



**REQUEST FOR PROPOSALS for
CARE COORDINATION SERVICES
(RFP)**

Issued by:

**The Mahoning Valley Pathways HUB, a division of
Mahoning County Public Health
50 Westchester Drive
Youngstown, OH 44515**

(February 21, 2022)



1.0 General Overview

PURPOSE: Request for proposals for agencies to hire community health workers to improve health disparities in Mahoning and/or Trumbull Counties

1.1 INTRODUCTION

The Mahoning Valley Pathways HUB reduces the impact of social determinants of health (SDOH) on health disparities for our region through effective care coordination.

BACKGROUND

The **Mahoning Valley Pathways HUB (MVPH)**, nationally certified through the Pathways Community HUB Institute (<https://pchi-hub.com/>) and a division of Mahoning County Public Health (MCPH), is a comprehensive evidence-based strategy which addresses poor health outcomes including those that have developed because of, or been exacerbated by, the pandemic. Due to the HUB priority of reducing health disparities, it is uniquely situated to connect county residents to the right resources to support better health. MVPH has nearly six years of data that demonstrate this approach improves health outcomes for populations in need of support. To achieve these outcomes, MVPH partners with local organizations, referred to as care coordination agencies (CCAs) that employ the community health workers (CHWs), who work alongside their pregnant clients, their moms, their expectant and new dads, and even those in our community who are working on successfully managing their chronic diseases like diabetes and hypertension. Further, MVPH works collectively with agencies, programs, and community stakeholders to create an infrastructure that improves the effectiveness of care coordination through a synergistic approach. To date, MVPH has served more than 1300 clients including pregnant people, fathers, and individuals with chronic disease (**>75% Black and/or other minorities**) and has consistently reported birth outcome rates that are better than county rates for similarly situated populations. Since the start of MVPH, Mahoning County has experienced a 47% overall reduction in infant mortality. Moreover, a cost-benefit analysis conducted on HUB data from 2017-2019 revealed a significant reduction in preterm births among MVPH clients as well as a \$1.78 million health care cost savings.

FUNDING OPPORTUNITY

MVPH seeks to expand community-based care coordination to reduce risk factors associated with adverse social conditions by securing an additional **2-4 CHWs at 1.0 FTE**. This will be accomplished by contracting with community-based organizations who will hire and supervise the CHWs. Contracts will be funded through grants received by the MVPH and may have specific requirements including target population, length of funding, and scope of work from one of the following sources: Ohio Commission on Minority Health and the Western Reserve Health Foundation. Interested agencies must apply in response to this Request for Proposals. Agencies may only submit one application but may include a request for 1 or more CHWs.

MCPH reserves the right to award multiple contracts or no contract for the services outlined in this RFP. MCPH will not be liable for any costs incurred prior to contracting with the Potential CCA.

1.2 PROJECT SCHEDULE

Action Item	Delivery Date
RFP opened	February 21, 2022
Conference call to answer questions	Friday, February 25, 2022, at 1 pm
Proposals/application due to MCPH	March 4, 2022, by 4 pm
Contract awarded	March 11, 2022
Contract start date	April 1, 2022

1.3 MCPH CONTACT PERSON

The MCPH Contact Person and mailing address for questions about the process, technical issues, or the Scope of Service shall be:

Michelle Edison
Director of Health Equity Strategies & Initiatives
Mahoning County Public Health
50 Westchester Drive
Youngstown, OH 44515
Phone: 330-270-2855 ext. 136
Fax: 330-918-1729
E-mail: medison@mahoninghealth.org

On Friday, February 25, 2022 at 1:00 PM, a Zoom call will be held to answer potential contractor questions about the process and scope of services. Please send an email to hub@mahoninghealth.org to register for the meeting and to receive the Zoom link.

Following that call, ALL questions from prospective bidders **must be submitted in writing via e-mail at hub@mahoninghealth.org** and will be answered, via email by MCPH with both the question and the answer disseminated to all who have inquired about the RFP. MCPH staff is prohibited from conducting conversations with individual bidders regarding the RFP between the RFP release date and the proposal submission deadline date.

1.4a ELIGIBLE APPLICANTS

In order for an agency to be eligible for funding, it must:

1. **Be located and operate in Mahoning County (may serve Trumbull as well)**
2. **Not currently receiving funding from MCPH for CHW or care coordination stipends**
3. **Be able to meet all requirements listed in this announcement.**

1.4 POTENTIAL CONTRACTOR DISCLOSURES

Potential CCAs must disclose any pending or threatened court actions and/or claims against the Potential CCA, parent company or subsidiaries. This information will not necessarily be cause for rejection of the RFP Response; however, withholding the information may be caused to reject the RFP Response.

1.5 AVAILABILITY OF FUNDS

According to the American Public Health Association, a **community health worker** is “a frontline public health worker who is a trusted member and/or has an unusually close understanding of the community served. This trusting relationship enables the worker to serve as a liaison/link/intermediary between health/social services and the community to facilitate access to services and improve the quality and cultural competence of service deliveries”. Often, they come from the communities that serve and have shared experiences and/or history with those communities. CHWs comprehensively assess individual and family needs, identify risk factors, and the available resources in the community. They help clients to navigate complex systems and they work in a variety of settings including urban and rural, clinical and social services, and public and private organizations. The populations that they served are also diverse including maternal and infants, chronic disease, mental health, substance use, and other groups with the potential to achieve improved health outcomes. More than 85% of MVPH CHWs are Black or Latino and have had similar experiences to their clients; these trusted messengers are relatable, empathetic, and insightful.

1. This funding will provide:

Stipends to CCAs to employ full-time certified CHWs who will be trained and tasked with outreaching to and enrolling into the HUB individuals and/or families in Mahoning and/or Trumbull Counties who need support to achieve better health outcomes (CCA service area will be determined by the CCAs required service area and the specific population served by the CHW(s)). CHWs will engage and monitor clients from enrollment until discharge exclusively using the Pathways Community HUB Institute (PCHI) Model, which includes the 20* Standardized Pathways, and HUB-approved screening and education tools.

Potential Funding \$55,000/CHW	Use of Funds: <ul style="list-style-type: none"> • Salary/fringe for CHW(s) employed by new CCAs • CHW certification training through the Ohio Board of Nursing, if necessary • Technology, office supplies, etc. for CHW • Mileage/travel for CHW 	
Target Populations	Community Health Workers	Service Area
Chronic Disease focus (hypertension, diabetes, heart disease, obesity, etc.)	2 CHWs @ 1.0 FTE	Mahoning and Trumbull
Infant mortality reduction (prenatal/post-partum pregnant people)	2 CHWs @ 1.0 FTE	Mahoning and some of Trumbull

This RFP is conditioned upon the availability of federal, state, and/or local funds, which are appropriated or allocated for payment of the proposed services. If during any stage of this RFP process, funding changes and becomes unavailable for the proposed services, the RFP will be cancelled. MCPH will notify the potential CCA(s) at the earliest possible time if this occurs. MCPH is under no obligation to compensate the potential CCA for any expenses incurred as a result of the RFP process. If additional funding becomes available during the term of the contract, MCPH, at its discretion, reserves the right to amend Potential CCA contracts to increase the contract value or to initiate an additional RFP process.

1.6 CONFLICT OF INTEREST

No Potential CCA will promise to give to any MCPH employee anything of value that could influence that employee in their decision making on awarding contracts. No agency will try to influence an employee of MCPH to violate any procurement policies of MCPH, the Ohio Revised Code or Federal Procurement Regulations.

2.0 Submission of RFP Responses

2.1 Preparation of Response

RFP responses must provide a straightforward, concise explanation of qualifications, capabilities, and experience to satisfy the requirements of the RFP. Emphasis should be concentrated on conformance to the RFP instructions, responsiveness to the RFP requirements, completeness and clarity of content.

All RFP responses submitted shall become the property of MCPH. All RFP responses and associated documents will be considered public information and will be open for inspection to interested parties unless identified as proprietary. Trade secrets or proprietary information that are recognized as such and protected by law may be withheld if clearly identified

as such in the RFP response. Each page containing such material must specify “**PROPRIETARY**” in the upper right corner. MCPH will make the final determination as to whether the Potential CCA has adequately demonstrated the information is proprietary.

2.2 RFP Response Cost

The cost of developing the RFP response is the responsibility of the Potential CCA and shall not be chargeable to MCPH. All materials submitted in response to the RFP will become the property of MCPH and will be returned at the option of MCPH, at the Potential CCA’s expense.

2.3 False or Misleading Statements

RFP responses which contain false or misleading statements, or which provide references which do not support an attribute or condition contended by the Potential CCA, may be rejected. If, in the opinion of MCPH, such information was intended to mislead MCPH in its evaluation of the RFP response and the attribute, condition or capability is a requirement of the RFP, the RFP response will be rejected.

2.4 Potential Contractor Representative(s) Signature

The RFP response shall be signed by an individual who is authorized to contractually bind the Potential CCA. The signature must indicate the title or position the individual holds in the agency or firm. Agencies or firms which sign contracts with the name of the agency or firm must provide the name of a corporate officer or executive director for signature validation by MCPH. Any and all unsigned RFP responses will be rejected.

In submitting an RFP Response, the Potential CCA affirms all statements contained in the RFP Response are true and accurate.

2.5 Delivery of RFS Response

Potential CCA must email (1) signed original RFP Response to hub@mahoninghealth.org. No faxed or hardcopies will be accepted.

It is essential that Potential CCAs carefully review all elements in their final RFP response. Once submitted, the RFP response cannot be altered, however, MCPH reserves the right to request additional information (or respond to inquiries for clarification purposes only).

2.6 Acceptance & Rejection of RFP Response

MCPH reserves the right to:

- Reject any or all RFP Responses, or any part thereof.
- Waive any informality in the RFP Responses.

The waiver of an immaterial defect shall in no way modify the RFP documents or excuse the Potential CCA from full compliance with its specifications if the Potential CCA is awarded the contract. MCPH reserves the right, at its discretion, to contract with any service provider for projects not included in this RFP. The issuance of this RFP does not commit MCPH to award a contract.

2.7 Award of Contract

RFP Response Review

RFP Responses which adhere to the minimum requirements will be deemed "Qualified" and those that do not will be deemed "non-Qualified." "Non-Qualified" RFP Responses will be placed in the inactive file. Partial submissions of RFP Responses will be determined to be non-responsive and will be "non-Qualified".

If the RFP Response meets the requirements set forth in Section 4.1 and the Potential CCA can provide the service for the cost delineated in Section 1.5, MCPH will move forward in the contracting process. RFP Responses must document how the Potential CCA will meet the requirements set forth in Sections 4.1, 5.3, and 5.4. All qualified RFP Responses will be reviewed, evaluated and rated by MCPH staff, MCPH Community Advisory Board member(s) and HUB Leadership. At any time during the review and at any level of the review, MCPH may request additional information from the Potential CCA. Such information requests by MCPH and Potential CCA responses must always be in writing. Information may be requested from sources other than the written RFP Response to evaluate the Potential CCA.

3.0 Terms and Conditions

If a contract ensues, the contents of the RFP Response and the commitments set forth in the selected RFP Response shall be considered contractual obligations. Failure to accept these obligations may result in cancellation of the award.

3.1 Type of Contract

The evaluation of RFP Responses submitted in response to this RFP may result in the issuance of a contract. The contract shall incorporate the terms, conditions and requirements of the RFP, the Potential CCA's RFP Response and all other agreements that may be reached.

3.2 Contract Period, Invoicing & Cost of Proposed Services

A contract will be written with an effective date of **April 1, 2022, or as soon as practical thereafter** and ending no later than **December 31, 2022** inclusive, terminated or extended by formal agreement. Contracts may be eligible for renewal for an additional year based on agency performance, outcomes, and availability of grant funding.

Contract reimbursement will occur following submission of required invoices in the preceding quarter. Potential CCA can claim payment only for services provided in accordance with the contract in an amount set forth as follows:

1. MCPH agrees to compensate the Potential CCA a quarter ($\frac{1}{4}$) of the total award each quarter.
2. The Potential CCA will be expected to submit written reports upon request and as defined in the contract. Reimbursement by MCPH is made within forty-five (45) days of receipt of invoices and any required documentation.

Note-If awarded, new CCA(s) may be eligible for additional payments associated with other grant funding and MVPH contracts with Ohio Medicaid Managed Care Plans.

<p>Potential Additional Funding (This funding will be included in a subsequent contract.)</p>	<ul style="list-style-type: none">• Stipend for CHW COVID Trainings (rate=\$20/hr./CHW up to 18 hrs./CHW)• Stipend for completion of COVID tools and related activities by CHW (TBD)• Outcome-based payments for successful completion of Pathways or other identified items (Pay points are based on the PCHI Model and MCPH contracts with Ohio Medicaid Managed Care Plans. A schedule of eligible payments will be included in a subsequent contract.)
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3.4 Confidentiality and Security

Any Potential CCA or contractor engaging in any service for MCPH requiring them to come into contact with confidential MCPH information will be required to hold confidential such data made available to them. A Business Associate Agreement must be completed and submitted at the time of contracting.

4.0 Requirements and Specifications

4.1 APPLICANT RESPONSIBILITIES

The applicant must agree to:

1. Submit to MCPH the resume and contact information of the newly recruited CHWs once awarded and prior to training and reimbursement
 - a. The Ohio Revised Code requires those applying for a license or certificate issued by the Ohio Board of Nursing (Board) to submit fingerprints for an FBI (federal) and BCI (civilian) criminal records check completed by the Bureau of Criminal Identification and Investigation (BCI). The Board cannot, by law, complete the processing of your application until the Board receives **BOTH** background check reports.
2. Provide appropriate supervision for the CHW(s). Supervisors must have completed the minimum CHW training requirements. Appropriate supervisors include:
 - a. Registered nurses
 - b. Licensed clinical social workers
 - c. Other health, social, or behavioral health professionals that understand the role of CHWs
3. Assure attendance of CHWs and their supervisors at all required HUB training and monthly meetings
4. Assure that 100% of the caseload is eligible individuals in Mahoning and/or Trumbull County
5. Assure that CHWs are exclusively using the Pathways Model to perform activities and services for clients.
6. Provide a workspace for the CHW(s) which will promote client engagement and confidential conversations.
7. Invoice MCPH for payments of stipends quarterly.

Provide MCPH with an itemized final year expenditure report no later than 30 days following December 31, 2022.

4.2 TECHNOLOGY SUPPORT FOR COMMUNITY HEALTH WORKERS

Please note that Potential CCA must provide CHWs with appropriate technology for effective, timely, and secure documentation, referral and client engagement, communication, and outreach. Technology may include: a password protected, electronic tablet with wireless connection and case, laptop or desktop computer with secure connections, and cell phone. Additionally, all CHWs and their CCA supervisor are required to use the MVPH secure, web-based data entry platform, currently, Care Coordination Systems (CCS). All client information, Pathway data, assessment tools, and client monitoring will be conducted electronically using the web-based system. Agencies will have to attest that CHWs have the necessary technology at the time of hire.

5.0 RFP RESPONSE FORMAT

All RFP responses must be submitted in the format described in this section. RFP responses must contain the information specified, **without exception**. RFP Response sections must be numbered corresponding with the following format:

1-inch margins, 12-point font, 1.5 spacing; 5-page limit for Section 3 Narrative (not including required documents)

Section 1-Cover Sheet/Applicant Information

Section 2-Business Information

Section 3-Narrative

Section 4-Assurances

Section 5-Attachments

5.1 Section 1 Cover Sheet/Applicant Information-5 points

Each RFP Response must be signed by an authorized representative of the Potential CCA and must also include the names of individuals authorized to negotiate with MCPH. The signature line must indicate the title or position the individual holds in the company. Any and all unsigned RFP Responses will be rejected.

5.2 Section 2 Agency/Company Information-5 points

The applicant shall:

- Provide the address for the Potential CCA's headquarters or name of the Potential CCA's local office in the Mahoning Valley. Include a contact name, address, email address and phone number.
- State the Potential CCA's primary line of business, the date established, the number of years of relevant experience and the number of employees.
- Describe how the Potential CCA is owned (include the form of business entity, i.e., corporation, partnership or sole proprietorship) and how financed; include Federal Tax ID number / EIN.

5.3 Section 3 Narrative- 50 points total

The applicant must address the following:

Describe the organization's experience with reducing health disparities and inequities for one or more of the following: (15 pts)

- a. Low birthweight, premature birth and infant mortality
- b. Maternal morbidity/mortality
- c. Chronic disease, especially, diabetes, hypertension, and heart disease
- d. Other (agency must define the population served and the associated conditions)

Indicate the primary reason your organization is interested in hiring a CHW and partnering with the Mahoning Valley Pathways HUB. (10 pts)

- e. If the agency currently has a CHW on staff, indicate the function and funding source for the CHW.
- f. Describe where the CHW will fit into your organizational structure, i.e., the department and who will be the supervisor.

If your organization is selected for the funding of this position, what is the anticipated timeline to recruit, hire, and certify (if necessary) the new CHW and begin recruiting clients for enrollment into MVPH? (5 points)

How will the position be sustained beyond the grant period? (10 pts)

Does the organization partner with other community agencies? and, if so, list the agencies and provide examples of collaborative efforts taking place. (10 pts)

5.4 Section 4 Assurances- 10 points

The organization must provide assurance that it will:

- Provide an appropriate workspace for the CHW which will promote client engagement and confidential conversations
- Provide timely and accurate invoices and expenditure reports as requested by MCPH
- Be financially capable of supplementing the costs of the CHW which are not covered by the stipend and outcomes payments

Organization employed CHW will:

- Be certified as a Community Health Worker by the Ohio Board of Nursing or will register for the next available CHW Certificate program within 6 months of hire.
- Attend all meetings and training offered by the Mahoning Valley Pathways HUB and enter program data into the Care Coordination Systems (CCS) software as required per MVPH policy
- Complete duties and services as indicated in APPENDIX A.

5.5 Section 5 Attachments -10 points

Please attach the following:

1. Community Health Worker job description
2. Job description and resume of potential CHW supervisor
3. A current certificate of insurance. If selected for a contract, the following insurance coverage is required:
 - Worker's Compensation Insurance
 - Malpractice insurance coverage for employees providing services
4. Assurance of Compliance with section 504 of the Department of Health and Human Services Rehabilitation Act of 1973 as amended
5. Assurance of Compliance with the United States Department of Health and Human Services Regulation under Title VI of the Civil Rights Act of 1964
6. W-9
7. Copy of most recent formal audit
8. Agency Organizational Table highlighting tentative location of CHW(s) and supervisor

Attachment A

SCOPE OF WORK

For

Community Health Workers to Provide Care Coordination Services through the Mahoning Valley Pathways HUB

Deliverable	Role of Community Health Worker
Recruitment and caseload	<ul style="list-style-type: none">• Canvas clinics, community centers, emergency departments, homeless shelters, other community sites, and identified “hot spot” neighborhoods to find individuals from the target population who are eligible for enrollment into the HUB• Accept and enroll referrals from the HUB• Maintain a full-time active caseload of 30-50 clients or 15-25 for part-time• Attend 3- 4 community events/health fairs annually promoting both agency and HUB program
Complete, accurate, and timely documentation	<ul style="list-style-type: none">• Contact prospective clients within 24-48 hrs. of receiving referral and document in the “Contacts” tab in CCS• Complete ROI documents, any and all checklists, pathways, and tools as needed for enrolling and engaging the population being served to achieve the following objectives:• Connect all eligible clients who are uninsured with Medicaid (Health Insurance Pathway)• Ensure all clients are connected to a medical home within 30 days of program enrollment (Medical Home Pathway)• Work with enrolled clients to identify needs and connect them to community-based resources and services to remove barriers to care (i.e., transportation, housing, social service referral, or another appropriated pathway.)• Open and complete any other pathways specific to the population being served• Educate enrolled clients at every face-to-face visit on topics relevant to their health conditions using best practice curriculum (Education Pathway)• Submit all documentation within 48 hours (2 business days) to the MVPH through CCS
HUB activities	CHWs must complete HUB orientation training prior to enrolling clients. The CHWs are expected to attend at least 10 of 12 monthly HUB meetings annually, and all scheduled mandatory HUB-sponsored training/workshops/events. If not able to attend, the HUB must be contacted prior to the event and a review session must be scheduled within 7 days of the missed event.

Compliance	<ul style="list-style-type: none">• The CHW agrees to and shall comply with applicable state and federal laws and regulations relating to the security, protection and privacy of individually identified health care information, including without limitation the Health Insurance Portability and Accountability Act of 1996 and regulations promulgated thereunder as they may be amended from time to time.• Maintain client confidentiality and protected health information.• CHW must maintain active certification through the Ohio Board of Nursing, including professional development
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Attachment B
SCOPE OF WORK
For

Contracted agencies employing community health workers to provide care coordination services through the Mahoning Valley Pathways HUB

Deliverable	Role of Care Coordinating Organization
	Care Coordination Agency (CCA) agrees to: <ul style="list-style-type: none"> • Implement the Pathways HUB Model • Comply with the most current version of the HUB Policies & Procedures • Accept and follow up with ALL referrals sent by the HUB to the CCA within 48 hours (or 2 business days)
Employ qualified care coordination staff	Employ community-connected, culturally congruent, trained workforce of certified CHWs to provided care coordination services through the HUB to reduce health disparities. <ul style="list-style-type: none"> • A CHW may be employed prior to certification with the expectation that the CHW will work toward certification by the Ohio Board of Nursing in a reasonable amount of time (within 6 months of hire). • Submit to MVPH the resume, results of background check and contact information of the CHW(s) and supervisor assigned to this project • Update the HUB on any CHW or supervisor staffing changes and provide the new resume, results of background check and contact information of any additional CHW(s) assigned to this project.
Provide supervision	Provide day-to-day supervision for the CHW <ul style="list-style-type: none"> • Organization will assign a supervisor appropriate to oversee a certified CHW as described by the Ohio Revised Code. • Submit to the HUB the name and contact information of the supervisor assigned to oversee the work of the CHW • Provide no less than the minimum supervision as required by the HUB and submit a description of how supervision is implemented per agency guidelines and/or policies, including addressing HIPAA compliance, confidentiality, data security, role of both the CHW and supervisor within the agency, safety, home visiting and client transportation • Review and sign off on documentation (checklists, pathways, tools) entered into CCS no less than weekly.
Be financially responsible	Be financially capable of supplementing the costs of the CHW which are not covered by the outcome payments <ul style="list-style-type: none"> • Track income and expenses for CHW working under the HUB and report on the status to MVPH as requested

Attend meetings and training	<p>The supervisors and CHWs are expected to attend monthly meetings and scheduled mandatory training.</p> <ul style="list-style-type: none"> • The CHW and supervisor must attend at least 10 of the 12 respective CHW or supervisor monthly meetings annually • CHW and supervisors must attend all mandatory training/workshops/events.
Provide appropriate workspace	<p>Provide a workspace for the CHW which promotes client engagement and confidential conversation.</p> <ul style="list-style-type: none"> • Provide a locked file cabinet, cupboard or other secured storage space for client records and to store android tablet. • Use of secure copier/scanner/fax for client information • Access to encrypted, password-protected desktop computer/laptop with internet access or ability to print from the tablet • An email account with the ability to send and receive secure email
Provide telephone services	<p>Provide a password protected telephone, preferably a mobile phone with text capabilities, for the CHW to connect with clients, their supervisor and the HUB.</p>
Assurance of CHW compliance	<p>Assure that the CHW maintains strict client confidentiality.</p> <p>Assure that the CHW follows HUB protocols for:</p> <ul style="list-style-type: none"> • Completing the client referral process (which includes canvassing) of HUB-eligible pregnant women • Maintaining minimum caseloads of 15-25 clients for 0.5 FTE CHWs and 30-50 clients for 1.0 FTE CHWs (or as discussed and agreed upon prior to service delivery). • Obtain signed Consent and Release, Client Rights and Responsibilities, and Security

Attachment C

**SCOPE OF WORK
For
Mahoning Valley Pathways HUB**

Deliverable	Role of Mahoning Valley Pathways HUB
Resources	<ul style="list-style-type: none">• Provide access to CCS for data entry and an encrypted tablet or other internet enabled device, if appropriate, for client documentation into the electronic record, for client education, and for communicating with the supervisor and the HUB• Bill appropriate funder for outcomes achieved by the Community Health Worker• Provide payment to the contractor on a predetermined basis after confirming successful completion of outcomes• Continue to work on sustainability efforts with federal, state, and local funding agencies
Training	<ul style="list-style-type: none">• Provide training to support care coordination including usage of CCS, Pathways, Checklists, Tools, and topics including but not limited to: safety, confidentiality, motivational interviewing, and community resources• Organize monthly meetings for CHWs and their supervisors to share activity reports, and provide updates on reporting requirements, resources, payment points, etc.• Provided one-on-one and small group technical assistance to help ensure successful care coordination which results in CHWs maximizing payment opportunities• Provide initial and annual HIPAA, Confidentiality/Compliance, training to all CHWs and supervisors.
Quality	<ul style="list-style-type: none">• Provide quality improvement through regular auditing of client data and CHW activity, training and retraining of CHWs as needed, and maintaining compliance with funders.• Maintain HUB certification through the Pathways Community HUB Institute• Complete periodic site visits, at least once per year, to review data security, HIPAA and confidentiality and program operations• Provide caseload reviews, shadowing and /or coaching as needed to CHWs at least twice per year and provide feedback to supervisors