

Chapter IV: ADOPTION— Engaging and Retaining WISEWOMAN Sites



WHAT IS ADOPTION?

In the RE-AIM framework, the dimension of ADOPTION addresses implementation of a program in targeted settings by identifying the absolute number, proportion, and representativeness of settings whose leaders are willing to initiate a program or intervention. For WISEWOMAN, the goals of ADOPTION are to provide initial training to deliver program services and to promote local site retention. Associated practices and strategies focus on how projects engage local sites when beginning program operations. Within a state WISEWOMAN project, the ultimate goal for ADOPTION is implementing a state-wide program; within a tribal project, the ultimate goal is providing services in areas that are accessible to all eligible women.

WHAT TYPES OF PRACTICES ARE INCLUDED IN ADOPTION?

Developing effective strategies to engage and train sites is vital for the success of the program. As recipients of funding from the CDC, projects play a major role in selecting local sites and bringing them on board with the WISEWOMAN program. Projects also contribute to the retention of local staff after the site has adopted the program. Specifically, projects are instrumental in gaining staff buy-in at local sites, offering staff training, and fostering communication. Local sites often exert more control over program staffing because they select the appropriate staff to work with the local population and encourage staff commitment to WISEWOMAN.

IN THIS CHAPTER

- Snapshots of adoption strategies from selected projects 62
- Details of adoption strategies from selected projects 64
- Action checklist with strategies for engaging and retaining WISEWOMAN sites 78

SNAPSHOTS OF ADOPTION PRACTICES FROM SELECTED PROJECTS

	Project-Level Practice	Local-Level Practice	Page Described	Tool Included on Page
PROMOTING SITE AND STAFF BUY-IN				
1. Provide clear expectations to local sites of program and service-delivery process	✓		64	
2. Promote and foster buy-in among staff at local sites	✓	✓	65	
2A. Engage local sites in program planning	✓		65	
2B. Emphasize to local staff the importance of adapting the lifestyle intervention to meet the needs of women	✓		65	
3. Ensure that local sites are able to complete the paperwork used for reporting	✓		67	
4. Develop an initial plan for implementation but revise this plan as needed		✓	68	
5. Develop staff protocols that maximize percentage of time and resources staff spend on WISEWOMAN duties	✓		69	
SELECTING AND ARRANGING STAFF				
6. Encourage high levels of commitment among staff working in WISEWOMAN programs		✓	70	
6A. Maximize percentage of work time allocated to WISEWOMAN duties (versus duties for other programs)	✓	✓	70	
7. Identify staff members who are an appropriate fit for WISEWOMAN		✓	71	
7A. Hire staff with educational backgrounds that match service delivery arrangement	✓	✓	71	
7B. Hire staff members who can speak the appropriate language to work with the population of women served		✓	71	
7C. Recognize the importance of appropriate interpersonal skills in staff as well as training, previous experience, and educational background	✓	✓	71	
7D. Match interests of staff to their roles in WISEWOMAN		✓	71	
TRAINING LOCAL SITE STAFF TO DELIVER WISEWOMAN				
8. Train multiple staff in the procedures for WISEWOMAN but limit the number of staff trained to deliver the lifestyle intervention	✓	✓	73	
9. Offer staff regular training opportunities	✓		74	
9A. Promote training on nutrition, physical activity, smoking cessation, goal setting, and other areas relevant to behavior change	✓		74	
PROMOTING COMMUNICATION				

	Project- Level Practice	Local- Level Practice	Page Described	Tool Included on Page
10. Promote regular communication between project staff and staff at local sites	✓		75	A.19- A.21
10A. Establish systems for two-way communication initiated by either the project or local sites	✓		75	
10B. Provide ongoing forums for communication among local sites	✓		75	
11. Engage in brainstorming and strategizing discussions with local sites	✓		76	
12. Proactively address local site barriers to delivering WISEWOMAN services	✓		76	
13. Increase communication among local site staff within local sites and across local sites within a project		✓	77	

DETAILS OF ADOPTION STRATEGIES FROM SELECTED PROJECTS

PROMOTING SITE AND STAFF BUY-IN

Practice(s)	1. Provide clear expectations to local sites of program and service-delivery process (Project)	
Description	Expectations, such as performance goals and the program philosophy, can be communicated to sites through training and discussion. Training sessions, manuals, and explanations of how to use lifestyle intervention documents help local sites understand the process of service delivery. Projects that communicate clear expectations to local sites about the program and the service-delivery process help ensure that program staff are prepared to deliver services as designed.	
Examples from the Field	In Nebraska, the Every Woman Matters program set performance goals for lifestyle intervention participation. Local sites offered a class for which the project expected 65 percent of enrolled women to participate and a self study intervention involving supportive phone calls and educational materials for which the goal was 35 percent of enrolled women. For each of these lifestyle interventions, staff are provided with training modules or manuals to understand the delivery process.	
Things to Consider	Staff Level of Effort:	Clearly outlining service-delivery protocols and developing forms and training modules to assist local sites in understanding service delivery expectations will take time at the onset of program services. Staff will also contribute time, both initially and on an ongoing basis, to train staff at local sites to deliver WISEWOMAN services.
	Other Considerations:	To inform local sites of program expectations and operations, the project might initially invest in the development of training modules. Project staff might also travel to local sites to provide training.
	Staff Skill Level and Training:	Staff who train local site staff will require appropriate presentation skills and knowledge of both the program expectations and associated content.
	Cultural Adaptability:	N/A
Contact Information	Every Woman Matters, Nebraska WISEWOMAN Project Phone: 1-800-532-2227	

PROMOTING SITE AND STAFF BUY-IN

Practice(s)	<p>2. Promote and foster buy-in among staff at local sites (Project, Local)</p> <p>2A. Engage local sites in program planning (Project)</p> <p>2B. Emphasize to local staff the importance of adapting the lifestyle intervention to meet the needs of women (Project)</p>
Description	<p>Promoting and fostering buy-in among local staff is achieved at the project and local levels. Projects can increase local staff buy-in in two ways. First, they can provide local sites the opportunity to be involved and invested in program design and to adapt the lifestyle intervention to meet the needs of the women they serve. Local sites involved in program planning can describe their experience and, ideally, these contributions will result in service delivery that meets local needs. Second, projects can provide a structured lifestyle intervention with a consistent set of core elements, yet allow for local changes to the intervention's characteristics to accommodate site nuances. This can lead to less local staff frustration. For example, projects can solicit feedback early on and incorporate suggestions into protocol decisions, or projects can involve local staff in lifestyle intervention revisions after initial development.</p> <p>For local sites, staff buy-in can be achieved through staff interaction and conversation about programmatic issues; these interactions often take the form of meetings or informal encounters. Through meetings and collaboration, staff at high-performing local sites built interpersonal connections by fostering a team approach to serving women.</p>
Examples from the Field	<p>One project that engaged local sites in program planning is the Michigan WISEWOMAN project. After the project developed its lifestyle intervention and trained local sites on how to deliver it, the project coordinator collected feedback from trained local staff and this was incorporated into the final lifestyle intervention. Staff at local sites offered a unique and essential perspective because of their direct involvement with the women served.</p> <p>In Massachusetts, the Women's Health Network implemented an intervention that included a structured component as well as an opportunity for community customization. The project required local sites to use the PACE intervention, but local sites could identify additional opportunities that support women in making lifestyle changes, such as support group sessions or nutrition education courses. The project required approval of all additional services identified to ensure they address the program goals of WISEWOMAN.</p> <p>WISEWOMAN program staff at the Public Health Delta and Menominee Counties in Escanaba, Michigan, sought to build a team approach among lifestyle counselors in the program. Three lifestyle counselors contributed different areas of expertise (dietetics, health education, and nursing), and they informally learned from each other by sharing recommendations based on their backgrounds and areas of expertise.</p>
Things to Consider	<p>Staff Level of Effort: Initial lifestyle intervention design might require staff time to incorporate local feedback. The review and approval of site adaptations to the program service delivery might also be time consuming. It might take time to inform and train all local sites on changes.</p>

Other Considerations:	If input is solicited from sites after materials have been produced, the project might have to produce and distribute revised materials.
Staff Skill Level and Training:	Incorporating feedback and making changes require appropriate content knowledge of the lifestyle intervention, including an understanding of the intervention's core elements and adaptable characteristics and an understanding of local contexts. Designing a more formal means to receive feedback (such as a questionnaire or administrative form) might also require relevant skills.
Cultural Adaptability:	N/A
Related Practices	Chapter V, Implementation, Practice #2
Contact Information	Michigan WISEWOMAN Project Phone: 517-335-1178
	Women's Health Network, Massachusetts WISEWOMAN Project Phone: 617-624-5434

PROMOTING SITE AND STAFF BUY-IN

Practice(s)	3. Ensure that local sites are able to complete the paperwork used for reporting (Project)	
Description	Some amount of paperwork is necessary for documenting, monitoring, and reporting program services. Projects can provide training to local sites on the paperwork required. If local sites face barriers in completing paperwork, such as insufficient time available or unclear expectations, the project can provide technical assistance to address these barriers. If possible, the project should revise the forms to simplify the reporting process. Developing a streamlined reporting approach makes it easier for local sites to complete paperwork accurately and return it to the project in a timely manner.	
Examples from the Field	The Michigan WISEWOMAN project provided in-person training to local staff on how to complete all required forms. Over time, the project has also solicited and responded to feedback on reporting expectations. Sites expressed concern about burdensome and repetitive forms. The project responded by reviewing reporting requirements and developing a single form that collects all needed information. In addition, the project changed the name of a form used in their intervention from “Lifestyle Contract” to “Healthy Lifestyle Goals” after receiving feedback from the local sites that women had reacted adversely to the word “Contract.”	
Things to Consider	Staff Level of Effort:	Projects are required to report semi-annual data elements to CDC for all participating women. To facilitate this, project staff train local staff and provide technical assistance related to reporting requirements and associated paperwork on an ongoing basis. Initially, project staff will spend time ensuring that local staff understand how to use the forms and report the needed information. Over time, project staff might revise their forms and ensure that local staff continue to complete the paperwork accurately.
	Other Considerations:	Form changes may result in re-printing and re-distributing forms.
	Staff Skill Level and Training:	Staff who conduct training on completing paperwork and provide technical assistance are expected to be well versed in program procedures, possess good communication skills to receive and provide feedback, and conduct quality assurance to ensure accuracy in local site reporting. In addition, it is beneficial if staff can listen to participants and adjust material based on their reactions.
	Cultural Adaptability:	N/A
Contact Information	Michigan WISEWOMAN Project Phone: 517-335-1178	

PROMOTING SITE AND STAFF BUY-IN

Practice(s)	4. Develop an initial plan for implementation but revise this plan as needed (Local)	
Description	Lifestyle intervention protocols developed by the project provide structure that ensures that local sites deliver the intervention as intended. Local site situations can evolve as resources or funding change, which might require sites to revise characteristics of the intervention, such as how services are delivered. Local sites might find it beneficial to remain flexible and revise the intervention's characteristics, as needed. Over time, high-performing sites revised their plans to provide additional services that more fully supported women as they make lifestyle changes.	
Examples from the Field	In Fayetteville, North Carolina, at the Cumberland County Public Health Department, the lifestyle intervention originally consisted of individual counseling sessions. Over time, the project allowed the local site to deliver the counseling session in a small group format to address frequent no-shows at individual appointments. This adaptation became feasible when the local program obtained more space, including a small room for group sessions. Local staff and participants reported that the small groups maintained the advantages of privacy and personal attention yet also offered social support and a fun atmosphere.	
Things to Consider	Staff Level of Effort:	Local staff will contribute time to assess how to revise implementation and ensure that program expectations continue to be met.
	Other Considerations:	Additional considerations depend on the type and extent of revisions.
	Staff Skill Level and Training:	Staff should possess the ability to observe and critically reassess how a plan is progressing. Revisions to an implementation plan might entail new activities, for which local staff should be trained.
	Cultural Adaptability:	Revisions to the lifestyle intervention protocol might incorporate elements designed to address the unique cultural circumstances of targeted populations.
Contact Information	North Carolina WISEWOMAN Project Phone: 919-707-5301	

PROMOTING SITE AND STAFF BUY-IN

Practice(s)	5. Develop staff protocols that maximize percentage of time and resources staff spend on WISEWOMAN duties (Project)	
Description	Projects might be able to increase local staff commitment by developing protocols that maximize the percentage of time and resources required for WISEWOMAN staff. Project protocols will define local staff roles and the type of background required for each role. It is likely that staff, such as local coordinators and lifestyle intervention personnel, are qualified to carry out program duties and activities that are not WISEWOMAN related. However, where possible, limiting the extent of multitasking across programs or assignment of staff to multiple programs can help to maximize the attention given to WISEWOMAN.	
Examples from the Field	The SEARHC project in Alaska maximized the percentage of time that staff spend on WISEWOMAN. SEARHC's protocol required that each local site have a two-person staff team, including a patient educator with a clinical background and a health educator with a community health background. In addition, the staffing arrangement was such that educators in local sites completed only WISEWOMAN duties, with the exception of one patient educator who shared her time between WISEWOMAN and BCCEDP due to the size of the community served.	
Things to Consider	Staff Level of Effort:	Projects will need to allocate staff time to carefully develop protocols that maximize staffing commitment while considering local realities. Staff might need to revise protocols over time, which would require additional time.
	Other Considerations:	Additional considerations are not anticipated.
	Staff Skill Level and Training:	Developing program protocols will require staff with skills to understand the range of program requirements and local feasibility. Staff who develop protocols will need training on federal and project expectations to consider during protocol design.
	Cultural Adaptability:	Staff protocols can specify required staff knowledge or expertise related to cultural groups served.
Contact Information	SEARHC WISEWOMAN Project Phone: 907-966-8710 (ask for WISEWOMAN Project Director)	

SELECTING AND ARRANGING STAFF

Practice(s)	<p>6. Encourage high levels of commitment among staff working in WISEWOMAN programs (Local)</p> <p>6A. Maximize percentage of work time allocated to WISEWOMAN duties (versus duties for other programs) (Project, Local)</p>	
Description	<p>Local management staff can encourage their front-line staff to maintain a commitment to their WISEWOMAN responsibilities by arranging staff hours to correspond to their program duties. Projects can also encourage local sites to have committed local staff. Committed staff have fewer diversions from WISEWOMAN activities.</p>	
Examples from the Field	<p>In Fayetteville, North Carolina, at the Cumberland County Health Department, the WISEWOMAN program encouraged staff commitment by maximizing the percentage of work time allocated to program duties. Although the local coordinator shared her time between WISEWOMAN and another program, she maximized her WISEWOMAN time by devoting 4 full days to WISEWOMAN and 1 day to the other program each week. This schedule ensured that WISEWOMAN was her primary focus on those days. When working on WISEWOMAN, she was responsible for delivering a range of services, including screening, the lifestyle intervention, participant outreach, and coordination of the flow of patients and services.</p>	
Things to Consider	Staff Level of Effort:	<p><i>Project.</i> Staff might spend time designing a protocol that helps sites maximize staff commitment.</p> <p><i>Local.</i> Management staff will spend time organizing staff responsibilities. Additional time might also be spent selecting staff members who are able to carry out a greater range of WISEWOMAN activities.</p>
	Other Considerations:	<p>Additional considerations are not anticipated.</p>
	Staff Skill Level and Training:	<p><i>Project.</i> Coordinating protocols with local sites to arrange staff in a way that maximizes the focus on WISEWOMAN will require organizational and communication skills.</p> <p><i>Local.</i> To maximize the commitment of current staff, the site might need to train staff on new skills so that they are able to carry out a greater number of WISEWOMAN responsibilities.</p>
	Cultural Adaptability:	<p>N/A</p>
Contact Information	<p>North Carolina WISEWOMAN Project Phone: 919-707-5301</p>	

SELECTING AND ARRANGING STAFF

Practice(s)	7. Identify staff members who are an appropriate fit for WISEWOMAN (Local) 7A. Hire staff with educational backgrounds that match service delivery arrangement (Project, Local) 7B. Hire staff members who can speak the appropriate language to work with the population of women served (Local) 7C. Recognize the importance of appropriate interpersonal skills in staff as well as training, previous experience, and educational background (Project, Local) 7D. Match interests of staff to their roles in WISEWOMAN (Local)
Description	<p>Staff are vitally important to the success of WISEWOMAN because they interact with the women directly. Projects play a role in encouraging local sites to hire staff with appropriate skills for delivering the lifestyle intervention, including an educational background suited to service delivery and appropriate interpersonal skills, such as being warm and friendly, being a good listener, and being familiar with the community.</p> <p>Often, the local site determines which staff members will deliver services. Characteristics to consider when selecting staff include professional and educational backgrounds that align with services offered and language skills that match those of the women served. Other personal traits are also important to consider when selecting staff, such as an expressed interest in the program mission, connections with the community, and a caring attitude. This combination of education, language skills, and interpersonal skills can help increase program participation and improve the quality of interaction with women.</p>
Examples from the Field	<p>Projects in Massachusetts and Alaska had protocols that assist local sites in choosing appropriate staff for WISEWOMAN. In Massachusetts, the project encouraged local sites to select staff with specific training. The local coordinator was expected to have a clinical background and possess cultural sensitivity. For example, the screening clinician was a nurse or physician, and the risk reduction educator and case manager was a nurse or dietitian. At SEARHC in Alaska, the staff model required a two-person team. One team member was a health educator with a background in community health or a person who had completed SEARHC's community wellness advocate training (12-credit training program). The other team member was a clinician. Health educators who had completed the community wellness advocate training were valued because they were typically local residents and familiar with the Alaskan Native culture.</p> <p>The WISEWOMAN program at Jordan Hospital in Plymouth, Massachusetts, had a team of staff members with complementary characteristics. Each staff member's role was clearly defined, with qualities that enhanced their ability to carry out services. For example, the nurse who provided education by telephone had a professional and educational background with specialized training in cardiovascular disease, along with strong interpersonal skills. A Portuguese-speaking medical interpreter, who was also a recruiter, helped translate educational telephone sessions through three-way calling. As a woman of Brazilian descent, she was also valued for gaining women's trust.</p>

Things to Consider	Staff Level of Effort:	Employing appropriate staff is a cost that the local site must cover. Sites might increase the time they spend hiring staff if they are also emphasizing an appropriate staff fit. It is not anticipated that the project will spend much time developing and drafting guidelines for local sites to hire staff with appropriate educational backgrounds and skills.
	Other Considerations:	Additional considerations are not anticipated.
	Staff Skill Level and Training:	Depending on the nature of the lifestyle intervention, local sites might emphasize different skills in the staff hired. The project does not require specific skills to develop guidelines for local sites to hire staff with appropriate educational backgrounds and skills.
	Cultural Adaptability:	Hiring staff who speak the language of the women served and staff who have an interest in the program because of their connection to the community will increase the cultural adaptability of the program.
Related Practices	Chapter II, Reach, Practice #12 Chapter V, Implementation, Practice #4	
Contact Information	Women's Health Network, Massachusetts WISEWOMAN Project Phone: 617-624-5434 SEARHC WISEWOMAN Project Phone: 907-966-8710 (ask for WISEWOMAN Project Director)	


TRAINING LOCAL SITE STAFF TO DELIVER WISEWOMAN

Practice(s)	8. Train multiple staff in the procedures for WISEWOMAN but limit the number of staff trained to deliver the lifestyle intervention (Project, Local)
Description	Project and local staff can offer training on WISEWOMAN procedures to all staff but they may limit training on the lifestyle intervention to certain staff members. It is beneficial to train all WISEWOMAN staff on procedures to increase staff understanding, investment, and cooperation in the program. Limiting specialized training, such as counseling or education techniques, to those delivering the intervention encourages sites to assign only appropriately trained staff to this role.
Examples from the Field	<p>In Michigan, the state project coordinator provided on-site training to all local staff who worked on WISEWOMAN, mainly on program structure and procedures. Training that was specific to lifestyle counseling, such as education about the Stages of Change model and discussing goal setting with women, was reserved for lifestyle counselors.</p> <p>At the Cumberland County health department in Fayetteville, North Carolina, the lifestyle coordinator was the primary staff member trained to deliver the lifestyle intervention. An outreach worker and nurse supervisor were trained in WISEWOMAN procedures and provided program support through other means, including outreach, follow-up visits, and administrative duties.</p>
Things to Consider	<p>Staff Level of Effort:</p> <p><i>Project.</i> Staff will spend time providing training on procedures to all WISEWOMAN staff and additional time providing specific training on the intervention to targeted staff.</p> <p><i>Local.</i> Providing procedures training to all local WISEWOMAN staff will require an initial time investment.</p> <hr/> <p>Other Considerations: If all local WISEWOMAN staff are trained on procedures, the project might need to produce extra materials or conduct additional visits to the site.</p> <hr/> <p>Staff Skill Level and Training: If all local staff members working on WISEWOMAN have not been trained in procedures, they will need this additional training.</p> <hr/> <p>Cultural Adaptability: N/A</p>
Contact Information	<p>Michigan WISEWOMAN Project Phone: 517-335-1178</p> <p>North Carolina WISEWOMAN Project Phone: 919-707-5301</p>

TRAINING LOCAL SITE STAFF TO DELIVER WISEWOMAN

Practice(s)	9. Offer staff regular training opportunities to staff (Project) 9A. Promote training on nutrition, physical activity, smoking cessation, goal setting, and other areas relevant to behavior change (Project)	
Description	Regular staff training on lifestyle intervention procedures plays a key role in maintaining high-quality service delivery by ensuring that all staff conducting WISEWOMAN activities have current knowledge. Training opportunities might include yearly meetings or conferences, visits to local sites to train new staff, and ongoing updates regarding program service delivery. Projects can encourage local staff to attend training sessions that are related to the content of the lifestyle intervention. The project could host a training session or inform local sites of training that is hosted by a different organization.	
Examples from the Field	Regular opportunities for staff training were part of the Every Woman Matters program in Nebraska. Class educators attended either a group statewide training once or twice a year and participated in distance training through telephone conference calls. At group trainings educators received content-related education, were provided with CDs containing lesson materials, and discussed content with the trainers. The trainers made suggestions for hands-on activities. The educators also requested and received training on supplemental lessons that addressed topics of interest to women, such as meal planning and dairy product consumption.	
Things to Consider	Staff Level of Effort:	Regular training programs might require considerable staff time for organization and planning, meeting attendance, and travel. Project staff might spend a limited amount of time informing local sites of special training opportunities.
	Other Considerations:	Projects that conduct regular training programs can sponsor speakers and arrange venues and travel. If a project organizes additional specialized training, local staff travel and registration fees should be considered.
	Staff Skill Level and Training:	To host regular training programs, project staff will need organizational and planning skills. They might also need to manage meeting activities as facilitators or presenters. The range of required knowledge pertaining to content of the training, either general or specialized, depends on whether the project staff are providing presentations or arranging for outside presenters.
	Cultural Adaptability:	Staff should ensure that training materials are culturally appropriate to meet local needs.
Related Practices	Chapter III, Effectiveness, Practice #5A Chapter V, Implementation, Practice #5	
Contact Information	Every Woman Matters, Nebraska WISEWOMAN Project Phone: 1-800-532-2227	

PROMOTING COMMUNICATION

Practice(s)	<p>10. Promote regular communication between project staff and staff at local sites (Project)</p> <p>10A. Establish systems for two-way communication initiated by either the project or local sites (Project)</p> <p>10B. Provide ongoing forums for communication among local sites (Project)</p>	
Description	<p>Communication between project and local staff can be in the form of e-mail, telephone calls, site visits, or newsletters. Regular communication helps ensure that project and local sites are aware of program issues and changes. Communication is beneficial when it occurs on a regular basis and is initiated by both projects and local sites. The project is better able to manage requests, answer questions, and assist with challenges. Local sites can inform the project of changes and seek advice when needed, and local sites can learn from each other through meetings and teleconferences. The project can support local site communication by providing a group setting to share information.</p>	
Examples from the Field	<p>The WISEWOMAN program in North Carolina promoted communication in a variety of ways. Project staff remained accessible by e-mail and telephone for ongoing communication. The project also distributed WISEWOMAN-specific information in the BCCEDP newsletter, <i>Monthly Matters</i>, as well as quarterly data tips for local sites. In addition, project staff visited local sites once a year for monitoring and technical assistance.</p> <p>At the SEARHC WISEWOMAN program, the project director convened monthly videoconferences to encourage local sites to share lessons learned and to build general awareness of what other sites were doing. In addition to facilitating this sharing across local sites, the project director took advantage of monthly conferences to discuss new ideas and respond to questions; this fostered relationships among local staff and between project and local staff.</p> <p> A sample issue of <i>Monthly Matters</i> is included in the appendix on page A.19.</p>	
Things to Consider	Staff Level of Effort:	Some staff time will be spent establishing communication systems (for example, listservs) and returning telephone calls and e-mails in a timely manner. Ongoing time to engage in communication is required.
	Other Considerations:	Common modes of communication (telephone, conference calls, videoconference, travel for in-person meetings, and electronic and mail communication) require a range of infrastructure and resources.
	Staff Skill Level and Training:	Basic administrative skills are required for establishing e-mail and telephone contact systems and distributing media.
	Cultural Adaptability:	N/A
Contact Information	North Carolina WISEWOMAN Project Phone: 919-707-5301	SEARHC WISEWOMAN Project Phone: 907-966-8710 (ask for WISEWOMAN Project Director)

PROMOTING COMMUNICATION

Practice(s)	<p>11. Engage in brainstorming and strategizing discussions with local sites (Project)</p> <p>12. Proactively address local site barriers to delivering WISEWOMAN services (Project)</p>	
Description	<p>Projects can brainstorm with local staff to address challenges and methods to improve performance. Projects facilitate discussions by (1) maintaining open communication and (2) being accessible to local sites by telephone and e-mail. By providing support to local sites, projects can reduce frustration experienced by local staff, increase local staff investment in program services, and foster communication between project and local staff.</p> <p>Proactive projects maintain communication with sites to stay aware of local issues and offer solutions. Project staff who actively make recommendations to local site staff have the potential to reduce or prevent local site barriers.</p>	
Examples from the Field	<p>The lifestyle intervention coordinator in Nebraska's Every Woman Matters program provided ongoing technical assistance to local sites that experienced barriers to women's attendance at a four-session educational class. She provided encouragement and suggested site-specific ways to reduce barriers to class attendance, such as arranging classes at convenient times and encouraging outreach workers to develop close relationships with the women. The lifestyle intervention coordinator also made general recommendations to prevent potential barriers to class attendance. She encouraged local staff to coordinate with each other on an ongoing basis. For example, the outreach staff and the educators were instructed to plan several months in advance when scheduling classes to provide sufficient time to recruit women. To make the recruitment process more effective, the lifestyle intervention coordinator advised the outreach staff to attend the educators' classes so that outreach staff have firsthand knowledge of the class when they describe it to women.</p>	
Things to Consider	Staff Level of Effort:	<p>Significant time might be spent brainstorming and strategizing with local sites. The amount of time that the project spends making recommendations and overseeing local sites will depend on what the project suggests and the local site's level of interest in and ability to adopt the recommendation.</p>
	Other Considerations:	<p>The project can choose from a variety of communication modes, such as telephone, conference calls, videoconference, or travel to the site.</p>
	Staff Skill Level and Training:	<p>Communication and listening skills are valuable for brainstorming discussions. To enhance the project staff's understanding of what will help local sites, sharp observational skills along with good listening skills are important. Project staff will need training on the local site operations to provide feasible recommendations.</p>
	Cultural Adaptability:	<p>N/A</p>
Contact Information	<p>Every Woman Matters, Nebraska WISEWOMAN Project</p> <p>Phone: 1-800-532-2227</p>	

PROMOTING COMMUNICATION

Practice(s)	13. Increase communication among local site staff within local sites and across local sites within a project (Local)	
Description	Communication among local site staff members usually involves conversations about programmatic issues. A strategy used by high-performing sites to increase communication was to promote a team approach among staff assigned to WISEWOMAN. Staff meetings can help promote the team approach through regular communication with other staff members. Meetings are most helpful when they deal specifically with WISEWOMAN-related programmatic issues and purposefully engage staff in discussion.	
Examples from the Field	WISEWOMAN staff at the Public Health Delta and Menominee Counties program in Escanaba, Michigan, sought to build a team approach for lifestyle counselors in the program. A team of lifestyle counselors contributed various areas of expertise (dietetics, health education, and nursing), and they informally learned from each other by sharing recommendations based on their backgrounds and expertise. In addition, lifestyle counselors attended internal quarterly meetings at which staff discussed ways to counsel women who resisted behavior change and successful counseling approaches that have led to improved screening rates among participating women.	
Things to Consider	Staff Level of Effort:	Staff interaction and networking on a regular basis requires time. Meetings are time consuming to plan and attend but the time required for planning and attendance will depend on the frequency and length of the meetings.
	Other Considerations:	Local sites can choose from a variety of communication modes, such as telephone, conference calls, videoconference, or travel to the site.
	Staff Skill Level and Training:	Staff will benefit from strong communication skills to promote and engage in dialogue with other staff members. No specific training is needed to increase communication among local staff; however, a site might identify a need for training on communication in the workplace.
	Cultural Adaptability:	N/A
Contact Information	Michigan WISEWOMAN Project Phone: 517-335-1178	

**ACTION CHECKLIST:
ADOPTION – Engaging and Retaining WISEWOMAN Sites**



	Is the Project or Site Interested in Adopting this Strategy?
PROMOTING SITE AND STAFF BUY-IN	
1. Provide clear expectations to local sites of program and service-delivery process	
2. Promote and foster buy-in among staff at local sites	
2A. Engage local sites in program planning	
2B. Emphasize to local staff the importance of adapting the lifestyle intervention to meet the needs of women	
3. Ensure that local sites are able to complete the paperwork used for reporting	
4. Develop an initial plan for implementation but revise this plan as needed	
5. Develop staff protocols to maximize percentage of time and resources that staff spend on WISEWOMAN duties	
SELECTING AND ARRANGING STAFF	
6. Encourage high levels of commitment among staff working in WISEWOMAN programs	
6A. Maximize percentage of work time allocated to WISEWOMAN duties (versus duties for other programs)	
7. Identify staff members who are an appropriate fit for WISEWOMAN	
7A. Hire staff with educational backgrounds that match service delivery arrangement	
7B. Hire staff members who can speak the appropriate language to work with the population of women served	
7C. Recognize the importance of appropriate interpersonal skills in staff as well as training, previous experience, and educational background	
7D. Match interests of staff to their roles in WISEWOMAN	
TRAINING LOCAL SITE STAFF TO DELIVER WISEWOMAN	
8. Train multiple staff in the procedures for WISEWOMAN but limit the number of staff trained to deliver the lifestyle intervention	
9. Offer staff regular training opportunities	
9A. Promote training on nutrition, physical activity, smoking cessation, goal setting, and other areas relevant to behavior change	

	Is the Project or Site Interested in Adopting this Strategy?
PROMOTING COMMUNICATION	
10. Promote regular communication between project staff and staff at local sites	
10A. Establish systems for two-way communication initiated by either the project or local sites	
10B. Provide ongoing forums for communication among local sites	
11. Engage in brainstorming and strategizing discussions with local sites	
12. Proactively address local site barriers to delivering WISEWOMAN services	
13. Increase communication among local site staff within local sites and across local sites within a project	

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