



Social Networks Testing

*A Community-Based Strategy
for Identifying Persons with
Undiagnosed HIV Infection*

Implementation Plan

**[PROGRAM NAME]
[AGENCY NAME]**

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SECTION ONE: OVERVIEW

Program overview:

[Provide overview or summary of the project. Include the broad goals of the project- for example- *Provide HIV CTR to women of color who are at risk for HIV but are not receiving CTR through other strategies.*]

Target population:

[Describe target population that your program is trying to reach. Specify characteristics such as gender, sexual orientation, race/ethnicity, age group, risk group, geographic location, etc. Describe any other demographic, cultural, or social characteristics of the population that are relevant to the program.]

Program objectives:

[List the objectives of the program or what the program aims to accomplish. Objectives may be related to: number of network associates tested, number of network associates who test HIV-positive but were previously unaware of their status, number of network associates linked to care, number or percentage of network associates receiving test results, number of recruiters active each year, percentage of network associates invited to be recruiters. Identifying different objectives each year of the program may be useful. Below are some *example* objectives:

[Test 200 network associates in Year 1]

[Identify 10 HIV-positive network associates who were unaware of their HIV status in Year 1]

[Provide test results to 90% of network associates tested in Year 1]

[Link 80% of network associates testing HIV-positive to care in Year 1]

[Link 90% of network associates testing HIV-positive to care in Year 2]

Flow diagram for your program:

[Consider developing a flow diagram similar to the one describing the four main phases of the Social Networks testing strategy in Figure 2 (page 9) of CDC's *Interim Guide for HIV Counseling, Testing, and Referral Programs*. A flow diagram is useful for describing the main elements of a program and the sequence of program activities. It is also an effective way to convey the social networks concept to staff.]

[Include the flow diagram in this document.]

SECTION TWO: PROGRAM PREPARATION AND DESIGN

Part 1: Planning and initiating the program

Involving the target population

[Describe how target population will be involved in planning, implementation, and evaluation of program.]

[Describe protocol for obtaining target population input and the type of input that will be obtained.]

[Describe any advisory group or committee comprised of members of the target population that will be used and specify group's role and responsibilities. For example, an advisory group may be useful for giving feedback on proposed incentives, promotional brochures for the program, recruiter orientation training materials, etc.]

Promoting the program

[Describe materials/strategies that will be developed to publicize and promote the program among staff and clients. Describe how these materials/strategies will be developed.]

Program timeline

[Create a timeline that specifies the activities that will be conducted each month or each quarter, for each year of the program. The timeline should specify targeted dates when particular milestones should be accomplished, if appropriate. Below are some example elements of an implementation plan timeline:

[First quarter, Year 1, all program staff will receive Social Networks training]

[First quarter, Year 1, all promotional materials will be reviewed by advisory board]

[First quarter, Year 2, 15 recruiters will be enlisted in program and receive orientation]

Part 2: Procedures for each program phase

Recruiter Enlistment

[Describe the process your program will use to recruit HIV-positive and high-risk HIV-negative recruiters. Include eligibility criteria, how the recruiters will be identified and screened, how they will be approached, important characteristics they should have, etc.]

[Define the population or pool from which potential recruiters will initially be identified.]

[Describe procedures for identifying, screening, approaching, and inviting potential recruiters.]

[Describe supporting written or visual materials that will be used to help explain the program to potential recruiters and how these materials will be developed.]

[Define specific staff members who will perform each function in the recruiter enlistment phase.]

Engagement (Orientation, Interview, and Coaching)

1. Orientation

[Describe how the recruiters will be oriented to the program. Describe the supporting written or visual materials that will be used. Specify the staff that will orient recruiters. Include procedures for:

[How and when new recruiters will be oriented to the program (e.g., individually or in groups, weekly or monthly or as needed)]

[Content of orientation sessions; in-depth discussion of program and purpose should be included as well as what constitutes participation, role of recruiter, meaning of the term “network associate”, options for recruiting network associates, detailed discussion of potential benefits and risks for recruiters]

[Documenting persons who receive orientation, including those who give consent]

2. Interview

[Describe the interview process. Specify the staff that will interview recruiters. Describe the supporting written or visual materials that will be used. Include procedures for:

[How recruiters will be interviewed (and by which staff members) to elicit information about their network associates. Specifically, how will network information be obtained from network associates?]

[Type of information that will be obtained from recruiters]

[Approaches and strategies that will be offered to recruiters for recruiting network associates]

[How interviewers will work with recruiters to develop plans for attempting to recruit network associates for HIV CTR]

[How information gathered during interviews will be documented]

3. Coaching

[Describe how recruiters will be coached throughout their participation to refine recruitment techniques and address important issues that may arise. Specify the staff that will coach recruiters. Include procedures for:

[Personal safety]

[How to raise the topic of HIV CTR with network associates]

[Issues to consider regarding disclosing the recruiter’s own serostatus]

[Approaches for the recruiter disclosing his/her own HIV serostatus to network associates, should they choose to do so]

[Approaches for raising the topic of CTR to network associates without revealing their own serostatus, should they prefer not to disclose]

[How to respond to network associates’ questions about HIV transmission risks, available support services, confidentiality protections, or other issues]

[How to respond to network associates’ reactions, including the possibility of an angry or violent response]

[How and where each network associate can receive HIV CTR]
[Role-playing with recruiters]
[Using CTR referral cards that may be given to network associates]
[How recruiters will be coached to follow up with any network associates who are referred, but do not report for, CTR]

4. Follow-up with recruiters

[Describe procedures for following up with recruiters after they have been interviewed. Include procedures for:

[Whether follow-up with recruiter will take place in person or via telephone]
[How frequently follow-up should take place]
[How follow-up meeting will be scheduled (for example, will recruiter and staff member agree to meet at the same day/time each week)]

[Describe which topics will be covered during each follow-up and what information should be exchanged between staff member and recruiter.]

Recruitment of Network Associates

[Describe any details about how recruiters should recruit network associates. This may include: procedures when multiple attempts are needed to recruit an associate, strategies for recruiting network associates, following up with network associates after they have been initially approached, procedures for recruiters giving CTR referral cards to network associates if they do not want to be escorted to testing, safety protocols, etc. Include procedures for developing recruitment plans with the recruiters themselves.]

Counseling, Testing, and Referral (CTR)

1. General CTR

[Describe how CTR will be provided to network associates. Specify the staff that will conduct CTR. Include information about how your agency will determine:

[Whether CTR will be offered in the field and, if so, how and under what circumstances]
[Procedures for CTR using routine or rapid testing]
[Other services that will be available to clients, either directly from the agency or through referral (e.g., medical evaluation; additional HIV risk reduction interventions; STD screening, diagnosis, and treatment; substance abuse treatment; mental health treatment; and social services)]
[Procedures for making referrals, assisting clients with getting to referrals, and confirming that referred clients acted on the referrals and received, or are receiving, services as a result of the referral]

2. Procedures for HIV-positive network associates

[For network associates who test positive, the agency should:

[Provide post-test counseling]

[Provide, or refer for, medical evaluation and management]

[Assess HIV behavioral risks and provide, or refer for, appropriate HIV risk reduction interventions]

[Provide, or refer for, other appropriate services (e.g., STD screening, diagnosis, and treatment; hepatitis screening and vaccination; substance abuse treatment; mental health services; and social services, such as assistance with food, housing, employment, or finances)]

[Provide, or refer for, PCRS (following all applicable health department guidelines, protocols, procedures, and performance standards)]

[Conduct follow-up with clients to determine if they acted on referrals and received relevant services]

[Consider enlisting them as recruiters]

3. Procedures for HIV-negative network associates

[For network associates who test negative, the agency should:

[Assess the need for follow-up testing]

[Assess HIV behavioral risks and refer for appropriate HIV prevention interventions and follow-up testing]

[Refer for other relevant services and access potential candidates to be enlisted as recruiters]

[Consider enlisting them as recruiters (if high-risk)]

Part 3: Incentives

[Describe protocols for giving incentives to recruiters. Specify the staff that will be in charge of managing and distributing incentives. Include procedures for:

[What the incentives will be]

[How incentives will be obtained]

[When and under what conditions they will be provided]

[Whether incentives will be provided on a one-time or periodic basis]

[Describe protocols for giving incentives to network associates. Specify the staff that will be in charge of managing and distributing incentives. Include procedures for:

[What the incentives will be]

[How incentives will be obtained]

[When and under what conditions they will be provided]

Part 4: Privacy and confidentiality

[Describe procedures for protecting the privacy and confidentiality of all clients and ensuring the security of all client records. Include procedures for:

- [Having staff with access to confidential information sign a confidentiality statement acknowledging the legal requirements not to disclose HIV information]
- [Keeping client records in a locked office or file room when not in use]
- [Limiting access to client records to designated staff]
- [Use of computers and databases containing electronic client records]
- [Where written informed consent from clients will be stored]
- [Policies and procedures regarding release of client information to other persons, agencies, or organizations]

Part 5: Potential risks for recruiters

[Describe anticipated potential risks that may be experienced by recruiters. Include procedures for minimizing these risks. An example procedure would be- *How to expeditiously address potential psychological consequences of learning one is HIV-positive*]

Part 6: Informed consent

[Describe how informed consent will be obtained from recruiters and network associates. Consent forms should include:

- [Brief description of the purpose of the program, who is conducting the program, what participation in the program involves, and what the participant's role will be]
- [Brief description of any reasonably foreseeable risks or discomforts to the participant (i.e., recruiter)]
- [Brief description of potential benefits the program may have for the participant, those they recruit for CTR (i.e., network associates), and the community]
- [Statement regarding the extent to which confidentiality of records identifying the participant will be maintained]
- [Explanation of whom to contact for answers to questions about the program and whom to contact in the event issues arise with recruiting network associates]
- [Statement that participation in the program is voluntary, that not participating will have no effect on the client receiving other available services, and that the client can decide to discontinue participation at any time without any loss of benefits to which she or he would otherwise be entitled]
- [Only text that can be read by someone at an eighth-grade reading level]

Part 7: Collaborations

Health departments

[Describe how your agency will coordinate program activities with the local health department HIV/AIDS programs. Your social networks testing program should comply with:

- [All health department requirements regarding HIV counseling, testing, and referral]
- [HIV/AIDS reporting]
- [Partner counseling and referral services]
- [Other program activities]

Other collaborators

[Identify all other collaborators or subcontractors involved in your program. For each collaborator/subcontractor, provide:

- [Name of the collaborating person, organization, or agency]
- [Services to be provided by the collaborating person, organization, or agency]
- [Respective roles and responsibilities of all parties involved in the collaboration]

SECTION THREE: RECORD KEEPING AND DOCUMENTATION

[Describe systems and procedures that will be used to maintain appropriate records and documentation for this program. *Example* systems and procedures include:

[Progress reports]

[Training curricula used]

[Subcontracts and memoranda of agreement]

[Records for each recruiter, including demographic data and interview information]

[Records for each network associate, including demographic data and outcome information]

SECTION FOUR: QUALITY ASSURANCE

Part 1: Policies, operational procedures, and protocols

[Describe quality assurance, training, and technical assistance procedures. Specify which staff members will perform quality assurance functions.]

[Describe protocols for the following:

[How accessibility of services will be ensured]

[How appropriateness and acceptability of services to client needs will be ensured]

[How appropriateness of services and materials to clients' culture, language, sex, sexual orientation, and age will be ensured]

[How staff adherence to program guidelines and performance standards will be ensured]

[How staff adherence to written protocols for provision of service to individual clients will be ensured]

[How staff performance and proficiency will be ensured]

[How staff will be supervised]

[How safety will be ensured in the field]

[How appropriate recordkeeping procedures will be used]

[How client privacy and confidentiality will be protected]

[How data management, including data collection and entry, transmission, analysis, and security will be provided]

[How HIV counseling, testing, and referral, including collection, handling, and storage of specimens will be conducted]

[How laboratory safety will be ensured]

[How staff training needs will be assessed and how training will be provided]

[How program technical assistance needs will be assessed and technical assistance acquired]

[How the program will be monitored and evaluated]

[How your agency will collaborate with health departments and other relevant agencies and organizations]

[Specifically how all of the following program services will be provided:

[Orienting/interviewing/coaching recruiters]

[Supporting and following up with recruiters]

[Locating/contacting/recruiting network associates]

[Conducting HIV prevention (risk reduction counseling)]

[Conducting HIV testing]

[Assessing client needs and successfully referring clients for appropriate services]

Part 2: Regulatory compliance

[Describe how your agency is in compliance with all applicable federal, state, and local laws and regulations.]

[Describe how your agency will ensure that all staff have the appropriate credentials.]

[Describe necessary requirements relevant to the Health Information Portability Privacy Act.]

Part 3: Training

[Describe plans for ensuring staff are fully oriented to program's purpose and goals.]

[Describe how training needs will be assessed.]

[Describe plans for developing training materials.]

[Describe how training materials will be in compliance with state and local regulations and requirements.]

[Describe plans for training staff in all policies, procedures, and protocols relevant to them, including how training will be provided.]

Part 4: Technical assistance

[Describe plans for providing technical assistance to support program activities.]

[Describe how initial assessment will be conducted to determine technical assistance needs.]

[Describe how plans for obtaining technical assistance will be developed and implemented.]

SECTION FIVE: MONITORING AND EVALUATION

Part 1: General approach to program monitoring and evaluation

[Describe general plans for developing and implementing plans to monitor and evaluate implementation of the program. Specify the specific staff members who will perform monitoring and evaluation tasks.]

[Describe generally how the agency will determine if program objectives are being met and if services are effective. Include information about how monitoring and evaluation data will be used on an ongoing basis to adjust program activities for maximum effectiveness.]

[Describe plans to collaborate with contractors in data analysis and dissemination of program findings.]

[Describe plans for using a logic model and flow diagram to describe the program.]

Part 2: Program monitoring

Monitoring program implementation and management

[Describe plans for monitoring the implementation and management of the program (for example, hiring staff, purchasing equipment, developing policies and procedures).]

[Describe protocol for implementing the program, including implementing objectives and timelines.]

Monitoring processes

[Identify the key processes in the program monitoring plan and describe how the agency plans to monitor these processes.]

[Describe how the plan will include monitoring of barriers encountered, how the barriers will be addressed, and lessons learned from the barriers.]

Monitoring program performance

[Describe the key steps or procedures that will be quantitatively measured by the plan. These procedures should include:

[Number of HIV-infected persons invited to serve as a recruiter]

[Number of HIV-infected persons who agree to serve as a recruiter]

[Demographics of recruiters]

[Number of network associates identified by each recruiter]

[Number of network associates located and offered CTR services]

[Demographics of located network associates]

[HIV risk characteristics and HIV testing histories of network associates]

[Number of network associates who receive CTR services]

[Number of network associates who test HIV-positive and were previously undiagnosed]

[Number of network associates who test HIV-positive and were previously diagnosed]
[Number of network associates testing positive who receive test results]
[Number of network associates who test negative]
[Number of network associates testing negative who receive test results]
[Number of network associates testing positive who are successfully referred for medical evaluation, treatment, and prevention services]
[Number of high-risk network associates testing negative who are successfully referred for prevention services]

Network diagrams

[If network diagrams are to be used, describe how they will be created based on recruitment and testing data collected. See Figure 3 (page 33) of CDC's *Interim Guide for HIV Counseling, Testing, and Referral Programs* for an example network diagram.] Indicate how frequently the diagrams will be updated. Specify the staff who will create the network diagrams.]

Monitoring achievement of goals and objectives

[List program goals. An example goal would be- *Increase the number of HIV-infected African American men who have sex with men in the Tenderloin district of San Francisco who are aware of their infection.*]

[List process objectives. These process objectives should be based on the key steps or procedures identified in the implementation plan. An example process objective would be- *By Dec. 31 of Year 1, 30 recruiters will have been enlisted in the program and interviewed.*]

[List outcome objectives. This list should include the following outcome objectives:

[Number and percentage of persons tested who will be HIV-positive and previously unaware of their infection]

[Number and percentage of newly identified HIV-positive persons who will be successfully linked to appropriate medical, prevention, and other services]

[Number of high-risk HIV-negative persons who will be identified]

[Number and percentage of high-risk HIV-negative persons identified who will be successfully linked to appropriate prevention and other services]

Monitoring resource requirements (costs and personnel)

[Describe costs and staffing requirements needed to implement the program that will be tracked and documented.]

Progress reports

[Describe procedures for using progress reports. Describe format of progress report (should be structured around the stated goals and implementation, process, and outcome objectives). Describe format of standard data reports used to assess program performance.]

Part 3: Program evaluation

[Describe generally how program will be evaluated. Include a description of types of data that will be collected (for example, quantitative, qualitative, cost). Describe the analytic methods that will be used to evaluate the data.]

[Use the monitoring and evaluation plan to describe the detailed evaluation plan.]

Part 4: Data management

Data collection and entry

[Describe how data will be collected, including the types of forms/logs/methods to be used and which data will be collected in an aggregate format and which data will be collected at the individual level.]

[Describe how data will be transferred from paper forms into a database.]

[Describe how validity checks will be performed to ensure quality of data.]

[Describe data entry procedures.]

[Describe data cleaning procedures.]

Data security

[Describe procedures for developing and maintaining procedures to protect all client-related data relevant to program monitoring and evaluation. Include procedures for:

[Limiting data collected to that necessary for program monitoring and evaluation]

[Using personal identifiers with such data only as necessary for program operations, monitoring, and evaluation]

[Storing hardcopy data in locked file cabinets in locked offices]

[Use of passwords to protect electronic data]

[Ensuring data are recorded and reported in accordance with existing guidelines and regulations]