

# Improving Linkage and Retention in HIV Care: Lessons from Implementing a CHW Program in HIV Care

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# Welcome



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# Agenda

- Welcome
- Learning Objectives
- Community Health Worker (CHW) Project Overview and Goals
- Brief Background on CHWs
  - Roles, Skills, and Qualities
- Implementing a CHW Program; Lessons Learned and Best Practices
  - Examples from two Ryan-White funded medical provider sites (New Orleans, LA; Ft. Myers, FL)
- Question and Answer session



# Webinar Objectives

- Provide a brief overview of this Community Health Worker (CHW) project and the goals of project activities
- Describe the roles, skills, and qualities of CHWs and their origin
- Apply the roles, skills, and qualities of CHWs in the field
- Describe lessons learned from implementing a CHW program in ten project sites
- Provide a question and answer session from the audience



# HRSA CHW Initiative: FY 2016-2019

- This cooperative agreement is funded through the Minority HIV/AIDS Fund (MAIF) of the Secretary of Health and Human Services
- Administered by the Health Resources and Services Administration (HRSA), HIV/AIDS Bureau (HAB), in the Division of Community HIV/AIDS Programs (DCHAP)
- Boston University is funded as the Technical Assistance and Evaluation Center (TAEC)

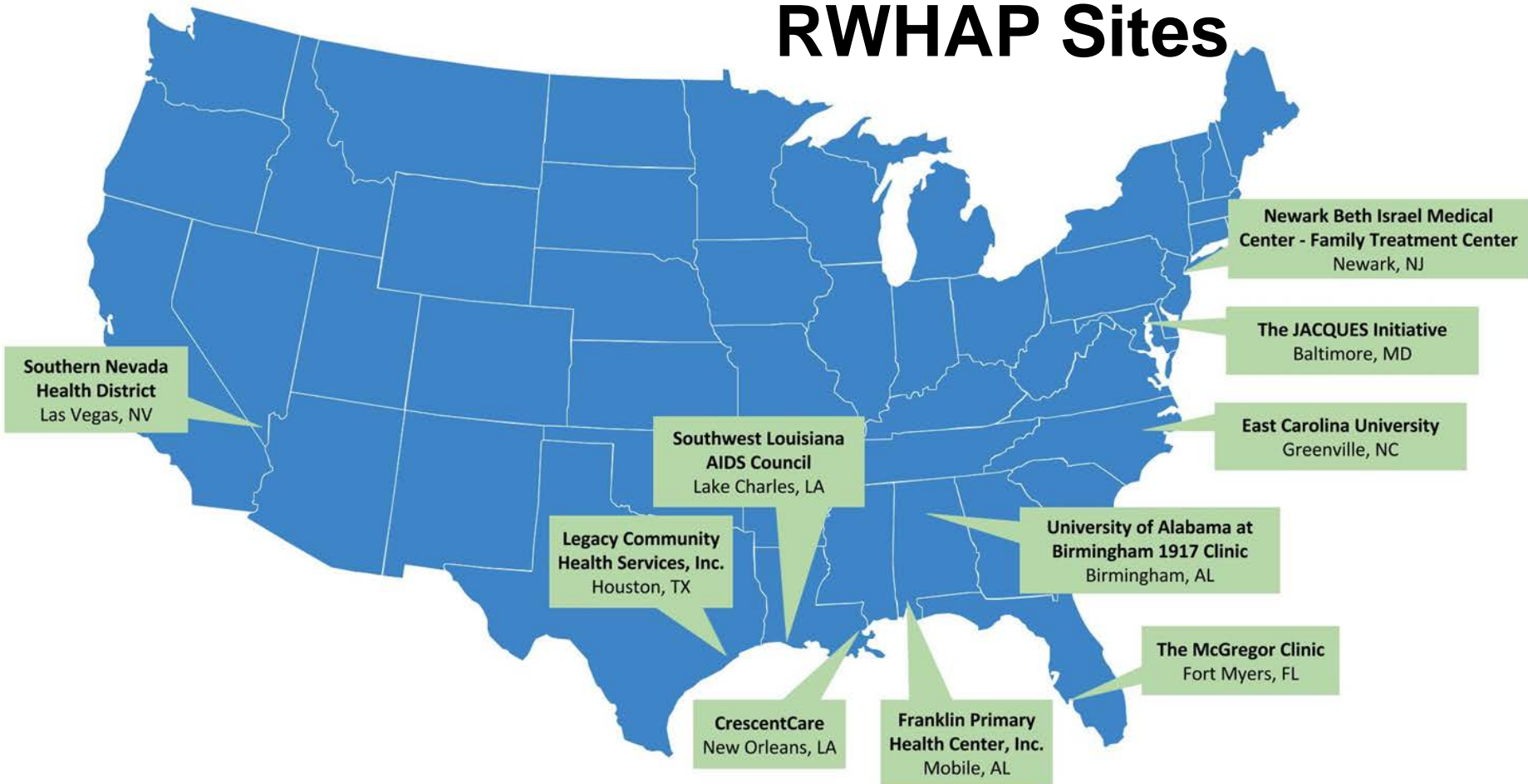


# HRSA CHW Project: Goals

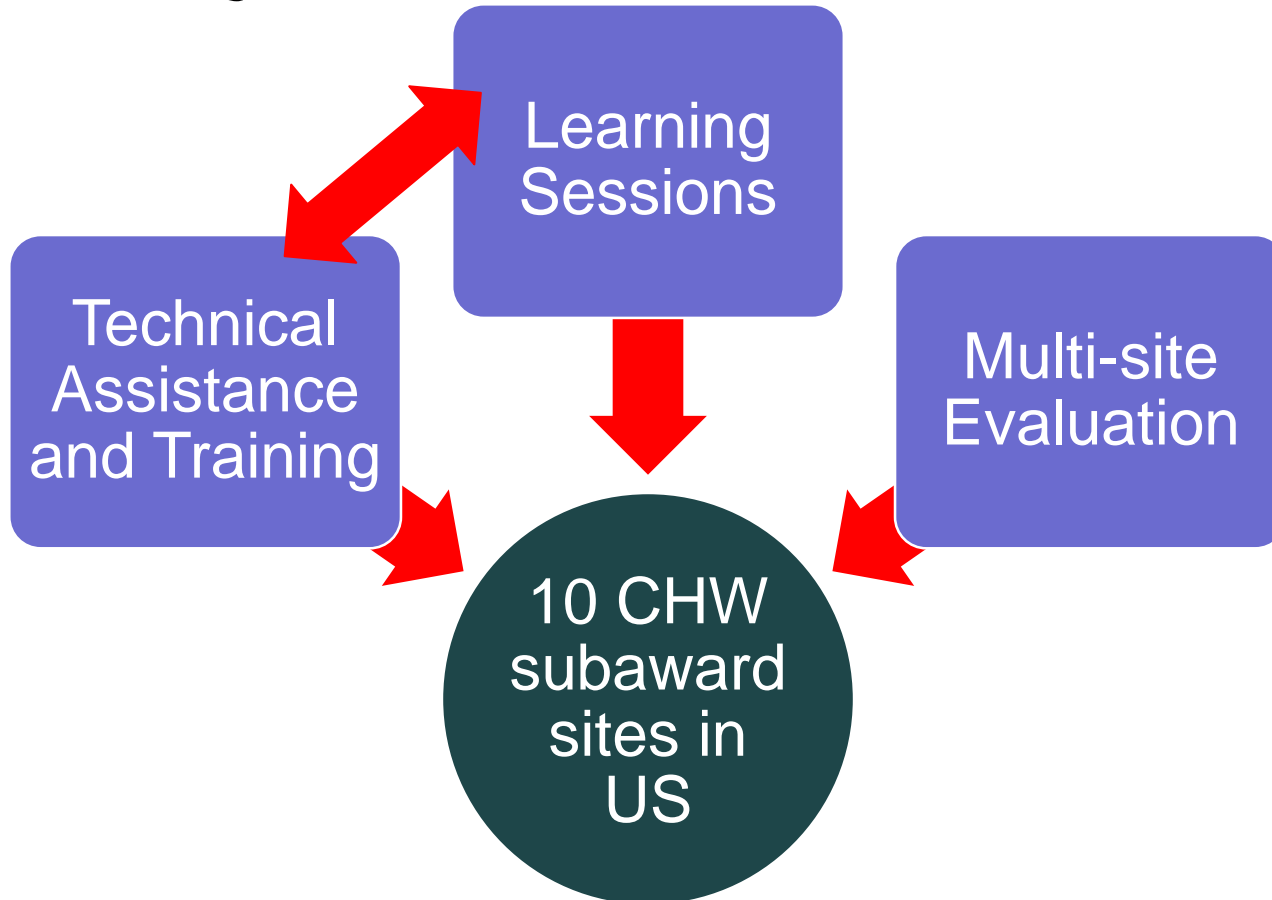
1. Increase the utilization of CHWs to strengthen the health care workforce, improve access to health care and health outcomes for racial and ethnic minorities living with HIV.
2. Assist Ryan White HIV/AIDS Program-funded (RWHAP) medical provider sites with the support needed to integrate CHWs into an HIV multidisciplinary team model.
3. Develop tools, materials and resources to facilitate implementation and use of CHWs in HIV primary care teams.
4. Evaluate the effectiveness of CHWs on linkage and retention in care for people with HIV and assess the effectiveness of TA activities on the quality of CHW providers.



# RWHAP Sites



# CHW Project Structure






# Definition of a Community Health Worker

*“A CHW is a frontline public health worker who is a trusted member of and/or has an unusually close understanding of the community served. This trusting relationship enables the CHW to serve as a liaison/link/intermediary between health/social services and the community to facilitate access to services and improve the quality and cultural competence of service delivery. A CHW also builds individual and community capacity by increasing health knowledge and self-sufficiency through a range of activities such as outreach, community education, informal counseling, social support and advocacy.”*





# **Background on Community Health Workers: Roles, Skills and Qualities**



# Establishing National CHW Roles, Skills, and Qualities

- National roles, skills, and qualities established through the CHW Core Consensus (C3) Project which began in 2014
- Consensus about CHW scope of practice and competencies asset to the field and workforce development
- States have defined roles and competencies, but national consensus weaker



# Establishing National CHW Roles, Skills, and Qualities (cont.)

## Timeline:

- **1998 National Community Health Advisor Study (NCHAS)**
- **2014 CHW Core Consensus (C3) Project:**
  - Crosswalk analysis of materials from 1998 NCHAS, and Data from six states (CA, MA, MN, NY, OR, and TX) and tribal Community Health Representative (CHR) programs
  - Begin review of materials and workshop at American Public Health Association Meeting (CHW section)
- **2015 C3 Project report released with list of roles, skills, and qualities**



# CHW Roles

1. Cultural mediation among individuals, communities, and health and social service systems
2. Providing culturally appropriate health education and information
3. Coordinating care, system navigation, and case management\*
4. Providing coaching and social support
5. Advocating for individuals and communities
6. Building individual and community capacity
7. Providing direct service
8. Implementing individual and community assessments
9. Conducting outreach
10. Participating in evaluation and research



# CHW Skills

1. Communication skills
2. Interpersonal and relationship-building skills
3. Service coordination and navigation skills
4. Capacity building skills
5. Advocacy skills
6. Education and facilitation skills
7. Individual and community assessment skills
8. Outreach Skills
9. Professional skills and conduct
10. Evaluation and research skills
11. Knowledge base



# CHW Qualities

1. Connected to the community
2. Mature, strong, courageous
3. Friendly, outgoing, sociable
4. Patient
5. Open-minded, non-judgmental, flexible
6. Honest, respectful
7. Dependable, responsible, reliable
8. Compassionate, empathic, caring
9. Persistent, resourceful, creative



# Recommendations on Using the Roles, Skills, and Qualities

## Roles

- Use to develop a job description
- Educate individuals who have limited exposure to CHWs
- Ensure that the full range of roles is included in policies about the CHW workforce

## Skills

- Inform the development of CHW training and education
- Ensure that standards in policy for training include the full range of skills and that funding for training covers the full range of skills

## Qualities

- Guide the recruitment and hiring of CHWs
- Ensure that employment policies emphasize and promote access to the profession for community-based individuals





# Implementing a CHW Program

## Presenters:



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# Implementation: Planning & Preparation

- Identify the CHW Role
  - Considerations:
    - Goals for the program
    - Needs of the agency (population)
    - Existing services (especially gaps in services)
    - Service delivery model (work flow)
- Internal and External Stakeholder Buy-in





# From the Field: Planning & Preparation

## *Discussion*

Best practices, observations, and lessons learned :  
CHW role identification and stakeholder buy-in





# Implementation: Program Systems & Infrastructure

Establish Systems and Infrastructure to Support the  
CHW Role

- Job Description
- Office Space
- Supervision
- Internal Peer Training Capacity
- Community Partners
- Client Information
- EMR/EHR





# From the Field: Program Systems & Infrastructure

## *Discussion*

Best practices, observations, and lessons learned:  
Establishing program systems and infrastructure to  
support CHW role



# Implementation: Recruitment & Staff Development

- Recruiting and Hiring
  - CHW skills and qualities
  - Hiring a patient
- Job Retention
- Professional Development





# From the Field: Recruitment & Development

## *Discussion*

Best practices, observations and lessons learned :  
Recruiting and hiring, job retention, and professional  
development



# Implementation: CHW Orientation & Training

- Shadowing and Training
- Contact Lists/Resource Lists
- Meetings
- Access to EHR Systems
- Administrative Paperwork
- Agency Training
  - Policies
  - Documentation
  - HIPAA
- CHW Certification







# From the Field: CHW Orientation & Training

## *Discussion*

Best practices, observations and lessons learned:  
CHW orientation and training





# Implementation: Client Engagement & Participation

- Plan for Client Engagement and Participation
  - CHW Program Criteria (Which patients?)
  - Referral Process
- Client Service Delivery
  - Keep the CHW Roles in Mind
  - Care Plans
  - Caseload
  - Transitioning Clients





# From the Field: Client Engagement & Participation

## *Discussion*

Best practices, observations and lessons learned:  
Client engagement and participation, referral process,  
and client service delivery





# Implementation: CHW Supervision

Three types of Supervision used in project

1. Administrative Supervision
2. Supportive Supervision
3. Clinical Supervision



# Supervising CHWs

## Administrative and Supportive Supervision

The CHW Supervisor–The CHW's CHW	
Leader	Advance team building; mastering politics of identity, power, and privilege; confronting historical discrimination
Director	Managing a mix of workers; using experience, skills, and knowledge appropriately
Educator/Teacher	Teaching skills to CHWs
Facilitator	Conflict prevention and resolution; problem solving
Mentor/Coach	Professional skills and leadership of CHWs
Evaluator	Performance assessment; giving feedback
Advocate	Advocate for the CHW; encourage the CHW to be an advocate
Collaborator	Foster relationship building and maintenance inter and intra-agency



# Supervising CHWs

## Clinical Supervision

- Provides the space for CHWs to
  - Explore how their work with clients can produce reactions for clients or themselves
  - Talk about ways to maintain healthy boundaries and relationships with clients and other staff
- Should be provided by a licensed clinician (e.g., LICSW, behavioral health provider)
- Should be provided on a regular basis





# From the Field: CHW Supervision

## *Discussion*

Best practices, observations and lessons learned:  
Administrative, supportive, and clinical supervision



# Acknowledgements

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- Amazing Advisory Group





**Thank you!**  
**Please visit**

**<https://targethiv.org/chw>**

**or**

**<https://ciswh.org/project/chw>**

**or**

**contact us if you have questions or want  
to learn more about the CHW project.**

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