



Community Health Worker and *Promotor* Workforce: Capacity-Building Collaboratives

Call for Letters of Intent

Introduction

Since 2018, the California Health Care Foundation (CHCF) has sought to advance the community health workers and *promotores de salud* (CHW/P) profession in California, emphasizing CHW/P inclusion in safety-net health care delivery systems.

This new initiative, Community Health Worker and *Promotor* Workforce: Capacity-Building Collaboratives (CHW/P CBC), builds on the work of the recent [Community Health Workers & Promotores in the Future of Medi-Cal](#) project.

The goal of the CHW/P CBC is to strengthen the capacity of the safety net to advance health equity by scaling its engagement with the CHW/P workforce. This 18-month project will support four regions in California that seek to expand the size and impact of the CHW/P workforce. Regions will be selected by way of this request for letters of intent (LOIs) and a subsequent request for proposals (RFP).

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Through the CHW/P CBC, CHCF intends to provide tailored support to partners in each region who seek to strengthen and expand the CHW/P workforce in the health and social services sectors in their communities.

Participants in the respective regional collaboratives may include community-based organizations (CBOs), CHW/Ps, CHW/P training entities, county representatives, health care providers (including behavioral and public health), managed care plans, workforce investment board representatives, and others who seek to expand the CHW/P workforce.

Each regional collaborative will engage a unique geographic location — a region may be identified as a single county, one or more adjacent counties, or (in California's largest counties) a clearly defined subsection of a county. Applicants who work across multiple regions in California may also apply for work taking place across multiple regions; however, we will not support more than one collaborative in any given region.

Ultimately, the regional collaboratives selected for the CHW/P CBC would be expected to launch a new, or amplify an existing, CHW/P initiative that seeks to further scale at a regional level. These are some examples of potential regional efforts that could be a fit for the CHW/P CBC:

- Integrating CHW/Ps into health care teams
- Developing new evidence-based CHW/P programs in a health care safety-net context
- Preparing employers, including providing guidance on creating job descriptions, roles, organizational training, and advancement opportunities for CHW/Ps
- Streamlining workforce qualifications within a region
- Developing CHW/P educational pipelines in regions that have a dearth of CHW/Ps
- Developing sustainable financing or business models for scale
- Contracting with managed care plans and participating in new Medi-Cal initiatives

Although each region may have unique goals, there must be a commitment to the project's shared objectives:

- Enhancing the capacity of health and social service systems to provide **linguistically and culturally responsive services**, thereby improving health outcomes in the region
- **Scaling the CHW/P workforce in California** with an emphasis on leveraging new state and federal CHW/P opportunities including Medi-Cal CHW benefit, CalAIM, and other state and local initiatives
- Developing **financially sustainable, evidence-based models** that strengthen the integration of the CHW/P workforce into California's health and social service safety net
- Connecting CHW/Ps to **high-quality jobs** with transferable skills, pathways for professional growth, and wages that support them in thriving

To achieve these objectives, the CHW/P CBC project will provide partners with tactical support. This includes:

- **Providing financial assistance** for each region, which will receive \$100,000–\$400,000 to boost participants' efforts to scale the CHW/P workforce. The amount of funding will vary based on the proposed aims and activities of the regional collaborative and on the number and types of entities in the collaborative, with an emphasis on supporting CBOs and lead entities.
- **Conducting regional needs assessments** in each region to understand current capacity and anticipated needs.

- **Providing tailored online** training that builds on CHCF’s recently published *Advancing California’s Community Health Worker & Promotor Workforce in Medi-Cal* [Resource Guide](#) and supporting [Resource Center](#).
- **Convening regional partners** to advance shared goals and to facilitate successful collaboration.
- **Providing customized technical assistance** responsive to each region’s planning and implementation needs. Technical assistance will be delivered by national and local subject matter experts during facilitated regional collaborative meetings.
- **Facilitating CHW/P engagement** through conversations with CHW/Ps, providing each region with the opportunity to gain firsthand knowledge and wisdom from its CHW/P workforce.
- **Enabling communications** centered on participants sharing best practices and innovative solutions for scaling the CHW/P workforce. Through the project’s website and newsletters, regional collaboratives will share lessons learned for effectively integrating CHW/Ps. These communications will support learning between regions and will create opportunities to share lessons learned and project successes with stakeholders around California.
- **Offering one-on-one coaching** sessions for the lead entity in each region, provided by subject matter experts.

Purpose of This Letter of Intent

By way of this request for letters of intent (LOI), CHCF seeks to solicit responses from existing regional collaboratives and organizations interested in forming a new regional collaborative to participate in the CHW/P CBC project. After reviewing letters of intent, CHCF will invite up to eight regions to submit a detailed proposal. Ultimately, CHCF will select four regions for the CHW/P CBC through a competitive request for proposals (RFP) process.

Who Can Apply

CHCF is soliciting LOIs from regions interested in joining the CHW/P CBC project. Applicants will describe the opportunity to expand the CHW/P workforce in that region and are strongly encouraged to identify a proposed lead entity and at least two other entities in their regions that would engage in the collaborative. The list of proposed partners can expand between the LOI and RFP stages (see below for timeline).

In the event that multiple entities submit LOIs from the same region, CHCF will connect these entities as potential collaborators. In the event a single entity in a region submits a strong LOI without proposed partners, CHCF will (as time and resources permit during the LOI review) follow up with these entities to suggest partnerships to cultivate in that region.

While we encourage applicants reaching across the health, public health, and social service sectors, there must be at least one significant partner from the health care sector. It is ideal, but not required, to have a managed care plan (MCP) partner in the collaborative.

For the purpose of this request for LOIs, any of the anticipated partners in the region may take the lead on submitting an LOI. For regions that progress to the RFP stage, the regional lead entity needs to be finalized (see Process and Timeline for additional detail on lead entity).

Participants in the respective regional collaboratives may include CBOs, CHW/Ps, CHW/P training entities, county representatives, health care providers (including behavioral and public health), MCPs, workforce investment board representatives, and others who seek to expand the CHW/P workforce.

Applicants will be expected to:

- Identify a preliminary goal for their regional initiative (which can be refined in the RFP and early stages of the CHW/P CBC).
- Articulate the health care needs in the region that are the focus of the proposed initiative and why the CHW/P workforce is well suited to support those needs.
- Articulate how the initiative intends to achieve impact at scale in a region. We anticipate that scale would look different in less populated areas (e.g., Humboldt, Mariposa, or Stanislaus Counties) than in larger counties (e.g., Los Angeles and Riverside). In larger regions like Los Angeles, scale could involve having impact in a subregion, whereas in rural areas, the initiative would likely be expected to impact multiple counties in the region.
- Articulate who proposed partners are (this list can be augmented at the RFP stage, but ideally, people identified in the LOI will remain involved through the RFP stage).
- Identify at least one significant partner in the safety-net health care arena such as a Medi-Cal managed care plan, a public hospital system, or a Federally Qualified Health Center.
- Have the capacity and commitment to complete the training, participate in all coaching sessions, attend collaborative meetings, and engage in technical assistance and other activities. Regional training will be structured based on the assessment and will be tailored to the learning needs of participants. The training is intended as a “level setting” to ensure entities participating in a region have shared knowledge and understanding of CHW/Ps and their role.
- Articulate how the collaborative will support the needs of underserved communities, which could include but may not be limited to people of color, rural and geographically isolated populations, justice-involved populations, people experiencing homelessness, people with disabilities, people with chronic illness, people with low incomes, or immigrant communities.

Process and Timeline

Subsequent to this request for letters of intent, CHCF will invite up to eight regions to submit detailed proposals. CHCF will then select four regions through a competitive request for proposals (RFP) process intended to ensure participants are committed to the project goals, have strong leadership support, reflect geographic diversity, are focused on providing services in underserved communities, and have the capacity to scale the CHW/P workforce in their region.

“Must-have” qualifications for the lead entity in the region:

- The capacity to identify, galvanize, and engage with regional partners
- A demonstrated capacity for and history of successfully launching and sustaining programs in the health care and social service safety net in California
- A demonstrated commitment to health equity
- Strong project planning skills and an infrastructure that lends itself to leading efforts that involve multiple partners
- A commitment to the CHW/P workforce and to developing or deploying evidence-based CHW/P programs
- Ability to subgrant funds to partner entities (preferred but not required)

The anticipated timeline to identify and select collaborative partners:

- Submit letters of intent by: January 20, 2022
- Selection of organizations to submit full proposal: February 3, 2022
- Deadline for full proposal: February 24, 2022
- Grant period begins: April 21, 2022

If you have questions about this call for LOIs, please contact Melissa Schoen at melissa@mschoenconsulting.com.

Questionnaire for LOI for CHW/P Capacity-Building Collaborative

The LOI should be submitted using the online form available at www.chcf.org/rfp/advancing-community-health-workers-promotores-loi as a single PDF of no more than three pages. You may include links to up to three documents or web pages as examples of your work or resources generated or information on your current initiative. These are not included in the total page limit.

Please include a Cover Sheet which includes the following information (the Cover Sheet is not included in the page limit):

- Name
- Title
- Organization
- URL
- Email
- Region (please note that you do not necessarily need to demonstrate scale across the entire region in the category you select below):
 - Central Coast
(Monterey, Santa Barbara, San Benito, San Luis Obispo, Santa Cruz, Ventura)
 - Greater Bay Area
(Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, Sonoma)
 - Los Angeles County
(Los Angeles)
 - Northern Sierra
(Alpine, Amador, Butte, Calaveras, Colusa, Del Norte, Glenn, Humboldt, Inyo, Lake, Lassen, Mariposa, Mendocino, Modoc, Nevada, Plumas, Shasta, Sierra, Siskiyou, Sutter, Tehama, Trinity, Tuolumne, Yuba)
 - Other Southern California
(Imperial, Orange, Riverside, San Bernardino, San Diego)
 - Sacramento
(El Dorado, Placer, Sacramento, Yolo)
 - San Joaquin Valley
(Fresno, Kern, Kings, Madera, Merced, San Joaquin, Stanislaus, Tulare)
- At approximately what stage is the proposed initiative (choose one):
 - Concept

- Early launch (one or two years old)
- Mid-stage and hoping to scale (more than two years but less than five years old)
- Mature but hoping to scale (at least five years old)
- Which area(s) of the safety-net delivery system does your proposed initiative touch (choose as many as apply):
 - Health care
 - Behavioral health
 - Social services
 - Which services (e.g., food and nutrition, housing)?
 - Public health

PLEASE ANSWER THE FOLLOWING QUESTIONS (Please respond in no more than three pages. Please number your responses with the corresponding question. You do not need to include the text of the question in your narrative response):

1. Please describe in greater detail the geographic region(s) for which you are submitting this LOI and what that geography includes. *For example, if you selected Los Angeles, please note if you are focused on particular geographic areas in LA. In the case of regions with multiple counties, please note which counties you intend to reach.*

2. Please describe the initiative (existing or under consideration) you are nominating to be part of the CHW/P CBC. Please provide a general description and be sure to include responses to the following questions:

- What are the goals of this initiative and how will CHW/Ps support the region in achieving those goals?
- What are the primary populations served?
- Is the proposed initiative related to COVID-19 response? If so, how?

3. Have partners already been identified (in part or in full)? If yes, please list anticipated partners and describe their roles in the region and their roles in the proposed initiative. For each partner, please indicate the level of involvement anticipated (high, medium, low). If you are invited to submit a proposal, you will be asked to include letters of support from your partner organizations or networks with your RFP.

4. Please briefly describe your experience partnering with other organizations to launch and sustain programs in the health and social service safety net in California. If you were to receive funding, how might you want to allocate those funds to make this effort a success (or add to the effort)? Please include the general funding categories and corresponding percentages. For example, subgranting to a core group of partners to support participation

(50%), consulting support for facilitation of strategic conversations (25%), funding to administer grant (25%).

5. What is your (and your partners, if applicable) current knowledge of and experience with CHW/Ps who work in (or interact with) health care delivery systems?

6. What kinds of challenges do you anticipate and/or what kinds of challenges are you already facing?

7. What types of technical assistance and support do you anticipate you and your partner organizations would need to achieve your goals? Please review some of the initiative examples noted earlier as examples of types of technical assistance this project might offer. The list above is not comprehensive. You may list other types of technical assistance.

8. What questions do you have for us?