



Community Health Leadership Initiative (CHLI)

Workforce Development Training and Mentorship Program

Learning Objectives

By the end of this session, participants will be able to:

- Describe the program model, the main components, and benefits for participants
- Identify how mentorship can increase growth, equity, and sustainability in the workforce
- Understand how cross-agency collaboration supports workforce development programs, their participants, and the communities they serve



Agenda



History of CHLI



Program Components



Who joins our program



Who mentors in our program



Cross-agency collaboration



Program outcomes



Lessons learned

Where We Started: History of CHLI

“need for a shift in the systemic and organizational practices ... and the recruitment, hiring, retention, and advancement of people, especially those from affected communities, as well as building skills and job training. CHLI was developed from this lens.”

2017

HIV/HCV/STI Roadmap

Key goal identified in the roadmap was:

“To build a highly skilled cross-trained workforce that reflects the populations served has low turnover rates and is valued and supported”

2020

Facente Consulting conducted formative research to inform the development of CHLI = the need for transformative changes in how the sector approaches WFD

2021

Springboard Health Lab

CHLI Workforce Development Training & Mentorship Program **Pilot** and other elements

2019

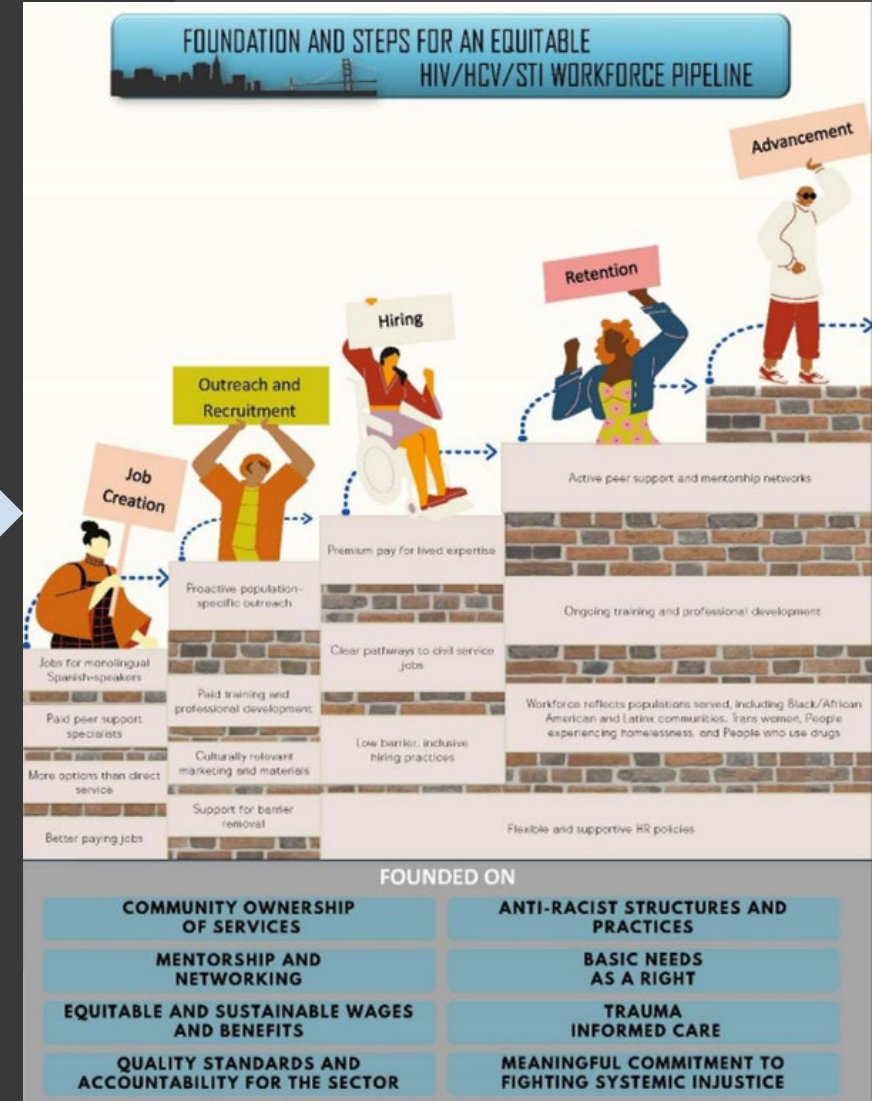
Community Health Equity & Promotion (CHEP) Branch & San Francisco’s **Ending the Epidemic Steering Committee** developed the **Community Health Leadership Initiative (CHLI)** to address this goal

2021

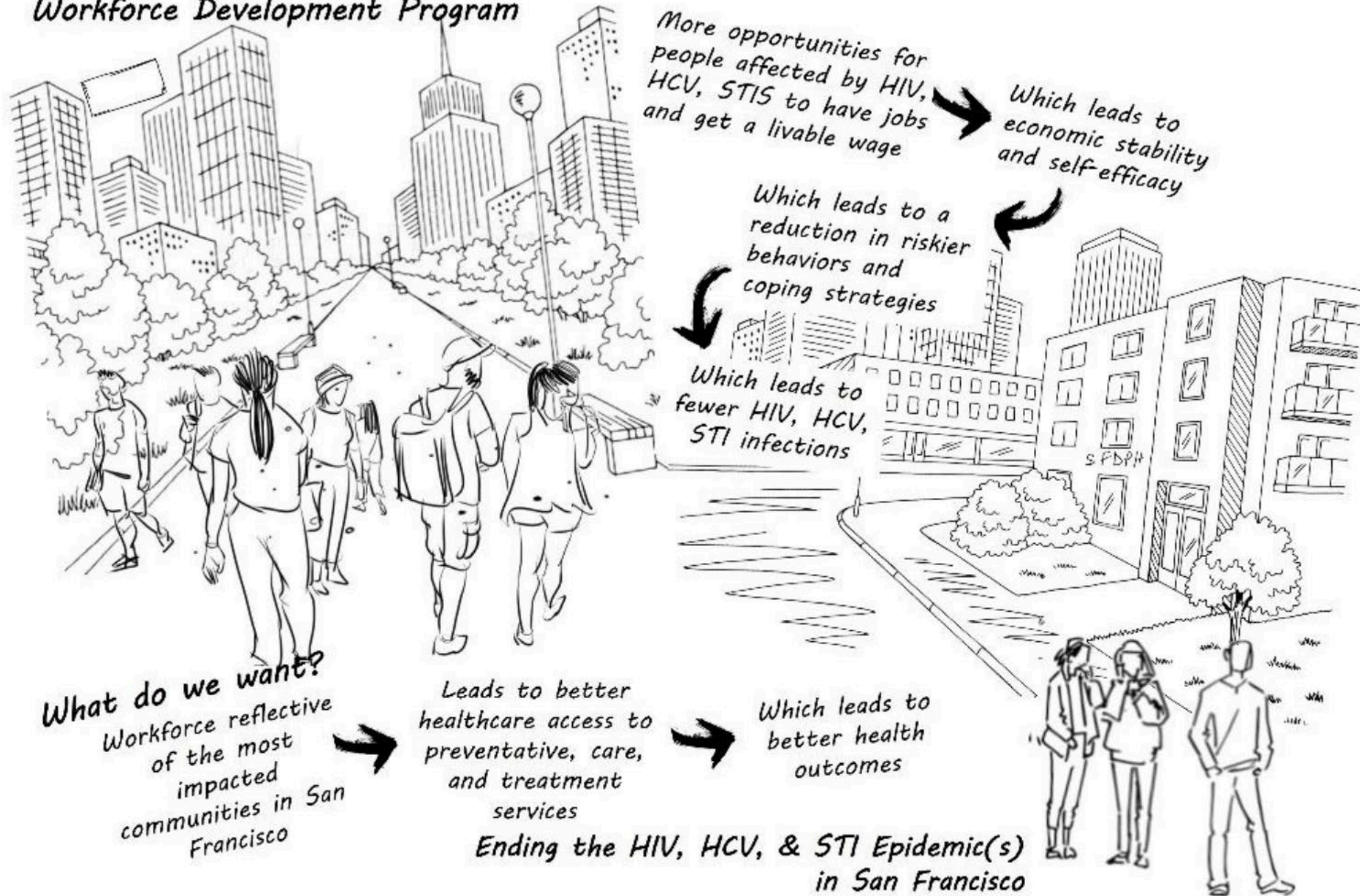
HIV/HCV/STI WFD Implementation Plan (Blueprint)
Various CHLI Components

2022/3

Development of components:
- Training & Mentorship Program
- Mentorship - WFD
Coordination & Networking
- Peer Support Services



SF Community Health Leadership Initiative (CHLI) Workforce Development Program



CHLI Training & Mentorship Program



Our Mission & Goals



Aims to build a workforce that reflects the populations served and who are valued and supported



Folks with lived experience and from priority populations



Harness and use the wisdom of experienced workers in the field



Creating a community of support for participants to feel validated throughout their entry into and exploration of the field

Individuals who want to work in the field and may have **limited to no experience** in the field



BY THE NUMBERS

3

Cycles Completed



28

Program Participants



27

Mentors

In Cohort 3 alone, the mentor's experience totaled 150 years in the field

16

agencies partnered to support the Initiative



43

training and all-cohort sessions conducted



The goal of the CHLI program is to support participants to:

Feel

- feel excited about working in the HIV/HCV/STI and drug-user health field

Feel

- feel supported throughout the process

Have

- Have the opportunity to network and meet people in the field

Explore

- Explore the field guided by a mentor with experience

Have

- have increased knowledge about the field and potential roles

Feel

- feel they have more career opportunity

Main Components



- **Weekly training**
- **Mentoring**
- **Community-building**
- **Networking**
- **Linkage to volunteer, internships, and employment opportunities**

Who is part of the program?

Participants

- Lived experience
- Priority populations
- Desire to enter the field
- No experience
- Volunteer experience
- Students
- Newly into field
- direct client work desired

Mentors

- Lived experience
- Executive Director, Drug-user Health Nurse Practitioner
- Program Director/ Strategic Director
- Program Manager
- Care Navigator/ Case Manager
- Clinical Research Coordinator
- Medical Social Worker
- Community Advocate

CHLI Director

- Oversees participants
- Pre-program discussion
- Regular 1:1 check-ins
- In-person visits
- Facilitates participant networking
- After program support
- Alumni events and networking

Mentorship Manager

- Oversees mentors
- Mentor orientations
- Recruitment
- Mentor/mentee matching
- Engagement
- Mentor networking
- Regular 1:1 check-ins

Mentor Demographics & Experiences

Experience in the field:

2 - 15+ years

Lived Experience:

- Substance use
- Incarceration
- Experienced homelessness
- HIV+

Languages:

- Spanish
- English

Gender Identities:

- Male
- Female
- Nonbinary
- Gender non-conforming

Race/Ethnicity:

- Indigenous
- Black
- White
- Latine
- Multiracial

Professional Experience:

- LGBTQIA advocacy
- Behavioral/Mental Health Services
- Community engagement
- Counseling
- Leadership
- Harm Reduction
- Sexual/Reproductive health

Age range:

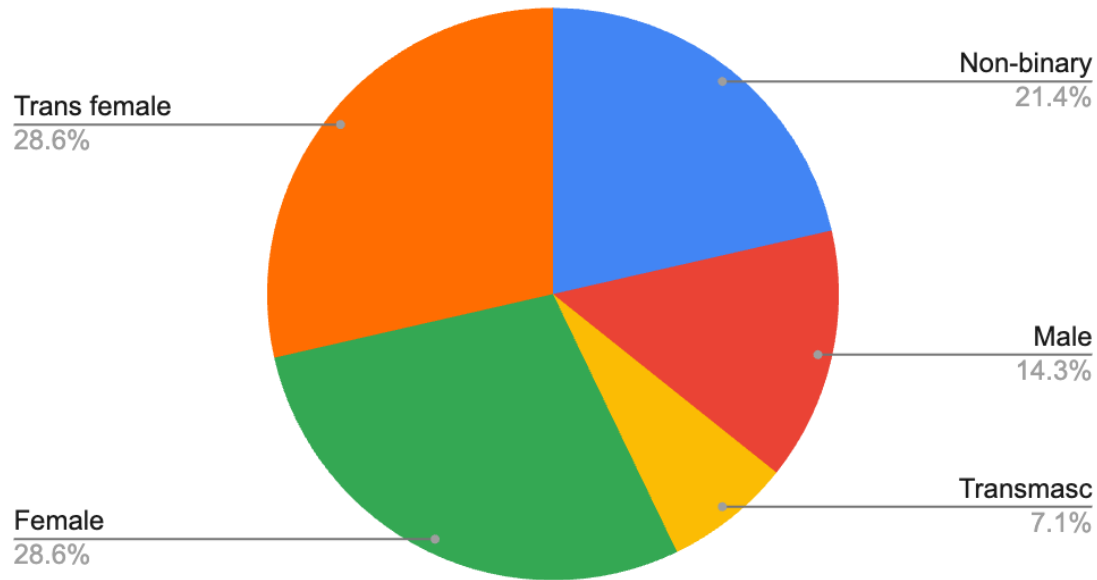
35 - 64 years old

Participant Demographics

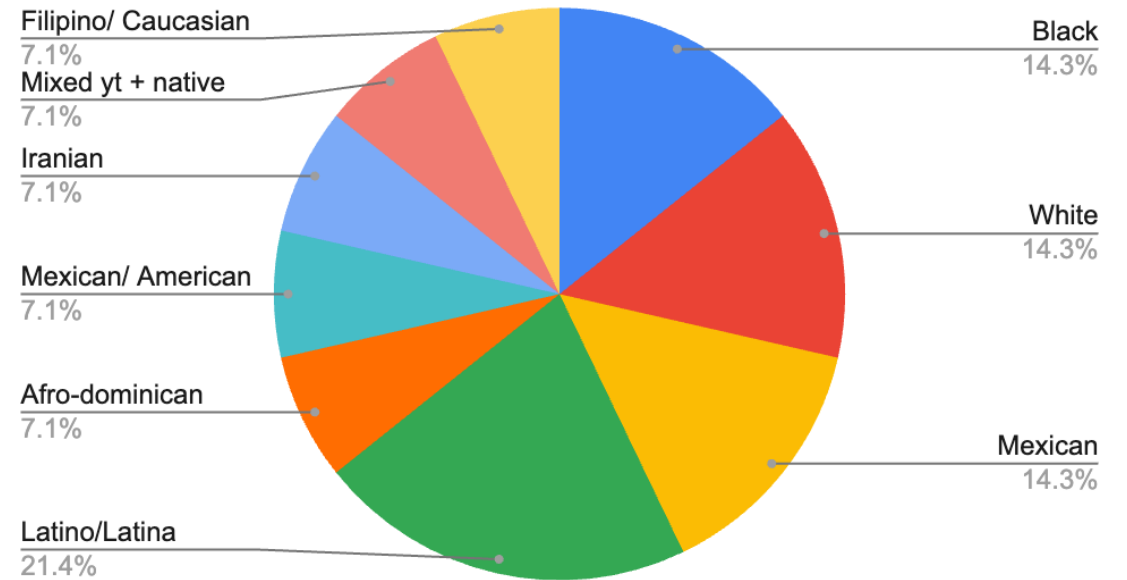


Cohort 4 2023
Shared via the participant sign-up form

Gender identity



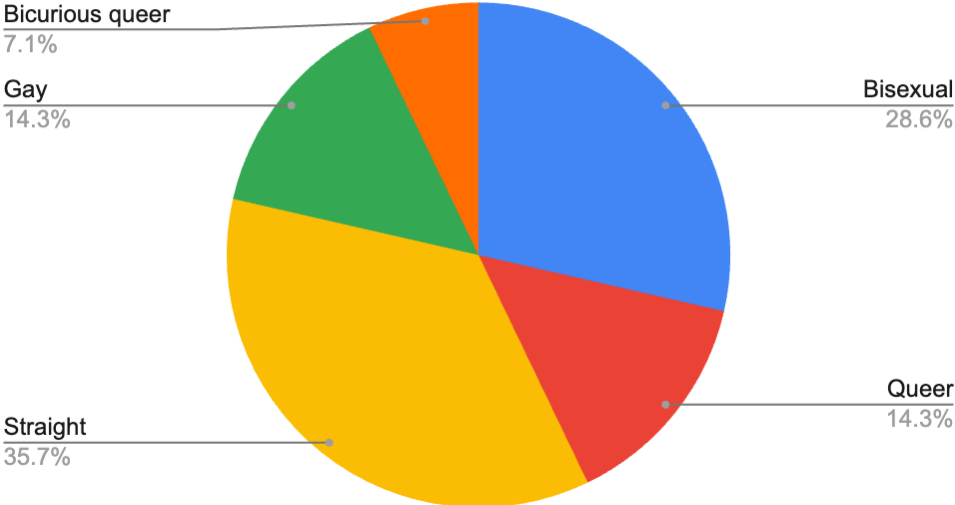
Race/ ethnicity



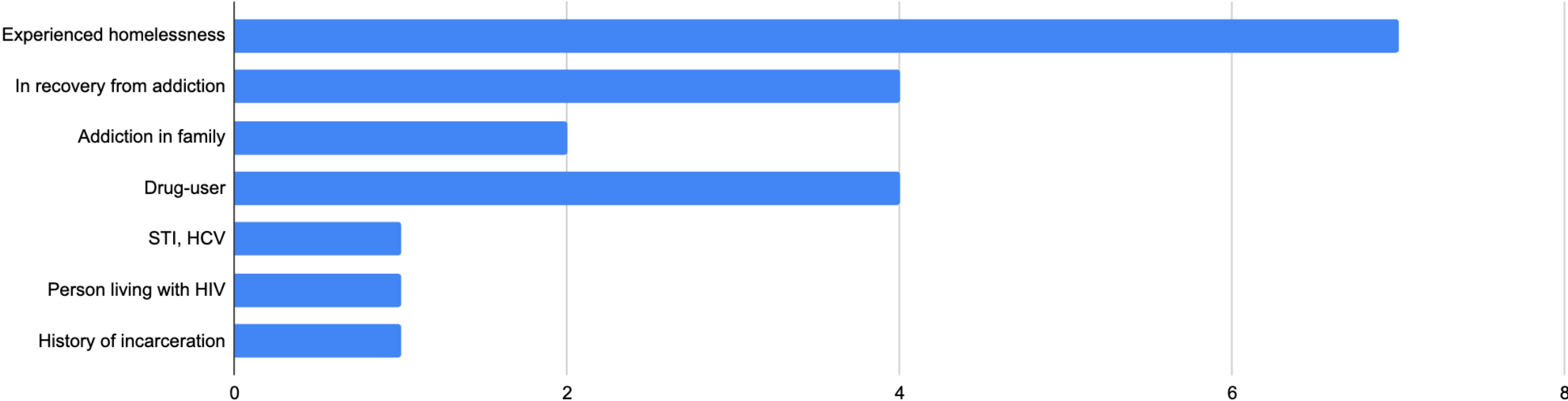
Participant Demographics & Experiences



Orientation



Lived experience



How do we recruit and match?

Recruitment

- Word of mouth
- Agency partnerships
- Active outreach
- Listservs
- Networks

Matching

- Lived experience shared history
- Career interests
- Language preferences
- The ability of mentors to provide access to areas of interest



Support offered via mentorship



Goal-setting



Peer-support



Networking & Shadowing



Resume & Interview Prep



**Sustainability Coaching
(ex., burnout prevention, boundaries)**



Career Exploration



Connecting with job opportunities

Implementation Components: Guidance, Training, Support, Networking, Creating Opportunities



Community

Participants

- Weekly training
- Monthly virtual or in-person meet-ups
- Text group
- Graduates networking

Mentors

- Monthly virtual mentor coffees
Mentor trainers
- Creating access to other mentors for participants
- Quarterly Workforce Appreciation & Networking events

All-cohort x 4

- Opportunity for mentors and participants to share lived experience
- Advice from mentors
- Weekly snapshot: sharing resources and opportunities within community



Collaboration



SAN FRANCISCO
COMMUNITY
HEALTH CENTER



Participant referrals



Site visits

Understanding roles
Career journeys
Culture of agencies



Community effort

Mentors (14)
Trainers (10)
Site visit (14)



WFD pipelines

Internship programs
Career assessment/ support
Training programs



New relationships

WFD Collective
Training
Entry-level job roles

Thank you for giving your biggest asset: **your time.**

Happy National Thank a Mentor Day!



POPULATION HEALTH DIVISION
SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH
DISEASE PREVENTION & CONTROL

SAN FRANCISCO City Clinic
A landmark in prevention



MNHC
Mission Neighborhood Health Center



HEPPAC
HIV Education and Prevention Project of Alameda County



END **HEPC** SF



People • Care • Prevention



NATIONAL HARM REDUCTION COALITION



UCSF
University of California San Francisco

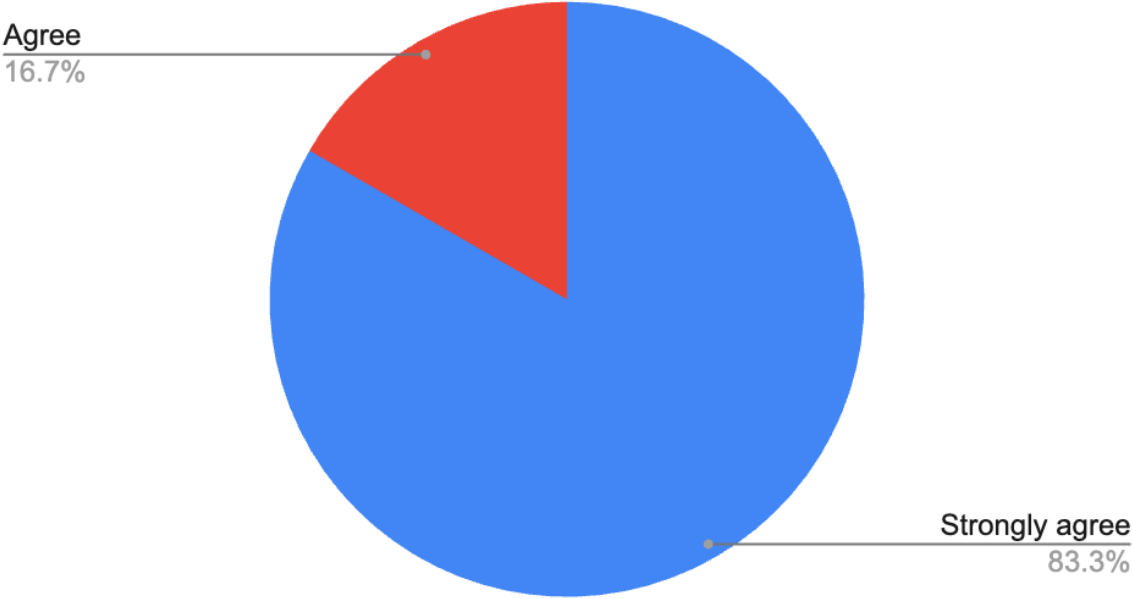


FIRST PLACE FOR YOUTH
MORE IS POSSIBLE

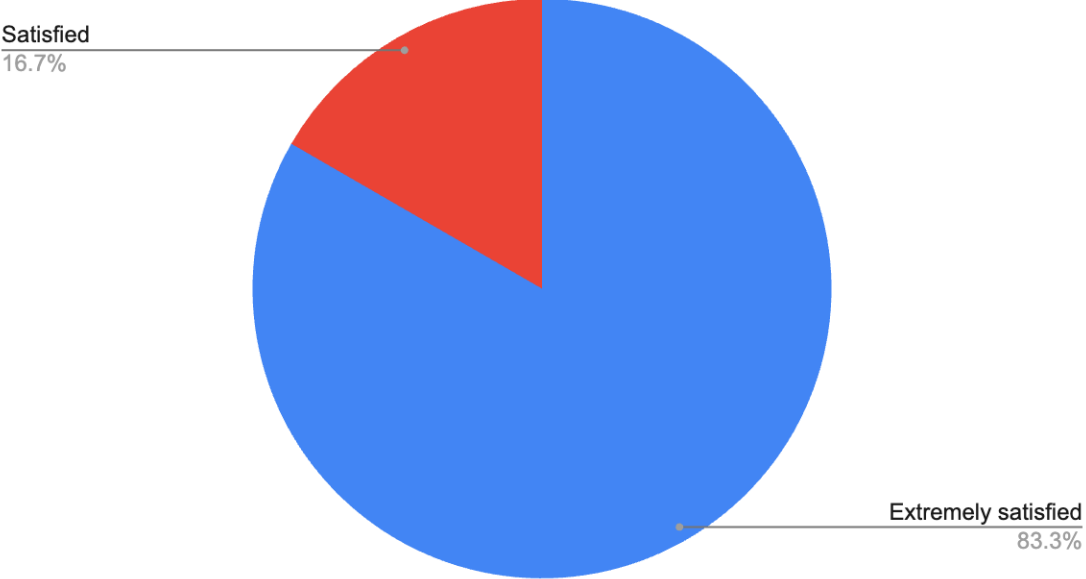


Outcomes - Data

Do you feel the program met the objectives for you?



How satisfied were you overall with the program?



Feedback – participants



“What I enjoyed most is that my mentor could relate to me in different aspects: as a latino and an immigrant. He helped me to see things in a different way and that I wasn't alone in this process”



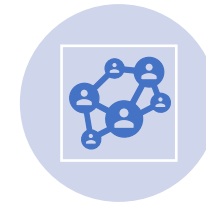
“I really loved this program; I learned so much valuable information, and it taught me how to network. I've been able to heal from trauma and be more open to share my lived experience”



“The base provided by the CHLI Program in the areas of STIs, Harm Reduction, and other related skills helped me a lot in directing my next steps. From there, I went beyond. I'm so grateful”



“I was able to be educated on these topics before I went into the field and have so much support”



“My mentor met me where I was”



“I learned a lot and got opportunities that I don't know if I would have come by if it wasn't for the program”



“My mentor showed me how to navigate this field using life experiences”

Feedback – mentors



“Mentorship was a reminder of how important it is to share lived experience with others.”



“Showing up fully, as the older, professional, community advocate that I am, felt so affirming to me as an immigrant.”



“I had a fantastic experience; I’m really glad I did it...it was great hearing how everyone in the cohort had benefited.”



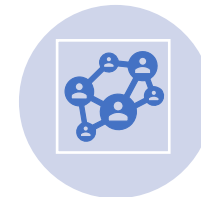
“Mentorship has been so valuable to my career...it made me think how much I benefited from a mentor in my early career...it was great to be able to be a small slice of that for someone.”



“The opportunity to help mentor the next generation is a true honor and essential in continuing to fight for health justice.”



“It was great to see people excited for a career in public health...it makes me feel gratitude toward the work I do...it has been great for burnout prevention.”



I so appreciate the CHLI program for allowing these opportunities for both of us to collaborate and provide higher quality services to our community from dedicated and enthusiastic community members interested in making a change”

Post-
program

Where are
they now?

SFAF Clinical
Assistant
Internship (HTC)

STI/HIV/HCV Test
Counsellor
Training

PT/ FT with
Community
Partner

CHLI/ Shanti
internship

CHLI Community

Exploring options

Working through
housing/recovery
challenges

PRC WFD services

CHLI graduates
return for support

Successes & Challenges

- **Participant success in securing internships/job roles/ certifications in the field**
- **Ongoing mentor/participant relationships post-program**
- **Burnout prevention for mentors**
- **New relationships with agencies**
- **Positive feedback for participant training & education**
- **Meaningful community / peer support / networking connections built & sustained**
- **Participants reported higher motivation for community engagement/volunteering**

- **Mentor recruitment**
- **Participant engagement due to personal challenges**
- **Participant engagement due to time/work limitations**
- **Mentor/participant communication issues**

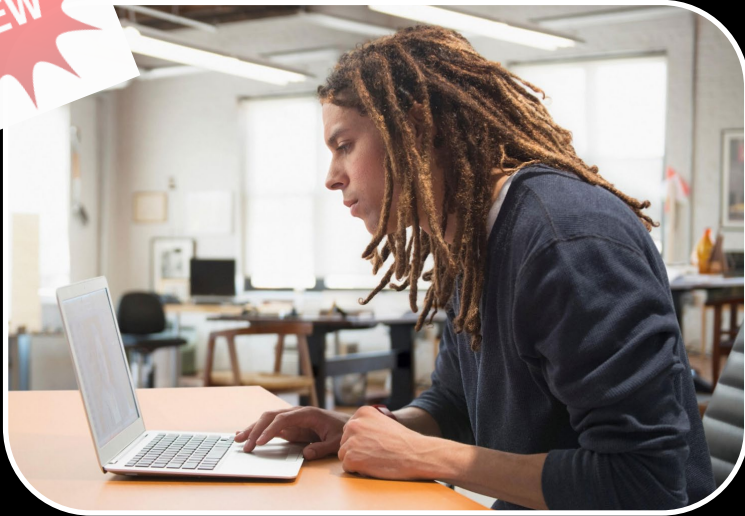




Future Development

- New training and site visit options
- Expand program team
- Trauma-informed mentorship
- New advisor committee (Mentor Alumni)
- Expand recruitment and cohort capacity
- Expand networking opportunities
- Partnership with agencies – internships and interviews

New opportunities



Career Support Services

- Internship opportunities for CHLI Alumni
- 2 - 4 interns per year
- Will include formal application process and interview
- Contribute to supporting recruitment and facilitation of the Training and Mentorship Program



Entrepreneurship Opportunities

- Provide microgrants to CHLI Alumni for Community Health pilot projects
- 4 grants per year
- Application process
- Support with monitoring and evaluation of projects

Mentor & Participant Q&A panel

Sky Contreras (they/them)

CHLI Participant
Cohort 3

Test Counselor
Glide HIV/Hep C Prevention
and Harm Reduction
Services

Ry Dalporto
(they/them)

CHLI Mentor
Cohort 3 & 4

NASTAD



Thank You



Katherine Faulkner, MSW
CHLI Director
Springboard Health Lab
katie@springboardhealthlab.org

Anna Weitzman
Mentorship Manager
Shanti Project
AWeitzman@shanti.org



Reflection & Envisioning Exercise

