

The MACHW Network

The Massachusetts Community Health Worker Network

Strategic Plan and Operating Procedures 2001

*Process facilitated by the Massachusetts Prevention Center Resource Library –
Lower Pioneer Valley*

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Strategic Plan and Operating Procedures

2001

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Massachusetts Department of Public Health, Community Health Worker Project
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And finally, to those individuals without whom this document would not be available, we wish to thank you all for sharing your time, your insight and your perspective.

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Introduction

Dear Reader:

During the Community Health Worker (CHW) day at the Massachusetts Department of Public Health annual statewide “Ounce of Prevention” Conference in Marlboro, March 15, 2000, 75 CHWs from across many disciplines and areas of the state met, identified issues facing CHWs, and examined some of the state and national networks that have formed across the country. One of the recommendations from the meeting was to identify a diverse group of CHWs willing to form a Steering Committee to continue the discussion about forming a statewide Network in Massachusetts.

Since then, Community Health Workers and their supporters have met monthly, working diligently in the development of a statewide network now called the MACHW Network. At last year’s MDPH annual prevention conference, March 2001, the MACHW Network celebrated its first anniversary and began the process of developing a strategic plan.

The following pages are the work of extraordinary and dedicated Community Health Workers, Supervisors of Community Health Workers, and Partners who came together to advance the MACHW Network and the field of community health work.

Steering Committee Members
The MACHW Network

For additional copies of this document, contact Beth Buxton, 508-792-7880 ext. 2188.

MACHW Network Strategic Plan 2001

Definition of a Community Health Worker(CHW)

A Community Health Worker (CHW) is a public health professional who promotes full and equal access to necessary health and social services by applying his or her unique understanding of the experiences, language and culture of the communities he or she services.

MACHW Network

Vision Statement

Community Health Workers are empowered and supported to build and promote health in our communities.

MACHW Network

Mission Statement

Through advocacy, professional development and networking opportunities, the MACHW Network will:

- Strengthen the field of Community Health Work;
- Create a supportive, secure work environment; and
- Inform and unify diverse Community Health Workers of all disciplines within the state.

MACHW Network

Guiding Principles

- Community Health Workers provide active leadership for the MACHW Network.
- Community Health Workers are listened to and valued.
- MACHW is all inclusive and reflective of Community Health Workers from diverse communities regardless of:
 - health topic/discipline
 - culture, race, ability, creed and gender
 - economics and geography
- Community Health Workers are a vital piece of the health delivery system because they work to ensure universal access.
- MACHW supports the professional and career development of Community Health Workers.
- MACHW keeps trust, love and heart at the foundation of its work.

MACHW Network

Goal Statements

Goal #1: Effective legislation and policy are in place to support and sustain Community Health Workers.

Goal #2: Collaborative approaches exist that support the field of Community Health Work, promote secure work environments, and respond to community needs.

Goal #3: There is a clearly defined and financed infrastructure that supports MACHW.

Goal #4: All CHWs have access to professional development opportunities.

Goal #5: Community Health Workers are an integral part of the human service and health care delivery systems.

Goal #6: Increase diverse Community Health Worker participation in MACHW Network Activities.

MACHW Action Plan

Goal #1: Effective legislation and policy are in place to support and sustain CHWs.

Objective 1: Educate CHWs on legislation initiatives that effect CHWs and CHW programs.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Join email and mailing lists of advocacy organizations to ensure information dissemination	Program Coordinator Policy Committee members General Membership	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Mailing and email addresses
Develop defined communication link with Training and Career Development Committee to ensure information sharing	Policy Committee member Training & Career Development member (same person)	Begin Summer 2001 and ongoing thereafter	Member of both Committees Office equipment and supplies Internet access Disposable camera and/or film
Conduct training on legislative process	Policy Committee Training and Career Development Committee Judy Meredith if available	Ounce of Prevention Conference March 5, 2002	Internet access Curriculum Printing Costs Office equipment and supplies Disposable camera and/or film
Provide informational updates at each MACHW Network meeting to ensure information dissemination specific to policy initiatives effecting CHWs	Policy Committee	Begin Spring 2001 and ongoing thereafter	Internet access Printing Costs Office equipment and supplies

Goal #1: Effective legislation and policy are in place to support and sustain CHWs.

Objective 2: Educate legislators and policy makers on the needs and benefits of CHWs.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Become a supporter of the HealthNow! Coalition	General membership	Begin Summer 2001 and ongoing thereafter	Travel expenses Office equipment and supplies Internet access
Participate in HealthNow! Coalition sponsored press conferences and legislative activities	Policy Committee members General membership	Begin Summer 2001 and ongoing thereafter	Office equipment and supplies Internet access Travel expenses Leave Time from work
Sponsor Community Educator Proclamation Day with the Governor	General Membership Policy Committee CHEC	Begin May 2002	Office equipment and supplies Internet access Printing costs Travel expenses Disposable camera and/or film

MACHW Action Plan

Goal # 2: Collaborative approaches exist that support the field of Community Health Work, promote secure work environments, and respond to community needs.

Objective 1: Facilitate the development and implementation of an educational and practical CHW resource support base on a statewide level.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Develop and distribute a list of training opportunities and resources.	Program Coordinator Training and Career Development Committee General Membership	Begin Spring 2001 and ongoing thereafter	Internet Access Office equipment and supplies Printing costs
Advocate for and support statewide educational systems in the development and implementation of a CHW core competency curricula (include internships and certification).	General Membership Board of Directors Program Coordinator Statewide Education System	Begin Spring 2001 and ongoing thereafter	Printing Costs Internet Access Office equipment and supplies Travel costs Leave time from work
Identify core competencies needed to accomplish community health work.	Training and Career Development Committee Program Coordinator	Begin March 2002 and ongoing thereafter	Internet Access Office equipment and supplies Meeting time, place, food Printing costs Travel expenses
Collaborate with CHEC to develop regionally based CHW yellow page directories.	Training and Career Development Committee Program Coordinator	For Northeast and Boston regions, ongoing For rest of state, begin Fall 2002	Internet Access Office equipment and supplies Printing costs Travel costs

Goal # 2: Collaborative approaches exist that support the field of Community Health Work, promote secure work environments, and respond to community needs.

Objective 2: Build strong partnerships with agencies throughout the state that increases awareness of the value and importance of community health work.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Identify organizations working to increase awareness of the value and importance of community health work on a regional basis	Strategic Planning Committee Program Coordinator	Begin October 2001	Office equipment and supplies Internet access Leave time from work Travel Costs
Build relationships with and serve in an advisory capacity to identified agencies working to increase awareness of the value and importance of community health work on a regional basis	Strategic Planning Committee Program Coordinator	Begin October 2001	Office equipment and supplies Internet access Leave time from work Travel Costs
Identify organizations that are unaware of the value and importance of community health work on a regional basis	Strategic Planning Committee Program Coordinator	Begin October 2001	Office equipment and supplies Internet access Leave time from work Travel Costs
Develop regional outreach plan for reaching those organizations unaware of the value and importance of community health work and prioritize outreach sites on a regional basis	Strategic Planning Committee Program Coordinator	Begin October 2001	Office equipment and supplies Internet access Leave time from work Travel Costs Las Paginas Amarillas Hispanas Oeste de Massachusetts 2001
Implement Outreach Plan on a regional basis	Strategic Planning Committee Program Coordinator	Begin December 2001	Office equipment and supplies Internet access Leave time from work Travel Costs

Goal # 2: Collaborative approaches exist that support the field of Community Health Work, promote secure work environments, and respond to community needs.

Objective 3: Establish a leadership role within the Health and Human Service fields that promote the development and sustainability of secure CHW positions across the state.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Identify and develop a MACHW policy statement and checklist outlining the environmental safety requirements for CHWs in the field	Strategic Planning Committee Program Coordinator	Begin February 2002	Office equipment and supplies Internet access Travel Expenses Printing costs
Identify and develop Standard Operating Procedures (SOPs) for MACHW member organizations who employ CHWs	Strategic Planning Committee Program Coordinator	Begin May 2002	Office equipment and supplies Internet access Travel Expenses Printing costs
Develop a resource guide to link CHWs to services that support them and their work on a regional basis	Strategic Planning Committee Program Coordinator	Begin June 2002	Office equipment and supplies Internet access Travel Expenses Printing costs

Goal # 2: Collaborative approaches exist that support the field of Community Health Work, promote secure work environments, and respond to community needs.

Objective 4: Build strong partnerships across Massachusetts making available practical resource tools that support CHWs in responding to the needs of their community.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Develop an initial assessment tool that can be used as a model by CHWs as a resource tool	Strategic Planning Committee Program Coordinator	Begin April 2002	Office equipment and supplies Internet access Travel costs Printing costs Example initial assessment tools
Identify and develop collaborative relationships with organizations who make available resources useful to CHWs in their work (i.e. United Way=First Call books)	Strategic Planning Committee Program Coordinator	Begin July 2002	Office equipment and supplies Internet access Travel costs Printing costs MACHW allies & partners

MACHW Action Plan

Goal #3: There is a clearly defined and financed infrastructure that supports MACHW.

Objective 1: Identify a fiscal agent/partner.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Establish a Finance Committee for MACHW	Board of Directors	Begin September 2001	Office equipment and supplies Internet access Printing costs
Identify criteria for evaluating potential fiscal partners.	Finance Committee	Begin October 2001	Office equipment and supplies Internet access Travel costs Printing costs
Using criteria, evaluate 2-3 candidates for presentation of recommendations to Board.	Finance Committee	Begin November 2001	Office equipment and supplies Internet access Travel costs Printing costs
Board evaluation of results for purposes of making recommendation to larger group	Board of Directors General Membership	Begin January 2002	Office equipment and supplies Internet access Travel costs Printing costs
Identify Legal Counsel	Finance Committee	Begin January 2002	Office equipment and supplies Internet access Travel costs Printing costs Reimbursement for Legal Counsel
Develop a Memorandum of Agreement with fiscal partner	Finance Committee Legal Counsel	Begin February 2002	Office equipment and supplies Internet access Travel costs Printing costs Reimbursement for Legal Counsel

Goal #3: There is a clearly defined and financed infrastructure that supports MACHW.

Objective 2: Identify current and potential partners to provide in-kind support.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Identify current and possible future partners to provide in-kind support	Board of Directors Finance Committee	Begin September 2001 and ongoing thereafter	Office equipment and supplies Internet access Travel expenses
Identify additional ways that partners can provide in-kind support to MACHW (i.e. logistical support for regional meetings, provide trainers and grant-writing technical assistance, partner for funding)	Board of Directors Finance Committee	Begin September 2001 and ongoing thereafter	Office equipment and supplies Internet access Travel expenses
Request support in identified areas from identified partners	Board of Directors	Begin September 2001 and ongoing thereafter	Office equipment and supplies Internet access Travel expenses Printing costs

Goal #3: There is a clearly defined and financed infrastructure that supports MACHW.

Objective 3: Identify possible future funding sources.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Identify foundations, particularly foundations who support start-up organizations, for funding	Finance Committee	Begin December 2001 and ongoing thereafter	Office equipment and supplies Internet access Travel expenses Printing costs
Partner with a friendly bank to establish a credit line (i.e. Wainwright)	Finance Committee MACHW Board of Directors	Begin July 2002 and ongoing thereafter	Office equipment and supplies Internet access Travel expenses Printing costs

MACHW Action Plan

Goal #4: All CHW's have access to professional development opportunities.

Objective 1: Facilitate the development and dissemination of training and career development opportunities to CHWs across the state.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Disseminate training and career development opportunities to general membership utilizing the MACHW newsletter	Program Coordinator	Begin Summer 2001 and ongoing in quarterly MACHW Network newsletter	Office equipment and supplies Internet access Printing costs Postage costs
Conduct focus groups at regional MACHW Network meetings to identify barriers in training needs	Health Access Unit Coordinators Program Coordinator Board of Directors	Begin October 2001 and ongoing thereafter	Training Needs Survey Office equipment and supplies Internet access Printing costs
Serve as a conduit in linking existing training resources by developing the MACHW Network Training and Career Development Clearinghouse	Program Coordinator Training and Career Development Committee General Membership	Begin Winter 2001-2002 and ongoing thereafter	MACHW Network Partners, Allies, and General membership Office equipment and supplies Internet access Printing costs

MACHW Action Plan

Goal #5: Community Health Workers are an integral part of the human service and health care delivery systems.

Objective 1: Educate the human service and health care delivery systems about the value of CHW's in public health.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Utilize the Community Health Networks (CHNA) to educate providers statewide through informational presentations	Program Coordinator Board of Directors MACHW Presenters List	Begin April 2002 and ongoing thereafter	Power Point Presentation Office equipment and supplies Internet access Printing costs Travel expenses CHNA Coordinators
Conduct informational workshops at National Conference about the value of CHWs	Program Coordinator Board of Directors MACHW Presenters List	Begin Spring 2001 and ongoing thereafter	Power Point Presentation Travel Expenses Office equipment and supplies Internet access Printing costs
Conduct outreach to established Networks of funders, legislators, coalitions, and others	Program Coordinator Board of Directors MACHW Presenters List	Begin Spring 2001 and ongoing thereafter	Power Point Presentation Travel Expenses Office equipment and supplies Internet access Printing costs MACHW Network Partners, Allies, and General Membership

Goal #5: Community Health Workers are an integral part of the human service and health care delivery systems.

Objective 2: Advocate for legislative & policy initiatives that support CHWs and CHW programs.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Identify and join advocacy groups that support the work of CHWs	Policy Committee	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access
Participate in statewide and national advocacy initiatives effecting CHWs	Policy Committee General membership Program Coordinator	Begin Spring 2001 and ongoing thereafter	Travel expenses Printing costs Leave time from work Office equipment and supplies

Goal #5: Community Health Workers are an integral part of the human service and health care delivery systems.

Objective 3: Educate lawmakers, policy makers, and others on the needs and benefits of CHWs.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Ensure information dissemination of policy specific educational materials to CHWs and partners utilizing the MACHW newsletter and community based newspapers	Policy Committee Program Coordinator	Begin Summer 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Contacts at newspapers
Distribute the MACHW Network newsletter to national advocacy and CHW oriented organizations	Policy Committee Program Coordinator	Begin Summer 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Contacts at newspapers

MACHW Action Plan

Goal #6: Increase diverse CHW participation in MACHW Network activities.

Objective 1: Raise awareness of the MACHW Network.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Develop quarterly newsletter on MACHW Network	Program Coordinator Board of Directors	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs
Distribute MACHW publications (newsletter, meeting minutes) to a wide network of organizations (CHNA listserv, HAN meetings, CHEC mailing list, MACHW mailing list)	Program Coordinator Board of Directors General Membership	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Travel expenses
Ensure MACHW Network presence at other regional and state Network meetings (CHEC, HAN Meetings)	Program Coordinator Board of Directors General Membership	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Travel expenses

Goal #6: Increase diverse CHW participation in MACHW Network activities.

Objective 2: Identify and promote the value and incentive in attending MACHW meetings.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Ensure opportunities for obtaining accurate information on training, career development, and job postings during meetings i.e. informational table, hand outs, & newsletter	Program Coordinator Board of Directors	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Travel expenses
Provide accurate information and assistance in obtaining available scholarships to attend training's locally, regionally, and nationally	Program Coordinator Board of Directors	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Travel expenses
Ensure opportunities for networking activities and information sharing during meetings i.e. time allocated on agendas for announcements	Program Coordinator Board of Directors	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Travel expenses
Provide food and drink at each Network and Committee meetings	Program Coordinator Board of Directors	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Travel expenses

Goal #6: Increase diverse CHW participation in MACHW Network activities

Objective 3: Establish a safe forum where Community Health Workers voices and concerns are heard.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Network and Committee meetings are led and facilitated by CHW who are leaders within the Network i.e. Board of Directors	Board of Directors	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Travel expenses
Ensure accurate information feedback loop (i.e. committee meetings, meeting minutes distribution, etc.)	Program Coordinator Board of Directors	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Travel expenses

Goal #6: Increase diverse CHW participation in MACHW Network activities.

Objective 4: Address the barrier of lack of transportation.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Coordinate use of conference calling at MACHW Network meetings-CHWs can call and participate in meetings by phone	Program Coordinator Board of Directors March of Dimes, Massachusetts Chapter	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Travel expenses
Coordinate car pooling activities from five different regions	Program Coordinator Board of Directors General Membership	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Travel expenses

Goal #6: Increase diverse CHW participation in MACHW Network activities.

Objective 5: Address the barrier of language barriers.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Secure volunteer interpreter from MACHW Network and provide volunteer interpreter services at each Network and Committee meeting as needed	Program Coordinator Board of Directors General Membership	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Travel expenses
Secure/utilize translation services for MACHW Publications (meeting minutes, newsletter, etc)	Program Coordinator Board of Directors General Membership	Begin Spring 2001 and ongoing thereafter as needed	Office equipment and supplies Internet access Printing costs Travel expenses

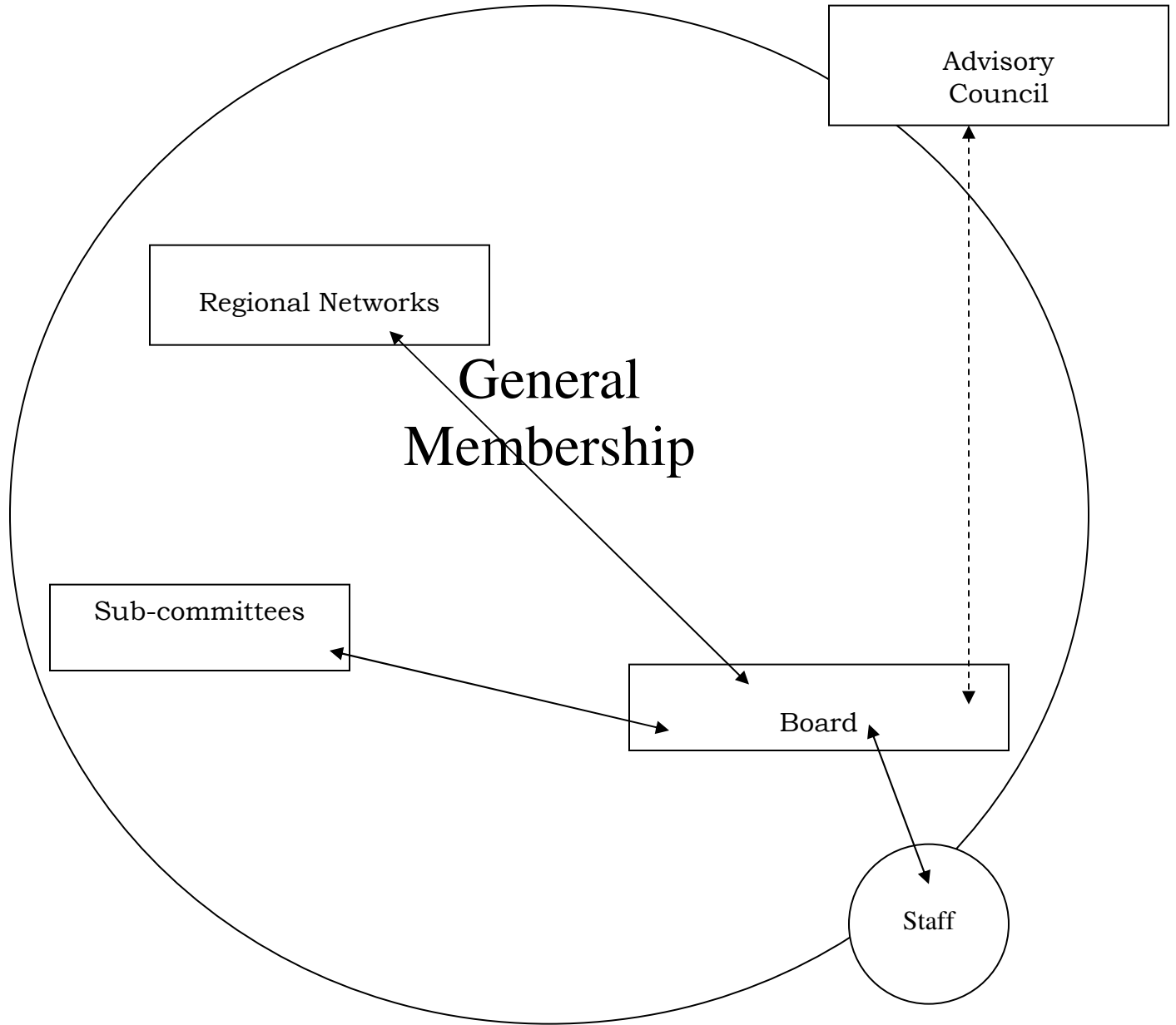
Goal #6: Increase diverse CHW participation in MACHW Network activities.

Objective 6: Address the barrier of leave time not available to attend meetings.

Action/Strategy	Who Will Do It?	Timeline	Resources Needed
Develop and distribute a letter signed by DPH Commissioner encouraging DPH vendors who employ CHWs to allow CHW paid leave time to attend Networking meetings	Program Director Program Coordinator Board of Directors	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Travel expenses
Participate in advising DPH Task Force on developing and implementing recommendations for DPH and DPH vendors who employ CHWs	Board of Directors General Membership	Begin Spring 2001 and ongoing thereafter	Office equipment and supplies Internet access Printing costs Travel expenses
Conduct informational presentation on the MACHW Network locally regionally, and nationally	Program Coordinator Board of Directors MACHW Presenters List	Begin Spring 2001 and ongoing thereafter	Power Point Presentation Office equipment and supplies Internet access Printing costs Travel expenses

MACHW Network Operating Procedures 2001

MACHW Network Organizational Structure 2001



MACHW Network Structure

General Membership

Description

The general membership is a body of Community Health Workers, partners and allies that convene to support the efforts of MACHW.

Role

- Vote for board members and officers
- Participate in committees of self-interest
- Bring/share CHW related events/newsletter...etc. to each meeting for information sharing.
- Serve as advisors, leaders, advocates, organizers, trainers, coordinators and educators to each other, locally, regionally and to the Massachusetts CHW Network.
- Actively participate in the decision-making process of MACHW via discussion and consensus.

Structure

- General membership is extended to CHWs who live and work in the identified CHW regions (South Eastern, Boston, North Eastern, Metro-West, Central, and Western Massachusetts).
- The general body meets twice a year (once at the annual Ounce of Prevention Conference).

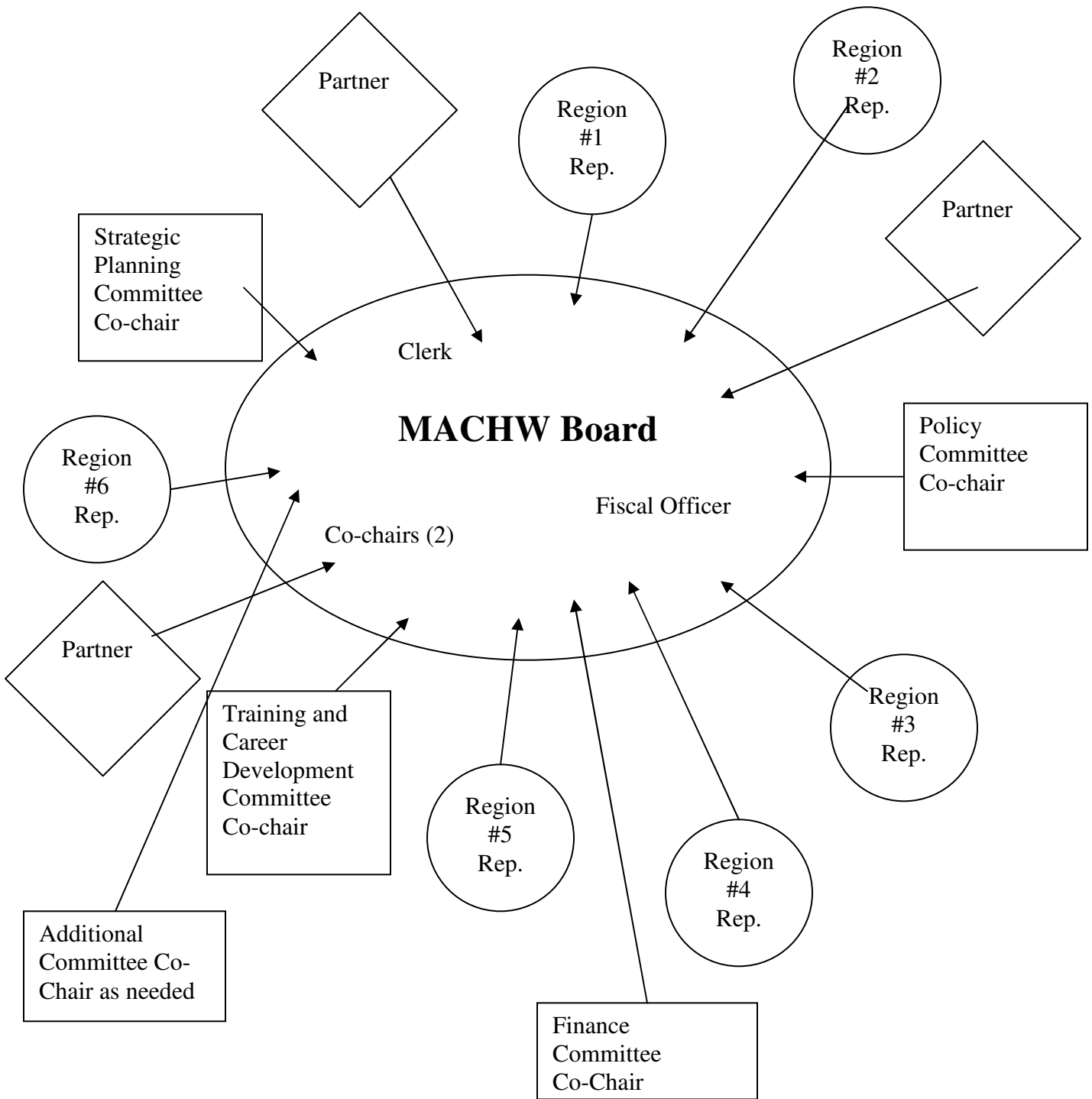
Voting Privileges

Voting Privileges are given to members who attend at least four (4) meetings per year of committees, regional meetings, general membership meetings or board meetings as proven through attendance and recorded sign-in.

Decision Making

Consensus is the official decision making method of MACHW.

MACHW Network Board Structure 2001



MACHW Board of Directors

Description

The Board of Directors is a representative body of the general membership that serves as leadership for MACHW.

Role of Officers

A. Co-chairs A & B

- Lead and facilitate board meetings
- Set agendas for board meetings in conjunction with staff person and other board members.
- Serves as the official representative of MACHW
- Attends advisory council meetings and provides reports.

B. Clerk

- Keeps written record of board meetings
- Coordinates correspondence to and from the board

C. Fiscal Officer

- Oversees the budget
- Identifies potential funding sources
- Maintains contract compliance and manages audit responsibilities
- Chairs the finance committee

Qualifications of Officers

- Co-chair, clerk and fiscal officers can only be filled by community health workers
- Fiscal officer must have budget experience or be willing to learn

Selection of Officers

- Candidates can be nominated by themselves or by any voting member of MACHW
- Nominated candidates must agree to the nomination
- Candidates must be an active MACHW member for one (1) year (having attended a combination of 4 MACHW meetings)

Term of Officers

- **Year 2002**
 - All Officers are elected to office during one election period held in March 2002
- **Year 2003**
 - All Officers maintain respective positions. No election period to be held during Year 2003
- **Year 2004**
 - An election period for the post of Co-Chair A, Clerk, and Finance Officer to be held in March 2004
 - Co-Chair B maintains post.
 - Newly elected Co-Chair A, Finance Officer, and Clerk will work under respective outgoing Officers until April 2004.

- Newly elected Co-Chair A, Finance Officer, and Clerk will assume full responsibilities of respective posts in May 2004.
- **Year 2005**
 - An election period for the post of Co-Chair B will be held in March 2005
 - Co-Chair A, Finance Officer, and Clerk maintain respective posts.
 - Newly elected Co-Chair B will work under outgoing Co-Chair B Officer until April 2005.
 - Newly elected Co-Chair B will assume full responsibility for post in May 2005.
- **Year 2006 and ongoing thereafter**
 - Election periods will be held each even year for Co-Chair A, Finance Officer, and Clerk.
 - Election periods will be held each odd year for Co-Chair B.
- Board officers have the option of serving an additional two (2) years if re-elected

Qualifications of Board Members

- Has significant investment in the work/future of community health work
- Can miss no more than two (2) board meetings without an excuse

Selection of Board Members

- Candidates can be nominated by themselves or by any voting member of MACHW**
- Nominated candidates must agree to the nomination**
- Candidates must be an active MACHW member for one (1) year (having attended a combination of 4 MACHW meetings)

Term of Board Members

- Can serve no more than 2 consecutive terms
- For three months, outgoing officers will work with the coming officers for transition.

Role of Board

- Oversees the implementation of the strategic plan
- Sets the agenda for the big meetings
- Has fiscal responsibility including budget development
- Has ultimate responsibility for the organization
- Identifies topics for inclusion in the newsletter

Structure of Board

- Membership is comprised of 15-20 individuals:
 - 6 - regional representatives
 - 3 - 8 – subcommittee co-chairs
 - 6 – partners, etc.
- At least 60% of the board is comprised of CHWs
- Partners are voting members
- Note: staff are not members of the board

MACHW Committees

Description

Committees are working groups of individuals from the general membership who convene to implement the goals and objectives of MACHW and to address other issues as needed.

MACHW Committees

- Strategic Planning
- Policy
- Training and Career Development
- Finance
- Additional Committees may be developed based on need.

Role/Responsibilities of Committees

- Develop, implement and evaluate the goals, objectives and strategies of the action plan.
- Committee members must participate in at least 2/3 of the committee meetings annually.

Role of Committee Co-chairs

- One (1) co-chair will serve on the board (in a guaranteed seat)
- Co-chairs can only chair one (1) committee or serve as a regional representative during a given term
- Co-chairs will chair and officiate committee meetings
- A co-chair cannot serve as a committee board representative and a regional board representative

Qualifications of Committee Co-chairs

- Co-chairs are or have been a CHW
- Is a part of the general membership body
- Has expressed self-interest in committee activities
- Is a member of the respective committee

Selection of Committee Co-chairs

- Co-chair candidates can be self nominated or nominated by members of that specific committee
- Members of the specific committee will decide and approve the co-chair

Terms of Committee Co-Chairs

- **Year 2002**
 - All Committee Co-Chairs are elected to respective posts during an election period held in March 2002.
- **Year 2003**
 - All Committee Co-Chairs retain respective posts. No election period to be held during this year.
- **Year 2004**
 - An election period will be held for the Committee Co-Chair who also serves as the Committee Board Representative in March 2004.
 - The committee Co-Chair who does not serve as the Committee Board Representative will retain post.
 - The newly elected committee Co-Chair will work under the outgoing committee Co-Chair until April 2004.
 - The newly elected committee Co-Chair will assume full responsibility for post in May 2004.
- **Year 2005**
 - An election period will be held for the committee Co-Chair who does not serve as the Committee Board Representative in March 2005.
 - The committee Co-Chair who does serve as the Committee Board Representative will retain post.
 - The newly elected committee Co-Chair will work under the outgoing committee Co-Chair until April 2005.
 - The newly elected committee Co-Chair will assume full responsibility for post in May 2005.
- **Year 2006 and ongoing thereafter**
 - Election periods will be held each even year for the committee Co-Chair who serves as the committee Board Representative.
 - Election periods will be held each odd year for the committee Co-Chair who does not serve as the committee Board Representative.
- Committee Co-chairs can serve a two(2) year term with the option of serving an additional two (2) years if re-elected. *Note: Committee co-chairs and regional representatives have appointed seats on the board.*

Regional Networks

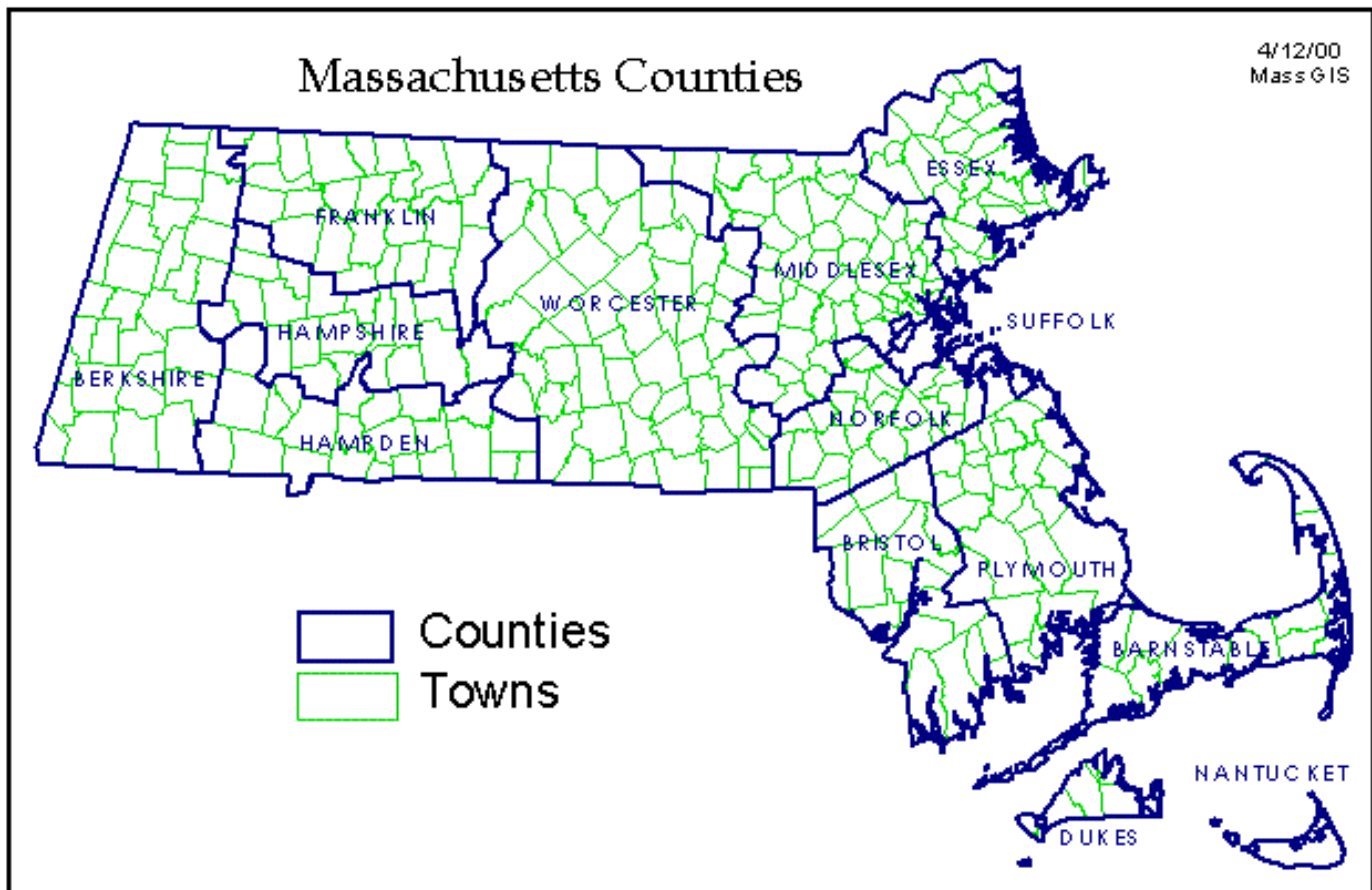
Description

MACHW Regional Networks provide opportunities to conduct MACHW business and trainings and to provide a venue for networking.

Role of Regional Networks

- Identify relevant training topics and host trainings
- Increase CHW involvement in MACHW through regional recruitment
- Promote networking opportunities/information sharing
- Review committee reports and proposals
- Keep abreast of regional initiatives and collaborate
- Provide a venue where the voices of CHWs are heard

Map of Massachusetts



Descriptions of Regions

- Western Region: Franklin, Berkshire, Hampshire, and Hampden Counties
- Central Region: Worcester County
- Northeast Region: Essex and Northern Middlesex County
- Metrowest Region: Southern Middlesex and Norfolk County
- Boston Region: Suffolk County
- Southeast Region: Plymouth, Bristol, Dukes, Barnstable, and Nantucket Counties

Structure of Regional Networks

- Each network has two (2) co-chairs
- Each network meets quarterly
- Networks are comprised of CHWs, allies/partners, and trainers

Role of Regional Network Co-chairs

- One co-chair consistently serves on the board
- Support and facilitate regional network planning and implementation process
- Facilitate regional meetings
- Collaborate with allies and supportive agencies to ensure logistical support for regional meetings

Terms of Regional Network Co-chairs

- **Two Representatives from each region numbered as follows:**
 - Western Region Board Rep Co-Chair 1A
 - Western Region Co-Chair 1B
 - Central Region Board Rep Co-Chair 2A
 - Central Region Co-Chair 2B
 - Metro-West Region Board Rep Co-Chair 3A
 - Metro-West Region Co-Chair 3B
 - Northeast Region Board Rep Co-Chair 4A
 - Northeast Region Co-Chair 4B
 - Boston Region Board Rep Co-Chair 5A
 - Boston Region Co-Chair 5B
 - Southeast Region Board Rep Co-Chair 6A
 - Southeast Region Co-Chair 6B
- **Year 2002**
 - An election period is held where all Regional Network Co-Chairs are elected to respective posts in March 2002
- **Year 2003**
 - All Regional Network Co-Chairs maintain respective posts. No election period is held.

- **Year 2004**
 - An election period is held for all Regional Network Co-Chair and Board Representative in each even numbered regions (2A, 4A, and 6A).
 - An election period is held for all Regional Network Co-Chairs who are not Board Representatives in each odd numbered regions (1B, 3B, and 5B).
 - The newly elected Regional Network Co-Chairs will work under the outgoing Regional Network Co-Chairs until April 2004.
 - The newly elected Regional Network Co-Chairs will assume full responsibility for respective posts in May 2004.
- **Year 2005**
 - An election period is held for all Regional Network Co-Chair and Board Representative in each odd numbered regions (1A, 3A, and 5A).
 - An election period is held for all Regional Network Co-Chairs who are not Board Representatives in each even numbered regions (2B, 4B, and 6B).
 - The newly elected Regional Network Co-Chairs will work under the outgoing Regional Network Co-Chairs until April 2005.
 - The newly elected Regional Network Co-Chairs will assume full responsibility for respective posts in May 2005.
- **Year 2006 and ongoing thereafter**
 - An election period is held for all even numbered Regional Network Co-Chair and Regional Network Co-Chair Board Representatives every even year (2A and 2B, 4A and 4B, and 6A and 6B).
 - An election period is held for all odd numbered Regional Network Co-Chairs and Regional Network Co-Chair Board Representatives every odd year (1A and 1B, 3A and 3B, and 5A and 5B).
- Regional Network Co-chairs can serve a two(2) year term with the option of serving an additional two (2) years if re-elected.

Advisory Council

Description

The council is a group of allies and partners serving in an advisory capacity to the Network.

Role/Responsibilities of Advisory Council

- Provide advice and support around CHW issues
- Serve as a conduit for information sharing regarding all arenas in the field of community health work
- Identify opportunities for development and resource allocation
- Assist with providing networking opportunities
- Identify opportunities for collaboration
- Provide influence and opportunities for suggested legislative changes
- Identify key contacts within communities
- Identify a liaison to the board
- Attends MACHW functions

Structure of Advisory Council

- Meets once a year
- Meetings are facilitated by the MACHW staff person
- Membership is comprised of but not limited to individuals from the following as selected and invited by an ad-hoc selection committee:
 - National representation
 - Agencies who need CHWs (hospitals, HMOs, etc.)
 - Consumers
 - Local legislators who support CHWs
 - Philanthropists
 - Policy makers (government and agency officials, other professional organizations, health advocates)
 - Famous and influential individuals
 - Business Community
 - Media
 - Academia

An ad-hoc committee identifies individuals and creates a method of selection.

MACHW Staff

Description

Staff persons are provided to support the overall planning, coordination and evaluation of the MACHW Network.

Role of Staff

- Reports to the board and is given direction from the board
- Not a member of the board
- Collects minutes from meetings:
 - Regional meetings
 - Board meetings
 - General membership meetings
 - Committee meetings
 - Advisory council meetings
- Has close affiliation with all board officers
- Supports communication between advisory council and board
- Conducts marketing presentations
- Facilitates the development and implementation of the action plan
- Attends advisory council meetings
- Coordinates the production of the newsletter
- Provides communication linking
- Provides logistical support
- Supports Strategic plan development
- Supports Curriculum development
- Coordinates training and career development database that includes local, regional and national trainers who conduct trainings pertinent to the field of community health work.

