Steps to Healthier Living™

Self-Management Resource Center

Evidence-Based Self-Management Programs Originally developed at Stanford University

Implementation and Fidelity Manual

SMRC
Self-Management Resource Center

Steps to Healthier Living™

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Implementation and Fidelity Manual

This manual may be used to guide implementation and fidelity for any SMRC Self-Management Program

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SECTION I: Introduction

Who should use this manual?

Welcome to the 2022 *Self-Management Resource Center (SMRC) Implementation* and *Fidelity Manual*. This manual is designed to be used by all those involved with SMRC workshops (program administrators, Program Coordinators, Master Trainers, and Leaders). It replaces all previous fidelity and implementation manuals.

Quick Links for This Section

How to use this manual

This manual is a reference tool. You can use the sections in any order you wish. If you are using this online, go to the Table of Contents and click on any topic to bring you directly to that topic. This will save lots of scrolling.

→ *Please try to look up answers yourself before contacting SMRC!*

The first part of each topic will discuss things you might think about as you are implementing SMRC programs. This will be followed by the required fidelity standards for that topic. Fidelity standards are not just suggestions, but rather what you **MUST DO** to be in program compliance. Before going further, we want to say a bit more about fidelity.

What is fidelity and why?

All SMRC programs are evidence-based. That means, in evaluation studies, participants improved health status, health behaviors, and sometimes lowered health care utilization. You can find references to these articles at: https://selfmanagementresource.com/resources/bibliography/

Program delivery that is not true to the original design decreases the likelihood that you will get similar outcomes. If you do not offer the program as it is written and as it was evaluated, you might cause harm. Here are some of the problems caused by poor fidelity.

- Harm to participants

- Lower completion rates
- Increased costs
- Harm to organization reputation
- Harm to the reputation of SMRC programs
- Unhappy Leaders and staff
- Loss of Leaders and staff
- Loss of funding
- Wasted investment of time and resources

The bottom line is that if you want outcomes similar to those obtained in the more than 40 studies using SMRC programs, then **fidelity is a must**. By the way, there are a few studies that showed no benefit to participants. In almost all those cases, the people doing the study insisted on changing the program or how the program was taught.

Who created this manual?

This manual is the result of many years of SMRC staff listening to and working with organizations offering our programs and funders. As we learn more, we revise. This 2022 manual is the result.

How can I help?

If you have a good idea, see anything that needs clarification, find something that does not work or something that works extremely well, let us know. If you absolutely cannot meet a fidelity standard, send us an email. Sometimes we can find a solution. SMRC@selfmanagementresource.com

Definitions

SMRC Programs (links to program's web page provided)

- CDSMP – Chronic Disease Self-Management Program
- Tomando Control de su Salud – Spanish Chronic Disease Self-Management Program
- wCDSMP – Workplace Chronic Disease Self-Management Program

- BCBH – Better Choices, Better Health (asynchronous online CDSMP and also a name that is sometimes used by organizations for their virtual or in-person CDSMP)
- DSMP – Diabetes Self-Management Program
- Programa de Manejo Personal de la Diabetes – Spanish Diabetes Self-Management Program
- CPSMP – Chronic Pain Self-Management Program
- Programa de Manejo Personal del Dolor Crónico – Spanish Chronic Pain Self-Management Program
- CTS – Cancer: Thriving and Surviving Program
- Cáncer: Triunfando y Sobreviviendo – Spanish Cancer: Thriving and Surviving Program
- BBC – Building Better Caregivers Program
- Convertirse en Mejores Cuidadores – Spanish Building Better Caregivers Program
- PSMP – Positive Self-Management Program for HIV
- Vivir Más Sano con VIH – Spanish Positive Self-Management Program for HIV

Evidence Based Programs (EBPs) have many definitions. We prefer to use the definition of the Evidence Based Leadership Collaborative, which states, “EBPs are programs that have been rigorously tested in controlled settings, proven effective, and translated into practical models”.

License is a legal document between your organization and SMRC giving your organization the right to offer SMRC workshops. No workshops can be offered without a license.

Role Definitions

- **Participant:** Someone who takes a SMRC workshop.
- **Completer:** A participant who has attended at least four of the six workshop sessions.

- **Leader (Facilitator):** Someone who facilitates a SMRC workshop for participants.
- **Master Trainer (MT):** Someone who trains Leaders. All MTs are also Leaders.
- **T-Trainer (TT):** Someone who trains Master Trainers. All TTs are also Master Trainers and Leaders. A T-Trainer must be a very experienced Master Trainer and have apprenticed with the SMRC staff. **SMRC is not apprenticing additional T-Trainers at this time**. **T-Trainers can only train for SMRC.** If there is a need for a specific T-Trainer, because Master Trainer trainees speak neither English nor Spanish, contact SMRC.
- **Technical Person:** Someone who runs the technical side of a virtual training or workshop during a webinar.
- **Program Coordinator:** The person at a specific agency who is responsible for managing workshops and local Leader trainings. The person is often also responsible for submitting the agency's annual licensing report and overseeing program fidelity.
- **Licensee Responsible Party:** The person at the agency who is the signer of the license agreement and ultimately responsible for maintaining the agreement's requirements. This is also the contact person for the program listed in our documents.

Trainer- and Leader-Related Definitions

- **Active:** An "active" Leader or Master Trainer is one who has successfully completed training in a program and met the facilitation requirements due within the initial 12 months after that training date. Active status is retained separately for each program in which someone has been trained.
- **Certification:** Permission granted by the SMRC to Master Trainers who have successfully completed SMRC Master Training and have been recommended for certification as Master Trainers by the T-Trainers leading the training. **Leaders are not certified by SMRC**; **t**hey are trained by their organizations or through SMRC's virtual Leader trainings. Leaders are "approved" after successfully completing training, but then gain and maintain their active status by facilitating workshops for their organization. The organization keeps track of Leader certifications. For Leader and Master Trainer certification guidelines (see page 169) or download a PDF of the guidelines.
- **Training Date (mm/dd/yyyy):** This is the date of the last day of the training. This date is usually printed on the Certificate of Completion. Master Trainers

receive their certificate from SMRC, and Leaders receive their certificate from the organization offering the training.

- **Anniversary Date (mm/dd/yyyy – at 12-month intervals):** This is the date that is 12-months from the training date; it is used as the deadline by which a Leader or Master Trainer can obtain their certification as “active” and “certified” to facilitate a workshop or training in a SMRC program. Thus, if someone was trained in February 2030, their anniversary date for the first year would be February 2031.

Training Definitions

- **Training:** Trainings for Leaders and Master Trainers are offered either virtually or in-person. **“Hybrid” trainings, where part of the training is delivered in-person and part virtually, are not permitted.**
- **Leader Training:** An event during which prospective Leaders are trained by two Master Trainers.
- **Master Training:** An event during which prospective Master Trainers are trained by two T-Trainers.
- **Cross-Training:** A training event, done either by SMRC through a webinar or by Master Trainers for a licensed organization through an in person or virtual training, to prepare a Leader or Master Trainer to facilitate a workshop in a program other than that in which they were originally trained. For example, if someone was trained in CDSMP they might be cross-trained to DSMP or CTS. All cross-training for Master Trainers is conducted by SMRC. Leaders can be cross-trained by SMRC or by Master Trainers in their own organization.
- **Update Training:** Approximately every five to eight years, SMRC updates each program. This includes changing and updating activities and often the reference books and materials that accompany the program. When a program is significantly changed, all Master Trainers and Leaders must receive updated training for the new program. All update training for Master Trainers is conducted by SMRC. Leaders can be updated by SMRC (virtually only) or by local Master Trainers in their own organization (virtually or in-person).
- **Leader Refresher Training:** A training to refresh a Leader’s facilitation skills for those who have not been able to facilitate a workshop within the required annual period (except for the first year) and may not be used 2 years in a row. The refresher training can be offered either in-person or virtually by the organization using the SMRC manual, or online through SMRC. Refresher training is facilitated by Master Trainers who have taken SMRC’s Master

Trainer refresher orientation webinar. In-person Leader refresher training may include groups of 4-16 Leaders and virtual trainings groups of 4-12 Leaders. For groups of 9-16, two Master Trainers are required to facilitate the training. For groups of 4-8 Leaders, only one Master Trainer is needed. For fewer than the minimum of 4 Leaders, they may take leader refresher training online through SMRC.

Quick Links for This Section

All organizations using SMRC Programs must have a SMRC license. This is a legal requirement.

There are several types of SMRC licenses:

Types of Licenses

Program License

A Program license grants an organization permission to offer SMRC programs to the public. This license is given to organizations (not to individuals). The licenses are for three years and allow the licensed organization to use any or all of the SMRC programs for which they have trained Leaders (Facilitators). There are licenses for not-for-profit organizations and public agencies, as well as licenses for for-profit organizations. They vary in their geographical reach and terms and conditions. The cost of licenses is based on the number of workshops and trainings an organization plans to offer over three years. For more details about licenses see the SMRC website.

A copy of the sponsoring organization's SMRC license must be in all Leader and Master Trainer manuals.

All SMRC licensees must file an **annual report** (see page 71) on the anniversary date of their license reporting each year's program activity. Reports are submitted on the SMRC website's member portal (see page 83). A downloadable worksheet is available on the member portal to help prepare the annual SMRC license report.

Research License

This license is free and is for use by individuals or organizations that have a funded research project using SMRC intellectual property (see below). Please be advised all derivatives created will be owned by SMRC. To obtain the requirements for and a sample of a research license, write to licensing@selfmanagementresource.com.

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This license is free and allows an individual or organization to translate SMRC intellectual property into a language other than English or Spanish. SMRC retains ownership of all translations or adaptations of its programs and freely shares such translations with other organizations. To obtain a translation license, contact licensing@selfmanagementresource.com.

SMRC's Intellectual Property

Intellectual property is the term applied to inventions, copyrights, and other creative products of human intellect. SMRC's intellectual property includes our manuals and related material (our website, videos, images, text, materials, etc.). These are all original works protected by copyright law. To use or adapt any part of an SMRC manual, for example, without the written permission of SMRC is a violation of copyright. Copyright violations carry penalties for each work and copy. The terms to use our intellectual property are detailed in an organization's license agreement.

Please contact SMRC if you believe that an individual or organization is using SMRC intellectual property in any way without a license.

Fidelity Standards for Licensing

1. **A license is required to use SMRC programs and materials.**
2. Using any part of SMRC's intellectual property in any way, other than that detailed in the license agreement, is a violation of SMRC's intellectual property rights and the organization's license agreement, possibly resulting in the loss of the license and rights to use the program(s).
3. Any requested adaptations must be submitted to SMRC and may only be used with SMRC's written permission. All adaptations and derivatives are owned by SMRC. Only the owner of a work or program can grant permission for someone else to create an adaptation or derivative.
4. Unauthorized use by non-licensed organizations can adversely affect SMRC and our licensed organizations, and should be reported to SMRC if known or suspected. Please report any suspected violations to smrc@selfmanagementresource.com.

Overview of SMRC Programs

Quick Links for This Section

Most SMRC programs meet the U.S. Administration for Community Living's (ACL) highest level of evidence.

This means that they have been:

- tested in trials using experimental or quasi-experimental designs;
- published in a peer reviewed journal; and
- fully translated for use in a community site with dissemination products that are available to the public.

These programs are proven effective as documented in one or more studies and do not cause harm. Thousands of people in the United States and around the world have been using all SMRC programs for more than ten years.

When an organization asks us about using SMRC programs, what we hear most is that “people are different here”. This can mean that their communities have different conditions, races, gender identifications, cultures, socio-economic status, and/or speak different languages. Therefore, they immediately want to make changes.

Our response is that, over the years, our programs have been used by many different people in many different places and by people who speak different languages. It may be that the people you want to serve are different too. However, we ask that you do not assume that the programs will not work in your community until you have tried them first, or at least talked with SMRC staff about what has already been done or what we suggest can be done. Many such assumptions turn out to be incorrect, and it may be that few or no adaptations to our programs are needed.

SMRC offers six programs. You can find out more about each of these programs on our website. All of these programs are also available in the Spanish language.

The Chronic Disease Self-Management Program (CDSMP) and Tomando control de su salud (Spanish CDSMP) are intended for people with one or more chronic physical or mental health conditions. This program is also offered in a slightly adapted version, in both English and Spanish, for workplace settings, Workplace Chronic Disease Self-Management Program (wCDSMP). There is also an asynchronous web-based version available through Canary Peers in the United States and Vively in Europe.

Diabetes Self-Management Program (DSMP) is for people with type II diabetes, although people with type I and prediabetes can also attend. Programa de manejo personal de la diabetes is the Spanish language version of the DSMP.

Chronic Pain Self-Management Program (CPSMP) is for people who have pain lasting three or more months. Programa de manejo personal del dolor crónico is the Spanish language translation of the CPSMP.

Cancer Thriving and Surviving (CTS) is for cancer survivors who are not currently receiving major cancer treatments. Cáncer: Triunfando y sobreviviendo is a Spanish language translation of CTS.

Positive Self-Management Program (PSMP) is for people living with HIV. Vivir más sano con VIH is the Spanish language translation of the PSMP.

Building Better Caregivers (BBC) is for people who are caring for adults with any cognitive deficit. The BBC is recognized by the Family Caregiver Alliance, the National Alliance of Caregiving, and the Benjamin Rose Institute, as meeting the highest level for evidence-based programs for family caregivers. Older Americans' Act - Title IIIE funds can be used for this program. Convertirse en mejores cuidadores is a Spanish language translation of BBC.

How are programs offered? (Modes of Delivery)

Workshops are offered in four different ways (modes).

- In-person small groups of 8-16 people (all programs)
- Virtual small groups of 8-12 people via Zoom or other virtual platform (all programs)
- Group telephone calls with mailed Tool Kit of print materials for three to five people (for CDSMP, DSMP, and CPSMP in the English language, and

CDSMP and DSMP in the Spanish language). Tool Kits can also be used for independent study, without the weekly group telephone calls.

- Asynchronous (not in real time) Internet groups of 20-30 people (Better Choices Better Health (BCBH, which is similar to CDSMP and Building Better Caregivers). These programs are offered by Canary Peers in the United States and Vively in Europe. No other organizations are authorized to create or deliver asynchronous/online SMRC programs.

Participant privacy requires that, after a program starts, **SMRC programs are not open to the public**. Registration is required and visitors are not allowed without the permission of all workshop participants. If you want someone to observe a session, ask permission of the participants in the previous session. Fidelity monitors are excluded from having to have prior permission.

The following table shows which programs are available in the different modes of delivery.

Workshop	In person	Remote virtual	Tool kit	Tool Kit plus phone calls	Internet: via Canary Peers	Internet: via Vively	Spanish
Chronic Disease SM	✓	✓	✓	✓	✓	✓	All (except Canary Internet)
Workplace CDSMP	✓	✓		✓			All (for Tool Kit use English or Spanish CDSMP)
Diabetes SM	✓	✓	✓	✓			All
Chronic Pain SM	✓	✓	✓	✓			All (except Tool Kit)
HIV Positive SM	✓	✓					All
Cancer Thriving and Surviving	✓	✓					All
Building Better Caregivers	✓	✓			✓		All (except Internet)

What are the durations of program workshops?

All the programs are six weeks in duration.

- In-person and virtual groups meet for 2.5 hours per week.
- Workplace CDSMP is two one-hour sessions per week.
- Telephone workshops are approximately one hour per week.

What languages are available?

All programs are available in both the English and Spanish languages. Some of the programs are also available in other languages.

Is my organization ready to start a program?

Here is a resource to help you determine if you are ready to start an evidenced based program: http://www.eblcprograms.org/getting-started/are-you-ready/

Reading this manual will also give you a good idea of what is required.

What is needed to start a program?

We assume that you have already made the decision to offer one or more SMRC programs. To do this you will need (Each of these is discussed more fully in their own section of the manual):

- A SMRC License (page 7)
- A decision on which program or programs you are going to offer and the modes of delivery (page 10)
- A program budget (page 13)
- Personnel to run the program (page 21)
- Trained Leaders (page 22)

Budget

We cannot tell you the exact implementation costs for SMRC programs. This depends on how many programs you will offer, how well you recruit, and how efficient you are. In the United States, a national figure of $300-450 per person is estimated as the cost. This includes everything: training, materials, coordination, recruiting, registering people, etc.

Here is a list of things you should consider when making a budget:

- Program Coordinator (may be part-time or full-time)
- Person responsible for sustainability of the program (obtaining funding, reports, etc.). This person can also be the Program Coordinator.
- Master Trainers (MTs usually get paid for training Leaders). Not all organizations need Master Trainers. If you plan on training fewer than ten Leaders, less than once a year, you can probably contract with Master Trainers from other organizations to train Leaders for you or send just a few Leaders at a time through SMRC's virtual Leader training offered at various times throughout the year. SMRC fees for virtual Leader training are found on our website.
- Training for Master Trainers is available only from SMRC. You can find the pre-requisites for this training and cost on the SMRC website's Training Calendar.
- Leader training (if you conduct an in-person training, costs will include food, room, transportation, materials, recruiting Leaders, Leaders' manuals, and participant books for each Leader trainee). Most of these same expenses remain for virtual training except for transportation, food, and room.
- Tech support may be necessary if you use a virtual platform.
- Publicity/recruiting
- Participant registration and support
- Leaders may be volunteers or may receive a stipend. This is most usually the minimum wage for your area. (Paying Leaders is often less expensive than having to train new Leaders.)
- Sites for programs (usually donated but you may have to pay a rental fee for space). Virtual workshops and training require a subscription to a virtual platform (such as Zoom), if your organization doesn't already have one.

“Free” subscriptions often limit the time allowed per session, so check your subscription details to make sure you are not cut off mid-session.

- Materials for participants (should be factored in before implementation). These include a book (available in print, CD and MP3 formats) for every participant. **These materials are not optional.** Costs depend on volume purchased. To determine this, contact Bull Publishing https://www.bullpub.com/ If you are using the Telephone plus Tool Kit mode, then each participant must have a Tool Kit available from Bull Publishing. See page 48 for details of materials needed for each workshop.
- Charts (in-person only) to be used by the Leaders (your organization or the individual leaders makes these—directions are in all manuals).
- Evaluation (**not required**) (see page 62)
- SMRC License (see page 7)
- Periodic update, cross-, and Leader Refresher trainings for Leaders and Master Trainers. To get an idea of current costs for these trainings, see https://selfmanagementresource.com/training/training-fees/

Fidelity Standards for Starting a Program

1. Have a current SMRC License
2. Have trained Leaders
3. Have at least a part-time Program Coordinator

SECTION IV: Some Thoughts about Diversity

Quick Links for This Section

[Fidelity Standards for Diversity]

All too often, diversity is not considered or is considered later after many other parts of the program are already in place. Program planning cannot be done well until you know **who** you want to serve and have those folks be part of the planning. The disability community says, ***"nothing about us without us".*** This should be true in all program planning. Those that you want to serve should be part of the planning and be represented as part of your staff.

Honoring diversity starts with deciding who you want to serve and making a long-term commitment to them. Is it a specific racial or ethnic group? Is it a disease-specific population? Is it a specific language group? Is it people with disabilities? Once you know, you can start learning about these groups or communities. This is necessary, even if you are a member of that group.

One of the most important things to remember is that there is as much diversity within a group as there is across groups. For example, a physician from Bolivia may or may not have much in common with a Mexican farmworker in California. A Serbian living in Canada may or may not be a good person to work with Bosnian refugees. A medical student from China may or may not be the best person to work with an Asian immigrant community. Just because people share some common characteristics (race, ethnicity, language, etc.) with a community does not always mean they can work well in or with that community.

Do not make assumptions, but always ask the people who know, the people you want to serve. Remember we are members of many groups and may or may not feel comfortable or confident when working in all these groups. Just take a moment and think about yourself. Of what groups are you a part and with which do you feel most competent and comfortable?

Commitment and learning: Working to honor diversity means making a commitment and being willing to learn. The commitment is for years, not months, weeks, or just offering one workshop. It means establishing relationships and making friends with members of the community, asking them what you should know, as well as reading about the community. It means showing up on Saturday when invited to an acorn festival or other special event or celebration. For some groups, it may mean scheduling workshops for evenings or for Sunday afternoons. In short, it means devoting time and energy to learning and being willing to step outside your comfort zone. If these are not things you are willing and able to do, then find someone in your organization who is more comfortable with leading your diversity efforts. Even if you are comfortable and have the commitment, you still always want to work with partners from the community.

Finding the right partners is one of the keys to working successfully with diversity. Start by asking everyone you know and can find in the community of interest. For example, who are Leaders in the elder community and who do older people trust? **Do not stop here.** Next, talk to all these people and ask the same questions. You should have many names of community leaders. Once you have a list of names, look for those that appear the most frequently. These are the people who may make great partners and workshop Leaders. You might ask these folks to sit on an advisory committee or you might hire one of these people to help with your diversity efforts or ask them to be workshop Leaders or to help find potential workshop Leaders.

By the way, these people whose names you gather may not always be who you expect, such as the usual community, church, or tribal leaders. The community, church, or tribal leaders are important because they are often gatekeepers. They are the ones that decide if they will support your efforts. However, they are seldom the people to do the work or sit on advisory committees because as community leaders, they are often too busy. Still, you want to keep these gatekeepers informed. Always let them know what you are doing, and always ask what you can do for them. If what they ask is not possible, say so. If you make a commitment, be sure to keep it. The two things you want from these gatekeepers are that they name or appoint people to help you and support you by introducing you to the community. Always remember that their asking others to work with you is a gift.

Others want to know if they can trust you: We all want to know if we can trust each other. This is even more important when you are working in a culture other than your own. It may be that others who have gone before you have done something to undermine trust. This is not your fault, but it is important for you to know and understand; it is also something with which you will need to deal when you work in and with that group or community. In many cultures, showing up on time, dressing appropriately, and doing what you say you are going to do are all ways to gain trust. The problem is that “on time” and “dressing appropriately” may mean different things to different people. If you are invited to something, go; if you are offered food, eat it; if you encounter silence, take a moment to think about it, and accept it. Let others in the group break the silence. These actions help build trust. Trust building is many actions over time, and trust leads to mutual respect.

Listen, listen, and then listen some more: As we learn about diversity and work to become more competent in and with diverse groups, we need to listen. This is especially true when facilitating workshops in diverse communities. For example, if someone comments during an activity that they are disrespected by health professionals, do not ignore the comment. Rather, allow them to explain, then acknowledge their feelings, show empathy, and offer to talk more with them at the break or after the session. You may not be able to solve their problem, but letting them know you heard and empathize with them can go a long way. You may also be able to offer them other resources where they can find assistance. If you have a Leader who says they can never facilitate a workshop on Saturday, do not assume that they are guarding their free time. Instead, ask why so you know and can respect their wishes. It may be that this is their holy day.

As we listen, we often make assumptions based on our own experiences. In other instances, we are afraid to show our ignorance or afraid that if we ask it will lead to something more complicated or to other problems. Avoiding potentially uncomfortable discussions says a lot about you and your programs. It can cause difficulties and misunderstandings, especially when working with a culture other than your own. The best thing to do if you do not understand, or even if you think you understand, is to ask. This is what it means to be culturally humble. Going back to our workshop example then, a Leader might ask, “Could you tell me more about being disrespected?”. This is how we learn. Remember, we do not have to fix the problem or apologize unless we did something wrong, but we do need to acknowledge that this is their reality and take time to listen.

Avoid Stereotypes: While there is some truth in some stereotypes, there are also many exceptions and misconceptions. Please note that in this write up we say nothing about one group of people being like this and another group of people being like that. Remember, just because people share some common characteristics (race, ethnicity, language, etc.) this does not mean they are all the same. Where Leaders often get into trouble is when they use stereotypes and act or say something like, “That’s OK, we know that ____are always late.” or, “____ are so emotional.” A rule of thumb to help avoid stereotyping is to never assign any attribute to a whole group.

How do I know if things are going wrong? Some clues that help us know if things are not on track or going well are the following:

- People who use to call you back or keep in touch do not follow-up or respond to you.
- People do not show up at meetings.
- In a group meeting or workshop, everyone is silent.

- Participants do not show up to the second session.
- Everyone looks bored.
- You just have a "feeling" or sense something is not right.

One of the mistakes that people often make when these things happen is to make excuses for them and say that these folks are busy, or maybe just not motivated. These are assumptions; therefore, when these things happen, it is more useful to look at yourself and your Leaders and ask what might have happened and if there is anything you can do to correct it. If you do not know what happened, ask. This is where partners can be very helpful.

What to do if things go wrong: Find out what is happening right away. Reach out and ask your partners or the participants who did not show up again why they did not return. What happened? Then listen. At first there may be silence, but eventually you will begin to learn what is happening. Maybe a Leader was not respectful, maybe a cultural norm was unintentionally broken, maybe a participant said something inappropriate to another participant, maybe someone talked when they should have been listening. Also ask what you can do to fix whatever the problem might be and listen to their ideas.

You made a mistake. Now what? This discussion assumes that the intent was good, or the mistake was unintentional. As soon as you are aware that you made a mistake or someone points out a mistake, the best thing to do is to admit the mistake and say you were wrong. "What I just said was racist, I am so sorry." Do not give excuses. Do not try to fix it. It may be that someone will make an excuse for you. You can thank them and say that you were just not thinking. Nevertheless, what you said was harmful to others and still racist. If this happens one time, you will probably be able to resume your plans, and you may have gained some respect by being honest, taking responsibility for your mistake, and apologizing for it.

You are part of or go to a new organization, and they want to know how they can adapt a SMRC program. First, find out what they want to adapt. Almost always it is using more culturally appropriate examples during the workshop activities. This is allowed; that is why the manual says "use your own words" over and over again. Sometimes they want to add content, prayer, or other culturally appropriate events. This is also acceptable **if** it is appropriate for everyone attending **and** this occurs before or after a regular session, not during the session. Sometimes they say that they have lots of changes they want to make. In this case, ask them to write those changes down, send them to you, and you can send them on to SMRC for review and a decision.

Fidelity Standards for Diversity

1. Most of the Leaders should look like and come from communities similar to those of the participants.
2. Attention to diversity should be part of training staff, Leaders, and Trainers.

SECTION V: Staffing and Training

Quick Links for This Section

The trick is to have enough staff, not too many staff, and the right staff. All of this depends on the size of your program and the participants you serve.

SMRC's List Serves: Master Trainers are required to be subscribed to the Trainers list serve, and Program Coordinators are strongly advised to subscribe to the Admin (Program Coordinators) list serve. SMRC maintains these email list serves for our community to encourage communication. The list serves are required because it is through the list serves that SMRC makes important announcements. We also encourage members to ask questions and provide ideas and feedback to each other in this way. If you need to problem-solve or have a great idea to share, this is where to do it! As of 2022, we have over 2,000 members on our trainers list serve and over 700 on our admin list serve from all over the world. You will be subscribed by SMRC staff but contact certification@selfmanagementresource.com for more information.

Program Coordinator

Each organization needs a Program Coordinator - this is the decision maker or the main contact in the organization for all things related to program implementation. This can be anything from one part-time position to a full-time position with assistants. This is the key person who is responsible for scheduling workshops, advertising workshops, overseeing workshop registration, supervising Leaders, conducting or supervising fidelity checks, and collecting and reporting program data to appropriate sources.

Different people may do these jobs, but someone needs to oversee that all the parts are working properly. It is suggested that the Program Coordinator also be a Leader and may be a Master Trainer, but this is not required.

Sustainability: Someone in the organization needs to be responsible for sustaining the programs. This usually means securing program funding, be it from grants, fees, networking with other organizations, or receiving funding from health service providers. The person charged with sustaining the program may be the Program Coordinator or it may be someone else. For more about sustainability see page 65.

Leaders (Facilitators)

These are the people who facilitate (teach) the workshops. Every workshop (except phone workshops) **must have two Leaders** and these Leaders must be trained and approved by Master Trainers. The best Leaders are non-health professionals who come from the same communities as the workshop participants. (These communities may be geographic, ethnic, racial, religious, etc.) It is best if the Leaders also have a chronic condition similar to that of the workshop participants.

Why use Peer Leaders?

There are many answers but the most important is that they are like the people they teach. They are believable, and they have lived experience with the disease or condition. SMRC programs “work” because they increase participants’ confidence in their ability to manage their condition. One of the keys to increasing confidence is seeing someone like yourself who is also managing their condition (a model), not listening to the expert in the topics or seeing the perfect example. **Peers may not be experts in the subject matter, but if chosen well, they are the experts in the lived experience of the participants.** The subject matter is scripted in the manuals by a team of professional experts. The Leaders do not have to be experts in the workshop content; they just need to know how to deliver it as scripted.

Advantages to having Peer Leaders

- They have lived experience.
- They show empathy and compassion to participants.
- They inspire participants with personal examples.
- They are a source for recruiting many more potential Leaders.
- Their availability will expand where and when your programs can be offered.
- They will make your programs more acceptable to the community.
- They are often less expensive than professionals, but they are often not cost free.
- They know their communities and may give you good ideas about recruiting.
- They are less likely to stray from the content and may be better at hearing and understanding the concerns of participants as well as paraphrasing or adapting examples in the content, making it more relevant and meaningful to participants of a similar background.

Disadvantages to having Peer Leaders

- They may be less reliable than paid staff or professionals.
- If they are not happy, they quit.
- They may not look or talk like people with whom you usually work (this may also be an advantage).
- They may ask uncomfortable questions.
- They are not usually cost free, they require supervision and some type of compensation or recognition for their efforts.

How many Leaders do you need?

To assess your personnel needs:

1. Determine how many people you will serve each year.

2. Determine the number of workshops you will need to offer to reach this number. The chart below will help.

Ranges of Participants beginning a workshop	Minimum	Maximum
Workshops - urban and highly populated areas	10	12, 16*
Workshops – rural and low populated areas	8	12, 16*
Virtual Internet based workshops	8	12
Telephone/Tool Kit workshops	3	5
*To allow for social distancing, 12 maximum recommended for small rooms.		

These ranges are determined based on experience. If workshops are too big, they take more time and are difficult for Leaders to manage. If they are too small, they tend to fall apart. All workshops, except Telephone offerings, require two Leaders at all sessions. The Telephone workshops may be conducted with one Leader.

3. Determine the number of Leaders you will need to facilitate these workshops. For example, to serve 100 people in-person or virtually, plan on ten (10) workshops. You need 10-20 Leaders depending on if Leaders facilitate once or twice a year (10-14 workshops with two Leaders each).

4. Determine the number of Leaders you have and how many workshops each Leader is willing to facilitate a year, subtract that from the number needed and you will an idea of how many new Leaders you may need to train. It is good practice to always have a few extra Leaders, but not too many. You want to be able to give every Leader an opportunity to conduct one full workshop at least once a year. They cannot keep their certification as Leaders without doing this.

5. Do you have Leaders to conduct workshops for the population you wish to serve? It may be that you have no Spanish-speaking Leaders, few Black or male Leaders, or no Asian or Native American Leaders, and you do not know if you have Leaders from the LGBTQ communities. If you wish to serve these communities, then you must have Leaders from these communities.

Recruiting Leaders

Leaders are usually peers, nonprofessionals, who are like those in their workshops. They always (except with telephone programs) facilitate in pairs. **Finding sites and recruiting participants is not part of being a Leader.** Asking Leaders to do these tasks is a key factor in Leader burn out. If you want Leaders to do these tasks, pay them.

Similarity to participants is a key to successful programs.

In choosing Leaders there are many considerations.

- Lived experience with the condition.
- Like the people in their workshops (race, ethnicity, religion, community in which they live, language, gender).
- Ability to read the Leader's manual in the language they will be teaching.
- Have successfully completed Leader training (see page 26). If facilitating using technology, familiarity with and access to the required technology (a computer or laptop, internet connection).
- Willingness to conduct the workshops in off hours (evenings and weekends).

Concentrate on recruiting Leaders who are like the people in their workshops, and if possible, from the same community. Keep an ongoing list of people who are interested and with whom you have talked. Recruiting is an ongoing effort. It does not start a month before training.

When recruiting, you want names and contact information. You might also ask in what geographic areas they are willing to facilitate and by what modes. If you are doing remote training, or if they will be facilitating virtually, they must have a computer or laptop. **Mobile phones and tablets are not acceptable**.

In a group, **do not ask people to sign something at the door if they are interested.** Very few will do this. Rather, as you are speaking, pass a clipboard with a signup sheet among the group and then collect it after the meeting. If the gathering is large, pass around several clipboards. The equivalent in a virtual format is to ask them to leave contact information in the chat, or send a link in the chat to an easy questionnaire. What you want are names and contact information of people you can then contact and interview.

If your program has a website, put up a page with information about the need for Leaders and let people leave their contact information online. Send out a Leader job description announcement in your regular publicity and see what comes in.
When someone shows interest, 1) send them details about training, and 2) give them a call. The phone call is key to answering their questions and for you to check out the person to be sure this is someone you might want as a Leader.

It is best to have a written Leader job description. One of the major reasons why organizations lose Leaders during or shortly after training is that those Leaders did not fully understand for what they were signing up.

One caution: do not decide that someone is not Leader material just because the person is not like you. If they meet the criteria, offer them training. The training is where you find out if someone can be a Leader or not. Remember that not all Leaders can facilitate in all communities.

- Look around you. You probably know people who would make good Leaders. Maybe they go to your church, are friends at work, or are neighbors. They could be clients or members of a service organization.
- Post the opportunity to become a Leader at your local volunteer bureau, senior center, and if available, online at sites such as neighborhood lists and your organization’s Facebook page.
- Talk with people in ongoing support groups.
- As you give talks in the community on any subject, mention this opportunity and take the names of people who might be interested.

- Post a notice in the newsletters of voluntary health organizations such as the Arthritis Foundation, American Heart Association, American Diabetes Association, etc.
- Many local newspapers run free classified ads for volunteers. This is especially helpful in rural areas.
- Ask health professionals to ask their favorite patients.
- Post notices in neighborhood newsletters and health clubs.
- If you live in a rural area, see if you can get a public service announcement on the local radio station, farm report or any other program that you know is listened to by the folks you want to recruit.
- Ask your Leaders to watch for people in their workshops who they think might make good Leaders. Once these folks are identified, have the Leader approach them with the idea and if they are interested, call them, and ask if they would be interested.

Before accepting someone into training, have them sign a memorandum of understanding (MOU - see examples on pages 115 and 119) **and commit to facilitating a specific workshop** (dates and times). This assures you that they are serious about facilitating. It also means that you will have fewer people who go to training and never facilitate.

If you have staff lead workshops as part of their regular work, it is important that the job description clearly identifies the number of workshops they are expected to do as well as include in their productivity assessment their work as “Leaders” or “Master Trainers.”

Having a mix of staff and contracted volunteers as leaders is important if you need to offer workshops on weekends or in the evenings when people want to attend, and to have a diverse group of Leaders that represent well the communities you wish to serve.

Training Leaders

Leader Training is four days in-person or seven weeks (thirteen 2.5 hours sessions) virtually. Training can be conducted in-person for groups of 8-16 or online via Zoom or other platform for groups of 8-12. No more than two of these people can come from outside your licensed organization and those trainees must be part of a licensed organization. Two licensed organizations may have a combined training.

Before Leader training:

- Talk with every person coming to training to clarify expectations and answer questions.
- Have each person accepted for training sign a Leader agreement (memorandum of understanding – MOU). This is developed by your organization. Among other things, this agreement must include the following information*. "I understand that the manuals used in the training and implementation of Self-Management Resource Center programs are copyrighted and may not be passed to others in any format without permission from SMRC. Only licensed organizations may use SMRC materials. SMRC@selfmanagementresource.com."* See pages 115 and 119 for two sample MOUs.
- Send each Leader trainee a detailed description of training, hours, and what will be expected. If virtual, include that they must be on screen at all times and must have a laptop or a computer with a reliable internet connection and working camera, audio, and microphone.
- **Virtual training cannot be done with a cell phone or tablet.**

<u>In-person</u> training must have all the following:

- **Two active, certified Master Trainers** - The names and emails of active Master Trainers appear in the member portal (see page 93) of the SMRC website, which is accessible only to Licensees/Program Coordinators and Master Trainers who have an account. Master Trainers can come from your organization or be hired from other organizations.
- An in-person Master Trainer **manual** for each Trainer. Master Trainers can download Master Trainer manuals from the member portal (see page 91). The Master Trainer is responsible to make sure that the manual is the most recent version. The manual dates are on the website in the Resources section.
- **A room** big enough to comfortably accommodate 8-16 trainees plus two trainers. People can sit in a circle or open "U" square, hopefully with tables in front of them. Comfortable chairs are a must. If you do not want to sit in a chair for six hours a day, neither will your trainees. **Classroom or lecture style seating is not acceptable**.
- **Break out space** for practice teaching on days 2 and 4. If you are only training 8-12 people, this is not necessary.

- **Equipment/Supplies**
    - A daily roster
    - **Reusable** name tags for each trainee and trainer and black felt tip pens
    - Easel and chart pads (25x30 inches) (63.5x76.2 centimeters) for each room. A complete set of prepared charts plus duplicates of those charts that are to be posted during all days of the training is necessary. Instructions on preparing charts are found in Appendix I of all program manuals. **Never use PowerPoint or overheads.**
    - A whiteboard, chalkboard, or additional easel with blank flip charts
    - Whiteboard markers (dark colors) and eraser
    - Blank flip chart paper and markers for trainees to make their charts for practice teaching
    - CD or MP3 for relaxation exercises (and for the *Moving Easy Program* for a CPSMP Leader training) and equipment to play them
    - Box of tissues
    - Water
    - You may want to consider having snacks
- **Materials for trainees**

  Each participant needs the following (If the training is in Spanish, all materials should be in Spanish). See page 48 for a comprehensive list of orderable materials.
    - Training agenda
    - Workshop Overview and Homework handout (and other handouts as needed for other SMRC programs)
    - Book: *Living a Healthy Life with Chronic Conditions*, **or** *Tomando control de su salud*, **or** *Living a Healthy Life with Chronic Pain*, **or** *Vivir una vida sana con dolor crónico* **or** *Living a Healthy Life with HIV*, **or** *Building Better Caregivers*, depending on program (Available from Bull Publishing)
    - CD or MP3: Relaxation for Mind and Body **or** *Relajación para la mente y el cuerpo* (optional) (Available from Bull Publishing)

- Leader's Manual in a loose-leaf binder. Printable digital copies of Leader's manuals can be downloaded from the member portal (see page 87) only by the person named as the Licensee contact in our database. The Program Coordinator is responsible for making sure that the manual is the most recent version. The manual dates are on the website in the Resources section
- Those with vision challenges may load the manual on a tablet, where they can enlarge the print
- Practice teaching assignments
- Practice teaching Activity Checklists and Feedback Forms
- On the last day of training:
    - Leader training evaluation forms. There is no set form, and you can evaluate as you like.
    - Leader completion of training certificate. You can make your own certificate or download a Word template from the member portal (pages 87 and 91. New Leaders appreciate this. This acknowledges their participation and completion of the training but does not certify them as Leaders. **Certification only happens after individuals who have successfully completed Leader training have conducted an in-person or virtual workshop.**
    - Copy of the Certification Guidelines (also downloadable from the member portal).
    - The organization's Crisis Plan, reporting documents, information on obtaining materials, and contact information, where applicable.

Virtual training must have all the following:

- **Two active, certified Master Trainers** - The names and emails of active Master Trainers appear in the member portal (page 93) of the SMRC website, which is accessible to Licensees/Program Coordinators, and Master Trainers who have an account. Master Trainers can come from your organization or be hired from other organizations.
- A virtual Master Trainer **manual** for each Trainer. Master Trainers can download Master Trainer manuals from the member portal (see page 91). The Master Trainer is responsible to make sure that the manual is the most recent version. The manual dates are on the website in the Resources section.

- **Equipment/Supplies**
  - **Both workshop slides and Leader training slides,** which replace easel and chart pads. The person named on the organizational license can download the workshop slides and the Master Trainer can download the Leader training slides from the website's member portal (page 83 for details on using the member portal). Workshop slides include **the links** for the exercise practices in the CDSMP and CPSMP trainings only.
  - **No whiteboard, chalkboard, or additional easel** is needed, but you will want to use a virtual whiteboard, blank slide, or document to view for brainstorming during the virtual training.
- **Materials for trainees**

  These are the same as for in-person training but digital copies with a few additional pieces noted below. Books, however, should usually be hard copies. These materials are sent and should be received by trainees before the start of the training. They may be sent by mail or as email attachments.
  - Information about required equipment and how to log on.
  - Information adjusting the view and lighting when using the webcam.
  - Digital copy of watermarked Leader manual. Trainees are sent the manual without watermark upon successful completion of the training. The Program Coordinator is responsible to make sure that the manual is the most recent version. The manual dates are on the website in the Resources section.
  - Practice teaching assignments and the contact information for their teaching partner.
  - Weekly reminder emails from Master Trainers.
  - On last day of training:
    - Leader training evaluation forms or link to an online survey — there is no set form, and you can evaluate as you like.
    - Leader completion of training certificate. The organization sponsoring the Leader training may make their own certificate or download a Word template from the member portal's Manuals sections. New Leaders appreciate this. The certificate acknowledges their participation and completion of the training but does not certify them as Leaders. **Certification only happens after they have conducted one complete 6-week workshop in-person or virtually.**

- Copy of the Certification Guidelines (also downloadable from the member portal)
- The organization's Crisis Plan, reporting documents, information on obtaining materials, and contact information, where applicable.

No additional training is required for Leaders who move from one mode of leading a workshop to another. The Program Coordinator is responsible for making sure that the manual is the most recent version. The manual dates are on the website in the Resources section (also see page 48). It is best if Leaders who are new to a mode facilitate with a Leader experienced in that mode, and to receive another fidelity check (see page 32) the first time they facilitate in that other mode.

Monitoring Leaders During Training

The Master Trainers in a Leader training must use certain criteria to determine whether or not a trainee should be approved to be a Leader.

- Are trainees on time?
- Are trainees fully engaged, without distractions, during the training?
- Do they treat each other with respect and without judgement?
- Do they ask appropriate questions?
- When they are told about a problem or given a suggestion for correction, is there a change in behavior?
- During practice teach, do trainees follow the manual?
- Can trainees who are professionals leave their professional hat aside and work as a peer?
- Have trainees mastered the basic skills of action-planning, feedback, brainstorming, decision-making, and problem-solving?

Decisions about who should facilitate workshops following Leader Training are made by the Master Trainers. These decisions are based on patterns of behaviors and performance over the whole training. Throughout the training, Master Trainers work with the participants to correct areas of concern. Only in very rare cases of hostile or disrespectful behavior, are Leader trainees asked to leave training.

Decisions on who should become certified as a Leader after having conducted their first workshops or remain active after having facilitated more than one workshop, are made by those monitoring the workshop, doing the fidelity check, and the Program Coordinator. Do not let people about whom you have concerns lead workshops.

Leader Fidelity Checks

Because the effectiveness of the programs and the safety of the workshop participants relies on all parts of training and implementation following strict fidelity guidelines, fidelity checks of Leaders are important.

Fidelity checks should be done when a Leader:

- Facilitates for the first time and for the first time in a new mode
- Yearly for just one mode
- Anytime there is a concern with their performance as a workshop Leader

Fidelity checks are usually conducted by Master Trainers, but a Program Coordinator familiar with the manual and even another experienced Leader can conduct a fidelity check. A checklist can be used to help with the evaluation. The general skills to be evaluated are the same as those in Leader training, but a more detailed checklist can be found on page 113. Skills to be assessed are shown below.

1. Adheres to the curriculum
2. Comes to sessions prepared
3. Facilitates group contributions in the following types of activities:
    - Brainstorming
    - Action Plan Formulation
    - Action Plan Feedback
    - Problem Solving
    - Decision Making
4. Handles difficult group dynamics and problem participants
5. Speaks comfortably in front of a group
6. Does not judge people or actions

7. Models activities appropriately
8. Sticks to time / agendas
9. Listens and incorporates feedback given by Master Trainers
10. Works cooperatively with co-Leader

Obtaining Leader Certification

Newly trained Leaders may obtain one or two separate certifications:

- Certification for the Tool Kit with Conference Call workshops, and/or
- Certification for the in-person and virtual workshops.

For Leaders to be certified in virtual and/or in-person workshop modalities, they must facilitate one complete six-week (all six 2.5-hour sessions) of either an in-person or virtual workshop within 12 months after their training date. Leaders who complete this requirement will also be certified for Tool Kit with Conference Call workshops.

For Leaders to be certified only in Tool Kit with Conference Call workshops, Leaders must facilitate one complete six-week (all six 1-hour sessions) of the Tool Kit with Conference Call workshop. If these Leaders do not facilitate an in-person workshop within a year of their initial training, they will be certified to facilitate only in the Tool Kit with Conference Call workshops. See page 169 for Certification Guidelines or download.

Retaining Leaders

Training Leaders is one of the most expensive parts of offering SMRC programs. The more you can retain Leaders, the lower your costs. One of our most successful program administrators told us that “volunteers are not free”. You must put real effort into keeping your Leaders.

- People become Leaders for their own reasons. The more you know about these the more you can meet their expectations. If someone wants to help people like themselves, then they might be good recruiters for people like them. (*Leaders are not expected to recruit and should do so only if they wish and sometimes only if they get paid*). If they want social contact, they might want to facilitate more workshops or do some extra work recruiting. If they are students who need a project, then have them evaluate some part of your program such as the best ways to recruit.

- Leaders are special and need to feel special. Call them back right away. Send thank you notes, birthday cards and/or holiday cards.
- Have a yearly or twice-yearly Leader get together. Use the time for answering questions, retraining, and honoring Leaders. Serve lunch (if not virtual) and give your Leaders a small appreciation gift every year.
- Pay your Leaders something, even a small token. At least try to cover some of their transportation costs. Unless you are providing them the materials to make their own charts, reimburse them for any out-of-pocket expenses. This is another way to show them that you value them. See page 13 for more about budgeting for Leaders.
- If someone decides they no longer want to be a Leader, conduct an exit interview to find out why. Do not just accept the first answer such as "I am too busy." Probe a little to find out if there is something about the program or the program administration that has caused them to make this decision. Here is an example of a probe, "I know that all of us are really busy, but sometimes Leaders decide that they want to quit for other reasons such as it being too much work, not getting along with their co-Leader, or not being treated well by the staff. We really need to know these things so we can improve. Is there anything else you would like to tell us?"

Master Trainers

Master Trainers (MTs) are the people who train Leaders. All Master Trainers are also Leaders. Not all organizations need Master Trainers. These can often be "borrowed" from other organizations. Often, but not always, Program Coordinators are also Master Trainers.

Master Trainers train Leaders in all programs in which they are certified and can also conduct Leader fidelity checks (page 32). Master Trainers also conduct:

- Leader update trainings (when a workshop has been updated by SMRC)
- Leader cross-trainings, (when Leaders have been trained in CDSMP or Tomando and want to conduct another program such as DMSP or CPSMP)
- Leader refresher trainings for Leaders who have not been active in a calendar year (after taking the Trainer orientation for Leader Refresher training offered by SMRC).

Master trainers always facilitate in pairs except when conducting a Leader refresher training for a very few Leaders. **Master Trainers are prohibited from training other Master Trainers.**

How many Master Trainers do you need?

Unless you are training more than ten new Leaders a year, you do not need your own Master Trainers. You can contract with Master Trainers from another organization or send your Leaders to another organization or to SMRC for Leader training.

A pair of Master Trainers can train:

- 8-12 Leaders virtually
- 8-16 Leaders in-person

Master Trainer Recruitment

People coming to Master Training ***must be active Leaders*** who have conducted two or more in-person or virtual workshops, one of which is in the past year. When choosing someone, be sure that they:

- want to be a Master Trainer,
- have the time to conduct training during the times you want training, and
- have had strong fidelity checks as Leaders.

They should be chosen for their cultural humility and, if teaching a group outside of their own culture, are experienced, comfortable, and competent when working with this culture. Master Trainers should represent the diversity of the communities in which they are training.

In addition, the following characteristics are expected in Master Trainers. SMRC uses this list during training to evaluate their appropriateness as certified Master Trainers:

1. Models activities and creates a respectful training atmosphere
2. Able to paraphrase, not read from the manual
3. Provides constructive feedback during training, practice teaches and private conversations

4. Able to identify strengths, weaknesses, and areas for improvement for each trainee
5. Facilitates constructive discussion / feedback from peers
6. Able to think quickly on feet
7. Has sound judgement
8. Commands the material by paraphrasing and not reading verbatim (word for word) from the manuals
9. Commands the training process
10. Agrees with the importance of program fidelity and adheres to fidelity standards
11. Able to tell low performing trainees they cannot be Leaders
12. Counsels out trainees who do not meet the Leader criteria
13. Honors diversity
14. Handles technology at the level required by your organization

Training of Master Trainers

All Master Trainers are trained by SMRC. If you wish to train someone who does not speak English or Spanish, please contact SMRC.

- Master training is conducted over three consecutive weeks of three-hour sessions online via Zoom. In the future, SMRC hopes to offer two-day in-person Master Trainings a few times a year.
- Active Master Trainers who were trained in-person must attend SMRC's virtual certification training before they can train Leaders virtually. Before attending this training, they must have facilitated, as a Leader, one full six-week virtual workshop.
- All Master Trainers must conduct their first Leader training within 12 months of completing training. For those updated to virtual training, they must conduct a virtual Leader training within 12 months of the update.

Maintaining Master Trainer Status

To remain certified, an active Master Trainer must:

- Facilitate the following (these can be either in-person or virtual):

- Every year, at least one full six-week workshop (in-person, virtual or Tool Kit with Conference Calls), Leader training, cross-training, or update training;
- Every three years conduct one of the above for every program for which they are certified; and
- Every three years conduct a full Leader training.

- Every year complete and submit a Trainer's Annual Report **(due by January 31).** The link "Annual Report" is available on the SMRC member portal (login link is on the upper right on the homepage of our website). This report allows SMRC to determine who is an active Master Trainer. Late reports are fined $100 for those submitted in February. Master Trainers who do not submit by February 28/29 lose their certification and a $150 reinstatement fee is charged. If reports are not submitted, the Master Trainer will be dropped from active status and may not train Leaders. See page 163 for the questions asked on the report.
- Remain subscribed to the Trainers list serve (page 21).
- Make sure that their member profile information is current in the member portal of the SMRC website (page 85). It is the Master Trainer's responsibility to update name change, addresses, organization affiliations, and email address in the member portal.

It should be noted that Master Trainer status stays with the individual should they change positions or organizations. Master Trainers can train for any licensed organization. See page 169 for Certification Guidelines or download.

Master Trainer Retention

Master Trainers are expensive to train and not easily replaceable. Retention is the best strategy. Because Master Trainers are often staff, you may lose them when they change jobs, retire, or are pulled off to do other things. Master training is not something extra to be added to an already busy job. It should be part of a job description and should be compensated.

Even if Master Trainers leave your organization, they may still be willing to train for you. Of course, they should receive compensation. This is usually not a volunteer job. A Master Trainer is responsible to SMRC, but not necessarily to any one organization.

As with most staff and volunteers, the way to keep your Master Trainers is to be nice to them. If they train on a weekend or do a fidelity check at night, give them time off or pay them extra. If there are perks such as training for another organization across the state or nation, give them time to do this. If your organization is not currently offering Leader training during a year or two, allowing them to train elsewhere will allow them to meet their certification requirements and remain a certified Master Trainer for the times that you need them. It will keep them active, provide them with more experience, and make them more valuable for your program.

If you need a Master Trainer for either virtual or in-person training, contact SMRC. We can probably help you.

Fidelity Standards for Staffing and Training

Standards for Program Coordinators

All licensed programs must have at least a part time designated Program Coordinator, with dedicated time to work with the SMRC programs (20-100% for only SMRC programs). The Program Coordinator must:

- Have proven administrative and program management experience or aptitude. Please note this is not an "extra" task for an already busy person.
- Be very familiar with this Fidelity/Implementation manual.
- Be on the Administrator or Master Trainer list serve (see page 21) to receive all official announcements from SMRC that are made on these list serves.
- Be familiar with the terms of the SMRC license under which the organization is offering programs and **ensure that a copy of the agency's SMRC license is included in all Leader and Master Trainer manuals.**
- Have participated in or observed a Leader training.
- Have a crisis plan in place for Master Trainers and Leaders that gives specific actions to be taken when an emergency or something problematic happens during a workshop (for example, someone falls or is injured during the workshop, someone communicates a plan to hurt themselves or others, violence, sudden health crisis, etc.). This plan should be given to Leaders and Trainers during training and with each box of workshop materials they are given.
- Complete and submit the organizational annual SMRC licensing reports on the member portal of the website (see page 88). A downloadable worksheet with

details of the information required is on the license annual report menu on the website as well as on page 151.

Standards for Leaders

- All workshops must be facilitated by two trained and currently active Leaders (one or both should have the condition targeted by the workshop, or at a minimum a close family member with the condition). The exceptions are telephone workshops which may be led by one active Leader.
- At least one third of your Leaders should be men. If you do not have male Leaders, you will have very few male participants.

Leaders should:

1. Be like those in their workshops (condition, race, age, ethnic background and sometimes religion). For Building Better Caregivers, the Leaders should have family caregiver experience. If possible, both Leaders should meet these criteria. At least one must meet one or more of these criteria.)
2. Come from the communities they serve
3. Be willing to facilitate in the communities that you wish to serve.
4. Be willing to offer workshops in “off hours”
5. Be comfortable speaking in front of groups
6. Read (at 10th grade level or above), write, and speak fluently the language of the workshop participants
7. Be able to get themselves to the sites of the workshops or have a computer (not a smart phone or tablet) and internet access if they are to lead virtual classes
8. Be able to move lightweight materials to the workshop site for an in-person workshop
9. Facilitate their first workshop within 12 months of completing training, but it is best if they complete that first workshop within six months of being trained
10. Facilitate at least one six-week workshop (all six sessions) every 12 months. Two workshops per year is preferrable.

Recruiting Leaders

1. Recruit Leaders who are similar to the people that will be in their workshops (condition, race, age, ethnic background, etc.).
2. Leader trainees must be fluent, as well as read and write, in the language in which they are going to facilitate.
3. Leader trainees have been assigned to lead a specific workshop (days and times) before they enter training.

Training Leaders

1. Leader trainees must sign a memorandum of understanding (MOU) that is designed by your organization but must include the following: *"I understand that the manuals used in the training and the implementation of the Self-Management Resource Center Programs are copyrighted and may not be passed to others in any format without permission from SMRC. Only licensed organizations may use SMRC materials. SMRC@selfmanagementresource.com"*
2. For virtual training and for those who will facilitate virtual workshops, each trainee must have a laptop or a desktop computer with a reliable internet connection and working webcam, audio, and microphone. No tablets or cell phones are allowed.
3. All Leaders must have successfully completed all four days of an in-person Leader training or at least 12 of the 13 sessions of virtual training, including two practice teaching activities, and have a recommendation or approval from the Master Trainers conducting the training.
4. Must have a fidelity check (page 32) when they first facilitate a workshop in each modality: Tool Kit with Conference Call, in-person, and virtual workshops.

Leader Certification

1. See page 33 for details on how to obtain Leader certification after training.
2. To remain an active Leader, Leaders must facilitate at least one of the following every 12 months: an in-person six-week workshop (all six 2.5 hour sessions), a virtual video-platform six-week workshop (all six 2.5 hour sessions), or a Tool Kit and Conference Call six-week workshop (all six 1 hour sessions).
3. If Leaders are certified in more than one SMRC program, Leaders must

facilitate all six sessions of each workshop in any mode at least once every two years.

4. If a Leader is unable to facilitate a workshop in any modality every 12 months, they can remain active for an additional year by attending a Leader Refresher Training. This training can be offered locally by an organization's Master Trainers who have taken the SMRC orientation to provide this training or through an SMRC Leader Refresher Training webinar.

   Refresher training may not be used to complete Leader certification in the first 12 months after completing Leader training, nor can it be used two years in a row.

5. Inactive Leaders must repeat a four-day in-person or seven-week virtual Leader training to regain certification.

Standards for Master Trainers

1. Master Trainers should be like those they train, when possible.
2. Must be Leaders who have facilitated at least two SMRC workshops as a Leader, at least one of which was a virtual workshop, within the last year.
3. Be interviewed by phone, video conference, or in person before the Master training so that they are clear on the expectations and commitment.
4. Able to read, speak, and write fluently in the language in which they will be training.
5. Honor diversity (page 15).
6. Are comfortable and competent in using technology to conduct virtual trainings.
7. Must remain subscribed to the SMRC trainer list serve (page 21).
8. Keep the information in their member profile up-to-date (name, email, organization, etc., changes). Log in to the member portal to update profiles (see page 85).
9. Submit their own Trainer Annual Report by January 31 for the previous calendar year's activity. Reports are submitted online in the member portal of the SMRC website. See page 163 for a preparation worksheet or download it in the member portal. Late reports require the following: reports submitted in February will be charged a **$100 late fee;** a Master Trainer will lose certification as of March 1 and be charged a **$150 late fee** to reinstate certification.
10. Follow SMRC fidelity standards.

11. Maintain their certification according to SMRC Certification Guidelines (see page 169 or download).

SECTION VI: What to do Before Delivering Workshops

Quick Links for This Section

Selecting a Delivery Mode

Programs can be delivered in four different modes, as described on pages 10-11 and 44-45. If you offer the program using more than one mode, you will probably reach more participants**. It is best practice for an organization to offer programs using these different modes of delivery** (Tool Kit with Conference Calls, in-person, and virtual workshops).

You cannot always predict what mode people would prefer. Therefore, when you initially recruit people, find out which format they prefer.

Be aware, just because you do not think one of the modes will work, or do not like it yourself, do not reject it. Your beliefs and feelings may not be those of the population you serve, or more importantly of the populations you would like to reach but are currently not participating. It should be noted that all modes have been shown to be effective in one or more studies.

Here are some considerations for each mode:

Continued…

In-person Small Groups This is the mode that most people tend to think of first.	
Advantages	**Disadvantages**
• Brings people together at a central site • May be what people expect	• Not all people like to meet in groups • Excludes home bound • Travel time • Travel distance • Expense • Recruitment more difficult

Virtual Small Groups Using a Video Platform Such as Zoom	
Advantages	**Disadvantages**
• Greatly expands the catchment area for any one workshop • Allows people to attend who are home bound • Recruitment might be easier • Time commitment is reduced since no travel time is required • Might improve attendance and retention rates for anyone concerned about congregating	• Not quite as personal as the in-person workshop • Does not allow for socialization before, at the break, and after the sessions • Excludes those who do not have access to computers and an internet connection • Excludes those who just will not use virtual platforms • May require some extra technical support for the facilitators and participants • Requires a paid subscription to the platform

Tool Kit with Conference Calls These workshops have proved surprisingly popular	
Advantages	**Disadvantages**
• Expands the catchment area for the workshop • Requires less personnel (only one Leader) • Reaches those who do not have or cannot use technology other than the telephone • Allows for smaller groups (3-5) • Often a good option for rural areas • If you cannot recruit enough people for a full in-person or virtual workshop, you can offer this for the few people who are interested	• Need conference call capacity for Leader • Quality of equipment may cause differences in sound quality • Need to send out Tool Kits before Session One • Participants can interrupt others if no plan is in place for order of speaking • It can be difficult to recognize who is speaking unless participants identify themselves before speaking

Asynchronous Online
This is best for a very large catchment area such as a whole country, veterans in the United States, or a large health care system. For more information contact Canary Peers in the United States or Vively in Europe

Scheduling Workshops and Selecting Workshop Sites

There is a balance among scheduling workshops, having space, and having Leaders to facilitate the workshops. Keep in mind that the workshops are for the participants, and if they are not at times and places that are convenient and comfortable for participants, recruiting will be a major problem. To determine good times and places, **ask potential participants**. You are not scheduling for the convenience of the staff and Leaders.

Scheduling

Here are some general tips about workshop times.

- Daytime workshops are best for most older people, but not always.
- Do not schedule a workshop to start before 10 AM.
- Saturday mornings are a time when there may be fewer other activities going on, which usually means this is a good time to schedule workshops.
- For some groups, Sunday afternoons are good.
- Whenever possible, in-person workshops should end early enough so people will not have to go home in the dark.
- It is best to schedule groups of workshops at least three to four months before the first workshop starts. This gives you time to find Leaders and recruit participants. Many organizations have a fall schedule (September through no later than the second week in December, winter/spring schedule (January through no later than mid-May), and a summer schedule.
- Enlist the advice of the host site Coordinator about days and times that would best serve the community they work with.
- Planning the workshop to coincide with a related activity after the class can be helpful, i.e., 30-minute healthy cooking demo with recipes to take home, chair yoga demo, etc.
- If funding allows, consider providing food during or after the workshop. A snack or meal often entices participation.
- Never compete with BINGO or congregant meal programs.
- Choose Leaders who are willing to facilitate when participants want workshops. Do not schedule around when Leaders want to be there.
- Avoid major holidays and remember that some holidays are not date-specific as they relate to different calendars. Some examples are Easter, all Jewish holidays, and Muslim holidays. Jewish holidays always start at sundown. When you look at a calendar, make sure you know which dates are affected. This website will help you avoid cultural misunderstandings: https://www.interfaith-calendar.org/

Workshop sites

Here are some general thoughts about workshop sites (for in person workshops only):

- Sites must be known (or familiar to) and comfortable for potential participants. Just because a site is convenient may not mean that it is comfortable. (For example, a youth center may not be a good site for participants who are older.).
- Sites must be accessible for people with disabilities, that is they meet the American with Disabilities Act (ADA) standards (for example, parking near entrance, wheelchair accessibility, elevators, etc.).
- Good lighting, especially outdoors, for evening workshops.
- Sites near public transportation and/or good parking.
- Sites within walking distance of potential participants.
- Sites known to and frequented by potential participants. So in addition to obvious sites such as medical offices, hospitals and clinics, think outside the box for places like libraries, places of worship, shopping malls, Elks clubs, schools, and community halls.
- Sites must be seen as safe and acceptable by participants. A mental health facility may be a great place for a workshop, but the public may not want to go there. A site that is acceptable to one group, such as a specific church, may not be acceptable to another group. These are still great sites, but you will need to know your group.
- Sites where there are already potential participants, such as after church, or after a congregant meal program, at senior housing, homeless shelters, or prisons.
- Avoid sites where others have priority use of the space. This often is a problem when using space in health care facilities.

Matching Leaders with Workshops

You need to know who can teach where and when**. Caution: Do not schedule workshops or choose sites for Leader convenience.** This is one of the biggest mistakes that organizations make.

- Schedule all your workshops for several months and have all your Leaders indicate their first, second and third choices. Do not assume that just because someone lives far away, they might not be interested in a specific workshop. You can do this through the mail or online. If you do not have a Leader for what you consider to be a good site, be sure to recruit one the next time you conduct a Leader training or have someone willing to teach at that site.

- Next match Leaders with workshops. There are two considerations: 1) are the Leaders similar to the people where they will be facilitating—think about age, race, gender, culture, etc., and 2) are they are able to teach when you need them. If you have holes, talk to Leaders who might be willing to fill the holes. If this fails, you might need to cancel the workshop and think about training new Leaders for the times and places you need.
- If possible, schedule new Leaders with more experienced Leaders.
- If you have unassigned Leaders, find out where and when they would be willing to facilitate. **If this is a time and place that meets the needs of participants and you are able, schedule a workshop for those Leaders facilitate**.

Ordering Materials for Workshops

All participant materials can be ordered from Bull Publishing Company https://www.bullpub.com/. Phone 1-303-545-6350 or toll free 1-800-676-2855. Larger orders are discounted.

→ Check the website before ordering supplies to make sure that the materials are current.

Each participant must have the required materials for the first session and be able to take them home each week.

Materials for English CDSMP, Workplace CDSMP, DSMP, and CTS (in person or virtual delivery):

- *Living a Healthy Life with Chronic Conditions 5th edition* available in print, eBook, and audio formats (**REQUIRED**)
- *Relaxation for Mind and Body*, available as CD and MP3 (optional)

Materials for Spanish CDSMP (Tomando control de su salud), Spanish Workplace CDSMP, Spanish DSMP (Programa de manejo personal de la diabetes) and Spanish CTS (Cáncer: Triunfando y sobreviviendo):

- *Tomando Control de su salud 5th edition*, available in print, eBook, and audio formats (**REQUIRED**)
- Spanish Relaxation (*Relajación para la mente y el cuerpo*), available as CD and MP3 (optional)
- Spanish Exercise Program (*¡Hagamos Ejercicio!*), available as CD and MP3 (optional)

Materials for English CPSMP:

- *Living a Healthy Life with Chronic Pain 2nd edition* (A CD of the Moving Easy Program is included in each book), available in print and audiobook formats (**REQUIRED**)
- *Relaxation for Mind and Body*, available as CD and MP3 (optional)

Materials for Spanish CPSMP (Programa de manejo personal del dolor crónico):

- *Vivir una vid asana con dolor crónico* (A CD of the Spanish Moving Easy Program is included in each book), available in print and eBook formats (**REQUIRED**)
- Spanish Relaxation (*Relajación para la mente y el cuerpo*), available as CD and MP3 (optional)

Materials for English PSMP:

- *Living a Healthy Life with HIV, 4th Edition*, available in print and eBook (**REQUIRED**)

Materials for Spanish PSMP (Vivir más sano con VIH):

- *Tomando Control de su salud 5th edition*, available in print, eBook, and audio formats (**REQUIRED**)

Materials for English BBC:

- *Building Better Caregivers*, Available in print and eBook (**REQUIRED**)
- *Relaxation for Mind and Body*, available as CD and MP3 (optional)

Materials for Spanish BBC (Convertirse en mejores cuidadores):

- *Tomando Control de su salud 5th edition*, available in print, eBook, and audio formats (**REQUIRED**)

REQUIRED materials for Tool Kit with Conference Call workshops:

- CDSMP and wCDSMP: *Tool Kit for Active Living with Chronic Conditions*
- Spanish CDSMP: *La caja de herramientas para tener una vida activa con condiciones crónicas*
- DSMP: *Tool Kit for Active Living with Diabetes*
- Spanish DSMP: *La caja de herramientas para tener una vida activa con diabetes*
- CPSMP: *Tool Kit for Active Living with Chronic Pain*

Recruiting Participants

You may wonder why we have waited so long to discuss recruitment. This is because you must have everything else in place before you recruit. Recruiting will be much easier if you have chosen the appropriate Leaders, sites, and times for workshops. Now it is time to start with the publicity.

Be sure that your publicity tells people what to expect. They tend to get upset when they think they are going to a lecture by a professional and end up in an interactive peer led workshop.

Many organizations like to put together a publicity kit. This should contain a simple fact sheet about the program along with as many of the following as you would like to use:

- Public service announcement print
- Public service announcement radio
- Public service announcement TV
- Flyer
- Letter to potential participants
- Website
- Website link
- Blog announcement
- User group announcement

- Newsletter announcement
- Twitter feed
- Facebook post (for both younger and older adults - in February 2021, Pew Internet Research reports that 73% of people 50-64 and 45% of people over 65 use Facebook.)

Your Publicity Database

If you don't have a database for publicity already, start one! We cannot emphasize enough how important it is to keep track of:

- publicity sources
- contact information
- types of publicity they want you to provide
- which programs a site offers
- preferred times and days for workshops
- when to contact the publicity source throughout the year
- deadlines for newsletters
- a field for notes, etc.

Without this, valuable opportunities can be lost. If you do this well, you can also keep track of which publicity sources are most fruitful for which communities which helps you target your publicity.

Designing your Materials

You might look to someone who knows something about marketing and/or the use of social media. You are competing with many other things, so it is important that your marketing materials do what they are supposed to do – **recruit participants**. You might ask for help from marketing students at a local college or university or even business school students. In addition, there may be marketers in your community who would donate a little time. Another place to look is your closest Retired and Senior Volunteer Program (RSVP) that provides older Americans the opportunity to apply their life experience to meeting community needs.

Think in terms of systems. All the publicity should be the same color with the same logo and typeface so over time, those receiving it will think of your program.

Produce all these digitally so you only need to change location, dates, and maybe the graphics as you publicize each site.

Once you have done all the groundwork. you are ready to place your publicity. Go to the publicity database and place the appropriate publicity with all the sources in your database that reach your target participants. Be sure to ask all your Leaders for ideas about publicity outlets. They may be able to tell you about the smaller neighborhood sources like the quilting or golf club newsletter. Sending someone a link is not enough. Personal contact is still the best way to get your publicity posted or sent to participants. In this digital age, we sometimes forget about the importance of personalization.

SMRC Requirements for Your Promotional Materials

All advertising materials including but not limited to flyers, emails and any websites used to describe the Programs or their dissemination **must include the SMRC logo and subtitle** to reflect that the program or content being offered is one of the SMRC Programs. It must be clear that the Programs that are being delivered are owned by SMRC. For example, if the Program title has been modified, the SMRC Subtitle and SMRC logo must also be included and displayed. For example:

- When describing all the SMRC Programs offered: "Self-Management Programs for general Chronic Conditions, Pain, Diabetes, Cancer, HIV, and Caregivers are Self-Management Resource Center Programs".
- When describing a single Program "LICENSEE's program name" a Self-Management Resource Program" with the SMRC logo appropriately placed on the same page.
- The SMRC logo can be downloaded from the website's Resources section.
- Refer to your organization's license agreement for up-to-date marketing guidelines and obligations.

Be Innovative

Here are some things that sometimes work in some places.

- Anything you can do face-to-face is great. For example, talks to community groups, announcements made by Leaders at church, talks at community lunch sites, announcements at sporting events, announcements at health clubs, etc.;

- In these days of Zoom, put a short announcement in chat when attending other meetings that may have people who would be interested in your programs;
- Use your sites to recruit. Many churches, senior centers, etc., have their own newsletters and/or websites. Be sure your publicity is included. Educate staff at your sites about your program and encourage their help. This may mean attending a staff meeting and telling them about your program and answering questions. One thing to be aware of is that site's newsletters are often prepared months in advance. Therefore, it is helpful to know the newsletter schedule, printing deadline, and who is in charge of receiving and approving items to be included in the newsletter. All this information should be in your publicity database;
- Consider marketing to a condition-specific organization or group, such as offering a 'closed' workshop for people with MS, Lupus, Stroke, etc.;
- Use mass media such as newspapers, TV, and radio. Radio talk shows can be especially helpful in some areas. Do not forget foreign language radio — this is especially powerful in reaching underserved communities;
- Flyers in stores and grocery or pharmacy bags;
- Information in utility bills;
- Set up and man an information table where you can talk to people in front of stores or other high foot traffic areas. This is especially good if you need just two or three more people to make the workshop a go;
- Announcements at senior lunch programs;
- Emails to employees at their workplace;
- Flyers under doors or in the laundry room of housing projects or large apartment complexes;
- Flyers in the windows of neighborhood stores;
- Flyers on community bulletin boards;
- Letters with information about the program sent from the physician, health center or clinic. We have found that the uptake on a first letter is about 10% so you will need to send about 150 letters to fill a program. You might also ask health systems to send announcements via their patient portals (now health care providers often communicate with patients via messaging in these patient portals);

- A reminder in the electronic medical record to health professionals to refer people to the program, or better, a link where they can download information and hand it to their patient;
- Past participants can also be a great recruiting resource. If you are giving a workshop in an area, you can use your database to mail flyers to past participants in that area and ask that they post them or give them to friends;
- If a clinic has a TV in the waiting room that shows health-related content, see if your program information can be added;
- Purchase targeted Facebook ads for your area

Here is something you should **not** do. Do not send flyers to lots of organizations and just expect them to recruit for you. They are busy people with other agendas and tasks to do. If you want something, take the time to make a personal contact, be willing to offer something in return for their help, and follow through with that commitment.

Some Thoughts about Recruitment

- One of the things that we have found is that the more personal your publicity and contact, the more effective.
- Use multiple modes of publicity and usually the more the better. So, what if you have too many people? You just give more programs and show your funding source that you have a high demand. If you have just a few extra people, use a phone and tool kit workshop.
- Be nice to responders. This sounds obvious but what does it mean? Have your phone answered by a real person who knows about the program. When someone leaves a message, call the person back quickly. Be sure that the person on the phone is well trained, polite, and can answer questions about the program. Again, the more personal the better.
- Once you have someone's contact information, keep it (unless they ask you not to) and reach out to invite these people multiple times to future workshops, and especially when you don't have quite enough participants for an upcoming workshop. Call people who are in your database and live in the area. Sometimes all it takes is a personal phone call to get someone to attend.
- A day or two before the workshop, call, text, or email everyone welcoming them to the workshop and repeating the time and place. This task is most effective if the Leader makes the call.

Develop a Crisis Protocol for Leaders

Every organization should have a written **crisis protocol** that states exactly what a Leader and Program Coordinator are expected to do in case of a crisis. Leader trainees and Leaders are always worried about something happening while they are facilitating a workshop. This can be anything, such as a fall, a low blood sugar episode, a heart attack, violence, natural disaster, or a participant speaking about suicide. A crisis protocol can help reduce those fears and protect your participants and organization. The protocol should be handed out and discussed at Leader training, and placed with the materials for each workshop, or email it to them for virtual and phone workshops, so that it will always be at the Leader's hand.

The steps in the protocol must be detailed, including:

- When to use the protocol
- The steps to be taken and the telephone numbers of the persons to be contacted, etc.
- How to reach the Program Coordinator during non-work hours in an emergency

Emergencies occur, but not often. When these occur, we ask Leaders to call 911 or the relevant emergency number for that location/site (some sites have specific numbers to call). After the immediate crisis, the Leader should also inform the Program Coordinator. It is best if this does not wait until the next day. Thus, Leaders need a number to call or text. They may also want to dismiss the workshop until the next week. It is also important to let the others in the workshop know what is going on, for example, how the sick person is doing. This is best done by the Program Coordinator to assure that patient privacy regulations are followed. A word to the wise, keep this simple. It is not the job of Leaders to know how to handle every possible emergency. What they need most is to know what to do and to have someone to call 24/7.

Fidelity Standards for What to do Before Workshops

1. Use multiple delivery modes.
2. Schedule workshops for the convenience of the participants.
3. Choose sites that are accessible for people with disabilities, meeting ADA standards

4. Assign two Leaders for every workshop except for those offered by telephone (where one Leader may facilitate).
5. Ensure that Leaders are similar to participants.
6. Ensure that each participant has required materials for the duration of the workshop, so it is best if they can keep the materials, as these are what reinforce the programs.
7. Create a publicity database.
8. Develop a personal relationship with your sites.
9. Ensure that anyone responding to phone calls or emails is familiar with the program, polite, and friendly.
10. Develop a detailed written crisis protocol for Leaders.

Monitoring Leaders after Training

Quick Links for This Section

Monitoring Leaders
Handling a Participant Problem
Handling an Underperforming Leader
Handling the Dismissal of a Leader
Fidelity Standards for During Workshops

Leaders are monitored to ensure that the program is conducted as designed and is safe. They are monitored directly with fidelity checks at specific times, but also by watching other things, like participant drop-out or feedback from participants and co-Leaders.

Because the programs are complex, leaders always facilitate workshops in pairs (except telephone workshops). This provides two people to model activities, which is a key program component, and it allows the Leaders to share facilitation of activities and support each other and the group.

- When possible, new Leaders should be paired with experienced Leaders. If you have one Leader with whom no one wants to be paired, this may indicate a problem with that Leader.
- After the first session of each workshop, check in with each Leader by phone to see if there are any problems or concerns.
- If more than two people drop out after the first session of a workshop, call those who have dropped out to find out the reason(s). The answer will usually be a response that is socially acceptable such as “my husband was ill”, so you may want to probe a bit more to find out more. For example, after this answer ask if there was any other reason they dropped out and give some examples such as something the Leaders or other participants said, or the setting was not comfortable. Listen patiently and you may even learn information that may help improve your program. Do not contradict what you hear. It is all useful information.
- Observe all new Leaders for one session of the workshop sessions 2-5. Do not monitor the first or last session. The observers should have a check sheet so that each Leader is held to the same criteria. See page 113 for an example checklist.
- Observe all Leaders every 12-18 months.

- Observe all Leaders the first time they offer a workshop by a new mode (one that they have never led before).
- After observing Leaders, give them a copy of your observations and have a conversation with them. When providing your feedback, think of a motivating sandwich (reference the *Tips for Giving Feedback* handout - available in your member portal for download). First, tell the person what went well, then tell them what could use improvement, and finally say, “Overall, you are doing well, and we appreciate you being a Leader for us” (only if this is true).

Handling a Participant or Leader Complaint

There are two sides to every story. When a participant contacts you with a complaint about the program:

- Listen, clarify, get as much detail as possible. Unless it is very clear that the participant is wrong, do not defend the program or the Leaders. Listen and say you will get back to them.
- Examine the situation from the other side. Talk with the Leaders, the other Leader or participants, if appropriate, other staff, and ask them what happened. It is best if you talk to each of these people separately.
- If the complaint is about the workshop content or process, contact SMRC.
- Once you have gathered all the information, make a decision, and get back to the participant with the solution, or answer. This may mean removing a Leader, moving the person to another workshop, or removing another participant who is a problem. It also may mean coaching the Leaders on how to handle the problems. The key is to get all the information before doing anything. Of course, this must be done in a timely manner and no later than before the next session of the workshop. If the Leaders or organizational staff were wrong, then tell this to the participant. Also tell the participant what you are doing to fix the problem or avoid it in the future. If the problem involves privacy, assure the participant that you will do everything possible to avoid this happening in the future.

Handling an Underperforming Leader

Handling an underperforming Leader can be difficult. You need Leaders. You want well-delivered and safe workshops. You do not want bad will or worse from people in the community. If you even have an inkling of a problem, check it out. Get all sides of the story before you act; this includes talking with the Leader, the co-Leader, and participants, if appropriate. Do a lot of listening, take notes, and document. If it is a problem with how the Leader facilitates, observe the Leader, or send in a neutral third party to observe. Social workers are often very good at this. Even if they know little about the workshops, they can observe how the Leader delivers the activities, especially if the observer has a manual to follow.

Once you have all the information, make a decision, and be ready to give specific reasons for your decision. For example, "I don't think this will work out" is not enough. You need to say that "when we observed your facilitation this and this happened. In addition, a participant reported X. Based on this I have decided this ____".

Be prepared for argument, excuses, or alternate explanations. If at all possible, do not get into a discussion, just listen, and then repeat your decision.

Often you can offer people who should not be facilitating workshops an alternative, such as helping with publicity, recruiting, or maybe some other type of volunteer work within your organization.

One word of caution; sometimes Leaders from a culture different from your own facilitate differently. It maybe they are not as smooth in their delivery or read too much, or their examples are too long. In these instances, work with them, if necessary one on one. They just may need a bit more coaching and practice. Also, it may be that their delivery style is just fine for the group they are working with. If you are not sure, ask someone from that Leader's culture to observe them and give you feedback. The questions to ask when making judgements are: 1) Are participants being helped or harmed? 2) Is your program (organization) being helped or harmed? 3) Is basic program fidelity being followed?

Handling the Dismissal of a Leader

Sometimes a Leader should not continue facilitating workshops. The following will help you when it becomes necessary to dismiss a Leader:

- Observe and document problem behaviors. Sometimes this is not one behavior but a pattern of behaviors. Just be sure that you have specific details. You will need these as you do your counseling out. If possible, have an additional person observe separately and document their own observations.

- Counseling should always be done in private, NEVER as part of the group.
- Always be respectful and considerate.
- Give the Leader specific reasons and examples of why you are concerned.
- Focus on performance, behavior, and use of the manual.
- Tell the Leader that they cannot continue as a Leader.
- Do not get caught in emotional battles or excuses. Use a broken record approach, for example, “I am sorry, but you did not follow the manual and made political statements in two different workshops that upset participants.” An emotional response may follow. If it does, then you say, “I am sorry, but you did not follow the manual and made political statements in two different workshops that upset participants.”
- If in doubt about a Leader, do not let them continue. It is not being kind or helpful to the co-Leader, future participants, or that Leader.
- As a gut test, ask yourself if you would be willing to sit through six weeks of a workshop facilitated by this person. If the answer is anything but “yes”, it is best to maintain program fidelity and counsel the person out.

Fidelity Standards for What to do During Workshops

1. Monitor all new Leaders in session 2,3,4, or 5 the first time they facilitate (see Leader fidelity checklist on page 113).
2. Check with both Leaders about the workshop after the second session and as needed (see sample script on page 135).
3. Monitor all Leaders any time you suspect a problem.
4. Monitor all Leaders at least once every 12-18 months.
5. Counsel out underperforming Leaders.

SECTION VIII: What to do After Workshops

It is always a nice practice to write thank you notes to the Leaders. This shows them that you value them.

After a workshop, routinely looking at documentation can give you some ongoing evaluation of your program delivery.

Quick Links for This Section

Attendance Roster

Look at the attendance roster.

- Attendance rosters can reveal registration and retention problems. In general, 70% of those who attend the first day of a workshop should attend four or more of the six sessions. If the percentage is lower, suspect there is a problem which is probably NOT due to participant motivation. Low attendance might indicate any or all of the following:
    - A logistics problem at a particular site (access issues, transportation problems, parking issues, inappropriate time and/or days for scheduled workshops).
    - A recruitment problem, which means more targeted recruitment may be necessary.
    - A Leader problem.
    - Use the attendance roster to keep track of data for the SMRC license annual report (page 71).
- Calling participants that dropped out of a workshop can provide you with valuable information, but also requires some careful planning and skill. It is highly recommended that the person making the calls is from the same cultural or ethnic background and not be the Leader who facilitated the workshop. (See example script for calling drop-outs on page 137).

Evaluating Participant Satisfaction

Surveys

Anonymous, simple, and short surveys at the end of the workshop can reveal participants' opinions about the workshops. You can use an existing survey and adapt it, but keep it short so folks are more likely to complete it and it is easier for you to score. These can be done with paper and pencil or with an online survey.

If you want to make it more simple, an excellent two question survey is called the **Net Promoter Score®** as follows:

How likely are you to recommend this workshop to a friend, family member or colleague?
0 1 2 3 4 5 6 7 8 9 10
0=Not at all 10=Very Likely
Please tell us why you gave the score above____________________________

How to use a Net Promoter Score®

- Consider everyone who marks seven (7) or above satisfied, those with nine (9) or ten (10) really liked the workshop and may be good folks to ask for testimonials for publicity. Those with lower scores were not satisfied. It would be a good idea to follow up with some of these people to find out about any problems.
- Consider keeping track of the average Net Promoter Score® for all workshops. Let us say it is 65. If you have a workshop that is ten points above or below this score you can ask what went well, or what went wrong. For those of you who like math, find the mean (average score for each workshop) and then add 10 to 20 consecutive workshops together and find the mean (average) and standard deviation (SD). https://www.calculator.net/standard-deviation-calculator.html
- If the mean is 60 and the SD is 12, then any workshop that has a Net Promoter Score® of less than 48, or more than 72, is "exceptional" and should be looked at carefully.
- The opened-ended second question may give you good information about the workshop. You should keep all the comments from several workshops in one

place. If you see a theme in the responses other than they liked the workshop, then you should follow up.

One thing to keep in mind about evaluations. You may not like what you find. There is a tendency to say that you had unmotivated participants or that the weather was bad or that there was a lot going on in the world. All of this may be true but much more likely is that you, your organization, or the Leaders did something that led to the low score.

Talk with the Leaders

This is your chance to learn from them, as well as to support and if necessary, upskill your Leaders. Start by asking them what went well and what did not. This can be done in writing or, better yet, in a phone or Zoom call. Also ask what they would do differently next time. Use the attendance roster, the Net Promoter Score, as well any participant feedback to give the Leaders suggestions. Remember, that if the dropout rate is high and/or the Net Promoter Score® is low, this generally represents a Leader problem. Even if there was a disruptive participant, it is the job of the Leaders to quiet the person or, if necessary, ask them to leave.

It is the job of the Program Coordinator to be available to help Leaders with disruptive participants when necessary. If the Program Coordinator and the Leaders determine that a participant must be removed from the workshop, doing so should not be left to the Leaders. The Program Coordinator is responsible for that task.

Talking with Leaders after the workshop shows your support and gives you a continual training opportunity. If you are not a Master Trainer, you might ask a Master Trainer to help with this task.

Complete any Reports

SMRC **does not** require any reports after specific workshops, but a yearly report of all activity is required as part of your organization's SMRC license. For SMRC reporting requirements, please see the page 71. You may have to generate reports for your agency or funders. If you are funded by ACL, you will be asked to enter data into their database. Reporting is seldom a favorite activity, especially when there are multiple reports. This can be made easier if you determine all the required data points and make a spreadsheet with all the data for all the reports. This way you can easily pull the data for each report. This is time consuming to set up but will save time and effort over the long run. See page 151 or download for a worksheet to prepare for SMRC license annual reports.

Fidelity Standards for What to do After Workshops

- Thank Leaders.
- Keep track of completer rates (percent of participants who started the workshop who attended four or more sessions). This will be required data for the license annual report (see page 151 for the license report worksheet or download).
- Master Trainers are also required to complete a Trainer's annual report, but this report is the responsibility of the Master Trainer, NOT anyone else.

Quick Links for This Section

Know How Much the Program Costs

Sustainability usually comes down to funding. It is very difficult to build a sustainability plan without knowing the full cost of your programs. Here are some questions to ask.

- **How much for Personnel?**
  - Program Coordinator, including benefits
  - Person responsible for sustainability (obtaining funding, etc.) See page 13
  - Master Trainers- salary and/or compensation
  - Leaders – salary and/or compensation
  - Information Technology (IT) personnel, if used
  - Other personnel, such as those doing recruitment, answering the phone or emails, entering data, etc.
- **Materials**

  What are the costs for materials including books, CDs, tool kits, Leader and Master Trainer manuals, posterboard, markers, storage bins, snacks, IT equipment, incentives (if used)?
- **Communications**

  What are the costs of phones, Zoom or other video conferencing platform licenses, maintaining an up-to-date web presence, other IT equipment?
- **What are the costs of recruitment?**

  Placing ads, using social media, making flyers, etc.?
- **Training**

  This is a major cost. Consider options for training and where there can often be savings for training. Determine your yearly need for both Leaders and Master Trainers and whether you will sponsor your own training for Leaders or send

Leaders to SMRC for training (see Training Calendar on the SMRC website). Remember that all Master Trainers must be trained through SMRC.

- **Space**

  Are you paying for space?

- **Reporting/evaluation**

  Often this is not included in cost estimates. If this takes personnel time, then it must be included either here or under personnel.

- **Organizational overhead**

  - Sometimes organizations charge an overhead, but this is not true for all organizations. Overhead may include: utilities, phone, computers, and other equipment.

Identify Places to Save or Cut Costs

There are several ways to make programs less expensive:

- Retain your Leaders. Treat them well, provide them solid support, communicate with them regularly, acknowledge their contributions, and show appreciation.
- Train only as many Leaders as you need (see page 23). Be sure that those coming to training make a commitment to facilitate. Do this by scheduling each trainee to a workshop before they enter training. Plan your schedules for six months or a year in advance.
- Train only as many Master Trainers (MTs) as you need (see page 35) or contract with MTs from other programs. Not all organizations need their own Master Trainers. If you are conducting a full Leader training less frequently than about every 18 months, you probably do not need your own Master Trainers. Sending Leaders to SMRC for Master Training can be costly ($1,200 each in 2022-23).
- Use multiple modes of delivery (see pages 10 and 43) to ensure full workshops. A workshop costs nearly the same whether there are eight or 12 people. For example, taking a cost of $5000 per workshop, the cost per person for a 12-person workshop is $416, whereas the same workshop for eight-people costs $625 per person.

- If you must cancel a workshop or have only a few people wanting to take a workshop, offer the participants a Tool Kit with Conference Call workshop, which requires only three-five participants and one Leader.
- Centralize virtual workshops so that you can draw from your whole service area, not a single site. This also saves money as each site does not have to have the infrastructure for offering virtual training. It also means that recruiting can be done across your catchment area, as long as that area is stated in your SMRC license agreement.
- Combine the role of Program Coordinator and Master Trainer.
- Have efficient recruiting systems. Recruit for many classes at the same time and use similar or the same media (see page 50).
- Partner with another organization in your area offering programs to reduce expenses by purchasing books and CDs in bulk together. If an organization you partner with has a print shop, ask if they can print manuals for you, as the cost is often very reasonable.

Securing Funding

For those outside the United States, many of these options may not be applicable but they may give you some ideas.

You should not think about securing funding until you have done all the things in the first two parts of this section: identifying your costs and ways to minimize these costs. The most successful organizations are those that cast a wide net and thus have multiple funding sources. The following are some ideas.

Local

Every community has local funding sources. You may not even be aware of the potential. Here are a few sources that organizations have used in the past.

- Sponsorship from local merchants, insurers, Managed Care Organizations (MCOs), pharmacy groups, etc.
- Receiving funding from community fundraisers such a races, rodeos, or street fairs. (These are not events you put on but are sponsored to help others.) We know of one program in a large city that was funded by the annual "Turkey Trot", a race on Thanksgiving day that draws a large crowd and is an honored community event. It was professionally run and the proceeds went to several major NGOs (nonprofit, non-governmental organizations).

- Local foundations https://fconline.foundationcenter.org/welcome/quick-start
- Corporate grant programs
- Asking participants for donations after the workshop
- Independent Living Centers https://www.ilru.org/projects/cil-net/cil-center-and-association-directory
- Cooperative Extension (in every county in the USA) https://nifa.usda.gov/about-nifa/how-we-work/extension/cooperative-extension-system (SNAP-ED)
- Service Clubs such as Elks, Rotary, Lions, Masons, Odd Fellows, Grange, etc.
- Libraries. Sometimes local libraries fund programs. They are also excellent sites for hosting program delivery and for publicity. (Don't forget the book mobiles).
- Adult education or community colleges that offer classes for older adults
- Parks and recreation departments
- Federally-qualified health centers (FQHCs)
- Local hospitals or hospital systems (if they are not for profit, all hospitals have a community benefit program — talk to them about taking part)
- Local health department
- Contract with third-party payers, such as insurance providers
- YMCA or other physical activity centers (gyms)

You may not think you have these resources in your community. All communities have resources. Do not let your assumptions get in the way. You will never receive anything if you do not ask.

State/Regional

- State and regional foundations - There are many of these, so search for them.
- Medicaid with a Medicaid waiver
- State Health Department and/or State Department of Aging
- Cooperative extension (see above)

How to Ask for Funding

- Know what interests the potential funder. Read their website, talk to people who know the funder or have been funded by them.
- Be ready to tell your story with a slant toward the interest of the funder. If the funder is interested in diabetes, talk about the DSMP. If the funder has a relative with bad arthritis, talk about the CPSMP. Keep your story short. Encourage questions.
- Have a list of things at the ready that you would like and make **specific requests** based on the interest of the funder.
- Read any request for proposal (RFP) very carefully. If what you want does not fit the RFP, do not respond. If you do respond, give exactly the information asked for in the order it is asked. Do not be creative, do not color outside the lines.
- If given an opportunity, always talk with program officers and listen very carefully to what they say. They are there to help you, but usually do not make decisions about funding.
- Keep in touch. You may not get funded the first time, but it is good to remind the funder that you are still around, and you can also ask them to advocate for your programs when they talk with other funders.
- If the funder asked you to do something, do it. Write a report, give a talk, help fill balloons at a football game, etc. Like everything else, funding is partly about building relationships.

Be Creative, Not Wishful

Sustainability is not something you do once or comes from a single source. It is an ongoing process. Avoid wishful thinking. Be creative, be practical. o not look for an all-in-one solution.

SECTION X:
License and Master Trainer Annual Reports

Quick Links for This Section

License Annual Reports
Master Trainer Annual Reports

License Annual Reports

SMRC requires that each licensed organization complete a report **every year**. The report details the workshop and training activity for the year, as well as updating any changes in contact information or partner organizations under an umbrella license. These reports must be entered within two months of the license's anniversary date. The administrator (named on the license) does this by accessing the link in their member portal on the SMRC website (see page 86 for details on how to use the Licensee/Coordinator portal. After the deadline, organizations will be charged $100. See page 151 for a worksheet listing the questions on the report or download it here.

Master Trainer Annual Reports

SMRC requires an annual report from every active Master Trainer, whether they have activity to report or not. These must be entered into the SMRC member portal in January each calendar year. Late fees are charged after January 31:

- Reports submitted in February will be charged a **$100 late fee**
- Reports submitted in March will result in the Master Trainer losing certification as of March 1 and being charged a **$150 late fee** to reinstate certification
- After March 31, the Master Trainer will be required to re-take a full Leader training to regain certification.

For details on how to use the Master Trainer's portal, see page 89. See page 163 for a worksheet listing the questions on the report or download it here. See page 169 for certification requirements or download Certification Guidelines here.

SECTION XI: How to Use the SMRC Website

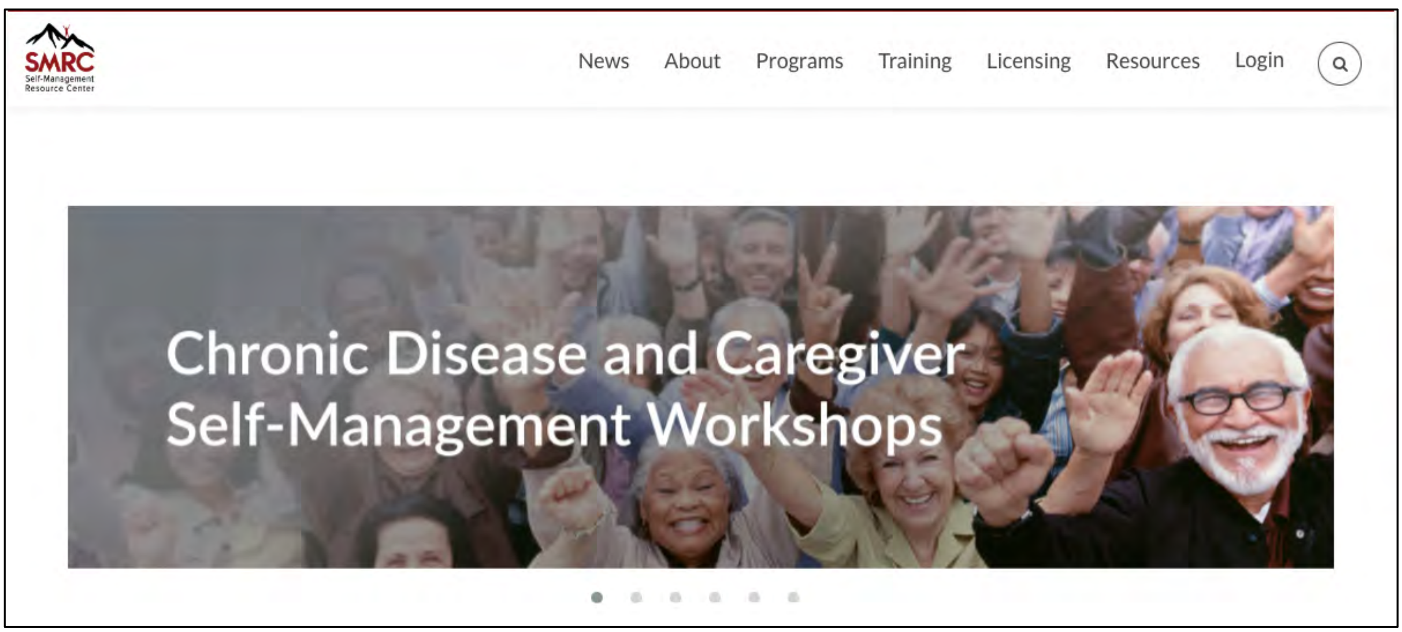
There are 2 main parts of the SMRC website: **https://selfmanagementresource.com**

1. **The public website**. This area of the website is available to anyone. Certain parts of the public site are important for Program Coordinators, Licensees, and Master Trainers, such as the training calendar and the resources section.

2. **The Member Portal (private)**. This area is available only to Program Coordinators, Licensees, and Master Trainers. In addition, Leaders have limited access while enrolled in trainings.

We will concentrate on describing the parts of the site that Licensees, Program Coordinators, Master Trainers, and Leaders will use the most: Resources, Training Calendar, and the Member Portal.

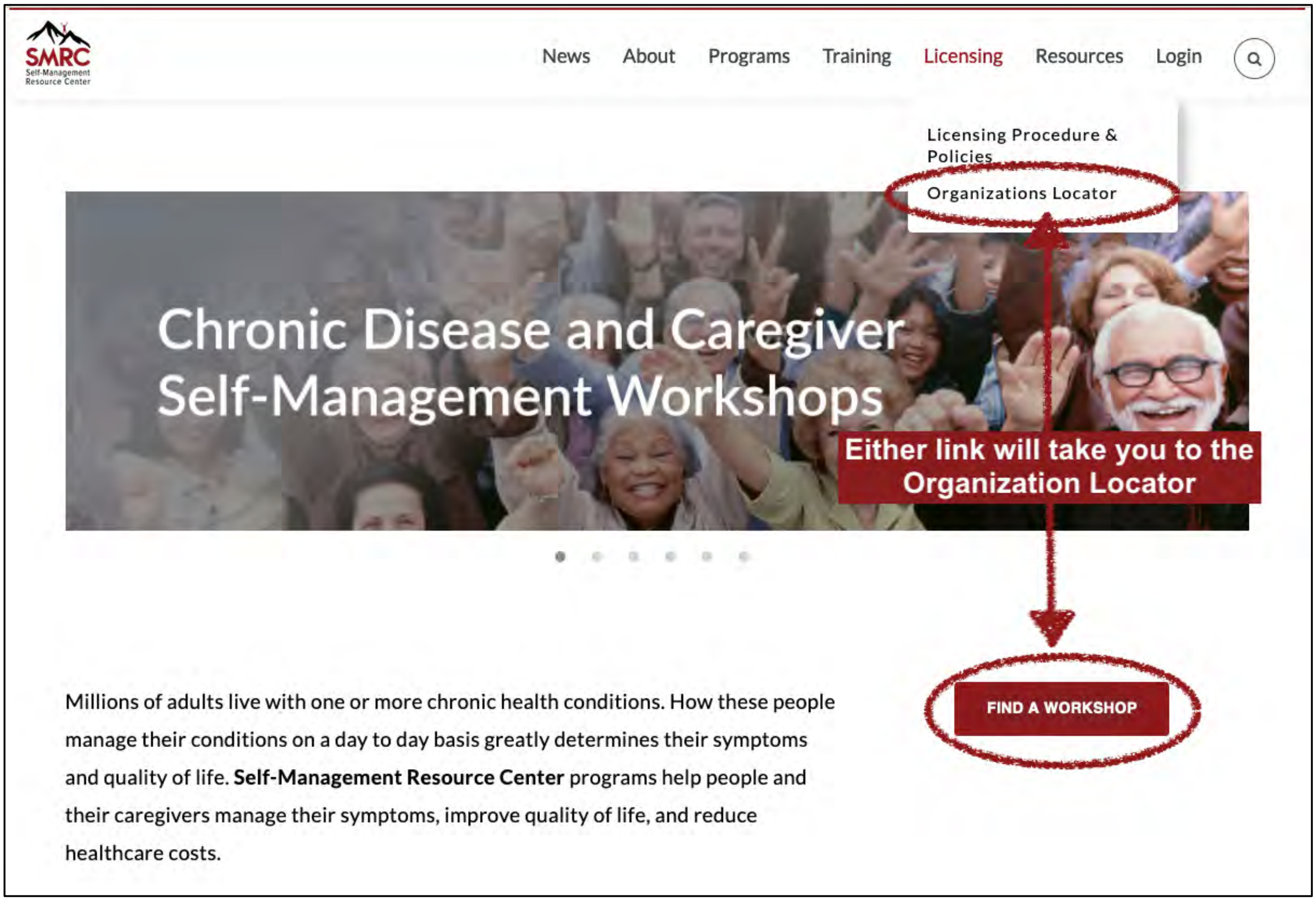
Quick Links for This Section



The Public Website

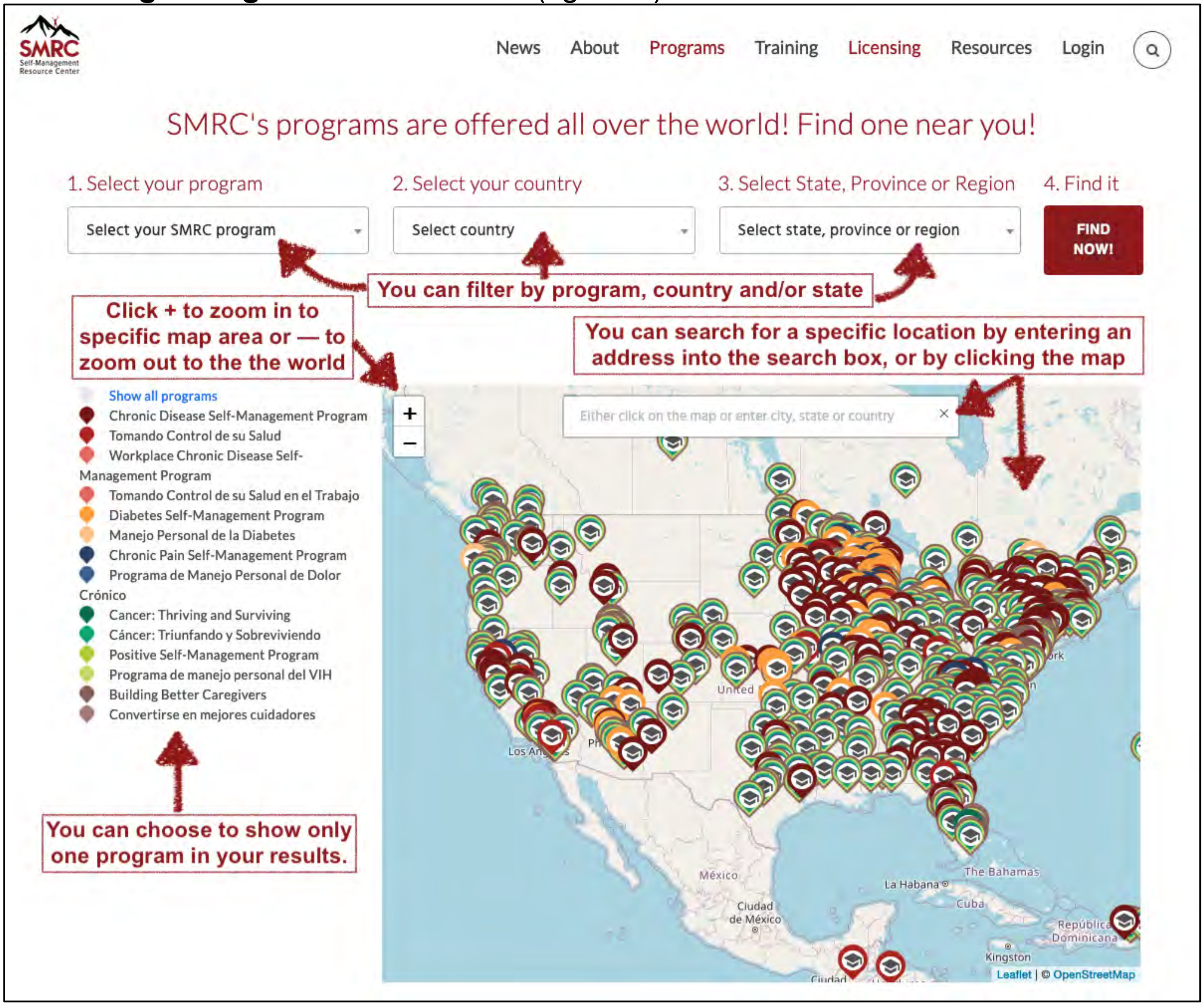
Everyone who looks at the website can use all of the public features. The most common feature is the Organization Locator (figure 1) on the public site. It is easily accessible from the home page.

The Organization Locator (figure 1)



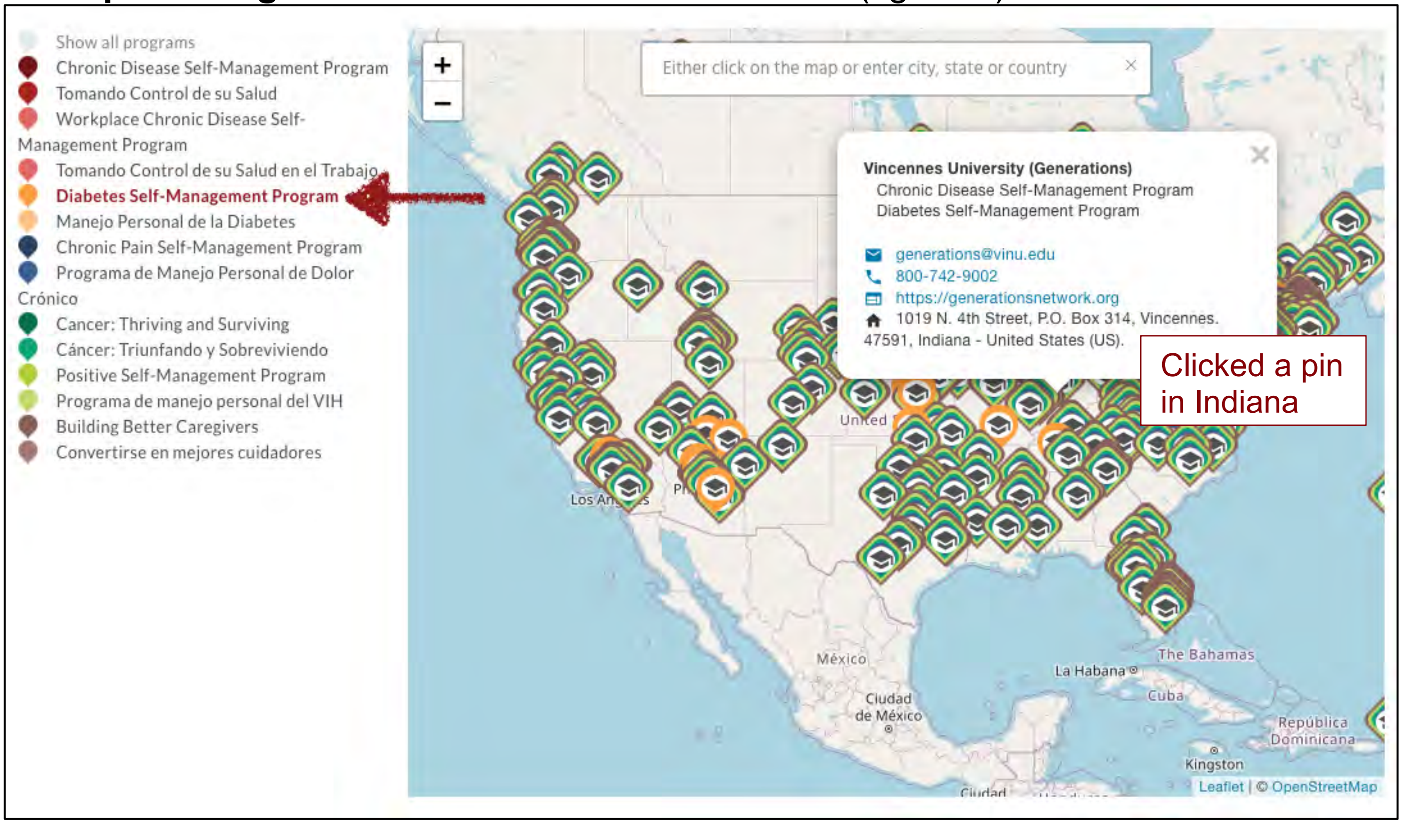
Anyone searching for a workshop can do so on the Organization Locator, and filter by workshop name, country, and state, or type the name of the city in the search box (figure 2, next page).

Searching in Organization Locator (figure 2)



See the next page to see what the Organization Locator (figure 3, next page) looks like if you search for Diabetes Self-Management and click one of the pins on the map.

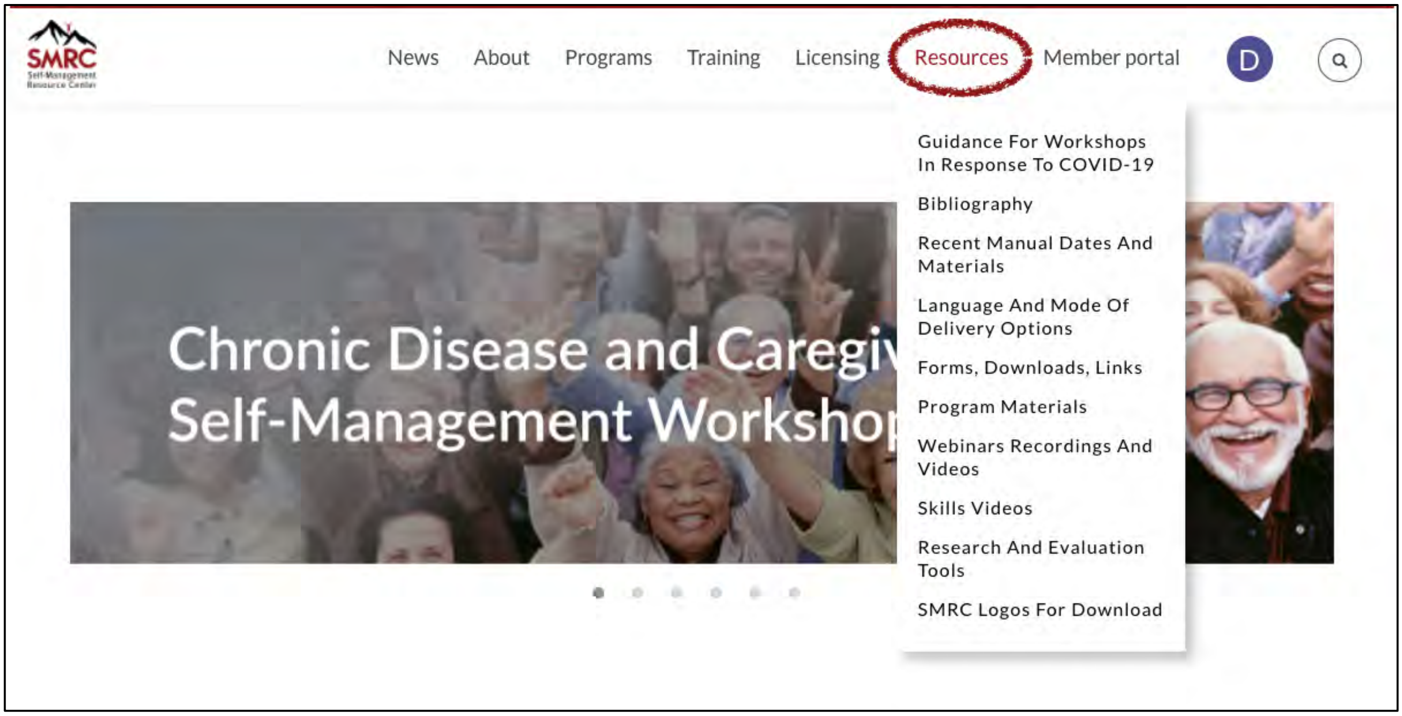
Example of Organization Locator Search Result (figure 3)



It is important that all Licensees/Program Coordinators make sure that their organization is properly referenced in the Organization Locator. To do so, log in to the Member Portal and update your Personal Profile (see page 83-85).

The two most useful public website tools for Licensees, Program Coordinators, and Master Trainers are **Resources Section** (figure 4, next page) and the **Training Calendar** (figure 5, page 79).

The Resources Section (figure 4)



The **Resources Section** contains up-to-date information important to Program Coordinators, Master Trainers, and academics.

Guidances (first menu item on figure 4) are available for download. Many changes to how SMRC workshops are delivered have occurred since the beginning of the pandemic. The Guidances details those changes over time.

Our **Bibliography** (second menu item on figure 4) provides the references for scientific articles about SMRC programs. These can be especially useful for anyone applying for funding or making presentations.

Recent Manual Dates and Materials (third menu item on figure 4) **should be check before every training**. Make sure that your materials are the most recent before printing or distributing manuals or materials. We find that there are a lot of old Leader's Manuals out there, so it is important to check this section to make sure that your Leaders and Trainers are using the appropriate most up-to-date manuals.

Languages and Mode of Delivery Options (fourth menu item on figure 4) lists details about which modes of delivery are available for each program, as well as the languages available.

Forms, Downloads, Links (fifth menu item on figure 4) includes worksheets to prepare for License and Master Trainer annual reports, a sample license, and Trainer and Leader certification guidelines.

Program Materials (sixth menu item on figure 4) lists the books, tool kits, audio and video materials available, with links to the publisher's information and order forms.

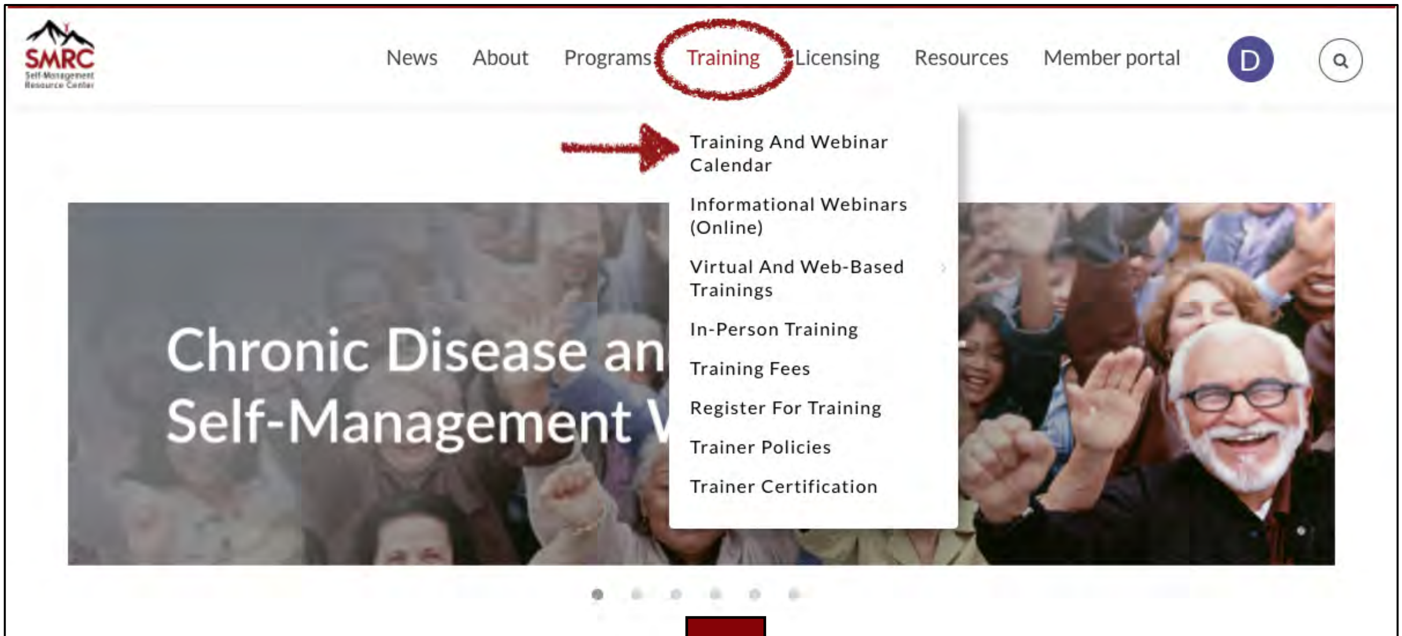
Webinar Recordings and Videos (seventh menu item on figure 4) - recordings of past SMRC informational webinars and videos can be viewed here.

Skills Videos (eighth menu item on figure 4) demonstrate the facilitation skills needed to facilitate an SMRC program. You can use these to help your Leaders refresh their skills.

Research and Evaluation Tools (ninth menu item on figure 4) includes evaluation findings and specific scales that have been used during the development and the outcomes research for SMRC programs, with article citations. We also include evaluation instruments that have been translated by others, if available. All of these scales, unless otherwise noted, are free to use without permission.

SMRC Logos for Download (tenth menu item on figure 4). Consult your organization's SMRC license before using an SMRC logo. They are required for promotional materials within certain parameters. (The American Diabetes Association logo is available within certain guidelines to licensed organizations offering the Diabetes Self-Management Program. For information about how to obtain the ADA logo and instructions, contact smrc@selfmanagementresource.com.)

The Training and Webinar Calendar (figure 5)



The Training and Webinar Calendar (figure 5) lists all SMRC trainings that have been scheduled, in addition to occasional informational webinars (see the Resources Section for the links to recordings of past webinars). It is available to anyone who views the website.

Qualified trainees can register via the Training Calendar to take the following SMRC trainings:

Leader training for Chronic Disease Self-Management and Tomando control de su salud. These trainings are all virtual (via Zoom) and are 2.5-hours two days per week for seven weeks. In-Person Leader training is only offered by SMRC licensed organizations who may also conduct virtual Leader trainings themselves.

Master training for new Master Trainers. Only SMRC trains Master Trainers. At this time, it is only conducted virtually via Zoom. Master Trainings are three 3-hour sessions over three weeks. Master Trainer trainees must already be certified Leaders before enrolling in Master Training.

Cross-training for certified CDSMP or Tomando Master Trainers or Leaders is available for the English Diabetes, Spanish Diabetes, Pain, Cancer, HIV, and Caregivers programs.

Update training is offered for newly updated programs, when applicable. Master Trainers and Leaders may take SMRC online updates.

Leader Refresher training is available for Leaders who either were unable to facilitate the required annual workshop one year or just need to refresh their facilitation skills. SMRC also offers a required orientation training for Master Trainers who want to facilitate either in-person or virtual Leader Refresher training.

How to Find and Register for a Training

On the Training Calendar page (figure 5, previous page), scroll down to the calendar. At the top of the calendar, you can navigate to particular months to see what trainings are being offered (see figure 6, next page).

Find and Register for a Training (figure 6)

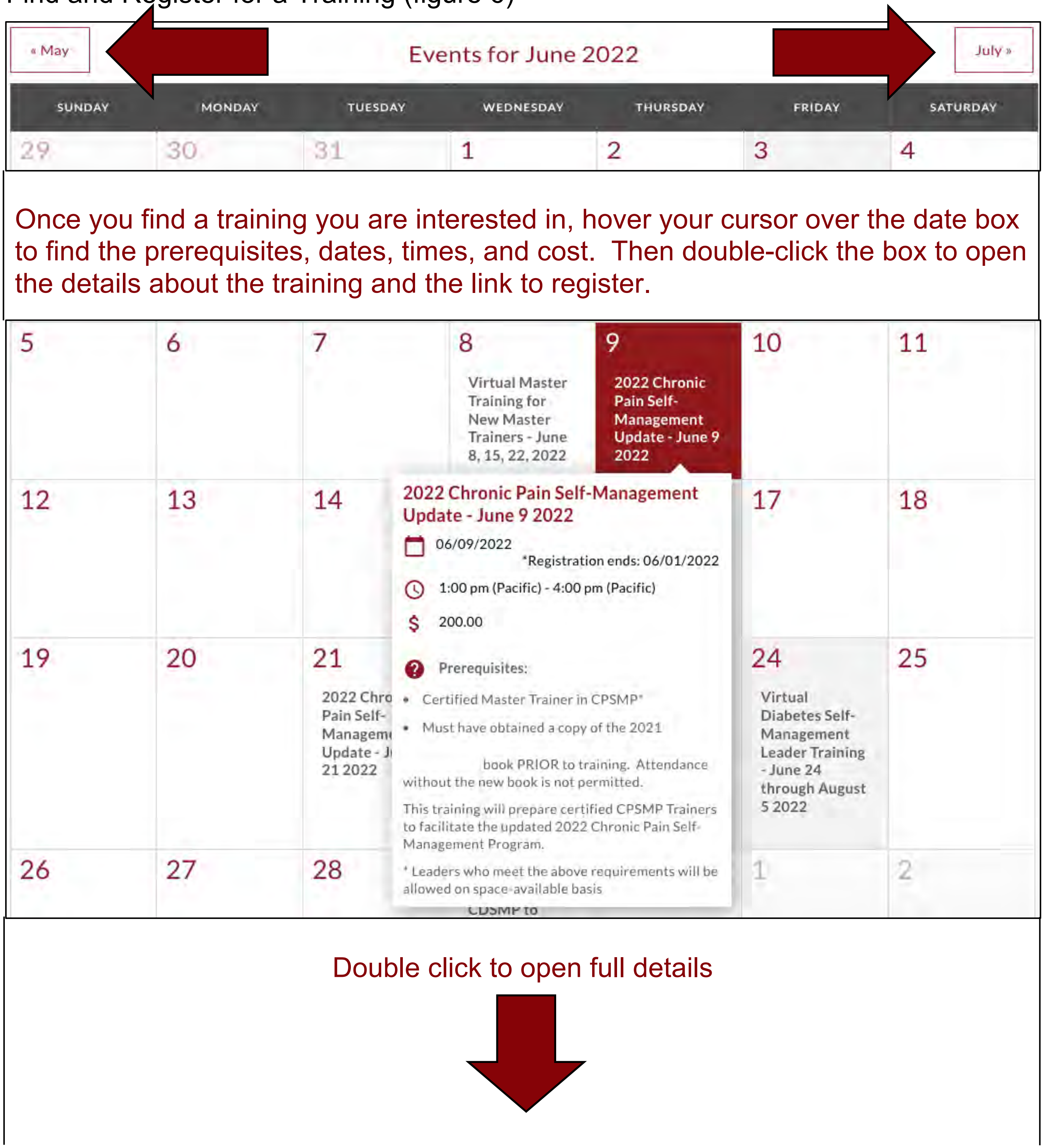
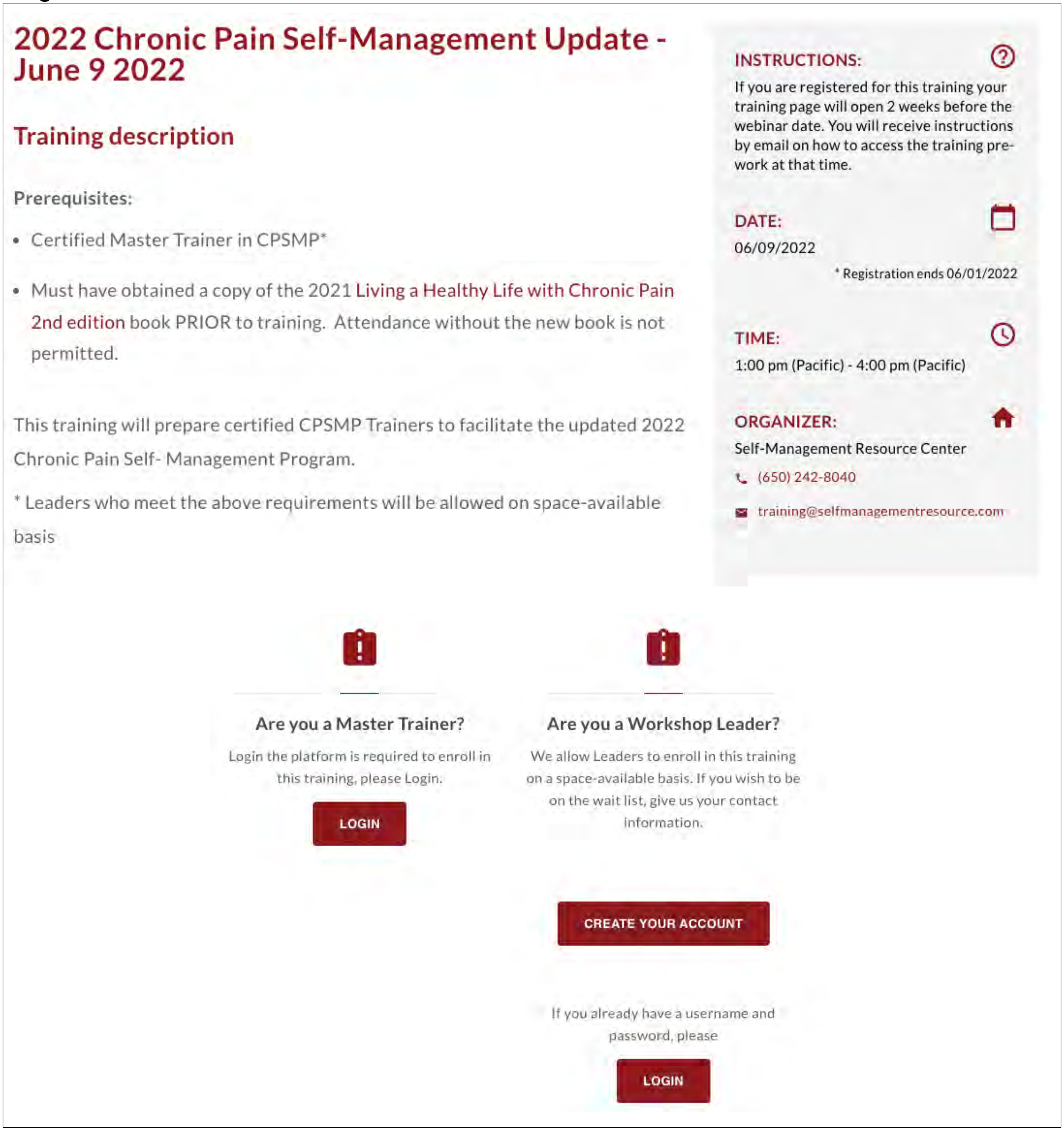


Figure 6 is continued on the next page

Figure 6, continued



2022 Chronic Pain Self-Management Update - June 9 2022

Training description

Prerequisites:

- Certified Master Trainer in CPSMP*
- Must have obtained a copy of the 2021 Living a Healthy Life with Chronic Pain 2nd edition book PRIOR to training. Attendance without the new book is not permitted.

This training will prepare certified CPSMP Trainers to facilitate the updated 2022 Chronic Pain Self- Management Program.

* Leaders who meet the above requirements will be allowed on space-available basis

INSTRUCTIONS:

If you are registered for this training your training page will open 2 weeks before the webinar date. You will receive instructions by email on how to access the training pre-work at that time.

DATE:

06/09/2022

* Registration ends 06/01/2022

TIME:

1:00 pm (Pacific) - 4:00 pm (Pacific)

ORGANIZER:

Self-Management Resource Center

(650) 242-8040

training@selfmanagementresource.com

Are you a Master Trainer?

Login the platform is required to enroll in this training, please Login.

LOGIN

Are you a Workshop Leader?

We allow Leaders to enroll in this training on a space-available basis. If you wish to be on the wait list, give us your contact information.

CREATE YOUR ACCOUNT

If you already have a username and password, please

LOGIN

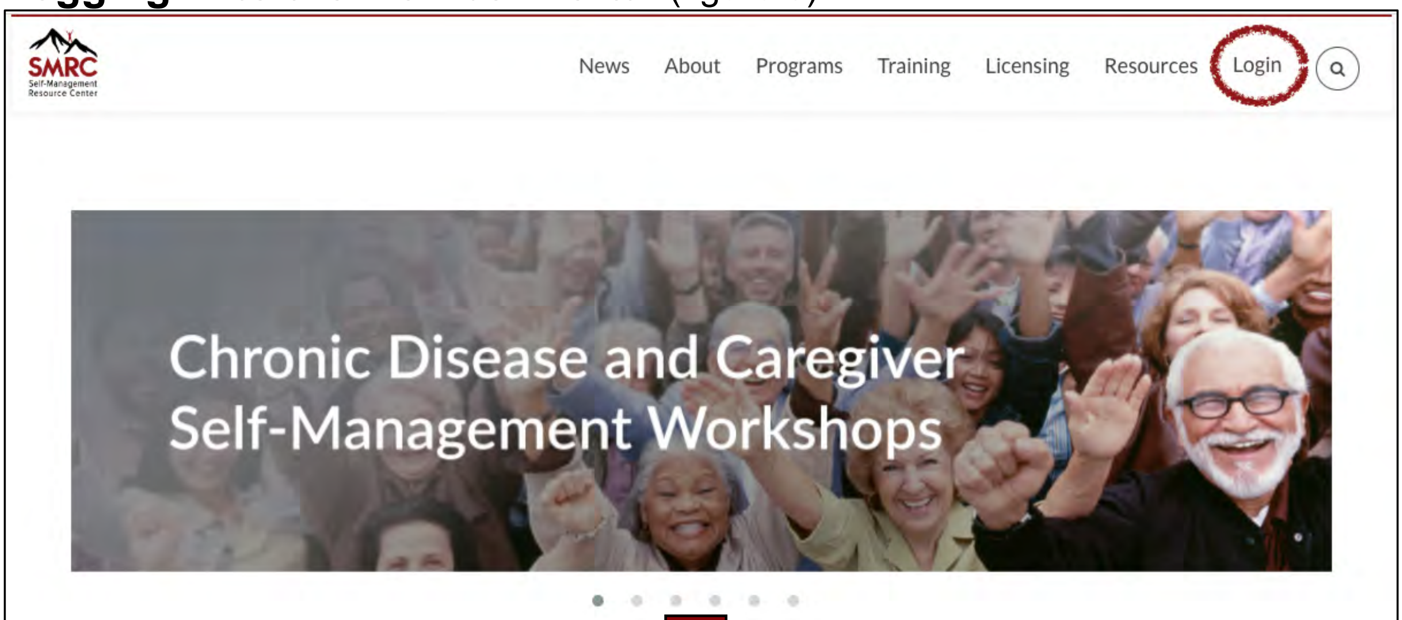
Master Trainers need to log into the **Member Portal** to register. Leaders will need to create an account to proceed with registration, if they don't already have an account from a previous training. See more about the Member Portal, starting on the next page.

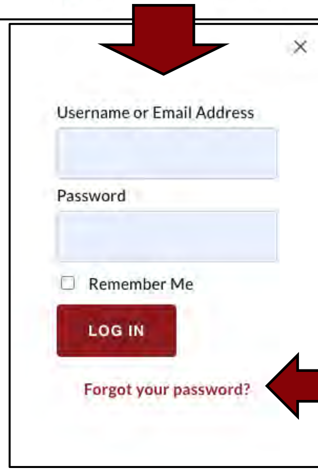
The Member Portal (Private Website)

The Member Portal is only available to Licensees, Program Coordinators, Master Trainers, and Leaders who have an account in the system. Gaining access to the Member Portal requires a username and password. Licensees and Program Coordinators have an account in the system already, if they are named on their organization's license. If you are not named on your license and wish access, email licensing@selfmanagementresource.com. Potential Master Trainers are added to the system when they register for Master training. During Training, access is limited to the training site; after successfully completing training, full access is granted. Leaders are granted limited access when they register for Leader training.

Once logged in, the system will show different portals to Trainers than to Licensees/Coordinators. If they are both a Trainer and Program Coordinator, they see both portals! The first time a user logs in, they will need to create a password.

Logging In to the Member Portal (figure 6)





Click the "Forgot your password" link to create or set a new password. If you don't receive an email response, check your junk mail folder or email web-support@selfmanagementresource.com

The Organization and Trainer Locators

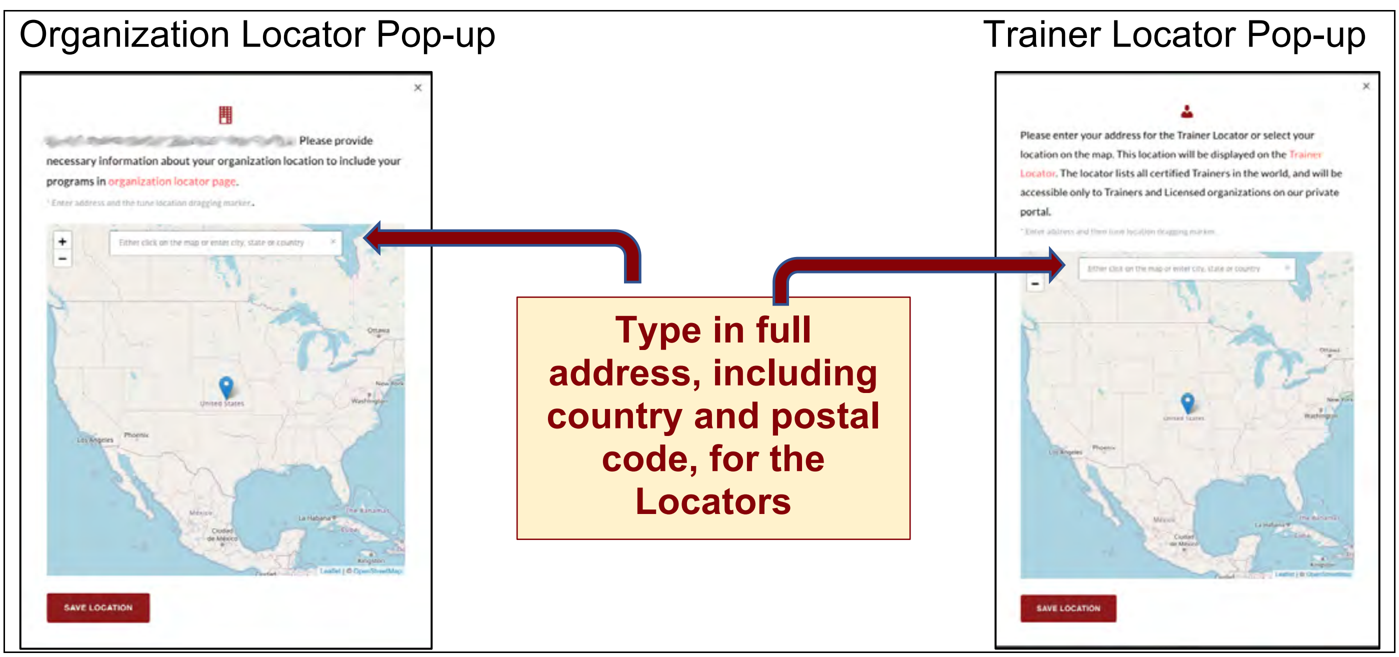
The first time you log in, the system will show you a pop-up screen (figure 7) asking you to provide your organization's (if you are a Licensee/Program Coordinator) or your own (if you are a Master Trainer) address to include in either the Organization or the Trainer locator.

The **Organization Locator,** for Licensees/Program Coordinators, is a tool that is linked to "FIND A WORKSHOP" on the website's public home page. What you type in the pop-up is what the public will see. It is important that the person receiving the emails and phone calls from the locator can answer questions about the program(s). The public sees this information on the Organization Locator. You can also find a link to the Organization Locator on the Member Portal menu. See page 74 for more details about the Organization Locator.

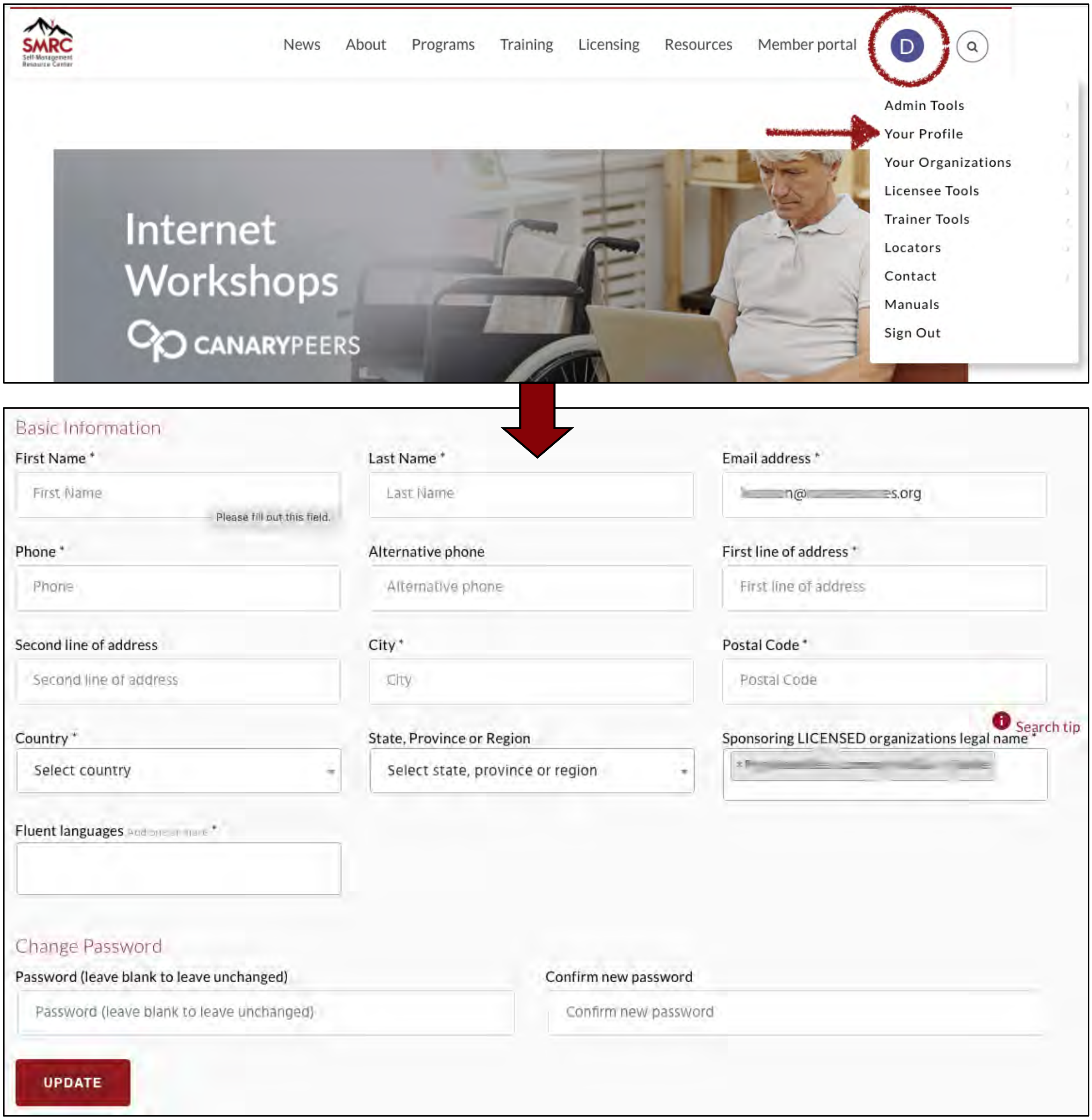
The **Trainer locator** is in the private portal only. It shows your name, email address, city/state/country and programs for which you are certified to train Leaders. This tool is for Program Coordinators and other Trainers to find a Master Trainer to help with training Leaders. See page 89 for more details about the Trainer Portal and Trainer Locator.

Just enter your address in the box and the system will put you on the Locator. If the pin does not look like the correct placement, you can move it with your cursor. Always **SAVE** after entering your details! If you don't enter your address, it will pop-up every time you log in until you do!

Locator Pop-ups (figure 7)

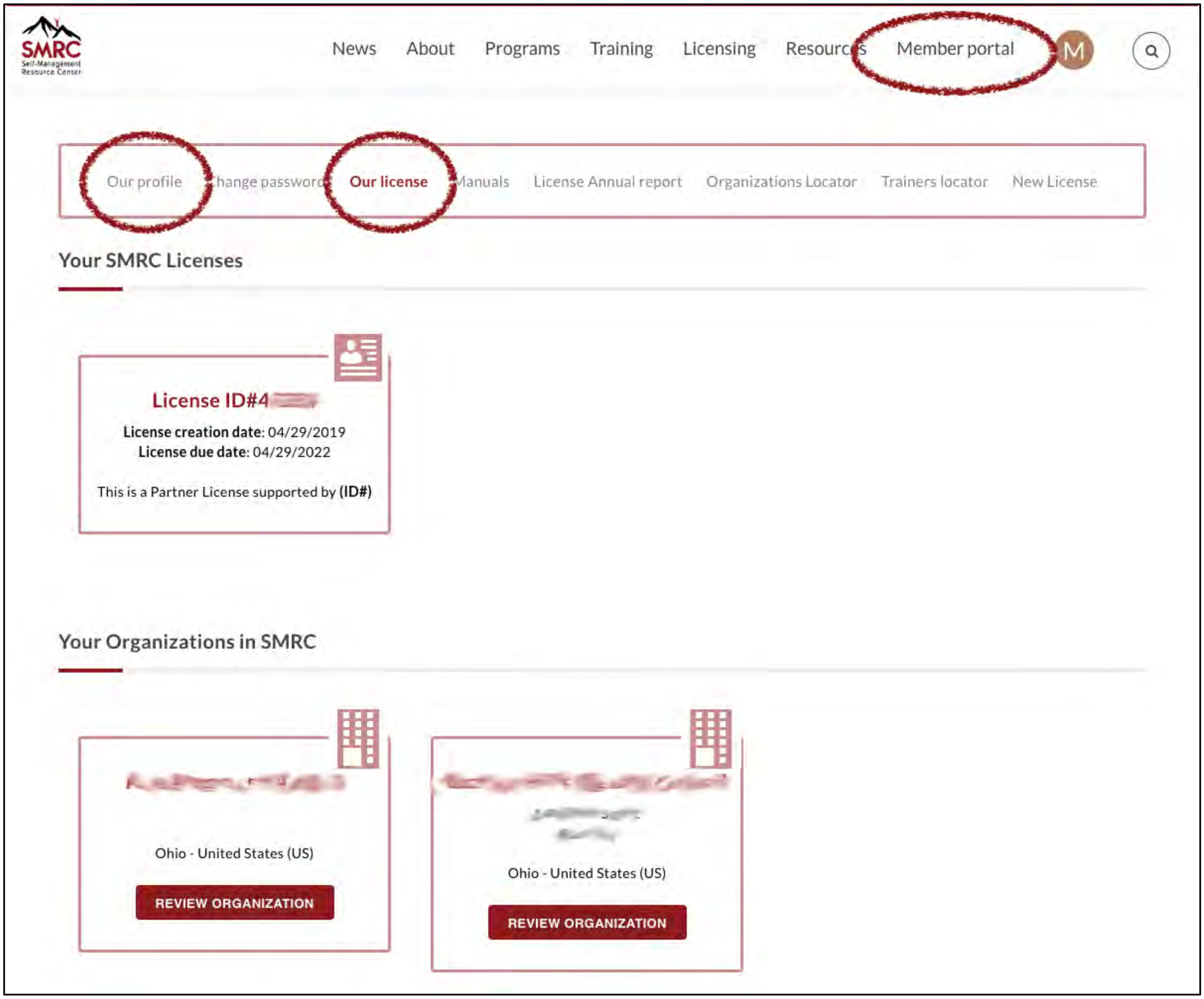


Your Profile (figure 8)



Your Profile (figure 8) is where to update your contact information or change your password. If you or your organization changes address, phone, email address, name, or organization affiliation, you will need to make the changes on your Profile. Please check the first time you log in and at other times during a year to make sure that all your information is correct. This example is missing most of the needed information.

Member Portal for Licensee/Program Coordinator (figure 9)

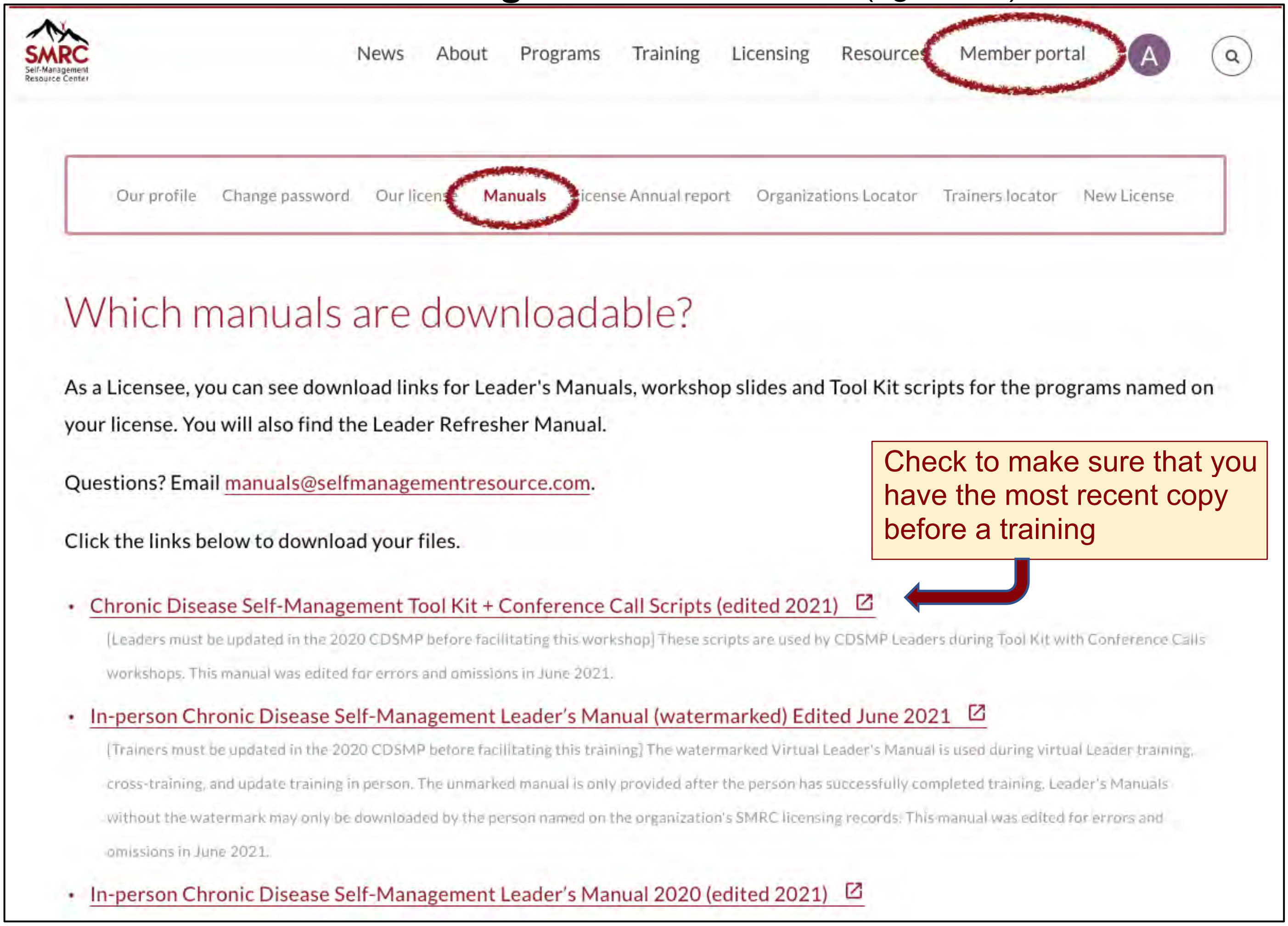


The Licensee/Program Coordinator Portal menu (figure 9) links to all the SMRC tools you might need.

Our profile (figure 9) is where to update your contact information. You can also change your password here or on the **Change password** link on the menu.

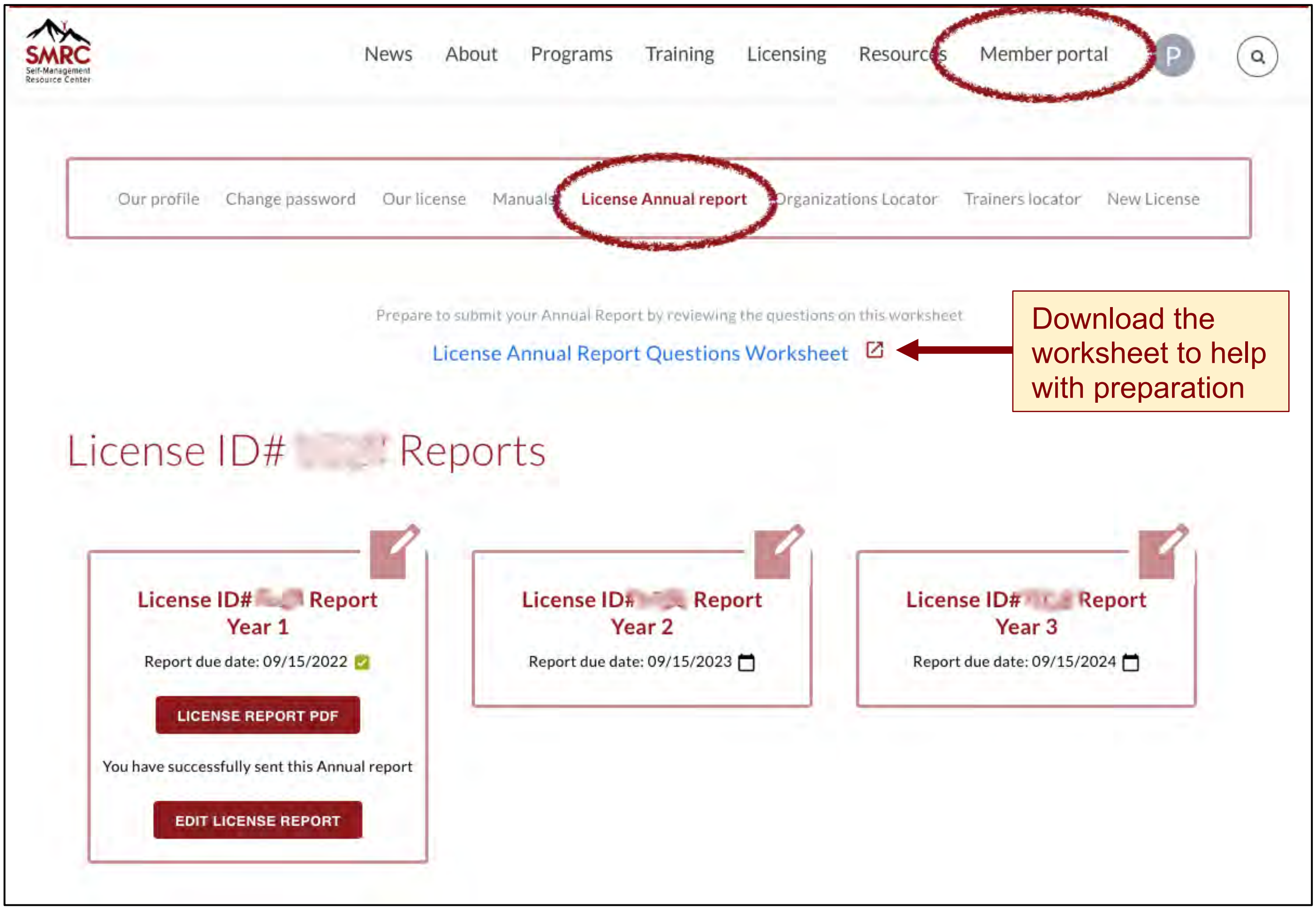
Our license. (figure 9) is where you can view your organization's license, change it, renew it, or link to your organization's annual report. If your organization has an umbrella license, all the partner organizations under your license are shown (as in figure 9), and you can edit their information, delete and add partner organizations.

Manals for Licensees/Program Coordinators (figure 10)



Licensees/Coordinators are the only persons who can download Leader's manuals without the watermark, workshop slides, and Tool Kit scripts (Master Trainers have training manuals, slides, and materials). Your Manuals link will look like figure 10, above. Just click the manual you want to download and be patient, as manuals take some time to download. **Check the descriptions for each file before a training, to make sure you have the most recent version.**

License Annual Report (figure 11)

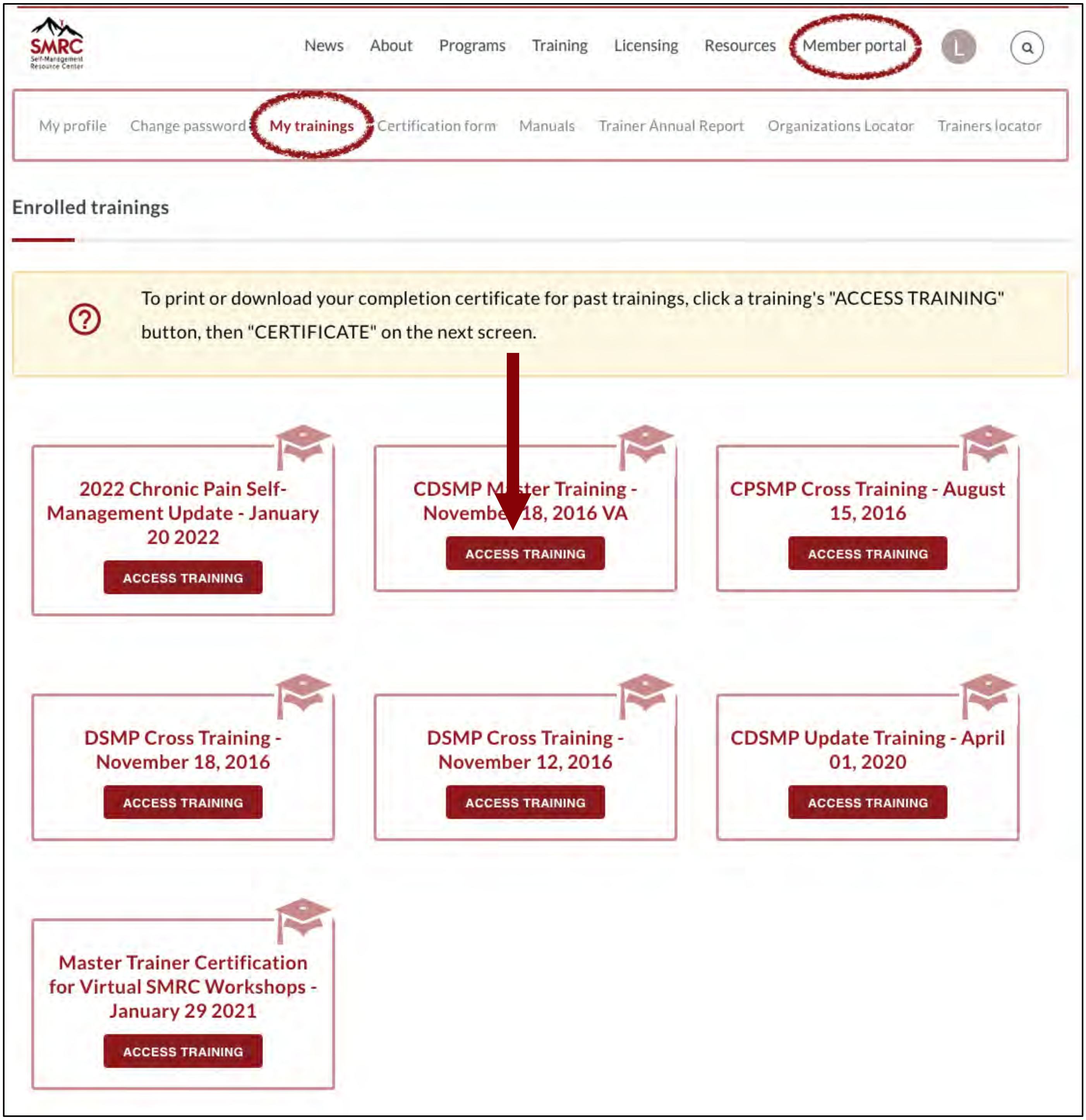


Licensees are required to submit a report each year listing their activity. You submit that report under the **License Annual report** tab (figure 11, above). You can also download a PDF of past reports and edit a report if you want to correct an error. When you complete, edit, or even access your report, make sure to click “Send” each time, or it will be saved as a draft and considered incomplete. Submit your annual report promptly! There is $100 fee for late reports.

You can also download a worksheet to help you prepare your License Annual report (figure 11).

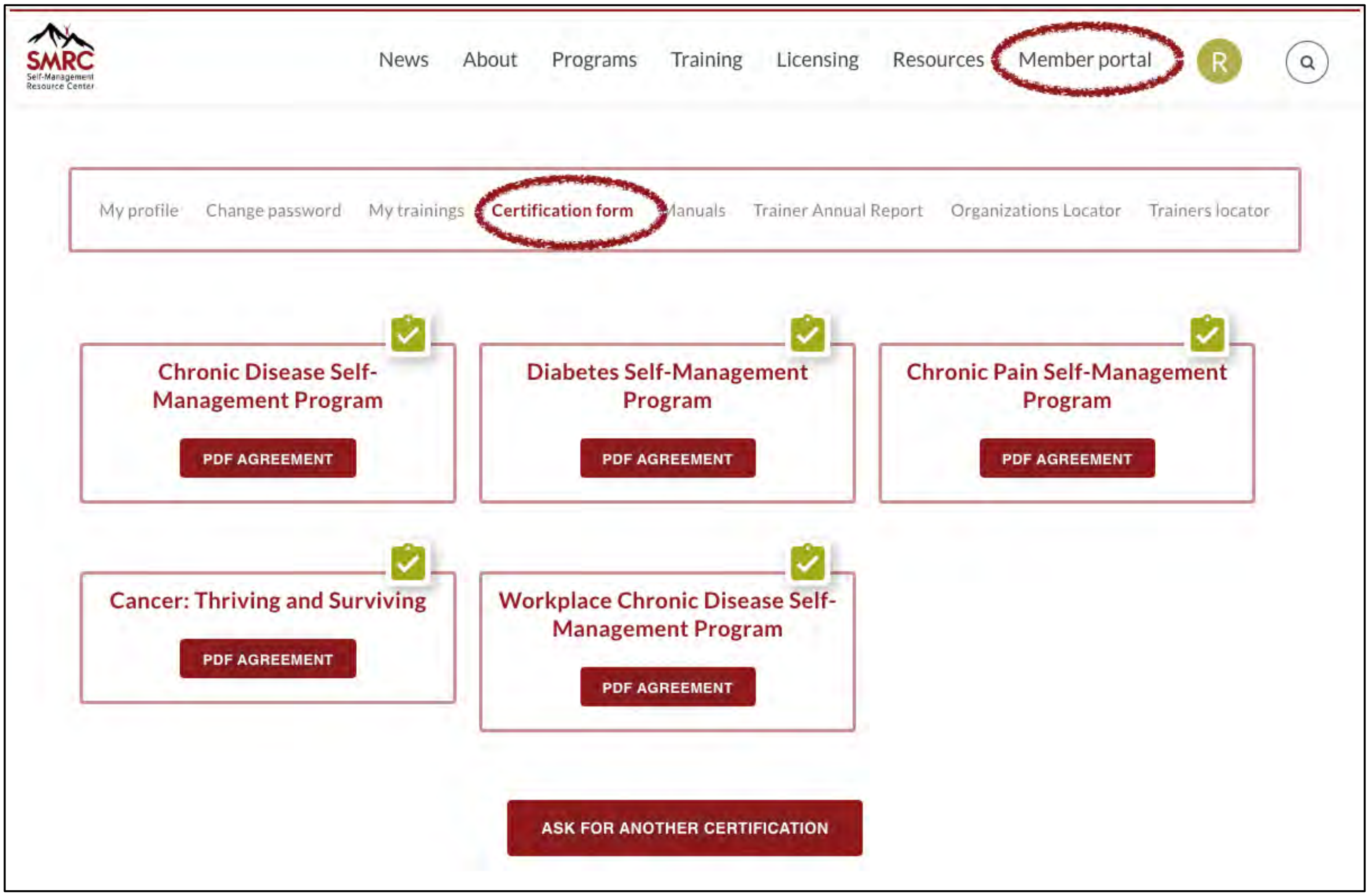
Other links on the **Licensees/Program Coordinators Portal** menu include a link to the **Organization Locator**, the **Trainer Locator,** and a place to request a **New License**, if needed.

Member Portal for Trainers (figure 12)



When you log into the Member Portal as a Master Trainer, it automatically opens to the **My trainings** tab (figure 12). If you are enrolled in a training, here is where you would go to log in to the training site to do your pre-training tasks and log into the webinar. You can also print certificates of completion from past trainings here by clicking the “Access Training” button.

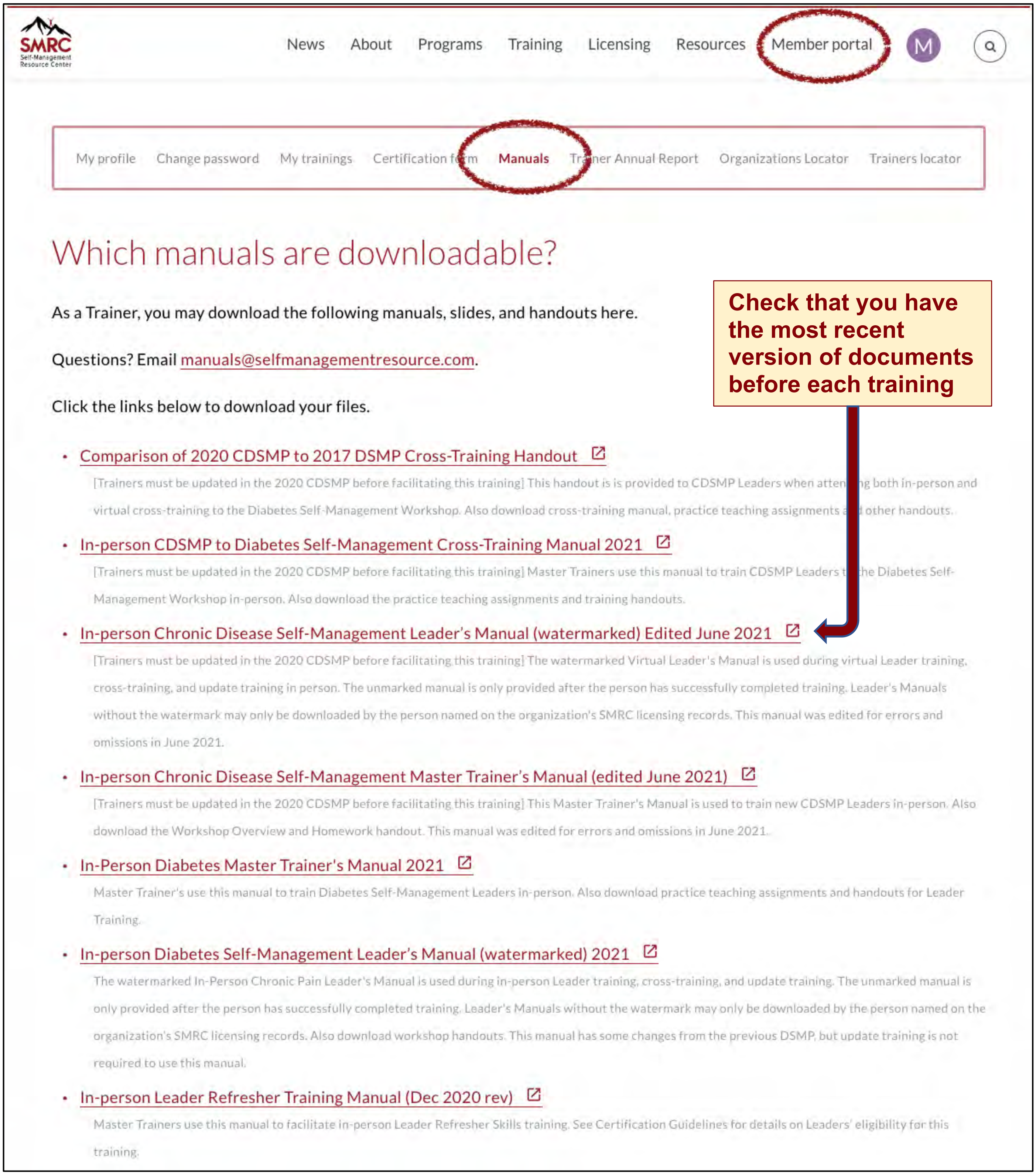
Master Trainer Certification Form (figure 13)



When you complete the requirements for certification in a program (completed the required workshops), submit your certification application for that program unde the **Certification form** tab (figure 13). You will need the dates of your workshop(s) facilitated and your training date (if not attending through SMRC).

Once reviewed and approved by SMRC, you can print your certification forms any time.

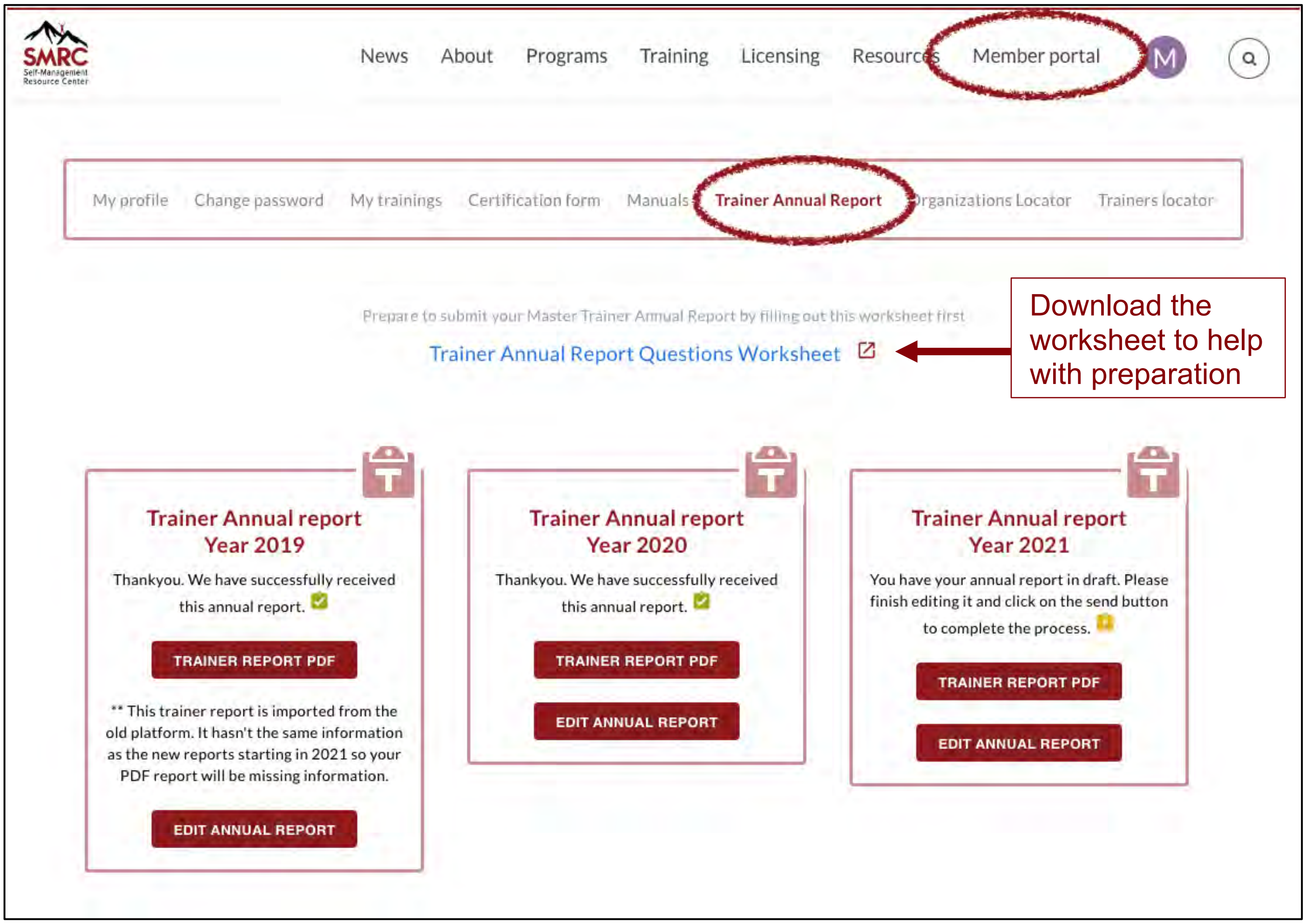
Manuals for Trainers (figure 14)



As a Master Trainer, you can download Leader training, cross-training, and update training manuals, slides, handouts, and watermarked Leader manuals for all programs for which you are certified. Leader's manuals without the watermark, workshop slides, and Tool Kit scripts are only downloadable by the contact person named on your SMRC license record (usually Program Coordinators). Click he file name to download the document/slides. Please be patient, as it takes some time for these documents to download.

Always check here ([figure 14](#), previous page) **to make sure you have the most recent materials before every training!**

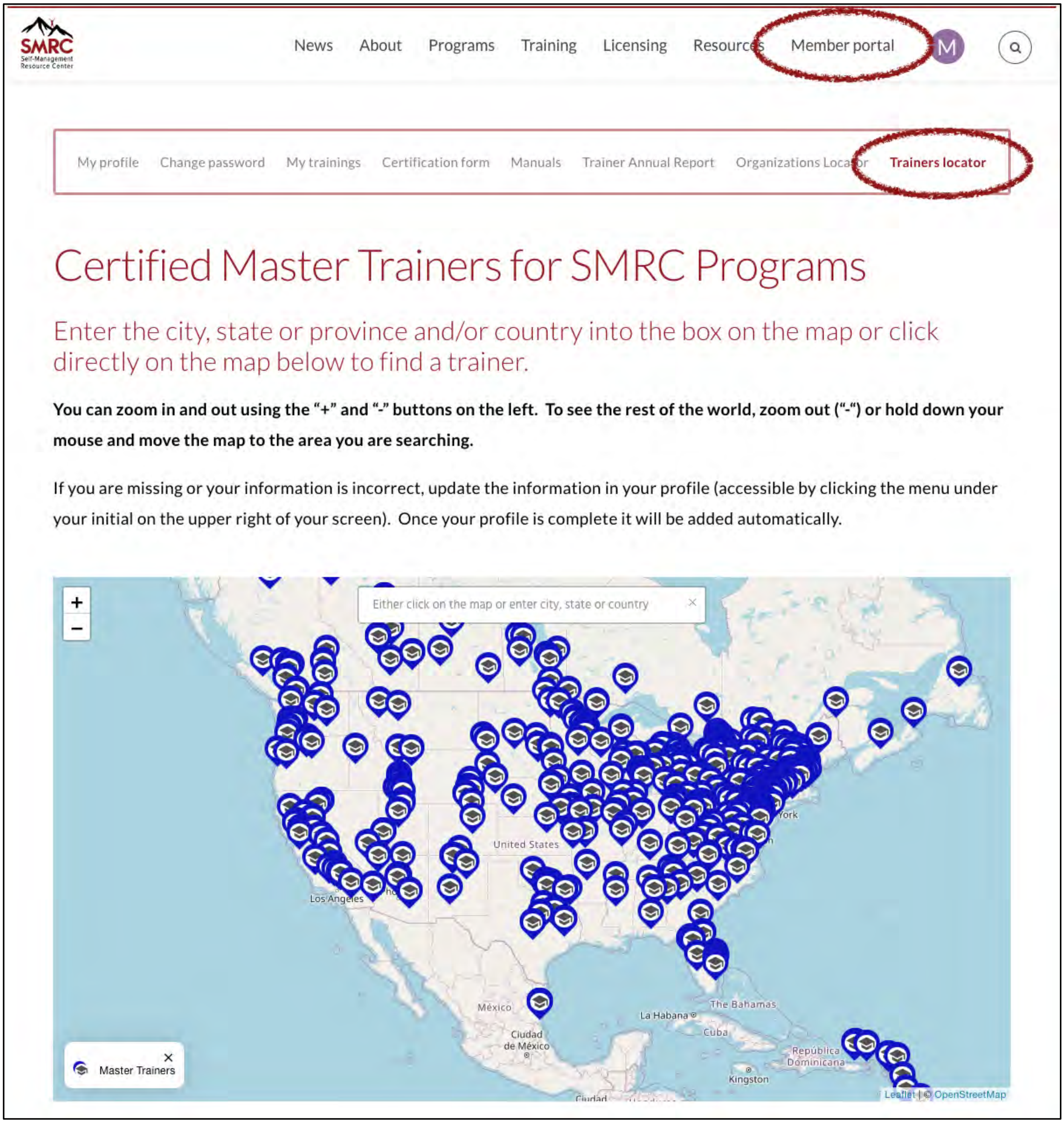
Trainer Annual Report (figure 15)



Submit your required **Trainer Annual Report** in January of each year for the previous year's activity under this tab (figure 15). You can also download a PDF of reports from the past three years and edit those reports if you need to make corrections. You are encouraged to download a copy of the **Trainer Annual Report** worksheet to help you prepare.

Remember, there is a $100 late fee for reports submitted in February, and on March 1 you lose your certification. There will be a $150 fee to reinstate your certification for reports submitted after March 1.

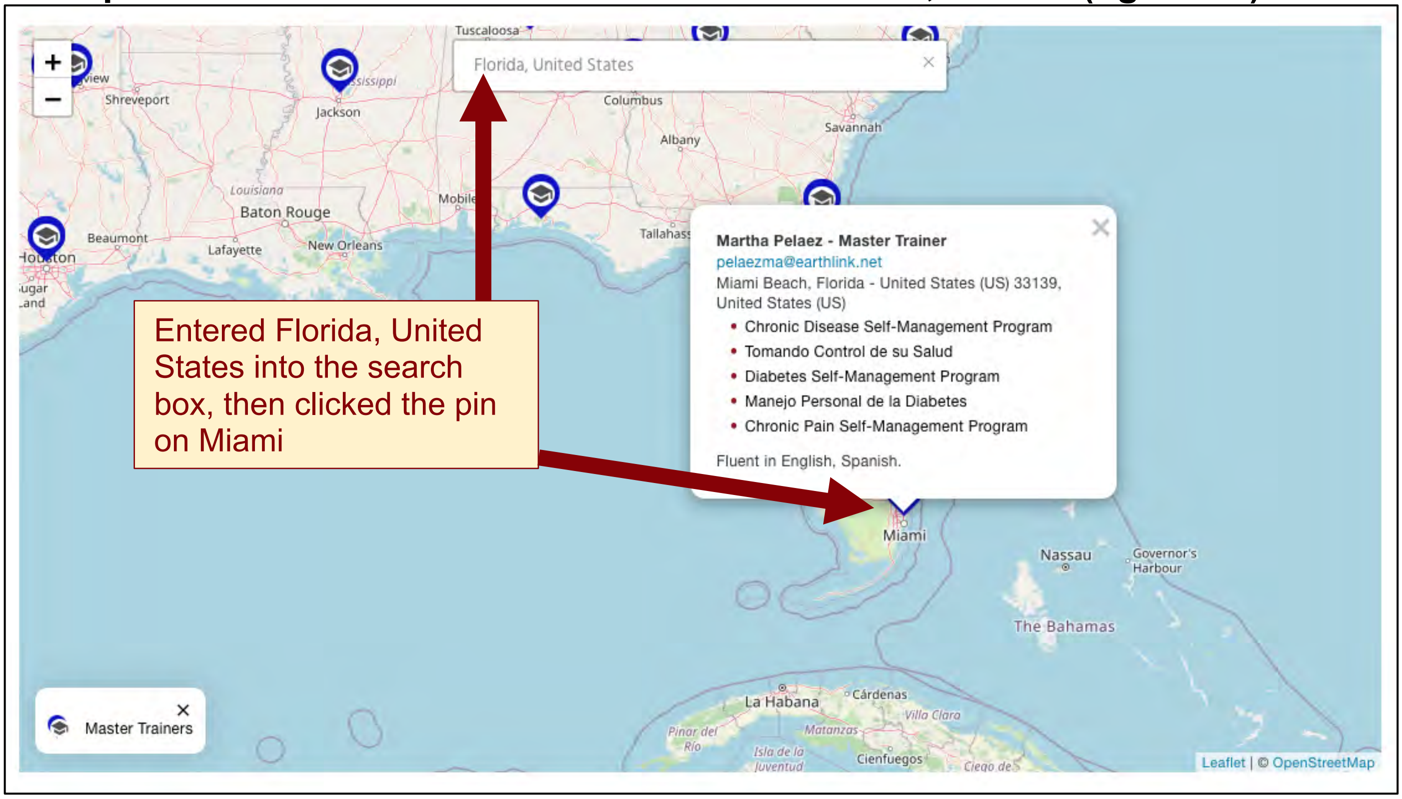
Trainer Locator (figure 16)



The Trainer Locator is private, that is, only accessible by Trainers and Licensees/Program Coordinators who are logged in to the Member Portal. This is where to go if a Master Trainer is needed to help with a Leader training, cross-training, update training or Leader refresher training.

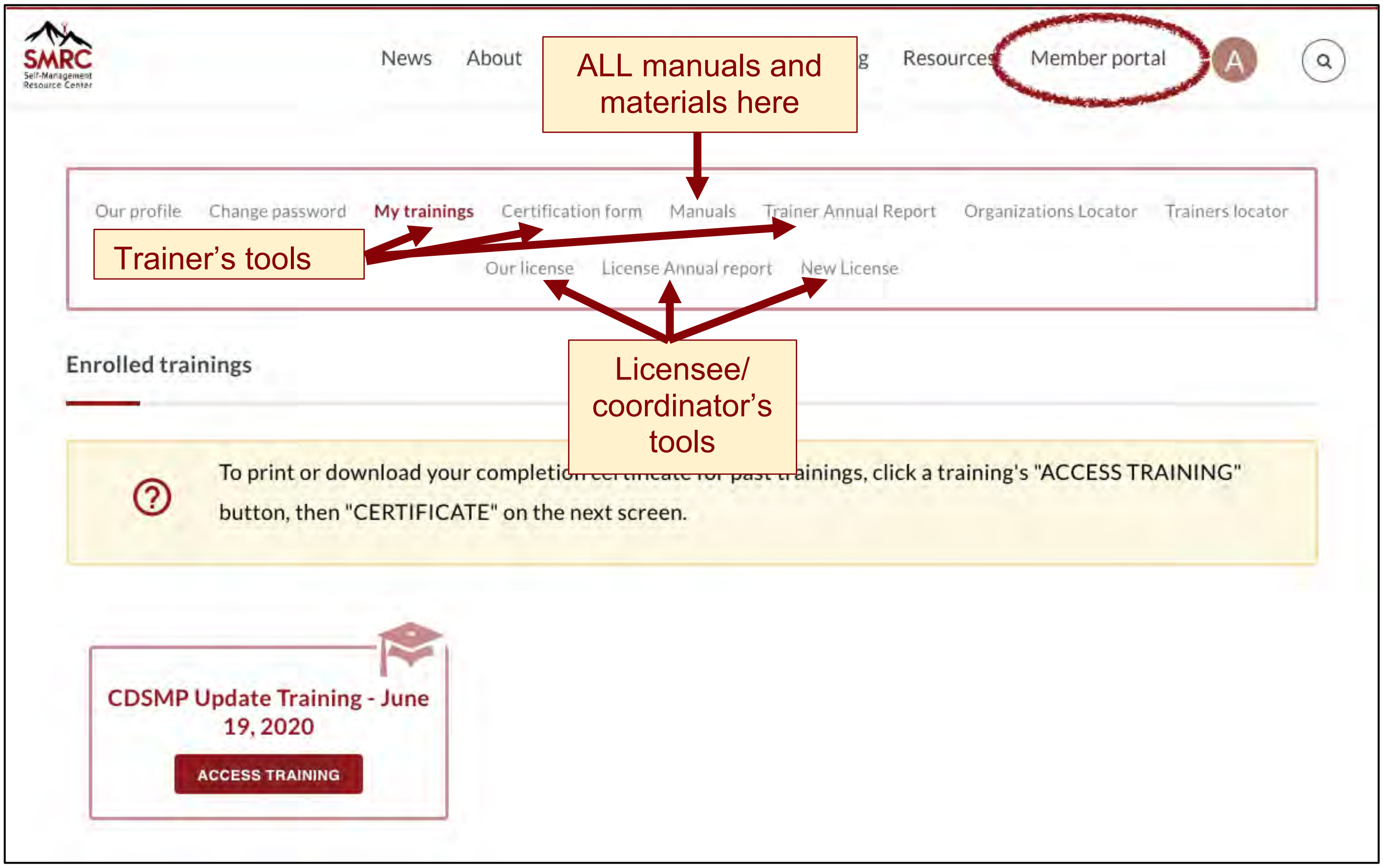
Each Trainer is on this map, and their name, email address, city, state, country, programs for which they are certified and the languages in which they are fluent are displayed. Here is an example of a search for a Master Trainer in Miami, Florida, USA (figure 17).

Example of Master Trainer Search Results for Miami, Florida (figure 17)



It is important that Master Trainers keep their Profile updated (see page 85). If their Profile is incomplete, so is the information displayed on the Trainer Locator!

Member Portal for Someone who is Both Licensee/Program Coordinator and Master Trainer (figure 18)



The Member Portal menu (figure 18) for someone who is both a Licensee/Program Coordinator and a Trainer will show links to all the areas of the private site. Links to their organization's license, license annual reports, and new license application are available, as well as all the same areas of the Trainer's menu. It will open by default to the trainer's landing page, but all other links are on the menu.

This last section of this manual has explained the most important areas of the website where Licensees/Program Coordinators and Master Trainers can find information, complete tasks, and download what they need. The site is growing and improving. If you have questions or suggestions, contact web-support@selfmanagementresource.com.

Quick Links for the Appendix

WHO SHOULD READ THIS?

This introduction to Leader training is intended for those who are considering attending a Leader training for any of the Self-Management Resource Center self-management programs listed below or for those who are either registered or in the process of registering for training. Organizations that are licensed to offer SMRC Self-Management workshops and trainings are responsible for distributing copies of this document to prospective training participants.

SMRC SELF-MANAGEMENT PROGRAMS

Chronic Disease Self-Management Program (CDSMP)

Tomando Control de su Salud (Tomando)

Diabetes Self-Management Program (DSMP)

Chronic Pain Self-Management Program (CPSMP)

Programa de Manejo Personal de la Diabetes (Manejo) (Spanish Diabetes)

Positive Self-Management Program (PSMP)

Cancer Thriving and Surviving (CTS)

Building Better Caregivers (BBC)

TRAINING SITES

Leader trainings for the SMRC Self-Management Programs are provided in locations **across the United States of America and abroad**, both in-person and virtually.

THE TRAIN THE TRAINER SYSTEM

- Leaders — Teach / Facilitate community workshops for people with the workshop's target condition
- Master Trainers — In addition to what Leaders do, Master Trainers train Leaders
- T-Trainers — In addition to what Master Trainers do, T-Trainers train Master Trainers

TRAINING FORMAT

- All Leader trainings are conducted by two certified Master Trainers (those who train Leaders) in good standing. Trainings include Workshop Activities and Training Activities:
- Workshop activities are identical to activities in the program conducted for people with the target conditions when the program is offered to the community. Ideally, Leader trainees are living with a chronic condition themselves or caregivers to someone with a chronic condition. During workshop activities, trainees are asked to act as themselves living with a chronic disease, and to experience the activities just as anyone would when they attend workshop sessions in their communities. They are encouraged to ask questions as participants with chronic conditions would.
- Training activities are designed to review and discuss the workshop activities. During training activities, trainees can be themselves (trainees) and ask questions about training, implementation, and administration of the program.
- Assuming this double role may be confusing for some trainees. It may take a day or two until it becomes a normal occurrence. If and when needed, trainers will remind or clarify this for the group.
- Self-Management Leader trainings are not of the "Sit and Listen" type. Trainings are interactive and dynamic. Trainees are expected to participate actively during training. Because training is intense, trainees should not plan to do any other work during the days of training. Some people may feel overwhelmed by the amount of information given to them and the participation requirements.

PROGRAM FRAMEWORK

SMRC's programs are based on or aligned with concepts of self-management, community-based health education, community health workers and an empowerment philosophy. All of the SMRC self-management programs are evidence-based, meaning they have been evaluated in research projects, and have shown to improve health behaviors and health outcomes.

WHAT IS EXPECTED OF ME (as a potential trainee) BEFORE THE TRAINING?

- To read this 4-page introduction document
- If you are becoming a Leader because you plan to coordinate workshops in your area, it is highly recommended that you also review (or read if you want) the SMRC Implementation and Fidelity Manual, downloadable from the "Resources" section of the SMRC website: https://selfmanagementresource.com/resources

- To ask your local sponsor or coordinator about their plans regarding this program and expectations of you as a Leader.
- Make your own decision to attend training. If someone has asked you to attend, make sure you know about the type of training you will be attending and what is expected of you before you attend.
- It is highly recommended that you have scheduled workshops to facilitate within 2 months and no more than 12 months after the completion of your training, preferably within 6 months.

WHAT IS EXPECTED OF ME (as a trainee) <u>DURING</u> TRAINING?

- Leader trainings start on time. It is expected that all trainees arrive on time in the morning, after breaks and after lunches.
- Trainees are expected to attend all days and full days. Exceptions could be made only under extraordinary circumstances and at the discretion of both trainers conducting the training and the local Program Coordinator.
- All trainees are required to <u>demonstrate</u> their understanding of the program and their facilitation skills by participating in two Practice Teaching sessions with another Leader trainee.
- Quality of performance during those sessions is the basis for recommendation of Leader status. In the event someone is not recommended for Leader status, trainers will offer specific feedback and recommendations. Those that do not demonstrate skills at the level expected in key program activities and processes will not be recommended. If you do not obtain certification at training, you may decide to take the Leader training again.

WHAT IS EXPECTED OF ME (as a trained Leader) <u>AFTER</u> THE TRAINING?

- Completion of training is only part of what is required to become an active Leader.
- After the training, you will be required to facilitate one 6-week workshop (all six sessions) within 12 months of training
- In order to maintain your active status, you will be required to facilitate one 6-week (all six sessions) workshop every year or attend a refresher course (if available locally). This applies to each program for which Leader is certified.

IS THIS TRAINING FOR ME?

- ❑ I believe that people have the right to receive information and to make their own decisions (even if they are not perfect decisions), particularly on health issues.
- ❑ I see myself as a facilitator of a process for people who want to self-manage their chronic conditions
- ❑ I am comfortable with public speaking
- ❑ I am comfortable with being evaluated in front of a group
- ❑ I welcome constructive feedback
- ❑ I am aware that training is intensive and will require physical and mental energy
- ❑ I like interactive trainings over "sit and listen" types of trainings

If you checked all of the above questions as being true for you, the chances that you would like, enjoy and do well in SMRC trainings are fairly high.

Organization Fidelity Checklist

The following is a check list of fidelity guidelines. We suggest that you go through the list and check “YES” for all the things you are now doing and then go back through and figure out how you can implement the rest of the steps. If unable to implement all steps right away, you may incorporate them into your fidelity plan for the future and make them goals for the near future and long term.

LICENSING		
YES	**NO**	
		License is in place and current.
		All parties involved in delivering the programs are aware that they may not conduct the workshops in any way that is not in the manual, and that doing so jeopardizes the license.
		Copies of your organization’s license is included in all SMRC manuals.
		Records are being kept of workshop activity to submit with the required annual licensing report. Download an licensing annual report worksheet.
PERSONNEL		
Personnel Overview		
		All workshops facilitated by two Leaders (one or both should have the condition targeted by the workshop).
		All Leader trainings facilitated by two Master Trainers.
		All Leaders must facilitate at least once every12 months to remain active.
		All Master Trainers must offer Leader training at least once every 3 years to remain certified. In years that they do not offer a Leader training, they must facilitate a workshop, a Leader cross-training or a Leader update training. Download Certification Guidelines.
Program Coordinator Qualifications		
		Has dedicated time to work with the SMRC programs (20-100%).
		Has proven administrative and program management experience or aptitude.
		Is very familiar with THE SMRC *Programs Implementation and Fidelity Manual*.
		Is on the Administrator or Master Trainer list serve to receive all official announcements from SMRC.

PERSONNEL, continued		
YES	NO	
Program Coordinator Qualifications, continued		
		Is familiar with the terms of the license under which your organization is offering the program and ensures that a copy of the agency's license is included in all manuals.
		Submits program data Annual Report to SMRC online in a timely manner. Download License Annual Report worksheet.
		Reports necessary data in timely manner to funding agencies, if applicable.
		Has participated in or observed a Leader Training.
		Has a crisis protocol in place for Leaders that outlines specifics of what they do when something potentially dangerous happens (someone falls during the workshop, someone communicates a plan to hurt themselves or others, violence, etc.).
		Gives crisis plan to Leaders and Trainers during training and with each set of workshop materials they are given.
Leader Qualifications		
		Have the condition that is targeted in the workshop. In the case of caregivers, the Leaders should have family caregiver experience. It is highly recommended that both Leaders meet this criterion, but at least one of them must.
		Come from the same communities you are serving.
		Willing to facilitate and be comfortable and culturally competent in the communities that you wish to serve.
		Comfortable speaking in front of groups.
		Read, write, and speak fluently the language of the workshop participants.
		Are literate at about 10th grade level in the language in which they facilitate workshops.
		Are willing to facilitate the workshop during "off hours" (Saturday, evenings etc.), if applicable to your program.
		Literate in the language in which they are going to facilitate (this means that they must read well at about a 10th grade level).
		Must have transportation to get to the site of workshops, if applicable, or a computer for virtual workshops.
		Able or willing to find help to transport training materials and light equipment (an easel for example) for in-person workshops.
		Be a model for participants (i.e., healthful behaviors).

PERSONNEL, continued		
YES	**NO**	
Leader Qualifications, continued		
		Commit to facilitating at least one 6-week workshop (all 6 sessions) every 12 months from the date first achieves Leader status to remain active as Leader.
		Are willing to attend (if available locally) a Leader refresher training if they become inactive.
		Are willing to be re-trained if they become inactive and the option of a refresher course is not available.
Master Trainer Qualifications – in addition to Leader Qualifications…		
		Are a currently active, certified Leader (must facilitate 2 workshops before enrolling in Master training).
		Successfully attend an SMRC 3-day virtual Master training.
		Submit their Master Training Agreement and Certification application on the SMRC member portal and wait to receive notice of Certification from SMRC before facilitating a Leader training.
		Facilitate their first Leader training within 12 months of training (preferably within 6 months).
		Can be interviewed by phone or in person before the Master training so they are clear on expectations and commitments. (See example interview scripts.)
		Have joined and remain a member of the SMRC trainer list serve for regular updates.
		Able and willing to give Leader trainees encouragement and constructive feedback during training.
		Able and willing to counsel out trainees that both trainers feel will not make good Leaders.
		Willing to remain certified by conducting, every 12 months from certification date, either a 4-day Leader training, a 1.5-2-day cross-training, a Leader update training (for updated program) if relevant, or a 6-week community workshop.
		Facilitate a 4-day Leader training, a 1.5-2 -day cross-training, a Leader update training, or a 6-week community workshop for every program for which they are certified every 3 years.
		Facilitate a full 4-day in person or 7-week virtual Leader training every 3 years.
		Complete and submit a Trainer's Annual Report every year. Download a preparation worksheet.
		Able to leave their jobs for the time necessary to conduct a Training.

PERSONNEL, continued		
YES	**NO**	
Master Trainer Qualifications – in addition to Leader Qualifications, continued		
		Committed to maintaining the program's fidelity.
FIDELITY BEFORE TRAINING		
YES	**NO**	
		Have a fidelity plan in place.
		Apply for, renew, or confirm receipt of your organization's program license.
		Verify with the holder of the license under which you are operating that you may proceed with the training.
		Read the Introduction to SMRC Leader Trainings (see page 99).
		Adhere to recommended schedule for Leader trainings (Total of 4 days for in-person, or 7 weeks for virtual).
		Choose times, dates, and location of training.
		Secure 2 Certified Master Trainers who are committed to conduct entire training sessions.
		Ask the Master Trainer when they last conducted a Leader training. If more than 2 or 3 years, you should look elsewhere.
		If you are hiring Master Trainers to conduct your Leader training, visit the SMRC's website Trainer locator in your member portal to determine that the Master Trainers are currently active certified Trainers. (See page 93)
		Recruit and interview potential Leader trainees.
		Have all trainees read and sign a memorandum of understanding that outlines expectations for the Leader (see pages 115-123).
		Have at least 10 potential Leaders to start an in-person Leader training, but no more that 16; have at least 8 but no more than 12 for a virtual Leader training.
		Ensure that you will have at least 2 Leaders in a geographic area available to lead in-person workshops as a pair.
		Ask prospective trainees to read the document, *Introduction to SMRC Leader Trainings* (see page 99).
		Inform participants that their full attendance and participation is required on all training days.
		Maintain close and timely communication with all those involved in the coordination of the Leader training.

FIDELITY BEFORE TRAINING, continued		
YES	**NO**	
		If training is held anywhere except at your site, follow registration protocols and complete travel logistics (including payment of any applicable fees) in a timely manner.
		Ensure that by the time your staff and volunteers complete training you will have series of workshops scheduled and filled with participants so each of them can facilitate within 6 months of completion of training.
		Ask each trainee to commit leading a scheduled SMRC program workshop within 6 months of training start date.
		Order workshop books and, if you wish, CDs for each participant. Materials are ordered from Bull Publishing http://www.bullpub.com.
		Prepare a complete *Leader's Manual* for each participant (your licensed organization has an electronic copy of this manual)
		Required: Include a copy of the agency license from SMRC in each manual.
		Determine the most recent training materials are being used on the SMRC website's Resources section and Manuals panel of the Member Portal (pages 87 and 91) .
		Prepare a complete set of program charts and duplicates of some of the charts (as instructed in the *Leader's Manual*) to be posted at every in-person session.
		Do **NOT** us PowerPoint presentations or overheads for in-person workshops.
		Use **only** the SMRC slides (charts) for virtual workshops/training.
		Read the *SMRC Program Implementation and Fidelity Manual*.
FIDELITY DURING TRAINING		
		Have a fidelity plan in place.
		In-person training is at least 4 six-hour days given over no more than 2 weeks; virtual training is two 2.5-hour sessions per week over 7 weeks.
		There are no less than 8 nor more than 16 trainees in an in-person group; no less that 8 and not more than 12 in a virtual group.
		Each trainee must have a computer with microphone, webcam, and internet connection for virtual training – no mobile devices allowed.
		Trainees complete the two practice teaching sessions and demonstrate a minimum set of core competency as observed by the Master Trainers.
		Have a crisis protocol (page 55) and ensure that Leaders have a copy and know what to do in case of an emergency.

FIDELITY DURING TRAINING, continued		
YES	**NO**	
Fidelity in Judging Trainee Competence, continued		
		Adheres to the curriculum (also includes appropriate presentation of charts).
		Facilitates group contributions particularly in the following types of activities Brainstorming Action-plan formulation Action plan feedback Problem-solving Decision-making
		Handles difficult group dynamics and problem participants effectively
		Speaks comfortably in front of a group
		Speaks effectively (firm but non-authoritative tone, moderate volume, accents are fine as long as pronunciation and enunciation is clear to most)
		Does not judge people or the choices people make in their lives
		Models activities appropriately
		Sticks to time / agendas
		Listens and incorporates feedback given by Master Trainers
		Works cooperatively with co-Leader
		Is consistently respectful to other group members
		Commits to continuing to live a healthy lifestyle
Fidelity when Counseling Leaders Out		
		Have a fidelity plan in place.
		Observe and document problem behaviors. The first practice teaching is a good opportunity. However, you can pick up problems at any time. Just be sure that you have specific details. You will need these as you do your counseling.
		Counseling is always done in private, with both Trainers in attendance, if possible.
		Document all counseling conversations (both Trainers separately).
		Always respectful and considerate.
		Give the trainee specific reasons and examples of why you are concerned.
		Focus on performance, behavior, and use of the manual.
		Tell the trainee what they did well, but also tell them clearly how they are expected to improve.

FIDELITY DURING TRAINING, continued		
YES	**NO**	
Fidelity when Counseling Leaders Out, continued		
		Tell the trainee what will happen if they do not improve by practice teaching #2 so there will be no surprises.
		Do not get caught in emotional battles or excuses. Use a broken record approach for example: "I am sorry, but you did not follow the manual in either of your practice teaches." If you hear an emotional response then you say "I am sorry but you did not follow the manual in either of your practice teaches."
		If in doubt about a trainee, then DO NOT let them continue. It is not kind to the future participants, the trainee, or their supervisor to "pass" a marginal person.
		As a gut test, ask yourself if you would be willing to sit through 6 weeks of classes facilitated by this person. If the answer is anything but "yes", it is best to maintain program fidelity and counsel the person out.
		If ever you are in doubt, **DO NOT ALLOW THE TRAINEE TO LEAD WORKSHOPS!**
		Notify Program Coordinator if you have not "passed" a trainee and state that the person cannot facilitate.

FIDELITY AFTER LEADER TRAINING		
		All new Leaders facilitate within 12 months; 6 months is better.
		If a new Leader does not facilitate within 12 months, they must be retrained.
		All Leaders facilitate at least once a year.
		After 1 year of not facilitating (after the first year after training), Leader is retrained or attends a refresher workshop in person or online. Refreshers cannot be used 2 years in a row.
		Do Leader fidelity checks (page 32) for a Leader's first workshop and first workshop in a new mode of delivery, then once per year.
		Leaders about whom you have concerns do not facilitate workshops.

FIDELITY BEFORE WORKSHOPS		
		Schedule workshops for the convenience of the participants.
		Sites must be accessible for people with disabilities, meeting ADA standards.
		Assign two Leaders for every workshop except for those offered by telephone (where one Leader may facilitate).

FIDELITY BEFORE WORKSHOPS, continued		
YES	NO	
		Make sure that Leaders are similar to participants.
		Each participant must have required materials for the duration of the workshop. It is best if they can keep the materials as these are what reinforce the programs.
		Create a publicity database (see page 51).
		Develop a personal relationship with your sites.
		Make sure that anyone responding to phone calls or email is familiar with the program, is polite and friendly.
		Develop a detailed written crisis protocol for Leaders (see page 55).
FIDELITY DURING WORKSHOPS		
In-Person Physical Environment and Material Resources		
		Group size is 8-16 participants (for most urban and populated areas).
		Offered 2.5 hours a week over 6 weeks
		There were at least 8 on the first day of the workshop (if less, the workshop is postponed, and people are asked to come to next scheduled workshop)
		Venue is safe, handicapped accessible, and available by public transportation.
		If offered during evening hours, outside of the building and parking should be well lighted.
		Have a crisis intervention protocol (see page 55) and ensure that Leaders have a copy and know what to do in case of an emergency.
Leader Performance		
		Two Leaders facilitate the workshops (a substitute may be used, if necessary, in rare cases such as last-minute emergency an experienced Leader may lead no more than 1 week). One Leader may facilitate a telephone workshop.
		Leaders are present at all sessions, arrive on time and do not leave early.
		Weekly attendance records are kept.
		Names and contact information of participants are kept.
		Program Coordinator talks with every Leader after the second session of every workshop (See page 135 for sample script).
		If you receive a troubling report about a Leader from a co-Leader or participant, first talk with the Leader so you have both sides of the story and then arrange to do a Leader fidelity check (page 32).

FIDELITY DURING WORKSHOPS, continued		
YES	**NO**	
Leader Performance, continued		
		Protocol in place for documenting performance problems.
FIDELITY AFTER WORKSHOPS		
		Track Leader activity; how many programs they facilitate, participant retention, etc.
		Do Leader fidelity checks (page 32) for a Leader's first workshop and first workshop in a new mode of delivery, then once per year.
FIDELITY FOR LEADER RETENTION		
		Always be available to a Leader when they contact you.
		Have once or twice get togethers for Leaders and show your appreciation.
		Pay your Leaders something, even if a small token.
		If the coordinator of the program is not a certified Master Trainer, a Master Trainer in your area has been identified and formally given the role of "consultant" or "mentor" for your program Leaders as needed.
		In a systematic way, Leaders are asked what kind of support they need.
		Conduct exit interviews with all Leaders who leave your program or who have not facilitated a workshop for 1 year or more and are unwilling to take a refresher or to be retrained. See page 139 for an example exit interview script.
		Define protocols for resolution of potential personality conflicts, communication problems, improper behavior with participants and co-Leaders is in place.
		Follow guidelines for retention of active status for Leaders, page 33.
FIDELITY FOR MASTER TRAINER RETENTION		
		Master training should not be something in addition to a regular job. It should be part of the job description and compensated accordingly.
		You might not need your own Master Trainers. See page 35.
		Master Trainers should be available to train for other organizations.

Evaluation areas	Acceptable	Needs Improve-ment	N/A	Comments
Leaders started workshop on time				
Leaders generally followed activities time limits				
Leaders generally followed session time limits				
Leaders were respectful and non-judgmental				
Leaders provided information but did not tell what to do				
Leaders kept participants on topic				
Leaders did not add content not included in the manual				
Leaders did not skip or leave out material in the manual				
Leaders gently encouraged but not forced participation				
Leaders followed schedule for breaks				

Evaluation areas	Acceptable	Needs Improve-ment	N/A	Comments
Leaders did not overly use personal experiences				
Leaders maintained good eye contact with group				
Leaders' voices were loud enough for all to hear				
Leaders body language demonstrated they were present and engaged				
Leaders worked well together assisting each other as needed				
Leaders modeled Introductions, Action-Planning, Feedback and Problem-Solving as indicated in the manual				
Leaders followed Brainstorming Guidelines as instructed in the manual				
Leaders managed difficult group dynamics calmingly and effectively				

[Name of your Organization]
Leader Memorandum of Understanding (MOU)

[Name of your Organization] is delighted that you will be joining our family of SMRC Self-Management Programs Peer Leaders! We look forward to seeing you at training and we hope for years to come.

Please read and agree to the following.

- I agree to attend the entire Leader training, being on time, and being present at all times.
- I agree to actively participate in the training activities.
- I agree to prepare for and complete, to the best of my ability, two practice teaching presentations with a co-Leader trainee to demonstrate facilitation skills learned during the training.

Once my trainers have determined that I have successfully completed Leader training, I agree to the following Peer Leader Guidelines and Responsibilities.

PEER LEADER GUILDELINES AND RESPONSIBILITIES

Certification, Experience and Training

Peer Leaders are required to:

- Complete required training and certification process successfully.
- Complete any other additional training if recommended by the Project staff.
- Facilitate at least one full workshop series within twelve months of training and facilitate at least one workshop series per year thereafter. (Peer Leaders with no previous experience facilitating the [NAME OF YOUR LOCAL PROGRAM] will not receive a stipend for the first workshop series they facilitate).

Curriculum

Peer Leaders are required to:

- Follow the curriculum and limit the program content to information and activities as described in the *Leader's Manual*. Bring your ideas and suggestions for changes up at Leader updates or with the Program Coordinator.
- *Not share or distribute manuals used in the training and in the implementation of the Self-Management Resource Center Programs. Manuals and workshops materials are copyrighted and may not be passed to others in any format without permission from SMRC.*
- Introduce yourself as a Peer Leader with the [NAME OF YOUR LOCAL PROGRAM].
- Restrain from using any other titles (even if it is true that you have them) or affiliations with other agencies.

Privacy and Confidentiality

Peer Leaders are required to:

- Avoid selling or advertising any items in class, promoting religious beliefs, or bringing outside speakers or guests to the class. Avoid recruitment of class participants for any type of campaigns.
- Keep the participants' identity and contact information confidential. Use their telephone numbers and emails only to remind them of the classes or communications related to the class.
- Maintain the confidentiality of all workshop participants (Follow HIPAA privacy rules). Information about the participants or activities in the workshops are strictly kept private.

Respect for Diversity

Peer Leaders are required to join the [NAME OF YOUR LOCAL PROGRAM] in their celebrating diversity.

- The [NAME OF YOUR LOCAL PROGRAM] celebrates the diversity of our community. We believe no one should be discriminated against or the target of ridicule, disrespect or gossip due to their ethnicity, religion, gender, national origin, age, physical disability, political affiliation, sexual orientation, color, marital status, veteran status or medical condition.
- Peer Leaders who exhibit prejudiced and discriminatory behavior could lose their affiliation with the [Name of your program or agency].

During and After Each Workshop Session

Peer Leaders are required to:

- Keep in contact with the Program Coordinator during the workshops series to report attendance and to discuss and resolve any problems.
- Return attendance rosters, workshop materials, and evaluation forms to the Program Coordinator no later than 5 days after completion of the workshop.

Show Your Professionalism by Being a Team Player

Peer Leaders are required to:

- Be prepared. You and your co-Leader must prepare for the workshop together.
- Be punctual. Respect other people's time by arriving 15-30 minutes early and organizing yourself. Always start and end the workshop on time. Model the behavior that you want to see in the participants.
- Do not miss any of the sessions. If an emergency arises, call the fellow peer Leader and let them know what is going on. Also, Leaders must make arrangements with another leader within 48 hours before the class to replace them during their absence. It is also the Leader's responsibility to communicate the situation and the name of their replacement to the Program Coordinator as soon as possible.
- Never argue or critique their partner in front of the group. If the partner missed something, Leaders may gently add it and let the partner resume. Find time after the class to indicate mistakes to your partner.
- Avoid being an "expert" and giving answers to participants. Self-Management is only effective if people learn to seek answers on their own.
- Attempt to resolve differences directly with your peer in private always maintaining a positive and open attitude. Notify the Program Coordinator only if the differences could not be resolved at that level. The staff will assess the situation and will make a reasonable attempt to solve the problem. Prolonged unresolved problems due to lack of cooperation or adherence to contract rules may result in termination of the agreement.
- Be objective and avoid personalizing issues.
- When training with friends or family members, treat them as peers like you would anyone else.
- If your co-Leader is not performing up to standards, help them by offering constructive feedback instead of covering their mistakes.

- If applicable, assist in the collection of data or information necessary for evaluation or program report purposes.

IF YOU HAVE ANY QUESTIONS, call your local Program Coordinator. If a problem comes up during the session, if there is something you are not sure about, or a participant asks you a question you don't know the answer to, call [NAME OF COORDINATOR at 000-000-0000] and they will help you get the information to them by the next workshop meeting. Remember, though, you are not supposed to be experts on anything except what's in the workshop. Encourage participants to find other information on their own by being a good self-manager.

COMMIT TO ONGOING LEARNING!
Attend and actively participate in the [monthly, semi-annual, annual] Leader updates to share experiences, anecdotes, new ideas, and to learn new information about the program.

I understand that the manuals used in the training and in the implementation of the Self-Management Resource Center Programs are copyrighted and may not be passed to others in any format without permission from SMRC. Only licensed organizations may use SMRC materials. *SMRC@selfmanagementresource.com*

I agree to the statements in this agreement.

____ ______________________
Signature Date

Name (print):____

Street address:____

City:______________________________ State:_______ ZIP:__________

Cell phone:__________________________ Other phone:_________________

Email:____

[Attach other items, such as authorization for background check, payment schedule, etc., as needed]

[Name of your Organization]
Leader Memorandum of Understanding (MOU)

The [Name of your Organization] enters into this agreement on [Date] with [Name of Lay Leader] (hereinafter referred to as "PAID VOLUNTEER"). [Note: adjust language for unpaid volunteers, community health workers, etc.]

Recitals.

1. PAID VOLUNTEER has knowledge and experience as a Leader for the [Name of your Project] self-management classes and is willing to provide workshops to [Name of your Organization]. [Name of your Organization] is willing to engage [Name of Peer Leader] as a Paid Volunteer, and not as an employee, on the terms and conditions set forth herein.

Terms and Conditions. This Agreement shall commence on the date hereof and shall remain in effect for one year until completion of the Work Plan as evidence by final billing of any fees due and payable to PAID VOLUNTEER, or until (whichever date is later), such time as this Agreement is terminated by either party by giving written notice of at least fifteen (15) days in advance. Upon completion, this agreement may and should be renewed. [Name of your Organization] reserves the right to terminate or not to renew this contract if the PAID VOLUNTEER'S performance is determined to be under our performance measures standards.

In the event that this Agreement is terminated, the obligations of [Name of your Organization] and PAID VOLUNTEER under this Agreement shall terminate. In the event of termination PAID VOLUNTEER shall deliver to [Name of your Organization] copies of all reports, documents, and the work performed by PAID VOLUNTEER under this agreement, and upon receipt thereof, [Name of your Organization], shall pay PAID VOLUNTEER for services performed and reimbursable expenses incurred to the date of termination.

Compensation and Employment Status. In consideration of the services to be performed by the PAID VOLUNTEER, [Name of your Organization] agrees to pay PAID VOLUNTEER in the manner and at the rates set forth in Exhibits A and B.

Out of pocket expenses incurred by PAID VOLUNTEER that are set forth in Exhibit A shall be reimbursed by [Name of your Organization] to PAID VOLUNTEER.

PAID VOLUNTEER performs services as a Paid Volunteer and not as an employee. Nothing herein shall be construed to provide for an employer-employee relationship between [Name of your Organization] and PAID VOLUNTEER, and [Name of your Organization] will not withhold taxes or make employee tax payments for PAID VOLUNTEER.

Assignment. PAID VOLUNTEER may not assign this agreement without [Name of your Organization] prior written consent. [Name of your Organization] may assign this Agreement in connection with a merger or sale of all or substantially all of its assets, and in other instances with the PAID VOLUNTEER'S consent which consent shall not be unreasonably withheld or delayed.

General. This agreement contains the entire agreement of the parties relating to the subject matter hereof and supersedes or replaces any and all understandings, commitments, or agreements, oral or written. If any part, term or provision of this Agreement shall be held void, illegal, unenforceable, or in conflict with any laws of a deferral, state, or local government having jurisdiction over this Agreement, the validity of the remaining portions or provisions shall not be affected thereby. This Agreement may be modified in writing signed by both parties.

Indemnification. PAID VOLUNTEER hereby indemnifies and agrees to defend and hold harmless [Name of your Organization] from and against any and all claims, demands and actions, and any liabilities, damages or expenses resulting there from, including courts costs and reasonable attorney's fees, arising out of or relating to the services performed by PAID VOLUNTEER under this agreement.

Confidential Information. All data, documents, discussions or other information developed or received by or for PAID VOLUNTEER in performance of this agreement are confidential and not to be disclosed to any person except as authorized by [Name of your Organization], or as required by law.

Ownership of Materials. All reports, documents or other materials developed or discovered by PAID VOLUNTEER or any other person engaged directly or indirectly by PAID VOLUNTEER to perform the services required hereunder shall be and remain the property of [Name of your Organization] without restriction or limitation upon their use.

Acknowledgement. [Name of your Organization] and PAID VOLUNTEER represent and warrant their intention to complete this Agreement in its entirety. Both parties have read and understood this agreement and, by signing below have agreed to all of its terms and conditions.

Attest to the following:
I understand that the manuals used in the training and in the implementation of the Self-Management Resource Center Programs are copyrighted and may not be passed to others in any format without permission from SMRC. Only licensed organizations may use SMRC materials. *SMRC@selfmanagementresource.com*

In witness whereof, the undersigned have executed this agreement as of the dates set forth below.

______________________	______________________
[Organization] Name and Title	[Paid Volunteer] Name and Title
______________________	______________________
Address City, State, Zip	Address City, State, Zip
______________________	______________________
Telephone	Telephone
______________________	______________________
Email address	Email address

Tax Identification (Social Security Number) ______________________

______________________	______________________
Signature	Signature
______________________	______________________
Date	Date

Exhibit A

Work Plan: This Work Plan is an addendum to and governed by the Paid Volunteer Agreement dated between [Name of your Organization] and [Name of Peer Leader]

Start Date: ____

Completion Date: ____

Position Description: [Name of your Project] Peer Leader / Facilitator

Basic Function: Under supervision of [Name of Coordinator], the Peer Leader will provide [Chronic Disease / Diabetes, etc] self-management instruction according to the *[Name of SMRC's Program] Leader's Manual*.

Reporting Relationships: The Peer Leader reports directly to [Name of Coordinator] on all class instruction related duties and activities.

Responsibilities: Specifically, the Peer Leader will be responsible for:

- Co-facilitating at least [Number of workshops series] class series (six 2.5-hour sessions) during the contract period of one year.
- Following all rules and regulations as set forth during his/her training.
- Following all rules and regulations as set forth in the Peer Leader's Contract and Leader Development Guidelines

Exhibit B

Compensation Schedule

- [Name of your Organization] agrees to compensate PAID VOLUNTEER on [an hourly basis, a per session basis, workshop series] for services performed in accordance with the terms and conditions of this agreement.
- PAID VOLUNTEER can bill [Name of your Organization] at any time after completion of a class series or in the event of interruption of services, subsequent to the last class or portion of class completed for time spent in providing services associated with fulfilling the above contract.
- PAID VOLUNTEER should submit an invoice with billable [hours, segments] referenced. Invoices must be approved and signed by [ ]
- Invoices will be paid within [00 days] of submission if all class forms, reports and training materials have been returned to [Name of your Organization].

THE NAME OF YOUR PROGRAM HERE

Peer Leaders Guidelines and Responsibilities

CERTIFICATION, EXPERIENCE AND TRAINING

Peer Leaders are required to:

- Complete required training and certification process successfully.
- Complete any other additional training if recommended by the Project staff.
- Facilitate at least one full workshop series within twelve months of training and facilitate at least one workshop series per year thereafter. (Peer Leaders with no previous experience facilitating the [NAME OF YOUR LOCAL PROGRAM] will not receive a stipend for the first workshop series they facilitate).

CURRICULUM

Peer Leaders are required to:

- Follow the curriculum and limit the program content to information and activities as described in the *Leader's Manual*. Bring your ideas and suggestions for changes up at Leader updates or with the Program Coordinator.
- Not share or distribute manuals used in the training and in the implementation of the Self-Management Resource Center Programs. Manuals and workshops materials are copyrighted and may not be passed to others in any format without permission from SMRC.
- Introduce yourself as a Peer Leader with the [NAME OF YOUR LOCAL PROGRAM].
- Restrain from using any other titles (even if it is true that you have them) or affiliations with other agencies.

PRIVACY AND CONFIDENTIALITY

Peer Leaders are required to:

- Avoid selling or advertising any items in class, promoting religious beliefs, or bringing outside speakers or guests to the class. Avoid recruitment of class participants for any type of campaigns.

- Keep the participants' identity and contact information confidential. Use their telephone numbers and emails only to remind them of the classes or communications related to the class.
- Maintain the confidentiality of all workshop participants (Follow HIPAA privacy rules). Information about the participants or activities in the workshops are strictly kept private.

RESPECT FOR DIVERSITY

Peer Leaders are required to join the [NAME OF YOUR LOCAL PROGRAM] in their celebrating diversity.

- The [NAME OF YOUR LOCAL PROGRAM] celebrates the diversity of our community. We believe no one should be discriminated against or the target of ridicule, disrespect or gossip due to their ethnicity, religion, gender, national origin, age, physical disability, political affiliation, sexual orientation, color, marital status, veteran status or medical condition.
- Peer Leaders who exhibit prejudiced and discriminatory behavior could lose their affiliation with the [Name of your program or agency].

DURING AND AFTER EACH CLASS

Peer Leaders are required to:

- Keep in contact with the Program Coordinator during the workshops series to report attendance and to discuss and resolve any problems.
- Return attendance rosters, workshop materials, and evaluation forms to the Program Coordinator no later than 5 days after completion of the workshop.

SHOW YOUR PROFESSIONALISM BY BEING A TEAM PLAYER

Peer Leaders are required to:

- Be punctual. Respect other people's time by arriving 15-30 minutes early and organizing yourself. Always start and end the workshop on time. Model the behavior that you want to see in the participants.
- Make the writing in charts legible by using big letters. Remember, the participants need to be able to read the charts from a distance.
- Do not miss any of the sessions. If an emergency arises, call the fellow peer Leader and let them know what is going on. Also, Leaders must make arrangements with another leader within 48 hours before the class to replace them during their absence. It is also the Leader's responsibility to

communicate the situation and the name of their replacement to the Program Coordinator as soon as possible.

- Never argue or critique their partner in front of the group. If the partner missed something, Leaders may gently add it and let the partner resume. Find time after the class to indicate mistakes to your partner.
- Avoid being an "expert" and giving answers to participants. Self-Management is only effective if people learn to seek answers on their own.
- Attempt to resolve differences directly with your peer in private always maintaining a positive and open attitude. Notify the Program Coordinator only if the differences could not be resolved at that level. The staff will assess the situation and will make a reasonable attempt to solve the problem. Prolonged unresolved problems due to lack of cooperation or adherence to contract rules may result in termination of the contract.
- Be objective and avoid personalizing issues.
- When training with friends or family members, treat them as peers like you would anyone else.
- If your co-Leader is not performing up to standards, help them by offering constructive feedback instead of covering their mistakes.
- If applicable, assist in the collection of data or information necessary for evaluation or program report purposes.

IF YOU HAVE ANY QUESTIONS, call your local Program Coordinator. They are there to help you. If there is something you are not sure about, or a participant asks you a question you don't know the answer to, call [NAME OF COORDINATOR at 000-000-0000] and they will help you get the information to them by the next workshop meeting. Remember, though, you are not supposed to be experts on anything except what's in the workshop. Encourage participants to find other information on their own by being a good self-manager.

COMMIT TO ONGOING LEARNING!
Attend and actively participate in the [monthly, semi-annual, annual] Leader updates to share experiences, anecdotes, new ideas, and to learn new information about the program.

WELCOME, GOOD LUCK, AND THANK YOU!

Sample Interview Questions for Potential Leaders / Master Trainers

1. Have you taken the regular 6-week CDSMP workshop? (Yes / No)

2. Are you a certified Leader and facilitated a 2 workshops, one of which in the last year and at least one was virtual (potential Master Trainer - required)? (Yes / No)

3. Why do you want to volunteer as a peer Leader? As a Master Trainer?

4. Our peer Leaders in general either have [targeted condition] or have been a caregiver for someone with [targeted condition]. Does this apply to you?

- Our Leaders are positive role models for the workshop participants. Please describe some of the ways you practice positive self-care in managing your condition.

- Describe any experience you have had leading groups.

- Describe any previous volunteer experience including any not related to health.

- Describe how you have worked with people of different educational levels, cultures, or with physical or mental challenge.

- Do you see any barriers or challenges in being a Leader (i.e., energy, time, transportation, availability, chronic condition limitations)? (Note briefly)

- If you are selected, we would require you to attend a 4-day in-person training or 13-week virtual training (3 hours twice a week for 6 weeks) for peer Leaders. Can you attend? (Yes/No).

- And also to co-lead 1 or 2 6-week workshops within a 12 month period (pending your health) (Yes/No). (State there is agreement form to sign)

- This program is heavily scripted. It is critical for legal and liability reasons that Leaders do not share personal advice. Are you comfortable moving forward knowing that if you ever offer personal advice, you cannot continue to be a peer Leader in this program? (Yes / No)

- Any questions for us today about the program and/or being a Peer Leader? (Note briefly)

- Conclude Interview:

  Thank you for the Interview. [If they are a successful candidate] A registration package will be mailed/emailed to you, or you may come into the office to pick it up [arrange with program clerk]. See you at the Training!

Additional Questions (only if time allows or if necessary)

- What kinds of people do you find it easy to work with?

- What kinds of people do you find it hard to work with?

- How do you deal with stress? What do you do?

Sample Scenario-Based Interview for Potential Leaders or Master Trainers

Scenario-Based Role Plays

Please note: These are examples, and you are free to make up your own. If you have good scripts that will work for you, let us know and we will add or change.

General instructions for the applicant:

As part of this interview, we are now going to do a few short role plays. I will play the role of either a participant in the workshop or your co-Leader. I would like you to respond to me as though you were actually leading a workshop session, as a Leader. You will not follow a written script; you need to react to the scenario I present to you as if you were one of the workshop Leaders.

SCENARIO #1:

Interviewer instructs applicant: Please play the role of a workshop Leader and role play the following scenario with me:

Interviewer role: You are a workshop participant who has just told the group that you are afraid of the future, and you start to cry.

***Type of responses Interviewer should be looking for from applicant*:**

1. Look for empathy and compassion.
2. The Leader should not try to jump in and fix the situation but instead give the participant the chance to express his or her emotions.
3. Provide validation, comfort, and support

SCENARIO #2 (this is a good one for health professionals):

Interviewer instructs applicant: For this scenario, keep in mind that in this program Leaders are instructed not to provide information that is not in the manual or individual medical information to participants. Please play the role of a workshop Leader and role play the following scenario with me.

Interviewer says: I am a workshop participant living with diabetes. At break I tell you: "I have diabetes and my blood sugar is really high in the mornings. Can you help me with this?"

***Type of responses Interviewer should be looking for from applicant*:**

- Non-judgmental
- No medical information given
- Suggests they ask their doctor, nurse, or diabetes educator.

Red Flag—If participant gives medical information:

- Explain that Leaders can't give out specific medical advice and must encourage them to call a physician's office to explain the issue to them.
- In addition to advice about seeking information from their physician, could also direct to the workshop book to read specific information about diabetes.

SCENARIO #3

Interviewer instructs applicant: Again**,** keep in mind that in this program, Leaders are instructed not to provide information that is not in the manual or individual medical information to participants. Please play the role of a workshop Leader and role play the following scenario with me. This time I am not playing the role of a participant; I will be your co-Leader:

Interviewer plays the following role*:* You are a co-Leader and today you inform the other Leader that you would like to lead the healthy eating activity but that you will replace the information that is written in their manual with great information from a nutrition course that you are taking at your clinic. You have brought in your own materials from that nutrition class.

***Type of responses Interviewer should be looking for from applicant*:**

- Non-confrontational - tell co-Leader that is not allowed. Attempts to come to a resolution.
- Reflect something about the importance of sticking with the script.
- Also acceptable would be the idea of asking the Program Coordinator if outside materials can be brought into the workshop.

Red Flag—doing nothing, justifying it because it comes from a class at the clinic

---

SCENARIO #4

Interviewer instructs applicant: Please play the role of a workshop Leader and role play the following scenario with me. How would you respond to Ben?

***Interviewer says*:** Joe is a participant in your workshop and always comes to the workshop with his partner Ben. Sometimes during emotional parts of the workshop, Joe reaches over to hold Ben's hand. I will play the role of Ben. During a problem-solving session Ben says, "My problem is that I am afraid if Joe gets sick, I will not be able to visit him in the hospital".

***Type of responses Interviewer should be looking for from applicant*:**

- Response should be non-judgmental and should not focus on sexual orientation.
- Response should aim at solving the problem (not being able to visit) not on the cause of the problem.

Additional Script for potential Master Trainer that you would like to send to an SMRC Master training

SCENARIO #5

***Interviewer instructs applicant*:** Please play the role of a Master Trainer leading a Leader training. Role play the following scenario with me.

***Interviewer says*:** I am a Leader trainee in a Leader training you are conducting. After nearly 3 days of the 4-day training, you have identified me as someone that can't be a Leader. You have observed that I am consistently judgmental, I talk about my disease at great length, and I have a difficult time following the scripted manual during practice teaching. How would you tell me that I can't be a Leader?

***Type of responses Interviewer should be looking for from applicant*:**

- Considerate but firm and clear about the decision and the reasons
- Good listener but does not back away from decision. Re-state reasons if needed
- Admits it's hard but necessary not to pass someone who does not perform well

Red Flag - find justification for problem behavior observed. Avoids uncomfortable conversation

Suggested Phone Call Script for Leaders

Suggested questions for Leaders between the first and third workshop. Be prepared to answer questions or to offer help as needed.

1. How are things going in general?
2. Anything particularly interesting about this group?
3. Any particular situation with any participant about which you would like to consult?
4. Anything related to the physical setup that we should know?
5. Do you have all the necessary materials and equipment?
6. Are there any questions participants have asked that you need an answer from me?
7. Are there any issues or problems collaborating between the two of you that we need to discuss / resolve?

At the end, say:

Thank you both for doing this workshop. Just remember that if you need anything, you can call or email me anytime. I will respond as quickly as possible.

Participant Drop-Out Phone Call Script

Calling participants that dropped out of a workshop can provide valuable information but require careful planning and skill. It is highly recommended that the person making the calls is from the same cultural or ethnic background and not be the Leaders who facilitated the workshop.

"Hello, I am calling from [name of your organization] and wanted to speak to you about the Healthy Living Workshop series you signed up for. I realize that you did not attend all the sessions, but we like to follow-up with everyone so that we can continually improve how we offer the program. I would like to ask you a couple of questions, and it should not take longer than about 5 minutes. Do you have time to answer my questions?"

1) **"Was the workshop held at a convenient time and location?" YES / NO**

   If No, ask participant: **"Is there a time and location that you would have preferred?"**

2) **Sometime participants don't come back to workshops because the workshop was not what they expected. Was the workshop what you had thought it would be?**
   YES / NO

   If No, ask participant: **"Can you tell us what you were expecting?"**

3) **Did you feel the workshop content and materials related to your personal health condition? YES / NO**

   If No, ask participant: **"Can you tell us what you were expecting?"**

4) **Were you satisfied with the quality of workshop leaders? YES / NO**

   If No, ask participant: "Can you tell us specifically what you were not satisfied with?"

5) **"Is there anything else you would like to tell us that could help us improve our program?**

"Thank you for your time answering these questions. Have a nice day."

Leader Exit Interview Questions

The Exit Interview should not be required but highly encouraged. It should be conducted if there is a genuine interest in knowing if your Leaders are leaving due to organizational issues and if there is a commitment to improve the operation of your organization in order to retain your Leaders.

You may choose to ask only some of the following questions or all of them. It is not recommended for the exit interview to be too long.

1. What did you enjoy <u>most</u> about being a Leader with us?
2. What did you enjoy <u>the least</u> about being a Leader with us?
3. Do you think you received the proper training to do your job as Leader?
4. Do you think you had all the materials and equipment necessary to facilitate workshops?
5. Did you feel supported and appreciated as Leader?
6. Can you think of one or two words to describe the culture of our organization?
7. Did any of our policies or procedures made your job easier?
8. Did any of our policies or procedures made your job harder?
9. Any suggestions for improvement?
10. Would you recommend our organization to others?

SAMPLE OF SHORT SURVEY

We ask you to share your responses to this workshop with us; we want to learn if we can make it even better!

Workshop title ____

Site ______________________________________ Date __________

Leaders ____

Thank you for taking this class in our facility. Please check ✓ the answers that best reflect your opinion.

	Strongly agree	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
1. The information provided in the workshop is practical and useful for daily living.					
2. The Leaders made the content of the workshop easy to understand.					
3. I am motivated to make lifestyle changes as a result of the workshop.					
4. The time and location of the workshop was convenient.					
5. I would recommend this workshop to a friend.					

Continued…

What was most helpful? ____

____

How could this workshop be improved? ___________________________________

____

____

Other comments? ____

____

SAMPLE OF LONG SURVEY

Thank you for providing feedback to assist in evaluating this workshop; it is much appreciated.

1. Information about the workshop you have been attending

   a. Location: ____________________________ Time of workshops: _____________

   b. Date completed (i.e., today's date): ____

   c. How did you hear about the workshop?

      ❑ Previous participant ❑ Another workshop ❑ Doctor / Nurse

      ❑ Media e.g., flyer, ad ❑ Email ❑ Social worker or counsellor

      ❑ Health fair ❑ Clinic

      ❑ Other

      ____

   d. How many workshop sessions did you attend? (Please circle)

      1 2 3 4 5 6 7

2. Your age?

   ❑ 18 to 29 years ❑ 30 to 44 years

   ❑ 45 to 59 years ❑ 60 or more years

3. Your residential postcode? __________________

4. Please rate the following aspects of the workshop by circling one number for each item below where 1 = Poor and 5 = Excellent

   a. The **time/day** workshop was held?

1	2	3	4	5
Poor				Excellent

b. The **venue** for the workshop?

1	2	3	4	5
Poor				Excellent

Comments ____

____

5. Please rate the workshop leaders by circling one number for each item below where 1 = Poor and 5 = Excellent

   Leader #1 name: ____

   a. Communication

1	2	3	4	5
Poor				Excellent

   b. Organization and preparation

1	2	3	4	5
Poor				Excellent

   c. Competently handled difficult situations or questions

1	2	3	4	5
Poor				Excellent

   d. Respected group members' needs and differences

1	2	3	4	5
Poor				Excellent

   e. Overall

1	2	3	4	5
Poor				Excellent

Comments: ____

____

Leader #2 name: ____

b. Communication

1	2	3	4	5
Poor				Excellent

c. Organization and preparation

1	2	3	4	5
Poor				Excellent

f. Competently handled difficult situations or questions

1	2	3	4	5
Poor				Excellent

g. Respected group members' needs and differences

1	2	3	4	5
Poor				Excellent

h. Overall

1	2	3	4	5
Poor				Excellent

Comments: ____

____

6. Please circle the one number that best shows the extent to which you agree or disagree with the following statements where 1 = Disagree and 5 = Agree

   a. Workshop has helped me feel more in control of my condition.

1	2	3	4	5
Disagree				Agree

b. Workshop has helped increase my confidence

1 2 3 4 5
Disagree Agree

c. Workshop has helped me take more responsibility for my health

1 2 3 4 5
Disagree Agree

d. Workshop has helped me understand the services available to support me

1 2 3 4 5
Disagree Agree

e. Workshop has helped me build personal strategies to support my health

1 2 3 4 5
Disagree Agree

f. Workshop has helped me better manage my medications

1 2 3 4 5
Disagree Agree

g. Workshop has taught me a range of skills to use in the future

1 2 3 4 5
Disagree Agree

I plan to use the following skill/s in the near future: ________________________

____

h. I would recommend this workshop to another person living with a chronic condition

1 2 3 4 5
Disagree Agree

If you have enjoyed the workshops and feel that these may be beneficial to others, please tell your Doctor / Nurse / Social Worker / Counselor / Therapist!

Would you be interested in training to lead workshops yourself? (Please circle)

Chronic Disease Self-Management........................Yes No

Diabetes Self-Management (DSMP)......................Yes No

Chronic Pain Self-Management ....Yes No

Positive Self-Management (HIV)............................Yes No

Cancer Survivors Self-Management ....Yes No

Building Better Caregivers ....Yes No

Are you interested in Spanish workshops? ....Yes No

Would you prefer in-person
or virtual (Zoom) workshops?............................In-Person Virtual Either is good

***ADDITIONAL COMMENTS AND FEEDBACK** – much appreciated to help apply for funding and shape the future direction of our program*

Thank you for sharing your comments

Crisis Protocol for Self-Harm or Suicide

It is important that part of an organization's crisis protocol details the steps Leaders should take if a participant mentions self-harm. Leaders worry about this situation, and having a protocol in place helps lessen those fears and avoid Leaders overextending their limits. They are not there as therapists.

The crisis protocol should contain the following:

- A reminder that the Leaders do not act a therapists, but they must take comments about self-harm seriously. They should not, however, ask the participant for an explanation.

- Crisis intervention resources to which the Leader can immediately refer the participant. Details should include specific local contact information, and also include the U.S. National Suicide Prevention hotline telephone number, 988, or the appropriate number in non-U.S. countries. The hotline is manned 24 hours a day.

- That Leaders should talk to the person privately after the session, urging them to get help and providing the participant with resources.

- That Leaders should call 911 if they feel the participant is in immediate danger.

- That Leaders should contact their program coordinator immediately. They will need to follow up with the person.

Appendix IV in all Leader's manuals also have suggestions for how to handle a suicidal person.

License Annual Report Questions Worksheet

Annual reports are required from each licensed organization (page 71), and the person listed on the license will receive a remind email from SMRC when the report is due. **Annual reports are submitted online ONLY on the Member portal.** See pages 86-88 for more information about the Licensee/Program Coordinator section of the Member portal.

The worksheet that follows on the next page is designed to help you prepare to answer the questions on the report. You can also download the worksheet in MS Word.

SMRC Self-Management Resource Center

Questions Asked on the License Annual Report

THIS DOCUMENT IS FOR YOUR OWN PREPARATION ONLY.

YOU MUST SUBMIT YOUR REPORT ON THE PORTAL ON OUR WEBSITE!

1. **First, please review "Our Profile" (on the left side of the red-boxed menu) and correct any errors or omissions.**
2. Name of your organization
3. Your role in the organization
4. License report closing

CONTINUE TO THE REPORT TABLE ON THE NEXT PAGE

Please provide the total number of workshops and trainings offered under the license during this reporting period

	Participant Workshops	New Leader Trainings	Update Trainings (update Leaders in a revised program)	Cross-Trainings (cross-train Leaders to an additional program)	New Master Trainings (by T-Trainers or Certifying T-T only)
Chronic Disease Self-Management Program					
Face-to-face					
Virtual (Online Video) Workshop					
Tool Kit with Telephone Scripts					
Tomando control de su salud (Spanish CDSMP)					
Face-to-face					
Virtual (Online Video) Workshop					
Tool Kit with Telephone Scripts					
Workplace Chronic Disease Self-Management Program					
Face-to-face					
Virtual (Online Video) Workshop					
Tomando control de su salud en el trabajo (Spanish Workplace CDSMP)					
Face-to-face					
Virtual (Online Video) Workshop					
Diabetes Self-Management Program					
Face-to-face					
Virtual (Online Video) Workshop					
Tool Kit with Telephone Scripts					
Manejo personal de la diabetes (Spanish DSMP)					
Face-to-face					
Virtual (Online Video) Workshop					
Tool Kit with Telephone Scripts					
Chronic Pain Self-Management Program					
Face-to-face					
Virtual (Online Video) Workshop					
Tool Kit with Telephone Scripts					
Programa de manejo personal de dolor cronico (Spanish CPSMP)					
Face-to-face					
Virtual (Online Video) Workshop					
Cancer: Thriving and Surviving					
Face-to-face					
Virtual (Online Video) Workshop					
Cáncer: Triunfando y sobreviviendo (Spanish CTS)					
Face-to-face					
Virtual (Online Video) Workshop					
Positive Self-Management Program (HIV)					
Face-to-face					
Virtual (Online Video) Workshop					
Programa de manejo personal del VIH (Spanish PSMP)					
Face-to-face					
Virtual (Online Video) Workshop					

	Participant Workshops	New Leader Trainings	Update Trainings (update Leaders in a revised program)	Cross-Trainings (cross-train Leaders to an additional program)	New Master Trainings (by T-Trainers or Certifying T-T only)
Building Better Caregivers					
Face-to-face					
Virtual (Online Video) Workshop					
Programs in Languages other than English or Spanish					
Face-to-face					
Virtual (Online Video) Workshop					
Tool Kit with Telephone Scripts					
Languages other than English or Spanish that you used for these workshops:					

Leader Refresher Trainings (This is NOT an update training for any specific program, but a 1-day refresher, where facilitation techniques are discussed in small	
Leader Refresher Face-to-Face (English)	
Leader Refresher Face-to-Face	
Leader Refresher Virtual (English)	
Leader Refresher Virtual (Spanish)	

CONTINUE TO THE PARTICIPANTS REPORT TABLE ON THE NEXT PAGE

Please provide the total number of participants who attended at least one session and at least 4 sessions of the self-management workshops offered under the license during this reporting period.		
	Attended at least ONE session	Attended at least FOUR sessions
Chronic Disease Self-Management Program		
Face-to-face		
Virtual (Online Video) Workshop		
Tool Kit with Telephone Scripts		
Tomando control de su salud (Spanish CDSMP)		
Face-to-face		
Virtual (Online Video) Workshop		
Tool Kit with Telephone Scripts		
Workplace Chronic Disease Self-Management Program		
Face-to-face		
Virtual (Online Video) Workshop		
Tomando control de su salud en el trabajo (Spanish Workplace CDSMP)		
Face-to-face		
Virtual (Online Video) Workshop		
Diabetes Self-Management Program		
Face-to-face		
Virtual (Online Video) Workshop		
Tool Kit with Telephone Scripts		
Manejo personal de la diabetes (Spanish DSMP)		
Face-to-face		
Virtual (Online Video) Workshop		
Tool Kit with Telephone Scripts		
Chronic Pain Self-Management Program		
Face-to-face		
Virtual (Online Video) Workshop		
Tool Kit with Telephone Scripts		
Programa de manejo personal de dolor crónico (Spanish CPSMP)		
Face-to-face		
Virtual (Online Video) Workshop		
Cancer: Thriving and Surviving		
Face-to-face		
Virtual (Online Video) Workshop		
Cáncer: Triunfando y sobreviviendo (Spanish CTS)		
Face-to-face		
Virtual (Online Video) Workshop		
Positive Self-Management Program (HIV)		
Face-to-face		
Virtual (Online Video) Workshop		
Programa de manejo personal del VIH (Spanish PSMP)		
Face-to-face		
Virtual (Online Video) Workshop		
Continued on the next page		

	Attended at least ONE session	Attended at least FOUR sessions
Building Better Caregivers		
Face-to-face		
Virtual (Online Video) Workshop		
Programs in Languages other than English or Spanish		
Face-to-face		
Virtual (Online Video) Workshop		
Tool Kit with Telephone Scripts		
Languages other than English or Spanish that you used for these workshops:		

CONTINUE TO THE ACTIVE TRAINERS AND LEADERS REPORT ON THE NEXT PAGE

Please provide the total number of active Leaders and Master Trainers operating under the license during this reporting period.			
	Active Leaders	Active	Active
Chronic Disease Self-Management Program			
Face-to-face			
Virtual (Online Video) Workshop			
Tool Kit with Telephone Scripts			
Tomando control de su salud (Spanish CDSMP)			
Face-to-face			
Virtual (Online Video) Workshop			
Tool Kit with Telephone Scripts			
Workplace Chronic Disease Self-Management Program			
Face-to-face			
Virtual (Online Video) Workshop			
Tomando control de su salud en el trabajo (Spanish Workplace CDSMP)			
Face-to-face			
Virtual (Online Video) Workshop			
Diabetes Self-Management Program			
Face-to-face			
Virtual (Online Video) Workshop			
Tool Kit with Telephone Scripts			
Manejo personal de la diabetes (Spanish DSMP)			
Face-to-face			
Virtual (Online Video) Workshop			
Tool Kit with Telephone Scripts			
Chronic Pain Self-Management Program			
Face-to-face			
Virtual (Online Video) Workshop			
Tool Kit with Telephone Scripts			
Programa de manejo personal de dolor crónico (Spanish CPSMP)			
Face-to-face			
Virtual (Online Video) Workshop			
Cancer: Thriving and Surviving			
Face-to-face			
Virtual (Online Video) Workshop			
Cáncer: Triunfando y sobreviviendo (Spanish CTS)			
Face-to-face			
Virtual (Online Video) Workshop			
Positive Self-Management Program (HIV)			
Face-to-face			
Virtual (Online Video) Workshop			
Programa de manejo personal del VIH (Spanish PSMP)			
Face-to-face			
Virtual (Online Video) Workshop			
Building Better Caregivers			
Face-to-face			
Virtual (Online Video) Workshop			
Continued on the next page			

	Active Leaders	Active	Active
Building Better Caregivers			
Face-to-face			
Virtual (Online Video) Workshop			
Programs in Languages other than English or Spanish			
Face-to-face			
Virtual (Online Video) Workshop			
Tool Kit with Telephone Scripts			
Languages other than English or Spanish that you used for these workshops:			

CONTINUE TO THE TRAINED TRAINERS REPORT ON THE NEXT PAGE

Please provide the total number of active Leaders and Master Trainers TRAINED under the license during this reporting period.		
	Leaders trained	Master Trainers Trained
Chronic Disease Self-Management Program		
Face-to-face		
Virtual (Online Video) Workshop		
Tool Kit with Telephone Scripts		
Tomando control de su salud (Spanish CDSMP)		
Face-to-face		
Virtual (Online Video) Workshop		
Tool Kit with Telephone Scripts		
Workplace Chronic Disease Self-Management Program		
Face-to-face		
Virtual (Online Video) Workshop		
Tomando control de su salud en el trabajo (Spanish Workplace CDSMP)		
Face-to-face		
Virtual (Online Video) Workshop		
Diabetes Self-Management Program		
Face-to-face		
Virtual (Online Video) Workshop		
Tool Kit with Telephone Scripts		
Manejo personal de la diabetes (Spanish DSMP)		
Face-to-face		
Virtual (Online Video) Workshop		
Tool Kit with Telephone Scripts		
Chronic Pain Self-Management Program		
Face-to-face		
Virtual (Online Video) Workshop		
Tool Kit with Telephone Scripts		
Programa de manejo personal de dolor crónico (Spanish CPSMP)		
Face-to-face		
Virtual (Online Video) Workshop		
Cancer: Thriving and Surviving		
Face-to-face		
Virtual (Online Video) Workshop		
Cáncer: Triunfando y sobreviviendo (Spanish CTS)		
Face-to-face		
Virtual (Online Video) Workshop		
Positive Self-Management Program (HIV)		
Face-to-face		
Virtual (Online Video) Workshop		
Programa de manejo personal del VIH (Spanish PSMP)		
Face-to-face		
Virtual (Online Video) Workshop		
Building Better Caregivers		
Face-to-face		
Virtual (Online Video) Workshop		
Continued on the next page		

	Leaders trained	Master Trainers Trained
Building Better Caregivers		
Face-to-face		
Virtual (Online Video) Workshop		
Programs in Languages other than English or Spanish		
Face-to-face		
Virtual (Online Video) Workshop		
Tool Kit with Telephone Scripts		
Languages other than English or Spanish that you used for these workshops:		

Were there any problems during workshops?

Anything else?

Master Trainer Annual Report Questions Worksheet

Annual reports are **required** from each Master Trainer. **The report must be submitted by the Trainer, NOT by anyone else.** Each report is for a calendar year, and is due by January 31 following the reporting period. Annual reports are submitted only online in the member portal. See page 89 for details on how to use the Trainer portal.

Reports submitted after January 31 are delinquent. Late reports are fined:

- $100 for those submitted in February
- Trainers who do not submit by February 28/29 lose their certification and a $150 reinstatement fee is charged

If reports are not submitted, the MT will be dropped from active status and may not train Leaders.

The worksheet that follows on the next page is designed to help you prepare to answer the questions on the report. You can also download the worksheet in MS Word.

SMRC
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Resource Center

Questions Asked on the Trainer's Annual Report for the Previous Calendar Year

THIS DOCUMENT IS FOR YOUR OWN PREPARATION ONLY.
YOU MUST SUBMIT YOUR REPORT ON THE TRAINER'S PORTAL ON OUR WEBSITE!

Your report for the previous calendar year is due by January 31.

- Reports submitted in February will be charged a **$100 late fee**.
- For reports submitted in March, you will lose your certification as of March 1 and charged a **$150 late fee** to reinstate your certification
- After March 31, you will be required to re-take a full Leader's training to regain your certification

Questions on the annual report form:

1. Name of your organization
2. If your organization is working under an umbrella license, please give us the name of the license holder organization that you work under (e.g., State of ABC Dept of Health, ABC Community Services Agency, etc.)
3. Name of your program coordinator
4. Email of your program coordinator
5. Street Address of the your organization
6. City of your organization
7. State/Province of your organization
8. Zip/Postal Code of your organization
9. **The ending dates of your MOST RECENT full trainings** for new Leaders or new Master Trainers, either face-to-face or virtual video conference, that you facilitated since January 1 of last year (also include this year). If you don't have the exact date, fill in with the 15th of the month you did the training. If you have not done one of these yet, leave blank. (Tool Kit trainings do not count toward certification)
   - 4-day Leader face-to-face training date
   - Virtual (online video) Leader training date
   - 4.5-day Master face-to-face training (T-Trainers only) date
   - Virtual (online video) Master training (T-Trainers only) date

CONTINUED ON THE NEXT PAGE

TOTAL NUMBER OF WORKSHOPS YOU HAVE FACILITATED IN THE LAST CALENDAR YEAR (January 1 to December 31)

	Participant Workshops	New Leader Trainings	Update Trainings (update Leaders in a revised program)	Cross-Trainings (cross-train Leaders to an additional program)	New Master Trainings (by T-Trainers or Certifying T- Trainers only)	T-Trainer Apprentice-ships (by Certifying T-Trainers only)	Name(s) of Licensed Organization(s)
CDSMP							
Face-to-face							
Virtual (Online Video) Workshop							
Tool Kit with Telephone Scripts							
Tomando control de su salud (Spanish CDSMP)							
Face-to-face							
Virtual (Online Video) Workshop							
Tool Kit with Telephone Scripts							
Workplace CDSMP (wCDSMP)							
Face-to-face							
Virtual (Online Video) Workshop							
Tomando control de su salud en el trabajo (Spanish Workplace CDSMP)							
Face-to-face							
Virtual (Online Video) Workshop							
DSMP (Diabetes)							
Face-to-face							
Virtual (Online Video) Workshop							
Tool Kit with Telephone Scripts							
Programa de manejo personal de la diabetes (Spanish DSMP)							
Face-to-face							
Virtual (Online Video) Workshop							
Tool Kit with Telephone Scripts							
CPSMP (Pain)							
Face-to-face							
Virtual (Online Video) Workshop							
Tool Kit with Telephone Scripts							
Programa de manejo personal de dolor crónico (Spanish pain)							
Face-to-face							
Virtual (Online Video) Workshop							

CONTINUED ON THE NEXT PAGE

TOTAL NUMBER OF WORKSHOPS YOU HAVE FACILITATED IN THE LAST CALENDAR YEAR (January 1 to December 31)							
	Participant Workshops	**New Leader Trainings**	**Update Trainings** (update Leaders in a revised program)	**Cross-Trainings** (cross-train Leaders to an additional program)	**New Master Trainings** (by T-Trainers or Certifying T- Trainers only)	**T-Trainer Apprentice-ships** (by Certifying T-Trainers only)	**Name(s) of Licensed Organization(s)**
Cancer Thriving & Surviving (CTS)							
Face-to-face							
Virtual (Online Video) Workshop							
Cáncer: Triunfando y sobreviviendo (Spanish CTS)							
Face-to-face							
Virtual (Online Video) Workshop							
PSMP (HIV)							
Face-to-face							
Virtual (Online Video) Workshop							
Vivir Más Sano Con VIH (Spanish PSMP)							
Face-to-face							
Virtual (Online Video) Workshop							
Building Better Caregivers (BBC)							
Face-to-face							
Virtual (Online Video) Workshop							
Convertirse en Mejores Cuidadores (Spanish BBC)							
Face-to-face							
Virtual (Online Video) Workshop							
Programs in Languages Other Than English or Spanish							
Name of Program: **Language:**							
Name of Program: **Language:**							
Name of Program: **Language:**							
Leader Refresher Trainings (This is NOT an update training for any specific program, but a 1-day refresher, where facilitation techniques are discussed in small groups with videos. Refresher trainings do not count toward maintaining your certification.)							
Leader Face-to-Face Refresher							
Leader Face-to-Face Refresher (Spanish)							

Steps to Healthier Living™

Evidence-Based Self-Management Programs

Self-Management Resource Center

CERTIFICATION GUIDELINES

SMRC
Self-Management
Resource Center

Table of Contents

Active Status Guidelines for Leaders and Certification Guidelines for Master Trainers and T-Trainers Effective January 1, 2022

Definitions

Leader Training:

- An event during which prospective Leaders are trained by two Master Trainers or T-Trainers.

Master Training:

An event where prospective Master Trainers are trained virtually by SMRC. To attend a Master Training, one must have successfully completed Leader training and have led two complete workshops, one of which must have been in the past year.

Cross-Training

- An event, either by webinar or in person, to prepare a Leader, Master Trainer or T-Trainer to facilitate a workshop in a program other than that in which they were originally trained. Cross trainings are only offered for people who are already trained in CDSMP or Tomando control de su salud. Only program-specific activities are covered in cross-trainings. To attend a cross-training, one must be an active Leader, Master Trainer or T-Trainer.
- **IMPORTANT:** Master Trainers and T-Trainers can only be cross-trained through a virtual webinar offered by SMRC.
- Master Trainers cannot be cross-trained by other Master Trainers.

Certificates of Completion of Training:

- For Leader training: Given by the organization offering the training. Format is at the organization's discretion.
- For Master training: Certificates of Completion of Training are given by the organization offering the training. This is not the same thing as Master Trainer Certification which is given only by SMRC. (see below)

Master Trainer Certification

- Permission granted by the Self-Management Resource Center to individuals who have completed SMRC Master Training and have been recommended by their trainers for certification.
- Leaders are not certified by SMRC. Their status as Leaders depends on the recommendation of the Master Trainers and is given by the organization that conducts the training.

Definitions, *continued*

Dates (mm/dd/yyyy):

- Training Date is the date of the last day of a training. This date is usually printed on the Certificate of Completion.
- Anniversary Date (mm/dd/yyyy – at 12-month intervals) is the date at 12-month intervals from the training date. Activity within each 12-month period is necessary to remain active.

Active Status:

- An "active" Leader or Trainer has successfully completed training, facilitated a workshop or Leader training within the initial 12 months after training and continues to facilitate all activities required by policy outlined in this document in all subsequent years. Active status is retained separately for each program in which someone has been trained.
- To become an active Leader, one must facilitate a workshop within one year of their training date.
- To become an active Master Trainer, one must:
    1. Facilitate a Leader training within one year of their training date.
    2. Be on the SMRC list serve
    3. Submit their certification application to SMRC in the website Member Portal. "Login" is found on the top menu on the home page: https://selfmanagementresource.com/

How to Become a Master or T-Trainer in More than One Program

Master Trainers:

- Once trained and certified as a Master Trainer, active status is granted for all programs for which the person is currently an active Leader. See page 8.
- When a Master Trainer is trained in any new program and facilitates one (1) workshop as a Leader, they can be certified as a Master Trainer in that program.
- SMRC will upgrade status to Master Trainer only after receiving the Master Trainer Agreement and Certification application for each new program from the Trainer. The link to submit the certification application is found on the SMRC website Member Portal. “Login” is found on the top menu on the home page: https://selfmanagementresource.com/

T-Trainers:

- Once certified as a T-Trainer in one program, status will be upgraded to T-Trainer for all programs for which the person is currently an active Master Trainer or Leader. See page 14.
- When a certified T-Trainer is trained as a Master Trainer or a Leader in any new program and facilitates one (1) workshop in that new program as a Leader, they can be upgraded to a T-Trainer in that program.
- SMRC will upgrade status automatically to a T-Trainer in the new program only after receiving the *Master Trainer Agreement and Certification* application for each new program from the T-Trainer. The link to submit the certification application is found on the SMRC website Member Portal. “Login” is found on the top menu on the home page: https://selfmanagementresource.com/

Leader Requirements – In-Person Training	
Part I: LEADER TRAINING IN-PERSON	Potential Leaders must attend an in-person 4-day Leader training (24 hours) and successfully complete 2 practice teaches during training. Approval is determined by the Master Trainers according to specified criteria.
Part II: AFTER TRAINING - FIRST 12 MONTHS TO BECOME ACTIVE LEADER	To become an Active Leader, Leaders must facilitate at least one in-person or video-platform 6-week workshop (all six 2.5-hour sessions) within 12 months from training date (the last day of their training). Leader must request from their Program Coordinator the copy of the in-person or virtual Leader's Manual and virtual slides package to facilitate either an in-person or virtual (video-platform) workshop. In addition, all new Leaders must have a fidelity check done by agency's Program Coordinator or Master Trainer for their first workshop. NOTE: Facilitating the 6-weeks of conference calls with participants using the mailed Tool Kit **will NOT count** toward completing certification requirement to become an Active Leader.
Part III: RETENTION OF ACTIVE STATUS – PREFERRED OPTION AFTER FIRST 12 MONTHS	To remain an Active Leader, Leaders must facilitate at least one in-person or video-platform 6-week workshop (all six 2.5-hour sessions) every 12 months, using the last day of their training as Anniversary Date. NOTE: Facilitating the 6-weeks of conference calls with participants using the mailed Tool Kit **will count** toward completing certification requirement to remain an Active Leader.
Part IV: RETENTION OF ACTIVE STATUS – ADDITIONAL OPTION	If an active Leader is unable to facilitate an in-person or virtual (video platform) workshop within a given 12 months, they may attend a Refresher Training, either in-person locally or online through SMRC, to remain active. Refreshers may not be used during the first 12 months after completing training, nor can a refresher be used 2 years in a row. Inactive Leaders must repeat a 4-day in-person Leader training or 7-week virtual training.
OBTAINING AND RETAINING ACTIVE STATUS FOR ADDITIONAL PROGRAMS **NOTE:** Workshop can be delivered in-person or video-platform for options 1-3, and may be offered by telephone/Tool Kit for options 2-3.	To remain active as a Leader for multiple self-management programs, the following policy applies: 1. After training or cross-training in a new program, must facilitate at least one 6-week workshop (all six 2.5-hour sessions) of that program within 12 months from training date. 2. Every 12 months must facilitate all six sessions of one 6-week community workshop. 3. Every 2 years must conduct all 6 sessions of one 6-week workshop for every program for which they are active.

Leader Requirements – Virtual Training	
Part I: LEADER TRAINING VIRTUAL (VIDEO-PLATFORM)	Potential Leaders must: 1. Participate in all 13 sessions of the 7-week video-platform training. Week 1 will be one session and weeks 2-7 will be 2 sessions on 2 different days per week. Each session will be 2 to 2.5 hours. Trainees must have and know how to use reliable internet connection, computer, speakers, and webcams. 2. Trainees must successfully complete 2 practice teaches during training. Success is determined by the Master Trainers according to specified criteria. 3. After successfully completing the training, Leaders must complete one virtual (video-platform) workshop to become an Active Leader. NOTE: Facilitating the 6-weeks of conference calls with participants using the mailed Tool Kit **will NOT count** toward completing certification requirement to become an Active Leader.
Part II: MOVING FROM VIRTUAL LEADER TO IN-PERSON LEADER	No additional training is required. Leader will request the copy of the in-person *Leader's Manual* to facilitate in-person workshop from their organization's Program Coordinator. Then the Leader must, if possible, facilitate the first in-person workshop with another Leader who has facilitated at least one in-person workshop. It is best if this person was trained and certified through an in-person training. In addition, the Leader must have a fidelity check done by agency's Program Coordinator or Master Trainer.
Part III: RETENTION OF ACTIVE STATUS – PREFERRED OPTION	To remain an Active Leader, Leaders must facilitate at least one virtual, in-person or Tool Kit with conference call (if applicable) 6-week workshop (all six sessions) every calendar year .

Leader Requirements – Virtual Training, *continued*	
Part IV: RETENTION OF ACTIVE STATUS – ADDITIONAL OPTION	If an active Leader is unable to facilitate a virtual, in-person or Tool Kit with conference call workshop within a calendar year, they may attend a Refresher Training, either in-person locally or online through SMRC, to remain active. Refreshers may not be used during the first 12 months after completing training, nor can a refresher be used 2 years in a row. Inactive Leaders must repeat a full (all sessions) Leader training, either in-person or virtual.
OBTAINING AND RETAINING ACTIVE STATUS FOR ADDITIONAL PROGRAMS **NOTE:** Workshop can be delivered virtually or in-person.	To remain active as a Leader for multiple self-management programs, the following policy applies: 1. After training or cross-training in a new program, must facilitate at least one 6-week workshop (all six 2.5-hour sessions) of that program within 12 months from training date. 2. Every calendar year must facilitate all six sessions of one 6-week community workshop.* 3. Every 2 years must conduct all sessions of one 6-week workshop for every program for which they are active.* *These can be offered virtually, in person or by telephone/tool kit

Leader Requirements – Telephone/Tool It Training ONLY	
Part I: LEADER TRAINING TELEPHONE/TOOL KIT ONLY	Potential Leaders must: 1. Participate in all days or sessions of either an in-person or virtual Leader training. 2. Trainees must successfully complete 2 practice teaches during training. Approval is determined by the Master Trainers according to specified criteria. 3. After successfully completing the training, Leaders must facilitate the 6-week telephone workshop with participants using the mailed Tool Kit within 12 months to become an Active Leader for the telephone program only.
Part I1: RETENTION OF ACTIVE STATUS	If an active telephone-only Leader is unable to facilitate the 6-week telephone workshop within a calendar year, they may attend a Refresher Training, either in-person locally or online through SMRC, to remain active. Refreshers may not be used during the first 12 months after completing training, nor can a refresher be used 2 years in a row. Inactive Leaders must repeat the full Leader training, either in-person or virtually.
OBTAINING AND RETAINING ACTIVE STATUS FOR ADDITIONAL PROGRAMS **NOTE:** Workshop can be delivered virtually or in-person.	To remain active as a Telephone Leader for multiple self-management programs, the following applies: 1. After training or cross-training in a new program, must facilitate at least one 6-week telephone workshop of that program within 12 months from training date. 2. Every calendar year must facilitate all six sessions of one 6-week telephone workshop. 3. Every 2 years must conduct all sessions of one 6-week telephone workshop for every program for which they are active.

<table>
<tr><th colspan="2">Master Trainer Requirements</th></tr>
<tr><td>Part I: BEFORE AND DURING MASTER TRAINING</td><td>Potential Master Trainers must:
1. Successfully complete Leader Training (in any SMRC program).
2. Facilitate at least 2 workshops (in any program). One of these workshops must take place within 12 months before the date of Master Training.
3. If possible, schedule a Leader training to be offered soon after completing Master Training (preferably within 6 months after training, but definitely within 12 months after the last day of the training).
4. Register for and attend a 3-session virtual Master Training given by SMRC (see training calendar for trainings offered by SMRC).
5. Immediately after registering for Master Training, submit their Master Trainer Certification application online on SMRC’s website’s Member Portal. “Login” is found on the top menu on the home page: https://selfmanagementresource.com/
6. Be recommended for Master Training Certification by the T-Trainer conducting the training.
7. Subscribe to and remain on the Trainer list serve.</td></tr>
<tr><td>Part II: AFTER TRAINING – FIRST 12 MONTHS OBTAINING CERTIFICATION</td><td>To become certified as a Master Trainer, Master Trainers must:
1. Facilitate one Leader training within 12 months .
2. Once certified as a Master Trainer in one program, SMRC will automatically give Master Trainer certification in all programs for which they are currently active as Leaders and have submitted a certification application for that program. To submit the application, log in to SMRC’s Member Portal. “Login” is found on the top menu on the home page: https://selfmanagementresource.com/
NOTE: An extension may be granted depending on certain and extenuating circumstances.</td></tr>
</table>

<table>
<tr><th colspan="2">Master Trainer Requirements, continued</th></tr>
<tr><td>Part III: MOVING FROM IN-PERSON MT TO VIRTUAL MT</td><td>Existing Master Trainer (trained in-person before January 2022) must:
1. Facilitate one virtual (video-platform) 6-week workshop (all six 2.5-hour sessions) during which they keep weekly notes of problems and concerns.
2. Attend the SMRC's Master Trainer virtual certification session of approximately 3 hours. There will be a fee charged. See SMRC's Website - Training Calendar.
3. Facilitate one video-platform Leader training within 12 months of SMRC's certification session.</td></tr>
<tr><td>Part IV: RETENTION OF CERTIFICATION</td><td>To remain active as a Master Trainer, the following policy applies after the initial 12 months:
1. Must facilitate the first full in-person (4-days) or virtual (7-weeks) Leader training no later than 18 months from training date.
2. Every 12 months, must facilitate one of the following to remain certified:
• One 6-session community in-person or virtual workshop, or
• One full in-person or virtual Leader training, or
• One in-person or virtual Leader cross-training, or
• One in-person or virtual Leader Update training, if relevant.
3. Every 3 years conduct one of the above for every program for which they are certified.
4. Every 3 years conduct a full in-person or virtual Leader training.
5. Every year complete and submit a Trainer's Annual Report (due by January 30 every year). The link "Submit Report" is available through your SMRC portal login link on the homepage of our website.
6. Remain subscribed to the Trainers list serve.</td></tr>
</table>

Master Trainer Requirements, *continued*	
Part V: LOSS OF CERTIFICATION **NOTE:** Workshop and Leader Training can be delivered as in-person or virtual (video-platform)	If a Master Trainer: 1. Does not facilitate their first Leader training within 18 months from training date, or 2. Does not facilitate workshops or conduct Leader cross-trainings or Leader update training (if relevant) for any 12-month period, or 3. Does not conduct a full Leader training every three years, or 4. Does not submit an Annual Report. 5. Does not follow fidelity requirements. They will be considered inactive as a Master Trainer and must be re-trained and re-certified as a Master Trainer.
OBTAINING AND RETAINING CERTIFICATION FOR ADDITIONAL PROGRAMS **NOTE:** Workshop and Leader Training can be delivered as in-person or virtually	Active Master Trainers can become Master Trainers in an additional program. They must complete the following three steps: 1. Complete cross-training in a SMRC webinar, and 2. Facilitate one 6-week workshop (all 6 sessions) within 12 months of training date, and 3. Submit their Master Trainer Agreement and Certification application within one month from completion of certification requirements. To submit the certification application, log in to the Member Portal on the SMRC Website's home page. "Login" is found on the top menu on the home page: https://selfmanagementresource.com/ To remain a certified Master Trainer in multiple programs, they must complete Program trainings and workshops as detailed in Part III above.

<table>
<tr><th colspan="2">T–Trainer Requirements</th></tr>
<tr><td>Part I: APPRENTICESHIP</td><td>To become a T-Trainer, Master Trainers must complete a SMRC-supervised apprenticeship. Apprenticeships are suspended until further notice.</td></tr>
<tr><td>Part II: RETENTION OF CERTIFICATION</td><td>To remain certified, the following apply:
1. Every 12 months after the first year after certification, must facilitate one of the following in any of the programs in which one is certified:
• One 6-session series of a community or virtual workshop, or
• One 4-day in-person or 7-week virtual Leader training, or
• One cross-training, or
• One Leader update training, if relevant, or
• One master training.
2. Every 3 years facilitate a workshop, full training, cross-training, or update training (of Leaders only) in ALL programs in which one is certified.
3. Every 3 years conduct a full master training.
4. Every year complete and submit a Trainer’s Annual Report (due by January 30 every year). The link “Submit Report” is available through your SMRC portal login link on the SMRC’s website. “Login” is found on the top menu on the home page: https://selfmanagementresource.com/
Remain a member of the T-Trainer and Trainer list serves.</td></tr>
<tr><td>Part III: LOSS OF CERTIFICATION</td><td>1. If inactive in any program for a period of 3 years (have not facilitated community workshops, Leader trainings, cross-trainings, update trainings, or master trainings), T-Trainer options will be at the discretion of SMRC Certifying T-Trainers.
2. Does not follow fidelity guidelines.</td></tr>
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