

This guide is maintained and updated by the Health Improvement Partnership of Santa Cruz County on behalf of the Monterey Bay Community Health Workers Collaborative. For questions or to suggest a resource to add, please contact Maria Estela Jerezano at mjerezano@hipscc.org.

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Introduction

Convened by the Health Improvement Partnership of Santa Cruz County, the Monterey Bay Community Health Workers Collaborative's members work to align messages and guidance on developing community health workers and promotores workforce in Santa Cruz and Monterey Counties.



Guide Purpose

This guide is designed to support workforce partners in advocating for and raising awareness of Community Health Workers and Promoteres (CHW/P) positions and providing the community with suitable information so that they make informed decisions about community health worker career pathways and training options.

Job Classification Resources

Community Health Workers work under many job titles depending on the mission of their employer or the project they are part of as well as the funding source for their position. The California CHW Community of Practice lists job titles collected from research papers on community health workers, CHW surveys to employers, and CHWs themselves. The job description is compared with that of the core skills and competencies of CHW as well as salary which is usually volunteer/ unpaid or entry-level positions.

→ California CHW Community of Practice Job Titles

The Public Health Model Job Descriptions Project is an initiative of the Region V Public Health Training Center at the University of Michigan School of Public Health and the Center for Public Health Systems at the University of Minnesota School of Public Health. Together, they have created evidence-based job descriptions and attractive job postings that can be easily adapted by local and state health departments. These job descriptions and postings are meant as a starting point for health departments that are aiming to update existing descriptions or ensure their job descriptions are attractive to new candidates.

→ Region V Public Health Training Center

Bureau of Labor Statistics (BLS) Occupational Outlook Handbook (OOH): 21-1094 Community Health Workers. This is a new profile for Community Health Workers (CHW) that provides a summary of what CHWs do, types of work environments, how to become a CHW, pay, job outlooks, and more information.

- → 21-1094 Community Health Workers
- → Occupational Employment and Wage Statistics:



- National Estimates for Community Health Workers
- Industry Profile for Community Health Workers
- o Geographic Profile for Community Health Workers

Employer Job Classifications

- → Central California Alliance for Health:
 - CHW Credentialing Application
- → Cradle 2 Career Santa Cruz County:
 - C2C Community Organizer
 - C2C Lead Community Organizer (Promotora Program)
 - C2C Promotoras Roles & Responsibilities
- → The County of Monterey Class Specifications:
 - o Behavioral Health Aide
 - Community Service Aides II and III
 - Health Education Assistant
- → The County of Santa Cruz:
 - Community Health Worker I and II
 - Community Mental Health Aide

Health Resources and Services Administration (HRSA) Health Workforce Connector

To streamline the recruitment process for CHW/P across the region, the recommendation is for employers to utilize a centralized online platform for posting CHW/P positions. The Health Resources and Services Administration (HRSA) created a Health Workforce Connector resource to connect skilled health professionals to communities in need. The site provides opportunities to search thousands of employment and training opportunities in underserved communities across the nation.

→ Health Workforce Connector

Communities of Practice

→ California Association of Community Health Workers (CACHW)



- → California Health Care Foundation Capacity-Building Collaborative
- → California Pan-Ethnic Health Network: The Community Health Workers, Promotoras, and Representatives (CHW/P/R) Coalition
- → Center for Health Care Strategies (CHCS)
- → National Association of Community Health Workers (NACHW)

Funding Options

- → California Department of Aging
- → California Department of Health Care Access and Information (HCAI)
- → California Workforce Development Board
 - High Road Training Partnerships

Training Options

- → Santa Cruz County
 - o Cabrillo College: Community Health Worker Program
 - Cradle to Career (C2C): Promotoras Training
- → Monterey County
 - Center for Community Advocacy (CCA): Promotores Training
 - Community Foundation for Monterey County: Virus Integrated Distribution of Aid (VIDA) Community Health Worker Program
 - o CSU Monterey Bay: Collaborative Health and Human Services (CHHS) B.S.
 - Monterey County Workforce Development Board
- → Bay Area
 - o Berkeley City College: Career Education Social Work & Human Services
 - o City College of San Francisco: Community Health Worker Program
 - Diablo Valley College: Community Health Worker Certificate of Achievement
 - Diversity in Health Training Institute
 - o Foothill College: Community Health Worker Program
 - Open Source Wellness: Health Coach Training
 - San Jose City College: Community Health Worker Certificate of Completion
- → Statewide & National
 - California Primary Care Association: Leverage CHW/P/Rs within CHCS:
 - County of Sonoma Department of Health Services: Community Health Workers



for COVID Response and Resilience

- El Sol: CHW Training Center
- envisionCHWS: Community Health Worker (CHW) Training and Technical Assistance Center
- o Futuro Health: Community Health Worker Behavioral Health
- The University of Hawaii Kapi 'olani Community College: Community Health Worker
- San Diego State University Institute for Public Health: Online Courses
- o Talance, Inc. Services: Community Health Worker Training
- The Health Alliance for Violence Intervention: Violence Prevention Professional Training
- Urban Peace Institute: Urban Peace Academy
- Visión Y Compromiso: The Promotores Institute

Reports

- → California Health Care Foundation (CHCF):
 - Understanding California's Community Health Worker/Promotor Workforce: A Survey of CHW/Ps (November 2022)
 - Understanding California's Community Health Worker/Promotor Workforce:
 CHW/P Training Program (February 2023)
 - Understanding California's Community Health Worker/Promotor Workforce: CHW/P Health Care Employers (March 2023)
 - CalAIM Experiences: The Community-Connected Workforce (April 2025)
 - Community Health Workers, Promotores, and Representatives Lead Frontline Efforts When Crises Arise (August 2025)
- → California Pan-Ethnic Health Network:
 - Building Bridges Across Antiracist Workforces: Lessons Learned from Community Health Workers, Promotoras, Representatives, Doulas, Peer Support Specialists, and Navigators (June 2023)
- → Center for Health Care Strategies (CHCS): Integrating Community Health Workers into Complex Care Teams: Key Considerations (May 2017)
- → Monterey County Health Department:
 - CHW Assessment Report (2016)
 - CHW Comprehensive Report (2017)
- → National Association of Community Health Workers (NACHW):



- CHW Sustainable Financing Report (2023)
- Insights on CHW Network Partnership, Capacity and Support Needs for Sustainability Data Report (2023)
- → National Coordinating Center for Public Health Training (NNPHI): Recommendations on the Role and Future Directions of Community Health Workers in the Public Health Workforce (May 2021)

Resources

- → Additional Trainings
 - Centers for Disease and Control Prevention (CDC): Community Health Worker Resources
 - o CHW Strength Workforce
 - National Harm Reduction Coalition: Online Training Institute
 - MHP Salud: Resources and Reference Materials on CHWs and Clinical Care Teams
- → Advocacy
 - Association of Asian Pacific Community Health Organizations
 - Watsonville Law Center: Legal Services for the Central Coast
- → Competencies
 - o American Diabetes Association: Resources for Community Health Workers
 - CHW Core Consensus Project:
 - Community Health Worker Assessment Tool
 - Roles & Competencies
 - El Sol's CHW/P Training Center Approach: Preserving A Transformative Community Health Worker/ Promotor Workforce
 - National Association of Community Health Workers (NACHW): The Six Pillars of Community Health Workers
 - YouTube: What do CHWs do? The C3 Roles and Competencies Explained
- → Connection
 - El Sol: CHW Learning Hub
 - o National Association of Community Health Workers (NACHW): CHW Connector
- → Health Equity
 - Center for Disease Control and Prevention (CDC):
 - Health Equity Guiding Principles for Inclusive Communication (flyer)
- → Medi-Cal



- California Health Care Foundation (CHCF):
 - Advancing California's Community Health Worker & Promotor Workforce in Medi-Cal
 - How to Identify and Support Emerging Risk Medi-Cal Members with Complex Social and Behavioral Needs
 - Perspectives from the Field: Developing the Enhanced Care Management Workforce
- Center for Health Care Strategies (CHCS): Training Approaches for Community Health Workers and Promotores to Support Medi-Cal Members
- Department of Health Care Services:
 - Community Health Worker Services Benefit
 - Proposal to Add Community Health Workers

→ Medicaid

 Frontiers in Public Health: Organizational Readiness for Community Health Worker Workforce Integration Among Medicaid Contracted Health Plans and Provider Networks: An Arizona Case Study

→ Policy

 NYU Langone Health Institute for Excellence in Health Equity CHW Research and Resource Center: CHW Policy Brief

→ Publications

Foundations for Community Health Workers (Jossey-Bass Public Health)

→ Studies

 National Association of Community Health Workers: Principles and Strategies to Develop an Equitable Community Health Worker Workforce Study (April 2024)

→ Toolkits

 National Association of Community Health Workers: Recommendations and Resources for Public Health Departments Contracting with Community Based Organizations (CBOs) and Community Health Worker Networks and Presentation Recording

→ Women's Health

- Centers for Disease Control and Prevention (CDC):
 - AMIGAS Community Health Worker's Guide
 - Women's Health

→ Workforce

- California's Department of Health Care Access and Information (HCAI):
 - Community Health Worker/Promotora/Representative (CHW/P/R)
 - Caring4Cal | New Care Providers



 El Sol: The Importance of Dedicated, Sustainable Community Health Worker Pathways

Webinars & Podcasts

- → American Diabetes Association:
 - o Community Health Workers Training: Diabetes 101
 - Preventing Diabetes Complications: From Head to Toe
- → California Health Care Foundation:
 - Advancing CA's Community Health Worker and Promotor Workforce
 - Briefing: California's Community Health Worker/Promotor/Representative
 Workforce
- → California Department of Health Care Services, California Health Care Foundation, and Community Health Synergy
 - o CHW Benefit Webinar: Standing Recommendation in Action
- → Community Health Worker, Promotor, & Community Health Representative Amplifying Impact Initiative
 - CalAIM Renewal Explained
- → Health Improvement Partnership of Santa Cruz County:
 - Redesigning Healthcare Delivery with Community Health Workers
- → Mental Health America:
 - Webinar: Scope of Work, Skills, And Roles of Community Health Workers
- → National Association of Community Health Workers (NACHW):
 - Six Pillars of Community Health Work
- → Region V Public Health Training Center Ideas for Practice Podcast:
 - o Community Health Workers' Role in DEI
 - Community Health Workers (CHWs) in Public Health:
 - PART 1 Role of CHWs in Public Health & Community Engagement
 - PART 2 Historical Impact & Future Directions
 - PART 3 Resilience Strategies for CHWs
- → Unity Conference
 - o 2025 Keynote: How CHWs can move the needle on vaccine hesitancy



Appendices

Appendix A: Health Improvement Partnership of Santa Cruz County - Community Health Worker Skills

Community Health Worker Skills

Drafted by Health Improvement Partnership of Santa Cruz County

Community health workers provide a wide range of services, including health outreach and education, client-centered counseling and case management, and client and community-based advocacy. Community health workers work to reduce unequal rates of illness and death between different communities and to promote health equity or justice, prioritizing communities with the greatest health risks.

Outcomes from Certification Coursework:

- 1. Identify basic health needs and evaluate health and human service resources within the community.
- 2. Demonstrate CHW professional skills and job readiness in the core competencies identified by the CHW Consensus Project (C3) and the needs of the local community.

Source: Cabrillo College, CHW Certification Information

<u>The Community Health Worker Core Consensus (C3) Project:</u> <u>2016 Recommendations on CHW Roles, Skills, and Qualities</u>



One of the most important roles of CHW/Ps is to increase patient confidence in the services or program to support their well-being. Because many people may have experienced repeated traumatic experiences, including discriminatory behavior from service providers, they may be afraid of going to the doctor or seeking out support. CHW/Ps engage with patients in a nonjudgmental and culturally responsive manner that builds trust.

Core CHW Roles

- Cultural Mediation among Individuals, Communities, and Health and Social Service Systems
- 2. Providing Culturally Appropriate Health Education and Information
- 3. Care Coordination, Case Management, and System Navigation
- 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

Core CHW Skills

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

CHW/P programs should develop clear protocols and job aids; examples include:

- A needs assessment
- Individual care plans
- Risk screening protocols including for health-related social needs



- Tracking tools to document intervention and support patient monitoring
- Interdisciplinary team meetings
- Data-collection tools to track outcomes
- Electronic health record authorization

Source:

https://archive.cdc.gov/#/details?url=https://www.cdc.gov/dhdsp/pubs/toolkits/chw-toolkit.htm

References: https://www.chcf.org/wp-content/uploads/2021/09/AdvancingCAsCHWPWorkforceInMediCal.pdf; Cabrillo College CHW Certification information;

https://www.chcf.org/wp-content/uploads/2021/09/AdvancingCAsCHWPWorkforceInMediCal.pdf;

https://www.cdc.gov/dhdsp/pubs/toolkits/chw-toolkit.htm

https://www.chcf.org/resource-center/advancing-californias-communitu-health-worker-promotor-workforce-medi-cal/



Appendix B: Region V Public Health Training Center - Community Health Worker Job Description





Public Health Model Job Description

COMMUNITY HEALTH WORKER

Alternate Titles: Promotores De Salud; Coach; Lay Health Advisor; Community Health Representative; Peer Mentor; Peer Navigator

Citation: Krasna, H. (2022). Public Health Job Descriptions. Region V Public Health Training Center & Center for Public Health Systems. Available at https://www.rvphtc.org/public-health-job-descriptions-user-guide/.

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Title: Community Health Worker

Alternate Title: Promotores De Salud; Coach; Lay Health Advisor; Community Health

Representative; Peer Mentor; Peer Navigator

Summary:

The XYZ County Health Department's mission is to build a healthier XYZ County so everyone in XYZ County can live their healthiest life. XYZ County Health Department is offering an outstanding opportunity as a Community Health Worker. Come join our dedicated and mission-driven team and you will enjoy excellent benefits and work/life programs, a superior retirement package, and the chance to see how your work directly improves the health of your community. The XYZ County Health Department has achieved Public Health Accreditation Board (PHAB) accreditation, distinguishing us as a top health department, and prides itself on providing a diverse and inclusive work environment with opportunities to grow and develop professionally. Be part of a team that (ADD MISSION HERE: gives every child a great start in life with good nutrition, serving 500 families each year). Program description example: Join the longest running, most experienced program for African American mothers and babies, formerly called High Hopes. With over 15 years of experience in ______ County, this program is exceptional in its impact on the lives of Black moms and babies. Utilizes an evidence-based approach and curriculum with proven positive results. Mothers who gave birth while enrolled in our program were ten times less likely to have a premature or low birth weight baby.)

Location:

City, State; hybrid options available

Definition:

Community Health Workers (CHWs) come from the communities they serve and aid in building trusting relationships with community members. This trusting relationship allows CHWs to be effective links between their communities and health services. The Community Health Worker will provide education, perform assessments, and coordinate services through home visiting and care coordination for (POPULATION; for example: African American, high-risk, low-income un/underinsured pregnant women) in ____ County.

Duties:

Under the general direction of the ______ Program supervisor, the Community Health Worker will perform the following duties:

- Client relationships: The CHW builds trusting relationships with families through general
 support and encouragement, enabling the CHW to serve as liaison/link between
 health/social services and the community, while removing barriers that prevent community
 members from accessing certain health and social services. Provides culturally and
 linguistically appropriate services to assigned clients. Conduct intake interviews with
 patients, including enrolling and/or referring clients into _____ County Health Department's
 programs.
- Home Visits: CHW makes regular home visits to community members to support their health and well-being.
 - Maternal/Child Health Example: Makes regular home visits prenatally and through baby's first year. A Community Health Worker visits the family each week and uses

Citation: Krasna, H. (2022). Public Health Job Descriptions. Region V Public Health Training Center & Center for Public Health Systems. Available at https://www.vvphtc.org/public-health-job-descriptions-user-guide/



- the Growing Great Kids (GGK) curriculum to teach important skills that build a healthy home.
- o Mental Health Example: The CHW fulfills a unique role in the support and recovery from mental illness and substance abuse disorders. A CHW is a person in recovery from a mental illness and/or substance abuse disorder, who has been training to work with others on his/her road to recovery. The CHW works in collaboration with the clients we serve as well as clinical staff in the best interests of the individual's recovery process. The CHW will navigate community residents through the health and social service system. The CHW will follow community reentrants for 6 months during the most vulnerable months of transition back to the community.
- Case Management: Works together with residents to develop a wellness plan. Coaches and
 supports community residents to set and accomplish wellness goals. Facilitates
 appointments to health and social service organizations. Follows up on appointments or
 other instructions from health homes and community providers by call, text, or home visit.
 Works to ensure the resident attends and has access to scheduled appointments.
 Participates in client case conferences and works with Public Health Nurses regarding
 caseload weekly.
- Health Education: Identifies and reinforces risk reduction behaviors. Provides appropriate
 education utilizing a state defined curriculum. Performs risk assessment, informal
 counseling, social support, and advocacy; increases health knowledge and education.
- · Referrals to Resources: Collaborates with other agencies in making appropriate referrals.
 - o Mental Health Example: Serves as a bridge to help community reentrants and other clients connect to community health/social supports. Works in coordination with the community reentrant and other interested parties to complete wellness planning, navigate to care/resources, promote health and wellness, facilitate continuity of care, advocate and coach, support individuals to set goals. Implements effective strategies for linking non-violent, high risk, high need residents to primary care/medical homes; increases access to appropriate venues of health care and community-based services; assists individuals in improving health status; and promotes behavior change through education and outreach. Notifies clinical team and supervisor regarding changes in behavior, nutrition, exercise, substance abuse, medication compliance, and other issues as related to the care plan for the patient.
- Direct Service/Advocacy: Helps coordinate patient transportation and accompaniment as needed, to scheduled appointments. Advocates for the needs of individuals by assisting them in effectively communicating with healthcare or social service providers. Interprets, translates, or provides cultural mediation related to health services or information for community members. Acts as a patient advocate and liaison between patient/family and community service agencies.
- Community Outreach: Participates in community public education activities and outreach to
 raise awareness. May deliver health-related preventive services such as blood pressure,
 glaucoma, and hearing screenings. Distributes flyers, brochures, or other informational or
 educational documents to inform members of an intended community. Teaches classes or
 otherwise disseminates medical or dental health information to school groups, community
 groups, or families or individuals, in a manner consistent with cultural norms.
- Documentation: Provides ongoing follow up and outreach; completes regular data entry.
 Assists clients in completing all required forms, agreements, case notes, etc.; supplies them to client when appropriate; keeps proper documentation organized in a system. Maintains



confidentiality and uses only the minimum amount of protected health information (PHI) necessary to accomplish job related responsibilities. Collects data to help identify community health needs and in turn, uses that data to conduct outreach for XYZ County Health Department to implement programs in the community that promote, maintain, and improve individual and community health.

Qualifications/Requirements:

- Minimum Qualifications: Must be passionate about (PROGRAM AREA, e.g., babies, empowering mothers and decreasing infant mortality). High school diploma or GED. Must have completed a formal Community Health Worker training program or be willing to do so (fully-funded training will be provided). Skilled in using technology and computers. Strong interpersonal and communication skills and the ability to work effectively with a diverse community. Cultural competency/cultural sensitivity and relationship-building skills required. Advocacy skills. Strong listening skills, ability to remain open-minded, unbiased. Friendly, caring personality; willing to support others. Solid critical thinking skills, creativity, and resourcefulness. Experience with the intended community; knowledge of program subject area preferred. Passion for helping the community. Lived experience with specific health issues a plus. Applicant must have knowledge of community resources, (program specific knowledge, for example infant mortality reduction concepts), and health disparities. Experience in a health field such as, but not limited to, working with children in day care, medical office, or school setting that provides a medical or community support service.
- Knowledge: Understands people's needs and overcomes obstacles in serving them. Lived
 experience with specific health issues a plus.
 - Mental Health Example: Demonstrated recovery from mental illness, substance use disorder, or both. Willing to self-disclose about personal recovery journey. Certified Peer Recovery Support Specialist (PRSS) preferred.
- Skills: Proficiency with computers including Microsoft Office (Word, Excel, PowerPoint).
 Excellent writing, communication, interpersonal, and public relations skills. Exceptional attention to detail. Skills in Motivational Interviewing. Minimizes errors and maintains high quality by checking or monitoring data and work in a timely manner, and by developing and maintaining systems for organizing work and information. ____ County resident or knowledge about County resources preferred. Actively explores ways to improve quality of output. Bilingual or multilingual (Spanish or French) a plus.
 - Maternal/Child Health Example: Experience working with high-risk Black mothers helpful.
- Abilities: Ability to coordinate numerous demands simultaneously to successful completion.
 Ability and willingness to communicate with persons of diverse backgrounds both verbally
 and in writing using tact and diplomacy. Ability to work with a diverse team in a multi disciplinary setting. Ability to establish effective working relationships with persons of varied
 backgrounds. Ability to maintain confidentiality. Ability to be self-motivated to plan, organize,
 and complete work accurately and on time with little direct supervision. Ability and
 willingness to follow safe working practices and procedures. Has a genuine desire to help
 others, especially those in need. Derives satisfaction from serving others. Treats all people
 with respect; seeks and considers diverse perspectives and ideas; provides a supportive
 work environment for a multicultural workforce; shows sensitivity to individual differences;
 treats others fairly without regard to race, sex, color, religion, sexual orientation, or gender
 identity; engages in personal reflection and development to address unconscious bias;



demonstrates no tolerance for microaggressions; recognizes differences as opportunities to learn and gain by working together.

- Licenses/Certifications: Certificate to practice as a Community Health Worker issued by the
 ___ Board of Nursing (preferred). Certificate required within 12 weeks of hire; fully funded
 training and certification will be provided if needed. Valid ___ driver's license, current
 certificate of vehicle insurance, and access to reliable transportation to all assigned work
 locations. Digital Literacy Training, Health Literacy & Numeracy Training, Information Literacy
 Training, Mental Health First Aid & Adverse Childhood Experiences (ACEs), if not included in
 CHW certification
- Physical Requirements: This role routinely uses standard office equipment such as
 computers, phones, photocopiers, and filing cabinets. Employee frequently moves
 equipment and supplies weighing up to 35 pounds. May be required to receive vaccinations
 as a member of the first-responder team. Travel to off-site locations to perform job duties as
 needed; occasionally this may require employee to work on evenings or weekends. May
 require access to an operating vehicle for use when field duties are required.

Salary and Benefits:

Our benefits make XYZ County Health Department an exceptional place to work. We offer:

- Comprehensive benefits package, including: 20 vacation days per year and 10 paid holidays; medical, dental, and vision coverage; disability insurance; life insurance; transit/parking henefits
- Training, development, and promotional opportunities
- Flexible work hours or telework options; 35-hour work week with occasional weekend assignments. Full time, usual hours 8:00 a.m. – 4:00 p.m., M–F, with lunch breaks. May be required to work occasional evenings and weekends
- Paid overtime
- A guaranteed pension plan, via ___ Retirement System
- Opportunities for Public Service Loan Forgiveness Program for eligible workers
- Commitment to diversity, inclusion, equity, and welcoming environment. Affirmative action commitment.
- CHW will receive fully funded trainings and certifications throughout their orientation process, including car seat technician certification and Community Health Worker certification

Application Instructions:

- Apply via ____
- XYZ County Health Department is committed to the full inclusion of all qualified individuals.
 In keeping with our commitment, XYZ County Health Department will take the steps to ensure that people with disabilities are provided reasonable accommodations. Accordingly, if reasonable accommodation is required to fully participate in the job application or interview process, to perform the essential functions of the position, and/or to receive all other benefits and privileges of employment, please contact



SUPPLEMENTAL/ADDITIONAL DOCUMENTATION:

NBPHE JOB TASK ANALYSIS

Scale: 0 Never performed; 1 Not very important; 2 Important; 3 Very important; 4 Essential; included tasks at 2.5 or higher (important/very important). The following tasks were rated as 2.5 or higher by CHWs (N=26)

- Task 1: Collect valid and reliable quantitative or qualitative data.
- Task 2: Use information technology for data collection, storage, and retrieval.
- Task 5: Interpret quantitative or qualitative data following current scientific standards.
- · Task 6: Interpret results of statistical analyses found in public health studies and reports
- Task 7: Apply descriptive techniques commonly used to summarize public data.
- Task 9: Identify key sources of data for epidemiologic or other public health investigation purposes.
- Task 14: Synthesize information from multiple data systems or other sources.
- Task 17: Identify the limitations of research results, data sources, or existing practices and programs.
- Task 19: Illustrate how gender, race, ethnicity, and other evolving demographics affect the health of a population.
- Task 20: Describe a health problem in terms of magnitude, person, time, and place.
- Task 51: Develop a mission, goals, values, and shared vision for an organization or the community in conjunction with key stakeholders.
- Task 60: Implement strategies to support and improve team performance.
- Task 61: Apply team building skills.
- Task 62: Apply negotiation skills.
- Task 134: Identify opportunities to partner with health and public health professionals across sectors and related disciplines.
- Task 135: Identify key stakeholders.
- lask 136: Access the knowledge, skills, and abilities of health professionals to ensure that
 policies, programs, and resources improve the public's health.
- Task 137: Use knowledge of the role of public health and the roles of other health professions to appropriately address the health needs of individuals and populations.
- Task 139: Develop collaborative and partnership agreements with various stakeholders on specific projects.
- Task 171: Communicate with other health professionals in a responsive and responsible manner that supports a team approach to maintaining health of individuals and populations.
- Task 181: Ensure the application of ethical principles in the collection, maintenance, use, and dissemination of data and information.
- Task 182: Identify regulations regarding privacy, security, confidentiality (e.g., personal health information, etc.).
- . Task 183: Identify the laws and regulations that govern the scope of one's legal authority.
- Task 186: Apply basic principles of ethical analysis to issues of public health research, practice, and policy.
- Task 187: Manage potential conflicts of interest encountered by practitioners, researchers, and organizations.



PUBLIC HEALTH CORE COMPETENCIES, LEVEL 1 (LIST)

Job Specific Competencies Descriptions of each competency can be found at: http://www.phf.org/programs/corecompetencies/Pages/Core Public Health Competencies To ols.aspx

SOURCES

- Burning Glass Technologies data analysis of large-scale job postings
- Seltzer, B., & Krasna, H. (2021). 101+ Careers in Public Health, Third Edition. Springer Publishing Company.
- Core Competencies for Public Health Professionals: http://www.phf.org/resourcestools/Pages/Core_Public_Health_Competencies.aspx
- NBPHE Job Task Analysis survey responses (2014) coded by job title
- O*Net Online: Community Health Worker, https://www.onetonline.org/link/summary/21-1094.00
- National Association of Community Health Workers: https://nachw.org/
 - National Association of CHW Promising Practices Study: https://nachw.org/chw_resources/promising-practices-for-rural-community-health-worker-programs/
- CDC National Center for Chronic Disease Prevention and Health Promotion CHW Gateway https://www.cdc.gov/chronicdisease/center/community-health-worker-resources.html
- CHW Training: https://chwtraining.org/how-to-write-a-job-description-for-the-best-chw-applicants/
- Rural Health Information Hub, CHW Toolkit: https://www.ruralhealthinfo.org/toolkits/community-health-workers/4/training/certification and
 - https://www.ruralhealthinfo.org/toolkits/community-health-workers/4/recruiting-hiring-employment-considerations
- National Academy for State Health Policy: https://www.nashp.org/state-community-health-worker-models/
- APHA Policy statement: https://www.apha.org/policies-and-advocacy/public-health-policy-statements/policy-database/2015/01/28/14/15/support-for-community-health-worker-leadership%C2%A0
- Stanislaus County, CA CHW Job Task Analysis: https://www.stancounty.com/riskmgmt/docs/dm-forms/jta/hsa-community-health-worker-1-2-3.pdf
- CHW Core Consensus Project: https://www.c3project.org/
- Articles:
 - https://www1.nyc.gov/assets/doh/downloads/pdf/peer/action-planning-andimplementation-guide.pdf
 - National Healthcare for the Homeless Council https://nhchc.org/research/publications/chws/roles-and-responsibilities-ofchws/.
 - HRSA CHW Survey, 2007 Health Resources and Services Administration: Bureau of Health Professionals. (March 2007). Community Health Worker National Workforce Study.



- Rural Health Information Hub: https://www.ruralhealthinfo.org/toolkits/community-health-workers/1/roles
- CHW Network of NYC: https://www.chwnetwork.org/career-profile
- Archived job descriptions from: Butler County and the State of Ohio Moms and Babies First (OH); Community Health Worker (Mental Health) - 1 Oklahoma City-County Health Department (OK); Vanderburgh County Health Department, Bilingual Community Health Worker Spanish (IN)

Feedback on this job description was provided by 6 Community Health Workers from around the country.

This project is supported in part by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) under grant number UB6HP31684 Public Health Training Centers (\$924,899) at the University of Michigan, as well as the Center for Public Health Systems at the University of Minnesota School of Public Health. This information or content and conclusions are those of the author and should not be construed as the official position or policy of, nor should any endorsements be inferred by HRSA, HHS, or the U.S. Government.

These descriptions are not meant to replace the guidance of your human resources or civil service department, nor do they replace a thorough job analysis with specific information on the percentage time spent on different tasks. They are not meant as legally binding documents and are not meant to include information which may be specific to a particular agency with regard to probationary periods, union contracts, exempt vs. non-exempt positions, specific state or local regulations regarding the hiring of public health professionals, public health department accreditation, disability accommodations, or Americans with Disabilities Act requirements.



Appendix C: Region V Public Health Training Center - Community Health Worker Job Posting





Public Health Model Job Posting

COMMUNITY HEALTH WORKER

Alternate Titles: Promotores De Salud; Coach; Lay Health Advisor; Community Health Representative; Peer Mentor; Peer Navigator

Citation: Krasna, H. (2022). Public Health Job Descriptions. Region V Public Health Training Center & Center for Public Health Systems. Available at https://www.rvphtc.org/public-health-job-descriptions-user-guide/.

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Title: Community Health Worker

Location: (City, State; Remote or hybrid options)

(Add Salary Range)

Make a True Impact by Working with People Most Impacted

In this rewarding role within the XYZ County Health Department, you will build trusting relationships within your community by removing barriers to health and social services. In your day-to-day role, your responsibilities will include:

- Off-site visits: making regular home and off-site visits to support residents' health and well-being
- Case management: working together to develop a wellness plan and providing coaching to accomplish targets
- . Health education: Identifying and reinforcing risk reduction behaviors
- · Referrals to resources: Collaborating with other agencies in making appropriate referrals
- Direct Service/Advocacy: Helping to coordinate patient transportation and accompaniment
 as needed, advocating for the needs of individuals by assisting them in effectively
 communicating with healthcare or social service providers, acting as a liaison between
 patient/family and community service agencies.

This position requires a high school diploma or GED. In addition, you must have completed or be willing to complete a formal Community Health Worker training program to obtain a certificate to practice as a Community Health Worker issued by the ____ Board of Nursing; the certificate is required within 12 weeks of hire, and training is part of the onboarding process.

You must possess excellent interpersonal, communication, and computer skills, along with the ability to work effectively with a diverse community. Cultural competency/cultural sensitivity and relationship-building skills required. Bilingual or multilingual (Spanish or French) a plus. Candidates must have a valid driver's license and provide their own vehicle and proof of insurance, or otherwise demonstrate access to reliable transportation to and from all assigned work locations.

Become the trusted bridge between your communities and our health services and enjoy excellent benefits and work/life programs, a superior retirement package, and the professional satisfaction of seeing the positive impact of your efforts each day.

Your benefits will include:

- Comprehensive benefits package, including: 20 vacation days per year and 10 paid holidays; medical, dental, and vision coverage; disability insurance; life insurance; transit/parking benefits.
- · Training, development, and promotional opportunities
- Flexible work hours or telework options; 35-hour work week with occasional weekend assignments. Full time, usual hours 8:00 a.m.-4:00 p.m., M-F, including lunch break.
- Paid overtime
- A guaranteed pension plan, via Retirement System

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- Opportunities for Public Service Loan Forgiveness program for eligible workers
- · Commitment to diversity, inclusion, equity, and a welcoming environment
- You will also receive fully funded trainings and certifications throughout your orientation process, including Community Health Worker certification

Please note: This posting is not meant to be an all-inclusive list. It presents highlights of the position's scope and function and the candidates' requirements and rewards.

Application Instructions:

- Apply via
- XYZ County Health Department is committed to the full inclusion of all qualified individuals.
 In keeping with our commitment, XYZ County Health Department will take the steps to ensure that people with disabilities are provided reasonable accommodations. Accordingly, if reasonable accommodation is required to fully participate in the job application or interview process, to perform the essential functions of the position, and/or to receive all other benefits and privileges of employment, please contact

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