



**Building Healthy  
Communities**

[mhpsalud.org](http://mhpsalud.org)

# **Building & Sustaining Community Health Worker Programs in Health Centers**

# Facilitators



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# OUR PURPOSE

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MHP Salud embraces the strengths of our communities to support more individuals and families to live full, healthy lives.

Deeply embedded in the communities we serve, MHP Salud works to develop trust among our neighbors, understanding that it's up to all of us to create a strong, healthy foundation for today ... and tomorrow. Leading the Community Health Worker model, we believe in serving communities in which we live, work and play and we believe stronger tomorrows come through stronger collaboration.

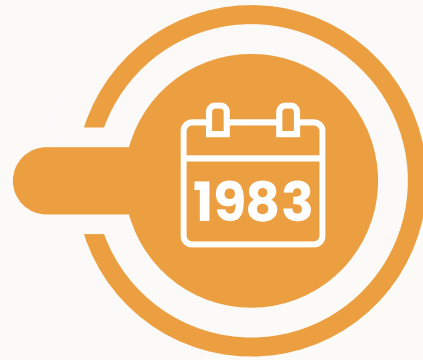
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# OUR LEGACY

# OUR IMPACT

Founded by Catholic sisters in Michigan to increase health care access for Migratory and Seasonal Agricultural farmworkers.



Began expanding to serve the Rio Grande Valley, reaching underserved individuals and families in isolated border communities and colonias.



Began evolving and growing to meet community needs, offering additional services to help older adults and families.



Launched national training and technical assistance to support health centers, community-based organizations and others, strengthening and growing the CHW profession while improving care to the underserved.



Expanded into Florida and developed the state's first certified CHW certification and apprenticeship program, training and equipping the next generation of CHWs to serve our communities.



**123,000**

Individuals reached annually

**7,000+**

Participants find hope and access to mental health and healthcare, nutrition, parenting education and support, older adult well-being and connections, *and more*



**50+**

Training and technical assistance sessions impacted hundreds of health centers and organizations



Nearly **100**

Community Health Workers trained through the certification and apprenticeship program



# HRSA NTTAP

MHP Salud is a HRSA-funded National Training & Technical Assistance Partner (NTTAP) and Health Center Resource Clearinghouse TA partner.

Through this work, MHP Salud provides training and technical assistance to FQHCs and look-alike programs to build or enhance Community Health Worker (CHW) programs to better serve Migratory and Seasonal Agricultural Workers.

**For training or technical assistance, please contact: [nttap@mhpsalud.org](mailto:nttap@mhpsalud.org)**

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# A Four-Session Small Group Training

**Tues, 1/13/2026**

**Session 1:**

Groundwork for  
Success: Understanding  
the Community Health  
Worker Role in Health  
Centers

**Tues, 1/27/2026**

**Session 2:**

Building Stronger Teams:  
Community Health  
Worker Collaboration,  
Role Alignment &  
Workflow Design

**Tues, 2/24/2026**

**Session 3:**

Workforce Recruitment  
and Retention Strategies

**Tues, 3/10/2026**

**Session 4:**

Sustaining and Growing  
Your Community Health  
Worker Program: Workforce  
Well-Being & Long-Term  
Program Development



**YOU ARE  
HERE**

# Small Group Training Expectations

## Attendance:

- We kindly ask that you attend all four sessions.
- If you can't make it, please invite a colleague from your health center to join in your place, as it's important that everyone has a voice.

## Engagement:

- Be present and engage actively; *your insight matters!*
- Please keep your cameras on to foster a sense of connection.
- Feel free to ask questions and participate through chat, by raising your hand, or unmuting to share your thoughts.
- Let's respect and support one another throughout our discussions.

**Thank you for being a part of this small group learning experience!**

# Objectives

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By the end of this session, participants will be able to:

- ❖ **Objective 1:** Explain why recruitment and retention planning is important for health centers.
- ❖ **Objective 2:** Identify recruitment options and examine how apprenticeship models strengthen recruitment & retention.
- ❖ **Objective 3:** Identify strategies to strengthen your Community Health Worker programs

# Dinámica

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In your current role what would you consider to be your chocolate?



# Building Foundational Recruitment & Retention Practices

Starts by:

- Intentionally building systems to attract the right Community Health Workers (CHWs),
- Establishing ongoing support
- Integrating engagement strategies
- Maintaining Workforce Stability

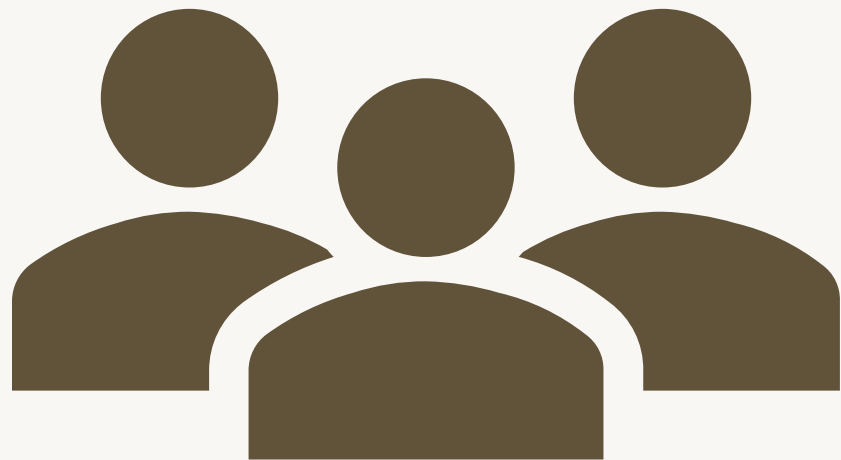


Society for Human Resource Management [SHRM], 2023).

Strong recruitment & retention practices help health centers maintain a stable workforce, reduce staff turnover, and

# Recruitment

Recruitment focuses on **who** you bring into the program and **how**



(Towe, 2023)

**The Who:** Hiring the right team members

- Qualities and skills align with their role

**The How:** Using **community-based recruitment**

- Word of mouth, local organizations, trusted leaders
- Transparent about job description, expectations, pay, and growth opportunities

Good recruitment = the *right people* on the team, not just filling vacancies.

# Retention

Retention focuses on keeping CHWs supported and motivated:



(Towe, 2023)

- Fair compensation and job security
- Supportive supervision
- Ongoing training and career pathways
- Encouraging self-care
- Fostering a healthy work place

**Good retention = CHWs stay, grow, and build trust over time.**

# Reduced Turnover Costs = Return on Investment

Replacing an employee can cost **30% to 50% of their annual salary**

- Due to recruitment
- Onboarding
- Training
- Lost productivity

Health centers experience higher costs when vacancies disrupt care teams and patient continuity



*Retention is not a cost—it's a return.*

**What is Return on Investment (ROI)?**

**A strong recruitment and retention process is not just a workforce strategy—it is a smart investment that delivers measurable returns for health centers**

# Investing in Recruitment and Retention

## Leads to:

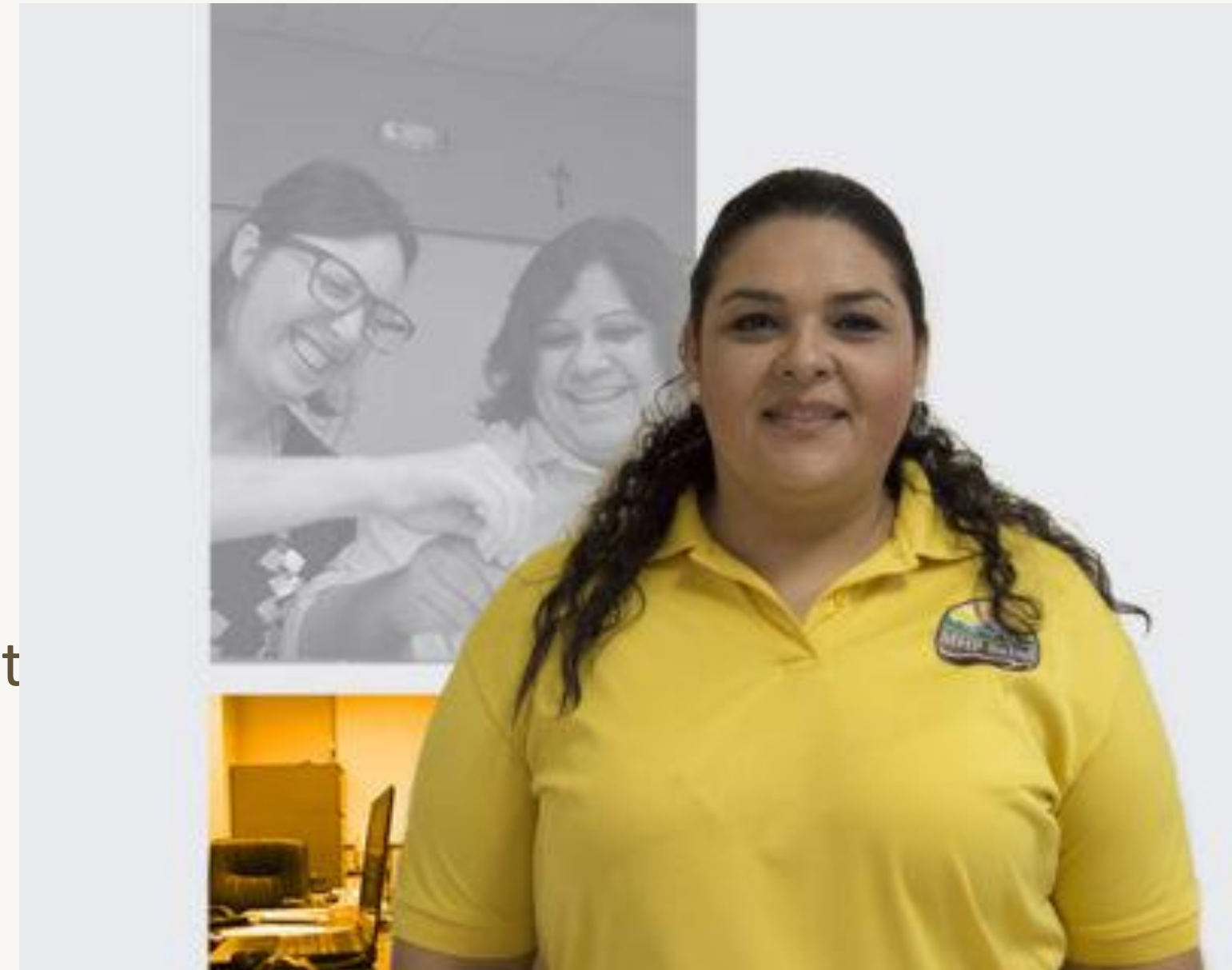
- ✓ Increased Retention
- ✓ Reduced Turnover
- ✓ Improved Service
- ✓ Quality Stronger
- ✓ Workforce Pipeline
- ✓ Higher Organizational Performance
- ✓ Communities
- ✓ Funding & Partnership Opportunities



*Retention is not a cost—it's a return.*

# Recruitment Options for CHW Programs

- **Apprenticeships**  
Earn-while-you-learn models that combine training and on-the-job experience
- **Direct Hire**  
Hiring individuals who already meet role and certification requirements
- **Internships**  
Short-term, supervised learning experiences that build skills and interest
- **Volunteer Opportunities**  
Entry points for community members to gain exposure and experience

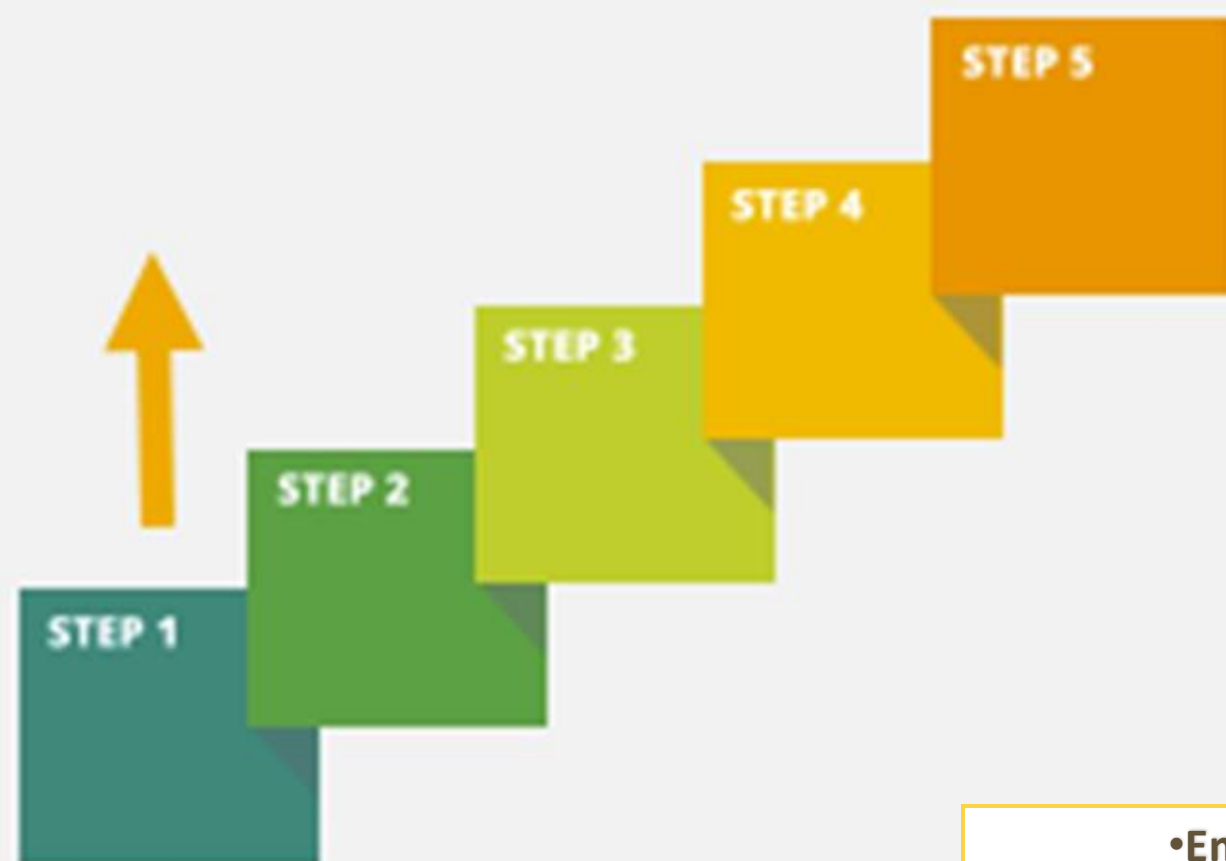




# CHW Apprenticeship Programs

Apprenticeship programs strengthen the CHW profession by offering structured, hands-on training.

## Career Ladder



- Employers see a positive return on investment (ROI)
- Median estimated ROI is about 44%
- For every \$1 an employer spends, they get about \$1.44 in value



## CHW Apprenticeship Provide

- Industry-driven, high-quality career pathway
- Combines paid work experience with classroom instruction
- Prepares individuals for long-term roles in the workforce
- Leads to a portable, nationally-recognized credential



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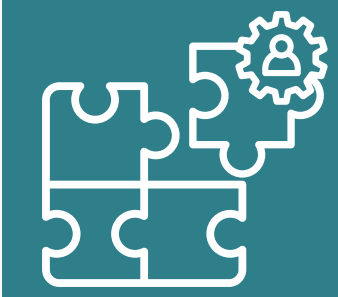
# Role-specific Training

- Onboarding training
- Cross -training
- Continuous training to strengthen skills

## Specialized Trainings:

- Communication and relationship-building
- Service coordination and navigation
- Advocacy and community outreach
- Professional skills and documentation
- Self-care and boundaries

*When CHWs receive onboarding that clearly supports their role, they feel prepared instead of overwhelmed*



# Building a Healthy Workforce

## Supportive Supervision

Supportive supervision helps with recruitment and retention by:

- Creating a safe and supportive work environment
- Building trust
- Encourages open communication
- Reduces burnout and isolation



# Reflection & Action

- **Workforce Challenges**

- What have been some of the challenges to recruit and retain CHWs?

- What is your health center doing to address these challenges?

- **Workforce Opportunities**

- What strategies could/should be implemented within the next 30 days?

- What type of support would be needed to accomplish this goal?



# Recruitment & Retention Planning Exercise

## Map Out Your Health Center's Ideal Recruitment Journey

### PART 1: Current State Assessment

What's your biggest recruitment challenge right now?

### PART 2: Priority Strategies (Choose 2-3)


Select strategies you want to implement from today's session

### PART 3: 90-Day Action Steps

For each strategy: What will you do? Who? By when?

### PART 4: Success Metrics

How will you measure if your recruitment strategies are working?



## RECRUITMENT PATHWAY MAPPING

**PART 1: Current State Assessment**

- What's our biggest recruitment challenge right now?
- What's our biggest retention challenge right now?
- What's currently working well?

**PART 2: Priority Strategies (Choose 2-3)**

Select strategies from today's session:

**RECRUITMENT:**

- Develop/strengthen apprenticeship pathway
- Partner with [specific community organization]
- Revise job descriptions to emphasize growth opportunities
- Other: \_\_\_\_\_

**RETENTION:**

- Implement structured onboarding process
- Establish regular supportive supervision schedule
- Create professional development opportunities
- Develop peer support system
- Other: \_\_\_\_\_

**PART 3: 90-Day Action Steps**

Strategy	Specific Action	Who's Responsible	By When	Resources Needed

**PART 4: Success Metrics**

How will you know these strategies are working?

- Metric 1: \_\_\_\_\_
- Metric 2: \_\_\_\_\_

**PART 5: Barriers & Solutions**

What might get in the way? How will you address it?

- Barrier: \_\_\_\_\_ → Solution: \_\_\_\_\_

A positive workplace experience supports staff well-being and long-term program success



**Questions?**

# Free Resources for CHWs and Health Centers

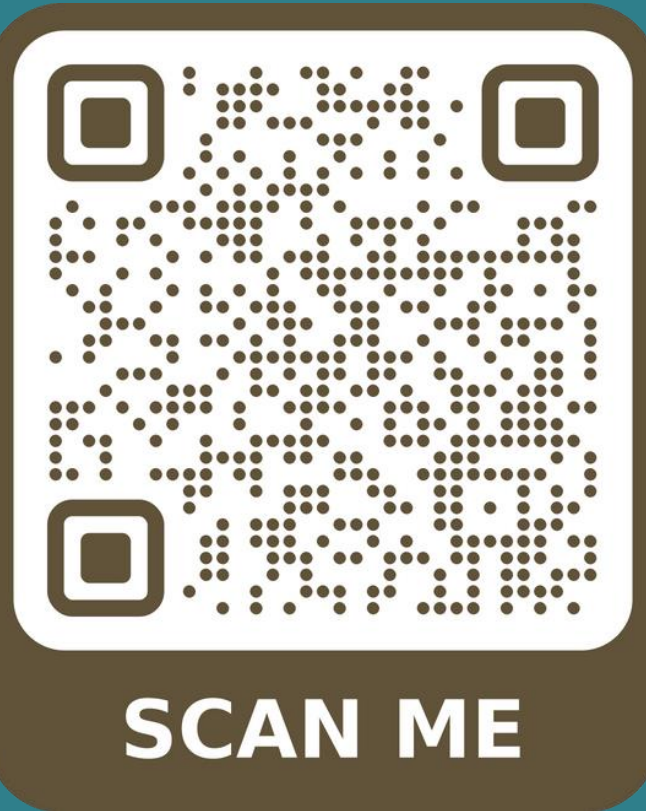
[mhspalud.org/online-resources](https://mhspalud.org/online-resources)

## CHWs in Action: Building Community Connections



Published On: January 3, 2025

"This shows how we are all connected by having similar life or work experiences. It does not matter how far we live from each other; we are still connected in some form. It also shows a common denominator, which is the willingness to help others ... the fact that we are willing to help others can become a positive life changer for someone in need." — Monica Alvarez, CHW, MHP Salud, on using her favorite Dinámica, "Unity Web."



# Thank you!

## Connect with us:

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SHRM Foundation. (2023, May). *Ready for success: A toolkit for adopting a skills mindset in employment practices* [PDF]. [https://shrm-res.cloudinary.com/image/upload/v1686668654/Skilled%20Credentials/Skilled\\_Credentials\\_Toolkit-with\\_descriptions-v6.pdf](https://shrm-res.cloudinary.com/image/upload/v1686668654/Skilled%20Credentials/Skilled_Credentials_Toolkit-with_descriptions-v6.pdf)

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