Virginia CHW Workforce Development Council Strategic Plan - July 2020-June 2022

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| **Goal 1:** Demonstrate increased awareness of Community Health Workers and programs **Objective 1:** The Development Council and its Committees will be active partners supporting CHW education, models, policies, and financing strategies |
| **Action Steps** | **Responsible Parties** | **Resources Needed Internal/External** | **Progress Indicated****At benchmark** | **Timeframe** | **Evidence of Improvement** | **Progress** |
| What you will need to do to implement the strategy | Who is or should be responsible for carrying out each action step | What resources are needed both internally and externally to complete each action step | How do you know that progress is being made on each action step | Date when you expect to begin and work toward completing each action step | The result of completing each action step |  |
| 1. Develop and/or identify existing educational materials about CHWs for healthcare providers/clinicians, insurance companies and other stakeholders
 | Committee on Policy and Communication (or workgroup of that Committee) | Time and effort to catalogue existing materials, identify gaps and synthesize material into final document(s) | Cumulative number of materials distributed and tabulation of queries from recipients of materials and disposition and follow-up of queries | February 2021 and ongoing | Development of a CHW “library” of materials identified or developed that can be used as a resource across multiple health care delivery systems and CBOs | Articles across a range of topics regarding CHWs (use of, educational opportunities, ROI, best practices, etc., are distributed regularly to the Council distribution list.United Healthcare, an insurance company awarded Urban Baby Beginnings in Richmond a three-year grant to train Maternal and Child Health CHWs focusing on CHWs who are POC. [Link to 2018 United Healthcare grant to New Orleans FQHC for CHWs](https://newsroom.uhc.com/community/community-health-workers-LA.html) |
| 1. Identify CHWs in VA through various media and outreach efforts including but not limited to surveys, social media, web site, meetings, Council newsletter, etc.
 | IPHI (Council website and newsletter), VA CHW Association (social media, Virginia Certification Board | 1. Time and effort
2. Certification list, membership list(s); meeting and conference registrations, etc.
3. Increase in contributions from Council members, stakeholders, CHW advocacy groups and sustained efforts via online and other information resources (i.e., surveys)
 | Distribution lists, clicks, visitors, distribution of VDH/IPHI survey (how many to CHWs and CHW programs) | December 1, 2020 and ongoing | Increase in number of identified CHWs (requires benchmark survey plus second survey) with information shared and available across organizations  | Council distribution list has increased from 97 to 117 (Dec. 2021)13 monthly newsletters (June 2020 – Dec 2021)Assisted VDH in distributing CHW Survey in February 2021 – Survey was sent to over 1,000 email addresses – 201 completions and 297 partial completions |
| 1. Increase membership in the CHW Association
 | IPHI, VA CHW Association, Council members | 1. Outreach time and effort
2. Survey identifying CHWs
3. Identifying CHWs attending meetings, programs, webinars, etc.
 | Membership in CHW Association as of September 1, 2020 | Ongoing through June 2022 | Membership growth from benchmark of September 1, 2020  |  |
| 1. Identify specific health care providers/clinicians and insurance companies to be educated regarding the role and benefits of CHWs in those organizations
 | Committee on Policy and Communication (or workgroup of that Committee) | Development Council asked to identify appropriate persons within professional societies and other clinician groups and persons within third-party payer organizations | Convening resource persons and compilation of list of targeted audiences | March 1, 2020 and ongoing | 1. Number and type of providers and persons affiliated with third-party payers who have received educational materials
2. Number of solicitations or inquiries for additional information from targeted audience about the role of CHWs
 | Virginia DMAS representatives have been consistent participants in Council meetings and in the preparation of the CHWs for Healthy Virginia grant submissionTen (10) Virginia Pharmacies participated in the Pharmacy Technician – CHW training model with a total of 12 completers.  |
| 1. Educate 3rd party payers about CHW roles with goal of having CHWs financed through insurance plans
 | Development Council’s Committee on Policy and Communications and Committee on Financing, Measurement and Evaluation | Resource materials specifically developed for 3rd party payers that incorporate recommendations from CHW Standards Committee | 1. Development of advocacy materials targeting 3rd party payers
2. Number of communicated materials to 3rd party payers
3. Follow-up with 3rd party payers to assess action or incorporation of CHWs into services provided
 | 1. March 1, 2020 and ongoing
2. April 1, 2020 and ongoing
3. April 1, 2020 and ongoing
 | By end of period, number of 3rd party payers “educated” and assessment of initiation or expanded use of CHWs | Virginia’s Medicaid Agency, the Dept. of Medical Assistance Services (DMAS) participates in Council meetings and has been included in discussions regarding financing of CHWs. |
| 1. Develop press releases/letters, advocacy materials for print and digital media
 | Development Council’s Committee on Policy and Communications | 1. Time and effort
2. CHWs, CHW employers, and CHW stakeholders to design samples and templates for use across various media platforms and issues
 | Start date and cumulative number (by month) of published or communicated articles and materials | January 2021 and ongoing | By end of period of performance number of media impressions that support, promote or advocate for CHWs  | Articles and other references that advocate for CHWs have been listed in Council newsletters. Newsletters are archived at <https://www.chwva.org/newsletters>  |
| 1. Survey existing employers and organizations to determine internship opportunities for CHW student engagement and future employment
 | VDH, VCHWA, IPHI and other stakeholders who develop and review survey to be disseminated | 1. Inclusion of a query to organizations receiving CHW-related survey regarding their interest in serving as an internship or volunteer site
2. Development of a guide for persons wanting to experience CHW roles and facilities where CHWs are employed with target audience to include entry-level health and human services professions (i.e., CNAs, Dental Assistants and Community Dental Health Coordinators; Independent Living Centers)
 | Number of sites interested in hosting persons interested in CHW work | Ongoing | Number of completed internships. Identification of internship sites by number and type of organization through survey and making information available to persons seeking a position as a CHW |  |

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| **Goal 1:** Demonstrate increased awareness of Community Health Workers and programs**Objective 2:** Promote certification between Community Health Worker and other similar non-clinical roles (examples: Peer Recovery Specialist, Pharmacy Technicians, Doulas, Public Health, EMT, etc.) |
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| 1. Identify similar non-clinical roles
 | Development Council’s Committee on Curriculum, Training, and Certification | Time and effort to identify other professions where certification as a CHW complements those professions existing roles and expands outreach to vulnerable communities | Identification of professions to pursue further research through Action Step 2 | January 2021 and ongoing | Document that identifies professions with certifications where reciprocity is beneficial to vulnerable populations (i.e., PRS, Pharmacy Techs, EMS, etc.) and identifies contact persons for those professions | Dan River Regional CHW Project is working on integrating Community Paramedic Training with CHW Training with strategy to triage clients to EMS or CHW based on clinical or non-clinical needsOngoing discussions with Department of Behavioral Health and Developmental Services to identify gaps in curriculum between Peer Recovery Specialist certification curriculum and CHW certification curriculum with opportunity to develop curriculum that meets gaps between curriculums |
| 1. Examine certification requirements to identify education and training gaps leading to efficient training and potential reciprocity
 | Development Council’s Committee on Curriculum, Training, and Certification | Curriculum from other identified professions from Action Step 1 | Document that presents similarities and distinctions between CHW certification and other professions identified in Action Step 1 | April 2021 | Presentation of document to CHW and other professions’ stakeholders that identify common elements among studied certifications and where unique elements (potential) gaps exist as barriers to reciprocity | Technical assistance has been provided to three Virginia organizations in submission of their CHW core competency curriculums to the Virginia Certification BoardThe VA CHW Council approved persons completing PA’s CHW core competency curriculum would meet VA’s core competency requirements.IPHI continues to convene regional public and private organizations to discuss reciprocity among Virginia, Maryland, and the District of ColumbiaThe number of certified CHWs in Virginia increased to 198 by January 1, 2022 |
| 1. Research and identify evidence-based models where CHWs and other similar non-clinical roles have reciprocity
 | Development Council’s Committee on Curriculum, Training, and Certification | Time and effort to research and identify CHWs and other professional efforts to achieve reciprocity  | Presentation to Development Council that highlights reciprocity between CHWs and other professions and describes possibilities for reciprocity | April 2021 | Document that examines where professions have achieved dual reciprocity with CHWs  | Collaborations (not reciprocity) among Community Paramedicine and CHWs:[Missouri Program](https://www.ems1.com/ems-products/community-paramedicine-software/articles/how-4-community-paramedicine-programs-are-positively-impacting-healthcare-aw2Pl0wqAPnM2vNA/)[Milbank Memorial Fund Article](https://www.milbank.org/news/community-health-workers-community-paramedicine-improve-population-health/) |
| 1. Identify and establish working relationships with organizations and associations and their contact persons that support and/or regulate these roles
 | Workgroup from Development Council’s Committee on Curriculum, Training, and Certification | Time and effort to communicate with stakeholders from Action Step 4 | Initiation of meetings between CHW stakeholders and stakeholders of professions identified in Action Step 1 | June 2021 | Process meetings among representatives of professions identified in Action Step 1 and engagement of identified contact persons by their participation on the Council | Discussions (with contact persons) have been held with the Department of Behavioral Health and Developmental Services and Virginia Cooperative Extension. These discussions are in the context of exploring opportunities for shared training.Began collaborations with the Virginia Department of Aging and Rehabilitative Services (DARS). |

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| **Goal 2:** Identify existing financing strategies for sustaining CHW programs in Virginia and expand successful strategies**Objective 1:** Identify existing stakeholders implementing CHW programs that have documented measurable outcomes |
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| 1. Identify CHW programs targeting insured beneficiaries and how the CHWs within those programs are financed
 | Development Council’s Committee on Financing, Measurement, and Evaluation | 1. Identify persons who can assist in identifying CHW programs consistent with Action Step
2. Survey to CHW programs that address how CHWs are financed
 | Number of programs identified that finance CHWs through reimbursement or other financing mechanism such as inclusion in overall staffing budget | Need to have targeted date of survey completion | By end of period the number of CHW programs receiving reimbursement or other financing will be expanded beyond the initial benchmark | VA Medicaid Managed Care Organizations (MCOs) employ CHWs as part of their staffing infrastructure (Aetna, United Health Group, Anthem, Optima, Molina, and VA Premier) |
| 1. Identify existing CHW programs that can model existing financing and/or best practices in supporting CHW financing
 | Development Council’s Committee on Financing, Measurement, and Evaluation | Survey that includes financing questions and incorporates best practice elements from CHW Standards group  | Number of programs identified (and who) that finance CHWs through sustainable mechanisms (non-grant or foundation resources) | June 2020 | By end of period increase in the number of CHW programs with sustainable financing mechanisms beyond the initial benchmark | In early 2022, a research project titled, “Evaluation of a multidisciplinary clinical team that includes a pharmacist and community health worker – in increasing the effectiveness of chronic care management of a selection of the most common chronic diseases of adults – while controlling costs.” The project will be based at the Johnson Health Center (FQHC) in Lynchburg and will target Medicare Chronic Care Reimbursement. |
| 1. Technical assistance resources identified and provided to CHW programs that lack measurable outcomes or performance measures
 | Development Council’s Committee on Financing, Measurement, and Evaluation  | 1. Identify CHW programs, their key elements and structure that provides capacity to produce measurable outcomes
2. Survey of CHW programs should assist in identifying key program elements and standards (from Standards Group)
 | 1. Identification of consensus standards and data elements across CHW programs
2. Identified organizations, stakeholders and persons that can offer appropriate technical assistance to programs or guide organizations to sources of assistance
 | April 2020 and ongoing | Presentation to Council and Adoption of standards # of CBOs and systems adopting standards (what standards) | Council meetings and other communications have referenced or referred persons to the [Common Indicators Project for CHWs](https://www.michwa.org/news/common-indicators-project). Dissemination of [CHW Program Standards](https://da5226f9-293f-42b3-8de0-79558f815925.filesusr.com/ugd/fd36e6_91ab13cdf6aa4b1f8f155dea98cfa4b3.pdf) produced by Standards workgroup. |
| 1. Identify opportunities and ways to promote/spread successful financing strategies
 | Development Council’s Committee’s on Policy and Communication and Financing, Measurement, and Evaluation | 1. Number and scope of communication vehicles that highlight case examples
2. Time and effort to determine what materials need to be developed and communicated to inform and educate around financing strategies
 | Distribution and communication of case study examples at start date | June 2021 and ongoing | 1. By the end of performance period the number, type, and what entities were communicated with regarding financing strategies
2. Outcome of financing strategies adopted by programs
 | The CHWs for a Healthy Virginia grant (Sept. 2021) included funding for a three-year CHW sustainability project. This initiative will focus on development sustainable, regional CHW financing models, IPHI and partners will match regional needs identified through Social Risk Intelligence with one of two successful financing models available– Collaborative Approach to Public Good Investment (CAPGI Outcomes-Based Financing In early 2022, a research project titled, “Evaluation of a multidisciplinary clinical team that includes a pharmacist and community health worker – in increasing the effectiveness of chronic care management of a selection of the most common chronic diseases of adults – while controlling costs.” The project will be based at the Johnson Health Center (FQHC) in Lynchburg and will target Medicare Chronic Care Reimbursement. |

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| **Goal 2: I**dentify existing financing strategies for sustaining CHW programs in Virginia and expand successful strategies**Objective 2:** Identify partners that can providetechnical assistance to health care and other organizations in identifying and designing creative financing strategies for CHW programs |
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| 1. Identify best practices for CHW programs (i.e., recruitment, retention and other program characteristics that support successful CHW programs) and the resource persons for those programs
 | Development Council’s Committee on Financing, Measurement, and Evaluation | CHW programs and employers that demonstrate best practices and the capacity of those programs to provide assistance  | 1. Initial start date for benchmark once technical assistance resources are available (IPHI and other groups)
2. Identify technical assistance case studies
 | March 2021 | By the end of the period, the number of programs receiving TA with evaluation of the assistance | The CHWs for a Healthy Virginia grant (Sept. 2021) included funding for a three-year CHW sustainability project. This initiative will focus on development sustainable, regional CHW financing models, IPHI and partners will match regional needs identified through Social Risk Intelligence with one of two successful financing models available– Collaborative Approach to Public Good Investment (CAPGI Outcomes-Based Financing |
| 1. Develop sustainability plan template for local programs to use to support financing of programs
 | Development Council’s Committees on Financing, Measurement, and Evaluation and Policy and Communication | Time and effort to identify elements and issues that are important to sustaining CHW programs within their unique communities | Number of distributed templates to programs | February 2021 | By the end of the period; 1. The number of programs requesting Sustainability Plan and
2. Follow-up evaluation of the use of sustainability plan elements
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| **Goal 2: I**dentify existing financing strategies for CHW programs in Virginia and expand successful strategies**Objective 3:** Engage research partners and connect with practices of CHWs to support policy, sustainability and program implementation |
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| 1. Identify research institutions that can support the diverse roles and functions of CHWs and CHW programs
 | Development Council’s Committee on Financing, Measurement, and Evaluation | Time and effort Communications professionals from the community and higher education to help develop messaging about the importance of CHWs | 1. Identification of initial # of institutions with CHW programs currently or in the past (whether or not involved in research and evaluation)
2. What institutions conducted CHW research in the past?
 | March 2021 | Expansion of research efforts across institutions that perform CHW research and evaluationNumber of research institutions that are supporting collaboration | The CHWs for a Healthy Virginia has a strong evaluation and research component examining sustainability of the CHW workforce (Goal 2; Obj.1; Action Step 4) |
| 1. Provide introductions of research institutions to front line community CHW programs
 | Workgroup of Development Council’s Committee on Financing, Measurement, and Evaluation | Identification of “gatekeepers” within and outside of research institutions who can make introductions | 1. Number of meetings between CHW stakeholders and research institution contact persons
2. Evaluation of success of linking research institutions with CHW program currently implemented
 | June 2021 | Number of research institutions that have data on CHW integration in projects |  |
| 1. Monitor standards group and common indicators initiative and communicate recommendations to research programs
 | Development Council’s Committee on Financing, Measurement, and Evaluation | Participation of Council representatives and staff (IPHI) on standards group and monitoring of common indicators project | CHW Standards group recommendations and with number of recommendations communicated to organizations | Ongoing | CHW employers adopt standards as evidenced through position descriptions, training, technical assistance offerors, and continuing education programs |  |
| 1. Create proposals to present to CHW stakeholders with suggested measures for targeted audience/organizations
 | Development Council’s Committee on Financing, Measurement, and Evaluation | 1. Results from CHW Standards Group
2. Solicitations from health professions programs i.e., Public health programs, Health Policy, etc.
3. Review Community Health Needs Assessments to identify local priorities to inform research topics
 | Number of proposals generated and communicated to research organizations | June 2021 | Number of proposals acted upon | IPHI received funding as bona fide agent of VDH for CHWs for a Healthy Virginia grant. The proposal contains a strong evaluation component based on qualitative and quantitative measures. |