Community Health Workers and COVID-19
Technical Assistance Call

Promotores(as) de Salud y COVID-19
Llamada de Asistencia Técnica

April 15th/ 15 de Abril
2:00 PM - 3:00 PM (Central)/ 3:00 PM - 4:00 PM (Eastern)/ 12:00 PM - 1:00 PM (Pacific)

We will begin shortly!
¡Empezaremos pronto!
Zoom Features

![Zoom Features Image]
Agenda

- Welcome / Bienvenidos(as)
- Ice Breaker / Dinámica
- Community-Based Workforce Alliance Playbook Presentation / Presentación del manual de estrategias de la organización Community-Based Workforce Alliance
- Q & A and Open Discussion / Sesión Abierta de Preguntas y Respuestas
- Resources & Upcoming events / Recursos & Próximos Eventos
Icebreaker/Dinamica

➢ Your name
➢ Organization
➢ Years of experience in the field
➢ What types of training are we lacking for the Community Health Worker workforce?
Presentors

Hansel O. Ibarra, MPA
Program Director II

Hannah Mesa MHP, MPP
Program Director II

Selenia Gonzalez
CHW Resource Specialist
Guest Speakers

Ashley Rodriguez, CCHW, CCHWI
Community Health Worker System Manager,
Baylor Scott & White Health System;
APHA CHW Section Chair;
President of the Board of Directors,
Texas Association of Promotores &
Community Health Workers

Alexander Fajardo, MCP, CFC
Executive Director
El Sol Neighborhood
Educational Center

Karl Johnson
PhD Candidate
UNC Gillings
School of Public Health
A Community Health Worker is a trusted member of the community who empowers their peers through education and connections to health and social resources.

Un(a) Promotor(a) de Salud es un miembro de confianza de la comunidad que empodera a sus compañeros a través de la educación y las conexiones con los recursos sociales y de salud.
The CBWA Origin Story

The U.S. is surging various community-located efforts (e.g. contact tracing, testing) to mitigate COVID-19, but leaders are often missing the opportunity to connect these efforts with the existing community-based workforce (CBW).

On May 22nd, several organizations with a proven history of working alongside and advocating for the CBW came together around a shared conviction to engage the CBW in future COVID-19 response efforts. An Alliance was formed with the mission to:

“Ensure that COVID-19 response and rebuild efforts are equitable, effective, and involve, fund, strengthen and elevate trusted community-based workers.”
Response and recovery efforts that are not embedded in communities will be neither equitable nor effective.

Risk
Rapidly evolving state and local contact tracing and public health response efforts may fail to include clear strategies and mechanisms to advance health equity priorities for disproportionately impacted and minoritized communities.

Adverse impacts
- Low community engagement
- Less effective contact tracing
- Preventable spikes and persistence of COVID-19 community transmission
- Increased strain on state budgets
- Worsening health and economic disparities
- Deepening of structural racism and economic inequity

Solution
To increase the odds of success, we need state and local leaders to apply common community-based workforce principles in the response and recovery efforts.
All Alliance organizations have endorsed a set of key principles (originally drafted by HealthBegins)...

Recruit with a racial equity framework
Apply a racial equity lens to recruit contact tracers from highly impacted communities. Pay a living wage. Include residents, trusted workers & leaders in governance & advisory groups.

Invest in trusted workers, including CHWs
Response & recovery will move at the speed of trust. Pay and expand the authority of trusted, trained community health workers & promotores (CHW/Ps) to support and join contact tracers.

Strengthen connections with psychosocial services
Use social vulnerability data and proven tools to identify household psychosocial needs among isolated/quarantined contacts and to connect them to community nonprofit resources.

Launch a community-based jobs program
Leverage existing and expected federal funds to engage unemployed or dislocated workers with living wage jobs that meet contact tracing & other community needs.

Embed job training & pipelines to local careers
Engage nonprofit workforce training partners to address basic skills gaps and create a pipeline to careers in local health departments, community-based organizations, and local businesses.

Strengthen community infrastructure & financing
Braid funds to sustain essential nonprofits and invest in outcomes funds, wellness trusts, and other place-based payment models that align with long-term community health outcomes.

bit.ly/Pr1nc1ple
Advancing CHW Engagement in COVID-19 Response Strategies

A Playbook for Local Health Department Strategies in the United States

Community-Based Workforce Alliance
CHW Engagement Playbook

Advancing CHW Engagement in COVID-19 Response Strategies: A Playbook for Local Health Department Strategies in the United States

• Developed with contributions from Alliance member organizations
• Goal: facilitate both the conceptualization and operationalization of CHW engagement to advance health equity throughout all COVID-19 response activities
• Produced in September 2020 through wide stakeholder feedback
• Updated in January 2021
• Two major parts:
  • Part 1: Framework for Engagement across 9 key areas
    - Continuum of Engagement: Limited or Harmful 🡪 Moderate 🡪 Mature
  • Part 2: Strategic Recommendations for Advancement
Strongly informed by the 2018 CHW AIM

Community Health Worker Assessment and Improvement Matrix (CHW AIM)

Updated Program Functionality Matrix for Optimizing Community Health Programs

CHW AIM 2018: Revised Programmatic Components

1. Role and Recruitment: How the community, CHW, and health system design and achieve clarity on the CHW role and from where the CHW is identified and selected.
2. Training: how pre-service training is provided to the CHW to prepare for her role and ensure she has the necessary skills to provide safe and quality care; and, how ongoing training is provided to reinforce initial training, teach CHWs new skills, and to help ensure quality.
3. Accreditation: How health knowledge and competencies are assessed and certified prior to practicing and recurrent at regular intervals while practicing.
4. Equipment and Supplies: How the requisite equipment and supplies are made available when needed to deliver expected services.
5. Supervision: How supportive supervision is carried out such that regular skill development, problem solving, performance review, and data auditing are provided.
6. Incentives: How a balanced incentive package reflecting job expectations, including financial compensation in the form of a salary, and non-financial incentives, is provided.
7. Community Involvement: How a community supports the creation and maintenance of the CHW program.
8. Opportunity for Advancement: How CHWs are provided career pathways.
9. Data: How community-level data flow to the health system and back to the community and how they are used for quality improvement.
10. Linkages to the National Health System: The extent to which the Ministry of Health has policies in place that integrate and include CHWs in health system planning and budgeting and provides logistical support to sustain district, regional, and/or national CHW programs.
A Playbook for Advancing CHWs Engagement in COVID-19 Response Strategies

https://www.youtube.com/watch?v=64MlBPF75fI&t=22s
The Playbook’s 10 Key Areas of Engagement

- Role Definition
- Recruitment
- Training and Professional Development
- Community Partnerships
- Supervision
- Compensation
- Healthcare Integration
- Career Investment
- Program Evaluation
Structure of the Playbook

Part 1: Framework for Engagement

- Limited or Harmful CHW Engagement
- Moderate CHW Engagement
- Robust CHW Engagement

Part 2: Strategic Recommendations for Advancement
COVID-19 CHW Response Activities

- Providing Coaching and Social Support
- Providing Direct Service
- Implementing Individual and Community Assessments
- Participating in Evaluation and Research
- Providing Culturally Appropriate Health Education and Information
- Providing Individual and Community Capacity
- Cultural Mediation Among Individuals, Communities, and Health and Social Service Systems
- Conducting Outreach
- Advocating for Individuals and Communities
- Care Coordination, Case Management, and System Navigation
- Cultural Mediation Among Individuals, Communities, and Health and Social Service Systems
- Providing Coaching and Social Support
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### PART 1: FRAMEWORK FOR ENGAGEMENT

<table>
<thead>
<tr>
<th>Area of Engagement</th>
<th>Limited or Harmful Engagement</th>
<th>Moderate Engagement</th>
<th>Robust Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Role Definition</strong></td>
<td>No mention of CHWs within any CRS documentation, or a brief mention of CHWs are provided but without further guidance.</td>
<td>CHWs are mentioned within some features of the CRS but there is not a clear role for them or acknowledgement of expertise.</td>
<td>The roles and capacities of CHWs are explicitly recognized by other members of the CRS.</td>
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<tr>
<td></td>
<td>CHWs are not relied upon to design roles and expectations of CHWs within the contact tracing strategy.</td>
<td>Without being explicit, the CHW role reflects several of the recognized roles and competencies of CHWs as outlined by the CHW Core Consensus Project.</td>
<td>The role of CHWs includes all items from the CHW Core Consensus Project, including those specific to COVID-19. Explicit recognition is given that CHWs can execute all such roles and competencies.</td>
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<td>There is an explicit emphasis on a holistic conception of the CHW role, which prioritizes their ability to know their clients as people.</td>
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<td></td>
<td>The role of CHWs, as formally articulated, is flexible enough to provide tailored support across a range of services depending on individual client needs, including those which address upstream determinants of health.</td>
<td>The role of CHWs is designed using evidence-based work practices and direct input from participating CHWs.</td>
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### PART 2: STRATEGIC RECOMMENDATIONS FOR ADVANCEMENT

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<tr>
<td><strong>Role Definition</strong></td>
<td>No mention of CHWs within any CRS documentation, or a brief mention of CHWs are provided but without further guidance.</td>
<td>Make clear to all members within the CRS that CHWs are expected to execute any and all roles and competencies identified by the CHW Core Consensus Project. We also recommend LHDs to consult this resource put out by ASTHO on CHW Training and Core Competencies across different states.</td>
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<td></td>
<td>CHWs are not relied upon to design roles and expectations of CHWs within the contact tracing strategy.</td>
<td>Require that all CHW hiring decisions be made only after approval by peer CHWs or organizations that work in that community or neighboring ones, for purposes of ensuring that the diversity of hired CHWs reflects the diversity of the communities they are serving.</td>
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<td>Provide scripts, interview guides, and a documentation platform that support CHWs in getting to know and supporting their patients in a holistic way.</td>
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How to use the Playbook

**Step 1:** Identify where one currently exist on the continuum and where they would like to be (Part 1).

**Framework for Engagement**

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<td>Program Evaluation</td>
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**Step 2:** Consider strategic options available to advance oneself appropriately (Part 2).

**Strategic Recommendations for Advancement**

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X = Current position; X = Desired Position
Appendix A: Summary Version

Community Health Workers (CHWs) include promotors de salud and community health representatives. Engagement is critical for local Health Departments (LHDs) and other healthcare or public health institutions that wish to advance health and social equity in their COVID-19 response strategies (CRS). As leaders of the community and experts in community health, CHWs build relationships with community members and bridges to medical, health department and social support systems with historic structural barriers. During the pandemic, more practical guidance is needed on how LHDs and others can integrate CHWs into CRS. Inspired by HealthEdge Community-Based Workforce Principles for Pandemic Response and Resilience, and the National Community-Based Workforce Alliance, we have developed an extensive playbook to articulate strategic recommendations across a continuum of CHW engagement that simplify the roles of CHWs and draw on CHW best practices and workplace policies. This one-page document provides summary highlights from this document.

### Area of Engagement

<table>
<thead>
<tr>
<th>Area of Engagement</th>
<th>Items Necessary for Engagement</th>
<th>Strategies to Advance Engagement</th>
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<tbody>
<tr>
<td>1. Role Definition</td>
<td>The role of CHWs is broadly defined and includes the range of activities (social support, advocacy, navigation, etc.) from the CHW Care Coordination Project.</td>
<td>Consult nationally recognized CHW Care Coordination Project role definitions, training.</td>
</tr>
<tr>
<td>2. Recruitment</td>
<td>Recruitment is grassroots, drawn from communities to be served, builds barriers to entry, and involves CHWs in the selection process.</td>
<td>Ensure hiring criteria prioritize qualities essential for the role (e.g., trust building, skills, empathy, problem-solving skills, knowledge of the local community).</td>
</tr>
<tr>
<td>3. Training and Professional Development</td>
<td>Training includes extensive pre-service and ongoing professional development. Learning is co-created by CHWs.</td>
<td>Work with local and state CHW, CHW associations, and organizations with a history of providing CHW training to identify the best available training curricula.</td>
</tr>
<tr>
<td>4. Safety and Supplies</td>
<td>Necessary supplies (protective equipment are provided) self-care, mental health, and the prevention of burn-out is prioritized.</td>
<td>Practice regular use of CHWs to assess equipment and supplies needed to ensure safety and provide the best care. Ensure compliance with COVID-19 safety guidelines for COVID-19.</td>
</tr>
<tr>
<td>5. Supervision</td>
<td>Supervisors are experienced CHWs or have a background in community/social services and meet with CHWs in individual and team settings.</td>
<td>Screen supervisors using criteria such as: understanding and importance of the CHW role, familiarity with the community CHWs will be working in, and the lived experience of community members.</td>
</tr>
<tr>
<td>6. Compensation</td>
<td>CHWs are compensated at a competitive rate for all work they do and are given employee benefits which they can negotiate.</td>
<td>Guarantee CHWs a living wage, using the MCHNR Wage Calculator. Advocate for moving from fee-for-service to value-based payment and integration of CHWs into operating budget.</td>
</tr>
<tr>
<td>7. Healthcare Integration</td>
<td>Healthcare professionals champion CHW involvement.</td>
<td>Develop personal contacts between CHWs and individual members of local health and social services systems.</td>
</tr>
<tr>
<td>8. Community Partnerships</td>
<td>CHWs engage existing multilevel community structures such as CBOs, departments of social services, and faith-based institutions.</td>
<td>Develop personal contacts between CHWs and individual members of CBOs and other community institutions. Work with local and state CHW associations to identify these institutions.</td>
</tr>
<tr>
<td>9. Career Advancement</td>
<td>Employment for CHWs is guaranteed after the COVID-19 contract has expired. CHW Professional Development opportunities are provided for career advancement.</td>
<td>Identify CBOs, community health centers, and hospitals that can employ CHWs to respond to other health issues after COVID-19 activities are over; identify additional funding through the LHD or SHD to sustain program activities.</td>
</tr>
<tr>
<td>10. Program Evaluation</td>
<td>Patients, clients, community members, scientists, and CHWs are involved in all phases of the evaluation of the CR, including design, data collection, analysis, and interpretation.</td>
<td>Develop an evaluation committee which consists of community-engaged scientists, CHWs, and community members; include social return-on-investment and equity outcomes as key metrics within the evaluation.</td>
</tr>
</tbody>
</table>

Community Wisdom: CHWs are positioned to deliver the wisdom of the communities being served to the health system, not only health services to unresourced communities.
Where to use the Playbook

Users

Local Health Departments

Community-Based Organizations

Community Health Clinics

Uses

Survey

Planning and Review

Assessment

Improvement

Capacity Building

Compared CHW services provided by LHDs to identify gaps and needs

Inform and Review CHW Program design

Assess a CHW program in its entirety, within a locality and/or over time

Guide action planning and improvement

Orient program staff to the issues and elements they need to consider in planning, managing, and assessing a CHW program

Adapted from CHW AIM, 2018 edition
Prior/Current Playbook Usages

• National Emerging Special Pathogen Training and Education Center
• Manufacturing extension centers
• Midlands region of South Carolina
• University of North Texas Health Science Center, TAPCHW
• Louisiana Office of Public Health
• Health Officials in Immokalee, FL
• Office of Rural Health, North Carolina
Community-Based Workforce Alliance

http://communitybasedworkforce.org/
Contact info

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Alexander Fajardo, MCP, CFC
alexfajardo@elsolnec.org

Karl Johnson
karl12@live.unc.edu
Q & A and Open Discussion / Sesión Abierta de Preguntas y Respuestas
MHP Salud
Free Resources / Recursos Gratis

COVID-19
https://mhpsalud.org/online-resources/covid-19/

Bilingual Resources / Recursos Bilingües:
https://mhpsalud.org/portfolio/
Upcoming TA Calls
Próximas Llamadas de Asistencia Técnica

• Strengthening Aging Services for Hispanic Older Adults
  Technical Assistance Call
  Wednesday, April 21, 2021, 1:00 PM - 2:00 PM (Central)/ 2:00 PM - 3:00 PM (Eastern)/ 11:00 AM - 12:00 PM (Pacific)
  Topic- Outreach strategies to Hispanic older adults and their caregivers

Visit here for our TA schedule /
Visite aquí para nuestro horario de llamadas de Asistencia Técnica:
https://mhpsalud.org/how-we-can-help-you/technical-assistance-hours/
Upcoming TA Calls
Próximas Llamadas de Asistencia Técnica

- COVID-19 and CHWs Virtual Technical Assistance
  Technical Assistance Call

  Friendly Reminder: No CBA-TA Call for the Month of May!

Thursday, June 17th, 2021 2:00 PM - 3:00 PM (Central)/ 3:00 PM - 4:00 PM (Eastern)/ 12:00 PM - 1:00 PM (Pacific)
Topic- Advocating for vaccine equity by addressing misinformation, mistrust, and lack of access during COVID-19
(En Espanol/ In Spanish)

Visit here for our TA schedule /
Visite aquí para nuestro horario de llamadas de Asistencia Técnica:
https://mhpsalud.org/how-we-can-help-you/technical-assistance-hours/
Upcoming Learning Collaborative
/ Próximo Aprendizaje colaborativo

Learning Collaboratives: Diabetes Prevention Best Practices- Diabetes and the Migrant and Seasonal Agricultural Worker Community/Vulnerable Population

The collaborative is focused on the current and future landscape of diabetes among migrant and seasonal agricultural workers (MSAW) and vulnerable populations and recommendations for how to best support these communities. This LC is designed for Health Centers, community health workers (CHWs), and other enabling service staff who interact with the MSAW community.

<Registration link>

- Date and Time- Session 2: Tuesday April 20th, 2021 @ 2:30 - 4:00 PM (ET)/ 1:30 - 3:00 PM (CT)/ 11:30 - 1:00 PM (PT)
- Date and Time- Session 3: Tuesday April 27th, 2021 @ 2:30 - 4:00 PM (ET)/ 1:30 - 3:00 PM (CT)/ 11:30 - 1:00 PM (PT)
- Date and Time- Session 4: Tuesday May 4th, 2021 @ 2:30 - 4:00 PM (ET)/ 1:30 - 3:00 PM (CT)/ 11:30 - 1:00 PM (PT)
Registration Form - COVID-19 and CHWs Monthly Call

Please complete this form as part of the registration process for MHP Salud’s “COVID-19 and CHWs” monthly technical assistance calls. Once you submit this form, you will be redirected to Zoom, where you can finalize your registration. Thank you!

Date *

/ / 

Organization name *

Maximum of 150 characters. Currently Used: 0 characters.

Type of organization: *

- Community-based organization
- Community Health Worker Association

Register for multiple sessions!

¡Regístrate para múltiples sesiones!
Feedback Form

Encuesta

COVID-19 and CHWs TA Call Feedback Form

Encuesta para La Llamada de Asistencia Técnica de COVID-19 y Promotores de Salud

Thank you for attending MHP Salud’s monthly COVID-19 and CHWs Technical Assistance Call. We ask that you please respond to this short survey to let us know how we can improve future sessions. This survey should take less than 5 minutes to complete. Thank you in advance for your participation!

Gracias por asistir a la Llamada de Asistencia Técnica Mensual de MHP Salud acerca de COVID-19 y Promotores de Salud. Le pedimos que responda a esta breve encuesta para informarnos cómo podemos mejorar las sesiones futuras. Esta encuesta debería tardar menos de 5 minutos en completarse. ¡Gracias por su participación!
Thank you for your time! May you have a pleasant rest of the day.

For questions, comments or concerns, feel free to reach out to us via email at:

Capacity Building Assistance Program
programming@mhpsalud.org
Hannah Mesa: Hmesa@mhpsalud.org
Hansel O. Ibarra: Hibarra@mhpsalud.org
End of Presentation