



**Leadership Strategies for Healthcare Executives:  
Building Communities and Achieving Health Equity Through Engagement of  
Community Health Workers (CHW)**



**2022 ICAHN ANNUAL CONFERENCE  
Illinois Critical Access Hospital Network**

**Dr. Kenneth Campbell, DBE, MPH, MBA, MA  
Executive Assistant to the Director of IDPH**

# Agenda

- Introduction
- Current System Issues
- What is a CHW?
- What are some of the common titles of CHWs
- Employment settings
- CHW Engagement Strategies
- CHW Care Coordination
- Building a Statewide Healthcare Coalition for Healthcare Organizations
- U.S. Department of Health and Human Services (HHS)

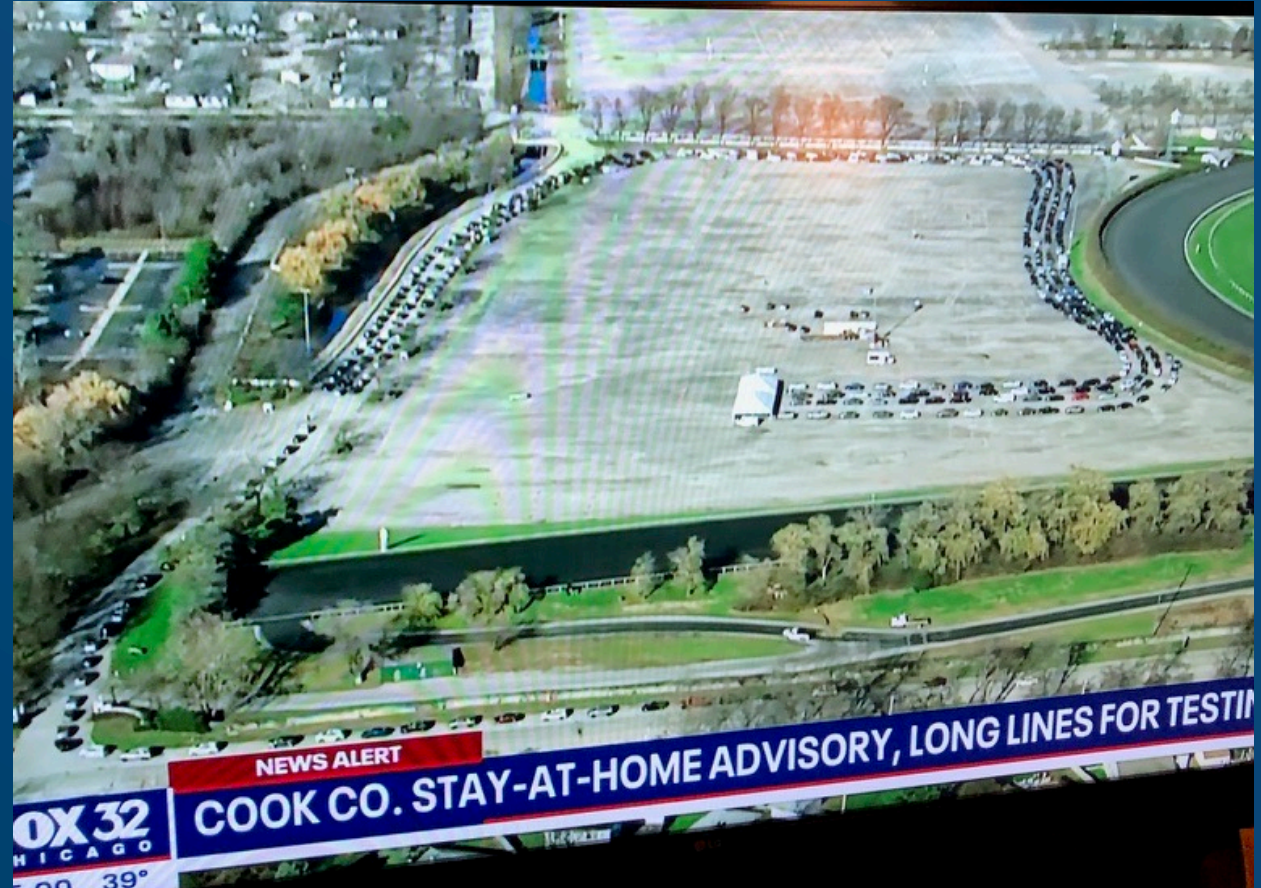
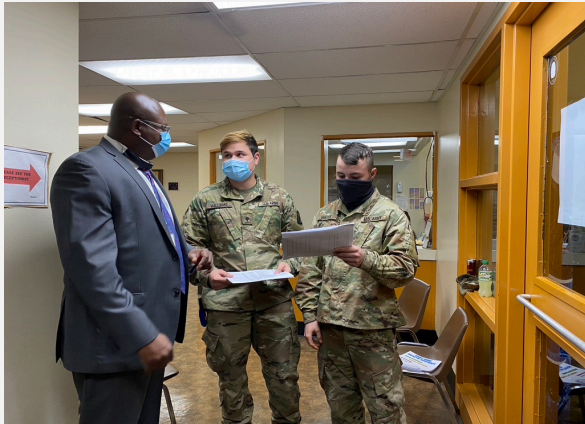


**Dr. Kenneth Campbell**  
**DBe, MPH, MBA, MA**  
Executive Assistant to  
Director of Illinois  
Department of Public Health  
(IDPH)



- Dr. Campbell is an American veteran who served in the United States Marine Corps for six years, defending the U.S. during both Desert Storm and Desert Shield.
- He has a combined service of almost 20 years in health care, clinical research, and public health. Serving the executive C-suite for many years, he has led several interdisciplinary groups of healthcare professionals to resolve internal and external operational processes that have led to financial stability and process improvements throughout the system.
- Advocate for Community Health Workers in Illinois.
  - Designed the first Contact Tracing Online Training for the Chicago
  - Designed the first Contact Tracing Supervisor Training for Chicago
  - Designing the DPH CHW Statewide Certification
  - Developed and Setup the first DPH CHW Statewide Board
  - Designed the CHW Curriculum for City Colleges (10 years ago)
    - No student pays for tuition, books, internship
    - Community Colleges

- Dr. Campbell led the setup and operations for State-Wide COVID-19 Mass Testing and Vaccination Efforts



# Current Healthcare System Issues

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- Expenses rise faster than patient volumes or revenue
  - Negative margins
  - Workforce issues
  - Burnout
  - Organization performance issues
  - Customer service issues
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- Advance health equity efforts in the community
  - Expand career pathways
  - Increase employment opportunities for CHWs in healthcare organizations
  - Using CHWs to improve health outcomes
  - CHWs are transformative in healthcare delivery
  - Public Health prevention

As fallout from the Pandemic lingers, healthcare organizations are seeing:

# What is a CHW?

- CHWs are essential frontline professionals in our healthcare and public health settings.
- Trusted members of the community they serve.
- Trusting relationship enables CHWs to serve as a liaison/link/intermediary between health/social services and to community to facility access to services and improve quality and cultural competence of service delivery.
- Help individuals, families, and communities to enhance their health, access services, and to improve conditions for health, especially in low-income communities.
- The provide a wide range of services:
  - Outreach
  - Home visits
  - Health education
  - Client-Centered counseling
  - Care management



# Common Titles for CHWs

- Case managers/Case workers
- Community health advocate
- Community health outreach worker
- Community health worker (CHW)
- Health ambassador
- Health educator
- Patient navigator
- Peer educator



# Employment Settings

- Health plans (case management, utilization management)
- Behavioral health
- Community health departments
- FQHCs and community clinics
- Private practice - medical groups
- County health care systems
- Hospitals:
  - ER
  - BH
  - NICU
  - Diabetes treatment center
  - Trauma centers

# Community Health Worker Engagement Strategies

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- **Direct Patient Engagement:**

- Home visitation
- Health coaching
- Medication review
- Transition of Care

➤ **ADVOCACY**

➤ **NAVIGATION**

- **Performance and Outcomes Measures:**

- Caseloads, medical and social measures
- Behavior change planning
- Discharge planning
- Capacity building & compliance outcomes
- Patient navigation, referral services

➤ **OUTREACH**

➤ **COMMUNITY ENGAGEMENT**

➤ **ASSESSMENT & DATA COLLECTION**

# Community Health Worker Engagement Strategies

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## ➤ Healthcare and Public Health Perspective

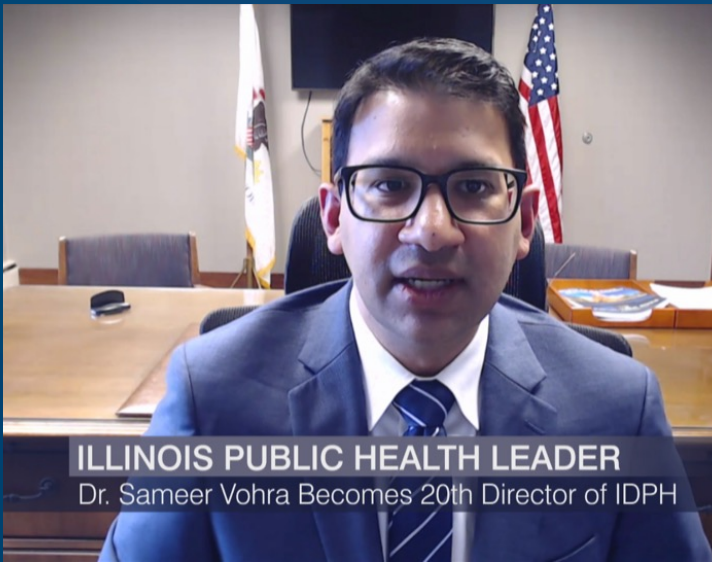
- CHWs do reduces persistent health inequalities
- Reduce differences in the rates of illness, disability, and death (mortality) among different communities in particular those differences that are preventable, unfair and unjust.

# Community Health Worker Service Care Coordination

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## ➤ SERVICE COORDINATION:

- Identifying and accessing resources
- Overcoming barriers
- Making appropriate referrals
- Helping create action plans and reach patient goals
- Coordinating with other services
- Following-up and tracking care and referral outcomes
- Tracking healthcare outcomes



# Illinois Department of Public Health (IDPH)

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# HEALTH EQUITY COALITION OF HEALTH CARE ORGANIZATIONS

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- Health Care System Coalition
- Monthly Meetings
- Updates on CHWs
- DPH CHW Quarterly Board Meetings
- Employer CHW Survey (IPHA)



# Community Health Worker (CHW) AWS Information Technology Platform

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## ❖ The CHW AWS IT Platform:

❖ *Illinois Department of Public Health (IDPH)* first cloud-based online application platform that enables an integrated, client- centric approach to community health worker certification and recertification.

❖ AWS will help IDPH make use of new state-wide data both geographical and regional CHW certification process to help address health disparities, health inequality and increase health literacy among Illinoisans.

❖ Provide analysis and insight with CHW data analytics available for the public and local health departments.

## Seeking Community Health Worker Review Board Members

The Illinois Department of Health (IDPH) is seeking candidates from **Central** and **Southern Illinois** for its **Community Health Worker (CHW) Review Board**. This Board serves in an advisory capacity, providing critical input for the development of the **Illinois Community Health Worker Certification Program**.

**Candidates representing the following categories are sought:**

- Individuals who have experience providing CHW services
- Individuals who represent institutions that provide education/training to CHWs
- Individuals who have received support from a CHW

**Meetings are held quarterly and are virtual**

**If interested, please complete an application by scanning the QR code or heading to:**



<https://tiny.one/CHWBoardMember>

**Email the completed application and any questions to:**

**Allison Nickrent**  
Allison.Nickrent@illinois.gov





## PUBLIC HEALTH & SOCIAL JUSTICE

pathways to minority  
health equity

November 15-16, 2022  
Virtual Platform

### Wednesday, November 16, 2022

#### 10:45 am - 12:00 pm Community Health Worker Forum

*Community health workers (CHWs) can be viewed as “specialists” in addressing social determinants of health (SDOH) in their communities and restoring trust in the healthcare system. Investing in CHWs will ensure that the broader community and workforce can remain healthy, something which can be difficult for individuals to attain due to the impact of SDOH and so many other factors that negatively impact communities. Representatives from the Illinois Department of Public Health (IDPH) will be speaking with you about the “why” and “how” strategies we can use to tackle these community problems head-on by using CHWs and moving beyond grants to a sustainable reimbursement structure. In addition, provide a brief overview (101) of CHW legislation and updates on how IDPH has engaged CHWs in the process.*

**Leticia Boughton Price, CHW, MSW**, President, Illinois Community Health Worker Association

**Kenneth Campbell, DBe, MPH, MBA, MA**, Executive Assistant Director, Illinois Department of Public Health

**Karen Mancera-Cuevas, DrPH, MS, MPH, CHES**, Deputy Director, Health Promotion, Illinois Department of Public Health

#### 12:00 pm - 1:00 pm Keynote Presentation: Building a Healthier Illinois: A Path Forward for an Equitable Future

*Dr. Sameer Vohra, Illinois Department of Public Health Director, speaks to Illinois' public health landscape and outlines a pathway forward to attendees highlighting an equitable future.*

**Sameer Vohra, MD, JD, MA**, Director, Illinois Department of Public Health

# U.S. Department of Health and Human Services (HHS)

Enhancing the health &  
wellbeing of all  
Americans

BECKER'S  
**Hospital CFO Report**



HHS awarded Sinai Chicago a nearly \$3 million grant to fund the expansion of the Sinai Urban Health Institute's community health worker training program.

The HHS grants are a new multiyear program to support training and apprenticeship initiatives for an estimated 13,000 community health workers across the country, according to an Oct. 6 news release.

"Sinai Chicago and SUHI have been longtime leaders in advancing health equity efforts, especially through expanding career pathways and employment opportunities for CHWs. This grant allows us to expand the impact of our work and put more trained and supported CHWs in

SUBSCRIBE

## Sinai Chicago receives \$3M to expand community health workforce

Nathan Tucker - Thursday, October 6th,  
2022

# U.S. Department of Health and Human Services (HHS)

Enhancing the health &  
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HHS is investing \$225.5 million in community health workers and \$40.7 million in public health scholarships.

According to a Sept. 30 news release, HHS **awarded** more than \$266 million in American Rescue Plan funding to grow the community and public health workforce.

"Patients depend on community and public health workers for care and medical information. These investments will equip community and public health workers with the skill sets needed to provide effective community outreach, increase access to care, and assist individuals with critical prevention and treatment services," said HHS Secretary Xavier Becerra.

The Community Health Worker Training **Program** awarded \$225.5 million to 83 grantees. The new multiyear program will support

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Enhancing the health &  
wellbeing of all  
Americans

Friend Family Health Center, Inc.	Chicago	IL	\$3,000,000
Sinai Health System	Chicago	IL	\$2,999,988
University of Illinois	Chicago	IL	\$3,000,000
Latino Alzheimer's and Memory Disorders Alliance	Cicero	IL	\$2,244,582
Illinois Public Health Association	Springfield	IL	\$2,999,856



# Thank You

[Kenneth.Campbell@Illinois.gov](mailto:Kenneth.Campbell@Illinois.gov)