
  - Leader's roles in troubleshooting problems
  - Leader's roles in encouraging stakeholders to dedicate resources to SOAR
- Involvement in ongoing statewide strategic planning, if any
  - Strategic planning sessions after the forums
  - Discussions with the state lead or other stakeholders
- Struggles implementing portions of the strategic plan
- Factors facilitating strategic plan implementation and ongoing communication
  - New DUA or MOUs

- Factors impeding strategic plan implementation and ongoing communication
  - Strategies for overcoming barriers
  - What should have been done but was not
  - What was done that in retrospect should not have been

## **D. Tracking Outcomes**

### **1. Tracking Procedures**

- Tracking systems and procedures
- Outcomes tracked
- Differences between tracking homeless and non-homeless SSI/SSDI applications
- Differences between tracking SOAR and non-SOAR SSI/SSDI applications
- Efforts, if any, to compare application outcomes for homeless applications to outcomes for all applicants
  - Reasons for these efforts
  - Successes and challenges of these efforts
- Efforts, if any, to compare application outcomes for SOAR applicants to outcomes for all applicants or for other homeless applicants
  - Reasons for these efforts
  - Successes and challenges of these efforts

### **2. Application Outcomes**

- Number of SOAR applications submitted
- Percent approved on first application
- Percent approved overall
- Percent of approvals made without an authorized representative
- Average time between application submission and approval
- Percent of SOAR applicants needing a consultative examination
- Percent of applicants ultimately denied for benefits
- SOAR application approval rates and time frames compared to those for non-homeless individuals
- Homeless application approval rates and time frames compared to those for non-homeless individuals

## **E. Lessons Learned and Future Plans**

### **1. Future SSA/DDS plans**

- Plans to continue or expand agency's SOAR participation
- Factors facilitating or impeding SOAR's continuation and expansion in this agency

### **2. Overall Assessment of SOAR**

- Overall assessment of SOAR's success in this locality
- Challenges SOAR faced in this locality
- Lessons for this or other communities regarding SOAR

## **SOAR EVALUATION OTHER STATE/LOCAL PARTNERS INTERVIEW GUIDE**

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### **A. Early Involvement and SOAR Activities**

#### **1. Background**

- Agency
- Role at agency
- Agency experience with SSI/SSDI application process prior to SOAR

#### **2. Becoming involved**

- How respondent’s agency first learned about SOAR
- Participation in SOAR application process
- How respondent’s agency decided to participate

- Impact of previous partnerships with SOAR leaders or other SOAR participants
- Who made the decision
- Plans to finance SOAR efforts
- Financial motives, if any

### **3. SOAR Responsibilities**

- Agency's role in SOAR
  - How agency's involvement compares to initial expectations
  - How agency's involvement has changed over time
- Respondent's role in SOAR
  - Percentage of time respondent spends on SOAR
  - How respondent's actual role compares to his or her initial expectations
- Congruence of SOAR with organizational mission and previous activities
- Degree to which SOAR caused agency to redefine staff responsibilities
- Factors facilitating involvement
  - Financial motivations, if any
- Barriers to involvement
- Degree to which respondent's supervisor and other agency leaders support staff spending time on SOAR

### **4. Strategic Planning Forum**

- Involvement in early statewide or local strategic planning, if any
- Participation in the forum
  - How recruited
  - Decision to participate or not to participate
- Leading agencies or individuals and how they became leaders
- Missing agencies or individuals (e.g. medical providers) and factors preventing their involvement
- Resulting action plan and person(s) responsible for implementing different components
- Discussions of what participants' responsibilities to SOAR would be
- Stakeholders' perceptions of their SOAR-related responsibilities before and after the forum



- Stakeholders' levels of commitment to SOAR before and after the forum
- Respondent's perceptions of the strengths and weaknesses of the forum
  - Expectations of forum
  - Extent to which forum met expectations
  - Most and least useful aspects
- Previous similar initiatives in this locality, if any

## **B. In-State Trainings on Stepping Stones to Recovery**

**[Ask if agency supplies case managers]**

### **1. Participation**

- Process for learning about training
- Staff that participated, if any
- Number of case managers that participated
- Process for determining which staff would participate
- Barriers to participation
- Discussions before training of how case managers would implement SOAR

### **2. Training Feedback**

- Perceptions of training (most and least useful aspects)
- Participation of SSA and DDS
  - Nature of participation
  - Value of participation
  - Identification of a SSA and/or DDS staff member to contact
- Discussion during training of PRA web tracking system
- Discussion during training of case managers' future responsibilities to SOAR
- Difference in case managers' knowledge of the SSI/SSDI application process before and after training

### **3. Case Manager's Participation in SOAR**

- Percentage of time case managers are expected to spend on SOAR
- Percentage of time case managers actually spend on SOAR

- Extent to which SOAR is congruent with case manager's core responsibilities
- Time required to complete a benefit application

#### **4. Implementing Training Components**

- Extent to which respondent is aware of the details of preparing SOAR applications
- Perceived impact of SOAR on application quality
- Frequency before/since SOAR training of submitting SSI/SSDI applications (generally and for homeless individuals)
- Frequency of using information from SOAR training in work with clients
- Extent and methods of outreach to homeless clients and changes over time
- Frequency before/since SOAR training of
  - Obtaining prior treatment records
  - Writing medical summary reports co-signed by physician or psychologist (and report quality)
  - Review of applications for completeness and accuracy
  - Electronic submission of applications to SSA
  - Case managers becoming authorized representative
  - Case managers becoming representative payees
- Barriers to completing above steps
- Practices for quality control

### **C. Ongoing Communication and Strategic Planning**

#### **1. Ongoing Communication**

- Partners
  - SOAR leaders
  - Housing and other public assistance agencies (state/local)
  - Public and private health systems (state/local)
  - Homeless service providers
  - Community mental health providers
  - State mental health agency
  - Correctional agencies/facilities (state/local)
  - Other stakeholders

- Frequency (contact with before and after SOAR began)
- Method of communication (email, in-person meetings, telephone)
- Purpose of communication/ topics discussed
- Changes in communication over time
- Opinion about how productive communication is in improving SOAR applications
- Extent to which SOAR has increased or improved communication between stakeholders

## **2. Ongoing Strategic Planning**

- Nature and strength of SOAR leadership
  - Extent to which state lead or other leaders facilitates ongoing communication between stakeholders
  - Leader's roles in troubleshooting problems
  - Leader's roles in encouraging stakeholders to dedicate resources to SOAR
- Involvement in ongoing statewide strategic planning, if any
  - Strategic planning sessions or other group meetings after the forums
  - Discussions with the state lead or other stakeholders
- Struggles implementing portions of the strategic plan
- Factors facilitating strategic plan implementation and ongoing communication
  - New DUAs or MOUs
- Factors impeding strategic plan implementation and ongoing communication
  - Strategies for overcoming barriers
  - What should have been done but was not
  - What was done that in retrospect should not have been

## **D. Agency-Specific Procedures For Tracking Outcomes**

### **1. General Case Management Tracking Procedures**

- Process and systems used for maintaining case management records
- Special processes for SOAR cases, if any
- Process for and timing of follow-up on submitted applications
- Procedures that are mandatory v. voluntary

## **2. Successes and Challenges of Tracking Outcomes**

- Perception of personal success at tracking SOAR outcomes
- Challenges of tracking
- Factors contributing to successes and challenges

## **E. Experiences with PRA's SOAR Web Tracking System**

**[if agency houses case managers]**

### **1. Early Experiences**

- How learned about the system
- Deciding whether or not case manager should use the system
  - Reasons
- Training case managers received, if any

## **F. Feedback on SOAR Web Tracking System**

### **1. Early Experiences with the System**

- How learned about the system
- Deciding whether or not case manager should use the system
  - Reasons
- Training case managers received, if any

### **2. Use of the Current System**

- Extent to which respondent or other agency leaders encourage/require case managers to use the system
  - Reasons for requiring or not requiring use
  - Practices for monitoring use
  - Extent to which respondent is familiar with the system
- Extent to which case managers use the system and for what purposes
  - Proportion of SOAR cases for which case managers enter initial application information
  - Proportion of SOAR cases for which respondent case managers enter information on application outcomes

- Reasons case managers enter data
- Reasons case managers do not enter data
- Changes over time in use of system
- Differences, if any, between cases case managers enter and cases they do not enter
- Extent to which case managers at this organization differ in their level of use
- Extent to which respondent, case managers or other agency staff look at resultant data
- Extent to which data from the system informs decision-making
- Positive and negative aspects of the system
  - Questions case managers finds confusing
  - Technical issues with the system, if any
- Ways system could be improved
  - Inherent challenges, if any

### **3. Interactions with Data Liaison**

- Interactions with data liaison before SOAR
- Initial interaction with data liaison regarding SOAR web tracking system
- Frequency of interactions with the data liaison regarding SOAR web tracking system
- Topics discussed with data liaison
- Changes over time
- Interactions with other SOAR stakeholders regarding SOAR web tracking system

## **E. Individual Outcomes**

### **1. SSI/SSDI Benefits**

- Number of SOAR applications submitted
- Number of SOAR applications approved
- Average time between application submission and approval
- Factors contributing to application approvals and denials

### **2. Other Benefits**

- Other benefits to clients that resulted from SOAR

- Medicaid enrollment
- Housing changes
- Enrollment in treatment programs
- Effect of SOAR on case managers' non-SOAR work

### **3. Cost Recovery**

- Entities recovering health care expenses after applicants enroll in Medicaid and amount recovered
- Reimbursement of General Assistance by SSA
- Savings due to shelter stays and entities realizing savings
- Entities realizing other savings and amount

## **F. Lessons Learned**

- 1. Successful Aspects of Training and SOAR**
- 2. Challenges or Areas Needing Improvement**

## **SOAR EVALUATION STATE TRAINERS INTERVIEW GUIDE**

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- Thank respondents for participating and discuss the voluntary nature of their participation
- Introduce self and role (and provide business card with contact information) and provide a brief overview of the evaluation
- Notify respondents that no comments will be linked with respondent names in any public documents, that responses will be kept confidential except as required by law
- Notify respondents that the interview will last approximately 60 minutes
- Notify respondents that they should be able to provide responses “off the top of their heads” but in the event they cannot, we will simply move on to another topic and they may call the interviewer after the site visit to provide additional responses if they are willing and able.

## **A. Early Involvement and SOAR Activities**

### **1. Background Questions**

- Agency
- Role at agency
- Previous experience
  - Experience with SSI/SSDI applications
  - Experience with homeless clients
  - Experience conducting trainings

## 2. Becoming a Trainer

- How respondent first learned about SOAR
- How respondent became a trainer
  - Recruiter
  - Reasons for becoming a trainer
  - Discussions with recruiter about time commitment and responsibilities
  - Discussions with respondent's supervisors about time commitment and responsibilities
- Other trainers
  - Number of other trainers
  - How other trainers were selected
  - Background of other trainers
    - Experience with SSI/SSDI applications
    - Experience with homeless clients
    - Experience conducting trainings
    - Level of commitment among other trainers
  - Turnover among trainers, if any
    - Process for selecting replacement trainers
  - Extent of other trainers' participation

## 3. SOAR Responsibilities

- Agency's role in SOAR
  - How agency's involvement compares to initial expectations
  - How agency's involvement has changed over time
- Respondent's role in SOAR
  - Percentage of time respondent spends on SOAR
  - How respondent's actual role compares to his or her initial expectations
  - How role has changed over time
- Congruence of SOAR with organizational mission and previous activities
- Barriers to involvement



- Degree to which respondent's supervisor and other agency leaders support staff spending time on SOAR

#### **4. Early SOAR involvement and Strategic Planning Forum**

- Involvement in application process or early strategic planning, if any
- Selected as trainer before or after strategic planning forum
- Participation in the forum
  - How recruited
  - Decision to participate or not to participate
- Leading agencies or individuals and how they became leaders
- Missing agencies or individuals (e.g. medical providers) and factors preventing their involvement
- Resulting action plan and person(s) responsible for implementing different components
- Discussions of what participants' responsibilities to SOAR would be
- Stakeholders' perceptions of their SOAR-related responsibilities before and after the forum
- Stakeholders' levels of commitment to SOAR before and after the forum
- Respondent's perceptions of the strengths and weaknesses of the forum
  - Expectations of forum
  - Extent to which forum met expectations
  - Most and least useful aspects
- Previous similar initiatives in this locality, if any

### **B. Train the Trainer Sessions**

- Feedback on TTT session
- Advantages of TTT model
- Disadvantages of TTT model

### **C. In-State Trainings on Stepping Stones to Recovery for Case Managers**

#### **1. Recruiting Trainees**

- Recruiter

- Strategies
- Barriers faced
- Supervisory support/ buy-in
- Discussions, if any, of trainees' responsibilities after receiving training
- Demand for training

## **2. In-State Training Coordination**

- Coordinators
  - Role of state/local lead
  - Role of trainers
- Barriers faced
- Rationale for pace and location of rollout
- Extent to which stakeholders communicate about timing, frequency, size and location of trainings

## **3. Participation**

- Number, timing and locations of in-state trainings
- Total number of staff trained
- Types of staff trained (agencies, roles)
- Participation of SSA and DDS
  - Recruitment of SSA/DDS
  - Nature of SSA/DDS participation
- Participation of case managers' supervisors
- Untrained staff who should be trained
- Barriers to participation
- Refresher trainings, if any
- Case manager satisfaction with in-state trainings

## **4. Training Feedback**

- Modifications respondent made to Stepping Stones to Recovery curriculum
  - Reasons for modifications
  - Portions of curriculum not taught and reason

- Extent to which in-state trainings covered Medicaid enrollment and eligibility
- Extent to which in-state trainings covered online submission of applications
  
- Easiest parts of curriculum to teach and reason
- Most difficult parts of curriculum to teach and reason
- Challenges of conducting in-state trainings
- Trainee perceptions
- Difference in trainees' knowledge of the SSI/SSDI application process due to training
- Perceived level and type of support from state lead or other SOAR leaders
- Needs filled by training
- Unmet SOAR training needs

## **5. Follow-up Contact with Case Managers**

- Providing formal or informal TA
- Other follow-up contact between training participants and trainers
- Number of participants trainer(s) had follow up contact with
- Frequency of contact
- Differences between case managers with whom respondent had follow-up contact and case managers with whom respondents did not have contact
  - Previous relationship
  - Organizational affiliation
- Who initiated contact
- Topics discussed
- Opinion on productivity of follow-up contact

## **6. Effects of Trainings on Case Managers**

- Growth, if any, in the number of organizations with case managers who submit SSI/SSDI applications for homeless clients
- Growth, if any, in the number of case managers who submit applications
- Implementation of SOAR critical components
  - Flagging applications as SOAR

- Obtaining prior treatment records
- Writing medical summary reports co-signed by physician or psychologist (and report quality)
- Review of applications for completeness and accuracy
- Electronic submission of applications to SSA
- Case managers becoming authorized representative
- Case managers becoming representative payees
- Other perception of changes in application quality
- Changes in nature or frequency of communication between case managers and other stakeholders
  - State and local leads
  - SSA and DDS
  - Trainers
  - Peers

## **D. Support from TA Contractor**

### **1. In-State Training Observations**

- Usefulness of TA contractor observing the first in-state training
- Changes in response to TA contractor feedback, if any

### **2. Additional Training**

- Types of additional training requested, if any
- Perceived responsiveness of TA contractor to requests for additional training
- Nature and quality of training received
- Coordinating these requests with state lead
- Unmet needs for additional training, if any

## **E. Ongoing Communication and Strategic Planning**

### **1. Ongoing Communication**

- Partners
  - SOAR leaders
  - SSA/DDS

- Housing and other public assistance agencies (state/local)
- Public and private health systems (state/local)
- Homeless service providers
- Community mental health providers
- State mental health agency
- Correctional agencies/facilities (state/local)
- Other stakeholders
  
- Frequency (contact with before and after SOAR began)
- Method of communication (email, in-person meetings, telephone)
- Purpose of communication/ topics discussed
- Changes in communication over time
- Opinion about how productive communication is in improving SOAR applications
- Extent to which SOAR has increased or improved communication between stakeholders

## 2. Ongoing Strategic Planning

- Nature and strength of SOAR leadership
  - Extent to which state lead or other leaders facilitates ongoing communication between stakeholders
  - Leader's roles in troubleshooting problems
  - Leader's roles in encouraging stakeholders to dedicate resources to SOAR
- Involvement in ongoing statewide strategic planning, if any
  - Strategic planning sessions or other group meetings after the forums
  - Discussions with the state lead or other stakeholders
- Struggles implementing portions of the strategic plan
- Factors facilitating strategic plan implementation and ongoing communication
  - New DUAs or MOUs
- Factors impeding strategic plan implementation and ongoing communication
  - Strategies for overcoming barriers
  - What should have been done but was not
  - What was done that in retrospect should not have been

## **E. Lessons Learned and Future Plans**

### **1. Future Plans for Participation**

- Plans to continue or expand SOAR participation

### **2. Overall Assessment of SOAR**

- Overall assessment of SOAR's success in this locality
- Challenges SOAR faced in this locality
- Factors facilitating or impeding SOAR's continuation and expansion in this community
- Lessons for this or other communities regarding SOAR

# **SOAR EVALUATION CASE MANAGER SUPERVISOR/LOCAL AGENCY DIRECTOR INTERVIEW GUIDE**

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- Introduce self and role (and provide business card with contact information) and provide a brief overview of the evaluation
- Notify respondents that no comments will be linked with respondent names in any public documents, that responses will be kept confidential except as required by law
- Notify respondents that the interview will last approximately 60 minutes
- Notify respondents that they should be able to provide responses “off the top of their heads” but in the event they cannot, we will simply move on to another topic and they may call the interviewer after the site visit to provide additional responses if they are willing and able.

## **A. Early Involvement and SOAR Activities**

### **1. Background**

- Agency
- Role at agency
- Experience with SSI/SSDI applications prior to SOAR training
- Case managers’ experiences with SSI/SSDI applications prior to SOAR training

### **2. Becoming Involved**

- How respondent’s agency first learned about SOAR
- Participation in SOAR application process

- How respondent's agency decided to participate
  - Impact of previous partnerships with SOAR leaders or other SOAR participants
  - Who made the decision
  - Plans to finance SOAR efforts
  - Financial motives, if any

### **3. Strategic Planning Forum**

- Involvement in early strategic planning, if any
- Participation in the forum
  - How recruited
  - Decision to participate or not to participate
- Leading agencies or individuals and how they became leaders
- Missing agencies or individuals (e.g. medical providers) and factors preventing their involvement
- Resulting action plan and person(s) responsible for implementing different components
- Discussions of what participants' responsibilities to SOAR would be
- Stakeholders' perceptions of their SOAR-related responsibilities before and after the forum
- Stakeholders' levels of commitment to SOAR before and after the forum
- Respondent's perceptions of the strengths and weaknesses of the forum
  - Expectations of forum
  - Extent to which forum met expectations
  - Most and least useful aspects
- Previous similar initiatives in this locality, if any

### **4. SOAR Responsibilities**

- Agency's role in SOAR
  - How agency's involvement compares to initial expectations
  - How agency's involvement has changed over time
  - Case managers' roles in SOAR
- Respondent's role in SOAR
  - Percentage of time respondent spends on SOAR
  - How respondent's actual role compares to his or her initial expectations



- Congruence of SOAR with organizational mission and previous activities
- Degree to which SOAR caused agency to redefine staff responsibilities
- Factors facilitating involvement
  - Financial motivations, if any
- Barriers to involvement
- Degree to which respondent's supervisor and other agency leaders support staff spending time on SOAR
- How agency's involvement has changed over time
- How agency's involvement compares to initial expectations

## **B. SOAR Training and Implementation**

### **1. Recruiting Trainees**

- Process for learning about training
- Number of case managers that participated
- Whether respondent or any other staff apart from case managers participated
- Process for determining which staff would participate
- Barriers to participation
- Discussions before training of how case managers would implement SOAR
- Refresher trainings, if any
- Ongoing contact or TA from trainers, if any

### **2. Training Feedback**

- Perceptions of training (most and least useful aspects)
- Difference in case managers' knowledge of the SSI/SSDI application process before and after training
- Participation of SSA and DDS
  - Nature of participation
  - Value of participation
  - Identification of a SSA and/or DDS staff member to contact
- Discussion during training of case managers' future responsibilities to SOAR
- Discussion during training of PRA web tracking system

### **3. Case Manager's Participation in SOAR**

- Percentage of time case managers are expected to spend on SOAR
- Percentage of time case managers actually spend on SOAR
- Extent to which SOAR is congruent with case manager's core responsibilities

### **4. Implementing Training Components**

- Extent to which respondent is involved with/aware of the details of preparing SOAR applications
- Frequency before/since SOAR training of submitting SSI/SSDI applications (generally and for homeless individuals)
- Perceived impact of SOAR on application quality
- Frequency of using information from SOAR training in work with clients
- Extent and methods of outreach to homeless clients and changes over time
- Frequency before/since SOAR training of
  - Obtaining prior treatment records
  - Writing medical summary reports co-signed by physician or psychologist (and report quality)
  - Review of applications for completeness and accuracy
  - Electronic submission of applications to SSA
  - Case managers becoming authorized representative
  - Case managers becoming representative payees
- Barriers to completing above steps
- Practices for quality control
- Feedback from SSA/DDS regarding application quality, if any

### **5. Ongoing communication**

- Partners
  - SOAR leaders
  - SSA/DDS
  - Trainers
  - Housing and other public assistance agencies (state/local)
  - Public and private health systems (state/local)
  - Homeless service providers
  - Community mental health providers

- State mental health agency
- Correctional agencies/facilities (state/local)
- Other stakeholders
  
- Frequency (contact with before and after SOAR began)
- Method of communication (email, in-person meetings, telephone)
- Purpose of communication/ topics discussed
- Changes in communication over time
- Opinion about how productive communication is in improving SOAR applications
- Extent to which SOAR has increased or improved communication between stakeholders

## **6. Ongoing Strategic Planning**

- Nature and strength of SOAR leadership
  - Extent to which state lead or other leaders facilitates ongoing communication between stakeholders
  - Leader's roles in troubleshooting problems
  - Leader's roles in encouraging stakeholders to dedicate resources to SOAR
  
- Involvement in ongoing statewide strategic planning, if any
  - Strategic planning sessions or other group meetings after the forums
  - Discussions with the state lead or other stakeholders
  
- Struggles implementing portions of the strategic plan
- Factors facilitating strategic plan implementation and ongoing communication
  - New DUAs or MOUs
  
- Factors impeding strategic plan implementation and ongoing communication
  - Strategies for overcoming barriers
  - What should have been done but was not
  - What was done that in retrospect should not have been

## **C. Agency-Specific Procedures for Tracking Outcomes**

### **1. General Case Management Tracking Procedures**

- Process and systems used for maintaining case management records\
- Special processes for SOAR cases, if any
- Process for and timing of follow-up on submitted applications
- Procedures that are mandatory v. voluntary

## 2. Successes and Challenges of Tracking Outcomes

- Perception of personal success at tracking SOAR outcomes
- Challenges of tracking
- Factors contributing to successes and challenges

## D. Experiences with PRA's SOAR web Tracking System

### 1. Early Experiences with the System

- How learned about the system
- Deciding whether or not case manager should use the system
  - Reasons
- Training case managers received, if any

### 2. Use of the Current System

- Extent to which respondent or other agency leaders encourage/require case managers to use the system
  - Reasons for requiring or not requiring use
  - Practices for monitoring use
  - Extent to which respondent is familiar with the system
- Extent to which case managers use the system and for what purposes
  - Proportion of SOAR cases for which case managers enter initial application information
  - Proportion of SOAR cases for which respondent case managers enter information on application outcomes
  - Reasons case managers enter data
  - Reasons case managers do not enter data
  - Changes over time in use of system
  - Differences, if any, between cases case managers enter and cases they do not enter
  - Extent to which case managers at this organization differ in their level of use
- Extent to which respondent, case managers or other agency staff look at resultant data
- Extent to which data from the system informs decision-making
- Positive and negative aspects of the system
  - Questions case managers finds confusing
  - Technical issues with the system, if any

- Ways system could be improved
  - Inherent challenges, if any

### **3. Interactions with Data Liaison**

- Interactions with data liaison before SOAR
- Initial interaction with data liaison regarding SOAR web tracking system
- Frequency of interactions with the data liaison regarding SOAR web tracking system
- Topics discussed with data liaison
- Changes over time
- Interactions with other SOAR stakeholders regarding SOAR web tracking system

## **E. Individual Outcomes**

### **1. SSI/SSDI Benefits**

- Number of SOAR applications submitted
- Number of SOAR applications approved
- Average time between application submission and approval
- Factors contributing to application approvals and denials

### **2. Other Benefits**

- Other benefits to clients that resulted from SOAR
  - Medicaid enrollment
  - Housing changes
  - Enrollment in treatment programs
  - Effect of SOAR on case managers' non-SOAR work

## **F. Lessons Learned**

### **1. Successful Aspects of Training and SOAR**

### **2. Challenges or Areas Needing Improvement**

- Challenges or areas needing improvement

**ATTACHMENT B**  
**SOCIAL NETWORK SURVEY**

OMB No. 0930-XXXX

Expiration Date XX/XX/XXXX

## SOCIAL NETWORK SURVEY

This brief survey is designed to help us understand the types of contacts you had or currently have with people in other organizations that also are participants in the SOAR initiative.

The names of these other organizations have been prefilled in the survey. However, if there are other organization that you believe are members of the SOAR initiative that are not included, please add them in the boxes marked, "Other, please specify."

Completion of the survey should take no more than 10 minutes. Your name and responses will be kept private to the extent of the law. Findings from the survey will be reported in aggregate form only so that no person can be identified.

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For each row, please place a check mark in the column that best answers the question.

### QUESTION 1

**PRIOR** to the start of your participation in SOAR, how frequently did you have contact with anyone in the following organizations for any reason?

	a	b	c	d	e
	never	once or twice a year	every month or two	every week or two	more than once a week
SSA office (state/local) [will be prefilled]					
DDS office (state/local) [will be prefilled]					
Housing and public assistance agencies [will be prefilled]					
Public and private health systems (state/local) [will be prefilled]					
Homeless service providers [will be prefilled]					
Community MH providers [will be prefilled]					
Correctional agencies/facilities (state/local) [will be prefilled]					
State/local lead [will be prefilled]					
Other [please specify]					
Other [please specify]					

### QUESTION 2

**PRIOR** to the start of your participation in SOAR, how frequently did you have contact with anyone in the following organizations about the SSI/SSDI application process specifically?

	a	b	c	d	e
	never	once or twice a year	every month or two	every week or two	more than once a week

### QUESTION 3

**NOW** how frequently do you have contact with anyone in the following organizations about the SSI/SSDI application process?

	a	b	c	d	e
	never	once or twice a year	every month or two	every week or two	more than once a week



