

Occupation: COMMUNITY HEALTH WORKER		ONET Code 21-1091.00
		RAPIDS Code 2002HY
OCCUPATIONAL OVERVIEW		
Potential Job Titles: community health worker, public health worker, public health assistant, health promoters, promotores(as) de salud		
Occupational Context: Community Health Workers work in government, non-profit or private organizations including hospitals, government, ambulatory care facilities, non-profit organizations (religious, grantmaking, civic, professional or similar organizations) and at community events or may provide individualized support or family services from a central location, remote locations or through home visits. They may work in rural, metropolitan, and urban areas, on tribal lands or internationally.		
Occupational Purpose: Community Health Workers (CHWs) are frontline public health workers who are trusted members of and have an unusually close understanding of the community they serve. This trusting relationship enables CHWs 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. CHWs also build 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. (American Public Health Association, 2008)		
The CHW serves as a bridge between the community and the health care, government and social service systems.		
Occupational Pathways: Community health workers can become health educators and with additional education (which could include a bachelor's or master's degree), can move into roles as social workers, school counselors and substance abuse, behavioral, mental health, marriage and family counselors.		
Attitudes & Behaviors. Community health workers should be comfortable with public speaking, must have strong interpersonal skills including good listening skills and cultural sensitivity, must think creatively and solve problems that arise (including changes in budget or resistance from the community they are serving) and must have strong writing skills to convey health-related information.		
Prerequisites for Apprenticeship:		
Certification or Licensure		
Credential	Awarding Body	Timing Before, During or After Apprenticeship
Certified Health Education Specialist (CHES)	National Commission for Health Education Credentialing (NCHEC)	After
CPR Certification	American Red Cross	Before
First Aid Certification	American Red Cross	Before
Trade Associations and Labor Organizations		
American Public Health Association C3 Project (info@c3project.org) SEIU (Service Employees International Union)		
Size of Current Workforce: 54,000		
Number of additional job openings predicted (2014-2024): 18,800		
Median Salary (2014): \$36,300		
Job Function 1: Provides cultural mediation among individuals, communities and health and social service systems		
Job Function 2: Provides culturally appropriate health education and information		
Job Function 3: Coordinates care, provides case management support and assists individuals and communities in navigating health and social service systems		
Job Function 4: Provides coaching and social support		
Job Function 5: Advocates for individuals and communities		
Job Function 6: Helps build individual and community capacity		
Job Function 7: Provides direct health and social service assistance		
Job Function 8: Implements individual and community assessments		
Job Function 9: Conducts outreach to individuals, communities, service providers and groups		

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Job Function 10: Participates in evaluation and research (optional)		

CROSS-CUTTING COMPETENCIES (These come from the Competency Model Clearinghouse)

Personal Effectiveness Competencies

Relevance (Using Lumina Beta Credentials Framework)	0	1	2	3	4
Interpersonal Skills					X
Integrity					X
Professionalism					X
Initiative			X		
Reliability					X
Dependability & Reliability					X
Adaptability & Flexibility			X		
Lifelong Learning				X	

Academic Competencies

Relevance (Based on Lumina Beta Credentials Framework)	0	1	2	3	4
Reading					X
Writing					X
Mathematics			X		
Science & Technology			X		

	Communication					X
	Critical & Analytical Thinking				X	
	Basic Computer Skills			x		
Workplace Competencies						
	Relevance (Based on Lumina Beta Credentials Framework)	0	1	2	3	4
	Teamwork			X		
	Customer Focus					X
	Planning & Organization					X
	Creative Thinking				X	
	Problem Solving & Decision Making					X
	Working with Tools & Technology		X			
	Scheduling & Coordinating					X
	Checking, Examining & Recording				X	
	Business Fundamentals		X			
	Sustainable Practices		X			
	Health & Safety					X

Certifications Required to Work in the Field		
CPR		
First Aid		
Certified Health Education Specialist (optional)		
Foundational Instruction - instruction that may not related to a particular job function, but that may apply to the occupation as a whole.	this section lists courses that provide cross-cutting	
Basic anatomy & physiology		
Basic medical terminology		

WORK PROCESS SCHEDULE		ONET Code 21-1091.00	
		RAPIDS Code 2002HY	
Job Title			
Company Contact:			
Apprenticeship Type: (competency based, time based, hybrid)			
Minimum Time Requirements (or time range):			
Certifications:			
JOB FUNCTION		Core/ Optional	OJT
JOB FUNCTION 1: Provides cultural mediation among individuals, communities and health and social service systems		Core	
Competency 1a: Educates individuals and communities about how to use health and social service systems (including explaining how systems operate)		Core	
Competency 1b: Educates health and social service systems and providers about community perspectives and cultural norms (including supporting implementation of Culturally and Linguistically Appropriate Services (CLAS) standards		Core	
Competency 1c: Expands health literacy among constituents served		Core	
Competency 1d: Facilitates cross-cultural communication among individuals, communities and health/social service system workers		Core	
JOB FUNCTION 2: Provides culturally appropriate health education and information		Core	
Competency 2a: Conducts health promotion and disease prevention education in a matter that matches linguistic and cultural needs of participants or community		Core	
Competency 2b: Provides necessary information and support to help individuals and communities learn the etiology, pathology and likely outcomes of health conditions, as well as appropriate prevention and management strategies, including for chronic disease		Core	
JOB FUNCTION 3: Coordinates care, provides case management support and assists individuals and communities in navigating health and social service systems		Core	
Competency 3a: Participates in care coordination or case management, including as part of a team		Core	
Competency 3b: Provides referrals and follow-up support to ensure that services were obtained		Core	
Competency 3c: Facilitates, obtains or coordinates transportation to services and helps ameliorate other barriers to services		Core	
Competency 3d: Documents and tracks individual- and population-level data		Optional	
Competency 3e: Identifies and informs people and systems about community assets and challenges		Core	
JOB FUNCTION 4: Provides coaching and social support		Core	
Competency 4a: Provides individual support and coaching		Core	
Competency 4b: Motivates and encourages people to obtain care and other services		Core	
Competency 4c: Supports self-mangement of disease prevention and management of health conditions, including chronic disease		Core	
Competency 4d: Plans, organizes and/or leads support groups		Core	
JOB FUNCTION 5: Advocates for individuals and communities		Core	
Competency 5a: Determines and advocates for the needs and perspectives of communities		Core	
Competency 5b: Connects individuals and communities to resources and advocates for basic needs (e.g. food and housing)		Core	
Competency 5c: Identifies policy influencers and opportunities and provides advocacy for positive policy changes, including by engaging individuals and communities in grassroots support		Optional	
JOB FUNCTION 6: Helps build individual and community capacity		Core	

Competency 6a: Assists individuals in building and expanding their personal capacity to identify and manage their health conditions, obtain services as needed, identify opportunities to help others, and represent their needs through communication and advocacy	Core		
Competency 6b: Assists communities in building capacity by identify resources, coordinating service and support providers, linking groups or systems that provide synergistic support, and implementing advocacy strategies to address unmet needs	Core		
Competency 6c: Identifies and works with CHW peers to help others grow professionally, act ethically and meet the needs of the individuals and communities served	Core		
JOB FUNCTION 7: Provides direct health and social service assistance	Core		
Competency 7a: Conducts and accurately reports and communicates results and implications of basic screening tests (height, weight, blood pressure, glucose level, etc.)	Core		
Competency 7b: Provides basic health support services (e.g. first aid, diabetic foot checks)	Core		
Competency 7c: Collects and distributes materials that meet basic needs (e.g. provides food, blankets, clothing to those in need)	Core		
JOB FUNCTION 8: Implements individual and community assessments	Core		
Competency 8a: Participates in design, implementation and interpretation of individual-level assessments (e.g. home environmental assessment)	Core		
Competency 8b: Participates in design, implementation and interpretation of community-level assessments (e.g. windshield survey of community assets and challenges, community asset mapping)	Core		
JOB FUNCTION 9: Conducts outreach to individuals, communities, service providers and groups	Core		
Competency 9a: Identifies and recruits individuals, families and community groups to services and systems	Core		
Competency 9b: Follows up on health and social service encounters with individuals, families and community groups	Core		
Competency 9c: Conducts home visits to provide education, assessment and social support	Core		
Competency 9d: Presents at local agencies and community events to share information and educate individuals and communities about health and social service concerns and resources	Core		
JOB FUNCTION 10: Participates in evaluation and research (optional)	Optional		
Competency 10a: Evaluates CHW services and programs	Optional		
Competency 10b: Identifies and engages community members as research partners, including community consent processes	Optional		
Competency 10c: Identifies priority issues and evaluation/research questions	Optional		
Competency 10d: Develops evaluation/research design and methods	Optional		
Competency10e: Collects and interprets data	Optional		
Competency10f: Shares results and findings	Optional		
Competency 10g: Engages stakeholders to take action on findings	Optional		
JOB FUNCTION 8:			

Job Function 1: Provides cultural mediation among individuals, communities and health and social service systems		LEVEL	Required	Optional
	RELATED INSTRUCTION			
	Skills			
	Written and oral communication skills			
	Active listening			
	Empathy			
	Recording information and maintaining documentation			
	Foreign language capability (either directly or through translating services)			
	Conduct interviews			
	Manage conflicts			
	Practice cultural humility			
	Conducting research, including on government websites			
	Knowledge & Understanding			
	Basic public health principles			
	Community demographics, history, resources and challenges			
	The names, locations and eligibility requirements for health and social service systems and the process by which resources are accessed			
	Culturally and Linguistically Appropriate Service (CLAS) methodology			
	US health and social service systems: Medicaid, Medicare, insurance exchanges, SNAP, WIC, local food subsidies, TANF, etc.			
	Healthy lifestyles: diet, exercise, disease prevention, pregnancy prevention			
	Laws regarding privacy and personally identifiable information			
	Standard operating procedures for data security			
	Home visit safety procedures and basic self defense practices			
	Phone numbers of emergency care providers, first responders and mental health service providers			
	CDC National Plan to Improve Health Literacy https://www.cdc.gov/healthliteracy/planact/national.html			
	Social determinants of health			
	Tools & Technologies			
	Electronic communication devices: email, smartphone, conference call lines, three-way calls			
	Computer, printer and fax			
	Projector			
	Internet			
Competency a: Educates individuals and communities about how to use health and social service systems (including explaining how systems operate)		Basic	X	
	Performance Standards			
	Identifies individuals or communities in need of information and support			
	Identifies opportunities to meet with community members			
	Schedules and publicizes meeting times and locations			
	Prepares written and oral presentations about health and social service programs, qualifications for service and limitations of service			
	Develops educational support materials			
	Provides information using CLAS standards			
	Assesses the level of understanding individuals and communities have of programs, services and qualification requirements			
	Uses different strategies to reach individuals who are struggling to understand service systems, what they offer and how to use them			
Competency b: Educates health and social service systems and providers about community perspectives and cultural norms (including supporting implementation of Culturally and Linguistically Appropriate Services (CLAS) standards		Basic	X	
	Performance Standards			
	Identifies local health and social services points of contact			
	Reaches out to meet with or talk to local health and social service points of contacts			
	Provides contact information and a brief overview of the role the CHW is playing			
	Provides information about the communities and/or individuals served			
	Surveys or interviews members of the community to learn their perspectives, concerns and needs			
	Interviews members of the community and/or community leaders to learn about the community, its history, its culture, its social norms			
	Confidentially shares information about the community, its perspectives and its cultural norms and communications concerns expressed by community; seeks resolution where appropriate			
	Provides information about CLAS standards relevant to the community or individuals served			
	Follows up with community and service providers to determine if appropriate communication is taking place			

	Competency c: Expands health literacy among constituents served	Basic	X	
	Performance Standards			
	Surveys community members, leaders and care providers to determine the nature of their key health concerns and challenges			
	Identifies, obtains and distributes informational brochures, pamphlets and other resources about primary health issues			
	Explains the meaning of informed consent			
	Provides strategies for asking questions and recording information during meetings with service providers			
	Explains the parameters of privacy, HIPAA, and explains how to provide authorization for others to receive personal health information, if desired; provides authorization forms or templates; assists in completing authorization			
	Identifies free or low-cost resources that support healthy lifestyles			
Core or Optional	Competency d: Facilitates cross-cultural communication among individuals, communities and health/social service system workers	Basic	X	
	Performance Standards			
	Participates in conversations (by phone or in person) between individuals and system workers to ensure effective communication is taking place			
	Identifies communication lapses and intervenes to encourage service providers to communicate more clearly using culturally sensitive language and terms the individual understands; provides "translation" services when necessary (including foreign language or translation from medical terms to those more easily understood by communities)			
	Follows up with individuals after conversations to confirm that they understand what they are told and can translate instructions or recommendations into everyday activities and choices			
	Follows up with service providers to provide suggestions on how to more effectively communicate with			

Job Function 2: Provides culturally appropriate health education and information		LEVEL	Required	Optional
	RELATED INSTRUCTION			
	Skills			
	Skills listed under job function 1			
	Public speaking in front of large and small groups			
	Use technology to assist in education			
	Conduct research to find appropriate informational materials			
	Make referrals when necessary based on individuals' needs			
	Knowledge & Understanding			
	Social determinants of health and related disparities			
	Etiology, pathology, prognosis, prevention and mitigation strategies regarding pertinent health issues			
	Healthy lifestyles and self-care			
	Health behavior theory			
	Mental health/behavioral health issues and their connection to physical health			
	Tools & Technologies			
	AV equipment			
	Internet			
	Computers			
	Electronic search tools			
COMPETENCIES				
	Competency a: Conducts health promotion and disease prevention education in a matter that matches linguistic and cultural needs of participants or community	Basic	X	
	Performance Standards			
	Identifies opportunities to provide health and disease prevention education and applies to participate in a timely manner			
	Prepares for education event, including collecting materials for distribution, developing presentation and confirming schedule, expectations and time constraints; inquires about room set-up and logistics			
	Assesses which health issues are of primary concern to community through interviews, surveys or other means			
	Researches health issues of interest to identify current research regarding effective prevention and treatment regimes			
	Shows up early to event and sets up AV aids			
	Welcomes participants and speaks clearly and using culturally sensitive terms to establish rapport and trust; provides information in a way and using terms that are appropriate for the audience			
	Seeks evaluation of the presentation from participants; identifies areas that need additional clarification or details; responds accordingly			
	Competency b: Provides necessary information and support to help individuals and communities learn the etiology, pathology and likely outcomes of health conditions, as well as appropriate prevention and management strategies, including for chronic disease	Basic	X	
	Performance Standards			
	Identifies resources to help individuals and communities plan menus, select healthy foods and snacks, and understand the nutritional needs of individuals based on their age, gender and health status			
	Suggests ways to get the recommended level of exercise based on the resources available to the community and understanding the need to fit exercise into their daily schedule			
	Provides information about smoking cessation and support groups for addiction treatment			
	Demonstrates techniques for hands-on care, such as bathing babies, providing foot care for diabetics, assisting in ambulation, changing dressings, using personal protection devices			
	Provides information about disease-prevention strategies, including handwashing and the use of personal protection and containment for hazardous substances			
	Provides information and instruction about specific health concerns or chronic diseases, including prevention, treatment, and long-term outlooks for those with the condition			
	Supports individuals who need assistance in caring for a child or someone who is elderly or disabled			

Job Function 3: Coordinates care, provides case management support and assists individuals and communities in navigating health and social service systems		LEVEL	Required	Optional
	RELATED INSTRUCTION			
	Skills			
	Skills from Job Function 1			
	Communicate with colleagues and care providers			
	Interact with individuals who have different levels of training			
	Convene groups; working as part of a team			
	Document information, treatment plans, patient response, etc.;			
	Conflict resolution			
	Share ideas and concerns appropriately, concisely and convincingly			
	Give and receive feedback on job performance			
	Identify priorities or sensitivities among others on the case team			
	Set goals and establish a workplan/timeline/performance objectives			
	Identify situations that call for mandatory reporting and act accordingly			
	Acknowledge and seek help when needed			
	Ensure communication and sharing of information among the group			
	Knowledge & Understanding			
	Personal safety practices and strategies, especially for use during home visits			
	Ethical practice standards: CHW Code of Ethics, Americans with Disabilities Act, HIPAA			
	Community assets			
	Tools & Technologies			
	Electronic medical records			
COMPETENCIES				
	Competency a: Participates in care coordination or case management, including as part of a team	Basic	X	
	Performance Standards			
	Facilitates introductions among team members or introduces self to team			
	Identifies roles and responsibilities as part of the team			
	Establishes clear goals for communication, information sharing, emergency response			
	Provides relevant information to group or relevant members of the group in a clear and concise way			
	Respectfully shares opinions and participates in discussions to solve problems			
	Voices concerns or disagreements in a professional and respectful way			
	Receives feedback from other members of the group about how to improve performance or better interact with the group or individual			
	Reaches out to colleagues or mentors to seek advice on how to handle difficult situations			
	Manages time, maintains records and keeps track of action items and timeline			
	Competency b: Provides referrals and follow-up support to ensure that services were obtained	Basic	X	
	Performance Standards			
	Identifies service providers and establishes a list of local providers available to community			
	Identifies area of practice or service and determines availability and limitations of serves (e.g. is the service provider taking on new clients/patients? Does the health provider participate in relevant health insurance plans?)			
	Provides referrals to appropriate service providers, including intervening to set up phone calls, schedule meetings and participating in those calls or meetings			
	Provides information about transportation options to research service provider and other logistical information, such as hours of service, the need for a prior appointment and documentation that should be taken to the appointment			
	Notifies service providers in advance about special individual needs			
	Facilitates meetings with service providers			
	Follows up with individuals to ensure that the providers met each individual's needs; intervenes on behalf of individuals if services were not provided appropriately			
	Competency c: Facilitates, obtains or coordinates transportation to services and helps ameliorate other barriers to services	Basic	X	
	Performance Standards			
	Conducts research to identify public transportation options and bus stops or subway stops closest to service providers			
	Determines the availability of transportation services, such as van transport for the elderly or disabled individuals, and determines how to access those services			

	Arranges for transportation or provides instructions about how to use public transit to get to service providers			
	Ensures that transportation providers picked up on time and delivered to the correct location			
	Provides transportation if appropriate but otherwise establishes clear boundaries if providing transportation is not part of the job			
	Helps communities arrange for shared transportation, such as carpools			
	Competency d: Documents and tracks individual- and population-level data	Intermediate		X
	Performance Standards			
	Identifies parameters of data collection			
	Identifies the data collection method, such as survey or data collection from care providers			
	Employs the data collection method with fidelity			
	Uses appropriate techniques to minimize or avoid sample bias			
	Conducts research to utilize public or private data sources, such as state data or hospital data			
	Accurately documents data in appropriate format and location			
	Reviews data entry to ensure accuracy			
	Saves data in appropriate place, employing data security and privacy measures			
	Creates back-up data files			
	Competency e: Identifies and informs people and systems about community assets and challenges	Intermediate	X	
	Performance Standards			
	Tours community to identify assets and challenges based on observations			
	Consults published documents or websites, such as community groups, churches, service providers, schools, etc to identify assets			
	Surveys communities or community leaders to identify assets and challenges			
	Contacts other CHWs or care providers to learn more about the community			

Job Function 4: Provides coaching and social support		LEVEL	Required	Optional
	RELATED INSTRUCTION			
	Skills			
	Listen actively and attentively			
	Communicate clearly using culturally relevant language			
	Communicate effectively based on age, level of education and intellectual abilities of individuals			
	Convene groups			
	Establish relationships of trust			
	Motivate others			
	Conflict resolution			
	Knowledge & Understanding			
	Behavioral and developmental norms			
	Personal safety strategies and techniques			
	HIPAA rules and regulations			
	Tools & Technologies			
	Electronic communication devices			
	Email, messaging, chat and other forms of communication			
	Telephone			
	Social media modalities			
COMPETENCIES				
	Competency a: Provides individual support and coaching	Basic	X	
	Performance Standards			
	Identifies individuals or groups in need of support or coaching			
	Identifies challenges, concerns or issues that should be the focus of coaching and support			
	Develops coaching plan and strategies for meeting needs			
	Engages individuals effectively in dialogue			
	Provides honest feedback in culturally and developmentally appropriate language			
	Gives and receives constructive criticism			
	Establishes goals and timelines and tracks progress in meeting landmarks			
	Maintains clear and appropriate boundaries			
	Uses appropriate safety and personal protection techniques, especially when conducting home visits			
	Competency b: Motivates and encourages people to obtain care and other services	Basic	X	
	Performance Standards			
	Provides contact information to care or service providers and suggests the appropriate way to request assistance or seek information			
	When authorized, represents the client or partners with client in speaking with providers			
	Assists clients in completing applications or forms necessary to receive care or services			
	Provides transportation information or assistance			
	Prepares clients, including children, for what to expect during medical, dental or service visits			
	Role plays with clients to allow them to practice the interaction, conversation or questions related to service or care			
	Follows up to ensure that client received care or services needed and engages appropriately			
	Provides conflict management and resolution support			
	Competency c: Supports self-mangement of disease prevention and management of health conditions, including chronic disease	Intermediate	X	
	Performance Standards			
	Provides information about disease prevention and health management strategies			
	Demonstrates methods of self-management, such as blood glucose testing, foot exams, cancer screenings, blood pressure monitoring, etc.			
	Provides information and suggestions regarding good diet and exercise habits			
	Provides meal suggestions and recipes for healthy foods			
	Provides nutrition guidance			
	Instructs clients about recording health indicators, such as blood pressure and weight			
	Provides support for medication management (within the limitations of the CHW profession and engaging a licensed pharmacist or care provider when necessary)			
	Competency d: Plans, organizes and/or leads support groups	Intermediate	X	
	Performance Standards			
	Identifies locations where groups can meet in confidence and safety			

Invites participants and provides information about the role of group and expectations of participants; publicizes meetings or events			
Invites guest speakers with expertise relevant to the needs of the group			
Manages groups by starting conversations, leading discussions in a positive direction and managing conflicts that may arise			
Employs personal and group safety principles, including referring those in high-risk situations to appropriate service or care providers			
Clearly articulates the purpose or mission of the support group and outlines boundaries and rules of participation			
Assists in identifying or organizing transportation to the group meeting			

Job Function 5: Advocates for individuals and communities		LEVEL	Required	Options
	RELATED INSTRUCTION			
	Skills			
	Oral and written communication			
	Strategic planning			
	Build grassroots/grasstops networks and collaborate among or within communities			
	Motivational speaking			
	Leadership			
	Research to identify areas where additional programs or resources are needed or where current programs or resources are slated for cuts, modifications or elimination			
	Develop talking points to provide high level overview of advocacy position			
	Provide concise and succinct arguments or justifications to support advocacy position			
	Fundraising			
	Organize events and activities			
	Knowledge & Understanding			
	Local and national legislative process			
	Names and contact information for elected officials and community leaders			
	Rules, regulations and restrictions regarding lobbying			
	Use of print and electronic resources to identify, interpret and understand policy recommendations or changes that impact programs of interest			
	Human, civil and legal rights			
	Home visit safety protocols and strategies			
	Effective advocacy strategies			
	Tools & Technologies			
	Email			
	Internet/search tools			
	Word processing and electronic presentation software			
	Use of emailing lists and mail merge functions			
	Use of GPS and mapping technology			
COMPETENCIES				
	Competency a: Determines and advocates for the needs and perspectives of communities	Intermediate	X	
	Performance Standards			
	Surveys community leaders and members to determine needs and concerns of community			
	Surveys community to identify existing resources and to identify gaps in services			
	Develops through a consensus process the position of the community to be represented			
	Prepares high level talking points to communicate the needs and perspectives of the community			
	Validates talking points and shares them with other CHWs, service providers and community leaders			
	Identifies other leaders to participate in advocacy; prepares them to effectively engage in advocacy activities			
	Competency b: Connects individuals and communities to resources and advocates for basic needs (e.g. food and housing)	Basic	X	
	Performance Standards			
	Maintains resource inventories to help connect individuals and communities to available services			
	Communicates service gaps or needs to local elected officials, service providers and community leaders			
	Proposes solutions to filling service gaps, including by connecting individuals with various service providers			
	Identifies potential sources of funding to fill gaps and provide basic needs			
	Identifies and connects with organizations to build partnerships in advocating for basic needs			
	Explains the process of accessing services, services available and limitations of eligibility			
	Assists in the preparation of applications for support or services			
	Helps individuals enroll in services			
	Performs home visits when necessary, observing appropriate safety protocols			
	Competency c: Identifies policy influencers and opportunities and provides advocacy for positive policy changes, including by engaging individuals and communities in grassroots support	Intermediate		X
	Performance Standards			
	Uses electronic and print resources to identify elected officials, legislative committees of jurisdiction, relevant positions of policymakers on issues of interest and champions of causes related to the needs of the community			
	Identifies events where policy leaders will be speaking to learn more about their positions and efforts, or to engage them in conversation about areas of concern			
	Follows public policy discussions in the literature, through social media and through the legislative process and engages when appropriate			
	Organizes letter-writing events or petitions			
	Invites elected officials and policy leaders to events where they could hear from members of the community			

Organizes legislative visit days			
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Job Function 6: Helps build individual and community capacity		LEVEL	Required	Optional
	RELATED INSTRUCTION			
	Skills			
	Active listening			
	Clear communication			
	Public speaking			
	Research			
	Provide clear information to general public that explains technical processes and programs			
	Educate others			
	Facilitate introductions and building links between groups with shared interests			
	Knowledge & Understanding			
	Local resources			
	National resources			
	Scope and methods to access health and social services			
	CHW code of ethics			
	Tools & Technologies			
COMPETENCIES				
	Competency a: Assists individuals in building and expanding their personal capacity to identify and manage their health conditions, obtain services as needed, identify opportunities to help others, and represent their needs through communication and advocacy	Basic	X	
	Performance Standards			
	Provides information about rights, opportunities and services			
	Provides coaching to encourage individuals to exercise their rights and receive services			
	Assists in obtaining resources or services			
	Provides written and electronic information about health management techniques and behaviors			
	Competency b: Assists communities in building capacity by identify resources, coordinating service and support providers, linking groups or systems that provide synergistic support, and implementing advocacy strategies to address unmet needs	Basic	X	
	Performance Standards			
	Maintains resource inventories			
	Provides information about location, hours of service, and eligibility requirements for various social, health and other services			
	Facilitates meetings or events that bring together groups or systems with synergistic interests or support services			
	Competency c: Identifies and works with CHW peers to help others grow professionally, act ethically and meet the needs of the individuals and communities served	Basic	X	
	Performance Standards			
	Participates in professional activities to meet and interact with CHW peers			
	Provides mentorship to other CHWs and seeks mentorship support from others			
	Adheres to the CHW code of ethics			
	Reports behaviors or activities that are in conflict with the CHW code of ethics or that pose a risk to individuals or communities			
	Provides constructive feedback to other CHWs to help them improve their communication skills, interpersonal communication and effectiveness			
	Receives constructive feedback graciously			
	Speaks clearly using culturally sensitive language; avoids using slang or poor grammar			
	Maintains a calm demeanor and patience, even when working under demanding and stressful conditions			

Job Function 7: Provides direct health and social service assistance		LEVEL	Required	Optional
	RELATED INSTRUCTION			
	Skills			
	Measure vital signs			
	Use personal protective equipment to prevent transmission of disease and cross contamination			
	Maintain a sterile field			
	Handwashing, disinfecting			
	Vision screening			
	Measure height and weight			
	Collect blood sample via finger prick			
	Use glucose meter and test strips			
	Convert English to metric and visa versa			
	Explain the link between signs and symptoms and chronic disease conditions			
	Graph values (weight, height, etc.) accurately			
	Read and follow directions			
	Knowledge & Understanding			
	Infection and disease prevention			
	Blood-borne pathogens			
	Normal ranges for vital signs (blood pressure, pulse, temperature, respiratory rate) and basic blood and urine tests (glucose, pH, specific gravity, etc.)			
	Normal ranges for height and weight			
	Basic anatomy and physiology; etiology, signs and symptoms of chronic disease			
	Basic first aid techniques			
	Cancer screening techniques			
	Signs and symptoms of acute illness			
	Tools & Technologies			
	Lancet/capillary tubes			
	Glucometer			
	Test strips			
	Scale (portable, office or infant) and height measurement tools			
	Sphygmomanometer and stethoscope			
	Timer			
COMPETENCIES				
Competency a: Conducts and accurately reports and communicates results and implications of basic screening tests (height, weight, blood pressure, glucose level, etc.)		Basic	X	
Performance Standards				
Weight and height: sets up and tares scale, waits for reading to stabilize before recording value; measures weight and converts from pounds to kilograms and visa-versa when necessary; measures height and weight with shoes off and standing straight; correctly records and plots height and weight for children and others; converts weight from pounds to kilograms and height from feet to centimeters				
Blood pressure: removes constricting clothing from arm or wrist (depending upon type of blood pressure equipment used); places cuff and stethoscope in appropriate place, inflates sphygmomanometer to appropriate level, listens for heart rate and remembers starting and stopping point; records accurately and notes whether measured level is within normal limits; responds appropriately to elevated or subnormal values; interprets value to client and provides health, nutrition and health management information				
Glucose levels: wears appropriate personal protective gear (eye wear, gloves, gown, mask, etc.) to aseptically collect blood or urine samples, measures blood or urine glucose using glucometer or test strips; helps with medication management such as use of insulin				
Vision screening: properly sets up vision screening equipment, including measuring distance between subject and eye chart when traditional methods are used; records results and notifies individual and/or caregiver about abnormal results				
Refers individuals to care provider, if warranted, based upon the results of medical screening				
Competency b: Provides basic health support services (e.g. first aid, diabetic foot checks)		Basic	X	
Performance Standards				
Maintains adequate supplies for basic first aid, such as tape, scissors, bandages, ointments, tweezers, eye wash, etc.				
Identifies location and demonstrates appropriate use of defibrillators, CPR masks, oxygen masks				
Provides emergency first aid as necessary referring individuals for further care as needed				
Provides instructions for wound and injury care, such as elevating, icing, changing bandages, etc.				
Conducts diabetic foot checks; in some cases provides routine foot care such as applying lotion, inspecting skin, cutting nails (if no complications exist); refers to appropriate care provider when necessary				

Instructs individuals about proper cancer screening techniques, such as self exams, mole checks, etc.			
Provides information to parents about infant and childhood vaccines and routine medical care			
Provides information to individuals about the importance of preventive care, such as flu shots, pneumonia vaccines, shingles vaccines, etc.			
Provides instruction about safe sex practices in order to prevent unwanted pregnancy and transmission of disease			
Competency c: Collects and distributes materials that meet basic needs (e.g. provides food, blankets, clothing to those in need)	Basic	X	
Performance Standards			
Identifies sources of materials (food, clothing, blankets)			
Determines that food is not expired, spoiled or in any other way contaminated			
Ensures that blankets and clothing is clean and intact			
Determines need and provides materials based on that need, keeping in mind that long-term and short-term storage limitations might exist			
Evaluates living situation to determine what kinds of food, clothing and bedding are appropriate and useful			

Job Function 8: Implements individual and community assessments		LEVEL	Required	Optional
	RELATED INSTRUCTION			
	Skills			
	Survey techniques			
	Interview techniques			
	Research			
	Setting priorities			
	Develop and implement action plans			
	Record and share information			
	Interpret data			
	Knowledge & Understanding			
	Connections between community issues, such as unemployment and homelessness, unemployment and gang involvement, lack of education and poor health outcomes, etc.			
	Methods for identifying community assets			
	Methods for performing gap analysis			
	Tools & Technologies			
COMPETENCIES				
	Competency a: Participates in design, implementation and interpretation of individual-level assessments (e.g. home environmental assessment)	Basic	X	
	Performance Standards			
	Develops questionnaires to be administered directly or indirectly to individuals			
	Implements surveys or conducts interviews			
	Records data accurately			
	Tabulates data, using graphs to illustrate key findings or trends			
	Uses safety protocols and maintains situational awareness at all times			
	Evaluates, summarizes and interprets data correctly, noting limitations or potential sources of sample bias or error; attempts to limit or eliminate sample bias			
	Writes and distributes summary reports, as appropriate			
	Maintains privacy and data security			
	Competency b: Participates in design, implementation and interpretation of community-level assessments (e.g. windshield survey of community assets and challenges, community asset mapping)	Intermediate	X	
	Performance Standards			
	Develops questionnaires to be administered directly or indirectly to community members			
	Identifies opportunities for collecting data, such as through the use of windshield surveys, street surveys, web surveys, written questionnaires, or interviews			
	Implements surveys or conducts interviews			
	Records data accurately			
	Tabulates data, using graphs to illustrate key findings or trends			
	Uses safety protocols and maintains situational awareness at all times			
	Evaluates, summarizes and interprets data correctly, noting limitations or potential sources of sample bias or error; attempts to eliminate sample bias or sources of error			
	Writes and distributes summary reports, as appropriate			
	Maintains data privacy and security			
Core or Optional	Competency c:			
	Performance Standards			
Core or Optional	Competency d:			

	Performance Standards			
Core or Optional	Competency e:			
	Performance Standards			
Core or Optional	Competency f:			
	Performance Standards			
Core or Optional	Competency g:			
	Performance Standards			
Core or Optional	Competency h:			
	Performance Standards			
Core or Optional	Competency i:			
	Performance Standards			
Core or Optional	Competency j:			
	Performance Standards			

Job Function 9: Conducts outreach to individuals, communities, service providers and groups		LEVEL	Required	Optional
	RELATED INSTRUCTION			
	Skills			
	Communication			
	Research			
	Public speaking			
	Use communication technology			
	Use basic audio/visual equipment			
	Develop clear and concise presentations and materials			
	Write using correct spelling, grammar and punctuation			
	Knowledge & Understanding			
	Benefits of preventive health care and dentistry			
	Characteristics of a healthy lifestyle			
	Basic medical terminology			
	Universal precautions			
	Signs/symptoms, modes of transmission and potential complications of common health ailments or conditions			
	Social determinants of health			
	Purpose, methods and recommended frequency of routine and special health screenings			
	Environmental health risks			
	Health topics relevant to populations served, including: prenatal care, infant and child care, nutrition, proper installation of car seats, basic medical procedures, pregnancy prevention and care, risks of smoking and alcohol abuse, substance cessation strategies, environmental hazards, infection control, diabetes management, blood pressure management, adult nutrition, healthy lifestyles, aging, support for teen mothers, support for aging populations, weight management, cholesterol management, etc.			
	Health and medical concerns unique to the work environment			
	Tools & Technologies			
	Communication devices and technologies			
	Use of social media			
	Internet and other electronic searches			
	Databases			
COMPETENCIES				
	Competency a: Identifies and recruits individuals, families and community groups to services and systems	Basic	X	
	Performance Standards			
	Surveys/interviews individuals and families to identify needs			
	Identifies available resources and services and maps them to individuals with needs			
	Advertises services and recruits individuals and families who may need them			
	Uses a variety of sources to reach potential audiences: fliers, presence at well attended events, public service announcements, local news stories, social media, etc.			
	Provides information to individuals, families and community groups that need access to resources about what resources are available and how to access them			
	Facilitates meetings between individuals, families and groups and service providers or systems: assists in making appointments, scheduling phone calls and submitting applications			
	Provides reminders of upcoming appointments, organizes transportation and confirms readiness of individuals and families to participate in meetings or appointments			
	Competency b: Follows up on health and social service encounters with individuals, families and community groups	Basic	X	
	Performance Standards			
	Contacts individuals, families and community groups following scheduled meetings or services to ascertain the quality of care or service provided, to answer questions regarding services and to determine whether additional follow-up activity is necessary			
	When referrals are made, assists in accessing those resources or completing the referral process			
	Provides feedback to service providers regarding concerns or service gaps; works to resolve misunderstandings and service gaps			
	Seeks additional information from individual or family if lack of information led to the service gap			
	Intervenes to facilitate better communication, to resolve conflicts and to help each party understand the other's needs			
	Makes referrals to different service providers if the original provider is unable or unwilling to assist			
	Follows up with managers if service providers acted inappropriately or failed to provide the necessary service			

	Competency c: Conducts home visits to provide education, assessment and social support	Intermediate	X	
	Performance Standards			
	Schedules home visit appointment times			
	Reminds individuals or families of scheduled home visits			
	Conducts research to identify any challenges associated with conducting the home visit (parking, barriers to entry, potential threats, lack of transportation, etc.)			
	Uses appropriate safety protocols to ensure personal safety, including partnering with another CHW to ensure personal safety			
	Clearly states the nature of the home visit and the goals and objectives of the visit			
	Conducts home visits to provide education, assessment or social support			
	Properly documents home visits, noting any concerns or required follow-up			
	Follows up with individuals or families to assess the effectiveness of the home visit and to schedule additional visits			
	Competency d: Presents at local agencies and community events to share information and educate individuals and communities about health and social service concerns and resources	Intermediate	X	
	Performance Standards			
	Maintains an inventory or calendar of community events at which educational presentations could be given or materials distributed			
	Submits applications or requests for participation on-time and to appropriate entity			
	Plans for presentation or gathers materials to be shared at community events; if direct services are to be provided, recruits additional CHWs or other care providers to assist in the delivery of services			
	Arranges for transport of materials, supplies and teaching technology to venue			
	Arrives in time to set up equipment or materials and prepare for interactions			
	Presents information in a clear and concise format, using culturally appropriate language and a level of detail appropriate for the audience served (i.e. children versus adults)			

Job Function 10: Participates in evaluation and research		LEVEL	Required	Optional
	RELATED INSTRUCTION			
	Skills			
	Survey design and techniques			
	Communication including active listening			
	Use of electronic devices to collect and analyze data			
	Use of data analysis software			
	Completing reports and forms accurately			
	Performing basic calculations to determine mean, median, average or percentage			
	Using graphs to plot data, including rates of change			
	Knowledge & Understanding			
	Data collection techniques			
	Methods for controlling or suppressing confounding variables			
	Methods for limiting or eliminating sample bias			
	Analyzing data			
	Using and interpreting statistical data			
	Tools & Technologies			
	Handheld electronic devices			
	Computers and tablets			
	Survey and data entry software			
	Statistical software			
	Graphing software: Excel spreadsheets, pivot tables, etc.			
COMPETENCIES				
	Competency a: Evaluates CHW services and programs	Basic		X
	Performance Standards			
	Creates surveys to understand the nature of services requested, the quality of services provided and the effectiveness of support provided			
	Conducts interviews or distributes surveys			
	Tabulates and analyzes survey results			
	Interprets survey results and summarizes findings			
	Develops responses or action plans to improve areas where deficiencies were noted			
	Seeks input from mentors and other CHWs to address gaps			
	Competency b: Identifies and engages community members as research partners, including community consent processes	Advanced		X
	Performance Standards			
	Obtains the necessary approval for human subjects research			
	Obtains the necessary approval when communities are the subject of research and the findings could do harm to the community socially, economically, medically or in other ways			
	Notifies communities in advance if research could have undesired impacts			
	Explains the research being conducted as well as the potential implications of the findings			
	Seeks input from community members and leaders about experimental design and focus			
	Competency c: Identifies priority issues and evaluation/research questions	Advanced		X
	Performance Standards			
	Communicates with community leaders, service providers and other CHWs to determine areas of concern regarding the community			
	Reviews current community health literature to stay abreast of the field and identify research gaps that should be addressed			
	Consults with other CHWs, service providers or care providers to understand priority challenges or needs			
	Considers potential policy or regulatory changes that could impact the community; designs research projects to examine those impacts			
	Monitors zoning, education, health policy, and business trade press to identify potential changes or challenges coming to the community			
	Competency d: Develops evaluation/research design and methods	Advanced		X
	Performance Standards			
	Follows standard social sciences practices to determine relevant sample size and sampling techniques			
	Designs surveys or interview questions or other data collection methodologies to support research goals			
	Establishes working hypothesis to be tested with the research project			

Reviews research literature to identify prior work upon which the current research might be based			
Consults with experienced researchers, supervisor or other CHWs to seek feedback regarding the experimental design, hypothesis or methodology			
Develops timeline for conducting research			
Develops budget for conducting research			
Competency e: Collects and interprets data	Advanced		X
Performance Standards			
Uses survey techniques, interviews, social media, phone calls, etc. to collect data			
Enters data into appropriate data collection system			
Analyzes data, including through the use of statistical analysis software, Excel spreadsheets, pivot tables, etc.			
Interprets data and summarizes the findings, including an explanation of the limits of the design, the degree of confidence in the findings and potential sources of error			
Carefully distinguishes between correlation and causality, making sure that the latter isn't asserted when the experimental design does not support that conclusion (e.g. randomized controlled trials or statistical regression techniques were not used to suppress confounding variables)			
Competency f: Shares results and findings	Advanced		X
Performance Standards			
Seeks appropriate opportunities to disseminate data or findings, including in community newsletters, professional publications, etc.			
Communicates findings with colleagues, associates and local care or service providers			
Communicates with elected officials and policy leaders, if authorized by employer, to share concerns identified in the results			
Competency g: Engages stakeholders to take action on findings	Advanced		X
Performance Standards			
Engages with colleagues and other service providers and care professionals to develop strategies that respond to findings			
Provides information to community about findings and potential ways to address concerns			
Develops advocacy strategies, when appropriate, to respond to data or findings			
Develops subsequent research or survey plans to further tease out the data or to distinguish between causality and correlation			

Job Function :		LEVEL	OJT	RI
	Scope			
	Skills			
	Knowledge & Understanding			
Core or Optional	Competency a:			
	Performance Standards			
Core or Optional	Competency b:			
	Performance Standards			
Core or Optional	Competency c:			
	Performance Standards			
Core or Optional	Competency d:			
	Performance Standards			

Core or Optional	Competency e:			
	Performance Standards			
Core or Optional	Competency f:			
	Performance Standards			
Core or Optional	Competency g:			
	Performance Standards			
Core or Optional	Competency h:			
	Performance Standards			
Core or Optional	Competency i:			
	Performance Standards			
Core or Optional	Competency j:			
	Performance Standards			

Job Function :		LEVEL	OJT	RI
	Scope			
	Skills			
	Knowledge & Understanding			
	Certifications			
Core or Optional	Competency a:			
	Performance Standards			
Core or Optional	Competency b:			
	Performance Standards			
Core or Optional	Competency c:			
	Performance Standards			
Core or Optional	Competency d:			
	Performance Standards			

Core or Optional	Competency e:			
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	Performance Standards			