

Community Scorecard Group Facilitator and Key Informant Interviewer Training

July 2021





Agenda

MORNING

- Welcome and introductions - 20 min
- Community-led monitoring systems - 15 min
- Community scorecards overview - 15 min
- Community scorecards - 30 min
- Role of community scorecard facilitators - 45 min
- Practicing scorecard *facilitation* - 45 min

Lunch break

AFTERNOON

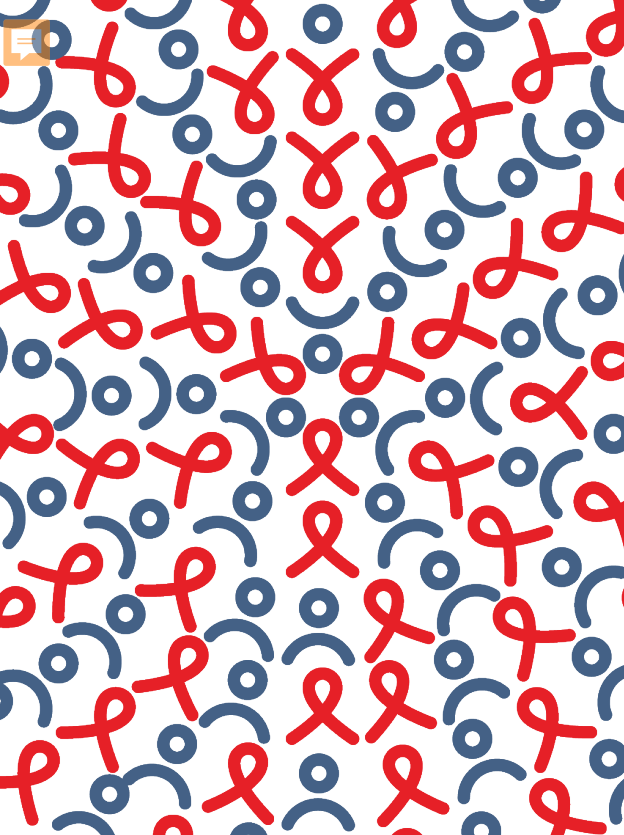
- Key informant interviews (KIIs) - 90 min
 - Overview
 - Interviewing skills
 - Role of interviewers and procedure
- After group discussions and KIIs - 25 min
- Wrap-up and next steps - 25 min





Objectives

- Define community monitoring and note its core components
- Describe the content and purpose of community scorecards and how they fit into community monitoring
- Develop skills and strategies for successfully facilitating CSC focus groups
- Develop skills and strategies for successfully conducting key informant interviews
- Understand how CSC data is used and managed after focus groups and key informant interviews



What are community-led monitoring systems?



What is community-led monitoring?

- A process of collecting, analyzing, and using data to organize and advocate for a community's rights
- Platforms are routine, bidirectional, participatory; they:
 - Gather information from service users and providers
 - Encourage interaction between service users and providers
 - Build scorecard monitoring capacity through training and mentoring
- Encourage joint responsibility by communities and facilities regarding issues and corrective action



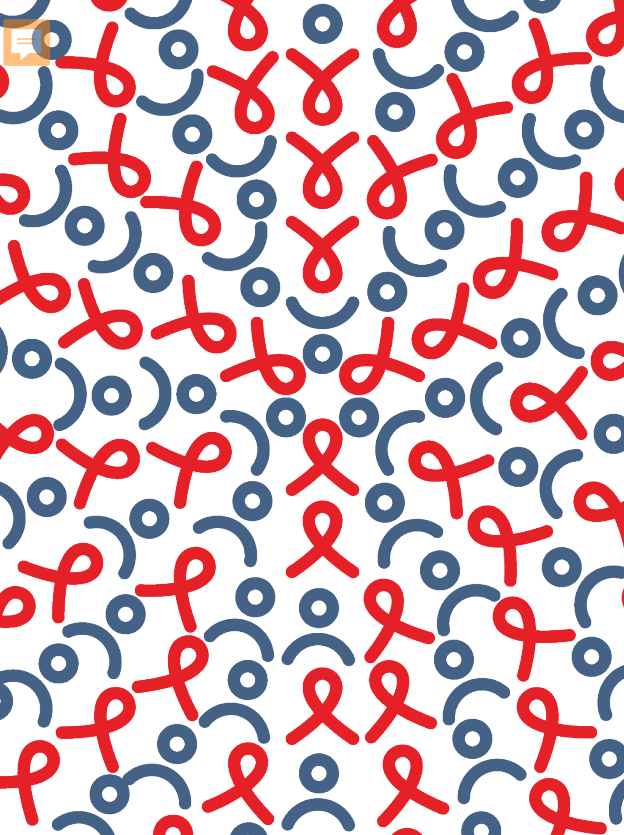
Community-led monitoring systems

- Mechanisms to facilitate key stakeholder oversight and feedback on services and programs
- Stakeholders primarily are community members and networks of KPs, PLHIV, AGYW, and other affected populations
- May have a range of methods and tools
 1. Community scorecards
 2. Client feedback surveys

What is the purpose of community-led monitoring systems?

- To implement comprehensive and quality HIV services
- To improve accountability and responsiveness
- To prevent and reconcile harms in the context of index testing and other HIV services
- To reveal client experiences of violence, stigma, and discrimination





Community Scorecards Overview

A Community Scorecard (CSC)

Index Testing Community Scorecard (Sample)

Instructions: This community-led scorecard is designed to provide an opportunity for community members to help monitor index testing services offered to people living with HIV. The questions on the tool aim to identify any issues with index testing and to determine if services are improving, remaining static, or getting worse. The scores range from 0-5, where 0 indicates the service is not available or offered to clients, and scores 1-4 indicate the quality of services offered from very poor (1) to excellent (4). It is recommended that the scorecard be completed during quarterly meetings with community members. Any challenges identified on the community scorecard should be shared with the facility manager. The facility manager should then present remediation actions taken by the facility at the next quarterly meeting.

Below, we have included an example scorecard. It is only illustrative and should be adapted based on the national and local context. As part of this adaptation process, country staff should work with community members to agree on the final list of questions that will be asked. For example, countries may choose to add or reduce the number of questions on the scorecard or change the wording of certain questions based on discussions with the community. To help facilitate the discussion, you may want to print out copies of the graphic with the Scoring Definitions as well as the "Four Approaches to Index Testing" handout from the index testing training.

Date: _____

Name of Health Facility Serving the Community: _____

Name of Community: _____

District: _____

Name of Person Completing Scorecard: _____

Is a two-way, participatory, quality improvement (QI) tool routinely used for assessment, planning, monitoring, and evaluating health services

	Discussion Questions	Score (0-4)	Reason for Score	Suggestion for Improvement
A	Counseling on Index Testing			
	Instructions: Please tell me how well the counselors did at providing the following information or services during the counseling session on index testing:			
1	greeting you and making you feel comfortable?			
2	offering index testing services in a private room where other people could not overhear what you were saying?			
3	explaining the importance of getting partner(s) and child(ren) tested for HIV?			
4	explaining what index testing services are and why the clinic is offering these services to people living with HIV?			
5	describing the risk and benefits of index testing?			
6	describing the four approaches to index testing (e.g. client referral, dual referral, partner notification, and contract referral), including the risk and benefits of each approach?			
7	describing that partner notification can be done anonymously? This means that the index client does not have to tell the partner about his or her HIV status. Instead, the provider offers the partner an HIV test, without revealing the name of the index client to the partner.			
8	asking you to list the names of your partner(s) and child(ren) in a friendly and non-judgmental manner?			



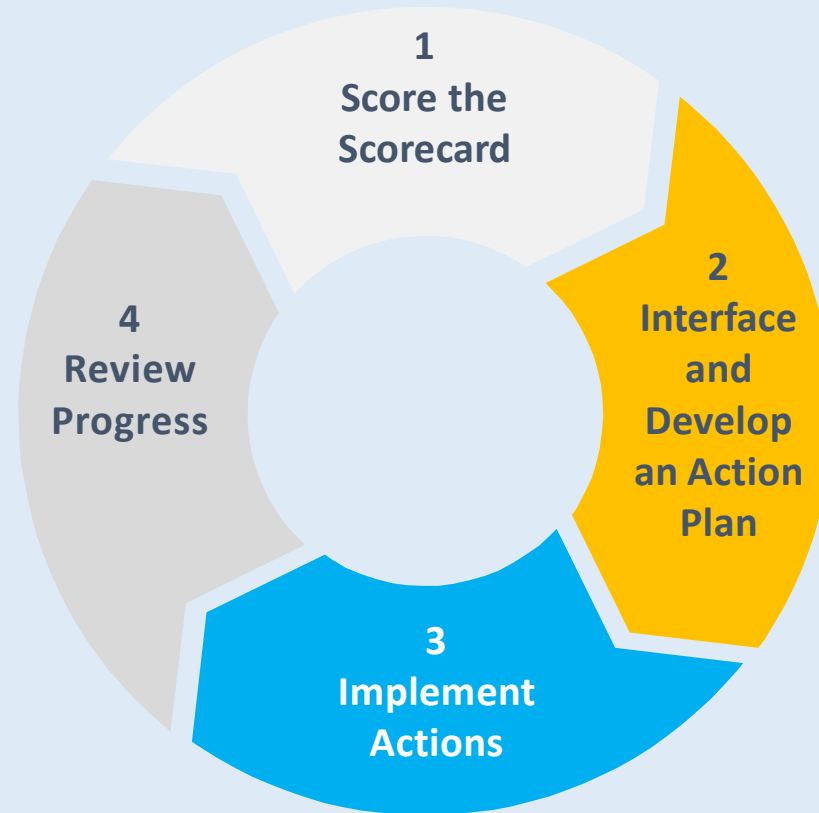
How does a community scorecard improve services?

- Communities provide feedback directly to facilities
- Facilities have a direct link to communities
- They partner to implement improvement actions



How does a community scorecard work?

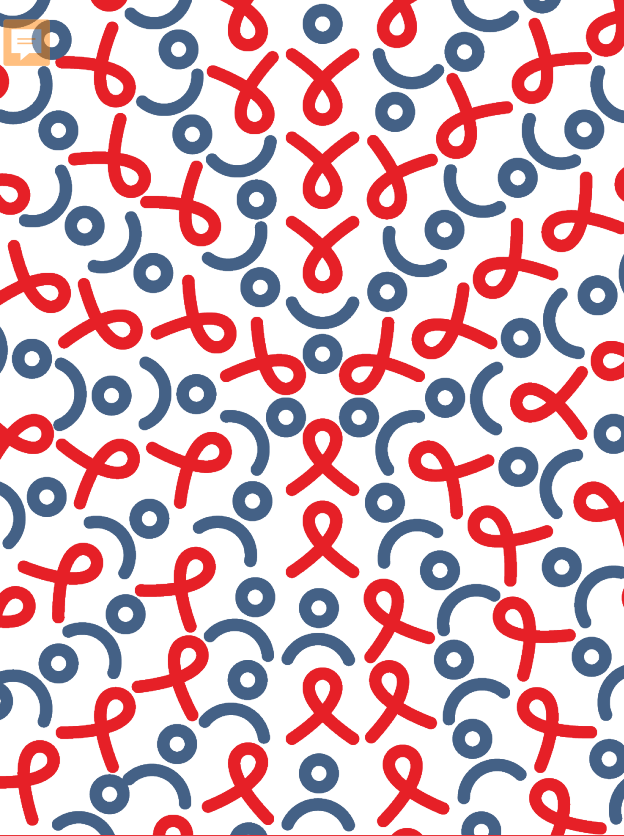
A community scorecard is a four-phase process focused on continuous quality improvement





What is the scope of the scorecard?

Area of focus:	<i>[List area in health system, i.e., HIV services]</i>
Health goal:	<i>[Insert goal to be achieved]</i>
Participating health facilities:	<i>[List facilities]</i>
Community populations:	<i>[List focus, i.e., key populations, AGYW, PLHIV, etc.]</i>
Administrators:	<i>[List organizations/individuals responsible]</i>



The Scorecard



Small Group Activity: Scorecard questions

15 minutes (Part A)

As individuals or in small groups of two to three, review the scorecard and discuss:

- Why each question was selected
- What the question will measure
- How you think participants might respond to the question or interpret it

Be prepared to share your ideas with the larger group.

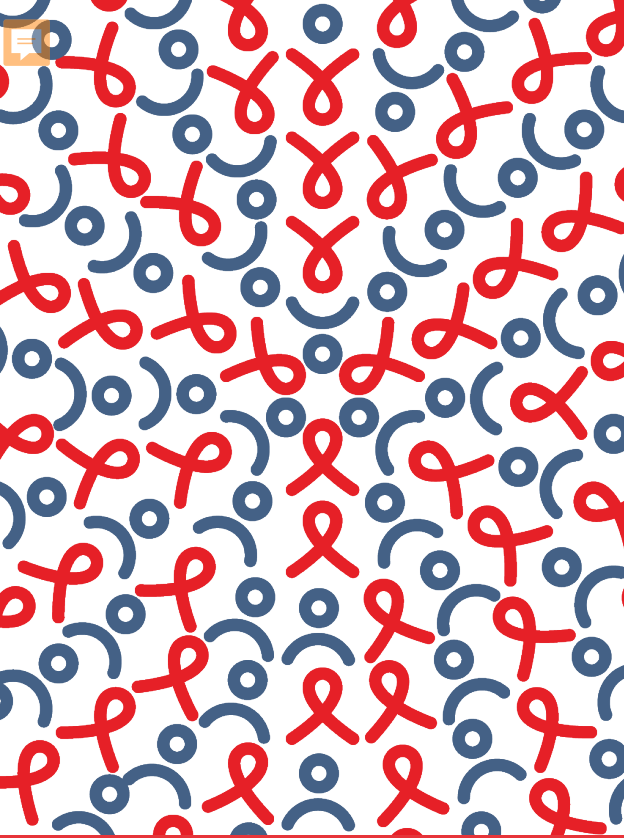


Small Group Activity: Scoring 15 minutes (Part B)

As individuals or in small groups of two to three, review the scoring and then:

- Discuss the scorecard rating scale
- Practice rating several indicators

Be prepared to share your ideas with the larger group.

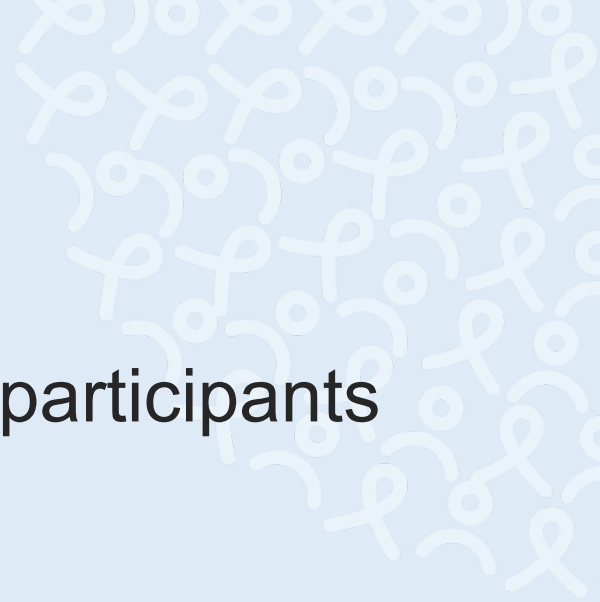


Role of Facilitators



Composition of groups

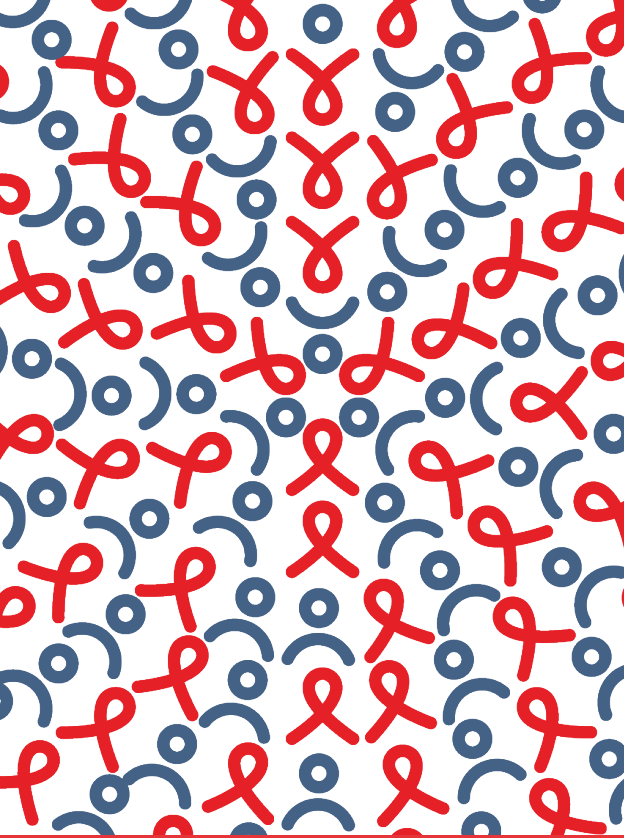
- Relatively homogenous group of participants
- Six to 18 individuals
- One facilitator
- Lasts about 1.5 hours





Facilitator responsibilities

- Be very familiar with the scorecard
- Facilitate CSC focus group discussions
 - Welcome everyone to the group discussion
 - Review the purpose of the group discussion and explain that you will be asking a series of questions
 - Review the scoring table and tell the group they will have to come up with one score for each question AS A GROUP
 - Pose each question and obtain consensus on the scores for each question and write the score in the scorecard
 - Note reasons for each score in the scorecard
 - Note any proposed solutions related to the score in the scorecard
 - Keep the discussion from focusing on blaming and finger-pointing
 - Stay focused on being a facilitator, and do not get involved in the scoring



Group Facilitation Skills and Practicing Facilitation of the Scorecard



Getting started/introduction

- Greet participants
- Ensure everyone is seated comfortably in a circle or other arrangement to facilitate good group discussion
- Introduce yourself and explain facilitator's role
- Let others introduce themselves; very briefly—first name only
- Review purpose of discussion
- Remind participants there are no right or wrong answers
- Remind group how long the discussion will last (about 1.5 hours)
- Review the scoring chart and let participants know they will be asked a series of questions about HIV services and will need to obtain consensus on the score for each question
- Ask if they have any questions before beginning
- Remind them about confidentiality: what is said in the group stays in the group
- Ground rules



Ground rules

- Speak one at a time
- Do not interrupt others who are speaking
- Participate! And participate equally
- Speak clearly and slowly
- Turn off cell phones
- No side conversations
- Respect each other, other's different opinions, and listen to each other





Ethics and confidentiality in group discussions

- Although you, as the facilitator, should assure participants everything they say will be treated as confidential by project staff, you are unable to promise that other members of the group will do the same.
 - Emphasize at the beginning and end of each session that participants should respect each other's privacy and anonymity, and not share details of the interview with non participants.
- Avoid using participants' full names during the group session.

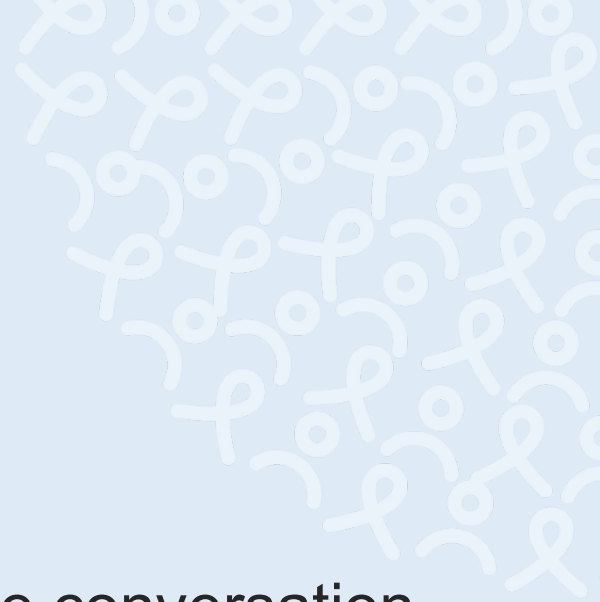


Managing the discussion



Facilitator's role

- Ensure the discussion runs smoothly
- Encourage participation from everyone
- Do not allow one person to dominate the conversation
- Introduce new questions/topics
- Follow up on interesting points
- Get good data by asking for specifics
- Listen and react to the group and to individuals
- Make people feel comfortable enough to open up
- Manage time





Common challenges

- 1
 - a) Silence and/or the silent participant
 - b) Everyone talking at once and/or a dominating participant

- 2
 - a) Discussion focused but moving too slowly
 - b) Discussion unfocused and participants are getting off topic
 - c) Group unable to reach consensus

- 3
 - a) Inappropriate participant
 - b) Emotional/sensitive participant





1a: Silent participation

- Silence
 - Wait 11 seconds after asking question
 - Try to repeat the question and make sure they understand the question
 - Try to find out why they are silent
 - Make an appropriate joke to lighten the mood
- Silent participant
 - Maybe ask the person directly to participate
 - Asking a quieter side of the room: “What do you think?”
 - Remind quiet participant that there are no right or wrong answers
 - “I’d really like to hear what you think about this...”



1b: Too much participation

- Everyone is talking at once
 - “I can’t hear what you all are saying when you talk at once! Please, one at a time.”
 - “I really want to hear what you all have to say. You all have great ideas...I’d like to hear them one at a time.”
 - Call on a particular person: “What were you saying about _____?”
 - Remind participants of the group norms
- Dominate participant
 - In a polite way: “I’d really like to hear the views of the others...”
 - Try to pull out quieter members
 - Remind people to participate equally



2a/b: Managing group flow

- Discussion is focused but moving too slowly
 - “We are a bit behind time, so we need to move on to the next topic.”
 - “This is all very interesting, but we do need to move on...”
 - Use something like a joke to help move group along
- Discussion is off topic
 - Remind them they can continue the conversation after the group discussion
 - Repeat the question, or reword the question
 - Affirm the value of what is being discussed while bringing them back to the topic of conversation



2c: Unable to reach consensus

- If the group is unable to reach consensus through discussion, you may use “voting with fingers.”
- Ask everyone to vote by putting up 1–4 fingers and then calculate the average score.
- If people vote this way, the comments could also be used to reflect the extremes, i.e., those who put up one finger and those who put up four fingers both give their reasons, along with someone who was in the middle.



3a/b: Challenging participants

- Inappropriate and challenging participants
 - Always use “please” and remain professional
 - Remind people that everyone has their own opinion, and that we want to hear everyone’s opinion today
- Emotional/sensitive/upset participants
 - Remind that individual he or she can leave the room if they need to
 - Use comforting words



Closing the discussion

- “We are almost out of time, are there any further comments?”
- Thank everyone for their participation.
- Explain the next steps in the scorecard process
 - Interface meeting with health providers/local health authorities
 - Development and implementation of actions plans
- Ask group to select community participants to represent them in the interface meeting with health care providers/local health authorities.
- Note the name and contact information for the selected community members.
- Thank participants again and close the discussion.
- Provide [transport or other allowance] to each participant, if applicable.



Small Group Activity: Facilitation

35 minutes

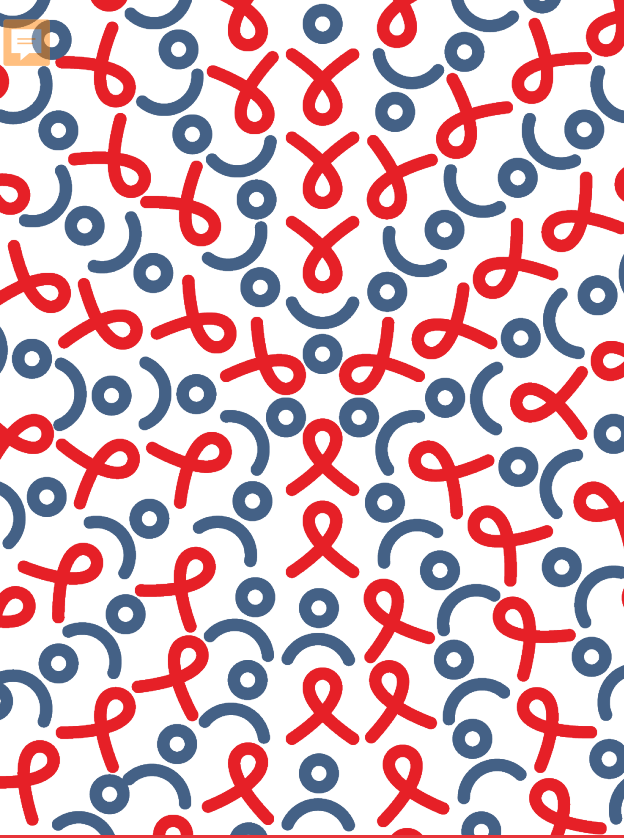
- Divide into small groups of three to four.
- Each person in the group takes 5–10 minutes to practice facilitating the rest of the group in scoring the scorecard.



Small Group Activity: Facilitation debrief

10 minutes

- How did you find the practice facilitation?
- What was easy about the facilitation?
- What was challenging about the facilitation?
- What would you do differently to improve your facilitation?



Key Informant Interviews



Composition of interviews

- Usually interview one person at a time
- Health care providers, clinic managers, local health administrators
- One interviewer, who also takes notes
- Lasts about 45 minutes



Interviewer responsibilities

1. Be very familiar with the interview guide/questions
2. During the interview
 - Welcome individual to the interview
 - Review the purpose of the interview
 - Ensure good information is collected
 - Take good notes
 - Ensure confidentiality



Small Group Activity: KII guide questions

15 minutes

Review the KII guide and discuss:

- Why each question was selected
- What each question will measure
- How do you think participants might respond to the question or interpret it

Be prepared to share your ideas with the larger group

**Community-led Monitoring Interview Guide for Key Informants:
health care workers, health facility/site managers, local health administrators**

=====

Before starting the interview, read or share the following information with the interviewee:

Thank you very much for agreeing to this interview. We are gathering information from service users, service providers and health administrators in order to improve HIV services. The purpose of this interview is to better understand HIV and HIV related service provision, particularly from the health provider and health administrator level. This is your opportunity to call attention to what is working well, so that it can be replicated and expanded. It is also your opportunity to note where improvements are needed so that these can be addressed in future trainings and program activities.

Your answers will be used to inform a discussion with HIV service users and health facility staff and local health administrators. While some of the content of your answers may be shared, we will not share your name in relation to any of the information provided in this interview. You may skip any questions that you do not want to answer.

The interview will take about 45 minutes. Do you have any questions before we begin?

Date: _____ MM/DD/YYYY

Name of Site or Health facility where interviewee works: _____
(or is attached to, in case of health administrator)

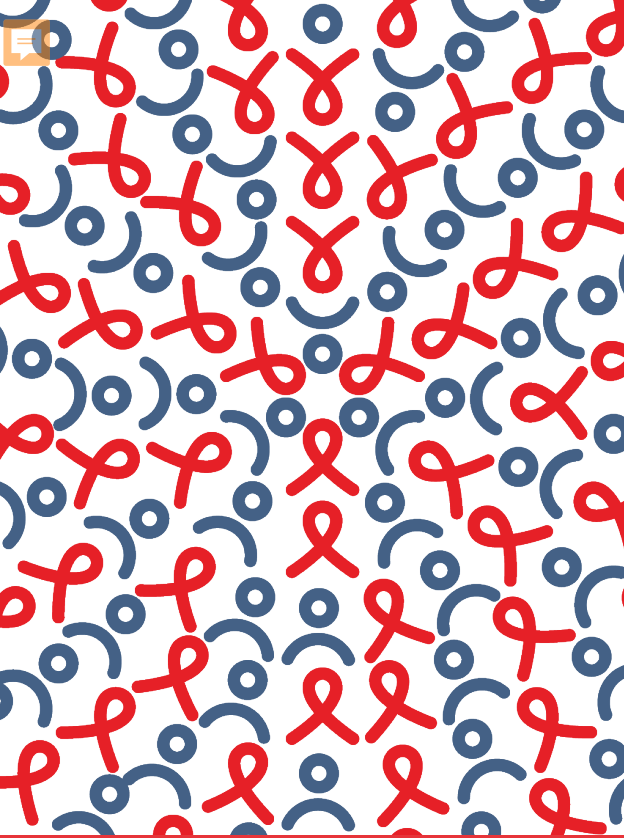
Type of Site: _____
(KP drop-in center, project-run community clinic, government clinic, private health facility, mobile services).

Services offered at the site/facility. HIV treatment services, HIV testing, STI services, PrEP, condoms/lubricant, family planning, TB screening/treatment, community mobilization/recreation, violence response services, PEP Other (specify): _____
Circle all that apply.

Name of Community: _____

District: _____

Name of Interviewer: _____



Interviewing Skills: Rapport Building, Active Listening, Probing



What is a key informant interview?

- Technique used to learn how a person feels and thinks about a topic
- Participant is the expert!
- Usually conducted one-on-one
- Use open-ended questions
- Probe responses for more detail and depth
- Conversational approach
- Building rapport is critical



Interviewing skills

- Rapport building
- Active listening
- Probing



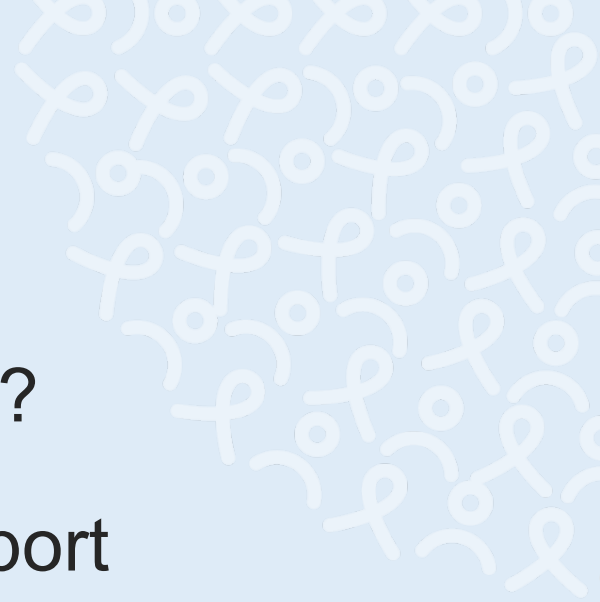


Rapport building



Rapport building

- Why is building rapport important?
- What are three ways to build rapport with a participant?





Rapport building

Includes	Rationale	Tips
<p>The ability to quickly create an interviewer/ interviewee relationship that is positive, relaxed, and mutually respectful.</p>	<p>The interviewee will talk freely, openly, and honestly about their opinions and experiences only if they:</p> <ul style="list-style-type: none">• Feel comfortable in the interviewer's presence• Feel secure about confidentiality• Believe the interviewer is interested in their story• Do not feel judged	<p>Learn culturally specific styles and techniques for building rapport. Suggestions include:</p> <ul style="list-style-type: none">• be friendly• smile• use a pleasant tone of voice• use relaxed body language• incorporate humor• be humble• do not patronize• do not scold, coerce or cajole• be patient



Rapport building

- Interview flow
- What you say
- Tone of voice
- Body language
- Being prepared





Rapport building: Interview flow

- Before the interview starts
 - Take some time to talk before you start asking questions
 - Tell interviewee how long the interview will take
 - Allow participant to ask questions about CSC and the community-led monitoring process
- Pace of interview
 - Don't rush
 - Be respectful of participant's time



Rapport building: Key points

- Be friendly, smile
- Speak in pleasant tone
- Be a good listener, encourage participant to continue
- Be neutral, don't scold or berate
- Be patient, relaxed
- Be comfortable with topic
- Manage interview flow
- Monitor what you say
- Be aware of tone of voice
- Ensure body language is relaxed and encouraging
- Be prepared



Discussion: What are culturally appropriate ways to build rapport?

15 minutes

- How do you start the interaction?
- What can you say or do to make the participant and yourself feel relaxed?
- What would make a participant feel they can trust you?
- What parting words or behaviors will help the participant leave with the feeling they had a positive interview experience?



Discussion: What might hinder rapport?

10 minutes

- What kind of things would make a participant feel uncomfortable? Hurt? Angry?
- What kinds of clothing would express disrespect for the participant?
- What kinds of culturally specific words or gestures would convey interviewer bias?



Active Listening



How to show we are listening

- **Nonverbal cues**
 - Eye contact
 - Body language
- **Verbal cues – Probes**
 - Reinforce the speaker's comment
 - Clarify the meaning of communication
 - Summarize
- **Transitions**
 - Move smoothly between topics
 - Do not move the participant forward before she or he is ready



Effective listening tips

- Face the participant
- Maintain eye contact
- Be attentive but relaxed
- Don't interrupt and impose your solutions
- Wait for the speaker to pause before asking clarifying questions
- Ask questions to ensure understanding
- Pay attention to nonverbal cues
 - Feelings
 - Facial expressions
 - Gestures
 - Posture



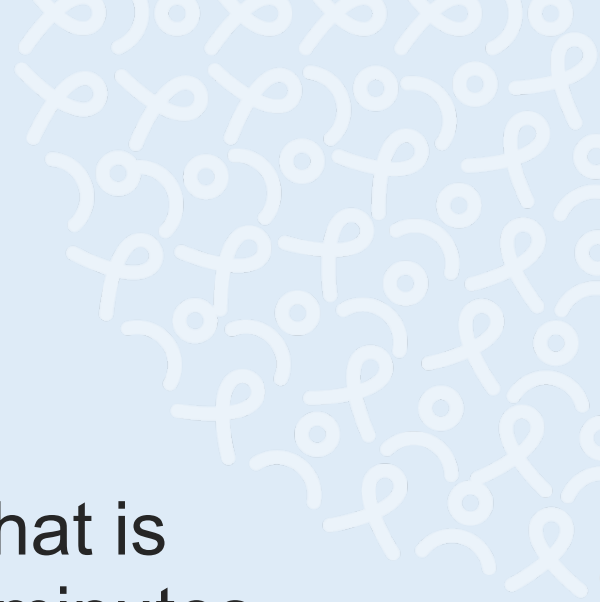


Effective Listening Exercise

10 minutes

Break into groups of three.

- **Speaker:** Talk about something that is important to you for three to four minutes
- **Listener:** Practice active listening skills (eye contact, body language, silences, clarifying questions, etc.)
- **Observer:** Observe the listener's verbal and no-verbal skills





Effective Listening Exercise Debrief

10 minutes

Questions

- **Speaker:** Did you feel like you were being heard? Why or why not?
- **Listener:** Was it difficult to stay engaged? If so, what distracted you?
- **Observer:** What were some of the active listening strategies that the listener used? What else could she or he have done?



Probing



What is probing?

- Asking neutral questions
- Using nonjudgmental phrases
- Making neutral but questioning sounds or gestures

*** Used to encourage elaboration of answers, provide further explanation, clarify answers ***



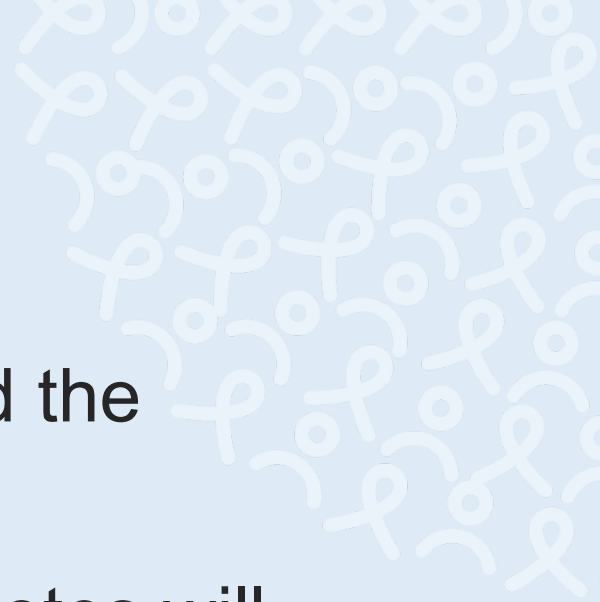
When are probes used?

- To gain additional information
 - PROBE: “Can you please explain your answer?”
 - Do NOT assume you understand the intent of a brief response
- To reflect an answer back to interviewee
 - PROBE: “You said you were worried. Can you please tell me the reasons you were worried?”
 - The interviewee may be waiting for a reaction from you
 - The interviewee appears to have more information on the topic
- To clarify unclear responses
 - PROBE: “I’m sorry, could you repeat what you said? I did not quite hear you.”



Think of the notes!

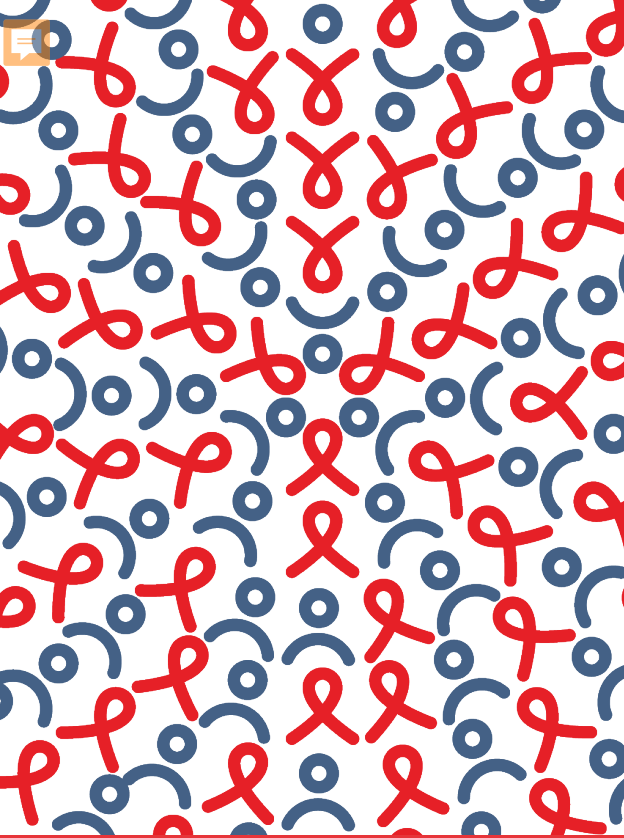
- Do NOT assume you understand the intent of a brief response
- Ask yourself if the reader of the notes will understand what the participant means





What are probes to avoid?

- Don't ask questions that stigmatize or judge
- Avoid questions that have yes or no answers
- Avoid asking more than one question at a time
- Avoid interrupting
- Don't ask leading questions



Key Informant Interview Procedures



Before the interview begins

- Schedule interviews for a time when participant is not distracted by competing responsibilities
- Be flexible and accommodate the providers' schedule
- Interviews with providers should not be conducted when providers have clients waiting
- Identify a private place for the interview, with minimal chance for interruption or distraction



During the interview

- Key informants should be interviewed solo, not in pairs or groups.
- Use probes on guide to the full extent.
- Use additional probes not on the guide for clarification or elaboration of relevant responses.
- If participant spontaneously begins discussing a relevant topic covered in a different part of the guide, feel free to skip to that topic. Get the discussion back on the course of the guide when discussion of that topic has ended.



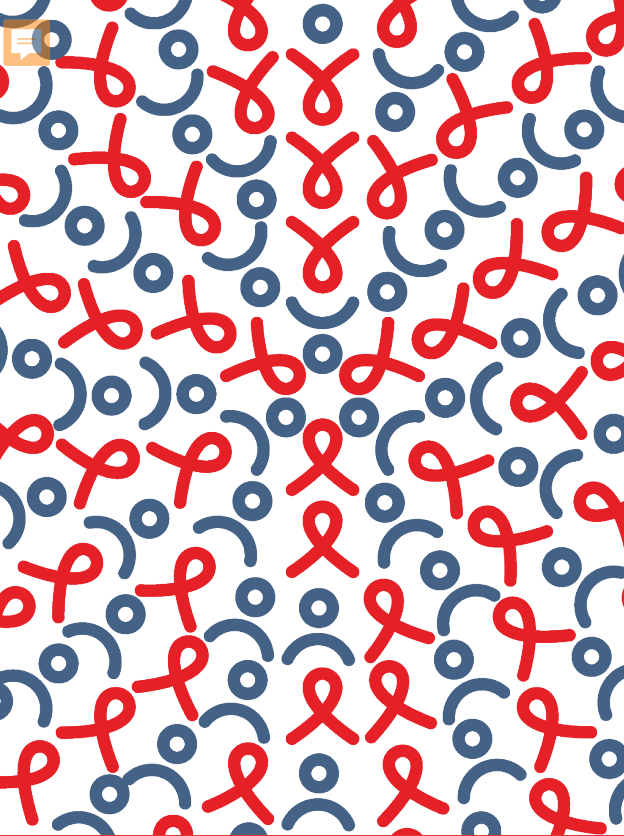
During the interview (cont.)

- Seek to hear interviewee's honest perspectives. Allow the interviewee to talk about his or her priority concerns even if only loosely related to the guide. Create a dialogue in which the interviewee feels his or her concerns are being heard.
- If the interviewee deviates for an extended period on a topic of little relevance to the guide, politely steer the interview back to the guide as soon as possible.



Summarizing KII data

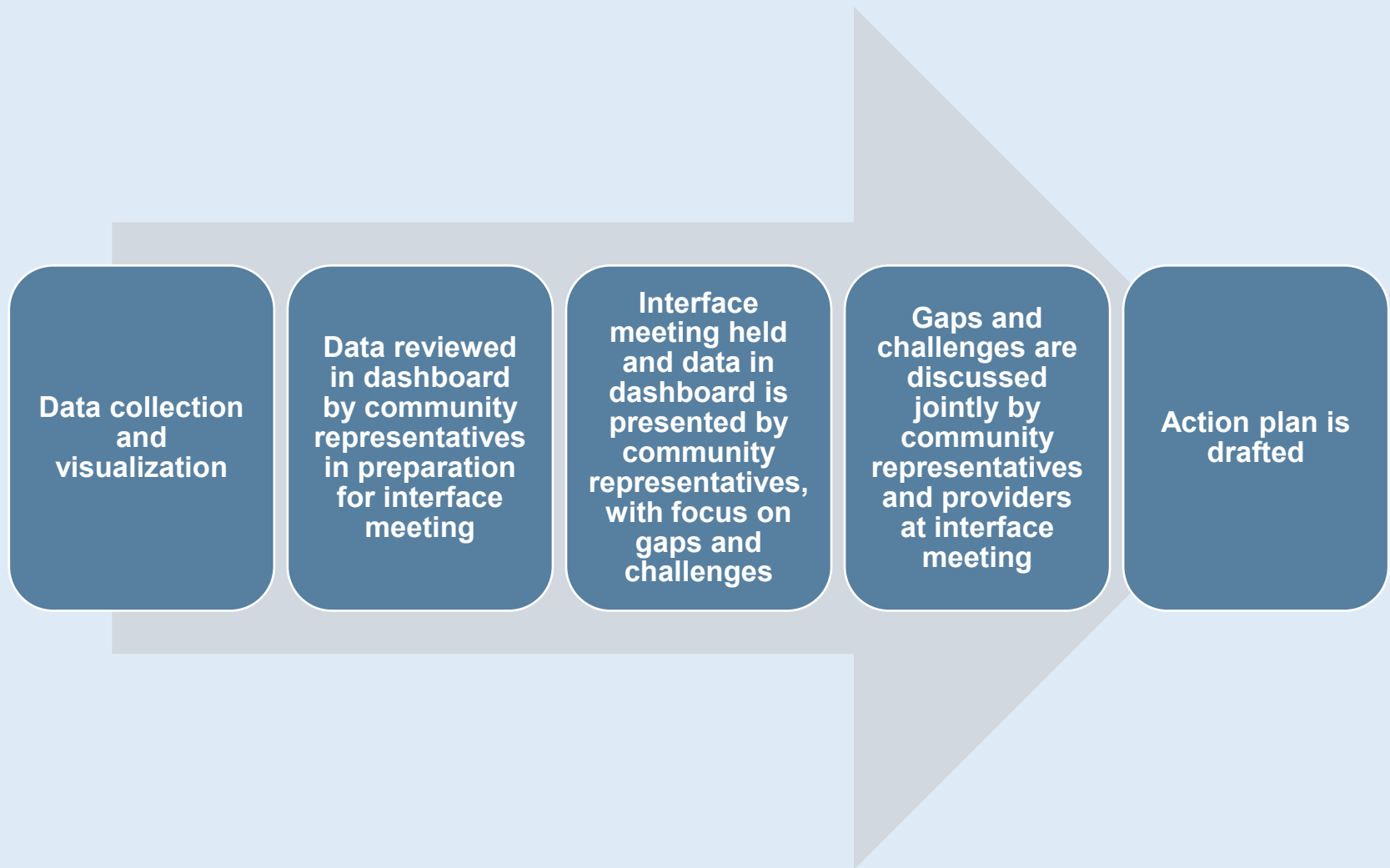
- Immediately after each KII, the interviewer should:
 - Review notes
 - Fill in any missing information that was not able to be recorded during the interview
 - Summarize the key points in the box at the end of the KII guide
- Key points from notes from each KII should be summarized and combined with key points from other KIIs for each site or facility
- Key points should be presented at the interface meeting of community members and health care providers



After Group Discussions and Key Informant Interviews



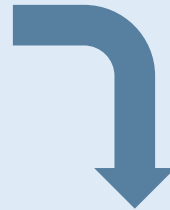
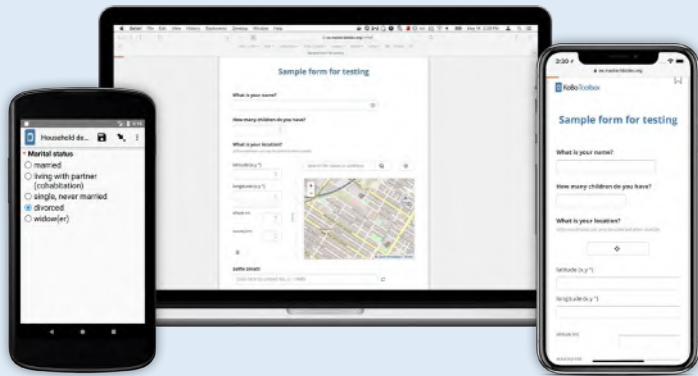
What happens after the group discussions and KIIs are completed?





CSC data collection and visualization with Open Data Kit and Power BI

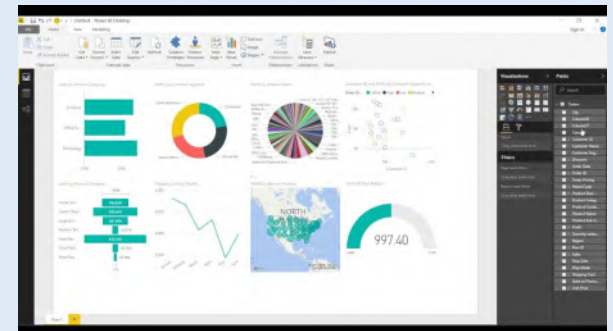
Enter data into online system
(either online or off-line)



When a connection is
available, send data



Data will be visualized





Example data entry forms

Access to Services

0 - NA 1 - Very Poor 2 - Poor 3 - Good 4 - Excellent

***How convenient are times of facility hours?**

Reason for score

Suggestions for improvement

0 - NA 1 - Very Poor 2 - Poor 3 - Good 4 - Excellent

***How convenient are the waiting times of HIV testing and counselling/HIV treatment services?**

Reason for score

Example dashboard

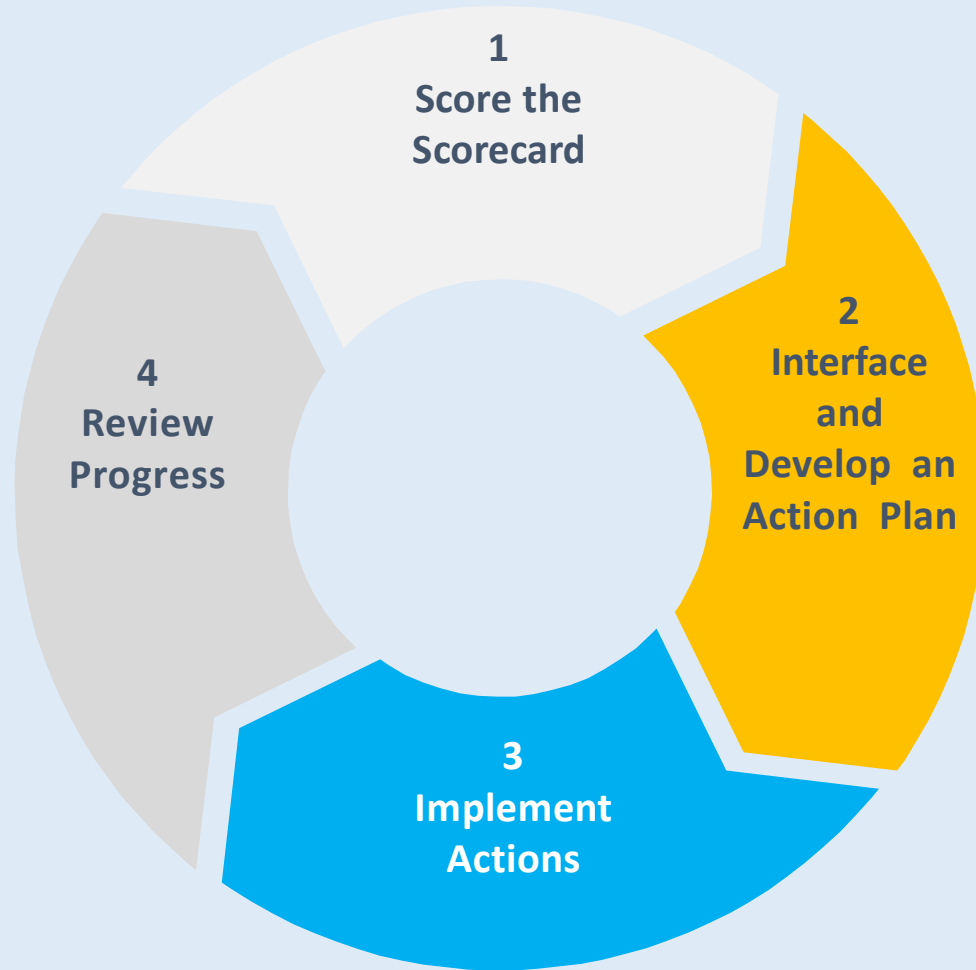
Results Overview - Areas for Improvement



Question	Score	Reason for Score	Suggested Improvements
How convenient is the location of the site/facility from where you live and the surrounding structures in relation to other clinical services?	2 - Poor	ART clinic is close to OPD so everyone sees us and knows we are on ART	Move the services to another room that's away from OPD
How easily can you access prevention commodities such as condoms and lubricant?	1 - Very Poor	They don't provide enough for our needs though they give adequate information	They should consider needs for the condoms
How available are syphilis tests when you need them?	1 - Very Poor	Not adequate for our needs	Order enough and give out enough
How well do sites/facilities keep services confidential and private?	2 - Poor	Confidentiality is affected because of the site where ART is provided where everyone sees you	Consider another room that's not open to more people



Interface meeting, developing and implementing action plans





Example action plan

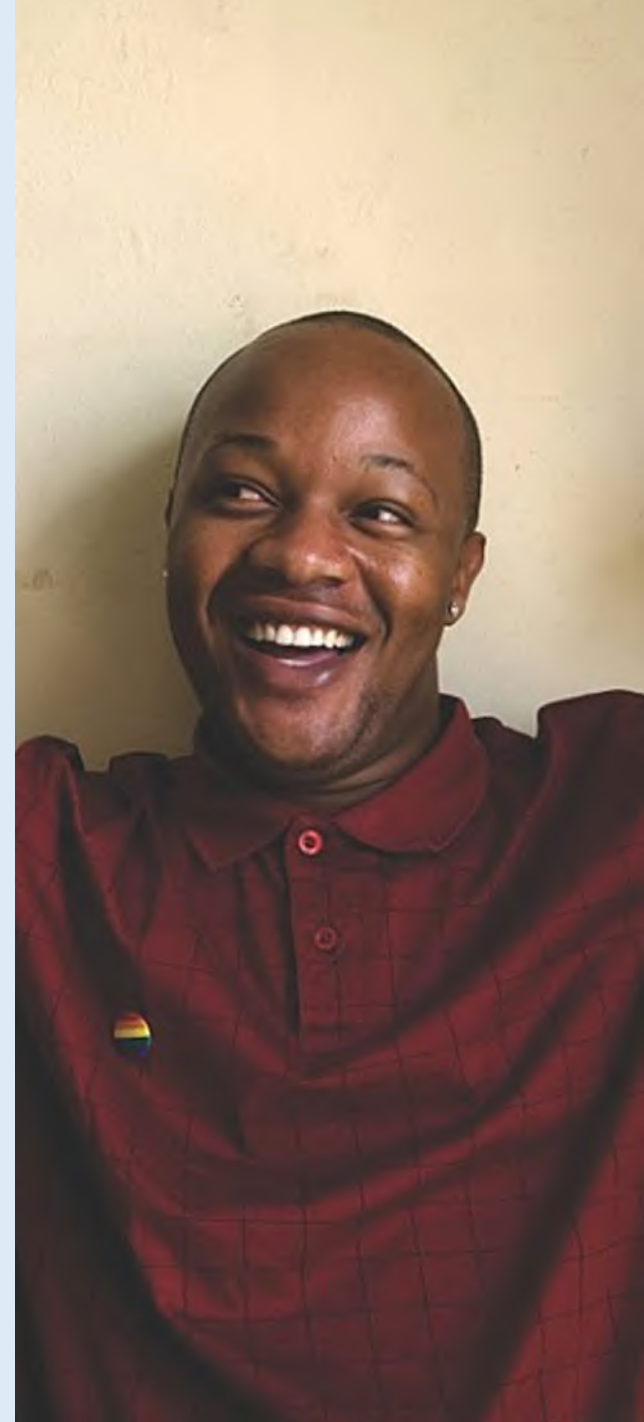
- Depending on issues identified, different stakeholders are assigned actions to follow up on during the review process

Challenge/Gap	Actions to address the issue	Lead Person Responsible	Timeline for completion	Supervisor	Status
Shortage of STI drugs	Health facility/site manager and nurse in charge to review STI drugs stock taking and ordering	Nurse in Charge	August 30, 2020	Health Facility/ Site Manager	
Some health workers are stigmatizing to PLHIV and key populations	Provide key population/PLHIV sensitivity training to facility staff	Nurse in Charge	September 15, 2020	Health Facility/ Site Manager	
User fees still being requested for services despite elimination of user fees at national level	Provide refresher on national policies regarding user fees to health facility/site staff. Establish procedures for those violating the policy.	Health Facility/ Site Manager	July 30, 2020	District Medical Officer	
Lack of enough private spaces for HIV counselling and testing	Review options for creating private spaces and advocate support from any costs associated with proposed changes.	Health Facility/ Site Manager	October 15, 2020	District Medical Officer	



Wrap-up

- What outstanding questions do you have?

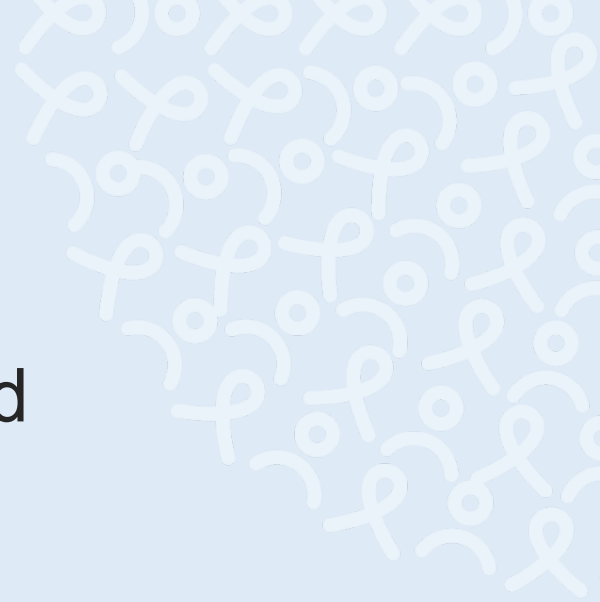




Next steps guideline

Preparing for group discussions and key informant interviews

- Become knowledgeable
 - Community scorecards
 - Objectives
 - Informed consent process
- Practice the CSC discussion questions and KII interview guide
- Anticipate questions participants may have in advance and be able to answer them





Next steps for our group

- [List here next steps related to the scorecard/KII rollout that are relevant to your group and deployment process]



Thank you!