Red Carpet Entry (RCE) Program Implementation Project

Attachment # 3e

Staff Interview Guide – Implementation Phase [Months 1, 3, 5]

Red Carpet Entry Program

Instrument: Implementation Staff Interview Guide – Implementation Phase

Data Collection Details:
- Participant: Key RCE implementation staff, including the clinic champion, RCE concierge, internal CTR counselor, and external CTR counselor
- Frequency of Data Collection: Months 1, 3, and 5 of implementation phase
- Participant Time Required: 30 minutes

First, I would like to say thank you for taking the time to speak with us today. I'm _____, and I'll be leading the discussion today. In addition, with me is _____, who will be timekeeping as well as taking notes throughout the interview process. The purpose of today's interview is to get your feedback on the implementation of Red Carpet Entry in your organization during the past month. This should take no longer than 30 minutes. We will be recording the discussion to help with analysis of feedback across all the organizations implementing Red Carpet Entry. Your names will not be linked to your answers. If at any point you'd rather not answer any questions it is OK to let me know you'd rather skip that question.

Section 1. Intervention Operationalization [10 minutes]

First, I would like to talk about some of the nuts and bolts of the Red Carpet Entry implementation process within your organization.

Operationalization at Referral Sites [CTR Counselors]

1. [MONTH 1] Walk me through step-by-step how each of the following are conducted in your organization:
   - Identifying people who are eligible to be referred to RCE
   - Referring eligible people to the RCE Concierge
   - Informing clients about the RCE password
   - Coordinating with the RCE Concierge to contact patients through RCE Outreach and Reengagement
   - Using the RCE report card to inform how RCE is implemented
   - Communicating with the RCE clinic about RCE program progress, changes, etc.

   [For deviations from standard procedures]
   9a. You mentioned that your organization does [X]. Tell me more about why your organization decided to do [X].

   - Who decided that your clinic should do [X]?
   - What problems does this solve that your organization encountered in implementing RCE?

2. [MONTHS 3 & 5] In the past two months, how, if at all, has your organization changed how people are identified as eligible for RCE? How referrals are made to the RCE concierge? How your organization coordinates with the RCE concierge to conduct RCE Outreach and Reengagement?

> [For deviations from previous month]
> *Probes:*
> - Why was this change made?
> - Who decided to make this change?
> - What problem does this change help solve?

Operationalization at RCE Agency [RCE Concierge and Clinic Champion]

3. [MONTH 1] Walk me through step-by-step how each of the following are implemented in your clinic:
   - Receiving referrals from the internal CTR counselor
   - Receiving referrals from the external CTR counselor
   - Receiving self-referrals
   - The RCE password
   - The RCE visit
   - Referrals to wrap-around services
   - Scheduling follow-up appointment
   - RCE Outreach and Reengagement
   - Using the RCE report card to inform how RCE is implemented
   - Communicating with RCE partners about RCE program progress, changes, etc.
   - Leveraging the backup concierge. *Probe:* How frequently did this happen?

> [For deviations from standard procedures]

> 9a. You mentioned that your organization does [X]. Tell me more about why your organization decided to do [X].
>
> - Who decided that your clinic should do [X]?
> - Does this help solve any problems that your organization encountered in implementing RCE?

4. [MONTHS 3 & 5] In the past two months, how, if at all, has your organization changed how:
   - Referrals from the internal CTR counselor are received?
   - Referrals from the external CTR counselor are received?
   - Self-referrals are received by front-desk staff and the RCE concierge?
   - The RCE password is used?
   - The RCE visit is conducted?
   - Patients are referred for wrap-around services?
   - Follow-up appointments are scheduled?
   - RCE Outreach and Reengagement is conducted?
   - The RCE report card is used to inform how RCE is implemented?
   - They communicate with RCE partners about RCE program progress, changes, etc.?
   - The backup concierge is leveraged? *Probe:* How frequently was the backup concierge needed?

> [For deviations from previous month]

Probes:
    a.   Why was this change made?
    b.   Who decided to make this change?
    c.   What problem does this change help solve?

Section 2. Implementation Context [10 minutes]

[RCE Concierge, Clinic Champion, and Internal CTR Counselor Only]

Let's move on and talk about your clinic's organizational climate and readiness to implement Red Carpet Entry.

[RCE Concierge and Internal CTR Counselor] First I want to talk a little about your clinic's leadership involvement in RCE, then move on to discuss your organization's environment and climate more broadly as it relates to implementing RCE.

[Clinic Champion] First I want to talk a little about your clinic's leadership involvement in RCE, then move on to your leadership in implementing RCE then finally discuss the clinic environment and climate more broadly as it relates to implementing RCE.

Leadership Engagement

5.   Over the last month, how involved has [organization's] leadership been during the implementation of Red Carpet Entry? By leadership, I mean people such as the medical director or clinic manager. *Probe with:*
- To what extent was leadership engaged with planning or supporting Red Carpet Entry?
- How does leadership show support for the implementation of Red Carpet Entry?
- How might leadership increase their show of support for Red Carpet Entry?
  - o *If topic not brought up, probe on survey items from section 3 question 12, items e-g rated as neutral, disagree, strongly disagree.* Tell me more about why you said [insert summary of survey response]. What might be done to improve that?

6.   [Clinic Champion] Over the last month, how involved have you been in the implementation of Red Carpet Entry? *Probe With:*
- In what ways have you been involved?
- What have been some of the outcomes of your involvement?
- [If not very involved] What benefits might increasing your involvement have for Red Carpet Entry? [If positive impact mentioned] How might you go about increasing your involvement?

7. [Clinic Champion] In what ways have you engaged with clinic leadership, such as the medical director, department leads or others, to make sure your clinic is implementing RCE as intended?
Probe:

- Why did you need to consult with them?
- What was the outcome?

Expectations for RCE Staff

8. Describe the expectations that have been set for staff within your clinic for the implementation of Red Carpet Entry.

9. How have these expectations been communicated to staff?
Probe with:
- By whom?
- How were these expectations communicated? (e.g. emails, in-person conversations)
- *If topic not brought up, probe on survey items from section 3 question 11, items a&b rated as neutral, disagree, strongly disagree.* Tell me more about why you said [insert summary of survey response]. What might be done to improve that?

Support for RCE Staff

10. To what extent are project staff supported to make sure RCE is implemented as it needs to be?
Probe with:
- What are some examples of how this takes place?
- [If needed] For example, kept informed about clinic issues, recognized publicly for their efforts, or given the resources, including time, that they need to implement Red Carpet Entry.
- How might they be better supported?
  - *If topic not brought up, probe on survey items from section 3 question 11, items c&d and question 12 rated as neutral, disagree, strongly disagree.* Tell me more about why you said [insert summary of survey response]. What might be done to improve that?

Section 3. Toolkit Evaluation [10 minutes]

[Month 1: Orientation Video, Trainings]

Orientation Video

Now let's talk about the RCE toolkit. First, I would like to talk about the orientation video.

11. What are your initial thoughts about the orientation video?
Probe:
- What did you like? Not like?
- How did the orientation video make you feel? Name any emotions it evoked.
- Why did it make you feel this way?

- How do you feel about the length of the video? The music? The content covered?

12. What about the video made you [share/not share] it with key decision makers in your clinic?
    Probe:
    - [If did not share] What would make you more likely to share it?
    - [If yes to survey item 2 section 4] What about the video helped [secure/not] secure buy in?

13. How might we improve the orientation video?
    Probe:
    - What additional information should be added? Removed?
    - *If topic not brought up, probe on survey items related to orientation video rated as strongly disagree or disagree.* Tell me more about why you said [insert summary of survey response]. What might be done to improve that?

Training Modules

Now I would like to talk about the [insert training name].

Repeat questions for each module:
- [CRT Counselor and Concierge] Module 1 Red Carpet Entry (RCE) Referrals and Outreach and Reengagement
- Module 2 – The Red Carpet Entry (RCE) Visit
- [Clinic Champion and RCE Concierge] Module 3 – Measuring Success

14. What are your initial thoughts about this training?
    Probe:
    - What did you like? Not like?
    - What did you think about the format of the training? Length of the training?
    - To what extent did you find the training engaging?

15. How might we improve this training?
    Probe:
    - What additional information or elements should be added? Removed?
    - *If topic not brought up, probe on survey items related to each training rated less than 7 out of 10 or as strongly disagree or disagree.* Tell me more about why you said [insert summary of survey response]. What might be done to improve that?

Now I would like to talk about the three trainings generally.

16. When the Red Carpet Entry implementation toolkit is disseminated more broadly it will include pre-recorded trainings. Should any changes be made to the trainings to make them more useful for independent learning?

[Month 3: Implementation Manual and Quick Guide]

Implementation Manual

Now let's talk about the RCE toolkit. First, I would like to talk only about the implementation manual.

17. What are your initial thoughts on the manual?
    Probe:
    - What did you like? Not like?
    - What are your thoughts on how the information is presented?
    - How easy or difficult is the information to follow? Why?

18. How useful has the manual been as your implement RCE?
    Probe:
    - What makes you say that?
    - How can we make the manual more useful?

19. How else might we improve the manual?
    Probe:
    - What additional information should be added? Removed?
    - *If topic not brought up, probe on survey items related to the manual rated less than 7 out of 10 or as strongly disagree or disagree.* Tell me more about why you said [insert summary of survey response]. What might be done to improve that?

Quick Guide

[CRT Counselor and Concierge only]

Next, let's talk about the quick guide.

20. What are your initial thoughts on the quick guide?
    Probe:
    - What did you like? Not like?
    - What are your thoughts on how the information is presented?

21. How useful has the quick guide been as your implement RCE?
    Probe:
    - What makes you say that?
    - How can we make the quick guide more useful?

22. How else might we improve the quick guide?
    Probe:
    - What additional information should be added? Removed?
    - *If topic not brought up, probe on survey items related to the quick guide rated less than 7 out of 10 or as strongly disagree or disagree.* Tell me more about why you said [insert summary of survey response]. What might be done to improve that?

[Month 5: Marketing Materials, Report Card, and Readiness Assessment]

Marketing Materials

Note: *Ask ½ the participants about the social media posts and the other ½ about the palm cards. This will be pre-assigned in advance of the month 5 interviews]*

Now let's talk about the RCE toolkit. First, I would like to talk only about [social media posts/RCE client cards and RCE staff cards].

23. What are your initial thoughts on these materials?
    Probe:
    - What did you like? Not like?
    - What are your thoughts on the overall design? The colors used?
    - How do these materials make you feel? Name any emotions they evoke.
    - Why did it make you feel this way?

24. [Palm Cards Only] How useful have these materials been as your implement RCE?
    Probe:
    - What makes you say that?
    - How can we make these materials more useful?

25. How else might we improve these materials?
    Probe:
    - *If topic not brought up, probe on survey items related to the marketing materials rated less than 7 out of 10 or as strongly disagree or disagree.* Tell me more about why you said [insert summary of survey response]. What might be done to improve that?

Report Card

Next let's talk about the RCE Report Card.

26. What are your initial thoughts this report card?
    Probe:
    - What did you like? Not like?
    - What are your thoughts on how the information is presented?

27. How useful has the report card been as your implement RCE?
    Probe:
    - What makes you say that?
    - How might we make the report card more useful?

28. How else might we improve the report card?
    Probe:
    - *If topic not brought up, probe on survey items related to report card rated less than 7 out of 10 or as strongly disagree or disagree.* Tell me more about why you said [insert summary of survey response]. What might be done to improve that?

Readiness Assessment

Finally, let's talk about the readiness assessment.

29. What are your general thoughts this assessment?
    Probe:
    - What did you like? Not like?
    - What are your thoughts on how the information is presented?

30. Now that you are almost done implementing RCE, how useful was the assessment in preparing your organization to implement RCE?
    Probe:
    - What makes you say that?
    - How might we make this assessment more useful?

31. How else might we improve the readiness assessment?
    Probe:
    - *If topic not brought up, probe on survey items relate to report card rated less than 7 out of 10 or as strongly disagree or disagree.* Tell me more about why you said [insert summary of survey response]. What might be done to improve that?

Section 4. Exit Questions [1 minute]

32. What else you would like to share with us that we have not yet talked about?