CHW AIM Facilitator Guide

Based on Community Health Worker Assessment and Improvement Matrix (CHW AIM): A Toolkit for Improving CHW Programs and Services (revised 2013)
AIM Workshop 4-Step Process

- Orient
- Plan
- Assess
- Follow Up

Templates

- Sample participant list
- Sample workshop budget
- Sample workshop agenda
- Sample workshop schedule

N.B. The updated AIM tool is intended to support CHW program design and/or improvement. It can be used to assess CHW program design or implementation and identify strategies to improve performance.

Based on Community Health Worker Assessment and Improvement Matrix (CHW AIM): A Toolkit for Improving CHW Programs and Services (revised 2013)
AIM: Four Step Process

The AIM facilitator is responsible for orienting key stakeholders to the AIM tool and its value, planning the assessment, applying tools for program assessment and action planning, and providing follow up support.

**Orient**
- Share AIM tool and objectives with key program stakeholders

**Plan**
- Plan for the assessment workshop

**Assess**
- Conduct assessment and action planning

**Follow Up**
- Provide support for action plan achievement & re-assessment
1. Orient Stakeholders to AIM

**Objective:** Raise awareness about the AIM tool and its usefulness for assessing and strengthening CHW programs in particular country contexts

**Timing:** At least one month before the actual assessment workshop

**Actions**

- Share the AIM Program Functionality Matrix with the program and key stakeholders, such as implementing partners and district representatives.
- Introduce the purpose of the assessment and its benefits and limitations to the district health staff and to other partners or supporters of the NGO or program.
- Review the tools, process, and products for the assessment; focus on the action plan for which their support will be helpful.
- Tell participants that they will receive an invitation to the assessment workshop.
Objective: Prepare technically and logistically for the CHW program assessment

Timing: Approximately month before the actual assessment workshop

Actions

- Conduct background research on the CHW program and program/performance data
- Work with local partners to determine how many programs (by districts or regions, multiple organizations, or multi-country) are to be assessed and how many workshops will be required. Programs of similar structure can be assessed jointly.
- Identify the number and venues of workshops: between 15 and 25 people for a single workshop is a reasonable number.
- Identify and invite participants. Appropriate representatives include MOH/district health staff, program managers, supervisors, and CHWs. The goal is to get a well-balanced team.
For a workshop with 25 participants, consider:

- 6–7 CHWs
- 4–6 CHW supervisors
- 4–5 regional/district managers
- 5–6 stakeholders or NGO partners
- If desired, representatives from donors & other key partners
2. Plan Assessment Workshop

Actions (cont’d)

- Send out the invitations and if a visit is not arranged prior to the workshop, ask that key documents be brought to the workshop
- Conduct up to three site visits (if possible) to use Validation Questionnaire
- Prepare workshop budget including supplies, refreshments, and cost of venue, transport, and lodging

Supporting Documents for AIM Assessment

- Supervisors’ logs
- Job descriptions
- Recruitment procedures and number of CHWs
- Program indicators, targets and monitoring data
- CHW notebooks
- Supply documentation
- Training records
- Other documents illustrating field activities & CHW responsibilities
Sample Workshop Budget

Budget Items:

- Venue for one day
- Meals and drinks for participants
- Transport costs for stakeholders and CHWS
- Supplies (pens, notebooks, documents)
- Lodging, if needed

Sample Workshop Costs in Zambia [from 2013]:

- One-day workshop for 13-21 participants ranged from $375 to $910
- Average workshop cost was $560
Sample Workshop Agenda

**Day 1: Preparation**
- Meet with program managers
- Review documents
- Conduct field visits referencing Validation Questionnaire (this can be done following the workshop if desired)
- Reconfirm venue, meals, room set-up, and equipment for Day 2

**Day 2: Intervention**
- Conduct CHW AIM Program Functionality Workshop
- Score Program Functionality Matrix Components
- Develop Action Plans
Objective: Assess functionality and guide improvements in CHW programs; create action plans to work toward high functionality (N.B. workshop is NOT an evaluation of CHW performance or service quality)

Timing: One to two days

Actions
- Introduce the Process
- Break into Small Groups
- Conduct Scoring
- Determine Functionality
- Start Action Planning
- Wrap Up
### Sample Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>8:30-9:00</td>
<td>Welcome, introductions, agenda, and objectives</td>
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<tr>
<td>9:00-9:30</td>
<td>Overview of CHW AIM process</td>
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<tr>
<td>9:30-10:45</td>
<td>Program functionality matrix review and scoring</td>
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<tr>
<td>10:45-11:00</td>
<td>TEA BREAK</td>
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<tr>
<td>11:00-12:00</td>
<td>Group work review &amp; scoring</td>
</tr>
<tr>
<td>12:00-1:00</td>
<td>Plenary: Group reports on scores and score consensus</td>
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<tr>
<td>1:00-2:00</td>
<td>LUNCH</td>
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<tr>
<td>2:00-3:00</td>
<td>Group work: Action Planning</td>
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<tr>
<td>3:00-3:45</td>
<td>Action plan exchange, discussion, and finalization</td>
</tr>
<tr>
<td>3:45-4:00</td>
<td>Wrap Up</td>
</tr>
<tr>
<td>4:00-4:15</td>
<td>TEA BREAK</td>
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Community Health Impact Coalition
4. Follow Up

**Objective:** Validate the results of the workshop, review and revise the action plan as necessary, develop a process for monitoring achievement of the actions in the plan, and to plan a re-assessment if desired

**Timing:** Within thirty days of original workshop

**Actions**
- If not done before the workshop, conduct field visits at three different sites and use the Validation Questionnaire to interview up to 6 CHWs who did not participate in the assessment workshop.
- After verifying the information, review and update the action plan and scores if necessary. If any scores have changed, assessment leaders should notify all workshop participants and given them a chance to discuss and agree.
- Hold a follow-up action plan meeting with program managers and participants from the assessment workshop, including CHWs, to review and discuss how to complete the action plan and how to identify someone to take responsibility to ensure cations are implemented and monitored.
- Share the final action plan with all stakeholders.
- Discuss how the plan will be monitored.
- Set a date for checking on progress.
- Determine if a second assessment is desirable to maintain improvements and then plan for it.