

Community Health Worker Toolkit: Capacity Building in Local Health Departments



Table of Contents

About CPHS and Acknowledgements	3
Executive Summary.....	4
Why are CHWs Important?.....	4
Integration of CHWs	5
CHW Expertise	6
"Behavior-Based Interview Questions for CHWs Tool"	7
Strategies for Reviewing CHW Candidates	9
"CHW Persona-Based Recruiting Tool"	10
"CHW Skill-Based Assessment Template Tool"	12
Diversity Among CHWs	14
"CHW Inclusive Job Description Assessment"	15
CHW Recruitment Strategies.....	17
"Ten Ways to Expand Your CHW Recruiting Efforts Tool".....	18
CHW Salary and Funding.....	19
Improving the CHW Hiring Process	20
"Organizational Hiring Assessment Tool"	21
CHW Retention Strategies.....	22
"CHW Training Tip Sheet Tool"	23
Recognition and Signs of Work Burnout.....	24
Leadership and Support	24
"CHW Career Ladder Tool"	26
How CHW Associations Can Support CHWs	27
Conclusion.....	27
Appendix A: Other CHW Tools and Resources	28
Appendix B: CHW Associations.....	29
Appendix C: Community Health Worker Learning Circle: CHW Peer Support.....	31
References	32



About CPHS and Acknowledgements

The Center for Public Health Systems (CPHS) at the University of Minnesota School of Public Health (UMN-SPH) was established in 2021 to support public health practitioners and public health systems using evidence-based research. CPHS improves the health of the people of Minnesota and the nation through technical assistance, research, and evaluation services. Its mission is to support governments, organizations, and communities using evidence-based public health practices and generate new evidence about public health systems.

CPHS PROJECT TEAM

Principal Investigator

Janette Dill PhD, MA, MPH

Project Director / Lead Researcher

Skky Martin, PhD, MA

Researcher

Chelsey Kirkland, PhD, MPH, CHW

Graduate Research Assistant

Daisy Corona, MPH

ACKNOWLEDGEMENTS

Funding Acknowledgements:

Funding for this initiative is supported by the Centers for Disease Control and Prevention (CDC) under award 6 NU38OT000306-04-02 entitled National Initiative to Address COVID-19 Health Disparities Among Populations at High-Risk and Underserved, Including Racial and Ethnic Minority Populations and Rural Communities.

Thank You!

To Quisha Umemba at Umemba Health, LCC who we contracted with to create 8 CHW recruitment and retention tools.

Acknowledgements:

We would like to acknowledge the National Association of County and City Health Officials (NACCHO) for their partnership and funding support for this project. Additionally, we want to acknowledge the assistance of the NACCHO Technical Assistance Coordination Team, Kelsey Donnellan and Laura Lehman, for all of their assistance with the development of this toolkit.

A special thank you to the following people who we contracted with to contribute content to the creation of this toolkit:

Nicollet County Health and Human Services

Bree Allen

Minnesota Community Health Worker Alliance

Angela Fields

Center for Community Health Alliance

Julie Smithwick

Dakota County Public Health

Amalia Roberts



Executive Summary

Community health workers (CHWs) have a unique role to play in public health departments as frontline ambassadors and connections to communities that they serve. We created this toolkit to assist local health departments (LHDs) in creating sustainable recruitment and retention strategies to CHWs. To form this toolkit, we conducted searches of peer-reviewed literature and community-based resources on terms relevant to CHWs, with an emphasis on CHWs working in public health settings. We condensed the search results into a toolkit of findings with trends and best practices, example programs and resources, and specific recommendations for LHDs. Our findings and recommendations focus on integration of CHWs into local health departments, attracting diverse candidates and the hiring process, skills and associated equitable compensation, and retention strategies for building out this critical workforce.

INTRODUCTION

This toolkit assists LHDs in their practices to achieve increased equity, diversity, and inclusion in their hiring process of CHWs while addressing discrepancies in recruitment and retention efforts. In this toolkit we provide 8 tools that LHDs can use to assist with their recruitment and retention of CHWs and discuss the following:

1. **The Importance and Role of CHWs in LHD**
2. **Integration of CHWs and Effective Outcomes of CHWs**
3. **CHW Expertise**
4. **Diversity Within CHWs**
5. **Recruitment Strategies**
6. **Reviewing CHW Candidates**
7. **CHW Salary and Funding**
8. **Improving the Hiring Process**
9. **Retention Strategies**
10. **Recognition and Signs of Work Burnout**
11. **Leadership and Support**
12. **How CHW Associations Can Support CHWs**

Why Are CHWs Important?

Community health workers (CHWs) are considered “frontline public health ambassadors and health educators, with a trusted and close understanding of the community being served.”¹ They help aid “community members in addressing unmet social needs, promoting health, and building the capacity of the community.”¹

CHWs play a central role in providing direct health services for local health departments (LHDs). CHWs have been a prominent force in community-based organizations and the healthcare industry for many years and are now increasingly prevalent in LHDs, especially during and after the COVID-19 pandemic.^{2,3} Their significance lies in their relatability, knowledge, and ability to build trust and connections with the community. Serving as the first point of contact for community members, CHWs bridge the gap between the community and public health and health/social service organizations, creating opportunities to reduce disparities and increase equity. CHWs typically represent their communities and possess invaluable knowledge and wisdom through lived experience, which is unmatched by other positions within health agencies.

To effectively engage with their community and promote health, LHDs should:⁴

- Hire employees who reflect the community they serve (see [CHW Inclusive Job Description Assessment tool](#))
- Address barriers surrounding culture and language (see [Diversity within CHWs](#))



CHW ROLES

CHWs fill many roles and may be referred to by various titles.⁵ Some CHWs are most commonly referred to as:

- *Promotores(as)*
- Community Health Advisor
- Community Health Representative
- Please see the National Association of Community Health Workers' (NACHW) [Community Health Worker Professional Roles and Titles](#) resource for a more comprehensive list of CHW job titles

LHD CHWs may also work with different populations or are focused on specific disciplines such as:⁶

- Nutrition
- Maternal & Child Health
- Reproductive Care
- Diabetes
- Immunization
- HIV/AIDS
- Disease/Population-Based
- Sexual Transmitted Infection
- Aging Health

Integration of CHWs

By having CHWs integrated with other departments, facilitating cultural awareness and diversity strategies between all parties helps utilize their roles to the highest potential. This enhances their ability to be more effective in their roles.⁷⁻¹⁰ Figure 1 on the right shows four ways that CHWs can be integrated into LHDs.

IN THEIR OWN VOICE

"In local public health, we know that health happens outside of the government center, so we need to engage with the community in their homes, workplaces, community gatherings spaces and schools. CHWs have firsthand knowledge of how to engage these communities and where to find them and can offer information in the language that is most accessible to them. In Dakota County, our public health CHWs are very active in our communities. For example, if our department is offering a mobile vaccination clinic that is looking to reach Spanish-speaking families to provide school vaccinations, the Dakota County Public Health Department (DCPHD) Spanish-speaking CHWs will go to the local food shelf and connect with families to encourage them to go if they need shots for school. They also work with the cultural liaisons in the school districts to get the word out and attend workplaces like restaurants to distribute flyers. If it is at a mobile home park, the CHW may go knock on doors of the community since they recognize and trust her and will be more likely to come with a personal invitation. The DCPHD attributes this kind of grassroots outreach by CHWs to be the reason why mobile clinics served 52.5% of all Hispanic or Latino clients via mobile clinics as opposed to county buildings or mass vaccination clinics from January 15, 2021, through March 8, 2022."

— Amalia Roberts, Public Health Supervisor at Dakota County Public Health Department



Community-Clinical Linkages

Partnership with Community-based organizations (CBOS) and local health care institutions to advance support in health care delivery and provide services to communities.



Integration with Payers

Integrating CHWs into health care providers, Medicare and Medicaid to work directly on teams, projects and organizations.



Employment Within Health Care

Being employed directly through health care institutions (federally qualified health centers, hospitals and health systems) which allows easier access to health records, working with patients and providers, and enhancing trust of patient care.



Coordination by Public Health Departments

Public Health Departments coordinating with other health care entities (public and private) and organizations to provide CHW services to the community at large.

Figure 1. Four Ways CHWs Can Be Integrated Into LHDs.



EFFECTIVE OUTCOMES OF CHWS

CHWs are important because of what they can accomplish.¹¹ Below are some outcomes that CHWs have improved in health care and how their role has demonstrated a significant reduction in health care disparities by highlighting four important focuses.^{5,11}

1. Improvement in health outcomes for community members (e.g., diabetes outcomes and cardiovascular disease outcomes)
2. Improving patient experience in primary and preventative care (e.g., cancer screenings, management of chronic conditions, perinatal health, antiretroviral medication adherence among people with HIV)
3. Reduced cost of care
4. Advancing health equity (e.g. culturally and linguistically appropriate services, care coordination for marginalized communities, and access to and coverage of maternal health services)

IN THEIR OWN VOICE

“In Nicollet County (MN), our CHWs are imperative to making inroads to communities who might otherwise be hard-to-reach due to language barriers, documentation status, etc due to them representing the communities they serve. We have new community members in Nicollet County who are arriving from Guatemala and speak a subgroup of the Mayan family of languages. Many are experiencing a wide range of challenges including access to housing, healthcare, transportation, and childcare. Our CHWs have pre-existing rapport with the community and are able to meet with new arrivals and provide them with connections and resources.”

— Breanna Allen, Public Health Supervisor at Nicollet County Public Health

CHW Expertise

Lived experience and community connections are valuable assets that CHWs bring to public health agencies. CHW certification and training efforts, while beneficial for standardization and regulation, also raise concerns around career path accessibility, especially to underserved communities. When deciding whether to require certification, consider the funding and state requirements, provide a grace period and resources for the employee to obtain their certification (this shows that an LHD is invested in the employee and may increase retention). Education requirements can be another barrier and overlook the skills necessary to perform the job.¹² For example, Nicollet County (MN) noted that *“When posting the role, we do not require a CHW certification and anticipate providing on-the-job training/certification.”* Important values and attitudes can come from lived experiences. In 2021, [NACHW implemented the CHW survey](#) in which CHWs identified a list of 10 core values that they identified with (see list in Figure 2). The CHW Core Consensus Project ([C3 Project](#)) published a report which identified 11 CHW core competencies and skills (see the list in Figure 2). These skills and competencies can come from on-the-job training.

C3 Project CHW Skills and Competencies

- Communication Skills
- Interpersonal And Relationship-Building Skills
- Service Coordination and Navigation Skills
- Capacity Building Skills
- Advocacy Skills
- Education And Facilitation Skills
- Individual And Community Assessment Skills
- Outreach Skills
- Professional Skills and Conduct
- Evaluation And Research Skills
- Knowledge base

CHW Survey CHW Core Values

- Respect
- Integrity
- Equity
- Dignity
- Self-empowerment
- Self-determination
- Social justice
- Unity
- Empathy
- Trust

Figure 2. Examples of skills and qualifications.





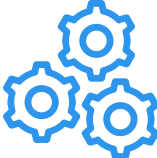

Behavior-based Interview Questions for CHWs

Behavior-based interview questions provide a more in-depth understanding of a candidate's capabilities and help health department managers make more informed decisions during the hiring process.

Behavior-based interview questions are specific to the job requirements and focus on past experiences to predict future job performance. Instead of asking hypothetical or general questions, behavior-based questions seek to understand how candidates have previously demonstrated certain skills, competencies, or behaviors in real-life situations.

The **STAR method (Situation, Task, Action, Result)** is often used in conjunction with behavior-based questions. Candidates are encouraged to describe the **Situation** or **Task**, explain the **Action** they took, and share the **Result** of their actions. These questions typically start with phrases like:

- Can you give me an example of a time when...
- Describe a situation where...
- Tell me about an instance when...

S	T	A	R
SITUATION	TASK	ACTION	RESULTS
			
What was the situation you faced?	What tasks were involved in that situation?	What actions did you take?	What were the results of those actions?

[Find out more about the STAR method here](#)

The next page features examples of behavior-based interview questions for Community Health Workers (CHWs) using the STAR method. When using these questions, encourage candidates to provide specific examples and details about their experiences. This will help to assess their skills, competencies, and ability to handle the challenges associated with the role of a Community Health Worker.

Behavior-based Interview Questions for CHWs

Community Engagement

Please give me an example of a time when you successfully engaged with a community to identify their health needs.

Cultural Competency

Describe a situation where you had to adapt your communication style to effectively interact with individuals from diverse cultural backgrounds.

Building Trust

Share an example of how you built trust with a client or community member who initially seemed hesitant to engage with health services.

Health Education

Please provide an instance where you developed and delivered a health education program that had a positive impact on the community's understanding of a specific health issue.

Collaboration with Stakeholders

Describe a situation in which you collaborated with other healthcare professionals, community organizations, or local agencies to address a public health concern.

Conflict Resolution

Share an example of a conflict or disagreement you encountered while working with a client or within a community, and how you resolved it to maintain positive relationships.

Advocacy and Empowerment

Can you provide an instance where you advocated for the health and well-being of an individual or community, empowering them to take control of their health outcomes?

Case Management

Describe a specific case where you efficiently managed the care of a client with complex health needs, ensuring they received the necessary support and resources.



Strategies for Reviewing CHW Candidates

When creating a review committee, consider these recommendations:

Prioritize skills

Prioritize demonstrated skills and job competency rather than education level

Accommodate

Provide appropriate accommodations as needed

Biases

Understand one's own biases^{7, 24}

In developing an equity lens and commitment to diversity, LHDs can be:

Diversity Focused

Establish a diverse panel of staff and backgrounds

Inclusive

Write culturally inclusive interview questions to obtain employees that align with LHD values²⁴

Versatile

Honor multilingual skills that will be used on the job²⁵

Figure 3. Recommendations in creating a review committee and developing an equity lens.

In the field, ideal CHWs exhibit cultural knowledge and soft skills.²⁶ LHD leadership should recognize the unique role of CHWs to fully appreciate their abilities. Such understanding encourages leadership to prioritize skills over education and continue to increase awareness around CHWs' roles.

On the following pages, we provide 2 tools: The CHW Persona-Based Recruiting Tool and CHW Skill-Based Assessment Template.

The CHW Persona-Based Recruiting Tool is designed to help public health departments identify their ideal candidate. This tool teaches LHDs how to utilize personas for marketing and hiring, and the benefits of utilizing a persona for targeted recruiting efforts. This tool is two pages. The first page features a completed persona (demographics, values, circle of influence, hobbies and interests, and goals). The second page is a blank template for public health departments to fill out for themselves.

The CHW Skill-Based Assessment Template is a tool designed to help LHDs evaluate CHW candidates' skills and experience, rather than relying solely on resumes and cover letters. This tool is a checklist that LHDs should use when assessing interviewees during interviews.



CHW Persona-Based Recruiting Example



DEMOGRAPHICS

- High school diploma
- 3+ years of working experience
- In search of a full-time position
- \$22 hourly is acceptable

VALUES

- Integrity
- Philanthropy
- Diversity, Equity, and Inclusion
- Autonomy
- Adventure

CIRCLE OF INFLUENCE

- Family
- Peers
- Social Media (Instagram, LinkedIn, Tik Tok)

HOBBIES & INTERESTS

- Likes trying new things
- Spend quality time with family
- Giving back to the community
- Add new experiences and professional friends

GOALS

- Explore career options through volunteering, internships and fellowships
- Obtain a public health role that aligns with career interests
- Obtain public health-related certifications to increase job opportunities and salary

What is a persona?

A persona is a detailed, semi-fictional representation of your intended candidate that is informed by qualitative and quantitative data. In the context of hiring, it is unique to the position, goals, or type of service offered to the community.

Why use one?

Using a persona for marketing a job opening allows organizations to create targeted and personalized recruitment strategies so they can hire the right CHW the first time.

How to develop a persona?

1. Conduct research
2. Ask the right questions
3. Consider the CHW's interest, goals, motivations, values and circles of influence
4. Map the persona to your program or department

How to use a persona:

1. Craft a job advertisement and messaging that resonates with the intended persona
2. Craft job description language and benefits that align with the persona's preferences.
3. Strategically distribute job openings on platforms frequented by the persona
4. Tailor interactions to match the persona's preferences from initial contact to the interview process and beyond.
5. Use in an employee referral program so staff can easily recognize individuals who fit the persona, leading to higher-quality referrals.

Benefits of using a persona for CHW recruiting efforts?

1. Extensive research is conducted to identify qualified candidates
2. Results in tailored communications and targeted marketing (online & in-person)
3. Creates a visualization of findings
4. Supports a higher retention rates of CHWs by choosing the right applicant
5. Improved community health outcomes

Funding for this initiative is supported by the Centers for Disease Control and Prevention (CDC) under award 6 NU38OT000306-04-02 entitled National Initiative to Address COVID-19 Health Disparities Among Populations at High-Risk and Underserved, Including Racial and Ethnic Minority Populations and Rural Communities.

CHW Persona-Based Recruiting Template



DEMOGRAPHICS

VALUES

CIRCLE OF
INFLUENCE

HOBBIES & INTERESTS

GOALS

What is a persona?

A persona is a detailed, semi-fictional representation of your intended candidate that is informed by qualitative and quantitative data. In the context of hiring, it is unique to the position, goals, or type of service offered to the community.

Why use one?

Using a persona for marketing a job opening allows organizations to create targeted and personalized recruitment strategies so they can hire the right CHW the first time.

How to develop a persona?

1. Conduct research
2. Ask the right questions
3. Consider the CHW's interest, goals, motivations, values and circles of influence
4. Map the persona to your program or department

How to use a persona:

1. Craft a job advertisement and messaging that resonates with the intended persona
2. Craft job description language and benefits that align with the persona's preferences.
3. Strategically distribute job openings on platforms frequented by the persona
4. Tailor interactions to match the persona's preferences from initial contact to the interview process and beyond.
5. Use in an employee referral program so staff can easily recognize individuals who fit the persona, leading to higher-quality referrals.

Benefits of using a persona for CHW recruiting efforts?

1. Extensive research is conducted to identify qualified candidates
2. Results in tailored communications and targeted marketing (online & in-person)
3. Creates a visualization of findings
4. Supports a higher retention rates of CHWs by choosing the right applicant
5. Improved community health outcomes

Funding for this initiative is supported by the Centers for Disease Control and Prevention (CDC) under award 6 NU38OT000306-04-02 entitled National Initiative to Address COVID-19 Health Disparities Among Populations at High-Risk and Underserved, Including Racial and Ethnic Minority Populations and Rural Communities.

CHW Skill-Based Assessment Template

INTERVIEWEE NAME		INTERVIEW DATE	
JOB TITLE		SUPERVISOR	

DEFINE PURPOSE AND COMMUNICATE EXPECTATIONS

- Clearly communicate the purpose of the skill-based assessment to the candidate.
- Provide a brief overview of the task or scenario and explain how it relates to the job
- Ensure the CHW candidate understands the situation, scenario, or task at hand and what is required for them to do

PRESENT THE TASK OR SCENARIO

- Clearly present the task or scenario to the candidate. Include relevant details and any necessary background information.
- Specify the desired outcome or expectations for the completion of the task.
- Ensure the CHW candidate understands the situation, scenario, or task at hand and what is required for them to do
- If applicable, provide candidates with a reasonable amount of time to prepare for the task. This allows them to gather their thoughts and plan their approach.

OBSERVE AND EVALUATE

- As candidates perform the task or engage with the scenario, observe their actions, decision-making, and application of relevant skills.
- Take note of any unique approaches, problem-solving abilities, and adaptability.
- If the task involves interaction or communication, encourage candidates to verbalize their thought process. This provides insights into their communication skills.

EVALUATE ADAPTABILITY TO CHALLENGES

- If possible, introduce unexpected elements or challenges during the assessment to evaluate candidates' adaptability and problem-solving skills.

PROVIDE FEEDBACK AFTER DEMONSTRATION

- After the completion of the task, offer constructive feedback. Highlight strengths and areas for improvement.
- Encourage candidates to reflect on their performance and provide their own insights, discussing what went well and areas for improvement.

ASSESS CULTURAL COMPETENCY

- If relevant to the role, assess candidates' cultural competency in how they approach the task or interact in diverse scenarios.

EVALUATE OVERALL PERFORMANCE

- Document your observations and specific examples of the candidate's performance during the skill-based assessment.
- Consider the candidate's overall performance, including their ability to apply skills, handle challenges, and communicate effectively.
- Use a scoring rubric and evaluation criteria to ensure consistency in the assessment process.
- Use qualitative assessment to gauge performance.
- Based on your observations, evaluate the candidate's suitability for the role and their alignment with the required skills and competencies.

DOCUMENT OBSERVATIONS AND RESULTS

- Document the results of the skill-based assessment, including any notes, feedback, and the final evaluation.
- Use this information to inform the overall hiring decision.



Diversity Among CHWs

When hiring Black, Indigenous, and people of color (BIPOC) CHWs, it is important to understand that the hiring manager plays a major role in hiring candidates.¹⁴ Organizations who have a hiring manager who is from the BIPOC community are more likely to hire someone from that community, which can be an important factor in CHW recruitment and retention.¹⁴ In addition to hiring BIPOC individuals, hiring a person from the disabled community is significant as well. People with disabilities can provide unique abilities to enhance workforce diversity, productivity, and innovation. Past experiences working with people with disabilities and knowledge/training such as the American Association of People with Disability are some hiring practices LHDs can use to include people with disabilities.

Hiring best practices:

- Focusing on the applicant's ability to fulfill job responsibilities and not their physical appearance or personality
- Increasing their own knowledge of current DEI hiring practices
- Emphasizing attributes such as racial background, ethnicity, and gender to avoid assumptions which could exclude certain attributes¹⁵



CHW Inclusive Job Description Assessment

The CHW Inclusive Job Description Assessment will assist hiring managers in local health departments to ensure that CHW job description postings consider inclusive hiring practices before they are posted. Organizations should customize this tool based on your organization's specific needs and practices:

Inclusive Hiring Practices to Consider:

- Avoid gendered language like “he” or “she”. Instead use gender neutral terms such as “they” or “them” to be inclusive.
- Use inclusive language that is respectful and inclusive of different races, ethnicities, religions, ages, and sexual orientation. Identity first language: Person with XXX, not XXX person.
- Avoid biased language by using language that does not imply bias or discrimination against any particular group or individual.
- Highlight the organization’s commitment to diversity. For example, mention your diversity and inclusion initiatives, employee resource groups, or partnerships with organizations that promote diversity.
- Seek feedback from diverse employees or members of underrepresented communities to review job postings before they are posted and ensure they are inclusive and welcoming.

How to Complete the Assessment:

Hiring managers and Human Resource staff should rate the eight categories on a scale of 1-5 (1: Unsatisfactory, 5: Excellent). The rating and scoring guide helps to assess the degree of inclusive hiring practices and provides a clear indication of their strengths and areas for improvement. After rating, the score should be tallied for a total rating score.

- 8-16: Considerable room for improvement with areas to focus on
- 17-34: Moderate degree of inclusive hiring practices with areas for refinement
- 35-40: High degree of inclusive hiring practices which indicates the job description is ready to be posted.

CHW Inclusive Job Description Assessment

	Rating
Job Title <ul style="list-style-type: none"> Does the job title accurately reflect the role without using exclusive terms? (e.g., avoid gender-specific titles) 	
Responsibilities <ul style="list-style-type: none"> Are the listed responsibilities clear, concise, and relevant to the role? Is the language inclusive and free from bias, ensuring it resonates with candidates from various backgrounds? (Bias can include age, education, disability, cultural bias, language bias, implicit bias) 	
Qualifications <ul style="list-style-type: none"> Are the qualifications necessary for the role, avoiding unnecessary or exclusionary requirements like "X # of years experience in X?" Is the language used to describe qualifications neutral and does not unintentionally favor one group over another? 	
Diversity, Equity, and Inclusion (DEI) Statement <ul style="list-style-type: none"> Does the job description include a DEI statement, emphasizing the organization's commitment to diversity and inclusion? Is the statement authentic and aligned with the organization's values? 	
Language Clarity <ul style="list-style-type: none"> Is the overall language clear and easily understandable to a diverse audience? Are technical terms explained, and industry jargon minimized? 	
Salary and Benefits <ul style="list-style-type: none"> Is the compensation and benefits information transparent and competitive? Does it reflect the organization's commitment to fair and equitable compensation? 	
Application Process <ul style="list-style-type: none"> Is the application process accessible to candidates with disabilities? <ul style="list-style-type: none"> Online applications adhere to accessibility standards. Are alternative application methods provided to accommodate diverse needs? <ul style="list-style-type: none"> Applications can be emailed or mailed, available in different languages, and can be submitted in Braille or large print documents. 	
Review for Unintended Bias <ul style="list-style-type: none"> Review the entire job description for unintentional bias or assumptions. Seeking input from diverse team members to identify potential blind spots. 	
Total Rating Score	<hr style="border: 1px dashed red;"/>

CHW Recruitment Strategies

Outreach

Recruitment is crucial for finding quality candidates. Below are some marketing strategies to consider:¹⁷⁻¹⁹

- Targeted community-specific channels or listservs
- Email subscriptions to organizations and newsletters
- Word of mouth to individual networks
- Posting/advertising job positions: Community gatherings, social media, highly visited community locations (e.g., barbershops), job boards
- CHW associations (See [How CHW Associations Can Support CHWs](#) and [Appendix B: CHW State Associations](#) for more information on associations)
- Faith-based organizations

Job Description

Incorporating certain elements into the job descriptions not only attracts a broader range of candidates but also promotes a more inclusive, innovative, and successful work environment. Below are things to consider when creating job descriptions:

- Be intentional and clear^{18, 20, 21}
- Provide multilingual or community-specific flyers and documents^{17, 22}
- CHW-specific job tasks
- Specifying the type of skills needed
 - Being able to work in a diverse work environment
 - Able to analyze the situation and problem solve
- Provide a paragraph about the organization's commitment to diversity^{17, 23}

IN THEIR OWN VOICE

“Partnering with local organizations (e.g., churches, schools, community centers) and community leaders (e.g., city council members, CHW Alliance) can be a great way to promote your organization and recruit CHWs. These organizations and leaders often have established relationships with community members and can help spread the word about your open CHW positions.”

— Angela Fields, Associate Executive Director at Minnesota CHW Alliance



10 Ways to Expand Your CHW Recruiting Efforts

Developing effective CHW recruiting methods is crucial for reaching a diverse and qualified pool of candidates. Below are some strategies to consider. Customize these strategies based on the unique needs and demographics of your target communities.

By using a combination of these methods, you can enhance your CHW recruiting efforts and build a diverse and talented workforce.

1. Collaborate with Community Organizations

CHWs come from the *community*. Build partnerships with local community organizations, nonprofits, and advocacy groups.

2. Outreach to Marginalized Communities

Develop intentional and targeted outreach strategies. Utilize culturally competent messaging and channels that resonate with marginalized communities.

3. Attend Community Events

Community events, health fairs, and workshops provide a way an opportunity to share information about CHW roles and recruit on-site.

4. Utilize Social Media Platforms

Create engaging and relevant content that highlights the impact of CHWs. Utilize targeted advertising to reach specific demographics.

5. Network with Educational Institutions

Attend career fairs, provide informational sessions, and establish internship programs to connect with potential CHWs.

6. Cultural Competency and Implicit Bias Training

Provide cultural competency training and implicit bias training for recruiters and hiring managers to ensure sensitivity and awareness when engaging with diverse candidates.

7. Highlight Career Advancement Opportunities

Clearly communicate career advancement pathways within the organization. This can attract candidates who are looking for opportunities for professional growth and development.

8. Engage with Professional Associations

Connect with national or state level CHW associations. Attend conferences and engage with association members to increase visibility and credibility.

9. Showcase Impactful Work

Share success stories and the impact of CHWs in your organization. Use testimonials and case studies to showcase the meaningful contributions of CHWs.

10. Use job boards and recruitment websites

Reach out to a variety of sources, such as DEI organizations, minority job boards, and professional associations that target BIPOC communities and professionals.



CHW Salary and Funding

CHWs can be full or part-time staff and the pay varies as some CHWs are paid hourly, while others are salary.²⁷⁻³⁰ National Association of Community Health Workers (NACCHW) recommends paying CHWs a thriving wage, which will usually consist of a baseline of \$25 an hour or higher.²⁸ However, as of 2024, CHWs average hourly rate is only \$21.34 - \$22.12.^{27, 28, 30}

COMPETENCY BASED PAY SYSTEM

We recommend LHDs set CHW salaries using a competency-based pay system (CBPS) based on lived experience.³¹ CBPS emphasizes skill enhancement, rewarding skills that are continuously developed. CBPS reinforces a culture of continuous improvements to be more productive.

FUNDING

In terms of funding, the majority of CHW positions are grant-funded, which creates sustainability issues.³² A way to sustain funding into the work of CHWs is incorporating their positions in reimbursement through Medicaid/Medicare, community based organization contracts, or braided funding (using multiple funding sources, such as grants ending a different times, for more consistent funding).^{3, 32-36} LHDs can assess their organization's funding and plan with leadership on how to sustain CHWs with the figure below.

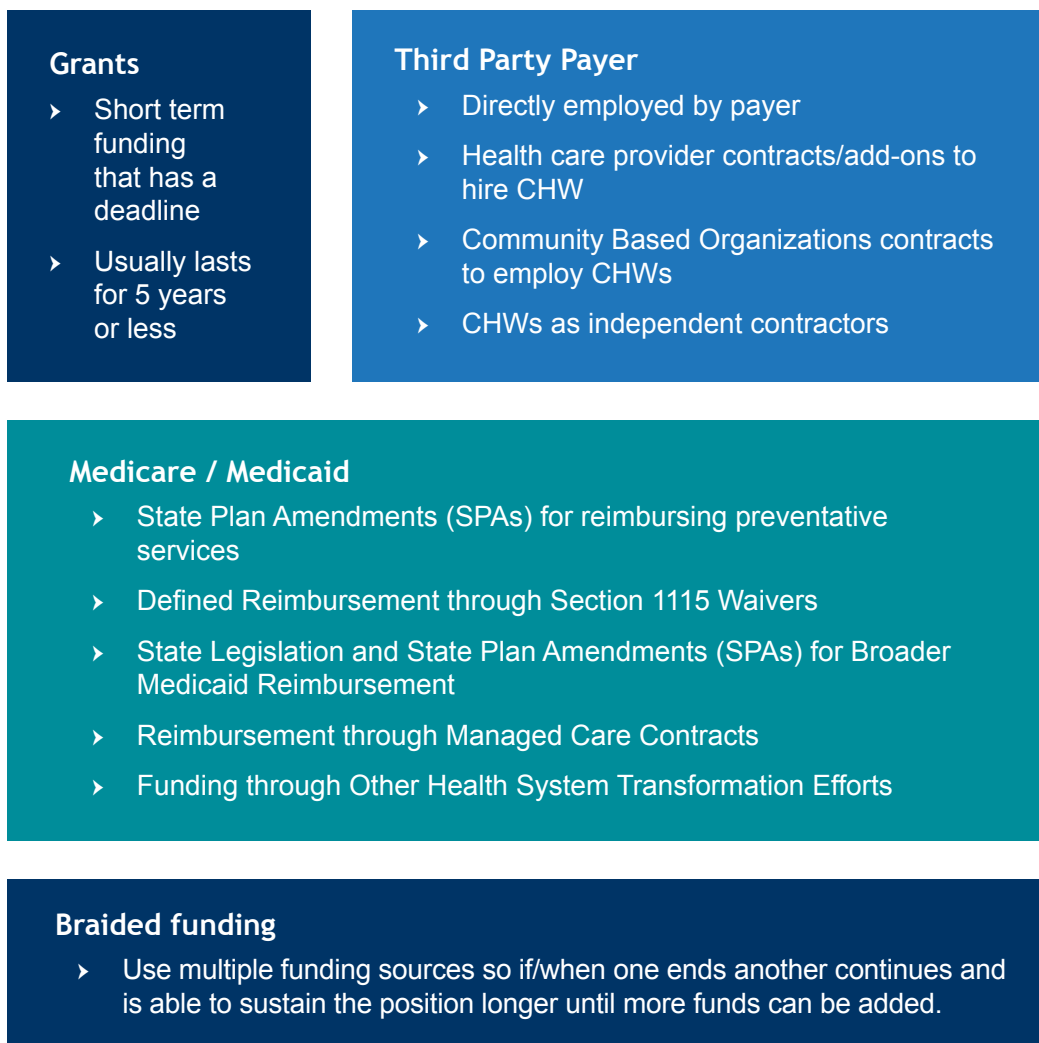


Figure 4. Different Funding Sources for CHWs.



Improving the CHW Hiring Process ^{7, 12, 14, 25, 36}

Things to consider

- Reduce assumptions and bias.
- Skills and competencies over education.
- Focus on job requirements.
- Provide appropriate accommodations.
- Understand one's own biases.
- Involve CHWs in interviews.

Equity lens

- Have a diverse hiring panel.
- Write appropriate interview questions that apply to the role.
- Disclose salary ranges.
- Honor and compensate multilingual skills.

Potential interview questions

- What is your personal connection to the community we serve?
- What does it mean or represent to you?
- Why is it important to you to work with this population?
- What experience do you have that is relevant to the position of Community Health Worker?
- What unique perspective do you bring to this work?

Figure 5. Things to consider, equity lens, and potential interview questions.

Here are 5 resources to improve the hiring process:

1. [7 Examples of Inclusive Job Descriptions | Ongig Blog](#)
2. [Hiring Community Health Workers: Everything You Need to Know - Community Health Worker Training \(chwtraining.org\)](#)
3. [7 Practical Ways to Reduce Bias in Your Hiring Process \(hbr.org\)](#)
4. [How to Take the Bias Out of Interviews \(hbr.org\)](#)
5. [sussex.ac.uk/webteam/gateway/file.php?name=gendered-wording-in-job-adverts.pdf&site=7](#)



Organizational Hiring Assessment

This tool is designed to help local health departments reach a wider pool of qualified CHW candidates and improve their chances of finding the right CHW for open positions. This assessment should be completed by a Hiring Manager or the Human Resource department to assess areas of strength and areas where more improvement is needed.

Strategies	No	Somewhat	Yes
My organization has evaluated our CHW job postings to ensure inclusive hiring practices.			
My organization has expanded our recruiting efforts to include at least 5 of the 10 recommended recruiting strategies. See "10 Ways to Expand Your CHW Recruiting Efforts".			
My organization has developed a CHW persona for hiring and recruiting purposes.			
My organization uses behavior-based interviewing questions to assess candidates' capabilities and make more informed decisions during the hiring process.			
My organization uses skills-based assessments during the interview process to evaluate candidates' skills and experience, rather than relying solely on resumes and cover letters.			
My organization provides the recommended trainings that CHWs need to gain the necessary skills and knowledge to perform their job duties more effectively.			
My organization has developed a career ladder for CHWs establishing a structured path for career progression, professional development, and advancement within the organization.			

Comments:



Retention Strategies

Job security and benefits are significant for CHW applicants.³⁷ Below are some retention strategies to employ:

Benefits:

Provide competitive benefits like vacation time, sick leave, tuition assistance, and mileage reimbursement.¹⁵

Career Development:

Support skill development and training, promotion opportunities, employee empowerment, and reasonable caseloads promote a balanced and growing career.³⁸⁻⁴⁰

Commitment to Diversity:

Organizational commitment to diversity initiatives is critical through all processes of marketing, recruitment, hiring, and retaining.⁴¹

Leadership:

Organizations with diverse management and leadership are more likely to be productive.^{4, 42} For example, Nicollet County (MN) uses reflective practices to provide *“CHWs with a safe space for CHWs to process their client cases, recognize their own strengths and weaknesses, etc.”* — Breanna Allen, Public Health Supervisor Nicollet County Public Health

Inclusion:

Promote a balanced and growing career by providing CHWs with skill development and training, promotion opportunities, employee empowerment, and reasonable caseloads.^{43, 41}



CHW Training Tip Sheet



Recommendations for the type of training that CHWs need to gain the necessary skills and knowledge to perform their job duties more effectively.

On-the-Job Training or OJT

On-the-job training is a form of training provided at the workplace that provides hands-on experience of tools, techniques, software, materials, or equipment to train workers on a certain skill set, which they will use in day-to-day tasks. OJT will be different at different organizations. There are several types of OJT and they include:

- Coaching
- Mentoring
- Structured training
- Apprenticeships
- Job Rotations

Core Competency Training

The [C3 Project](#) proposes a single set of CHW roles and competencies for Community Health Workers regardless of work setting. These competencies include:

- Communication Skills
- Interpersonal and Relationship Building
- Service Coordination and Navigation Skills
- Capacity Building Skills
- Advocacy Skills
- Education and Facilitation Skills
- Individual and Community Assessment Skills
- Outreach Skills
- Professional Skills and Conduct Skills
- Evaluation and Research Skills
- Knowledge Based Skills

Specialized Training for Continuing Education

CHWs are most effective when they receive appropriate and comprehensive training that allows them to stay abreast of industry trends. Training should be **generalized (core competencies) and also specialized** to their role, job duties, and career aspirations. Examples include:

- Leadership and soft skills development
- Disease specific trainings
- Healthy equity and social determinants of health
- Substance abuse and addiction
- Mental health, trauma response, and trauma informed care
- Harm reduction

Recognition and Signs of Work Burnout

As a unique role, CHWs should be recognized for their efforts, rewarded, and encouraged to keep the great efforts going.⁴⁴

CHW supervisors can give positive feedback based on performance via:⁴⁵

- Award (gift cards), bonus, promotion/raise
- Verbal thank you that includes why they are valued
- Email thread to the entire department complementing them on their achievements
- Celebration to mark milestones or performance (goals)

When it comes to recognition and support, LHDs should also address burnout, which is relevant for retention of CHWs. Knowing signs of burnout can help prevent it. Figure 6 to the right shows [3 dimensions of burnout](#) identified by the Substance Abuse and Mental Health Services Administration. **Signs of burnout can occur from:**⁴⁶⁻⁵⁰

- Overload in workload
- Lack of care team integration, supervision support, training, and enforcement of DEI policies

Leadership and Support

Management and leadership are significant in providing CHWs with support. **For CHW supervisors, there should be a direct line of communication and support provided to their employees such as:**⁴⁰

- Recognize CHWs' roles as a valuable asset to the organization
- Set goals, provide feedback, and support personal barriers
- Facilitating mentorship, peer-to-peer support, and motivation to perform well in their role by scheduling time to check in how CHWs are doing (see callout box on the next page for a personal example from a CHW student).
- Provide a safe space for CHWs to share their concerns and issues
- Develop career ladders to promote leadership opportunities and career advancement

The Three Dimensions of Burnout



Figure 6. Signs of Burnout

Source: Substance Abuse and Mental Health Services Administration (2022). Addressing Burnout in the Behavioral Health Workforce Through Organizational Strategies.

IN THEIR OWN VOICE

"In 2019, a group of expert CHWs in South Carolina (SC), who had been chosen as statewide CHW Ambassadors, identified lack of career ladders as a major issue impacting their workforce. They compiled the challenges and potential solutions, added input from CHW supervisors, and moved forward in partnership with the SC CHW Association (SCCHWA) and the Center for Community Health Alignment, drafting examples of tiered CHW job descriptions and proposing multiple levels of CHW certification. The South Carolina CHW Credentialing Council (SCCHWCC), comprised of 51% CHWs, is the statewide approving body for CHW training programs, certification, and continuing education. The SCCHWCC supported the proposal for tiered certification levels, and determined that additional CHW education, experience and CHW leadership were the factors that would qualify for tier advancement, making SC the first state to have a statewide tiered certification system. The three-tiered certification was launched in January 2023 whereby CHWs can apply to the SCCHWCC to be certified as CHW-I, II or III. The SCCHWA has been educating employers to encourage adoption of the tiered levels into their HR systems, along with increases in salaries, benefits and opportunities. SCCHWA is also partnering with the state health department, which is working to incorporate the CHW title into their official HR classification system, along with the advanced-level tiers. Once the state health department incorporates the tiered classification system, local health departments will be able to post CHW jobs and commensurate salaries that align with specific roles and expertise needed. For example, a CHW-II outreach position could be posted at an LHD that needed a community outreach program for an infectious disease outbreak for an experienced CHW with at least 5 years in the field. Additionally, a CHW Manager position could be posted that requires a CHW-III level certification and that would offer a higher salary and related benefits for a leadership-level position. Similarly, as a CHW gains more experience, training and leadership development, they could be eligible to gain additional certification levels and promotions within the LHD."

— Julie Smithwick, Executive Director Center for Community Health Alignment

IN THEIR OWN VOICE

"As a CHW certificate student, I have accessed many opportunities to learn with my peers through the MNCHWA. I participate in the CHW Learning Circle virtual meetings, which opens up chances to meet CHWs working in the field. Moreover, the Learning Circles offer more real-life learning about what is happening right now and how CHWs are impacted (see Appendix C for outline on the replicable CHW Learning Circle). Overall, these interactions have helped me become a peer to the CHW workforce and helped me feel connected. For me this has been vital because: I live in a rural part of the state, attend school online, didn't know any CHWs prior to my schooling and most people I know don't know what a CHW is or does. I am now confident that I will be able to find work as a CHW in my community because of these connections and the opportunities created by the work of the MNCHWA."

— Sarah Johnson Malchow, CHW student

LHDS CAN SUPPORT CHWS BY:⁴⁰

- Cultivating an environment where CHWs can support each other and build teams which could be assigning team members as accountability partners
- Facilitating mentorship, peer-to-peer support, and motivation to perform well in their role by scheduling time to check in how CHWs are doing
- Helping CHWs set healthy boundaries to ensure they prevent burnout by having a checklist of things that are working and not working and how to go about addressing those challenges
- Develop career ladders to promote leadership opportunities and career advancement



CHW Career Ladder

A structured path for career progression, professional development, and advancement within the organization.

Community Health Worker I

Entry-level position responsible for providing direct support to community members, conducting outreach activities, and assisting with health education initiatives. This role involves building rapport with individuals and families, conducting basic health assessments, and connecting community members to relevant health resources.



Community Health Worker II

A more advanced position that involves increased responsibilities in community engagement and program coordination and plays a key role in organizing community events, leading workshops, and coordinating outreach teams. This position may involve mentoring and providing guidance to entry-level CHWs.



Community Health Specialist

This position is a leadership role that involves developing and implementing targeted health interventions, leading community health projects, collaborating with external stakeholders, designing and evaluating health programs, conducting needs assessments, and providing advanced support to community members.



Program Manager

This position represents the highest level of expertise in community health and assumes a leadership role in program management. CHW IV is responsible for overseeing the planning, implementation, and evaluation of comprehensive community health initiatives. This role involves managing a team of CHWs, collaborating with health professionals, and leading strategic efforts to address community health needs. CHW IV actively engages in policy advocacy, program development, and contributes to the organization's overall health strategy.



Develop a Career Ladder

- Define career levels
- Establish qualification criteria
- Create training and development programs
- Provide professional development opportunities
- Implement mentorship programs
- Seek input from Community Health Workers

Funding for this initiative is supported by the Centers for Disease Control and Prevention (CDC) under award 6 NU38OT000306-04-02 entitled National Initiative to Address COVID-19 Health Disparities Among Populations at High-Risk and Underserved, Including Racial and Ethnic Minority Populations and Rural Communities.



How CHW Associations Can Support CHWs

"CHW associations have formed at state, regional, and national levels to represent and support the CHW workforce through professional support, connections, and a sense of professional identity for the workforce. Developing meaningful partnerships with state/national [CHW associations/networks/Coalitions](#) (e.g., [Minnesota CHW Alliance](#), [National Association of CHWs](#)) can be a powerful resource for state leaders looking to improve community health through expanding community-level access to care, services, and support.

CHW associations create awareness of the CHW role and profession across settings (e.g., healthcare, public health, communities, schools, etc.) and stakeholders including employers, community organizations, policy makers, and researchers. They advocate for CHW policy, payment, professional education, and workforce development. Some CHW associations are also involved in development of CHW training curriculum and/or collecting and reporting on statewide data related to the CHW workforce, interventions, common indicators, and outcomes, etc. Many CHW associations also host CHW focused [conferences](#), [webinars](#), and learning opportunities.

For CHW programs and allies, CHW associations play a key role in convening key stakeholder groups to create opportunities for networking, sharing successes, challenges, learning, and work on cross-cutting strategies or priorities. For example, CHW associations convene work groups specific to CHW program supervisors/administrators, CHW educators, CHWs, or policy and payment. They keep key stakeholders abreast on the emerging pieces of the profession: For example, [NACHW has focused recently 's recent focus on Medicare reimbursement and CHWs occupation manual updates.](#)"

— Angela Fields, Associate Executive Director at Minnesota CHW Alliance

Below are examples of how the MNCHWA has helped LHDs support their CHWs

IN THEIR OWN VOICE

"As Minnesota increasingly looks for new ways to engage communities and support the CHW workforce, associations like the MNCHWA serves as a key partner in building and sustaining the CHW workforce as well as developing federal, state, and local policy impacting CHWs."

— Angela Fields, Associate Executive Director at Minnesota CHW Alliance

IN THEIR OWN VOICE

"A quarterly meeting for supervisors of CHW programs in Minnesota to gather and discuss issues common to working with and managing CHWs. They also invite speakers to share about their specific CHW programs. Because CHW work in Public Health is growing, it helps to hear how other departments and disciplines have incorporated CHWs into their organizations."

— Amalia Roberts, Public Health Supervisor at Dakota County Public Health Department

Conclusion

CHWs are essential to all public health organizations and a valuable component in bridging the gap between LHDs and communities. This toolkit provides LHDs with practices to improve recruitment, hiring, and retention of CHWs. When developing recruitment strategies, LHDs should be intentional when it comes to writing the job description, incorporating equity practices in the hiring process, and marketing to specific population channels. Retention strategies include making sure that CHWs are supported in their roles and are provided with opportunities for developing their skills and career advancement. Integrating inclusive processes around hiring practices and retention can help to grow and maintain a diverse CHW workforce that can meet the needs of the community and LHDs.



Appendix A: Other CHW Tools and Resources

TOOLS

[CWBA Playbook January 14 2021 \(nachw.org\)](#)

[CHW Model Toolkits | Community Health Alignment](#)

[Free Resources for CHWs | Umemba Health Academy](#)

[Workforce Development Resources | Umemba Health](#)

<https://nachw.org/wp-content/uploads/2022/09/NACHW-Toolkit-for-PH-Depts.pdf>

[Community Health Worker Toolkit 2016 \(state.mn.us\)](#)

[A Handbook for Enhancing CHW Programs - Management and Maintenance \(cdc.gov\)](#)

<https://www.bls.gov/ooh/community-and-social-service/community-health-workers.htm>

RESOURCES

[Community Health Workers | ASTHO](#)

[Community Health Workers \(apha.org\)](#)

<https://nashp.org/state-tracker/state-community-health-worker-policies/>

<https://nachw.org/>

[Envision Equity](#)

<https://www.c3project.org/>

<https://www.chwcre.org/>

<https://chwcentral.org/>

<https://chwtraining.org/>

[Community Health Worker Resources | CDC](#)

<https://www.milbank.org/publications/developing-sustainable-community-health-worker-career-paths/>

[Module 1: Introduction to Community Health Workers - RHHub Toolkit \(ruralhealthinfo.org\)](#)

<https://www.thecommunityguide.org/pages/community-health-workers.html>

<https://www.onetonline.org/link/summary/21-1094.00>

<https://www.nhlbi.nih.gov/health/educational/healthdisp/start-a-program.htm>

<https://familiesusa.org/community-health-worker-resources-from-families-usa/>

<https://tcchw.org/#partnerships>

<https://chwsolutions.com/>

[Pathways Community HUB Manual: A Guide to Identify and Address Risk Factors, Reduce Costs, and Improve Outcomes | Agency for Healthcare Research and Quality \(ahrq.gov\)](#)

<https://www.pchi-hub.org/>

[Impacting Health- A Minnesota Perspective on the Elements of Successful CHW Programs and Services.pdf](#)

[Hiring Practices That Support State Integration of Community Health Workers \(astho.org\)](#)

[Supervision Strategies and CHW Effectiveness in Health Care Settings. \(nachw.org\)](#)

[Critical-Inputs-for-Successful-CHW-Programs_White-Paper_November2021-2.pdf \(ncqa.org\)](#)

[Successful Supervision with Community Health Workers \(centerforhealthimpact.org\)](#)



Appendix B: CHW Associations

Alabama	Connection Link
Alaska	Alaska Community Health Aide Program
Arizona	Arizona Community Health Workers Association
Arkansas	Arkansas Community Health Worker Association
California	El Sol Neighborhood Education Center Vision y Compromiso California Community Health Worker Community of Practice Transitions Clinic Network (based in San Francisco, CA but work with CHWs nationally)
Colorado	The Alliance of Colorado Community Health Workers, Patient Navigators and Promotores de Salud
Connecticut	Community Health Workers Association of CT
District of Columbia	Community Health Worker Professional Association of the District of Columbia
Florida	Florida CHW Coalition, Inc. Donaldson Edge Consulting, LLC
Hawai'i	Hawai'i CHW Network
Idaho	Idaho Department of Health and Welfare
Illinois	Illinois CHW Association
Indiana	Indiana Community Health Workers Association
Kansas	Kansas Community Health Worker Coalition KC Regional Community Health Worker Collaborative
Kentucky	Kentucky Association of Community Health Workers
Louisiana	Louisiana Community Health Outreach Network
Maine	Maine Mobile Health Program
Maryland	King County Promotores Network (KCPN)
Massachusetts	Massachusetts Association of Community Health Workers
Michigan	Michigan Community Health Worker Alliance The Rural Community Health Worker Network
Minnesota	Minnesota Community Health Worker Alliance



Mississippi	Community Health Center Association of Mississippi
Missouri	Community Health Workers Association of Missouri KCRegionalCommunity Health Worker Collaborative New Hampshire North Country Health Consortium
New Mexico	New Mexico and Southern Colorado Community Health New Mexico Community Health Worker Association
New York	Community Health Worker Network of NYC Community Health Workers Association of Rochester, Inc. (CHWAR)
North Carolina	North Carolina Community Health Worker Association
Ohio	Greater Cleveland Community Health Workers Association Ohio Community Health Worker Association
Oklahoma	Oklahoma Public Health Association's CHW Section Oklahoma CHW Coalition
Oregon	Oregon Community Health Workers Association
Pennsylvania	Pennsylvania Community Health Worker Collaborative
Rhode Island	Community Health Worker Association of Rhode Island(CHWARI)
South Carolina	South Carolina Community Health Worker Association
South Dakota	Community Health Worker Collaborative of South Dakota
Tennessee	MVH Community Health Worker Collaborative Our History - TNCHWA
Texas	Dia de la Mujer Latina Health Promotores Network Paso del Norte Region/Red de Promotores de Salud Región Paso del Norte San Antonio Community Health Workers Association Texas Gulf Coast CHW/Promotores Association West Texas Community Health Worker/Promotores Association Texas Association of Promotores and Community Health
Utah	Utah Community Health Workers Association
Virginia	Virginia Community Health Workers Association
Washington	Public Health Chwcmr Washington (chwcoalition.org)
Wisconsin	Wisconsin CHW Network



Appendix C: MNCHW Learning Circle

Community Health Worker(CHW) Learning Circle: CHW Peer Support

The Minnesota Community Health Worker Alliance (MNCHWA) Learning Circle is a peer learning circle meeting held the first Wednesday of each month from 3–4:30pm remotely. It is open to all CHWs and provided free of charge by The Alliance.

Mission: The mission of the CHW Learning Circle mission is to provide an avenue for CHWs to connect, learn and tap into one another's knowledge through discussion. The MNCHWA Learning Circle is hosted the MNCHWA which lays out a platform of clear organizational goals and objectives for the advancement of all those in the CHW profession.

Vision: The MNCHWA Learning Circle vision is to create a workforce that encompasses the voice of those in the CHW profession and support our vision of Nothing About Us !!!! Without Us!!!!

Purpose: The CHW Circle is a monthly capacity building event for CHWs, facilitated by CHWs. At the Circle, CHWs learn with their peers and explore issues in the field. The Circle provides an environment in which CHWs can share successes and concerns and gain the perspective of their peers. CHWs work in multiple environments and enjoy getting together and learning with others who may work in a different setting. Guest speakers provide training from experts on current issues in healthcare and the field.

Guiding Principle: The Learning Circle supports our vision Nothing About Us !!!! Without Us!!!!

Leader: MNCHWA Associate Executive Director Angela Fields, CHW facilitates the MNCHWA Learning Circle and Peer on Peer and educational activities.

MNCHWA Learning Circle Objective:

We understand that each organization faces unique challenges, which is why our discussion sessions focus on the core needs all CHWs need to be successful in their role. We explore strategies to increase the effectiveness of CHWs, provide knowledge around the impact on health, and examine the ethical considerations inherent to the CHW role. The circle content covers topics such as:

- Scope of practice and the various roles CHWs can play in an organization or team.
- Core professional skills and CHW character development training.
- Workforce development and engagement options.
- Health trends and topics
- Health education and health techniques and for various populations.



Minnesota Community Health Worker Alliance
2901 Metro Drive #400, Bloomington, MN 55425
www.mnchwalliance.org



References

1. American Public Health Association. Community health workers. Available at: <https://www.apha.org/apha-communities/member-sections/community-health-workers>. Accessed August 15, 2023.
2. Kirkland C, Dill JS, Karnik H. Retention of Community Health Workers in the Public Health Workforce: Public Health Workforce Interests and Needs Survey, 2017 and 2021. *American Journal of Public Health*. 2024;114(1):44-47.
3. Burdick S, Alvarez Valle C, Tupola O. *Investing in community health workers in Utah report 2021* 2021.
4. Brooks B, Davis S, Frank-Lightfoot L, Kulbok P, Poree S, Sgarlata L. *Building a community health worker program: The key to better care, better outcomes, & lower costs* 2018.
5. Prevention CfDca. Community Health Worker Resources. Available at: <https://www.cdc.gov/chronicdisease/center/community-health-worker-resources.html#:~:text=CHWs%2C%20who%20might%20be%20known,%2C%20peer%20mentors%2C%20peer%20navigators>. Accessed March 15, 2023.
6. Explorehealthcareers.org. Community health worker. Available at: <https://explorehealthcareers.org/career/allied-health-professions/community-health-worker/>. Accessed August 15, 2023.
7. Fuller J, Langer C, Sigelman M. Skills-based hiring is on the rise. *Harvard Business Review*. Available at: <https://hbr.org/2022/02/skills-based-hiring-is-on-the-rise>. Accessed August 15, 2023.
8. George C, Kolawole O. Battling Burnout: Self-Care And Organizational Tools To Increase Community Health Worker Retention And Satisfaction. Available at: <https://healthleadsusa.org/resources/battling-burnout-self-care-and-organizational-tools-to-increase-community-health-worker-retention-and-satisfaction/>.
9. Chapman S, Schindel J, Miller J. *Supporting the integration of community health workers into health care teams in california*. Healthforce Center at UCSF 2017.
10. Centers for Disease Control and Prevention. Establishing powerful program partnerships. Available at: <https://www.cdc.gov/partners/partnering.html>. Accessed March 15, 2023.
11. Knowles M, Crowley AP, Vasan A, Kangovi S. Community Health Worker Integration with and Effectiveness in Health Care and Public Health in the United States. *Annu Rev Public Health*. Apr 3 2023;44:363-381.
12. University Health Services University of California Berkeley. *A toolkit for recruiting and hiring a more diverse workforce* 2013.
13. Malcarney M-B, Pittman P, Quigley L, Seller N, Horton K. *Community health workers: Health system integration, financing opportunities, and the evolving role of the community health worker in a post-health reform landscape* 2015.
14. Eliana. How to hire a community health worker – interview guide. Available at: <https://chwtraining.org/how-to-hire-a-community-health-worker-interview-guide/>. Accessed August 15, 2023.
15. Dejean JS. Synching the law to resolve the disconnection between awareness and action in legally mandated diversity hiring practices in higher education institutions *The Journal of Research Administration*. 2015;46(2):34-54.
16. The ASHA Leader. Businesses advised of untapped market in people with disabilities. Available at: <https://leader.pubs.asha.org/doi/10.1044/leader.NIB5.23072018.10>. Accessed August 15, 2023.
17. Minnesota Community Health Worker Alliance. *Community health worker roles in core local public health services* 2018.
18. MHP Salud. Tips for recruiting & hiring promotores(as) and community health workers as employees. Available at: <https://mhpsalud.org/tips-for-recruiting-and-hiring-community-health-workers-as-employees/>.
19. Washington State Department of Health. *Public health improvement partnership employee recruitment and retention plan* 2008.



20. Burke L. Best practices for diversity recruitment in the healthcare sector. *Myhealthtalent.com*. Accessed August 15, 2023.
21. American Psychological Association. *Inclusive language guidelines* 2021.
22. Pacific Southwest Mental Health Technology Transfer Center. *Strategies for advancing diversity, inclusion, and equity in the Pacific Southwest's (HHS Region 9) Mental Health Workforce* 2020.
23. Grossman C. How to promote diversity and inclusion in the workplace. Available at: <https://www.beekeeper.io/blog/5-ways-promote-workplace-diversity/>. Accessed August 15, 2023.
24. Albritton E. How states can fund community health workers through Medicaid to improve people's health, decrease costs, and reduce disparities. Available at: <https://familiesusa.org/resources/how-states-can-fund-community-health-workers-through-medicaid-to-improve-peoples-health-decrease-costs-and-reduce-disparities/>. Accessed August 15, 2023.
25. (MHTTC) PSMHTTC. *Strategies for Advancing Diversity, Inclusion, and Equity in the Pacific Southwest's (HHS Region 9) Mental Health Workforce* 2020.
26. Phalen J, Paradis R. How community health workers can reinvent health care delivery in the US. Available at: <https://www.healthaffairs.org.ezp1.lib.umn.edu/content/forefront/community-health-workers-can-reinvent-health-care-delivery-us>.
27. RaiseMe. Community health workers: Salary, career path, job outlook, education and more. Available at: <https://www.raise.me/careers/community-and-social-service/health-educators/community-health-workers/>. Accessed August 15, 2023.
28. Beckemier B, Dang W, Hetzler R, et al. *Recommendations On the Role and Future Directions of Community Health Workers in the Public Health Workforce*: National Coordinating Center for Public Health Training.
29. Workers NAOCH. Public Health Departments Contracting with Community-based Organizations to Implement Community Health Worker Programs.
30. Statistics USBoL. Occupational Outlook Handbook Community Health Workers. Available at: <https://www.bls.gov/ooh/community-and-social-service/community-health-workers.htm>. Accessed March 15, 2023.
31. Shimko D. Choosing a pay structure that works for your practice. *Fam Pract Manag*. 2007;7(2):30-34.
32. Hostetter M, Klein S. In Focus: Integrating community health workers into care teams. Available at: <https://www.commonwealthfund.org/publications/2015/dec/focus-integrating-community-health-workers-care-teams>.
33. Rheingans C, Lapedis J, Kieffer EC, Udow-Phillips M. Advancing the Profession and Sustainability of Community Health Workers. Available at: <https://chrt.org/publication/advancing-profession-sustainability-community-health-workers/>. Accessed March 15, 2023.
34. Alvillar M, Quinlan J, Rush CH, Dudley DJ. Recommendations for developing and sustaining community health workers. *J Health Care Poor Underserved*. Aug 2011;22(3):745-750.
35. Promotion NCfCDPaH. *States Implementing Community Health Worker Strategies*.
36. Albritton E. How States Can Fund Community Health Workers Through Medicaid to Improve People's Health, Decrease Costs, and Reduce Disparities. Available at: <https://familiesusa.org/resources/how-states-can-fund-community-health-workers-through-medicaid-to-improve-peoples-health-decrease-costs-and-reduce-disparities/>. Accessed March 15, 2023.
37. Council on Linkages Between Academia and Public Health Practice. *Recruitment and retention: What's influencing the decisions of public health workers?* 2016.
38. Francisco VT, Pendley R. Recruiting & Retaining Public Health Workers Recruiting & Retaining Public Health Workers – Lessons Learned from a Survey of Public Health Workers. *138th APHA Annual Conference*; 2010.
39. Center for Disease Control and Prevention. *A Handbook for enhancing CHW programs* n.d.



40. National Health Care for the Homeless Council. Supervision of CHWs a resource guide for HCH programs. Available at: <https://nhchc.org/research/publications/chws/supervision-of-chws/>. Accessed August 15, 2023.
41. ProvoCollege. The importance of diversity in healthcare & how to promote It diversity benefits healthcare organizations, workers, and patients. Available at: <https://www.provocollege.edu/blog/the-importance-of-diversity-in-healthcare-how-to-promote-it/>. Accessed August 15, 2023.
42. Aperian. Diversity Management: Prioritize Inclusion and Manage Diversity in the Workplace. Available at: <https://aperian.com/blog/diversity-management-prioritize-inclusion-and-manage-diversity-in-the-workplace/>. Accessed March 15, 2023.
43. Palmer-Wackerly AL, Chaidez V, Wayment C, Baker J, Adams A, Wheeler LA. Listening to the voices of community health workers: A multilevel, culture-centered approach to overcoming structural barriers in U.S. Latinx communities. *Qual Health Res*. Feb 2020;30(3):423-436.
44. Abelson J. Understanding the role of contextual influences on local health-care decision making: case study results from Ontario, *Canada*. *Soc Sci Med*. Sep 2001;53(6):777-793.
45. Win Network Detroit. Appreciating our community health workers. Available at: <https://www.winnetworkdetroit.org/blog/community-health-worker-appreciation/>.
46. The National Institute for Occupational Safety and Health (NIOSH). Module 2 Outline: What burnout is and is not. *Centers for Disease Control and Prevention*. Available at: <https://www.cdc.gov/niosh/learning/publichealthburnoutprevention/module-2/outline.html#print>. Accessed May 15, 2024.
47. Cleveland Clinic. What Is Burnout? Available at: <https://health.clevelandclinic.org/signs-of-burnout>.
48. Care IfQaEiH. Depression: Learn More – What is burnout? *National Center for Biotechnology Information*. Available at: <https://www.ncbi.nlm.nih.gov/books/NBK279286/>.
49. Hammer L, Alley L, Nelson J, MacDonald L. Supportive Leaders Drive Organizational Improvements and Employee Health and Well-Being. Available at: <https://blogs.cdc.gov/niosh-science-blog/2021/10/13/supportive-leaders/>.
50. National Institute for Occupational Safety and Health (NIOSH). Impact Wellbeing. Available at: <https://www.cdc.gov/niosh/impactwellbeing/>

