



ORCHWA

Oregon Community Health Workers Association

STRATEGIC PLANNING

REPORT

2022-2024

ORGANIZATIONAL DESCRIPTION

ORCHWA was founded through a community organizing effort to offer community health workers (CHWs) across Oregon the ability to advocate for the best interests of their profession. ORCHWA amplifies the voice of Oregon’s CHWs as the sector continues to grow and evolve.

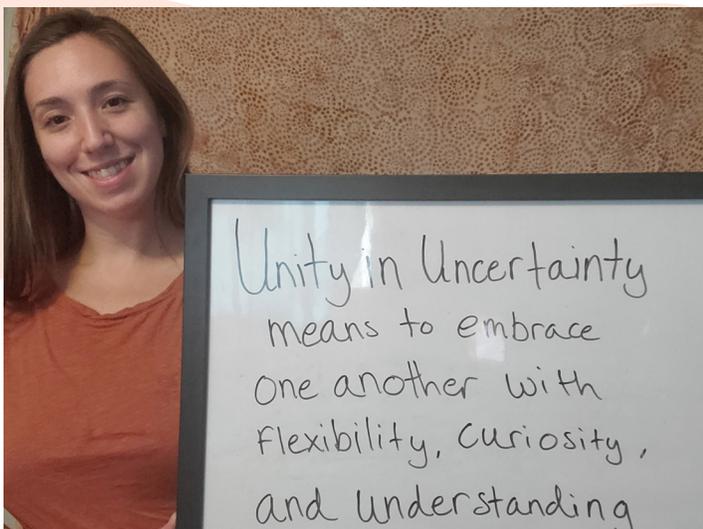
ORCHWA provides a unified voice to empower and advocate for community health workers and our communities.

Community Health Workers and ORCHWA work hand in hand towards equitable and accessible community health opportunities.

MAJOR INITIATIVES

Currently, ORCHWA provides a diverse range of trainings and continuing education opportunities for community health workers, and community based organizations and other systems that employ CHWs.

ORCHWA offers support for becoming a certified CHW in Oregon and annually provides its signature 90-hour, cross-cultural Foundational Trainings.



ORCHWA's Board and staff engaged in a strategic planning process spanning most of 2021.

This resulted in an exploration of current organizational assets, an assessment of programmatic gaps in the community health worker sector, and an opportunity to map out goals and objectives to strengthen the organization and its work over the next two years.

ORCHWA's 2022-2024 Strategic Planning goals and objectives include:

- Growing and diversifying the organization's funding sources to support responsive programming and organizational growth.
- Increasing the organization's visibility and further distinguishing it as Oregon's preeminent supporter of - and advocate with - community health workers.
- Deepening member engagement by exploring new creative ways to increase, highlight, and/or amplify recognition of this role, and by ensuring the organization is proactively meeting the needs of diverse community health workers across the state.
- Strengthening internal processes and governance structures to remain poised for growth, as well as to continue to attract diverse, knowledgeable and passionate employees and Board members.
- Building Board and staff capacity to sustain programmatic and organizational expansions and continue to ensure staff and Board are representative of the communities served currently and populations who will be prioritized over the next several years.

As an organization that has successfully navigated through significant transitions over the past few years, ORCHWA is ready for the next steps that will bring more stability, community-driven solutions, and collaborative action to support community health workers and the organizations and communities that rely on them to build a healthier, more resilient Oregon.

Identifying Areas of Focus

It was important to ORCHWA's leadership that this process:

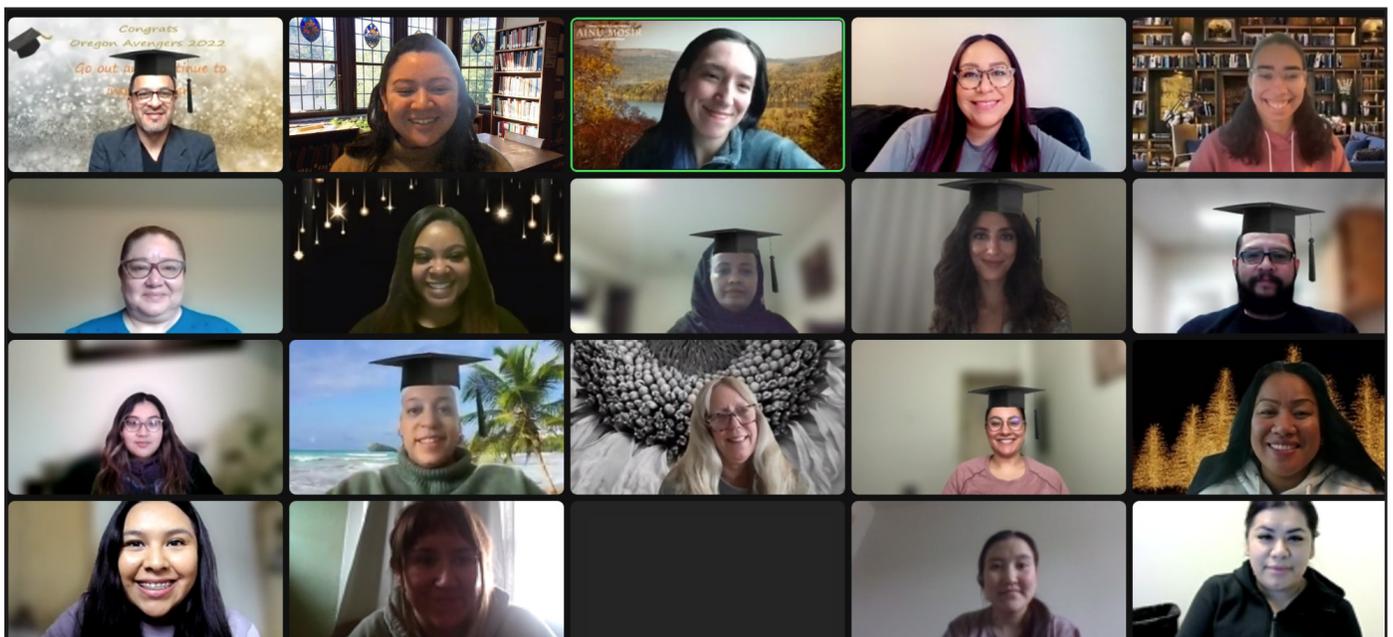
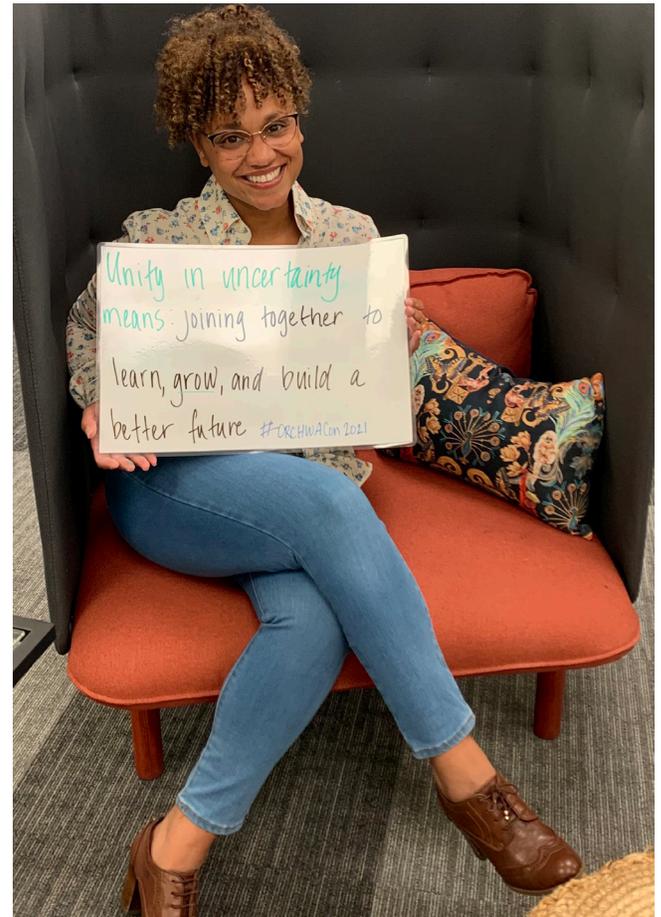
- include an environmental scan,
- solicit information from the community in English and Spanish,
- incentivize participation from CHWs,
- focus on the organization's capacity and plan for growth and stability
- incorporate learning opportunities specific to the Board's role and fund development
- result in an actionable plan with an accompanying progress tracker

“ ORCHWA is a bridge builder between community-based organizations and health system partners, and represents diverse CHW experiences. **”**

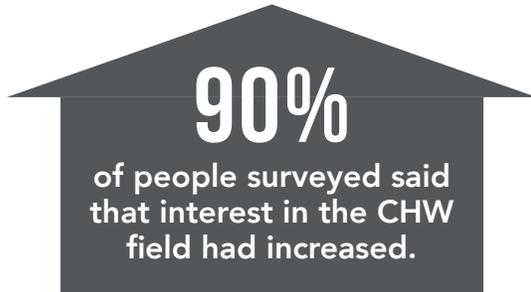
— COMMUNITY MEMBER

After reviewing the SWOT analysis, results from the Environmental Scan, and select responses from their fellow ORCHWA team members, the Board and staff:

- Each prioritized 1-2 opportunities from the SWOT
- Discussed emerging themes
- Shared what may be missing from the SWOT
- Talked about ORCHWA’s values of racial and social justice and how those are woven into the plan’s goals and objectives
- Discussed what was surprising and what was not about survey results and team feedback
- Explored member benefits and brainstormed ideas to add value to member-specific work



What has changed the most in the last few years in the CHW field?



70% increase in visibility, awareness

30% increase in utilization, deployment

Other responses (10%)

Evolution of model

Tele visits

Reduction of home visits

Greater focus on diversity in field

Select Community Input

“ [The past few years have] highlighted the impact CHWs can have on reaching the most marginalized communities. ”

“ Finally, people are understanding the strength of CHWs and what a key and important workforce they are. ”

“ I think we'll be a lot more visible and valued – we save lives and save state's money/cost effective. ”

What does ORCHWA do well? What sets ORCHWA apart?

“ System change advocacy. ”

“ ORCHWA does an amazing job of being a thoughtful collaborative partner, especially with regard to language inclusion. ”

“ Their organization’s workers and members are multi-racial and -cultural. ”

“ ORCHWA clarifies the importance of hiring CHWs with shared life experience. ”

What opportunities should ORCHWA explore?

About 60% of respondents noted additional training areas of interest:

Trauma

Grief

Healthcare systems

CHWs in the workplace, career development

Building a CHW program (for CBOs)

Other ideas:

“ Supporting CHWS in negotiating wages and salaries, and providing advocacy for wages. ”

“ Helping CHWs work within existing health systems, including more access to billing services. ”

SELECT RESPONSES

Board & Staff Survey Results

What drew you in, what keeps you here – three themes:

1 Advocacy!

2 By us, for us!

3 Values & Ideals!

What aspects of ORCHWA's services or operations do you think makes it unique?

- BIPOC- and female-led, focus on diversity and inclusion
- High-quality training and a focus on CHWs
- Majority of Board and staff are CHWs themselves
- Unifying, state-wide voice

Survey respondents listed
52 different professional
affiliations overall



1

Grow and Diversify Funding Sources

- 1.1** Increase foundation grant income
- 1.2** Increase business and corporate sponsorships, and corporate foundation support
- 1.3** Increase other opportunities for giving and fundraising
- 1.4** Increase Board's engagement in fundraising and donor solicitation

2

Increase Visibility & Strengthen Identity

- 2.1** Revisit and refresh mission, vision, values and other core copy (Theory of Change, Logic Models, etc.)
- 2.2** Establish or refresh guides and templates to ensure consistency in print and online materials
- 2.3** Develop marketing strategy
- 2.4** Increase communication with members, donors, partners, and participants

3

Deepen and Grow Member Engagement and Impact

- 3.1** Expand and refresh membership benefits for all levels – CHWs, CBOs, HSPs
- 3.2** Deepen impact of all services and programs – trainings, annual event
- 3.3** Utilize partnerships to expand reach to diverse potential new members and service areas
- 3.4** Codify quality assurance measures to increase quality and consistency

4

Enhance Internal Processes to Facilitate Organizational Growth and Stability

- 4.1** Review, update or create key policies and procedures
- 4.2** Increase accessibility and use of key policies and procedures and other core documents
- 4.3** Clarify function and structure of various bodies: Board, committees, regional reps
- 4.4** Increase culture of participation among Board

5

Increase Staff and Board Capacity and Geographic Representation

- 5.1** Increase utilization of professional development opportunities
- 5.2** Expand Board of Directors
- 5.3** Expand organizational capacity through new staff positions
- 5.4** Expand geographic reach of leadership



The Board and staff both made personal pledges following the retreat. They answered what they would personally be committing themselves to in the coming year to support their fellow ORCHWA team members. As part of putting the strategic plan in action, Board and staff will also each be developing personal impact statements about what ORCHWA does and why it matters, which they can share with donors, funders, community partners, and CHWs.