

REPORT:

NATIONAL ASSOCIATION OF COMMUNITY HEALTH WORKERS

Results of a national survey of CHW membership organizations

June 2018

REPORT AUTHORS

Geoff Wilkinson

Clinical Associate Professor
Boston University School of Social Work
gww@bu.edu

Angela Cenzone

Research Assistant
Boston University School of Social Work
acenzon@bu.edu

Katherine Sutkowi

Consultant
National Association of Community Health
Workers
katherinesutkowi@gmail.com

With funding support from Sanofi US and Boston University School of Social Work, Center for Innovation in Social Work and Health

Report reviewed by the National Association of Community Health Workers Interim Board

For more information, please contact info@nachw.org.

EXECUTIVE SUMMARY

The Community Health Worker (CHW) Organization Survey sought to collect basic information about local, state, and regional CHW membership organizations in the United States and to inform the development of a national CHW workforce organization. The following report details the methodology, results, analysis, discussion, and next steps indicated by the findings of this survey. The report and survey use the American Public Health Association definition of CHW, summarized below, which is considered an umbrella term that captures various titles for members of the workforce, including Community Health Representative and promotor(a).

Methodology

The 26-item survey asked questions about organization characteristics, membership structures, organization governance, and organization programming. The survey was disseminated electronically through compiled contact information for CHW membership organizations using snowball sampling. The survey launched May 23, 2017 and officially closed July 10, 2017. Following requests from several networks to participate after the survey had closed, four additional networks completed the survey between November 2017 and January 2018. In total, 40 responses from 40 unique organizations were included in an analysis using Microsoft Excel. The data were reviewed and cleaned for analysis. Analysis included descriptive statistics such as counts, percentages, and means.

Results

The most common names used by responding organizations included “Association” (n=13, 32.5%), followed by “Network” (n=7, 17.5%), Coalition (n=4, 10.0%), and “Alliance” (n=3, 7.5%). Other organizations used different names, including names of host organizations. Respondents included local, state, and regional networks covering 32 states and the District of Columbia.

Organization Information

- Almost all responding CHW organizations with known or approximate establishment dates (n=36, 90.0%), including networks and associations, were established in the last 25 years.
- Almost two-thirds of organizations (n=23, 63.9%) were founded in the last decade.
- Sixteen respondents (40.0%) are incorporated and/or have 501(c)3 status.
- Eighteen respondents (45.0%) are affiliated with or use another organization as a fiscal sponsor.
- Over one third of respondents (n=16, 40.0%) reported that the organization has paid staff members; over half (n=22, 55.0%) do not have paid staff members. Of those organizations with full-time staff (n=15, 83.3%), almost three quarters (n= 11, 73.3%) of respondents have fewer than 5 full-time employees. The median number of full-time staff was two.
- Two thirds of respondents (n=27, 67.5%) raise funds to support CHW association activities.

Organizational Funding

- Twenty-seven organizations reported an annual budget; of those organizations, over half (n=14, 51.9%) reported annual budgets of \$50,000 or less to support CHW/CHR/promotor related operations.
- Over half of respondents reported funding through foundation grants (n=17, 63.0%) and/or corporate contributions or sponsorships (n=15, 55.5%).
- About half of respondents (n=13, 48.1%) reported funding through fee for services, including training.
- About half of respondents (n=13, 48.1%) also reported funding from membership dues.

Member and Member Engagement

- About a quarter (n=11, 27.5%) of respondents define membership formally, meaning members take some action to join (sign-up, pay dues, etc.).
- A quarter (n=10, 25.0%) of respondents define membership informally, meaning that they count people who attend meetings, sign up for their mailing list, etc.
- The majority of respondents (n=17, 42.5%) use a combination of formal and informal processes to count their members.
- Almost two thirds of respondents (n=26, 65.0%) reported fewer than 200 total members.
- Two-thirds of respondents (n=27, 67.5%) reported that at least half of their organization's members are CHWs.
- Almost all (n=38, 95.0%) of respondents communicate through email.
- Almost all (n=36, 90.0%) of respondents also have in-person meetings.
- The majority (n=21, 52.5%) of respondents communicate through social media.
- The majority (n=33, 82.5%) of respondents reported having a governing board and/or executive committee.
- Almost two thirds of respondents (n=25, 62.5%) reported use of work groups.

Organizational Governance

- Almost half of organizations with governing boards have between 6 and 10 members on those boards (n=14, 44%); one quarter of organizations have between 1 and 5 members (n=8, 25%).
- The majority of respondents (n=24, 72.3%) reported that a majority of board members are CHWs.
- Almost three quarters of respondents (n=24, 72.3%) reported that their boards or executive committees meet through a combination of in-person and remote meetings.
- Almost two thirds of respondents' governing boards or committees (n=21, 63.6%) meet at least once per month, if not more.

Organizational Programming

- The most commonly reported activity by nearly all respondents (n=36, 90.0%) is providing CHW professional development.
- The next most reported activities are attending conferences (n=33, 82.5%), training (n=32, 80.0%), and providing information about the workforce to employers, policy makers, and the public (n=31, 77.5%).
- Almost two-thirds of respondents (n=26, 63.9%) reported representing CHWs on commissions, panels, and other types of workgroups and reported that they are involved in advocacy on legislation or regulations (n=25, 62.5%).
- Almost half of respondents reported participating in research (n=19, 47.5%).
- Over one-third of respondents (n=14, 35%) offer activities to their members every month or more often than once per month; an additional one-third of respondents (n=14, 35%) offer activities regularly, about 4-6 times per year.
- Almost two-thirds of respondents (n=25, 62.5%) indicated that they had resources or accomplishments they would be interested in sharing with other CHW organizations.

Future NACHW Involvement

- Three-quarters of respondents (n=30, 75.0%) indicated they were "definitely interested" in participating in a national CHW organization.
- Almost all respondents (n=37, 94.9%) indicated they would like more information about the effort to build a national CHW organization.

Analysis

The survey showed there is significant interest in the role of a national CHW association, which could offer multiple opportunities for CHWs and other individuals and organizations interested in the workforce. A national organization could help CHW organizations strengthen their effectiveness and, in turn, could benefit from the grassroots capacity of CHW organizations. Building a national CHW association also entails potential challenges, including limited financial resources among CHW organizations. Time constraints, divergent priorities, and uneven capacity may also challenge early organizational development efforts.

Further analysis and discussion of survey results, including limitations, are detailed below in the full report. Survey results will inform strategic planning and organizational development efforts of the National Association of Community Health Workers.

BACKGROUND

The Community Health Worker (CHW) Organization Survey sought to collect basic information about local, state, and regional CHW membership organizations in the United States and to support development of a national CHW workforce organization. For the purposes of the survey and this report, CHW is an umbrella term that captures various titles for members of the workforce, including Community Health Representative and promotor(a). The American Public Health Association (APHA) defines a CHW as follows:

A community health worker is a frontline public health worker who is a trusted member of and/or has an unusually close understanding of the community served. This trusting relationship enables the worker to serve as a liaison/link/intermediary between health/social services and the community to facilitate access to services and improve the quality and cultural competence of service delivery.

A community health worker also builds individual and community capacity by increasing health knowledge and self-sufficiency through a range of activities such as outreach, community education, informal counseling, social support and advocacy.¹

Survey respondents were provided with this definition prior to completing the survey. Respondents were also informed that survey findings would be used to 1) inform strategic planning for a national CHW organization, 2) identify CHW networks or organizations that may want to participate in this effort, and 3) develop a plan for engaging and supporting organizations with technical assistance, networking, and information through a national organization.

A National Coordinating Council (NCC) of CHWs and allies supported design and implementation of this survey. The NCC was formed to support development of a national organization for CHWs and has been meeting since late 2016. Since the survey's launch, the NCC is now the Interim Board of the National Association of Community Health Workers (NACHW). This report will refer to this group as the NCC, as this survey was developed prior to the name change.

The NCC sought to better understand what CHW membership organizations existed in the United States and how formal or informal they were. NACHW will be a formal membership organization and seeks to engage local, state, and regional CHW membership organizations and their leaders in its membership, programming, and leadership structures.

This report was generated by two members of the NCC and a research assistant ("the survey team").

METHODOLOGY

Survey Design

The final, 26-item survey was adopted by NCC members in partnership with the survey team. Questions requested information about organization characteristics, membership structures, organization governance, and organization programming. Questions were mostly multiple choice, with some questions providing space for write-in answers. The complete survey is included in Appendix 1. The final survey was deemed exempt from further review by the Boston University Institutional Review Board and transferred to the Qualtrics® electronic survey format.

Dissemination

The survey team compiled contact information for CHW membership organizations using snowball sampling. This information was gathered from NCC members, lists used for other CHW workforce projects (including from the C3 Project^a), and public reports and documents, such as those by the U.S. Centers for Disease Control and Prevention.² Each CHW organization was sent an email invitation to complete the survey. The survey was initially sent to 48 CHW organizations; in some cases, the survey was sent to multiple contacts at the same organization included on a single email to increase likelihood for response. Reminder emails and phone calls were made to organizations that did not respond, though outreach efforts for valid contact information were not always successful. For networks with invalid or incomplete contact information, additional efforts were made to find current contact information through internet searching and NCC contacts. Further, some organizations that completed the survey were not directly contacted by the survey team, indicating that the survey was disseminated more broadly by respondents. As a result, a response rate cannot be accurately calculated due to snowballing of the survey link. The survey launched May 23, 2017 and officially closed July 10, 2017, in order to accommodate NCC's request that survey results be complete and analyzed in July 2017 to inform NACHW's ongoing strategic planning efforts.

After the survey closed, initial results were presented at the American Public Health Association's Annual Meeting in November 2017. Several networks with representatives at the APHA meeting had not been included in the survey results, and those representatives requested an opportunity for their organizations to respond and be included in the final survey results. Consequently, between November 2017 and January 2018, an additional four networks completed the survey, two of which had received the survey during the first recruitment period but had not completed it at that time.

Response

Survey respondents were tracked using a shared Google sheet. Respondents included targeted organizations and additional organizations who received the survey through referrals. Sixty-one organizations were originally emailed with the survey link; four were sent to non-active email addresses and attempts to follow-up through phone and email were unsuccessful. A total of 53 surveys were returned, including five from organizations not originally included in recruitment. The 53 surveys included eight incomplete responses and three duplicates that were excluded during data cleaning. Forty-two complete responses were considered for analysis. Upon further review two additional surveys were excluded as respondents did not respond on behalf of CHW membership organizations but on behalf of organizations that work with or in partnership with CHW membership organizations. In total, 40 responses from 40 unique organizations were included in analysis.

Analysis

Survey data were exported from Qualtrics© into Excel. One response was manually entered into Excel, as the respondent was unable to complete the online survey in full and emailed responses to the survey team directly. The data were reviewed and cleaned for analysis. Analysis included descriptive statistics such as counts, percentages, and means.

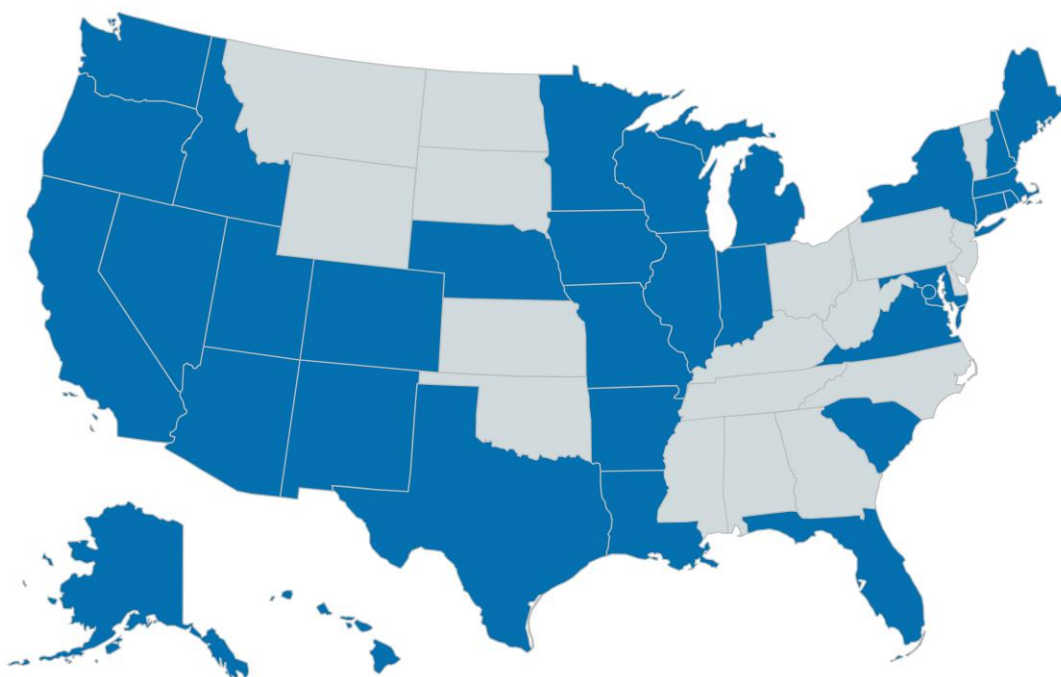
^a The C3 Project (Community Health Worker Core Consensus Project) to help advance consensus in the U.S. CHW field by producing recommendations for consideration and adoption on common elements of CHW Scope of Practice and Core Competencies. Both the C3 Project and NACHW receive funding from Sanofi US.

RESULTS

Questions 1-5 asked respondents to complete demographic background on themselves and on their organization's leadership, including names and contact information in questions 1, 2, and 5. Personal identifiers are not presented here, in fidelity with the offer of anonymity sent to prospective respondents when the survey was initiated.

Beginning with question one, the survey team identified that CHW networks use various names. The most common names included "Association" (n=13, 32.5%), followed by "Network" (n=7, 17.5%), Coalition (n=4, 10.0%), and "Alliance" (n=3, 7.5%). Other organizations used different names, including names of host organizations. The survey team also reviewed geography represented by respondents. Respondents included local, state, and regional networks. The map below reflects the state of each survey respondent organization, including the known geographic region the respondent network covers or reaches. Due to local and regional networks, each state may be reflected in one or more survey responses.

Networks represented in CHW Network Survey responses



Organization Information

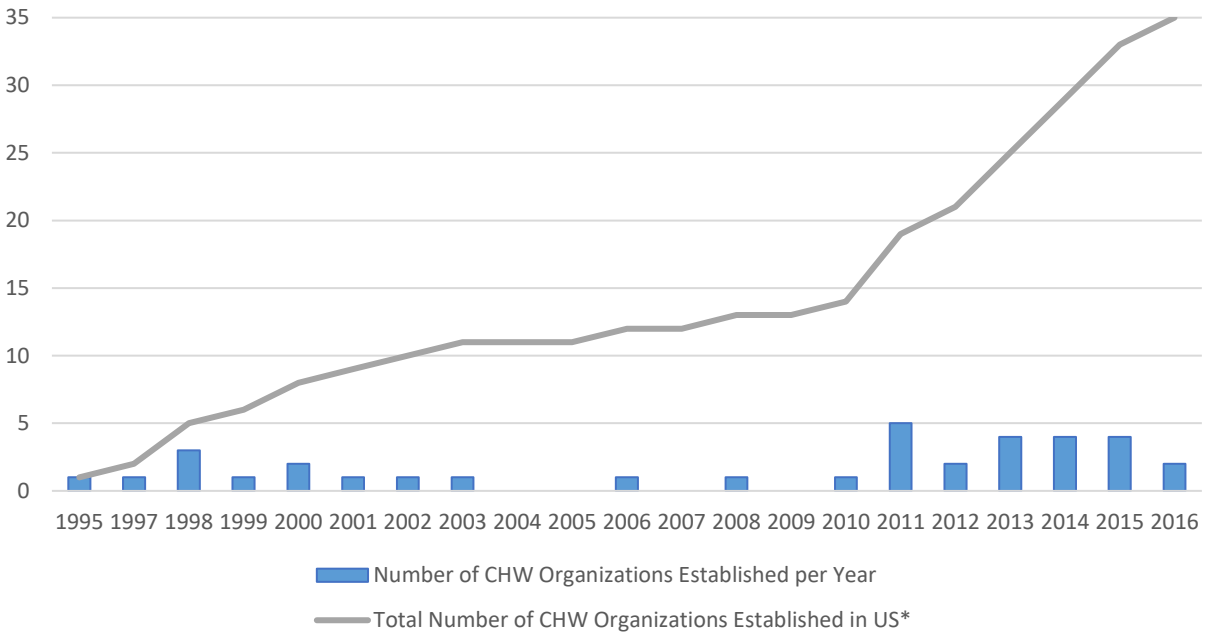
Questions 6-12 focused on basic organizational characteristics. For the following questions, the number of respondents varied from 16 to 40. Each "n" is noted per question.

Q6. In what year was the organization established? (n=40)

- Almost all responding CHW organizations with known or approximate establishment dates (n=36, 90.0%), including networks and associations, were established in the last 25 years

- One CHW organization (n=1, 2.5%) was founded prior to this time, in 1975.
 - For the purpose of analysis, that year is not represented on the chart below.
- Two respondents (n=2, 5.0%) were not sure of establishment date or did not know.
- Two respondents (n=2, 5.0%) could not confirm the year they provided was accurate (one response of 1998, one response of 2013).
 - For the purpose of analysis, these responses are included on the chart below.
- Further, there was one respondent (n=1, 2.5%) that provided a date in the future, 2018.
 - For the purpose of analysis, this organization is not represented on the chart below.

US CHW Organization Establishment, 1995-2017, n=36



Q7. Organizational status (n=40)

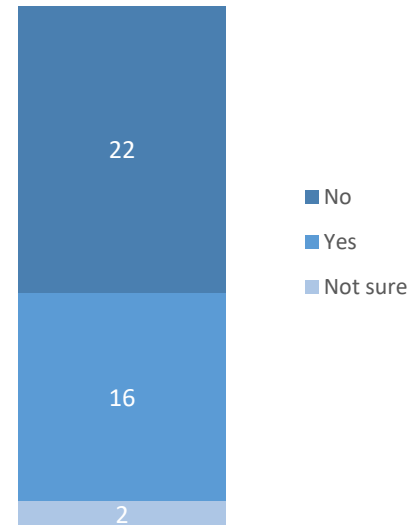
Respondents were asked about incorporation and financial affiliation of their organization. A brief summary of results is below.

- Sixteen respondents (40.0%) are incorporated and/or have 501(c) status.
- Eighteen respondents (45.0%) are affiliated with or use another organization as a fiscal sponsor.

Q8. Does the organization have paid staff members? (n=40)

- Over one third of respondents (n=16, 40.0%) reported that the organization has paid staff members.
- Over half (n=22, 55.0%) do not have paid staff members.

Does the organization have paid staff members? (n=40)



Q9. How many full and part time staff members does the organization have? (n=18)

- All organizations reporting paid staff responded to this question.
- One organization that does not have paid staff members and one organization that is not sure if it has paid staff members responded to this question.
- The range in number of full-time staff members for these organizations was one to 20.
- Of those organizations with full-time staff (n=15, 83.3%), almost three quarters (n= 11, 73.3%) of respondents have fewer than 5 full-time employees. The median number of full-time staff was two.
- The range in number of part-time staff members for these organizations was one to 50.
- Of those organizations with part-time staff (n=9, 50.0%), more than three quarters (n=7, 77.8%) of respondents have four or fewer part-time employees; two organizations reported 12 and 50 part-time employees, respectively.

Q10. Does your organization raise funds to support CHW association activities? (n=40)

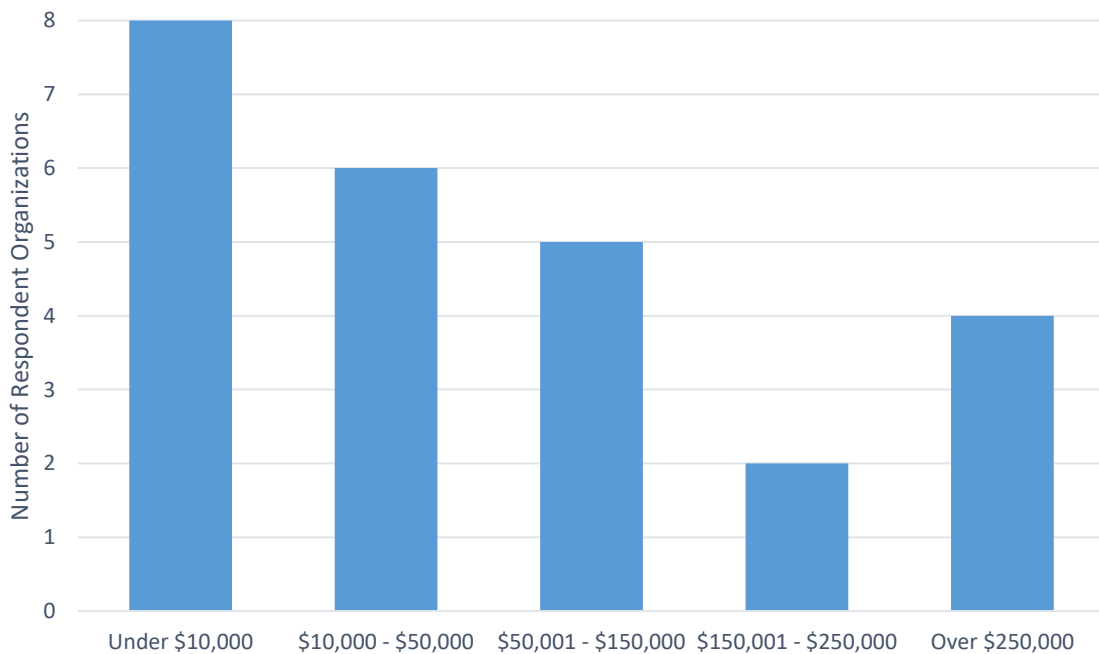
- Two thirds of respondents (n=27, 67.5%) raise funds to support CHW association activities.
- One quarter of respondents (n=10, 25%) do not raise funds to support CHW association activities while three respondents (7.5%) checked not sure or unknown.

Organizational Funding

For questions 11 and 12, almost one third of total respondents (n=13, 32.5%) did not respond to these questions.

- Three (23.1%) respondents who did not answer have at least one full-time staff member.
- Eleven (84.6%) respondents who did not answer are not incorporated and do not have 501(c) status; the additional two (15.4%) respondents marked “not sure or unknown.”

Q11. What is the size of the organization’s annual budget to support CHW/CHR/promotor related operations? (n=27*)



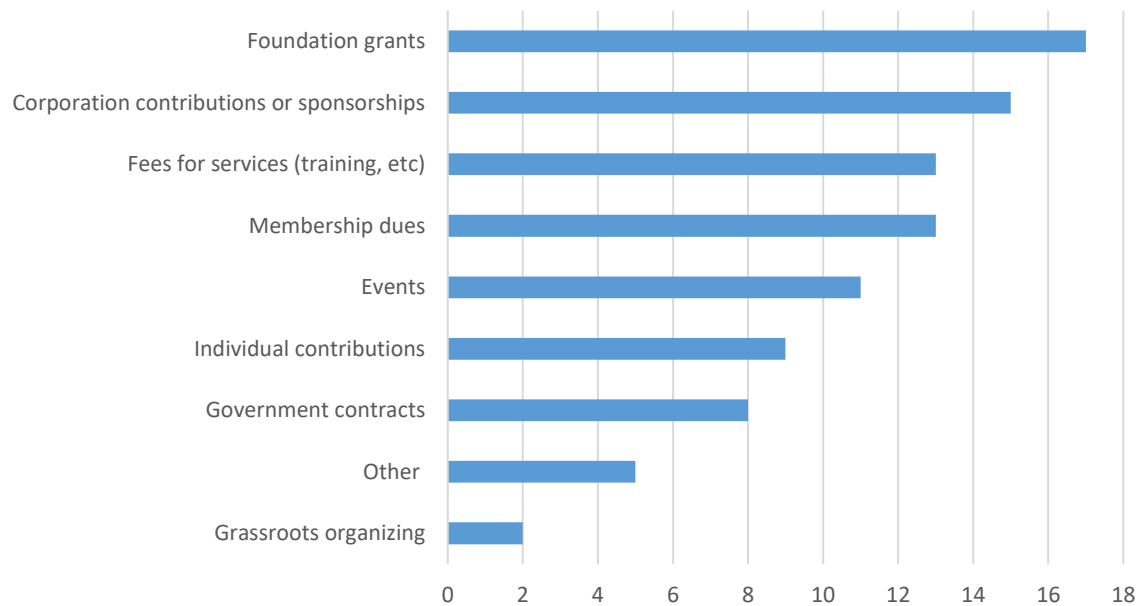
**One respondent said they were not sure and another respondent chose “prefer not to answer” and are thus not reflected on this chart*

Q12. What are the sources of funding for the organization? (n=27)

- Respondents could check all that apply.
- Over half of respondents reported funding through foundation grants (n=17, 63.0%) and/or corporate contributions or sponsorships (n=15, 55.5%)
- About half of respondents (n=13, 48.1%) reported funding through fee for services, including training.

- About half of respondents (n=13, 48.1%) also reported funding from membership dues.
- Five respondents (18.5%) chose “Other” and reported funding sources including T-shirt sales, contracts for services, subcontracts with other organizations, hospital contracts, and state grants.
- No respondents chose “Tribal supports” or “Not sure or unknown.”

CHW Organization Sources of Funding (n=27)



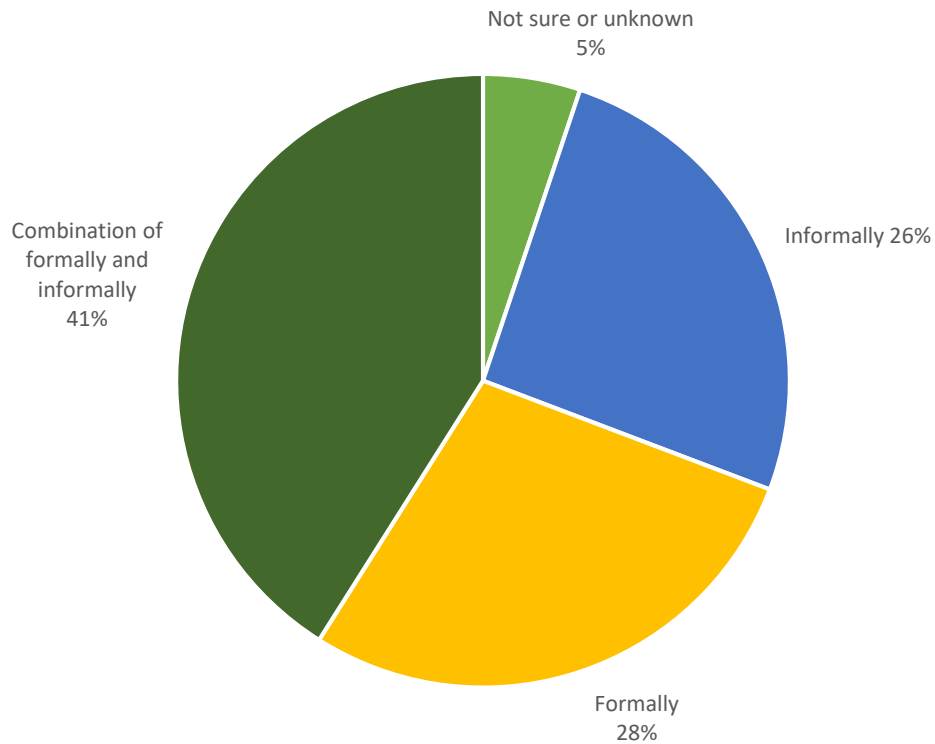
Member and Member Engagement

Questions 13-17 focused on member structures and engagement, including communication. For the following questions, n=40; all respondents answered all questions in this section.

Q13. How does the organization define membership? (n=40)

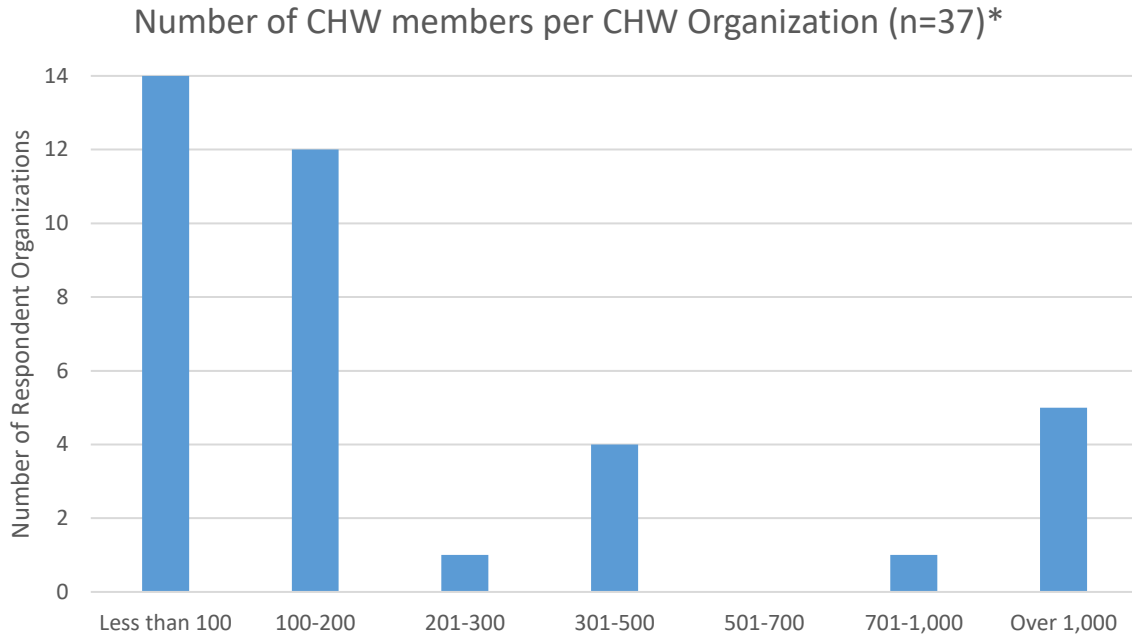
- About a quarter (n=11, 27.5%) of respondents define membership formally, meaning members take some action to join (sign-up, pay dues, etc.).
- A quarter (n=10, 25.0%) of respondents define membership informally, meaning that they count people who attend meetings, sign up for their mailing list, etc.
- The majority of respondents (n=17, 42.5%) use a combination of formal and informal processes to count their members.
- Two respondents (5.0%) were not sure how their organization defines membership.

How does the CHW organization define membership? (n=40)



Q14. How many members does the organization have? (n=40)

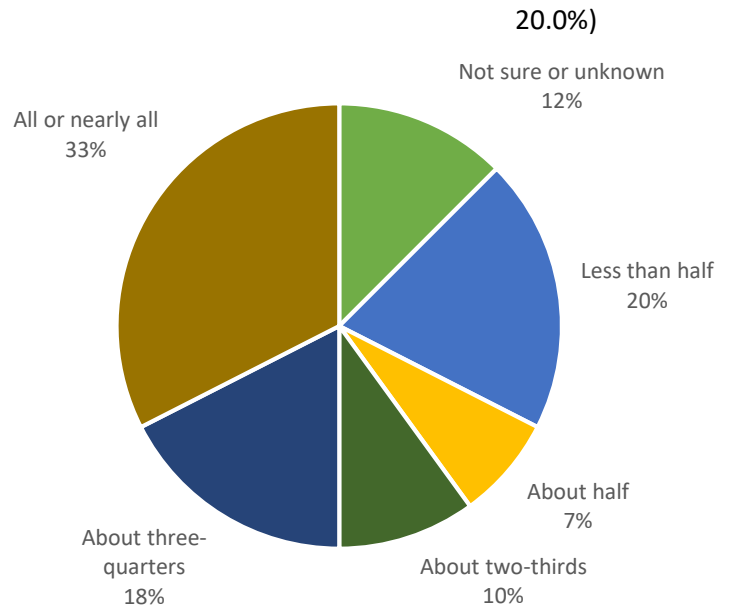
- Almost two thirds of respondents (n=26, 65.0%) reported fewer than 200 total members.
 - 14 respondents (35.0%) reported fewer than 100 members.
 - 12 respondents (30.0%) reported between 100 and 200 members.
- One respondent (2.5%) reported between 201 and 300 members.
- Four respondents (10.0%) reported between 301 and 500 members.
- One respondent (2.5%) reported between 701 and 1,000 members.
- Five respondents (12.5%) reported over 1,000 members.
- Three respondents (7.5%) reported not being sure of how many members are in the organization.



**Three respondents reported not being sure of how many members are in the organization and are thus not reflected on this chart*

Q15. How many of the organization’s members are CHWs/CHRs/promotores? (n=40)

- Two-thirds of respondents (n=27, 67.5%) reported that at least half of their organization’s members are CHWs.
 - Thirteen respondents (32.5%) reported all or nearly all members are CHWs.
 - Seven respondents (17.5%) reported about three-quarters of their members are CHWs.
 - Four respondents (10.0%) reported about two-thirds of their members are CHWs.
 - Three respondents (7.5%) reported about half of their members are CHWs.
- One fifth of respondents (n=8, reported that less than half of their members are CHWs.
- Five respondents (12.5%) reported that they are not sure or do not know how many of their members are CHWs.
 - Only one (2.5%) of these respondents reported defining membership formally in question 13.
 - One respondent (2.5%) has less than 100 members, two of these respondents (5.0%) have between 100 and 200 members, and the other two (5.0%) do not know how many members they have.



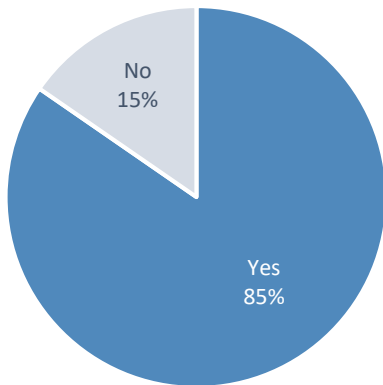
Q.16. How does the organization communicate with its members? (n=40)

- Almost all (n=38, 95.0%) of respondents communicate through email.
- Almost all (n=36, 90.0%) of respondents also have in-person meetings.
- The majority (n=21, 52.5%) of respondents communicate through social media.

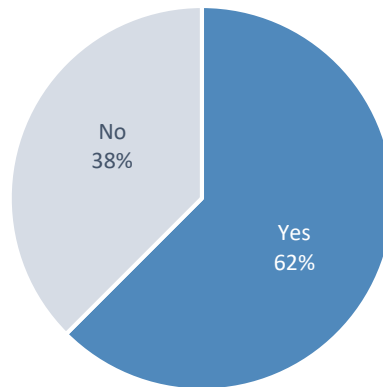
Q.17. How does the organization structure its work? (n=40)

- The majority (n=33, 82.5%) of respondents reported having a governing board and/or executive committee.
- Almost two thirds of respondents (n=25, 62.5%) reported use of work groups.
- Sixteen respondents (40.0%) reported use of Annual Meetings as part of its work.
- Seven respondents (17.5%) reported use of other standing committees.

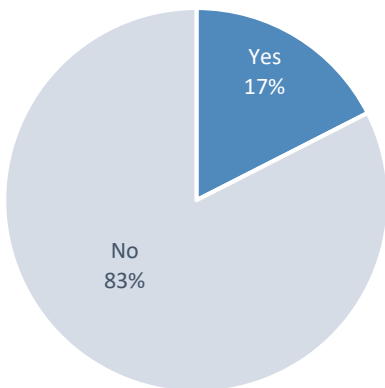
Has a governing board and/or executive committee



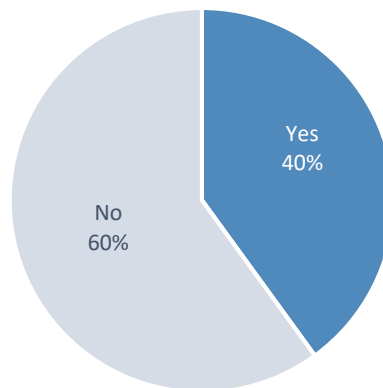
Uses work groups



Uses standing committees



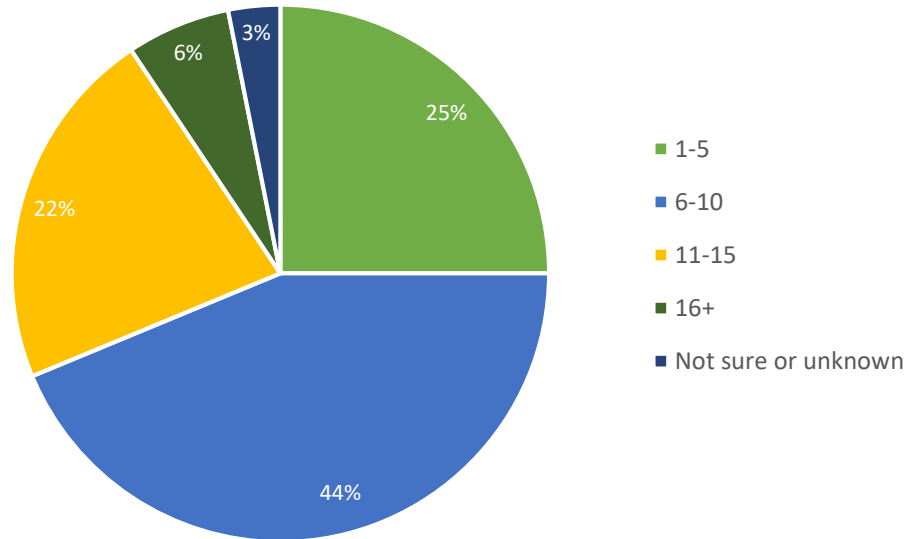
Uses Annual Meetings



Organizational Governance

Questions 18-21 focused on organizational governance, including leadership structures. For the following questions, n=33 unless otherwise noted. Please note that seven respondents (17.5%) did not answer. These respondents did not select “governing board” or “executive or steering committee” as an existing organizational structure in question 17.

Q18. How many members currently serve on the organization’s governing board? (n=32)



Q19. Are a majority of board members CHWs/CHRs/promotores? (n=33)

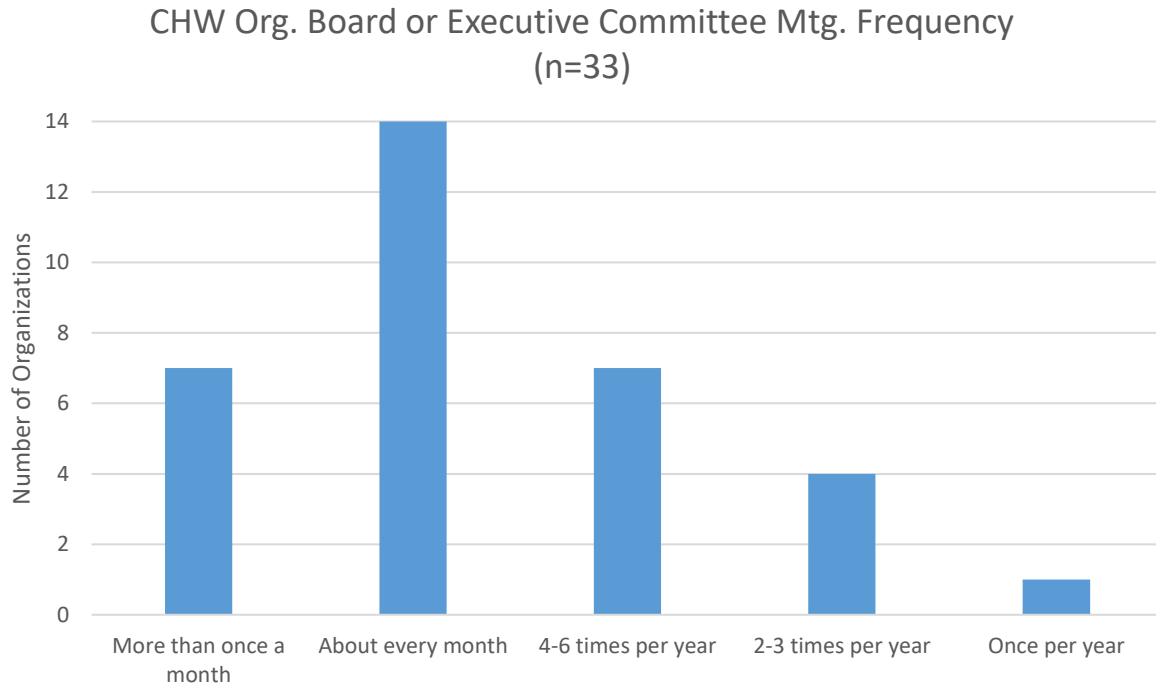
- The majority of respondents (n=24, 72.3%) reported that a majority of board members are CHWs.
- Around a quarter (n=8, 24.2%) of respondents reported that a majority of board members are not CHWs.
- One respondent (3.0%) was not sure whether or not a majority of board members are CHWs.

Q20. How does the board meet? (n=33)

- Almost three quarters of respondents (n=24, 72.3%) reported that their boards or executive committees meet through a combination of in-person and remote meetings.
- Over a quarter (n=9, 27.2%) of respondents only meet in person.

Q21. How often does the board meet? (n=33)

- Almost two thirds of respondents’ governing boards or committees (n=21, 63.6%) meet at least once per month, if not more.



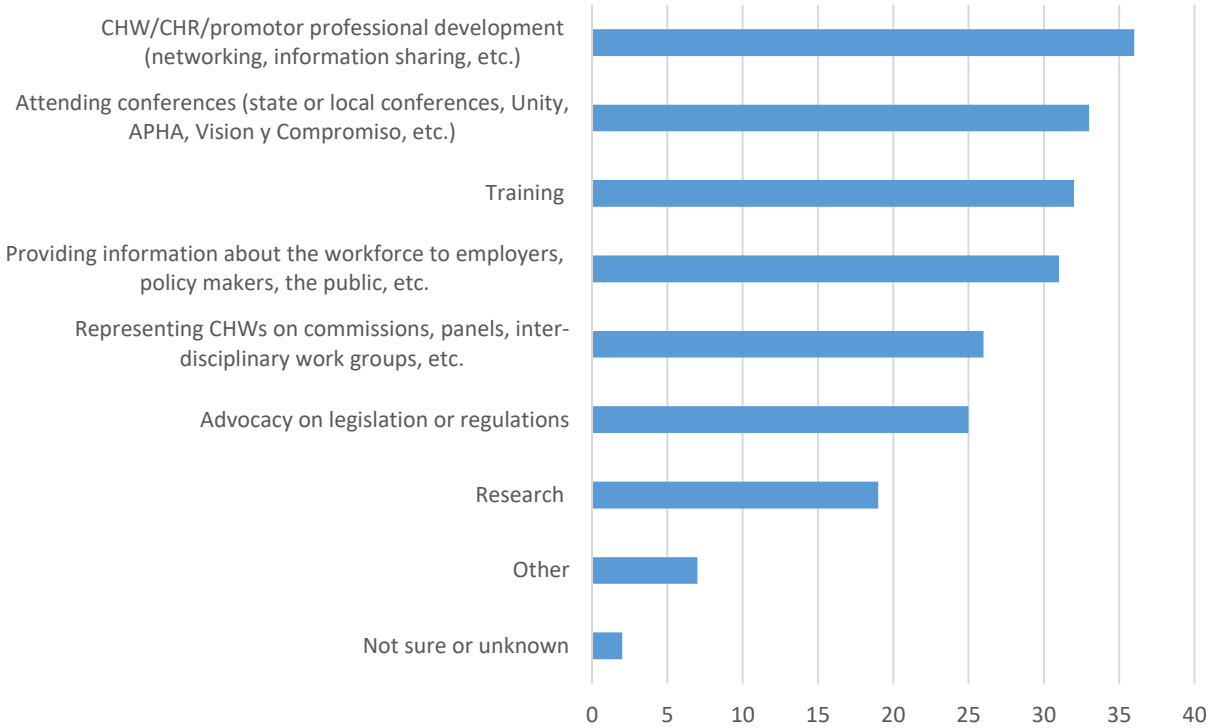
Organizational Programming

Questions 22-24 focused on organization programming. For the following questions, n=40 unless otherwise noted.

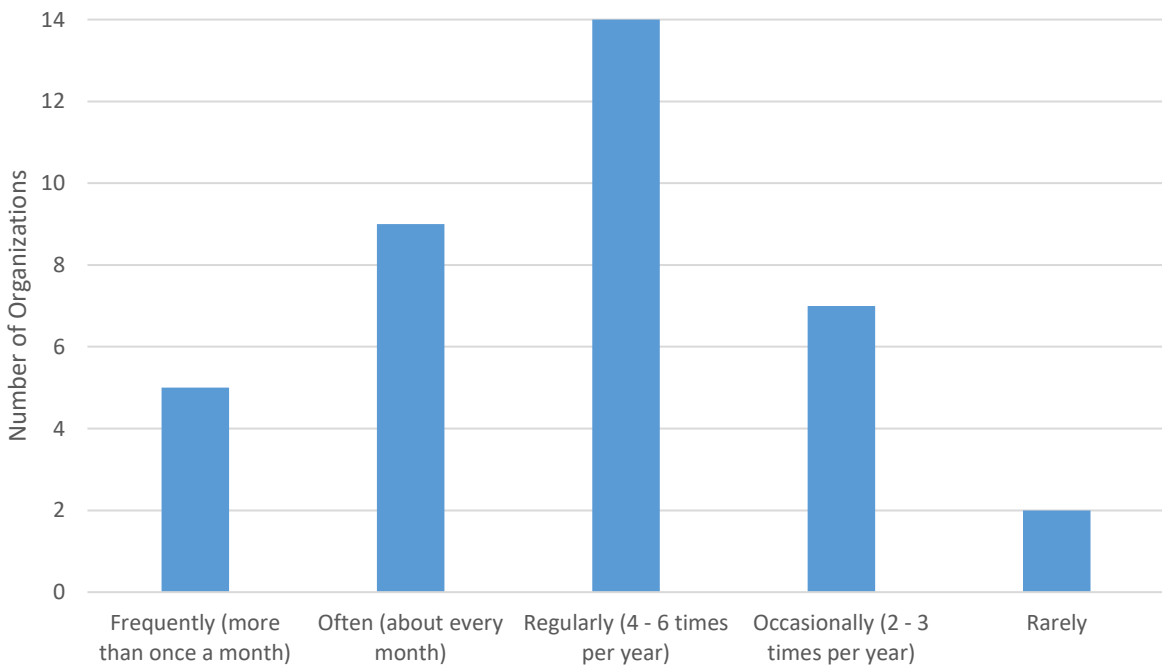
Q22. Is the organization involved in any of the following activities? (n=40)

- The majority of respondents (over two thirds) reported involvement in more than half of activity options provided.
- The most commonly reported activity by nearly all respondents (n=36, 90.0%) is providing CHW professional development.
- The next most reported activities are attending conferences (n=33, 82.5%), training (n=32, 80.0%), and providing information about the workforce to employers, policy makers, and the public (n=31, 77.5%).
- Almost two-thirds of respondents (n=26, 63.9%) reported representing CHWs on commissions, panels, and other types of workgroups and reported that they are involved in advocacy on legislation or regulations (n=25, 62.5%).
- The least reported activity is research (n=19, 47.5%).
- Two respondents reported that they were unsure or did not know what activities they were involved in (5.0%), though one of those respondents checked off various listed activities.
- Seven respondents (17.5%) provided Other responses, including: Training and development of new promotor groups in diverse communities; certifying body; raising awareness about CHW workforce; attend the Advisory Committee Board of the CHWs in Texas; advocating for CHWs with payers. One regional respondent also noted that some activities reported are conducted by local or state organizations that comprise their regional organization. Another respondent indicated that several of the listed activities were planned for the future but had not yet occurred.

CHW Organization Activities (n=40)



Q23. How often does the organization offer activities for its members, other than governing board meetings? (This might include general membership meetings, regional meetings, trainings, special events, etc.) (n=40)*



*three respondents chose not sure or unknown and is thus not reflected on this chart

Q24. Does the organization have accomplishments or resources that it may want to share with other CHW/CHR/promotor organizations? (n=40)

- Almost two thirds of respondents (n=25, 62.5%) indicated that they had resources or accomplishments that they would be interested in sharing with other CHW organizations.

Future NACHW Involvement/ Next Steps

Questions 25-26 asked respondents about their level of interest in a future national organization of CHWs. For the following questions, all or almost all survey respondents answered.

Q25. Please indicate the level of interest the organizational leaders may have in participating in a national CHW organization. (n=40)

- Three-quarters of respondents (n=30, 75.0%) indicated they were “definitely interested” in participating in a national CHW organization.
- Almost a quarter (n=9, 22.5%) of respondents were “possibly interested,” while one respondent was “not sure” about participating in a national CHW organization.

Q26. Would you like more information about the effort to build a national CHW organization? (n=39)

- Almost all respondents (n=37, 94.9%) indicated they would like more information about the effort to build a national CHW organization.
- One respondent (2.6%) did not want more information and one respondent was unsure (2.5%).

ANALYSIS

In reviewing the data, key questions arose related to CHW organization membership and leadership. As a national CHW organization is formed, understanding who belongs to and leads these organizations will be key to inform potential national organization members and constituents. Further, leaders from state, local and regional CHW organizations will need to be engaged in the development, launch, and sustainability of a national organization that may seek to serve like member bases. Below are several analyses that provide additional context on membership and leadership.

Formal and Informal Membership

Only eleven respondents (27.5%) reported implementation of a formal membership process. Of those respondents, almost half (n=5) reported less than 100 members and an additional four reported 100-200 members. One organization reported 301-500 members and another reported over 1,000 members. The majority of respondents (n=8, 72.7%) collect membership dues.

Ten respondents (25.0%) reported informal membership processes. Four of these organizations (40.0%) reported less than 100 members, while two respondents (20.0%) reported over 1,000 members. Three respondents each chose either 100-200, 201-300, or 301-500 members, and one respondent was not sure. None of these respondents collect membership dues.

Seventeen respondents reported a combination of formal and informal membership. Eleven of these respondents (64.7%) have 200 members or less; six organizations reported 100-200 members, and five organizations reported less than 100 members. Two organizations reported 301-500 members, one

organization reported 701-1,000 members, and two organizations reported over 1,000 members. One organization was not sure. Less than a third of these respondents (n=5) collect membership dues.

In sum, CHW organizations nationally use a range of approaches for defining membership. About a quarter of respondents—mostly smaller organizations—define membership formally. Another quarter of respondents—claiming small, medium, and large numbers of members—define membership informally. Almost half of respondents—again, with mostly smaller numbers of members—use a combination of formal and informal approaches for defining membership. Survey results suggest that overall, reported membership in CHW organizations nationally reflects a combination of committed and interested constituents, with smaller organizations tending to define their members more specifically.

Membership Dues and Foundation Funding

Thirteen organizations reported charging membership dues. Smaller CHW organizations (200 members and under) are more likely to collect membership dues. Only two organizations that charge member dues are larger, one reporting 301 to 500 members and other reporting over 1,000 members. Of organizations that charge membership dues, nine of 13 also reported annual budgets of \$50,000 or less.

Additionally, organizations without paid staff are more likely to collect membership dues. Eight organizations (n=61.5%) without paid staff collect membership dues versus five (n=38.5%) that have paid staff and collect membership dues.

While funding sources varied, organizations with paid staff were more than twice as likely to report foundation grants as a source of funding than organizations without paid staff (n=12 versus n=5, respectively).

Organization Age

When looking across data, age of organization is not indicative of incorporation status, budget size, or funding sources. Organizations with larger memberships are more likely to be older; three of four networks reporting over 1,000 members were founded in the late 1990s.

Organizations with No Budget

Thirteen organizations reported that they do not raise funds. As a result, these 13 organizations did not respond to questions 11 and 12 about annual budget amount and source of budget funds. None of these organizations reported incorporation or 501(c) status, and almost none (n=2) reported full-time staff. Of these 13 organizations, six reported less than 100 members, and none reported more than 500 members.

Organizations whose members are at least half CHWs

Two-thirds of respondents (n=27, 67.5%) reported that at least half of their organization's members are CHWs. Remaining respondents reported less than half of their members are CHWs or that they do not know. The following data are responses from these organizations whose members are at least half CHWs.

Organization Information

- Almost half of the organizations (n=13, 48.1%) reported incorporation or 501(c) status. Almost half of respondents (n=13, 48.1%) also reported that they are affiliated with another organization or that another organization serves as a fiscal sponsor. Three organizations (23.1%)

that are incorporated or have 501(c) status also have another organization as a fiscal sponsor or are affiliated with another organization.

- Only one third of organizations (n=9, 33.3%) have paid staff members.
- The majority of respondents raise funds (n=21, 77.8%), and over half of those respondents (n=11, 52.4%) reported annual budgets under \$50,000. Over half of respondents (n=11, 52.4%) collect membership dues.

Member and Member Engagement

- Networks with majority CHW members varied in defining membership and in membership size. Eleven respondents (40.7%) define membership through a combination of formal and informal membership, while ten respondents (37.0%) define membership formally, five (18.5%) define membership informally, and one was not sure.
- The most frequently reported membership size was 100 and 200 members (n=10, 37.0%), followed by less than 100 (n=8, 29.6%). One respondent (3.7%) reported 201 to 300 members, two respondents (7.4%) reported memberships between 301 and 500 members, and one respondent (3.7%) reported 701 to 1,000 members. An additional four respondents (14.8%) reported membership over 1,000 members. One respondent reported that they were not sure.
- Almost half of respondents (n=13, 48.1%) reported that all or nearly all of their members are CHWs. Seven (25.9%) reported about three quarters of their members are CHWs, four respondents (14.8%) reported about two thirds of their members are CHWs, and three respondents (11.1%) reported about half of their members are CHWs.
- The majority of respondents (n=20, 74.1%) use social media as a communication platform.

Organizational Governance

- All but two organizations (n=25, 92.6%) has an executive board or steering committee.
- The majority of respondents with executive boards or steering committees reported that two-thirds or more of members are CHWs (n=22, 88.0%).

Organizational Programming

- At least half of respondents reported engagement in each activity listed. All respondents (n=27) reported participation in CHW/CHR/promotor professional development (networking, information sharing, etc.). Other responses:
 - Attending conferences: n=25, 92.6%
 - Training: n=23, 85.2%
 - Providing information about the workforce to employers, policy makers, the public, etc.: n=21, 77.8%
 - Representing CHWs on commissions, panels, inter-disciplinary work groups, etc.: n=20, 74.1%
 - Advocacy on legislation or regulations: n=19, 70.4%
 - Research: n=14, 51.2%
 - Other: n=4, 14.8%

Future NACHW Involvement/ Next Steps

- Most respondents (n=21, 77.8%) reported that leadership would definitely be interested in participating in a national CHW organization, and an additional five respondents (18.5%) were possibly interested. Only one respondent was not sure.

Organizations whose leaders are at least half CHWs

Of the 33 respondents with governing boards or executive committees, the majority (n=24, 72.7%) report that a majority of board members are CHWs. The following data are responses from these organizations whose leaders are at least half CHWs.

Organization Information

- Almost half of these organizations (45.8%) reported incorporation or 501(c) status. Almost half of respondents (45.8%) also reported that they are affiliated with another organization or that another organization serves as a fiscal sponsor. Only one organization that is incorporated also has another organization as a fiscal sponsor.
- Less than a third of organizations (n=7, 29.2%) have paid staff members.
- More than two thirds of respondents raise funds (n=17, 70.8%), and over half of those respondents (n=9, 52.9%) reported annual budgets under \$50,000. Over half of respondents that raise funds collect membership dues (n=10, 58.8%).

Member and Member Engagement

- Networks with majority CHW leadership varied in defining membership and in membership size. Twelve respondents (50.0%) define membership through a combination of formal and informal membership, while seven respondents (29.2%) define membership formally, four (16.7%) define membership informally, and one was not sure.
- The most frequently reported membership size was 100 and 200 members (n=10, 41.7%), followed by less than 100 (n=6, 25.0%). One respondent reported 201 to 300 members, three respondents (12.5%) reported memberships between 301 and 500 members, and one respondent reported 701 to 1,000 members. An additional two respondents reported membership over 1,000 members, while one respondent reported that they were not sure.
- More than a third of respondents (n=10, 41.7%) reported that all or nearly all of their members are CHWs. Six (25.0%) report about three quarters of their members are CHWs, three respondents (12.5%) report about two thirds of their members are CHWs, and one respondent reported about half of their members are CHWs. Two respondents (8.3%) reported that less than half of their members are CHWs, while two respondents (8.3%) reported not sure or unknown.
- More than two thirds of respondents (n=17, 70.8%) use social media as a communication platform.

Organizational Programming

- At least half of respondents reported engagement in all activities listed. Most respondents (n=23, 95.8%) reported participation in CHW/CHR/promotor professional development (networking, information sharing, etc.) and in attending conferences. Other responses:
 - Training: n=22, 91.7%
 - Advocacy on legislation or regulations: n=19, 79.2%
 - Providing information about the workforce to employers, policy makers, the public, etc.: n=18, 75.0%
 - Representing CHWs on commissions, panels, inter-disciplinary work groups, etc.: n=18, 75.0%
 - Research: n=12, 50.0%
 - Other: n=2, 8.3%

Future NACHW Involvement/ Next Steps

- Most respondents (n=20, 83.3%) reported that leadership would definitely be interested in participating in a national CHW organization, and an additional four respondents (16.7%) were possibly interested.

Organizations that do not have a governing board or executive committee

Seven respondents (17.5%) report that they do not have a governing board or executive committee (five reported no, one reported not sure or unknown, and one reported that organizational development needed to be conducted for determine governance structure). The following data are responses from these organizations.

- Four of these respondents (57.1%) reported their organization had identified leaders.

Organization Information

- One respondent reported that their organization was founded before 2000, five respondents reported their organizations were founded since 2012, and one respondent listed a future year, 2018, as the founding year.
- None of the organizations reported incorporation or 501(c) status. Two respondents reported that another organization serves as a fiscal sponsor.
- Two respondents have paid staff members. More than half of respondents stated that they do not raise funds, and only one organization reported an annual budget estimate (\$10,000 to \$50,000).

Member and Member Engagement

- Three respondents define membership through a combination of formal and informal membership, while two respondents define membership informally, one respondent defines membership formally, and one was not sure.
- One respondent reported 301-500 members, one respondent reported 100-200 members, four respondents reported less than 100 members, and two reported not sure or unknown.
- Most organizations' membership is less than half CHWs. While two respondents reported all or nearly all, four respondents reported that less than half of their members are CHWs, and one reported not sure or unknown.
- Only one respondent uses social media as a communication platform.

Organizational Programming

- One organization stated they were not sure about what activities the organization participates in; of the other six respondents, five provide information about the workforce to employers, policy makers, the public, etc and are involved in CHW professional development. Four are involved in training, and two are involved in both advocacy and in attending conferences. Only one is involved in representing CHWs on commissions, panels, inter-disciplinary work groups, etc. One responding organization indicated that they plan to engage in several other activities in the future.

Future NACHW Involvement/ Next Steps

- More than half of respondents reported that leadership would definitely be interested in participating in a national CHW organization, and remaining respondents were possibly interested.

Limitations

Non-Respondent Networks

Various known CHW organizations did not respond to the survey despite efforts to reach them. NCC members and consultants reached out to almost all organizations that could be reasonably identified at the time the survey was completed. Further, since the survey closed, additional CHW organizations have been identified. The survey was only re-shared with newly-identified organizations that requested participation following the American Public Health Association's Annual Meeting, but the survey team recognizes that additional organizations exist beyond those surveyed.

Unknown Number of CHW Organizations in the US

To the survey team's knowledge, this is the first national survey to assess CHW organizational infrastructure and capacity and the most comprehensive set of CHW organizations yet identified in the United States. We built upon previous efforts by other researchers and organizations that had surveyed or engaged CHW networks on specific topics, and we conducted extensive outreach to assure we were including all identifiable CHW organizations. It is possible, nevertheless, that additional CHW organizations exist, especially since this study documents rapid acceleration of organizational formation over the last several years. It is difficult, therefore, to generalize results of the survey with complete confidence.

Interpretation Challenges

For a limited number of questions, analysis required interpreting inconsistent or incomplete responses. Instances such as these required the survey team to make reasonable inferences in order to interpret selected results. Questions for which answers were so treated are noted above in the results and summarized in Appendix 2.

Respondents

For this survey, the survey team did not have control over who responded on behalf of the organization. In reviewing respondent information, individuals completing the survey included paid staff, volunteer leaders, and supporters or allies. Survey answers may vary depending on who completes the survey.

DISCUSSION

Results from this survey provide essential information about potential members of a national CHW organization and about potential opportunities and challenges for engaging CHWs and their organizations in a national organization.

Potential Opportunities

There is significant interest in the role of a national CHW association.

Almost all respondents were interested in a national association, with three quarters reporting that they are "definitely interested." This type of excitement could help drive momentum for the launch of a national association and investment by workforce leaders in building its programmatic and organizing activities. Outreach and engagement of these CHW organizations will be essential before and after the launch of the national association to continue this momentum and drive the association's agenda.

A national organization could provide capacity to CHW organizations to participate in additional activities.

The three least cited programmatic activities by responding organizations were research; advocacy on legislation or regulations; and representing CHWs on commissions, panels, and other types of workgroups. While many organizations did report some engagement in these activities, initial strategic planning discussions with the NCC indicate that research and advocacy are essential programmatic components to a national association. Additionally, CHW organizations often play a role in supporting the professional role in local and national forums through workforce development and/or recruitment of leaders to represent the profession. As CHWs continue to be a topic of interest among health and social service systems, a strong national association will need to play a role in supporting local, state, and regional organizations to build strong CHW leaders who can represent and advocate for the workforce.

A national organization could also benefit from the grassroots capacity of CHW organizations.

Over three dozen CHW organizations with thousands of members in states across the nation represent a potential foundation upon which a national organization can be built. The survey results document networks of committed CHW leaders and staff working through committees and other organizational structures to hold trainings, events, and a wide array of activities to promote professional development and community health. CHW organizations manage communications infrastructures and membership lists. They build partnerships with allied professionals, health care providers, public health agencies, and community-based organizations. Leaders of local, state, and regionally-based organizations express strong interest in how a national organization could help strengthen local efforts. It seems clear that one of the most promising strategies may be to link existing organizations with one another and to enable them, collectively, to inform the direction and contribute to the work of a national CHW organization and the CHW workforce.

Potential Challenges

There are limited financial resources among CHW organizations, which may limit financial support for a national organization.

Some professional organization models rely on financial engagement of affiliate or chapter groups. Survey results indicate that the majority of CHW organizations have limited resources, including many with budgets of less than \$50,000. Further, less than a third of CHW organizations report charging membership dues. Some professional associations rely on membership dues that pay for both local/state and national membership (for example, the National Association of Social Workers). With so few organizations charging membership dues at this time, a joint membership dues model may not be appropriate. As a result, a different or more diversified funding model may be required to sustain a national organization.

Time constraints, divergent priorities, and uneven capacity may challenge early organizational development efforts.

A new national CHW association will need to define compelling value for its members by implementing a sustainable set of activities that balances diverse needs identified in the survey. While several state and regional CHW organizations demonstrate robust membership, staffing, and funding capacity, many of the organizations surveyed are relatively new, fairly small, and operating on shoestring budgets. Some organizations are likely to be most interested in professional networking. Others may seek support for local organizational development. Still others may prioritize a strong national policy voice, dissemination of research on best practices, or “all of the above.” Capable, local CHW organizations may

simultaneously welcome NACHW's development and be wary of the national organization's potential to place demands on limited local time and resources. The national organization will also need to establish effective processes for engaging CHW member organizations in decision making about policy positions and other matters.

NEXT STEPS AND IMPLICATIONS FOR ORGANIZING

Survey results will inform strategic planning and organizational development efforts of NACHW. These results will also support initial NACHW activities, providing essential information about CHW organizations nationally to inform NACHW's work and assistance it may be able to provide. Further, this report will be shared with survey respondents, as stated in the survey consent.

¹ American Public Health Association. Support for community health workers to increase health access and to reduce health inequities. Policy #20091. Published November 10, 2009. Retrieved September 17, 2017 from <https://www.apha.org/policies-and-advocacy/public-health-policy-statements/policy-database/2014/07/09/14/19/support-for-community-health-workers-to-increase-health-access-and-to-reduce-health-inequities>.

² Centers for Disease Control and Prevention. Addressing chronic disease through community health workers. Published April 2015. Retrieved September 17, 2017 from https://www.cdc.gov/dhdsp/docs/chw_brief.pdf.

APPENDIX ONE

Survey

Survey attached

Introduction

Q.0.

Introduction

Thank you for participating in this survey. It should only take 15-20 minutes of your time. This survey is being conducted by a National Coordinating Council (NCC) of Community Health Workers (CHWs), Community Health Representatives (CHRs), *promotores de salud*, and professional allies who are working together to develop a sustainable national organization for the CHW/CHR/*promotor* workforce.

This national organizing effort is being managed by the NCC, which is composed of a majority of CHWs, CHRs, and *promotores*. It is funded by the Sanofi Foundation for North America, which strives to reduce healthcare inequalities in the U.S. through strategic charitable donations that include cash and product components, and by establishing partnerships with non-government organizations that have broad expertise in Sanofi's long-term priorities. The project is administered through the Boston University Center for Innovation in Social Work and Health. This effort has been discussed over the past two years at national Unity conferences and American Public Health Association (APHA) annual meetings. More information about the initiative is available [here](#).

Purpose and Use of the Survey

This survey seeks basic information about local, state-based, and regional CHW/CHR/*promotor* organizations that may serve as the foundation for a national workforce organization. Findings will be used to 1) inform strategic planning for the national organization, 2) identify CHW/CHR/*promotor* networks or organizations that may want to participate in this effort, and 3) develop a plan for engaging and supporting organizations with technical assistance, networking, and information through a national organization. Participation in the survey is voluntary.

The NCC will prepare a report summarizing survey findings with aggregated information about local, state, and regional organizations. The report will be distributed to all survey respondents. It will also be made available more broadly to parties interested in this national organization building effort. The report will *not* include identifying information about individual local, state, or regional organizations. Respondents will receive follow-up communications from the NCC and may be offered the opportunity to release more detailed information for a national roster of local, state, and regional CHW/CHR/*promotor* organizations.

Survey Audience

We ask that those who complete this survey do so as representatives of a CHW/CHR/*promotor* membership association, network, or organization that focuses on CHW/CHR/*promotor* workforce development and support. CHWs go by many names, including CHRs, *promotores de salud*, navigators, health advocates, outreach coordinators, etc.

Nationally, there are dozens of titles for the role, shaped by region, culture, program, and organization. This survey uses APHA's definition of a CHW as an umbrella term for the combined workforce. While no definition is perfect, the APHA definition is as follows:

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

Guidance to People Completing the Survey

The national organization will welcome individual and organizational members. The NCC is most interested now, however, in understanding the status and capacity of local, state, and regional CHW networks, membership associations and workforce organizations that specifically promote or support the workforce. (From this point on, the survey will use "CHW/CHR/*promotor*" to refer to the combined workforce. It will use "organization" to include associations, networks, and other CHW/CHR/*promotor* workforce groups.)

We hope to receive only one completed survey for each responding local, state, or regional CHW/CHR/*promotor* organization. If you cannot answer all survey questions, please cooperate as necessary with colleagues to submit one survey per organization. Thank you.

Consent

Participation in the survey is voluntary, it will take approximately 15-20 minutes to complete. You may withdraw from answering questions at any time, and may skip any questions that you do not want to answer. By proceeding in the survey past this introduction, you are indicating your consent to participate in the survey.

Identifying Information

Q1. Identifying Information (Organization)

Name of Organization

Mailing Address

City, State, Zip

Organization Phone

Organization Email

Organization Website

Q2. Identifying Information (Respondent)

Name of Person completing survey

Mailing address (if different than above)

City, State, Zip

Phone

Email

Q3. What role do you (respondent) play in your CHW/CHR/promotor organization? Check all that apply.

 Voluntary leader (please specify your title) Member Supporter/Ally Paid Staff Other (please indicate your affiliation)

Q4. Do you self-identity as a CHW/CHR/promotor (including, navigator, outreach worker, etc.)?

 Yes No

Q5.

Who are the identified leader(s) of the organization? (Identified leaders may include anyone in a leadership role, such as board chairs, paid staff members,

etc.)

Please provide contact information if available.

Leader name:	<input type="text"/>
Leader title:	<input type="text"/>
Email:	<input type="text"/>
Leader name:	<input type="text"/>
Leader title:	<input type="text"/>
Email:	<input type="text"/>
Leader name:	<input type="text"/>
Leader title:	<input type="text"/>
Email:	<input type="text"/>

Organization Information

Q6. In what year was the organization established?

- If known, please write in definite year of establishment:
- If definite year not known, please write in approximate year of establishment:
- Not sure or unknown

Q7. The organization (check all that apply):

- is incorporated
- has its own 501(c)(3) tax-exempt status
- is affiliated with or part of another organization
- uses another organization as fiscal sponsor
- is not incorporated
- has by-laws or other written operating guidelines
- is a tribal organization
- Not sure or unknown

Q8. Does the organization have paid staff members?

- Yes
- No
- Not sure or unknown
-

Q9. How many full and part time staff members does the organization have?

Please write in number of full time staff members:

Please write in number of part time staff members:

Q10. Does your organization raise funds to support its CHW/CHR/promotor association activities?

- Yes
- No
- Not sure or unknown
-

Q11.

What is the size of the organization's annual budget to support CHW/CHR/promotor-related operations, such as staff, space, travel, meetings and conferences, trainings, communications, etc.?

(This question seeks information about the organization's own operating budget or the amount allocated for the organization's work if its budget is managed by a larger organization. Please provide the actual amount you expect to spend in your current budget year, or, if you prefer, please check a range for projected expenses in your current budget year.)

- If known, please write in the the actual amount (in U.S. dollars):
- Under \$10,000
- \$10,000- \$50,000
- \$50,001 - \$150,000
- \$150,001 - \$250,000
- Over \$250,000
- Not sure or unknown

Prefer not to answer

Q12. What are the sources of funding for the organization? Check all that apply:

- Membership dues
- Foundation grants
- Government contracts
- Tribal supports
- Fees for services (training, etc)
- Individual contributions
- Corporation contributions or sponsorships
- Events
- Grassroots organizing
- Other (please describe)
- Not sure or unknown
-

Membership and Member Engagement

Q13. How does the organization define membership?

- Formally-- members take some action to join (sign up, pay dues, etc.)
- Informally-- people who attend meetings, sign our email list, etc.
- Combination of formal and informal-- our whole constituency is included
- Not sure or unknown
-

Q14. How many members does the organization have?

- Less than 100
- 100-200
- 201-300
- 301-500
- 501-700
- 701-1,000
- Over 1,000

Not sure or unknown

Q15. How many of the organization's members are CHW/CHR/promotors?

- All or nearly all
 - About three-quarters
 - About two-thirds
 - About half
 - Less than half
 - Not sure or unknown
-

Q16. How does the organization communicate with members? Check all that apply:

- In-person meetings
 - Email
 - Online newsletter
 - Mailings
 - Facebook (please provide FB group name, if possible)
 - Other social media (please indicate)
 - Website (please provide URL)
 - Text alerts
 - Other (please explain)
-

Q17. How does the organization structure its work? Check all that apply:

- Governing board (directors, trustees, or advisory board)
- Executive or steering committee
- Other standing committees
- Work groups
- Annual meetings
- Special activities (lobby days, trainings, etc.)

Other (please explain)

Not sure or unknown

Organizational Governance Questions 15 - 18 concern organizational governance.

Q18.

How many members currently serve on the organization's governing board (or committee with governing responsibilities, regardless of what it is called)?

Please write in number of members

Not sure or unknown

Q19. Are a majority of board members CHW/CHR/promotors?

Yes

No

Not sure or unknown

Q20. How does the board meet?

In-person

Remote (phone, web-based virtual meetings, etc.)

Combination of in-person and remote

Q21. How often does the board meet?

More than once a month

About every month

4-6 times per year

2-3 times per year

Other (please explain)

Not sure or unknown

Organizational Programming

Q22. Is the organization involved in any of the following activities? Check all that apply:

- Advocacy on legislation or regulations
 - Training
 - CHW/CHR/promotor professional development (networking, information sharing, etc.)
 - Providing information about the workforce to employers, policy makers, the public, etc.
 - Representing CHWs on commissions, panels, inter-disciplinary work groups, etc.
 - Attending conferences (state or local conferences, Unity, APHA, Vision y Compromiso, etc.)
 - Research
 - Other (please explain)
 - Not sure or unknown
-

Q23.

How often does the organization offer activities for its members, other than governing board meetings? (This might include general membership meetings, regional meetings, trainings, special events, etc.)

- Frequently (more than once a month)
 - Often (about every month)
 - Regularly (4 - 6 times per year)
 - Occasionally (2 - 3 times per year)
 - Rarely
 - Not sure or unknown
-

Q24.

Does the organization have accomplishments or resources that it may want to share (such as public policy achievements, trainings, reports, fact sheets, practice models, etc.) with other CHW/CHR/promotor organizations?

If you have any brochures, reports, fact sheets, etc., that you would like to share, you are welcome to email them to [Katherine Sutkowi](#).

- Yes
 - No
 - Not sure or unknown
-

Next Steps

Q25.

Please indicate the level of interest the organization's leaders may have in participating in a national CHW/CHR/promotor organization:

- Definitely interested
 - Possibly interested
 - Not interested at this time
 - Not sure or unknown
-

Q26.

Would you like more information about the effort to build a national CHW/CHR/promotor organization?

- Yes (If yes, we will use the contact information you provided above, or please provide an alternative email address you prefer here)
 - No
 - Not sure or unknown
-

Powered by Qualtrics

APPENDIX TWO

Interpretation Challenges

The following questions required the survey team to make reasonable inferences in order to interpret selected results.

Question 7: The organization (check all that apply):

- is incorporated
- has its own 501(c)(3) tax-exempt status
- is affiliated with or part of another organization
- uses another organization as fiscal sponsor
- is a tribal organization
- is not incorporated
- has by-laws or other written operating guidelines
- not sure or unknown

For this question, six respondents failed to indicate whether they were incorporated in the “check all that reply” response options about corporate structure but later specified their organizations had 501c3 Internal Revenue Service status, which requires incorporation. If the respondent checked “has its own 501(c)(3) tax-exempt status,” the survey team counted that respondent as incorporated.

Question 8: Does the organization have paid staff members? & Question 9: How many full and part time staff members does the organization have?

For this question, two networks indicated that they did not have paid staff members or were not sure if they had paid staff members but then listed the numbers of full-time and/or part-time staff they had in Question 9. The survey team assumed these staff members were unpaid and were not counted in the paid staff member count in Question 8.

APPENDIX THREE

National Association of Community Health Workers Interim Board

The following individuals served on the National Association of Community Health Workers Interim Board at the time of this survey's dissemination and this report's creation. Board members are listed in alphabetical order.

- Mae-Gilene Begay
- Joelisa Castillo
- Naomi Cottoms
- Ramona Dillard
- Durrell Fox
- Catherine Haywood
- Wandy Hernandez
- Gail Hirsch
- Lisa Renee Holderby-Fox
- Maria Lemus
- Sergio Matos
- Susan Mayfield Johnson
- Anita McDonnell
- Floribella Redondo
- Carl Rush
- Alise Sanchez
- Julie Smithwick
- Napualani Spock
- Katherine Sutkowi
- Ashley Wennerstrom
- Geoff Wilkinson