

Community Health Workers Toolkit

Welcome to the Community Health Workers (CHW) Toolkit. It's designed to help you evaluate opportunities for developing a CHW program and provide resources and best practices developed by successful CHW programs.

The toolkit is made up of several modules. Each concentrates on different aspects of CHW programs. Modules also include resources for you to use in developing a program for your area.

About the Community Health Gateway and its Evidence-Based Toolkits

The Community Health Gateway showcases program approaches that you can adapt to fit your community and the people you serve, allowing you to:

- Research approaches to featured community health programs
- Discover what works and why
- Learn about common obstacles
- Connect with program experts
- Evaluate your program to show impact

This toolkit was developed by the NORC Walsh Center for Rural Health Analysis in collaboration with the Rural Assistance Center.

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For the most current version of the toolkit, please view the toolkit online:

[http://www.raconline.org/
communityhealth/chw/](http://www.raconline.org/communityhealth/chw/)

If you need assistance with downloading or accessing the resources listed in this toolkit, please contact us:

<http://www.raconline.org/contact/>

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MODULE 1: COMMUNITY HEALTH WORKERS

Community health worker (CHW) is an umbrella term describing community members who assist individuals and communities to adopt healthy behaviors. They do not require in-depth education. They may work for pay or volunteer in association with a local health care system. They usually share ethnicity, language, socioeconomic status and life experiences with community members they serve, and:

- Are selected by the community
- Are answerable to the community
- Have training in context of interventions
- Have training recognized by health services and certification authorities
- Do not necessarily have professional or paraprofessional certification or degree post-secondary education

CHWs and their duties are as diverse as the communities they serve, and are dependent on those communities for support.

In this module

- [Learn more about who CHWs are](#)
- [Roles of CHWs](#)
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WHO ARE COMMUNITY HEALTH WORKERS?

Community health workers (CHWs) are identified by many titles, including community health advisors, lay health advocates, Promotoras, outreach educators, community health representatives, peer health promoters and peer health educators.

According to a HRSA Community Health Workers National Workforce Study, CHWs:

- Offer interpretation and translation services
- Provide culturally appropriate health education and information
- Assist people in receiving the care they need

In 2009, the Department of Labor Bureau of Labor Statistics created an occupation code for CHWs. This definition includes duties such as:

- Assist individuals and communities to adopt healthy behaviors
- Conduct outreach for medical personnel or health organizations to implement programs in the community that promote, maintain, and improve individual and community health
- Provide information on available resources
- Provide social support and informal counseling
- Advocate for individuals and community health needs

- Provide services such as first aid and blood pressure screening
- May collect data to help identify community health needs
- Excludes ‘Health Educators’

RESOURCES

These resources provide in-depth information about who Community Health Workers are.

[Community Health Workers National Workforce Study](#)

Report

Describes a comprehensive national study of the community health worker workforce and of the factors that affected its utilization and development in both urban and rural settings.

Organization: U.S. Department of Health and Human Services, Health Resources and Services Administration, Bureau of Health Professions

Date: 3/2007

[Response to Comment on 2010 SOC: Multiple Dockets on Community Health Workers](#)

Website

Provides information about the occupational classification for CHWs.

Organization: U.S. Department of Labor, Bureau of Labor Statistics

Date: 3/2009

[Community Health Workers: Part of the Solution](#)

Journal Article

Traces how two states, Massachusetts and Minnesota, initiated comprehensive policies to foster far more utilization of community health workers and, in the case of Minnesota, to make their services reimbursable under Medicaid.

Organization: Health Affairs 29, NO. 7 (2010)

Date: 7/2010

[Standard Occupational Classification: Community Health Workers](#)

Website

Standard occupational classification for community health workers.

Organization: U.S. Department of Labor, Bureau of Labor Statistics

Date: 2010

ROLES OF COMMUNITY HEALTH WORKERS

Community health workers’ (CHWs) can serve as a bridge between the individual (patient) and their home and community, and the medical provider and the medical system. CHWs’ roles and activities are tailored to meet the unique needs of their communities, and also depend on factors such as whether they work in the health care or social services sectors. Generally, their roles include:

- Creating connections between vulnerable populations and health care systems
- Managing care and care transitions for vulnerable populations

- Determining eligibility and enrolling individuals into health insurance plans
- Ensuring cultural competence among health care professionals serving vulnerable populations
- Providing culturally appropriate health education on topics related to chronic disease prevention, physical activity and nutrition
- Advocating for underserved individuals to receive appropriate services
- Providing informal counseling
- Building capacity to address health issues

More specific roles are dependent on:

- Services provided
 - Advocacy
 - Outreach
 - Education
 - Clinical services
- Required skills
 - Communication
 - Cultural competence
 - Training
 - Professional experiences
 - Education

RESOURCES

These resources provide in-depth information about the roles of community health workers.

[Community Health Workers: Expanding the Scope of the Health Care Delivery System](#)

Issue Brief

Provides an overview of community health workers, including: workforce, impact, relevant legislative action and policy considerations.

Organization: National Conference of State Legislatures (NCSL)

Date: 4/2008

[Community Health Worker Intervention to Decrease Cervical Cancer Disparities in Hispanic Women](#)

Article

A randomized trial of a promotora-led educational intervention demonstrated improved Pap smear screening rates, in addition to increased knowledge about cervical cancer and self-efficacy. The observed association between cervical cancer knowledge and Pap smear receipt underscores the importance of educating vulnerable populations about diseases disproportionately affecting them.

Organization: Journal of General Internal Medicine, 25(11):1186-92

Author(s): Matthew J. O'Brien, Chanita Hughes Halbert, Rebecca Bixby, Susana Pimentel, Judy A. Shea

Date: 2010

[Community Health Workers National Workforce Study](#)

Report

Describes a comprehensive national study of the community health worker workforce and of the factors that affected its utilization and development in both urban and rural settings.

Organization: U.S. Department of Health and Human Services, Health Resources and Services Administration, Bureau of Health Professions

Date: 3/2007

[Community Health Worker Program](#)

Website

Describes the CHW program in New York state that provides services to women who are at highest risk for poor health outcomes.

Organization: New York State Department of Health

Date: 6/2004

[Minnesota Community Health Worker Alliance](#)

Website

Description of the Minnesota Community Health Worker Alliance.

Organization: Minnesota Community Health Worker Alliance

Date: 2010

[Sitting in Different Chairs: Roles of Community Health Workers in the Poder es Salud/ Power for Health Project](#)

Report

Presents the CHWs' points of view regarding the various roles they play in a community-based participatory research (CBPR) project.

Organization: Education for Health. 2008; 21(2)

Date: 2008

[Community Health Advisor Programs](#)

Website

An issue paper prepared for NRHA on community health advisor programs. Includes information on what community health advisors do and how they are used in the community.

Organization: National Rural Health Association Rural Health Policy Board

Date: 11/2000

[Community Health Workers](#)

Website

A description of how CHWs fit into Partners in Health's model of community-based care.

Organization: Partners in Health (PIH)

Date: 2010

Grand-Aides

Website

A description of Grand-Aides, a type of community health worker.

Organization: Partners in Health (PIH)

Date: 2011

The Community Health Worker Model for Care Coordination: A Promising Practice for Frontier Communities

http://www.frontierus.org/documents/FREP_Reports_2012/FREP-Community_Health_Worker_Care_Coordination.pdf

Report

Provides an overview of the CHW model and important issues related to policy, regulation, financing, and workforce development. The report provides examples of how CHW models are emerging in six frontier states: Alaska, Montana, Minnesota, New Mexico, Oregon, and Texas.

The National Center for Frontier Communities

August 2012

Addressing Chronic Disease through Community Health Workers: A Policy and Systems-Level Approach

http://www.cdc.gov/dhdsp/docs/chw_brief.pdf

Report

Provides information and resources for integrating CHWs into community-based programs to prevent chronic disease. Includes policy guidance and examples of state legislative action.

Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion, Division for Heart Disease and Stroke Prevention

2011

A Summary of the National Community Health Advisor Study

<http://crh.arizona.edu/sites/crh.arizona.edu/files/pdf/publications/CAHsummaryALL.pdf>

Report

Provides a summary of the National Community Health Advisor Study, including core roles of CHWs and recommendations. The study was funded by the Annie E. Casey Foundation.

University of Arizona

1998

Making the Connection: The Role of Community Health Workers in Health Homes

<http://www.chwnetwork.org/media/122708/making-the-connection-chw-health-homes-sept-2012.pdf>

Report

Provides an overview of the role of CHWs in Health Homes, which are authorized under the Affordable Care Act.

NYS Health Foundation

2012

Making Insurance Exchanges Successful: The Role of Community Health Workers

<http://www.tcf.org/blog/detail/making-insurance-exchanges-successful-the-role-of-community-health-workers>

Blog

Describes the role of CHWs in providing enrollment assistance for insurance exchanges established under the Affordable Care Act.

The Century Foundation

2013

Community Health Worker Opportunities and the Affordable Care Act (ACA)

<http://coveraz.org/wp-content/uploads/2013/09/Community-Health-Workers.pdf>

Report

Provides an overview of the role CHW roles and the CHW roles under the ACA.

Health Resources in Action of Boston

May 2013

ADVANTAGES OF CHWs IN RURAL PROGRAMS

Frequently, community health workers (CHWs) are members of the communities they serve, and are adept at building community capacity while delivering culturally competent services. They develop trusting, one-on-one relationships with consumers/clients and providers

Since rural communities are typically highly connected, CHWs have a greater opportunity to:

- Develop relationships with consumers
- Act as a liaison between providers and consumers
- Gain support from other organizations serving the community
- Connect consumers with needed health care and social support services

By contributing to the delivery of primary and preventive care, CHWs may facilitate improvements in health status and quality of life in rural communities.

In addition, CHWs participate in community-based participatory research. For example, in one rural program, CHWs have helped to enroll community members in a study related to diabetes self-management education.

RESOURCES

These resources provide in-depth information about the advantages of having community health workers in rural programs.

[Community Health Workers National Workforce Study](#)

Report

Describes a comprehensive national study of the community health worker workforce and of the factors that affected its utilization and development in both urban and rural settings.

Organization: U.S. Department of Health and Human Services, Health Resources and Services Administration, Bureau of Health Professions

Date: 3/2007

[Community Health Workers: Integral Members of the Health Care Workforce](#)

Journal Article

The potential exists for CHWs to further the goals of the US health care system. CHWs can increase access to care and facilitate appropriate use of health.

Author(s): Witmer, Seifer, Finocchio, Leslie, & O'Neil. American Journal of Public Health. 1995; 85:1055-58

Date: 8/1995

[Community Health Workers in Minnesota: Bridging Barriers, Expanding Access, Improving Health](#)

Report

A report on the development and growing recognition of community health workers as an emerging resource for Minnesota.

Organization: Blue Cross Blue Shield of Minnesota Foundation

Date: 2010

[Written Testimony - National Prevention, Health Promotion and Public Health Council](#)

Memo

Written testimony from Rachel Abramson, Executive Director, HealthConnect One, to the National Prevention, Health Promotion and Public Health Council, supporting community health worker interventions to eliminate health disparities.

Date: 12/2010

MODULE 2: PROGRAM MODELS

Community health worker (CHW) programs vary based on the circumstances in which they operate. In this section, you will find resources about the differing models, how they can serve communities and information on adapting a program to meet your community's needs.

[Different Models](#)

CHW programs are carefully tailored to meet the unique needs of a community. To meet those needs, there are six different categories, though the models are not mutually exclusive. Some programs may fall into more than one category, allowing for greater flexibility in program design.

[How Communities are Served](#)

CHW programs are often designed to serve populations in rural, frontier, and tribal communities, assuring people get services they need. Programs can help communities build partnerships with health care delivery systems and provide education about health issues.

[Adapting Programs to Your Community](#)

Each community has unique demographic, locational, economic, social and cultural perspectives. This site provides examples and resources to show how programs can be adapted to fit a community's particular needs.

DIFFERENT MODELS

Community health worker (CHW) programs are broken down into six categories. Please note program models are not mutually exclusive; some programs may fall into more than one category. This allows for greater flexibility in program design.

- [Promotora de Salud/Lay Health Worker Model](#)
CHWs are members of a target population sharing social, cultural and economic characteristics.
- [Member of Care Delivery Team Model](#)
CHW renders direct health services collaborating with medical professionals.
- [Care Coordinator/Manager Model](#)
CHW helps people with complex health conditions navigate health care systems.
- [Health Educator Model](#)
CHW delivers education to a target population.
- [Outreach and Enrollment Agent Model](#)
Similar to Health Educator model, with greater outreach and enrollment responsibilities.
- [Community Organizer and Capacity Builder Model](#)
CHW promotes community action and build community support for new activities.

PROMOTORA DE SALUD/LAY HEALTH WORKER MODEL

In this model, community health workers (CHWs) are members of a target population sharing many social, cultural and economic characteristics. As trusted members of their community, promotoras provide culturally appropriate services and serve as a patient advocate, educator, mentor, outreach worker and translator.

They are often the bridge between the diverse populations they serve and the health care system. The promotora model is used in the United States and Latin America to reach Hispanic communities in particular. It is also used in rural communities to improve the health of migrant and seasonal farm workers and their families. In rural border communities, promotoras often conduct environmental health and home assessments, and deliver education about environmental health hazards.

Implementation Considerations

This model is most effective when promotoras are members of the target population, not just people who speak the same language or share some characteristics. Even in cases where promotoras are members of the target population, they may encounter barriers to providing services. A common barrier in border communities includes distrust of the program. Additionally, many promotora programs serve rural and frontier communities, where transportation is limited and travel to the target population is difficult.

MEMBER OF CARE DELIVERY TEAM MODEL

Collaborating with medical professionals, community health workers (CHWs) render direct health services in this model, such as:

- Measure blood pressure and pulse
- First aid care
- Medication counseling
- Health screenings
- Other basic services

In programs with a more holistic approach or a medical home model, CHWs may work alongside a team comprised of a physician, nurse or allied health worker, or assistant to deliver health education or basic screening services while the provider conducts a medical exam. In some programs, CHWs are also medically trained as a registered nurse or phlebotomist prior to CHW training. This model is often used when CHWs work with providers in a mobile clinic setting.

Implementation Considerations

While CHWs may render limited direct health services, serving in this capacity raises questions about consequences of mistakes or negligence. In some states, including Virginia, there is a “Good Samaritan” statute addressing civil liability issues for CHWs. For example, people

voluntarily performing certain types of care in good faith are immune from civil liability for acts or omissions resulting from that care. However, if a volunteer or paid CHW is negligent, the community health organization or employer may be liable.

While CHW programs recognize these liability issues, few have formal policies. Programs should explore whether their state has relevant laws to understand the broader context of their activities. Programs should also assess liabilities, including:

- Do CHWs drive their own vehicles to appointments and/or transport patients in their vehicles?
- Is the employer responsible for a CHW who is injured on the job?
- Does the employer's liability change if the CHW is a paid versus volunteer employee?

Organizations hiring CHWs may consider acquiring malpractice insurance and should educate CHWs about their scope of practice and responsibilities.

CARE COORDINATOR/MANAGER MODEL

As a care coordinator or care manager, community health workers (CHWs) help individuals with complex health conditions to navigate the health care system. They liaise between the target population and a variety of health, human, and social services organizations. They may support individuals by providing information on health and community resources, coordinating transportation, and making appointments and delivering appointment reminders.

Additionally, CHWs may work with patients to develop a care management plan and use other tools to track their progress over time (e.g., food and exercise logs). For example, in one rural CHW program, CHWs served as a care transition coach for rural elders who were discharged from home health services. In another rural program, CHWs follow up with people who were recently diagnosed with a chronic disease to answer questions and make appointments.

Implementation Considerations

In this model, the CHW provides case management to individuals who have chronic conditions and/ or individuals who need help navigating the health system. The CHW may encounter questions or situations that require help from trained health professionals. Programs may pair CHWs with a medical professional whom they can call with questions. CHWs must understand the procedures associated with an emergency (e.g., nearest hospital, who to call, their scope of practice and responsibilities). This model necessitates that the CHWs have a strong understanding of the health care system and resources available in their community. CHWs that serve as a care coordinator or care manager often receive disease-specific education and training.

HEALTH EDUCATOR MODEL

In this model, community health workers (CHWs) deliver health education to the target population related to disease prevention, screenings, and healthy behaviors. CHWs may teach

educational programs in the community about chronic disease prevention, nutrition, physical activity, and stress management, and also provide health screenings. Additionally, in rural communities, or colonias, along the U.S.-Mexico border where families live in close proximity to agricultural fields, CHWs often provide training on pesticide safety and environmental hazards.

Implementation Considerations

CHWs often attend cultural competency trainings to deliver culturally appropriate health education. CHW programs serving populations in border communities must ensure that their CHWs deliver culturally appropriate health education and nutrition information. CHWs that are delivering health education in an outreach situation (e.g., home visiting) will also need additional training to ensure that they understand the scope of their work and the steps to take in case of an emergency.

OUTREACH AND ENROLLMENT AGENT MODEL

The outreach and enrollment agent model is similar to the health educator model with additional outreach and enrollment responsibilities. In this model, community health workers (CHWs) conduct intensive home visits to:

- Deliver psychosocial support
- Promote maternal and child health
- Conduct environmental health and home assessments
- Offer one-on-one advice
- Make referrals

They also help individuals to enroll in government programs. CHWs that serve in an outreach capacity typically receive specialized training.

Implementation Considerations

As an outreach and enrollment agent, CHWs may visit hard-to-reach populations in their homes. Programs may consider acquiring liability insurance prior to employing CHWs in this model given that travel and home visits may be required. Additionally, programs should counsel their CHWs to be aware of their surroundings during their travels. For example, most programs counsel their CHWs to discontinue an appointment if they feel uneasy during a home visit.

CHWs in outreach and enrollment models often require additional education about eligibility requirements for state and federal programs. If CHWs are serving a non-English speaking population, it is helpful if they are bilingual so they can communicate with agencies or providers during the enrollment process.

COMMUNITY ORGANIZER AND CAPACITY BUILDER MODEL

As community organizers and capacity builders, community health workers (CHWs) promote community action and garner support and resources from community organizations to implement new activities. CHWs may also motivate their communities to seek specific policy and social changes. They build relationships with public health organizations, grassroots organizations, health care providers, faith-based groups, universities, government agencies, and other organizations to develop a more coordinated approach to serving their target population. CHWs may also participate on the larger program Steering Committee to network, increase their knowledge about the program, and strengthen their professional skills. In this model, a CHW may be employed by a health care provider, community organization or other entity.

Implementation Considerations

In this model, CHWs must have extensive knowledge of the health care system and the different organizations in their community that provide social and support services to their target population. The CHWs must feel comfortable articulating their ideas in front of a large group and networking with other community stakeholders.

MODEL RESOURCES

Resources for program models include program overviews, studies of approaches, brochures and presentations.

[Community Health Workers: Essential to Improving Health in Massachusetts](#)

Report

Findings from the Massachusetts Community Health Worker Survey.

Organization: Division of Primary Care and Health Access (DPC&HA), Bureau of Family and Community Health (BFCH)

Author(s): Gail Ballester

Date: 2005

[Perspectives on Latino Lay Health Promoter Programs: Maryland, 2009](#)

Abstract

Examines barriers and best practices in the design, implementation, monitoring and evaluation of Latino lay health promoter programs. Full article requires Journal subscription.

Organization: American Journal of Public Health, 101(12): 2281-2286

Date: 12/2011

[Accompagnateurs Curriculum](#)

Website

Accompagnateurs are CHWs trained and employed to provide medical and psychosocial support for their neighbors. This pilot curriculum for accompagnateurs focuses on treatment and support for patients with HIV/AIDS and tuberculosis.

Organization: Partners in Health (PIH)

Date: 2008

[An Ecological Model Using Promotores de Salud to Prevent Cardiovascular Disease on the U.S.-Mexico Border: The HEART Project](#)

Website

Objectives were to reduce cardiovascular disease risk factors in Hispanics living in 2 low-income areas of El Paso, Texas, and engage the community in a physical activity and nutrition intervention.

Organization: Centers for Disease Control and Prevention (CDC)

Author(s): Hector Balcázar, Sherrie Wise, E. Lee Rosenthal, Cecilia Ochoa, Jose Rodriguez, Diana Hastings, Leticia Flores, Lorraine Hernandez, Maria Duarte-Gardea

Date: 2012

[Kentucky Homeplace](#)

Website

Description of Kentucky Homeplace, a CHW initiative that helps Kentucky residents access medical, social, and environmental services.

Organization: University of Kentucky Center of Excellence in Rural Health

Date: 2011

[Community Health Workers: What Do We Know About Them?](#)

Literature Review

Assesses evidence found in published and selected grey literature since the 1970s regarding the feasibility and effectiveness of community health worker (CHW) programs.

Organization: World Health Organization

Author(s): Lehmann U, Sanders D

Date: 01/2007

[Training Community Health Workers: Using Technology and Distance Education](#)

Literature Review

Overview of programs and issues related to use of technology and distance education to train CHWs in frontier areas. Includes examples of successful programs.

Organization: Office of Rural Health Policy

Date: 04/2006

[Outcomes of Community Health Worker Interventions](#)

Literature Review

A systematic review on the characteristics of CHWs and CHW interventions, outcomes of such interventions, costs and cost-effectiveness of CHW interventions and characteristics of CHW training.

Organization: Agency for Healthcare Research and Quality

Author(s): Viswanathan M, Kraschnewski J, Nishikawa B, Morgan LC, Thieda P, Honeycutt A, Lohr KN, Jonas D

Date: 06/2009

[Promotor Institute](#)

Website

Series of how- to guides documenting the effective strategies and practices Latino Health Access has cultivated in the delivery of the promotor services.

Organization: Latino Health Access

[Extent of Liability of Volunteer and Paid Community Health Workers Under the Virginia “Good Samaritan” Statute and other Applicable Laws](#)

Memo

Explores liability for CHWs and community health organizations under Virginia law.

Organization: Agency for Healthcare Research and Quality

Author(s): Wojahn P, Scott JR

Date: 2002

[The Effectiveness of the Promotora \(Community Health Worker\) Model of Intervention for Improving Pesticide Safety in US/Mexico Border Homes](#)

Journal Article

Findings from a culturally appropriate Promotora intervention to improve pesticide safety in US/Mexico border homes.

Organization: Agency for Healthcare Research and Quality

Author(s): Forster-Cox SC, Mangadu T, Jacquez B, Corona A

Date: 2007

[Implementation Manual: Stanford Self-Management Programs 2008](#)

Guide

Manual providing implementation information about the Chronic Disease Self-Management Program.

Organization: Stanford Patient Education Research Center

Date: 2008

[Improving Care Transition of Older Adults with Community Health Advisors](#)

Presentation

Overview of what a CHW is and the effectiveness of a CHW as a care transition coach for older adults. Also includes discussion on research, policy and research support for CHWs.

Organization: Gerontological Society of America

Author(s): Dye C, Willoughby D, Aybar-Damali B

[Home Based Help with Health](#)

Brochure

Brochure identifies health coach services in three rural counties in South Carolina.

Organization: Clemson University

[Health Coaches for Hypertension Control](#)

Flyer

Identifies a hypertension program providing health screenings and classes on topics such as high blood pressure, nutrition, physical activity and stress management.

Organization: Clemson University

[Migrant Health Promotion: Improving Health Outcomes](#)

Website

Examples of the measurable, demonstrated impact of promotores' and promotoras' work on community health by topic.

Organization: Migrant Health Promotion

Date: 2010

[Migrant Health Promotion: Materials & Tools](#)

Website

Resources on implementing CHW programs, including Camp Health Aide implementation guides in English and Spanish.

Organization: Migrant Health Promotion

[Personal Health Diary](#)

Word Template

Personal health weekly diary that allows a person to track their blood pressure, steps per day, sodium intake, fruits, vegetables, stress management activities, and medications.

Organization: Clemson University

Date: 2006

[My Personal Health Diary](#)

PDF Template

Weekly diary can be used to track medical appointments, treatments, test results, health measurements, and insurance correspondence.

Organization: Connecticut Children's Medical Center

[Promotoras: Lessons Learned on Improving Healthcare Access to Latinos](#)

Report

An issue brief exploring the promotora model to increase healthcare access to Central Valley, Calif., immigrant elders, adults and their children.

Organization: Central Valley Health Policy Institute

[Texas A&M University - Border Health Environmental Coordination Program](#)

Report

Describes a program that explores childhood exposure to pesticides in colonias and investigates the utility of health education as an intervention to reduce pesticide exposure.

Organization: Texas A & M University - Border Health Coordination Program

Date: 8/2007

[Migrant Health Promotion: Camp Health Aide Program](#)

Website

The Camp Health Aide Program trains farmworkers as promotores and promotoras, or camp health aides, within migrant labor camps and communities.

Organization: Migrant Health Promotion

[Sitting in Different Chairs: Roles of Community Health Workers in the Poder es Salud/ Power for Health Project](#)

Report

Presents the community health workers' points of view regarding the various roles they played in a community-based participatory research (CBPR) project, Poder es Salud/Power for Health in Portland, Oregon, including their roles as community organizers and co-researchers.

Organization: Education for Health

Author(s): Farquhar SA, Wiggins N, Michael YL, Luhr G, Jordan J, Lopez A

Date: 2008

[Road to Health Toolkit User's Guide: How to Prevent or Delay Type 2 Diabetes in Your Community, A User's Guide for Community Health Workers](#)

Toolkit

Provides community health workers/promotores de salud, nurses, health educators and dietitians with interactive tools that can be used to counsel and motivate those at high risk for type 2 diabetes.

Organization: Centers for Disease Control and Prevention

Author(s): Rodriguez B, Kelly J, Owens M

Date: 2008

[Your Heart, Your Life: A Lay Health Educators Manual](#)

Guide

A manual to be used for training lay health educators and to teach community groups ways to promote heart health for themselves and their families. Specially developed for Latino communities.

Organization: National Institutes of Health; National Heart, Lung and Blood Institute

Date: 1999

[The Way of the Heart: The Promotora Institute](#)

Website

Provides free services to a largely rural community on the Arizona/Mexico border.

Organization: Migrant Health Promotion

[Minnesota Community Health Worker Alliance Curriculum Outline](#)

Website

Fact sheet about the 11-credit community health worker (CHW) certificate program taught in

five sites in Minnesota.

Organization: Minnesota Community Health Worker Alliance

Date: 2010

[Improving Quality of Care for Latinos Project: Community Health Worker/Promotoras Network](#)

Memo

Description of the building of a statewide network of CHW/Promotoras to improve the quality of care received by Latinos in California.

Organization: California HealthCare Foundation

HOW COMMUNITIES ARE SERVED

In rural communities, community health workers (CHWs) often support people in transition from home health services, and in prevention and/or management of chronic conditions. They may serve individuals in a variety of settings, and deliver services in a program office, hospital, health agency or other community organization. Additionally, CHWs conduct home visits.

For example, community health advisors have worked to reduce cardiovascular risk among rural African-American women. This project employed a health educator model, where the community health advisors conducted community-wide educational classes on nutrition, physical activity and smoking cessation.

In addition, CHWs work with tribally managed or Indian Health Service programs in hundreds of American Indian and Alaska Native nations. CHWs implement diabetes-focused programs for these populations. CHW programs also conduct outreach to rural migrant and seasonal farm workers and border communities.

RESOURCES

These resources provide in-depth information about how different communities have been served by a community health worker program.

[Community Health Aide Program 2007 Overview](#)

White Paper

Provides a detailed overview of Community Health Aide Program (CHAP) including history, current practice, training, field supervision and quality assurance of this program facilitating health care services in remote Alaskan villages.

Organization: Alaska Association of Community Health Aide Program Directors

Author(s): Gage S

Date: 2007

[Improving Care Transition of Older Adults with Community Health Advisors](#)

Presentation

Overview of what a community health worker is (CHW) and the effectiveness of a CHW as a care transition coach for older adults. Also includes discussion on research, policy and research support for CHWs.

Organization: Gerontological Society of America
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 Date: 11/2009

[Home Based Help With Health](#)

Brochure

Brochure identifies health coach services in three rural South Carolina counties.

Organization: Clemson University

[A Community Health Advisor Program to Reduce Cardiovascular Risk Among Rural African-American Women](#)

Journal Article

Documents that a comprehensive Community Health Advisor-based intervention for cardiovascular disease can facilitate changes in capacity, addressing health issues in a rural community. This includes improvements in community infrastructure sustained beyond the scope of the originally funded intervention.

Organization: National Heart, Lung, and Blood Institute; National Institutes of Health and Centers for Disease Control and Prevention

Author(s): Cornell C E, Littleton MA, Greene PG, Pulley L, Brownstein JN, Sanderson BK, Stalker VG, Matson-Koffman D, Struempfer B, Raczynski JM.

Date: 2008

[Migrant Health Promotion](#)

Website

Migrant Health Promotion works towards improving the health of farmworker and border communities.

Organization: Migrant Health Promotion

[Migrant Health Promotion: Camp Health Aide Program](#)

Website

Migrant Health Promotion works towards improving the health of farmworker and border communities using a Camp Health Aide approach.

Organization: Migrant Health Promotion

[Getting on Target with Community Health Advisors \(GOTCHA\)](#)

Website

GOTCHA applies a community-based participatory research model to train Community Health Advisors (CHAs) from ten Delta counties.

Organization: University of Southern Mississippi, Center for Sustainable Health Outreach

[Community Health Workers/Promotores de Salud: Critical Connections in Communities](#)

Website

Provides culturally-appropriate health education and outreach, and sustainable community development to farmworker, migrant, border and/or other underserved or isolated communities throughout the nation.

Organization: Centers for Disease Control and Prevention

[The Way of the Heart: The Promotora Institute](#)

Website

Provides free services to a largely rural community on the Arizona/Mexico border.

Organization: The Way of the Heart

ADAPTING PROGRAMS TO YOUR COMMUNITY

Community health worker (CHW) programs typically incorporate characteristics from more than one of the CHW models (e.g., promotora, member of care delivery team, care coordinator/manager, health educator, outreach and enrollment agent, and community organizer/capacity builder). These help organizations develop a program to effectively meet the needs of the target population.

Communities should conduct a comprehensive community health needs assessment to identify community health priorities. From there, community agencies can convene to determine potential roles and functions CHWs may serve to address these needs, and which CHW models to use in designing a program.

To learn more about adapting programs to your community, [view resources about Different Program Models](#).

MODULE 3: TRAINING APPROACHES

Initiatives for community health worker (CHW) training tend to come from local and regional efforts, CHWs or CHW organizations. Among these are state and local health agencies, service provider professionals and organizations, community-based organizations and other voluntary associations and health advocacy groups, academic and education centers, and other categories of interested parties.

CHW training can be viewed differently depending on a group's perspective:

- **Healthcare systems**
Allows for a broader and more strategically controlled access to health services and better quality of care assurance
- **Community**
Translates into access to new healthcare resources and points of service, as well as enhanced recognition of CHWs as valuable community human capital
- **CHW**
Validates the value of the work of CHWs, provides greater opportunities for reimbursement of CHW services, equips them with greater community building capacity, and offers opportunity for personal growth

In this module

- [Is there a standard curriculum for training CHWs?](#)
- [Training materials for CHW programs](#)
- [Does my state have a CHW certification program?](#)
- [How programs have trained CHWs](#)

CHW CURRICULUMS

A challenge in developing a training curriculum for community health workers (CHWs) is that each community's needs are different; thus, training differs from program to program, with no standardized approaches. Though many states have training programs at academic institutions and direct services agencies, the content, focus and organization of these programs vary.

Many rural CHW programs have created custom curricula from existing resources and best practices. Curricula may include, but aren't limited to:

- Training on accessing health care and social services systems
- Translating, interpreting, and facilitating client-provider communications
- Gathering information for medical providers
- Delivering services as part of a medical home team
- Educating social services providers on community/population needs
- Teaching concepts of disease prevention and health promotion to lay populations

- Managing chronic conditions
- Home visiting
- Understanding community prejudices
- Patient privacy
- Safety

Rural programs emphasized that CHWs must practice skills learned in the curricula and to role-play before interacting with patients. CHWs should retain training resources, such as pamphlets or manuals, and refer to them periodically. In some rural programs, new CHWs shadowed CHWs in the field.

RESOURCES

These resources provide in-depth information about available community health worker curriculums.

[Community Health Worker Insights on Their Training and Certification](#)

Article

The article defines CHWs through a consensus definition, identifies training needs in the area of core competencies, and examines possibilities for credentialing from the perspective of CHWs in New York City.

Organization: The Johns Hopkins University Press. Progress in Community Health Partnerships: Research, Education, and Action, 3(3)

Author(s): Caricia E. C. Catalani, Sally E. Findley, Sergio Matos, Romelia Rodriguez

Date: 2009

[Minnesota Community Health Worker Project](#)

Website

Mission is to reduce cultural and linguistic barriers to health care, improve quality and cost effectiveness of care, and increase the number of healthcare workers who come from diverse backgrounds or underserved communities.

Organization: The Minnesota Community Health Worker Project

[Advancing Community Health Worker Practice and Utilization: The Focus on Financing](#)

White paper

Explores sustainable financing mechanisms for community health workers with a focus on funding, reimbursement and payment policies.

Organization: National Fund for Medical Education & UCSF Center for the Health Professions

Date: 12/2006

[Incorporate Lay Health Workers to Promote Health and Prevent Disease](#)

Essay

Highlights evidence-informed management and policy options of using lay health workers for improving quality of care.

Organization: Canadian Health Services Research Foundation

Date: 9/2007

[Community Health Workers: What Do We Know About Them?](#)

World Health Organization Publication

Review paper assesses the existing evidence found in the published and selected grey literature since the 1970s regarding the feasibility and effectiveness of community health worker programmes.

Organization: School of Public Health, University of the Western Cape

Author(s): Uta Lehmann, David Sanders

Date: 1/2007

[The Community Health Worker's Sourcebook: A Training Manual for Preventing Heart Disease and Stroke](#)

Training Manual

User-friendly curriculum community health workers can use to increase skills in preventing heart disease and stroke.

Organization: Centers for Disease Control and Prevention

[Training and Education Opportunities](#)

Website

Provides training and educational opportunities for community health advisors.

Organization: Center for Sustainable Health Outreach, University of Southern Mississippi

[Core Competencies for Community Health Workers](#)

Website

Identifies core skills and applied knowledge necessary for CHWs to work well in a variety of settings.

Organization: The Community Health Worker Initiative of Boston

Date: 2007

[The Educational Approach of The Community Health Worker: Certificate Program vs. Traditional Approach](#)

Website

Table comparing CHW approach with traditional approach to education.

Organization: Community Health Works of San Francisco

Date: 1999

[Basic and Cross-Cutting Practice Competencies For Public Health Workforce Development](#)

Website

Framework of the public health workforce training needs and relevant competencies developed by national public health practice and academic organizations.

Organization: Illinois Public Health Preparedness Center

Date: 2002

[Community Health Worker National Workforce Study](#)

Report

Describes a national study of the community health worker workforce, and its utilization and development in both urban and rural settings.

Organization: Health Resources and Services Administration, Bureau of Health Professions

Date: 3/2007

TRAINING MATERIALS

Many programs have developed training materials and curricula to ensure community health workers (CHWs) learn the skills necessary to serve the target population. These programs have adapted materials from the Centers for Disease Control and Prevention, federal and state agencies, and academic institutions.

Common components of CHW training materials focus on:

- Cultural competence
- Patient intake and assessment
- Protocol delivery
- Screening recommendations
- Risk factors
- Insurance eligibility and enrollment
- Communication skills
- Health promotion
- Disease prevention and management

Some states may require legal and ethical training regarding CHW activities

Partnerships between college systems, communities, and employers are often involved in the development of the CHW training curricula. Several organizations also offer training resources.

[Community Health Worker National Education Collaborative](#)

Offers CHW educational resources, curricula, and promising practices

[Community Health Works](#)

Additional training resources and publications

RESOURCES

These resources provide in-depth information about training materials for community health workers.

[Community Health Worker Networks](#)

Website

Northwest Regional Primary Care Association (NWRPCA) supports community health workers through joint coordination of state-based CHW networks. Both Washington and Oregon CHW Networks meet on a quarterly basis for training and resource sharing to promote a regional model of CHW support, training and advocacy.

Organization: Northwest Regional Primary Care Association (NWRPCA)

[Salud es Vida: Development of a Cervical Cancer Education Curriculum for Promotora Outreach With Latina Farmworkers in Rural Southern Georgia](#)

Abstract

A lay health worker curriculum was developed and evaluated. The curriculum is intended to educate Hispanic farmworker women on cervical cancer, human papillomavirus (HPV) and the HPV vaccine. Full article requires Journal subscription.

Organization: American Journal of Public Health, 101(12): 2233–2235

Date: 12/2011

[Minnesota Community Health Worker Curriculum](#)

Outline

Minnesota's CHW training curriculum outline designed on the competencies of the CHWs "Scope of Practice".

Organization: Minnesota Community Health Worker Alliance

[A Job Task Analysis for Community Health Workers](#)

Website

Provides a framework for a CHW competency based training curriculum using the DACUM (Develop a Curriculum) format.

Organization: Community Health Works of San Francisco & DACUM Resource Center

Date: 1996

[Basics of Community Health Worker Credentialing](#)

Paper

Overview of the opportunities and challenges in State credentialing of CHWs, the pros and cons of credentialing and a description of Texas and Ohio certification systems.

Organization: Community Resources LLC (San Antonio, Texas)

Author(s): Carl H. Rush

Date: 2009

[What are core competencies that describe the community health worker practice and how do we help develop them?](#)

Presentation

Describes the core competencies for the practice of CHWs and the importance of helping CHWs develop these essential skills.

Organization: APHA Annual Meeting & Exposition

Author(s): Anne Willaert, E. Lee Rosenthal

Date: 2007

[New Mexico Community Health Workers Association Services](#)

Curriculum

Lists the services provided by NMCHWA including their 40 hour training curriculum, Reaching Out: A Training Manual for Community Health Workers.

Organization: New Mexico Community Health Workers Association

Date: 2010

[The Community Health Worker's Sourcebook: A Training Manual for Preventing Heart Disease and Stroke](#)

Training Manual

User-friendly curriculum community health workers can use to increase skills in preventing heart disease and stroke.

Organization: Centers for Disease Control and Prevention

[Promotor Model](#) *(Requires registration for account)*

Workshop

Series of guides documenting the effective strategies and practices Latino Health Access has cultivated in the delivery of the promotor services.

Organization: Latino Health Access

[Publications of the Community Health Works of San Francisco](#)

Website

Provides publications and training resources for CHWs.

Organization: Community Health Works of San Francisco

[Camp Health Aide Program](#)

Website

Trains farmworkers as promotores and promotoras, or camp health aides, within migrant labor camps and communities.

Organization: Migrant Health Promotion

Date: 2/2010

[Indian Community Health Representative](#)

Website

Provides outreach health care services and health promotion/disease prevention services to American Indians and Alaska Natives within their communities.

Organization: Indian Health Service

Date: 2010

[Center for Sustainable Health Outreach](#)

Website

Supports the role of community health workers by providing a variety of resources and technical assistance.

Organization: Center for Sustainable Health Outreach

Date: 2008 - 2010

[Community Health Worker National Education Collaborative](#)

Website

Offers a variety of CHW educational resources, curricula, and promising practices.

Organization: Community Health Worker National Education Collaborative

[Haiti Cholera Training Resources: Community Health Worker Materials](#)

Website

CDC developed training materials and other resources to meet the urgent need in addressing the cholera outbreak in Haiti.

Organization: Centers for Disease Control and Prevention

Date: 2010

STATE CERTIFICATION PROGRAMS

Some states require community health workers (CHWs) to have state-level certification, requiring completion of an approved training program and acquiring specific skills. Credentialing and certification programs are often administered by a local health department or another agency at the state level.

A number of educational institutions offer courses, certificates, or degrees in the CHW field, with related trends being:

- Community college based training provides academic credit and career advancement opportunities through formal education
- On-the-job training is offered to improve capacities of CHWs and enhance their standards of practice
- Certification at the state level recognizes and legitimizes the work of CHWs, and opens up potential reimbursement opportunities for CHW services

STATE APPROACHES

Examples of other states with CHW programs and their certification approach include:

- **Texas:** Was the first state to develop legislation to govern CHW activities in 1999. Offers a [Promotor\(a\) or CHW certification program](#) and requires CHW programs in health and human services agencies to hire state-certified CHWs when possible.
- **Ohio:** Developed a CHW certification program in 2003, administered by the State Board of Nursing. Three certification programs available.
- **Alaska, Indiana:** Certification programs authorize CHWs to conduct specific activities, such as clinical service delivery and home visits, respectively. Alaska's certification programs date back to the 1950s.
- **Nevada and Washington:** Have implemented state-level standards for training and education for CHWs and provide training at the state level.
- **Arizona, Southern California, Colorado, and Virginia:** Curriculum and CHW programs are offered at community colleges; states may be moving towards certification.
- **Massachusetts:** State established a [Board of Certification of Community Health Workers](#), which is establishing education standards, training program curricula, and requirements for certification.
- **Kentucky, New Mexico, Minnesota, Mississippi, and Hawaii:** Provide non-state-mandated certification programs and/or are exploring certification and utilization of CHWs.
- **New York, Wisconsin:** Working on developing statewide alliances and networks for CHWS.

In addition to certification programs, many states have [CHW associations](#).

RESOURCES

These resources provide in-depth information about state certification programs for community health workers.

[Final Report on the Status, Impact, and Utilization of Community Health Workers: To the Governor and the General Assembly of Virginia](#) Report

Focuses on ways to elevate the role of community health workers in the health care delivery system; integrate effectively such workers in public agencies; and maximize the value and utilization of community health workers.

Organization: Virginia Center for Health Outreach, James Madison University

Date: 2006

[Community Health Worker Certificate Curriculum](#)

Website

Lists the curriculum (courses and descriptions) required for the Ohio Board of Nursing Community Health Workers certificate.

Organization: Cincinnati State Technical and Community College

Date: 2010

[Texas Office of Title V and Family Health, Community Health Workers State Certification Applications](#)

Website

Provides online application forms and instructions for individuals applying for or renewing their Community Health Worker or Promotor(a) certification in Texas.

Organization: Texas Department of State Health Services

Date: 2010

[Alaska Community Health Aide Program](#)

Website

Network of Community Health Aides/Practitioners (CHA/Ps) in over 170 rural Alaska villages that works within the guidelines of the 2006 Alaska Community Health Aide/Practitioner Manual (CHAM). This manual outlines assessment and treatment protocols and is available from CHA/P.

Organization: Alaska Community Health Aide Program

Date: 2006

[Ohio Board of Nursing Community Health Worker Certificate](#)

Website

Lists the curriculum and descriptions of courses required for completion of the Ohio Board of Nursing Community Health Worker certificate program.

Organization: North Central State College, Ohio

Date: 2010

[Community Health Workers in Massachusetts: Improving Health Care and Public Health](#)

Final Report

Reports on the use, funding and impacts of community health workers in Massachusetts.

Organization: Massachusetts Department of Public Health

Date: 2009

[Community Health Workers: A Vital Workforce Reaching Hawai'i's Underserved Communities](#)

Presentation

Discusses the role of community health workers in Hawaii.

Organization: Hawai'i Primary Care Association

Author(s): Napualani Spock

[Community Health Worker National Workforce Study](#)

Report

Describes a national study of the community health worker workforce, and its utilization and development in both urban and rural settings.

Organization: Health Resources and Services Administration, Bureau of Health Professions

Date: 3/2007

[Report of College and University Programs Awarding Credit, Certificates, and/or Degrees in the Community Health Worker Field](#)

Report

Catalogs community health worker education programs in the United States.

Organization: Center for Sustainable Health Outreach, University of Southern Mississippi

Date: 2/2002

[I Am Who I Serve - Community Health Workers In Family Planning Programs](#)

Report

Discusses current issues affecting programs served by community health workers.

Organization: Guttmacher Policy Review, Summer 2010, Volume 13, Number 3

Author(s): Rachel Benson Gold

Date: 2010

[Chicago Community Health Workers Local Network - Training and Events](#)

Website

Lists community health worker training and certificate programs in the Chicago area.

Organization: Chicago Community Health Workers Local Network

[Liberal Arts: Community Health Certificate - Program Curriculum](#)

Website

Identifies program curriculum and admission requirements for certificate in Liberal Arts with a concentration in Community Health.

Organization: MassBay Community College

Date: 2010

[Program Overview - Community Health Worker Certificate Program](#)

Website

Program overview and curriculum for community health worker certificate program.

Organization: Bunker Hill Community College

Date: 2010

[Community Health Worker Training and Certificate Program](#)

Website

Provides information about community health workers (CHW) and lists the curriculum for the CHW certificate program in the Harris County Hospital District of Texas.

Organization: Harris County Hospital District

Date: 2009

[Outreach Worker Training Institute \(OWTI\)](#)

Website

Program overview and curriculum for outreach worker training institute in Central Massachusetts.

Organization: Central Massachusetts Area Health Education Center

Date: 2009

[Massachusetts Association of Community Health Workers - Policy Brief: Part 3 of 3](#)

Website

Policy brief in supporting the development of a certificate program for community health workers in Massachusetts.

Organization: Massachusetts Association of Community Health Workers

Date: 2008

[Community Health Worker Training and Certification Programs in the United States: Findings From a National Survey](#)

Report

Data from a national survey of CHW training and certification programs was used to analyze trends and various approaches to professional development in selected community health worker (CHW) programs in the United States.

Organization: School of Rural Public Health, Texas A&M University Health Science Center

Author(s): B.A. Kash, M.L. May, M. Tai-Seale, M.

Date: 2007

[Approved community health worker training programs in Ohio](#)

Website

Current list of approved community health worker training programs in Ohio.

Organization: Ohio Board of Nursing

Date: 2010

Outreach Manual: A Guide for Farmworker Health Outreach Staff

http://www.ncfhp.org/Data/Sites/1/documents/outreachmanual/ncfhp-outreach-manual_2012.pdf

Manual

Provides guidance on incorporating outreach workers into health services programs, including definitions of the specific services, a description on how to carry out the service, the required documentation, and a list of evaluation questions.

North Carolina Department of Health and Human Services, Office of Rural Health and Community Care

North Carolina Farmworker Health Program

Updated July 2012

Report on Community Health Worker Programs

http://ruralhealth.und.edu/pdf/report_community_health_worker_programs.pdf

Report

Provides information on selected state CHW programs, including titles used, reimbursement policies, training/certifications, and curriculum. States reviewed include: Minnesota, Massachusetts, New Mexico, New York, Colorado, Washington, and Wisconsin.

North Dakota Department of Health, Women's Way Program

June 2012

Community Health Worker Training System

<http://www.doh.wa.gov/PublicHealthandHealthcareProviders/PublicHealthSystemResourcesandServices/LocalHealthResourcesandTools/CommunityHealthWorkerTrainingSystem.aspx>

Provides a free eight week training for CHWS. The training involves both online and in-person trainings. It is offered four times per year in seven regions through Washington state.

Washington State Department of Health

No date

MDHC Clinical Initiatives – Community Health Workers

http://msdh.ms.gov/msdhsite/_static/44,0,372,593.html

Describes rural and urban initiatives in the state of Mississippi to implement CHW programs. The Mississippi State Department of Health is working with the Tougaloo College/Central Mississippi Area Health Education Center (CMAHEC) to develop a standardized CHW certification program.

Mississippi State Department of Health

No date

Training Curriculum for Community Health Workers

http://hewcommunityhealthworker.org/sites/default/files/sitefiles/CHWT_ParticipantManual_Final.pdf

Manual

Manual for online and in-person CHW training in the state of Washington.

Washington State Department of Health

2012

HOW PROGRAMS TRAIN CHWS

Many programs provide on-the-job training so community health workers (CHWs) can develop competencies directly related to their activities. Training can be administered either formally by the CHW program coordinator, or informally through mentoring from an experienced CHW or health care provider

Some CHWs pursue formal training at an educational institution. Skills training can range from a few hours of informal education to formalized training courses that last one or more days. Training may include learning techniques involving role playing, skits, brainstorming sessions, problem-solving games and small group discussions.

Rural and tribal communities have conducted train-the-trainer educational sessions for volunteer farm workers and community members who wanted to become CHWs; many urban CHW programs have conducted similar training.

In some cases, training is led by a provider such as a physician's assistant or nurse, or a health professions student. In other programs, an experienced manager or program coordinator leads training. CHWs also attend state-level trainings on emerging issues that affect the target population (e.g. new criteria for Medicaid enrollment).

RESOURCES

These resources provide in-depth information about training community health workers.

[Philadelphia Ujima Resources](#)

Website

Listing of resources regarding health, wellness, lay health workers, and teachers and youth workers.

Organization: Philadelphia Ujima

[Sitting in Different Chairs: Roles of Community Health Workers in the Poder es Salud/Power for Health Project](#)

Report

Presents the community health workers' points of view regarding the various roles they played in a community-based participatory research (CBPR) project, Poder es Salud/Power for Health in Portland, Oregon, including their roles as community organizers and co-researchers.

Organization: Education for Health

Author(s): S.A. Farquhar, N. Wiggins, Y.L. Michael, G. Luhr, J. Jordan, A. Lopez

Date: 2008

[Community Health Workers National Workforce Study](#)

Report

Describes a comprehensive national study of the community health worker workforce and of the factors that affected its utilization and development in both urban and rural settings.

Organization: U.S. Department of Health and Human Services, Health Resources and Services Administration, Bureau of Health Professions

Date: 3/2007

[The Community Health Worker's Sourcebook: A Training Manual for Preventing Heart Disease and Stroke](#)

Training Manual

User-friendly curriculum community health workers can use to increase skills in preventing heart disease and stroke.

Organization: Centers for Disease Control and Prevention

MODULE 4: PROGRAM IMPLEMENTATION

When implementing a community health worker (CHW) program, the sponsoring organization is typically responsible for all aspects of implementation, from providing training to program evaluation. Basic tasks in implementation include:

- Determine community to be served (needs assessment)
- Program coordination responsibilities
- Recruitment and supervision of CHWs
- Staff retention

Program scope and scale also factor into program implementation and may vary with the type of program. Examples of program models are available in [Module 2](#).

As an example of items to consider when implementing a program, migrant communities may be best served by seasonal programs are common, while other communities may require year-round programs. As a program is implemented, CHWs themselves may also be able to provide valuable data to help improve the implementation process.

In this module

- [Resources needed for implementation](#)
- [Recruiting and hiring considerations](#)
- [CHW compensation](#)
- [Implementation challenges](#)

RESOURCES NEEDED

Successful programs identify existing resources and best practices, tailoring them to address their community's needs. These resources are adapted based on program goals, model and scope. Depending on the CHW programs, required resources may include staff, space and transportation.

Many existing community health worker (CHW) programs have established relationships with other community organizations and consider these relationships to be important to success. These partners may serve as funders for CHW programs and provide guidance for the program.

Also, CHWs may deliver services to people within a partner organization such as a hospital. In this case, CHWs must be properly introduced to staff at the partner organization to clarify their roles. This ensures other health workers (e.g., nurses, social workers, etc.) do not perceive CHWs as a threat to their duties.

Potential partners include:

- Public health organizations
- Universities and colleges
- Health and dental plans
- Foundations
- Government organizations
- Community service organizations
- Volunteer groups
- Multicultural alliances and associations
- Local hospitals
- State and local health departments

RESOURCES

These resources provide in-depth information about resources needed for implementing a community health worker program.

[Community Health Worker Assessment and Improvement Matrix \(CHW AIM\): A Toolkit for Improving CHW Programs and Services](#)

Toolkit

Defines a set of key elements needed for CHW programs to function effectively and measures how well programs meet criteria, as established by USAID. It presents a CHW Program Assessment and Improvement Matrix (CHW AIM) tool that examines 15 programmatic components that CHW programs should consider as important to successfully supporting CHWs.

Organization: United States Agency for International Development (USAID)

Date: 2011

[Key Considerations for Opening Doors: Developing Community Health Worker Education Programs](#)

Guide

Offers lessons learned and recommendations made by the "Community Health Worker National Education Collaborative" (2004-2008) for college responsive programs.

Organization: University of Arizona, Arizona Area Health Education Centers Program

Date: 10/2008

[Handbook for Enhancing Community Health Worker Programs: Guidance from the National Breast and Cervical Cancer Early Detection Program \(Part 1\)](#)

Guide

Serves as a framework for developing and managing community health worker programs that cover a broad array of health issues. Includes topics on community assessment, program planning, recruitment, training, managing and maintaining community health workers, and evaluation of community health worker programs.

Organization: Centers for Disease Control and Prevention

Date: 2010

[Community Health Worker National Education Collaborative \(CHW-NEC\): Resources Guide](#)

List of resources from the CHW-NEC, including link to guidebook, newsletters, national reports, project documentation, textbooks and curriculum guides and multimedia.

Organization: University of Arizona, Arizona Area Health Education Centers Program

Date: 7/2010

[Minnesota Community Health Workers Alliance: Job Description Examples](#)

Website

Examples of job descriptions for CHWs.

Organization: Minnesota Community Health Workers Alliance

Date: 2011

RECRUITING & HIRING

An important factor in recruiting revolves around how a community health worker (CHW) position will fit into an organization. Generally, program scope and community needs drive recruitment strategy. As an example, an organization may recruit volunteers and pay them a stipend to conduct outreach activities, or hire a health professional certified as a CHW to deliver screening services. Options to consider include:

- Paid employee, via stipend, salary or hourly wages
- Volunteer
- Volunteer with stipend
- Full- or part-time

When recruiting CHWs, organizations need to be clear about job expectations, time commitments and compensation, if any. Communicating expectations is especially important for volunteer CHWs. Programs should also assess whether transportation is a barrier for CHWs who travel to training activities or conduct community outreach.

Existing programs emphasize the importance of hiring CHWs involved with and knowledgeable about communities served. Programs typically identify people having some education and specific skills and qualities. Recruiting approaches include:

- Radio and television programming
- Websites and online social media (e.g., Facebook, Twitter)
- Newspapers
- Church and other community groups
- Community meetings
- Recreational centers
- Local colleges and universities
- Schools (e.g., parent-teacher organizations)
- Social events (e.g., dances, fairs, and sporting events)
- Worksite and community fliers

- Word of mouth
- Referrals from current CHWs
- Internal recruitment within the organization

RESOURCES

These resources provide in-depth information about recruiting and hiring community health workers.

[12 Steps for Creating a Culture of Retention: A Workbook for Home and Community-Based Long-Term Care Providers](#)

Workbook

Workbook offers 12 steps to guide agencies in developing excellent recruitment, selection and retention practices necessary to manage long-term care organizations.

Organization: PHI

Date: 2008

[Guidelines for Practitioners of Community-Based Worker Systems](#)

Guidelines

Guidelines is to assist practitioners and implementing partners to run Community-Based Worker (CBW) systems effectively, maximizing impacts for clients of the service, empowering communities, and assisting governments to ensure that services are provided to enhance livelihoods.

Organization: Community-Based Worker Project, Khanya African Institute for Community-Driven Development

Date: 9/2007

[State/Regional CHW Organizations](#)

Website

A directory of national and state CHW organizations.

Organization: American Public Health Association (APHA)

Date: 2010

[Handbook for Enhancing Community Health Worker Programs: Guidance from the National Breast and Cervical Cancer Early Detection Program \(Part 1\)](#)

Guide

Serves as a framework for developing and managing community health worker programs that cover a broad array of health issues. Includes topics on community assessment, program planning, recruitment, training, managing and maintaining community health workers, and evaluation of community health worker programs.

Organization: Centers for Disease Control and Prevention

Date: 2010

[Community Health Workers: A Review of Concepts, Practice, and Policy Concerns](#)

White Paper

An overview of the concepts and practice of community health workers (CHWs) from across a range of developing and developed countries. Provides insights into policy challenges that remain in designing effective CHW schemes, particularly in the Indian context.

Organization: International Consortium for Research on Equitable Health Systems (CREHS)

Author(s): BM Prasad, VR Muraleedharan

Date: 8/2007

[CHW/Promotor Survey & Mapping Project](#)

Website

A collaborative effort to collect information about Chicago's community health workers and promotores de salud.

Organization: HealthConnect One

Date: 2011

CHW COMPENSATION

Community health worker (CHW) programs may receive funding from federal, state, or local agencies, foundations, community organizations and other funders. Funds may be used for program management, employee salaries and benefits, program materials, facilities, transportation and other resources.

CHWs receiving compensation for their services are often paid through a grant. Programs may provide greater compensation to CHWs, paying them on an hourly basis or as a full-time employee with benefits. Programs typically base CHW salaries on local wages for similar workers.

Volunteer CHWs may be compensated for their participation through incentives (e.g., gift certificates) or reimbursement for travel. Some programs require CHWs maintain an independent tracking log to record information such as the number of outreach visits and mileage per visit. That information is then used to determine the appropriate incentive or reimbursement.

RESOURCES

These resources provide in-depth information about community health worker compensation.

[Minnesota Health Care Programs Enrolled Providers - Community Health Workers \(CHWs\)](#)

Website

Provides enrollment criteria, CHW services covered, billing information, and additional resources for reimbursement.

Organization: Minnesota Health Care Programs (MHCP), Minnesota Department of Health and Human Services

Date: 2/2008

[Advancing Community Health Worker Practice and Utilization: The Focus on Financing](#)

Report

Examines many of the elements related to how the community health worker will be utilized by the health care system and the consumer.

Organization: National Fund for Medical Education, UCSF Center for Health Professions

Date: 2006

[Funding CHW Programs and Services in Minnesota: Looking to the Future](#)

Report

Focus on funding and issue areas for community health worker programs and services in Minnesota.

Organization: National Fund for Medical Education, UCSF Center for Health Professions

Author(s): Catherine Dower, Melissa Knox, Vanessa Lindler, Edward O'Neil

Date: 2006

[Community Health Worker Incentives and Disincentives: How They Affect Motivation, Retention, and Sustainability](#)

Report

Examines the experience with using various incentives to motivate and retain community health workers (CHWs) serving primarily as volunteers in child health and nutrition programs in developing countries.

Organization: Basic Support for Institutionalizing Child Survival Project (BASICS II) for the United States Agency for International Development

Author(s): Karabi Bhattacharyya, Peter Winch, Karen LeBan, Marie Tien

Date: 2001

IMPLEMENTATION CHALLENGES

Implementation of community health worker (CHW) programs in rural areas can present unique challenges, from technology to cooperation with health care systems.

The primary barrier for CHWs and the populations they serve is limited access to transportation. Since the target population may not have access to transportation, CHWs must travel to rural communities to provide services or conduct outreach. Some populations may be located in remote areas where roads are unsafe or impassable due to inclement weather.

Programs must also ensure the safety of CHWs. In particular, CHWs must be aware of issues they can encounter while providing services to clients and community members. It may be necessary for programs to provide safety training to CHWs.

To promote safety, one rural program's CHWs report to supervisors daily, sharing their intended route for home visits and the time they anticipate returning to the office. In this program, CHWs do not carry excess cash or transport medications in their vehicles during home visits. Additionally, when traveling, CHWs store sensitive client information in a locked file within a locked vehicle.

CHW programs also emphasize the importance of providing resources such as weather survival kits, wireless Internet access cards and other technologies. However, if program funds are limited, such resources may not be available.

Occasionally, cultural barriers present a challenge in CHW programs. Implementers may need to adapt materials, such as information packets, to ensure all program materials are culturally appropriate. In one CHW program, CHWs can use paper charts to collect information during a home visit, in case the person is not comfortable with the CHW bringing a computer into their home. During the hiring process it is important to ensure CHWs understand the culture of communities they serve.

Programs may encounter difficulties referring patients to providers, and coordinating services with outside providers and agencies. Some programs have acknowledged challenges integrating CHWs into health care systems.

Agreements with partners in the community and identifying opportunities to work with new organizations will help extend the reach of the CHW program. More information on implementation considerations for different program models is available in [Module 2](#).

RESOURCES

These resources provide in-depth information about the challenges of implementing community health worker programs.

[Community Health Workers: What Do We Know About Them?](#)

World Health Organization Publication

Review paper assesses the existing evidence found in the published and selected grey literature since the 1970s regarding the feasibility and effectiveness of community health worker programmes.

Organization: School of Public Health, University of the Western Cape

Author(s): Uta Lehmann, David Sanders

Date: 1/2007

MODULE 5: PLANNING FOR SUSTAINABILITY

Three critical issues are linked to the sustainability of community health worker (CHW) programs:

- Evaluation
- Financing
- Credentialing

Evaluation

CHW programs with an evaluation component are better able to convey the impact of their programs. Rigorous program evaluations may enable the program to demonstrate the return on investment (ROI) for utilizing CHWs. Programs could use ROI information to demonstrate program effectiveness to community partners, some of which may be willing to invest resources in program sustainability. To date, few rural CHW programs have had resources to calculate ROI. Additional information on evaluation is [available in Module 6](#).

Financing

CHW programs should identify financial models for sustaining activities post-funding. Most CHW programs receive support through federal or state grants and foundations. Another potential financial model is third-party reimbursement for CHW services. Several rural communities have explored third-party reimbursement for CHW's health education services through Medicaid. Some states have expressed concern third party reimbursement would necessitate rigorous credentialing of CHWs.

Credentialing

Credentialing is a controversial topic as opponents suggest widespread credentialing would limit the scope of CHW activities and reduce flexibility in responding to a community's needs.

Impact of health care reform

Health reform legislation may offer new opportunities for sustaining CHW programs. The Patient Protection and Affordable Care Act (ACA) recognizes CHWs as members of the health care work force and allows Congress to establish a federal grant program to support use of CHWs in medically underserved areas. Further, the ACA supports a number of models for the [coordination of care](#) that could benefit from peer supporters such as community health workers.

In this module

- [How to plan for sustainability](#)
- [Why sustainability plans are needed](#)
- [Community resources for sustainability planning](#)
- [Organizations that have funded programs and research](#)

HOW TO PLAN

A sustainability plan must meet the particular needs of a community, with each community having different requirements. Working with local partners, a plan should take into account the three critical sustainability issues of:

- Evaluation
- Financing
- Credentialing

RESOURCES

These resources provide in-depth information about developing sustainability plans for community health worker (CHW) programs.

[Winning Policy Changes to Promote Community Health Workers: Lessons from Massachusetts in the Health Reform Era](#)

Abstract

Describes the development in Massachusetts of collaboration between strong CHW leaders of a growing statewide CHW association and their public health allies. Collaborators worked toward CHW workforce and public health objectives through alliance building and organizing, legislative advocacy, and education in the context of opportunities afforded by health care reform. Full article requires Journal subscription.

Organization: American Journal of Preventive Medicine, 37(6):S270-79

Date: 12/2011

[Transforming the Delivery of Care in the Post–Health Reform Era: What Role Will Community Health Workers Play?](#)

Abstract

Examines opportunities via the Patient Protection and Affordable Care Act (PPACA) to sustain the role of CHWs. In particular, accountable care organizations and patient-centered medical homes (PCMH) are examined.

Organization: American Journal of Public Health, 101(12): e1-e5

Date: 12/2011

[I Am Who I Serve—Community Health Workers In Family Planning Programs](#)

Report

Discusses current issues in CHW programs across the nation.

Organization: Guttmacher Policy Review, Summer 2010, Volume 13, Number 3

Author(s): Rachel Benson Gold

Date: 2010

[Community Health Workers in Massachusetts: Improving Health Care and Public Health](#)

Final Report

A study of the use, funding, and impacts of CHWs in Massachusetts.

Organization: Massachusetts Department of Public Health, Community Health Worker Advisory Council

Author(s): Stephanie Anthony, Rebekah Gowler, Gail Hirsch, Geoff Wilkinson

Date: 2009

WHY PLANS ARE NEEDED

A sustainability plan is used to document a community health worker (CHW) program's sustainability actions and strategies such as:

- Identifying fiscal sustainability models
- Securing resources from community partners
- Changing program size or scope to reflect available resources

A sustainability plan also provides information about each activity's timeline.

In addition to sustainability plans, CHW programs should create a continuity plan that describes how the program is conducted and which lists important resources and information. A continuity plan ensures important processes and knowledge are documented and preserved in case of staff changes.

RESOURCES

These resources provide in-depth information about developing sustainability plans for community health worker programs.

[Toolkit for Program Sustainability, Capacity Building, and Volunteer Recruitment/Management](#)

Toolkit

Intended to help current or potential AmeriCorps grantees develop a program that is sustainable, builds organizational and local capacity, has the full involvement of community volunteers, and produces outcomes beyond those accomplished by AmeriCorps members alone.

Organization: Corporation for National & Community Service

COMMUNITY RESOURCES

When planning for sustainability, many rural community health worker (CHW) programs have created strategic alliances between community organizations and public and private agencies. Some have implemented a Board of Directors or Strategic Advisory Council to guide programs. Creating a sense of ownership for the CHW program among community stakeholders has helped identify new opportunities to sustain activities.

Community organizations may offer key resources such as facilities for training, financial resources, transportation and other services. Securing formal agreements with these

organizations and agencies may help specify roles for each organization once initial program funding expires.

Some rural CHW programs have developed strong partnerships in the business community, including placement of local business leaders on their Board of Directors. Buy-in from the business community has helped some communities to increase awareness of their program's benefits. These partners and others may be able to identify new funding sources, or fund parts of the program.

RESOURCES

These resources provide in-depth information about developing community resources for community health worker programs.

[A Sustainability Planning Guide for Healthy Communities](#)

Guide

A synthesis of science- and practice-based evidence designed to help coalitions, public-health professionals, and other community stakeholders develop, implement, and evaluate a successful sustainability plan. Guide provides a process for sustaining policy strategies and related activities, introduces various approaches to sustainability, and demonstrates sustainability planning in action with real-life examples.

Organization: Centers for Disease Control and Prevention (CDC)

Date: 2011

[Center for Sustainable Health Outreach](#)

Website

Provides support and technical assistance to community health workers and CHW programs.

Organization: Center for Sustainable Health Outreach

Date: 2008

[Handbook for Enhancing Community Health Worker Programs: Guidance from the National Breast and Cervical Cancer Early Detection Program \(Part 1\)](#)

Guidebook

Serves as a framework for developing and managing community health worker programs that cover a broad array of health issues. Includes topics on community assessment, program planning, recruitment, training, managing and maintaining community health workers, and evaluation of community health worker programs.

Organization: Centers for Disease Control and Prevention

Date: 2010

PROGRAM & RESEARCH SUPPORT

A variety of foundations, organizations, and federal agencies have funded community health worker (CHW) programs and research. Below are listed several examples of these groups and what they have done.

[California HealthCare Foundation](#)

In 2010, CHCF began building a statewide network of CHWs facilitating the exchange of information about outreach and service delivery strategies, local and statewide issues, lessons learned and best practices. Through this initiative, six regional collaboratives are charged with developing regional action plans.

[Aetna Foundation](#)

In 2009, the Aetna Foundation awarded community health grants for philanthropic initiatives focusing on delivering health education and/or increasing access to health care using Promotoras.

[Annie E. Casey Foundation/ University of Arizona](#)

In 1998, the Annie E. Casey Foundation and the University of Arizona funded the National Community Health Advisor Study, which reached 400 CHWs across the country to identify core roles and competencies.

[Robert Wood Johnson Foundation \(RWJF\)](#)

In 2004 and 2009, RWJF provided support to promote the role of CHWs in Minnesota through the [RWJF Local Funding Partnerships program](#).

[Centers for Medicare and Medicaid Services](#)

In 2010, CMS' Hispanic Health Services Research Grant Program funded research on Hispanic Medicare, Medicaid, and SCHIP health disparities. This program also supported promotora activities in the past.

[Indian Health Service](#)

Since 1968, IHS has trained Community Health Representatives to serve tribal populations in states including New Mexico, Alaska, and Montana, among others.

[National Heart, Lung, and Blood Institute, National Institutes of Health](#)

The National Heart, Lung, and Blood Institute, National Institutes of Health; and Centers for Disease Control and Prevention funded a 2008 study exploring the use of a community health advisor to reduce cardiovascular risk among rural African American women.

[Centers for Disease Control and Prevention](#)

The CDC has been involved in a variety of CWH projects focusing on diabetes health promotion, including a promotoras project, diabetes education for CHWs in the Indian Health Service, and diabetes prevention and control programs involving CHWs in rural and urban communities.

[Health Resources and Services Administration \(HRSA\)](#)

HRSA funded a national study of the CHW workforce and released the [Community Health Workers National Workforce Study](#) in 2007. HRSA also funds the [Patient Navigation Outreach program](#), and mandates all Area Health Education Centers use CHWs for outreach.

[Kaiser Permanente](#)

In the northern California area, Kaiser Permanente's Fresno-Community Benefits Program conducts a community needs assessment every three years to identify priority health issues for vulnerable populations. They have funded promotora activities in the past. In southern California, Kaiser Permanente San Diego conducted a pilot where CHWs helped expand and improve care to frail elders with dementia.

MODULE 6: MEASURING PROGRAM IMPACT

Community health worker (CHW) programs may lack funding, time or expertise to conduct rigorous program evaluations. Despite these challenges, most CHW programs are collecting some type of qualitative and/or quantitative data that can be used for evaluation purposes.

Even with limited data, it may be possible to evaluate the

- Opportunities for quality improvement
- Effectiveness of processes and activities
- Achievement of program objectives
- Potential for program sustainability
- Impact of the CHW program on outcomes such as health care access and quality

To date, few evaluations have focused on the cost-effectiveness of CHW programs. That may change as program numbers grow and information about return on investment (ROI) and economic impact is needed to demonstrate program effectiveness.

In this module

- [Evaluating your program's impact](#)
- [Metrics used in measuring impact](#)

EVALUATING IMPACT

Given the diversity of community health worker (CHW) programs, there is no one-size-fits-all evaluation approach. CHW programs may hire an external evaluator or assign an internal staff member to serve as an evaluator. Since many organizations lack evaluation staff or funds to hire them, CHWs may be assigned to collect program evaluation data or administer surveys. This can be a challenge as CHWs may not have the skills for these tasks.

In developing an evaluation plan, evaluators of CHW programs emphasize the importance of employing simple data collection techniques and using existing data tracking mechanisms, such as:

- Individual encounter forms
- Group education session documentation
- Clinic reports and patient charts
- Case management reports
- Surveys

If a CHW program focuses on clinical service delivery, it may be important to record and track patient information pre- and post-intervention. Data may also be collected on the effectiveness of CHW outreach or the quality of a health education session. Evaluations may also solicit feedback

from community representatives, program stakeholders and health care providers. Some programs also ask CHWs for feedback about their job satisfaction and other experiences.

RESOURCES

These resources provide in-depth information about how to evaluate the impact of community health worker programs.

[Participants' Assessments of the Effects of a Community Health Worker Intervention on Their Diabetes Self-Management and Interactions with Healthcare Providers](#)

Article

Examines the perceptions of patients in a diabetes self-management program that utilized community health workers. Respondents found that the self-management program improved their knowledge of diabetes care and helped them to better manage their diabetes.

Organization: American Journal of Preventive Medicine, 37(6):S270-79

Author(s): R. Bilodeau, J. Gilmore, L. Jones, G. Palmisano, T. Banks, B. Tinney, G.I. Lucas

Date: 12/2009

[An Innovative Method to Involve Community Health Workers as Partners in Evaluation Research](#)

Abstract

Discusses the dual role of CHWs as lay health workers and researchers. The authors developed a process through which CHWs could actively participate in collection of qualitative evaluation data.

Organization: American Journal of Public Health, 101(12): 2275–2280

Date: 12/2011

[Community Health Workers: Integral Members of the Health Care Workforce](#)

Article

Discusses how CHWs can increase access to care and facilitate appropriate use of health resources.

Organization: American Journal of Public Health. 1995; 85:1055-58

Author(s): Anne Witmer, Sarena D. Seifer, Leonard Finocchio, Jodi Leslie, Edward H. O'Neil

Date: 8/1995

[Do Lay Health Workers Improve Healthcare Delivery and Healthcare Outcomes?](#)

Report

Reviews whether lay health workers improve health care delivery and health care outcomes.

Organization: Liverpool School of Tropical Medicine

Date: 2006

[Handbook for Enhancing Community Health Worker Programs: Guidance from the National Breast and Cervical Cancer Early Detection Program \(Part 1\)](#)

Handbook

Serves as a framework for developing and managing community health worker programs that cover a broad array of health issues. Includes topics on community assessment, program planning, recruitment, training, managing and maintaining community health workers, and evaluation of community health worker programs.

Organization: Centers for Disease Control and Prevention

Date: 2010

[Community Health Worker Evaluation Toolkit](#)

Toolkit

Developed to be a practical and useful guide to program evaluation for CHWs and CHW programs.

Organization: The University of Arizona Rural Health Office and College of Public Health

Date: 1998

[Developing Community Health Worker Education Programs](#)

Report

The resource provides guidelines for developing an educational program/curriculum for CHWs, as well as an evaluation plan for the CHW educational programs.

Organization: Community Health Worker National Education Collaborative

Date: 9/2008

[Migrant Health Promotion Evaluation Toolkit](#)

Toolkit

Evaluation toolkit for CHW program development.

Organization: Migrant Health Promotion

Date: 2010

[Measuring Return on Investment of Outreach by Community Health Workers](#)

Journal Article

Evaluated assessing the financial impact of CHWs on health care systems and policies.

Organization: Journal of Health Care for the Poor and Underserved. 2006; 17(1): 6-15.

Author(s): E.M. Whitley, R.M. Everhart, R.A. Wright

Date: 2006

[Using Participant Information to Develop a Tool for the Evaluation of Community Health Worker Outreach Services](#)

Abstract

Client information was used to develop a brief questionnaire evaluating CHW services.

Organization: Ethnicity & Disease, 12(1): 87-96.

Author(s): K.L. Felix-Aaron, L.R. Bone, D.M. Levine, H.R. Rubin

Date: 2002

[Massachusetts Community Health Worker Survey Report](#)

Provides two survey tools – one to collect information on community health workers, and the second to collect information on the supervisors of community health workers.

Massachusetts Department of Public Health
2005

COMMONLY-USED METRICS

Specific goals of a community health worker (CHW) program should be considered when determining metrics for program evaluation. In addition, programs should consider using metrics that allow for comparison with CHW programs using similar approaches targeting similar populations.

- Patient demographic information
 - Gender
 - Age
 - Language
 - Health status (e.g., diabetes, arthritis, etc.)
 - Access to health care with specific source
 - Access/type of health insurance
 - Access to health care in other countries (e.g., migrant workers)
 - Physical activity and nutrition information
- Program process measures
 - Number of consumers who receive education
 - Number of CHW program activities consumers engage in
 - Number of CHWs involved in community activities
 - Number of referrals made by CHWs
 - Number of education programs facilitated by CHWs
 - Number of people screened
- Consumer behaviors
 - Reasons consumers use CHW services
 - How patient learned of CHW services
 - Presence/ types of compliance and self-management issues
- Outcomes of CWH interventions
 - Health outcomes (e.g., blood glucose level, blood pressure, etc.)
 - Health care utilization
 - Consumer satisfaction
 - Improvements in knowledge about or awareness of health issues
 - Cost savings (e.g., fewer emergency department visits)

RESOURCES

These resources provide in-depth information about choosing and implementing measurement metrics for community health worker programs.

[Migrant Health Promotion Evaluation Toolkit](#)

Toolkit

Evaluation toolkit for CHW program development.
 Organization: Migrant Health Promotion
 Date: 2010

[Sitting in Different Chairs: Roles of Community Health Workers in the Poder es Salud/ Power for Health Project](#)

Report

Presents the CHWs' points of view regarding the various roles they play in a community-based participatory research (CBPR) project.

Organization: Education for Health. 2008; 21(2)

Date: 2008

[Outcomes of Community Health Worker Interventions](#)

White Paper

Results of a systematic review on the characteristics of community health workers (CHWs) and CHW interventions, outcomes of such interventions, costs and cost-effectiveness of CHW interventions, and characteristics of CHW training.

Organization: Agency for Healthcare Research and Quality

Author(s): M. Viswanathan, J. Kraschnewski, B. Nishikawa, L.C. Morgan, P. Thieda, A.

Honeycutt, K.N. Lohr, D. Jonas

Date: 6/2009

[Outcomes and Costs of Community Health Worker Interventions: A Systematic Review](#)

Journal Article

A systematic review on outcomes and costs of community health worker (CHW) interventions.

Organization: Medical Care, 48(9): 792-808.

Author(s): M. Viswanathan, J.L. Kraschnewski, B. Nishikawa, L.C. Morgan, P. Thieda, A.A.

Honeycutt, K.N. Lohr, D.E. Jonas

Date: 2010

[National Community Health Advisor Study Evaluation Framework for Community Health Advisor Programs](#)

Report

Identifies process measures and data sources to be used during the evaluation process for community Health advisory programs. Appendix C of Handbook for Enhancing Community Health Worker Programs: Guidance from the National Breast and Cervical Cancer Early Detection Program (Part 1).

Organization: Centers for Disease Control and Prevention

Date: 2010

MODULE 7: DISSEMINATING BEST PRACTICES

Sharing best practices benefits the community health worker (CHW) community, including:

- New programs
- Programs looking to refine or expand activities,
- Health care providers interested in contracting with CHWs
- Consumers
- Researchers

Some CHW programs have focused on sharing knowledge and information relating to the implementation, sustainability and evaluation of programs. They have identified these methods for dissemination of program materials and findings:

- Local and regional networks of community organizations and partners
- Participation at conferences
- General community outreach activities
- Academic journals

Additionally, programs share the research and evaluation results with CHWs.

RESOURCES

These resources provide in-depth information about best practices in community health worker programs.

[Unity Conference - National Community Health Worker Conference](#)

Website

Unity is the Center for Sustainable Health Outreach's annual national conference for and about community health workers.

Organization: Center for Sustainable Health Outreach

[Moving Towards Best Practice: Documenting and Learning from Existing Community Health/Care Worker Programmes](#)

Reference

Discusses the extent CHW deployment has been addressing important health priorities, documents success stories and lessons, identifies champions and compiles recommendations and lessons learned to improve practice.

Organization: Health Systems Trust, Durban, South Africa

Author(s): Irwin Friedman, Mankuba Ramalepe, Frayne Matjuis, Lungile Bhengu, Bridget Lloyd, Alfred Mafuleka, Lucky Ndaba, Busi Boloyi

Date: 9/2007

[Massachusetts Association of Community Health Workers \(MACHW\)](#)

Website

Massachusetts statewide network of CHWs from all disciplines.

Organization: Massachusetts Association of Community Health Workers (MACHW)

Date: 2011

[APHA: Community Health Workers](#)

Website

Overview of CHWs and resources from the American Public Health Association (APHA)

Organization: American Public Health Association

Date: 2011

MODULE 8: PROGRAM CLEARINGHOUSE

The HRSA Office of Rural Health Policy funded rural communities to implement community health worker (CHW) programs as part of the 330A Outreach Authority program. This program focuses on reducing health care disparities and expanding health care services in rural areas.

Examples of current 330A Outreach Authority grantees that developed a CHW program in a rural community are available below, along with other types of rural CHW programs. CHW program model information is available in [Module 2](#).

[Ben Archer Health Center](#)

Project Title: Health Without Borders

Synopsis: Reduce health disparities related to chronic diseases through health education

[Migrant Health Center, Western Region, Inc.](#)

Project Title: Health Education for Farmworkers in Puerto Rico

Synopsis: Prevention of diabetes, HIV/AIDS, domestic violence; work toward program sustainability

[Migrant Health Promotion](#)

Project title: Futuros Saludables (Health Futures)

Synopsis: Improve access to primary and mental health services, and nutrition and physical fitness education, for uninsured and medically disenfranchised Latinos

[Delta Health Alliance](#)

Project title: The Delta Community Health Worker Program

Synopsis: Improve health outcomes for patients diagnosed with diabetes, cardiovascular disease or hypertension

[Clemson University](#)

Project title: Health Coaches for Hypertension Control

Synopsis: Train Health Coaches to provide services to patients referred by a family physician practice

[Family Health Centers](#)

Project title: Rural Health Care Services Outreach Grant Program

Synopsis: Provide comprehensive health services and culturally and linguistically appropriate health information to migrant and seasonal farmworkers and their families

[Kentucky Homeplace](#)

Synopsis: Provide access to health care for underserved populations in rural Kentucky

[Kodiak Island Health Care Foundation \(Kodiak CHC\)](#)

Synopsis: Increase access to health care for underserved populations

BEN ARCHER HEALTH CENTER

Project Title: Health Without Borders

Grant period: 5/1/09 – 4/20/12

Contact name: Mary Alice Garay, Executive Director

Location: Hatch, New Mexico

Website: <http://www.bahcnm.org/>

Program Overview:

The overall goal of the program is to reduce health disparities related to chronic diseases through health education for management and prevention, improved access to care, and better integration of community health workers (CHWs) into the health care system. CHWs provide outreach, health awareness and education among border residents, and migrant and immigrant sub-population groups in the targeted service area.

CHW Models

- [Promotora de Salud / Lay Health Worker](#)
- [Health Educator](#)
- [Outreach and Enrollment Agent](#)

MIGRANT HEALTH CENTER, WESTERN REGION, INC.

Project title: Health Education for Farmworkers in Puerto Rico

Grant period: 5/1/09 – 4/30/12

Contact name: Mr. Reynaldo Serrano, Executive Director

Location: Mayaguez, Puerto Rico

Website: <http://www.mhcnon-profit.com>

Program Overview:

The goals of this program are to: 1) increase knowledge in the farm worker population for the prevention of HIV/AIDS and domestic violence; 2) increase knowledge in the farm worker population for the prevention of diabetes; and 3) work toward program sustainability and ownership among the various stakeholders to reach additional farm workers post-grant. Volunteer farm workers conduct educational sessions with other farm workers at health fair and community events. Community outreach workers travel with clinic providers to deliver health education services to farm workers in rural areas.

CHW Models

- [Promotora de Salud / Lay Health Worker](#)
- [Health Educator](#)
- [Outreach and Enrollment Agent](#)
- [Member of Care Delivery Team](#)

MIGRANT HEALTH PROMOTION

Project title: Futuros Saludables (Health Futures)

Grant period: 5/1/09 – 4/30/12

Contact name: Dr. Gayle A. Lawn-Day, PhD, Executive Director

Location: Weslaco, Texas

Website: <http://www.migranthealth.org>

Program Overview:

This program improves access to primary and mental health services, as well as nutrition and physical fitness education, for uninsured and medically disenfranchised Latino residents of rural Hidalgo County, Texas. Promotoras and Community Health Aides work to increase participants' access to health care services and knowledge about available health services and health education topics. The Promotoras organize and lead small group presentations and provide information about nutrition and healthy cooking, exercise, stress management, gang violence, domestic violence, substance abuse, depression and anxiety, and child neglect and abuse. The Community Health Aides go door-to-door in the colonias and talk with families about health concerns and provide information and referrals.

CHW Models

- [Promotora de Salud / Lay Health Worker](#)
- [Health Educator](#)
- [Outreach and Enrollment Agent](#)

DELTA HEALTH ALLIANCE

Project title: The Delta Community Health Worker Program

Grant period: 5/1/2010-4/30/2011

Contact name: Karen C Fox, PhD, President and Chief Executive Officer

Location: Stoneville, Mississippi

Website: <http://www.deltahealthalliance.org>

Program Overview:

This program utilizes community health worker (CHWs) to improve health outcomes for community health center patients who have been diagnosed with diabetes, cardiovascular disease, or hypertension. CHWs coordinate available resources for patients, including follow-up and referral processes; arrange for transportation assistance; enroll patients in benefits programs; provide health education to patients, groups, and families; ensure patients receive appropriate medical care and have a medical home; assist families in developing necessary skills and resources to improve health status, family functioning, self-sufficiency; and work with local pharmacists to improve medication management and compliance.

CHW Models

- [Health Educator](#)
- [Outreach and Enrollment Agent](#)
- [Care Coordinator/Manager](#)

CLEMSON UNIVERSITY

Project title: Health Coaches for Hypertension Control

Grant period: 5/1/2010 – 4/30/2011

Contact name: Cheryl J. Dye, PhD, Program Director

Location: Clemson, South Carolina

Website: <http://www.clemson.edu/hehd/>

Program Overview:

The main focus of the program in rural Oconee County is to train Health Coaches to provide services (e.g., health education, telephone counseling, and support groups) to patients who were referred by a family physician practice. Health coaches conduct group classes on hypertension control and other issues, guide patients in developing individualized action plans for self-management, and provide telephone counseling for patients.

CHW Models

- [Health Educator](#)
- [Care Coordinator/Manager](#)

FAMILY HEALTH CENTERS

Project title: Rural Health Care Services Outreach Grant Program

Grant period: 5/1/2010 – 4/30/2011

Contact name: Heather Findlay

Location: Okanogan, Washington

Website: <http://www.myfamilyhealth.org/index.php/english/>

Program Overview: The goal is to provide high quality comprehensive health services and culturally and linguistically appropriate health information to migrant and seasonal farmworkers and their families in Okanogan County through the implementation of a Promotora program. Promotoras provide education, information and referrals to migrant and seasonal farmworkers in farms, orchards, and other areas in which they work and live.

CHW Models

- [Promotora de Salud / Lay Health Worker](#)
- [Health Educator](#)
- [Outreach and Enrollment Agent](#)

KODIAK ISLAND HEALTH CARE FOUNDATION (KODIAK CHC)

Project title: n/a

Grant period: 9/3/09 – 4/30/12

Contact name: Ms. Brenda S. Friend, Executive Director

Location: Kodiak, Alaska

Website: <http://www.kodiakchc.org>

Program Overview:

The Kodiak Community Health Center (KCHC) is increasing access to health care for underserved populations on Kodiak Island. The target population includes seniors, homeless, workers and residents of Cannery Row (fisherman, fish and seafood processing employees, warehouse workers, and small businesses) and the surrounding area of Boat Harbor. KCHC recruited, interviewed, hired, and oriented outreach registered nurses (RNs) to conduct outreach and provide health education services. Outreach RNs must speak Tagalog. Along with a medical team, the outreach RNs can also provide some direct health services.

CHW Models

- [Health Educator](#)
- [Outreach and Enrollment Agent](#)
- [Member of Care Delivery Team](#)