

Activity 5.3 Developing Directives

TIPS FOR TRAINERS



Suggested Use

Activities 5.2–5.5 are designed to give participants practice in carrying out the four components of PSRA—priority setting, development of directives, resource allocation, and reallocation. They are meant to be carried out sequentially and build on one another. Use this activity, Activity 5.3, after the presentation and discussion on *Directives* to allow participants to apply what they have learned.



Time

About 90 minutes:

- 5 minutes for instructions and formation of groups
- About 25 minutes for small group work
- About 25 minutes for presentation and discussion of the directives prepared by the groups
- 5 minutes to sum up sound practices and lessons from the activity



Materials

- Handout for Participants: Developing Directives
- Materials Packet for PSRA Activities
- Quick Reference Handout 5.2: Directives
- Easel pad paper and markers



Knowledge or Skill Development

Knowledge and skills in applying PSRA principles, meeting HRSA/HAB requirements, and implementing sound practices in carrying out the critical legislative responsibility for priority setting and resource allocation.

Materials Packet for PSRA Activities

Activities 5.2–5.5 all use the same set of data and information, developed for “Midsize Metro”, a mythical RWHAP Part A program of moderate size. Using data from a mythical jurisdiction rather than local data from your EMA or TGA can be helpful in training. It allows participants to focus on using the appropriate process and sound practices, without the distraction of additional knowledge, relationships, and emotional connection they might feel when dealing with data from their own EMA/TGA. The information provided is intended to give enough depth for meaningful decision making without being overwhelming.

The Packet includes:

- A **Data Matrix** that summarizes findings from needs assessment activities over the past two years, the most recent epidemiologic and HIV care continuum data, and client characteristics and service utilization for the last full program year, overall and by service category, as well as for selected PLWH populations.
- An **Allocations and Expenditures Spreadsheet** (provided in Excel format, with formulas) that shows final allocations and expenditures for the most recent full program year, per client costs, and current allocations for each funded service category—and also provides space for allocating resources for the upcoming year.
- A **Service Priorities List**, showing allocations for the most recent completed program year and the current year, with space for indicating priorities for the upcoming year.
- An **Other Funding Sources Spreadsheet** that summarizes other sources and amounts of funding for medical and support services in the Midsize Metro service area.

Activity Steps

1. Review the materials in the **Materials Packet** and make any desired changes to tailor them to your jurisdiction, for example, using appropriate agency names in the **Other Funding Sources Spreadsheet**. If making more substantive changes, remember that these materials are interrelated and changes to one may necessitate changes to others as well.
2. This activity is best done in a small group. If the total number of participants is 8 or fewer, all participants can all work together. If there are more than 8 participants, divide participants into small groups of 4–6. It is helpful to have at least one experienced PC/PB member in each small group—so instead of counting people off, you may want to assign people to groups beforehand. If desired, you can keep people in the same small groups for all the PSRA Activities, which may save time and enable them to become a team and build on each other’s experience.
3. Pass out the materials and explain the overall approach—participants will use information from a mythical EMA/TGA, “Midsize Metro,” to carry out tasks related to each of the four components of PSRA, in this case, *developing directives*. Explain that the focus of the activities is on using data to carry out the assigned task and being able to defend your process. There will be no attempt to reach consensus across small groups.

4. Small groups should begin by choosing a **facilitator** to coordinate discussion, a **recorder** to take notes and summarize the group's work for sharing, and a **reporter** to present the work of the small group to the full group. The same person may serve as recorder and reporter if that is the group's preference.
5. Review the activity instructions with participants. Their task is to review the data provided and identify one directive that will help to improve the system of care and that meets HRSA/HAB expectations. In developing their directive, they can refer to other guidance provided in the presentation and Quick Reference Handout 5.2. Each small group should develop a draft of the directive, note the data showing the need for the directive, identify financial implications, and indicate what additional work should be done to prepare the directive for presentation to the Executive Committee and full PC/PB.
6. Tell the groups they have about 20 minutes to do their work. Extend the time by 5 minutes if needed. Ask the groups to write their draft directive on easel pad paper for presentation and discussion with the full group.
7. Now ask the reporter from one group to present their draft directive along with documented need and suggested further steps to prepare the directive for formal presentation, review, and approval. If another group developed a directive on a similar topic, ask that group to present its directive. Continue until all groups have reported.
8. Ask the full group to review the draft directives, identify any potential problems with them and suggest possible ways to strengthen them.
9. Ask the group what they learned from the activity and how this experience may affect their approach to directives.
10. Summarize lessons from the activity, including sound practices for and challenges of preparing directives.



Activity 5.3: Developing Directives

HANDOUT FOR PARTICIPANTS

Assume that you are the PC/PB’s Task Force on Directives, a group including representation from several committees. Your assignment is to identify and develop directives to present to the PC/PB for possible adoption as part of the PSRA process, which will be occurring in about three months.

Instructions

1. Work in your small group, choosing a **facilitator** to coordinate discussion, a **recorder** to take notes and then summarize the work on easel pad paper for sharing, and a **reporter** to present your group’s work to the full group. If you worked in the same small group on the prior activity (Updating Service Priorities), consider changing roles for this activity.
2. Review the data provided in the **Midsized Metro Part A Program Data Matrix** and the **Allocations and Expenditures Spreadsheet** and consider prior discussions to identify possible issues related to services where a directive may be needed.
3. Decide as a group what issue/need you want to focus on in your directive, and then discuss the questions below. *Refer to Quick Reference Handout 5.2: Directives for tips on developing directives.*
 - a. What should be the purpose of the directive—what should it try to accomplish?
 - b. What service category(s) should be used or targeted?
 - c. How should the directive be worded? Develop and agree on draft language.
 - d. How might this directive affect service costs, and how might you get more information about probable cost implications?
 - e. What other work is needed before the directive can be ready for presentation and possible approval by the PC/PB?
4. Have your recorder write your draft directive on easel pad paper.
5. Have your reporter ready to present your directive and the thinking behind it to the full group (the PC/PB).
6. You have 25 minutes.