

**SCCHWA STRATEGIC PLAN**

2018 - 2021

**SCCHWA MISSION**

***To maximize the voices of Community Health Workers and strengthen the profession’s capacity to achieve healthy, equitable communities throughout South Carolina.***

**SCCHWA VISION**

***Health and Equity for all South Carolinians.***

# 2018-21 STRATEGIC PLAN: executive summary

**PLAN RATIONALE**

The South Carolina Community Health Worker Association (SCCHWA) aims to elevate the understanding and use of Community Health Workers in South Carolina. In moving forward, SCCHWA understands the importance of adopting a statewide Community Health Worker Framework and a Strategic Plan to focus efforts. To address this need, SCCHWA Executive Leadership committee members, other association members, and external stakeholders met to develop a FY18-21 strategic plan to guide SCCHWA efforts and identify a framework that allows for clear understanding of a specific plan of action with metrics corresponding to timing and accountability. The results of this planning process will allow SCCHWA to:

* Implement a statewide framework to support the effective implementation and spread of community health workers (CHW)
* Create a three year Strategic Plan for the South Carolina Community Health Worker Association (SC CHWA) that defines their role and direction based on the statewide framework. Ultimately, this strategic plan will be both a “living document” and a dynamic process that will adapt and respond to the continued transformation of the South Carolina Community Health Worker Association.

# PRELIMINARY WORK

To begin the planning process, the Core for Applied Research and Evaluation (CARE) collaborated with SCCHW Executive Leadership Committee to determine current and potential stakeholders to engage. Phase one of the process exclusively focused on information gathering through data collection. Data points gathered included: *an Environmental Scan, Key Informant Interviews with External Partners and SCCHWA Executive Leadership, and an Online Survey.*

Review of the information resulted in development of the CHW statewide framework and provided the foundation for the development of the SCCHWA strategic plan.

# PLANNING EXPECTATIONS

To begin the execution of the planning elements needed to reach a Statewide Framework and a SCCHWA Strategic Plan, expectations were clearly outlined:

* The planning process will be inclusive through the engagement of both internal and external stakeholders
* The development process will be broken into three key phases with built-in periods for reporting and feedback
* Key stakeholders will be asked for ongoing feedback during the planning process and their input will be incorporated, as appropriate, in the final plan.

# STRATEGIC GOAL DEFINED

Upon the completion of all planning elements, it was determined that the strategy areas for SCCHWA are defined by four strategic goals:

1. INCREASE AWARENESS OF THE VALUE AND ROLE OF CHWs.
2. ENSURE A PREPARED WORKFORCE TO FULFILL OUR MISSION.
3. FURTHER DEVELOP AND SUSTAIN A VIABLE ORGANIZATION THAT CAN SUPPORT ITS MISSION.
4. FURTHER STRENGTHEN AND DEVELOP PROCESSES FOR CONTINUOUS QUALITY IMPROVEMENT.

# 2018-2021 STRATEGIC PLAN: planning graph



## V I S I O N

*To maximize the voices of* ***Community Health Workers*** *and strengthen the profession’s capacity to achieve healthy, equitable communities throughout South Carolina.*

## M I S S I O N

*Health and Equity for all South Carolinians.*

## V A L U E S

*(In development.)*

**FURTHER STRENGTHEN AND DEVELOP PROCESSES FOR CONTINUOUS QUALITY IMPROVEMENT**

**FURTHER DEVELOP AND SUSTAIN A VIABLE ORGANIZATION THAT CAN SUPPORT ITS MISSION**

**ENSURE A PREPARED WORK FORCE TO FULFILL OUR MISSION**

**INCREASE AWARENESS OF THE VALUE AND ROLE OF CHWs**

4.1 Establish a set of standardized CHW metrics that includes social determinants of health and methods for prevention to access use and impact of CHWs.

* Identify current metrics collected by organizations utilizing the CHW model. (YEAR 1)
* Develop a workgroup to identify metrics used across organizations and seek consensus for additional metrics to be collected across organizations employing CHWs. (YEAR 1)

4.2 Create a mechanism for data collection of standardized CHW metrics.

* Identify or create a web-based data collection system for tracking set of common metrics. (YEAR 2)
* Collaborate with an external partner (i.e. academic institution) to help analyze and report common metrics to assess CHW progress. (YEAR 3)

4.3 Assess satisfaction of those served by CHWs.

* Conduct annual survey with patients served by CHWs. (YEARS 2 and 3)

4.4 Assess satisfaction of CHWs.

* Conduct annual satisfaction survey of CHWs. (YEARS 2 and 3)

3.1 Attract sufficient human and financial resources to support SCCHWA.

* Identify funding models utilized by other state CHW associations. (YEAR 1)
* Seek and apply for diverse funding opportunities (including funding from stakeholders, contracts, grants, pilot tests, etc.) that support the mission of the Association and promote the practice of CHWs. (YEAR 1)
* Developed a tiered CHW membership plan to include sponsorship packages. (YEAR 1)
* Initiate a marketing campaign promoting SCCHWA (including TV and radio interviews, social media, trainings, education sessions, etc.). (YEAR 2)

3.2 Increase financial support of CHWs.

* Formally engage MCOs to fund CHW services. (YEAR 2)
* In collaboration with MCOs, SCDHHS, and other payors, establish payment models that represent the larger scope of services provided by CHWs. (YEAR 2)

2.1 Adopt a standardized CHW certification process statewide.

* Finalize certification process, including CHW mentor training and protocol. (YEAR 1)
* Finalize edits to and pilot the revised CHW certification exam at Midlands Technical College. (YEAR 1)
* Identify a central body to administer statewide CHW certification exam. (YEAR 1)
* Develop and train a certified CHWs who can serve as mentors for the certification process. (YEAR 2)
* Identify a governing body to serve long-term as licensing entity for CHW certification and CHW curricula credentialing. (YEAR 3)

2.2 Adopt a standardized credentialing process for CHW curricula statewide.

* Establish a CHW credentialing body and hold first meeting. (YEAR 1)
* Initiate the first round of the credentialing process. (YEAR 1)
* Identify a governing body to serve long-term as licensing entity for CHW certification and CHW curricula credentialing. (YEAR 3)

2.3 Spread awareness of standardized credentialing and certification processes.

* Promote certification among SCCHWA members who are CHWs. (YEAR 1)
* Implement an awareness campaign on the certification process of training curricula. (YEAR 1)

2.4 Training of CHW supervisors at their host organizations

1.1 Assess current knowledge and beliefs of SC stakeholders related to the CHW workforce to identify education/awareness opportunities and assess change over time.

* Develop and conduct an annual survey with stakeholders, including providers and others, on their knowledge, beliefs and use of CHWs. (YEAR 1 and 3)

1.2 Enhance awareness and understanding of the profession and practice of CHWs

* Identify existing materials and other resources from other states to adapt and use. (YEAR 1)
* Create a central registry of SC CHWs, include information on education, certification and place of employment, if applicable. (YEAR 1)
* Develop 1-2 SC based case studies delineating the value of the CHW model. (YEAR 2).

1.3 Educate stakeholders in the benefits and effective use of CHWs.

* Create a SCCHWA Speaker’s Bureau that includes CHWs, physicians, nurses and social work champions, who will educate peers on the CHW profession and model. (YEAR 1)
* Conduct meetings with target audiences (e.g. potential collaborators, funders, potential host agencies for CHWs) to gain buy in and support. (YEARS 1 and 2)

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|  | **2018-2021 STRATEGIC PLAN: metrics** | | | | | |
| **METRIC** | **FY18 BASELINE** | **FY19 GOAL** | **FY20 GOAL** | **FY21 GOAL** |  |
| **INCREASE AWARENESS OF THE VALUE AND ROLE OF CHWs** | | | | |
| Number aware and understand CHW practice |  |  |  |  |
| Number of funded CHW positions in different sectors |  |  |  |  |
| Functional central registry of certified CHWs. |  |  |  |  |
| Number of major health organizations employing CHWs |  |  |  |  |
| Number of CHWs and allies active in SCCHWA |  |  |  |  |
| **ENSURE A PREPARED WORKFORCE TO FULFILL OUR MISSION** | | | | |  |
| Number of approved CHW curricula |  |  |  |  |  |
| Number of exam testing sites |  |  |  |  |
| Number of certified CHWs |  |  |  |  |
| A formal governing body for credentialing |  |  |  |  |
| Standardized CHW certification exam in place |  |  |  |  |
| Instructor/Supervisor training process for CEUs |  |  |  |  |
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| **METRIC** | **FY18 BASELINE** | **FY19 GOAL** | **FY20 GOAL** | **FY21 GOAL** |  |
| **FURTHER DEVELOP AND SUSTAIN A VIABLE ORGANIZATION THAT CAN SUPPORT ITS MISSION** | | | | |  |
| Number of SCCHWA members |  |  |  | **300** |  |
| Number of SCCHWA corporate sponsors |  |  |  |  |
| Number of CHWs employed by health Systems/providers/organizations |  |  |  |  |
| Number of CHW services that are reimbursed by payers |  |  |  |  |
| **FURTHER STRENGTHEN AND DEVELOP PROCESSES FOR CONTINUOUS QUALITY IMPROVEMENT** | | | | |  |
| Data tracking platform in place |  |  |  |  |  |
| Standardized metrics in place |  |  |  |  |
| Formal relationship with a partner in place to collect, analyze and report on metrics |  |  |  |  |
| Use of data for decision-making |  |  |  |  |
| Satisfaction of CHWs and those individuals served by CHWs assessed | | | | |
| **THANK YOU, STRATEGIC PLANNING COMMITTEE** | | | | | |
|  | **Virginia Berry-White, Family Solutions of the Lowcountry**  **Ana Cossio, PASOs**  **Lillie Fox, Pee Dee Healthy Start**  **Veronica Graham**  **Candice Hipp, Greenville Health System**  **Terri Jowers, Healthy Columbia**  **Meredith Kelly, Healthy Outcomes Program Spartanburg**  **Julie Smithwick, PASOs**  **Darin Thomas, Greenville Health System**  **Beckie Tompkins, Community Medical Clinic of Kershaw County** | | | | | |