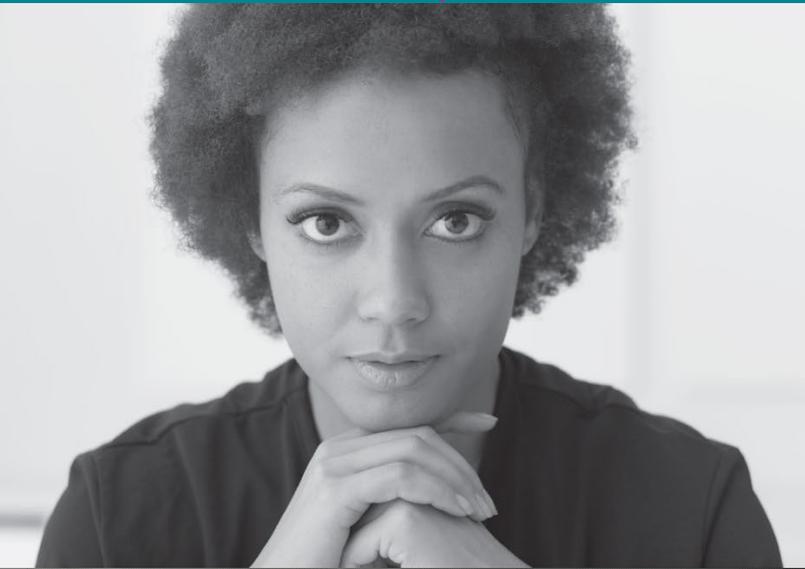




FACE YOUR *Health*

A learning session for women

WHAT ADMINISTRATORS NEED TO KNOW



U.S. Department of
Health and Human Services
Centers for Disease
Control and Prevention

ACKNOWLEDGEMENTS

The Centers for Disease Control and Prevention (CDC) gratefully acknowledges the following individuals for their contributions to the development of Face Your Health.

Community Health Worker Work Group

Marcenia Y. Dubose-Grace, BSBM, CHW

Community Health Worker
Healthcare for the Homeless Program
Baylor College of Medicine
Houston, TX

Claudia Hardy, MPA

Community Health Educator, Program Director
Comprehensive Cancer Center
Community Outreach Office
University of Alabama at Birmingham
Birmingham, AL

Arnedra Jordan, MPA, PhD

*Community Resource Advocate (Consultant) and
Community Health Worker*
Susan G. Komen Los Angeles and
Every Woman Counts
California Department of Health Care Services
Long Beach, CA

Janel Lowman, MHA

Manager of Community Outreach
Mitchell Cancer Institute
University of South Alabama
Mobile, AL

Marian Philips-Gant, CHW

Medical Assistant, Community Health Educator
St. Louis County Department of Public Health
St. Louis, MO

Msache G. Mwaluko, BS, MS

Community Health Worker
Community Services for Autistic Adults and Children
Montgomery Village, MD

Technical Direction

Judith Lee Smith, PhD

Senior Behavioral Scientist; Lead Investigator
Division of Cancer Prevention and Control
National Center for Chronic Disease Prevention
and Health Promotion
Centers for Disease Control and Prevention

Lumbé Davis, DHSc, MPH, CHES

Health Education Specialist; Co-investigator
Division of Cancer Prevention and Control
National Center for Chronic Disease Prevention
and Health Promotion
Centers for Disease Control and Prevention

Ingrid J. Hall, PhD, MPH

Epidemiologist; Co-investigator
Division of Cancer Prevention and Control
National Center for Chronic Disease Prevention
and Health Promotion
Centers for Disease Control and Prevention

Jamila H. Jones, PhD, MPH, CHES

*Public Health Educator; Health Communication Specialist;
Co-Investigator*
Division of Public Health Information Dissemination
Center for Surveillance, Epidemiology and
Laboratory Services
Centers for Disease Control and Prevention

Consultant (2016)

Katherine M. Wilson, PhD, MPH, CHES

Public Health Educator; Consultant
Division of Public Health Information Dissemination
Center for Surveillance, Epidemiology and
Laboratory Services
Centers for Disease Control and Prevention



TABLE OF CONTENTS



4 An Introduction to Face Your Health



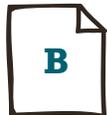
10 Managing a Face Your Health Program



22 Keeping Your Work Going



29 APPENDIX A Sample Face Your Health Planning Work Sheet



31 APPENDIX B Face Your Health Program Overview



32 APPENDIX C Sample Face Your Health Training Agenda



33 APPENDIX D Sample CHW Training Evaluation Form



34 APPENDIX E Resources for Evaluation

AN INTRODUCTION TO FACE YOUR HEALTH



IN THIS SECTION

Learn the basics about the Face Your Health program, such as:

- ▶ What you should know about it
- ▶ What's the evidence base
- ▶ How it can benefit your organization
- ▶ What the components of the program are

WHAT IS FACE YOUR HEALTH?

Face Your Health is an educational outreach program to help community health workers (CHW), community health nurses, and other lay health educators promote cervical cancer screening among African American women who are 21 to 65 years old. The program is important because:

- ▶ African American and Hispanic women are more likely to develop cervical cancer than other women in the United States.¹
- ▶ African American women are more likely to die from cervical cancer than other women.¹
- ▶ Many women do not understand why they need screening, when they should be screened, and how they can be screened.²
- ▶ Many African American women also face situations that make it harder for them to get screened, such as lack of insurance coverage or access to a regular healthcare provider or clinic.³

<p>Community health workers can go by many titles. Here are some of them.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>community health advisor</p> <p>lay health advocate</p> <p>outreach educator</p> <p>peer health educator</p> </div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);"> <p>community volunteer</p> </div> <div style="text-align: center;"> <p>family support worker</p> <p>promotora de salud</p> <p>lay health worker</p> <p>outreach worker</p> </div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);"> <p>community health representative</p> <p>peer health promoter</p> </div> </div>	<p>Who are community health workers?</p> <p>CHWs are frontline public health workers who understand the culture of their community. CHWs serve as liaisons between health and social services and the community. They help people in the community access services and increase their health knowledge and self-sufficiency. They also help improve the quality of local services to meet the cultural needs of their community.</p>
--	---

Face Your Health was developed by CDC's Division of Cancer Prevention and Control. It was adapted from a similar program, AMIGAS, that was designed to promote cervical cancer screening among Hispanic women.⁴

CHWs deliver Face Your Health learning sessions to women in one-on-one or group settings. Participants learn how they can prevent cervical cancer, why regular screening is important, and where they can get screened.

¹U.S. Cancer Statistics Working Group. U.S. Cancer Statistics Data Visualizations Tool, based on 2019 submission data (1999–2017): U.S. Department of Health and Human Services, Centers for Disease Control and Prevention and National Cancer Institute; www.cdc.gov/cancer/dataviz, June 2020.

²Hawkins NA, Benard VB, Greek A, Roland KB, Manninen D, Saraiya M. Patient knowledge and beliefs as barriers to extending cervical cancer screening intervals in Federally Qualified Health Centers. *Prev Med* 2013;57(5):641–5.

³Peterson NB, Murff HJ, Cui Y, Hargreaves M, Fowke JH. Papanicolaou testing among women in the southern United States. *J Womens Health* 2008;17(6):939–46.

⁴Smith JL, Wilson KM, Orians CE, Byrd TL. AMIGAS: building a cervical cancer screening intervention for public health practice. *J Womens Health* 2013;22(9):718–23.

WHAT SHOULD I KNOW ABOUT FACE YOUR HEALTH?

Face Your Health was designed with both you and the women your organization serves in mind. The program is:

- ▶ **Community-oriented.** It was developed with input from researchers and experts in the CHW field who live and work in communities they serve. It is delivered by CHWs and other lay health educators in a variety of settings.⁴
- ▶ **Audience-friendly.** The learning session and materials are easy to follow and understand. CHWs use visual aids to engage women with different reading levels and health knowledge.
- ▶ **Flexible.** CHWs can adapt the learning session for the number of participants, time available, and setting—using longer or shorter versions of a flip chart. The session can stand alone or be combined with another health topic important to the women you serve.
- ▶ **Effective.** The program is rooted in scientific evidence, uses proven behavior change theories, and uses methods proven to increase cervical cancer screening.⁴ It's based on a program that was shown to increase Pap test use among Hispanic women in a scientific trial.⁵
- ▶ **Interactive.** Games and other activities help review and reinforce information, promote discussion, and address concerns.
- ▶ **Easy to use.** It can be easily integrated into the outreach work you're already doing. The lesson plan guides the sessions and prepares the CHW to answer questions. Materials can be customized and printed from a desktop printer.

WHAT'S THE EVIDENCE BASE?

Face Your Health was modeled after a proven educational program, AMIGAS—Ayudando a Las Mujeres con Información, Guía y Amor para su Salud.⁵

- ▶ Evaluating one-on-one sessions, a randomized controlled trial showed that AMIGAS was successful in increasing cervical cancer screening in Hispanic women.⁵
- ▶ Six months after participating in AMIGAS—using a flip chart as the central educational component—45.5% of women in the study reported receiving cervical cancer screening compared to 24.8% of women who did not participate in AMIGAS.⁵
- ▶ For group sessions, promotora feedback showed that this type of AMIGAS setting was successful in increasing cervical cancer screening.

Face Your Health was developed with input from the women it's designed to help. A work group of experienced African American CHWs and CHW administrators provided guidance on how to adapt AMIGAS for African American women. CDC also tested the program's main messages and handouts with African American women similar in age and cervical cancer screening history to the women for whom the program is aimed.

⁵Byrd TL, Wilson KM, Smith JL, Coronado G, Vernon SW, Fernandez-Esquer ME, et al. AMIGAS: a multicity, multicomponent cervical cancer prevention trial among Mexican American women. *Cancer* 2013;119(7):1365–72.

IS IT RIGHT FOR MY ORGANIZATION?

If African American women in your community are not taking advantage of local cervical cancer screening resources, Face Your Health may be able to help. Answer these questions to see if it's the right program for you.

Question	Yes	No
Does my organization want to increase cervical cancer screening among African American women in my community?		
Are there free or low-cost cervical cancer screening services in my community?		
If yes , can local providers handle an increase in the demand for screening services that may result from implementing Face Your Health?		
Will the leadership in my organization support Face Your Health?		
If yes , can my organization provide resources to train CHWs to deliver the program?		
If yes , does my organization have access to meeting spaces where women can attend learning sessions, or can CHWs make home visits?		
Does my organization have the resources to follow up with women after they attend a learning session to help them make and keep their screening appointments?		

If you answered "yes" to all of the questions above, Face Your Health might be a good fit for your organization.

HOW WILL MY ORGANIZATION USE IT?

Face Your Health can help your organization reach its goals to improve the health of African American women in your community. It can put you on track to:

- ▶ Improve cervical cancer and human papillomavirus (HPV) knowledge among African American women.
- ▶ Increase the number of African American women who get screened for cervical cancer.
- ▶ Identify ways to reduce or remove barriers to cervical cancer screening.
- ▶ Make an impact on rates of cervical cancer among African American women.

The program can also help to:

- ▶ Build the capacity of your existing CHW program.
- ▶ Leverage funding to support your CHW program.
- ▶ Promote the visibility of your programs, CHWs, or clinic in the community.
- ▶ Improve communication between the community and the healthcare providers.
- ▶ Strengthen existing community partnerships or build new ones.



AMIGAS is a bilingual educational outreach program to help promotoras, community health workers, and other lay health educators promote cervical cancer screening among Hispanic women aged 21 to 65. AMIGAS stands for “Ayudando a Las Mujeres con Información, Guía y Amor para su Salud.” In English, this means “Helping Women with Information, Guidance, and Love for their Health.” Results from a clinical trial showed that AMIGAS was successful in increasing cervical cancer screening among Hispanic participants.

WHAT'S IN IT?

A full set of resources will help your CHWs prepare for and present a learning session and support women in their decision-making process to get screened.

The sections that follow provide a step-by-step guide for managing a Face Your Health program in your organization, including tips and strategies for planning your program, training staff, promoting the learning sessions, and evaluating your work. There are also strategies for sustaining and improving your program over time.

Thank you for helping women make positive changes for their health!

Face Your Health Resource List

ITEM	WHAT IT IS	HOW IT'S USED
Face Your Health: What Administrators Need to Know	Guide that provides program administrators with steps and tips to establish, manage, and sustain Face Your Health in your organization	General reference for managing a Face Your Health program
Administrator Job Aids	Tools such as forms, worksheets, and other materials: <ul style="list-style-type: none"> ✓ Program Overview ✓ Program Planning Worksheet ✓ CHW Training Evaluation Form 	Support the planning and oversight work of administrators
Face Your Health: What Community Health Workers Need to Know	Guide that provides CHWs with steps and tips for delivering a Face Your Health program, including preparing for, conducting, and following up after a learning session	General reference and training
CHW Job Aids	Tools such as checklists and tip sheets: <ul style="list-style-type: none"> ✓ Pre-learning Session Checklist ✓ Post-learning Session Checklist ✓ Learning Session Record Safety tips 	Support the day-to-day work of CHWs
Promotional Materials	Posters and social media images to promote Face Your Health and the importance of cervical cancer screening	Printed or shared on websites and social media sites
Lesson Plan	Script/talking points to guide CHWs through conducting a session and delivering the flip chart	Training and delivery of a learning session
Flip Chart	Core educational content of the program used to guide individual and group sessions	Training and delivery of a learning session
Games	Interactive games to build rapport, facilitate communication, reinforce lessons, and address barriers: <ul style="list-style-type: none"> ✓ Face the Facts, a test-your-knowledge game about cervical cancer ✓ Face Yourself, a game to discuss common challenges to getting screened for cervical cancer 	Training and delivery of a learning session
Follow-up Forms	Data collection forms: <ul style="list-style-type: none"> Contact Sheet with participant information and space to log followup Evaluation Form to document feedback from participants 	Distributed by CHWs for women to complete after a session
Take-home Materials	Informational handouts for participants: <ul style="list-style-type: none"> ✓ Promise Sheet (signed pledge to get screened) ✓ Appointment Sheet ✓ Fact Sheet ✓ Resource Sheet with information on local clinics that offer screening 	Distributed by CHWs for women to keep after a session
Quick Reference Guide	A glossary of medical terms related to female health and cervical cancer, along with answers to questions not covered in the flip chart or lesson plan	General reference and training, and to supplement a learning session



MANAGING A FACE YOUR HEALTH PROGRAM

IN THIS SECTION

Learn how to prepare for launching a Face Your Health program:

- ▶ Plan your program, including identifying your team, resources, and internal support
- ▶ Train your team
- ▶ Continue marketing and promotion
- ▶ Promote Face Your Health learning sessions, including through local partnerships
- ▶ Evaluate your program and share result

Congratulations! You have decided that Face Your Health can help your organization promote cervical cancer screening in your community. Now you're ready to take the steps to make the program a success!

STEP 1: PLAN

Describe Your Program and Its Goals

Make sure everyone in your organization agrees with what your program is going to do and how you will reach your goals. Involving CHWs will help them understand why the program is important and their role in its success. If you have community partners supporting your program, you may also want to invite them to your planning discussions.

Work together as a team to answer these questions:

- ▶ How will we recruit women to participate in Face Your Health?
- ▶ How many women will we recruit each year?
- ▶ How will we deliver the program?
- ▶ Where will women get screened?
- ▶ How many women will we screen each year?
- ▶ How will we track the services provided to women?
- ▶ How will we know if women like participating in the program?
- ▶ How will we know if the program is increasing cervical cancer screening?

Identify the Resources You Will Need

Implementing a new program takes time and money. How much will depend on your program and your community. It also depends on how large a program you want to have. Research conducted on AMIGAS demonstrated that the average cost of delivering the program was less than \$200 per woman served.⁶ However, your costs might vary. **Appendix A** has a sample **Program Planning Worksheet** to help you think about the resources you need to implement a Face Your Health program in your community.

⁶Lairson DR, Chang Y-C, Byrd TL, Smith JL, Fernandez ME, Wilson KM. Cervical cancer screening with AMIGAS: a cost-effectiveness analysis. *Am J Prev Med* 2014;46(6):617–23.

Identify Your Team

Select and train a team of people responsible for implementing Face Your Health in your community. Team members can be employees from your own organization (including other departments or programs within your organization) and community partners. Responsibilities will include:

- ▶ Planning, oversight, management, and training.
- ▶ Preparing materials for outreach and promotion.
- ▶ Making initial contact with women.
- ▶ Conducting learning sessions.
- ▶ Following up on and tracking outreach efforts.
- ▶ Evaluating and assessing impact.

Some responsibilities will overlap. You'll need at least one person to focus on planning, training, and day-to-day management of the program. These tasks are likely to require the greatest amount of effort. Learning sessions and follow-up with women should be done by experienced CHWs trained to deliver the program. Evaluation can be done by internal staff with experience, or through partnerships with local academic research organizations.

When selecting staff, look for people who have:

- ▶ Experience designing, promoting, or implementing community outreach activities.
- ▶ Experience working in healthcare settings.
- ▶ Knowledge about and enthusiasm for cancer prevention.
- ▶ Good active listening skills.
- ▶ Flexibility and adaptability in group and one-on-one interactions.
- ▶ An open, approachable, and professional demeanor.
- ▶ Ability to project confidence with the information being provided.
- ▶ Some familiarity with medical terminology.

Build Internal Support

Getting internal support is critical to the success of Face Your Health. Your organization's leadership may help you get the resources to start the program and keep it going. They might also help promote the program and gain support from community leaders as well as organization staff. Support from staff is important also because they may directly interact with the women you want to participate in the program.

As you build support for Face Your Health, think about **who** you need to support the program:

- ▶ Who are the leaders or managers in your organization that need to be engaged?
- ▶ Are there board members who need to be involved?
- ▶ Are there providers or other staff who need to buy in?

Think about **what** these supporters need to know to become program champions:

- ▶ Do they want to know how Face Your Health will benefit women in your community?
- ▶ Do they need to see how the program will help your organization meet its goals?
- ▶ Do they need to understand how the program will affect their time and work flow?

Use the **Face Your Health Program Overview** to start the conversation; see **Appendix B**.

- ▶ Why improved cervical cancer screening is important to your organization and your community.
- ▶ How Face Your Health may benefit your organization and your community.
- ▶ How the program will operate on a daily basis.
- ▶ How it can benefit other programs in the organization.

You may also want to gather local information to help make your case—such as cervical cancer rates for African American women in your county or state, the prevalence of risk factors in women in your community, or the availability of free or reduced-cost cervical cancer screening services. CDC's website also has up-to-date statistics on cervical cancer for the entire country and for individual states at www.cdc.gov/cancer/dataviz.

STEP 2: TRAIN

Before your CHWs begin recruiting women and scheduling learning sessions, make sure they have the tools and training they need to be successful.

Identify Training Goals

As you design a training plan to fit your needs, be clear about your goals and what you want CHWs to be able to do. This will help set expectations for your team and ensure roles are clearly defined. For example, you may want your CHWs to:

- ▶ Understand the goals of Face Your Health.
- ▶ Understand their role at all stages of the program—from recruitment through monitoring and evaluation.
- ▶ Understand how women are screened and treated for cervical cancer.
- ▶ Understand what challenges women face to getting screened and how they can overcome them.
- ▶ Be familiar with local resources available to support women and know how to access them.
- ▶ Be able to recruit eligible women from the community to attend learning sessions.
- ▶ Have the skills to conduct learning sessions for individuals and groups.



TIP: As you design the training, remember that CHWs:

- Bring a wealth of knowledge from their own experiences.
- Reflect the values of the community.
- Are trusted members of their community.
- Have a range of literacy and health literacy skills.
- May or may not have taken part in a formal training program before.
- May or may not be familiar with cervical cancer and related medical terminology.

Identify Your Training Strategies

When designing your training schedule and adapting Face your Health for your program, consider incorporating strategies from commonly accepted adult learning theories and approaches. Adult learning occurs best when it:

- ▶ Is self-directed.
- ▶ Shows respect for the learner.
- ▶ Draws on the learner's own experiences.
- ▶ Fills an immediate need.
- ▶ Involves the learner.
- ▶ Is reflective.
- ▶ Provides feedback.
- ▶ Takes place in a comfortable environment.

Prepare and Deliver Training Content

Use the Face Your Health lesson plan and flip chart as your primary training tools. Lesson plan documents include instructions for playing the interactive games and samples of the follow-up forms and take-home materials. The Quick Reference Guide with a glossary of medical terms will help prepare the CHWs to address more detailed questions about cervical cancer. Practice with your CHWs using these program components.

We recommend you plan for three in-house training sessions, approximately 2 to 3 hours per session. You may need more time, or less, depending on how familiar the CHWs are with cervical cancer and current screening guidelines. We suggest setting aside time for the CHWs to do role-playing and practice what they've learned.

Here are suggestions for organizing training sessions. See **Appendix B** for a sample **CHW Face Your Health Training Agenda**. Choose a time and place that's convenient for the CHWs. If you can, provide light refreshments at each session.

- ▶ **First Session.** Provide an overview of the program. Orient the CHWs to cervical cancer and current screening tests and guidelines; screening recommendations are available from the U.S. Preventive Services Task Force (www.uspreventiveservicestaskforce.org). Talk about your program's policies on confidentiality.
- ▶ **Second Session.** Walk the CHWs through a learning session from start to finish—delivering the flip chart, playing the games, and using the materials to collect information for follow-up. Begin a practice dialog with women about getting screened. Have the CHWs practice with each other.
- ▶ **Field Test Assignment.** Allow a few days between the second and third sessions for the CHWs to practice conducting individual or group sessions in their community.
- ▶ **Third Session.** Hold the final session after the CHWs have tried out their skills in the field. Use this session to discuss their experiences using the Face Your Health program.



TIP: During the final session, set aside time to discuss follow-up, recordkeeping, and confidentiality. If the CHWs understand why program documentation is important and what records are needed, you will get better information. The more complete your records, the better you are able to assess progress and success, build a stronger program that can be sustained over time, and continue to serve the community.

Evaluate Your Training

Consider creative ways to get feedback on the skills the CHWs have gained through the training. These might include asking them to:

- ▶ Role-play skills learned in the training. For example, ask them to role-play a situation in which they are counseling an older woman about cervical cancer screening.
- ▶ Fill out a **CHW Training Evaluation Form**; see **Appendix C**. Use the feedback to improve your training program. You might also want to test the knowledge of your CHWs before and after the training.
- ▶ Give verbal feedback on the training sessions on an ongoing basis so the trainer can make any necessary adjustments.

STEP 3: PROMOTE

Community partners can help you implement Face Your Health, recruit women, and provide cervical cancer screening. Before you start reaching out to potential partners, think about:

- ▶ Who should know about the program when you are ready to implement it?
- ▶ Who can help you encourage women to participate?
- ▶ Who can provide resources to support women who want to get screened, such as for transportation or childcare?
- ▶ Who can help with referrals for treatment?

After you've identified who you need to reach in the community, think about how you want to reach them.

- ▶ Can you build on existing ties you've established through other programs?
- ▶ Do others in your organization have relationships with people or agencies that can help you?
- ▶ Are there public relations experts within your organization who have contacts with the local media? If so, ask them to help you develop promotional messages and a media plan.
- ▶ Can you use social media—such as Facebook, Twitter, and Instagram—to promote the program?

Next, think about **what you want to say** to gain their support. Organizations will want to know what their specific role will be. They may want to know how their participation can help the women they serve—and how their support could be a “win-win” in helping them advance their organization’s own goals.

To help organize your thoughts and practice your pitch, develop a simple worksheet documenting the kinds of organizations you want to contact, how they could help, and what messages or “selling points” could persuade them to help. The **Face Your Health Program Overview** includes talking points you can use.

Sample Worksheet for Partner Engagement

Who Can Help	How They Can Help	What the Benefits Are
Local clinics	<ul style="list-style-type: none"> ✓ Provide low- or no-cost screening services ✓ Promote Face Your Health learning sessions ✓ Provide referrals for treatment 	<ul style="list-style-type: none"> ✓ Contributes to better health for women in the community ✓ Broadens reach of your screening services ✓ Helps your organization work toward its screening targets ✓ Helps get women into care before problems arise, when treatments are more effective and less costly ✓ Brings a value-added educational component to your patient base
Local organizations that serve women in your community (churches, childcare centers, businesses)	<ul style="list-style-type: none"> ✓ Promote Face Your Health learning sessions via posters, messages on social media channels ✓ Assist with transportation or childcare services 	<ul style="list-style-type: none"> ✓ Contributes to better health for your congregation, customers, etc. ✓ Broadens reach of your services or products ✓ Establishes your organization’s support for a healthy community ✓ Creates a link to health-related services that can be leveraged for other conditions affecting the community
Local charities or nonprofit organizations	<ul style="list-style-type: none"> ✓ Provide transportation or childcare services 	<ul style="list-style-type: none"> ✓ Contributes to better health for women in the community ✓ Broadens reach of your services ✓ Creates a link to health-related services that can be leveraged for future partnerships and/or contracts

STEP 4: EVALUATE

Evaluating your program can help you see whether Face Your Health is making a difference in your community. You can then share this information with your funders, your managers, and the community to maintain and grow support for your program. Knowing how effective your program is can help partners and champions justify continuing or expanding their support. Positive results may also increase community awareness of cervical cancer and cervical cancer screening. Sharing your results can contribute to the scientific base for community public health programs. General descriptive findings may help generate creative ideas for future health promotion activities.

Evaluating your program can also help make it better. For example, you may learn that having a booth at community health fairs is a good way to recruit women and promote Face Your Health learning sessions. You might want to involve CHWs in the evaluation—this will help them understand why information must be collected carefully and help them use the evaluation results to improve what they do. If community partners are supporting your program, invite them to participate in the evaluation as well.

Identify Your Evaluation Questions and Data Sources

Review your program description and goals. Refer to your answers to questions in **Step 1: Plan— Describe Your Program and Its Goals**, where you identified what you hope to accomplish and how you'll do it. Your evaluation will help you gauge success in reaching these goals and learn what you can do better.

After you've reviewed your program description, decide what questions you want to answer. The evaluation can answer questions about the implementation of Face Your Health, such as how many learning sessions you delivered. It can also answer questions about the outcomes, such as how many women were screened. The table on the next page lists questions to consider.

Once you know what questions you want to answer, decide what data you need to answer them. You might need to collect data from more than one source. Some of the sources may already be available in your organization, such as records on the number of women screened for cervical cancer. The table also lists potential data sources.



Sample Evaluation Questions and Data Sources

Question	Data Source(s)
How many CHW trainings have we delivered?	CHW training records from supervisor
How many CHWs have we trained?	CHW training records from supervisor
Are CHWs satisfied with the training they received?	CHW Training Evaluation Forms
How many learning sessions have we conducted?	CHW Learning Session Records
Have we delivered learning sessions in the communities we want to reach?	CHW Learning Session Records
How many women have attended our learning sessions?	Contact Sheets
Are women satisfied with the learning sessions?	Learning Session Evaluation Forms
How many women have we referred for screening?	Contact Sheets
How many women have been scheduled for screening?	<ul style="list-style-type: none"> ✓ Contact Sheets ✓ Clinic records
Are we helping women address barriers to screening?	<ul style="list-style-type: none"> ✓ Contact Sheets ✓ Follow-up interviews with and field notes from CHWs and supervisors ✓ Follow-up interviews with participating women ✓ Learning Session Evaluation Forms

Below are more detailed descriptions of the potential data sources and the information they can provide. You may not have the time and resources to collect all the information listed here. Determine what's feasible for your organization.

- ▶ **CHW training records.** Summarize information from your Face Your Health training records to see how many CHW training sessions you delivered and how many CHWs attended.
- ▶ **CHW Training Evaluation Form.** Feedback from CHWs on the training they received and how you can improve it. This form is especially important for organizations that want to offer training continuously. Feedback can help determine the most effective training methods.
- ▶ **Contact Sheet.** Information from these sheets can tell you how many women participated in learning sessions overall, how many CHWs were able to reach women during follow-up, what women's plans are for getting screened, and how many women actually scheduled a screening after the session. This information can give you a sense of the impact learning sessions are having on women's feelings and plans about cervical cancer screening.
- ▶ **Clinic records.** You may need to go directly to the clinics you work with to find out how many women have scheduled or completed screening appointments. You can do this through a review of clinic records or through individual patient chart reviews, if you have access. Discuss this with the clinic in advance to be sure you are meeting guidelines to protect health information.
- ▶ **Learning Session Evaluation Form.** Information from these forms provide insight on what women think about the learning sessions, whether the sessions are encouraging them to get screened, and whether there has been an impact on their intentions to get screened.
- ▶ **Follow-up interviews with and field notes from CHWs and their supervisors.** Getting input from CHWs can help you understand why the program is working or not. You can ask CHWs to share their experiences delivering the learning sessions and what they think can improve the program, including addressing barriers to screening.
- ▶ **Follow-up interviews with participating women.** You can gain useful information talking directly with women in the community. You may learn specific reasons why they are not getting screened for cervical cancer and what can be done to help.

Decide When to Conduct Your Evaluation

Once you have settled on the questions you want to answer, decide when to conduct your evaluation. Regularly track your activities so you can identify problems and quickly address them. In the section “**Keeping Your Work Going**,” we suggest ways to monitor your program and make improvements. You may also want to conduct an annual evaluation to see if your program has reached its targets, such as number of women reached and number of women screened.

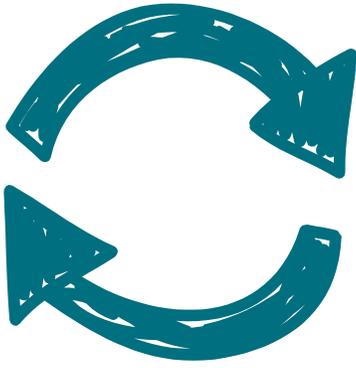
If you’re not familiar with how to conduct an evaluation, consult with evaluators inside or outside your organization. A local university may have staff or students that can help you. There are also online resources and publications. We have provided a list of resources in **Appendix E**.

Share Your Results

It’s important to share accomplishments with those who have helped make your program a success.

Your organizational leaders, CHWs, and other staff will want to know that their work is helping women get screened for cervical cancer. It may heighten their commitment to the Face Your Health program and to your organization, and make them more likely to advocate for continuing or expanding your program and encourage women to participate.

If community leaders have supported your program, sharing your accomplishments will further demonstrate your accountability to the community. Also, when the community becomes aware of the good work you are doing, it can raise the reputation of your organization and attract future funding. See the section “**Keeping Your Work Going**” for suggestions for sharing your results with others.



KEEPING YOUR WORK GOING

IN THIS SECTION

Learn how to sustain your Face Your Health program, including guidance on how to:

- ▶ Support your CHWs
- ▶ Maintain partnerships
- ▶ Continue marketing and promotion
- ▶ Disseminate your results
- ▶ Make continuous improvements

SUPPORT YOUR CHWs

Providing ongoing support to CHWs will help them do the best job they can and help you maintain the quality of your Face Your Health program. Keeping them informed will let them know they are critical to the success of your program and to helping women in your community be healthy. Here are some strategies for supporting your CHWs.

- ▶ **Regular check-ins.** You may want to check in with CHWs once they are in the field delivering the Face Your Health program. You can provide feedback, reinforce learning, and address any problems they may have. During the first 6 months of the program, monthly check-ins will provide ongoing support and capacity building. As CHWs become more experienced, check-ins can occur less often. CHW supervisors can tell you how much monitoring is needed. Regular check-ins may include meetings, phone calls, or emails.
- ▶ **Newsletters.** Newsletters with articles written by or about CHWs can keep them informed about and engaged in the project. Include success stories or tips on how to overcome challenges in the field.
- ▶ **Ongoing education and resource updates.** Keep CHWs updated on cervical cancer screening guidelines to make sure they provide women with the most accurate information. Provide regular updates on community resources available to women getting screened, such as changing clinic hours or new services. You can do this during check-ins or through communications, like a newsletter.
- ▶ **Mentoring.** Mentoring offers one-on-one learning from a trusted, experienced, and respected coworker or supervisor. Mentoring can help reinforce CHW learning and provide support. Helping experienced CHWs become better leaders and role models for newer CHWs can also be very empowering and can contribute to their personal growth and life-long learning. This, in turn, can increase their employment opportunities, self-esteem, and status within their communities.
- ▶ **Staff supervision.** Supervisors of CHW programs have many responsibilities. They include providing initial program orientation, arranging training and continuing education, managing program records, and monitoring performance. A good supervisor needs to be confident that CHWs know their roles and responsibilities. The supervisor can respond to emerging issues with problem-solving sessions or continuing education.
- ▶ **Recognition and incentives.** Individual recognition by supervisors can encourage CHWs to continue their good work. Recognition by the larger organization or the community can acknowledge major accomplishments, such as completion of training or successfully meeting recruitment goals. Recognition and incentives should be meaningful to workers.



TIP: Ideas for recognition and incentives that keep CHWs engaged and motivated include:

- Support for professional development.
- Graduation ceremonies after completing training or certification programs.
- Framed certificates of completion.
- Flexible work schedules.
- Small gifts such as T-shirts or mugs when they reach performance milestones.

These types of non-monetary incentives may be especially helpful if your CHW program uses unpaid volunteers.

MAINTAIN PARTNERSHIPS

If you have engaged partners to support your program, it's important to nurture and maintain those relationships. Conduct regular check-in calls or meetings with your partners to get feedback on how they think the partnership is working. Ask them questions such as:

- ▶ How is the partnership working? What is working well? What could be done better?
- ▶ What have they gotten out of the partnership?
- ▶ Do they feel their concerns and suggestions are being heard and addressed?
- ▶ What ideas do they have for changing or improving the partnership?

Use these check-ins to provide updates on the program such as how many learning sessions you've conducted, how many women have attended, and how many women have been screened. If the partner has donated items, such as gifts, meeting spaces, or food, report back on how you've used these items and how they have helped support your program. You may also want to provide ongoing public recognition of your partners' support (with their permission) through your organization's social media sites, website, newsletters, meetings with key stakeholders, and media outreach or press releases.

CONTINUE MARKETING AND PROMOTION

Maintain the visibility of your Face Your Health program even when you don't have learning sessions scheduled. Make sure partners, organizational leadership, local influencers, and women in the community connect your program to cervical cancer awareness and screening.

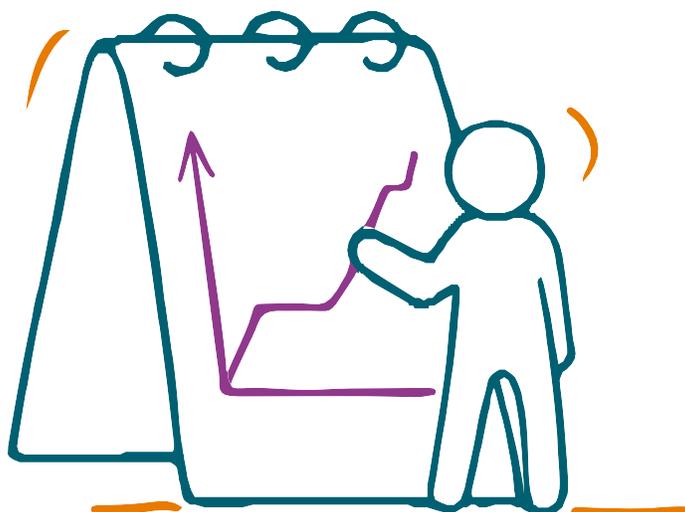
Here are some tactics for ongoing promotion:

- ▶ Leverage activities such as health observances—especially Cervical Cancer Awareness Month in January—other screening campaigns or educational sessions, or health fairs to not only promote Face Your Health, but also to spread messages about cervical cancer to raise awareness and encourage screening. Adapt content and/or images from the Face Your Health lesson plan to use in your promotional activities.
- ▶ Raise awareness throughout the year by incorporating key facts about cervical cancer and screening reminders into your organization's regular promotional activities—e.g., in social media posts, website features, community newsletters, texting services, and other communications.
- ▶ When asking partners to share your messages and announcements, make it convenient for them. Give them prepared text or images to use.
- ▶ Reinforce your CHWs' ties to the community by publishing their profiles or personal stories on your website or social media accounts, or in newsletters or other correspondence with the community.
- ▶ Share results from your evaluation of the program to celebrate your accomplishments, show the value of the program to your community and partners, and encourage ongoing support. See below for a more detailed discussion about dissemination.

DISSEMINATE YOUR RESULTS

Take time to celebrate your accomplishments with key stakeholders, such as your organization's leadership, community partners, CHWs, and the community at large. You have all worked hard and deserve recognition. Your dedication to saving lives is something to honor and celebrate! Here are some outlets you can use to share your successes.

- ▶ **Community meetings.** Regular meetings with local partners and CHWs are a great way to bring everyone together and provide updates on the program. Meetings are an opportunity for everyone to ask questions and discuss other needs that may be best addressed by the larger group.
- ▶ **Presentations.** Presentations at professional meetings and conferences can get your results out to many people in a short period of time. Presentations also give people the chance to ask questions. Community members may want to hear directly from your CHWs and from women who have participated in your program.
- ▶ **Publications.** If you want to reach professional audiences, you may want to prepare an article to submit to a journal. Each journal provides information on submission criteria.
- ▶ **Reports.** Funding organizations may ask you to prepare a formal report detailing your program's accomplishments. These reports often include information on how funding was used, how many women you reached, and how many were screened.
- ▶ **Social media.** Posts on social media sites are a fast, inexpensive way to spread information about your successes. Keep the posts short and focused on one or two key results that are important to the community. If possible, include images in your post to encourage engagement and sharing.
- ▶ **Press releases.** Prepare a short, one-page summary of your program and its results to send to local news outlets so they can report on your program's success.



MAKE CONTINUOUS IMPROVEMENTS

Effective programs monitor their progress and use the information they collect to make improvements along the way. Many programs monitor their progress on a regular basis (such as monthly or quarterly) so they can quickly address problems. You can use what you learn from your evaluation activities to:

- ▶ Find strengths to capitalize on and ways to improve your program.
- ▶ Focus on what works and fix or discontinue less effective activities.
- ▶ Demonstrate effort and success for potential partners and funders.

Here are key areas you may want to focus on:

- ▶ **CHW Face Your Health training.** Review your training records to see if you are meeting your targets for number of CHW trainings delivered and number of CHWs trained. This is also a good time to review the CHW Training Evaluation Forms to see if there are parts of the training that need to be improved. You may learn that you need to lengthen or shorten certain parts of the training, or that CHWs need more time to practice what they've learned.
- ▶ **Face Your Health learning sessions.** If you're not reaching your targets for number of learning sessions delivered and number of women reached, meet with the CHWs to identify challenges and develop solutions. The Learning Session Evaluation Forms can tell you what women think about the learning sessions and how you can adapt. For example, you might learn that women don't like the games. You might choose new games or other learning activities that reinforce key messages and learning objectives. If women don't feel their questions are being answered or if they're having a hard time understanding the material, CHWs may need to spend more time on certain information and less time on other information.
- ▶ **Screening referrals and delivery.** Follow up with local clinics to see if the women participating in your program are getting screened. This may involve reviewing clinic records or individual patient charts, with the clinic's permission. You can also review the Contact Sheets to see if women have been screened since attending a learning session and if not, why. You might learn that women are encountering long waits at certain clinics or that transportation is a barrier. You can then work with the clinics, CHWs, and partners to develop strategies for addressing these barriers.
- ▶ **Promoting and encouraging on-time, regular screening.** Once you've successfully implemented Face Your Health, identify ways to stay in touch with women during the 3- to 5-year screening interval. Building long-term relationships with women allows you to help them stay on the recommended screening schedule. Stay aware of the latest screening recommendations and communicate any updates to the women you serve.

Staff play an important role in making your program better. They can provide real-time information on how the program is doing. They do much of the recordkeeping needed to monitor your progress. They can also help you implement changes. Work with program staff to help them understand their role in monitoring and improving your program. For example, CHW supervisors can ensure all data in the records are correct, complete, and consistent. They may also oversee data entry and the preparation of data summaries. CHWs will need to document their work, such as how many women they have reached, the services they've provided, and the outcomes of those services. The **Contact Forms** and **Learning Session Evaluation Forms** can help CHWs with recordkeeping.

Strategies for Streamlining Recordkeeping

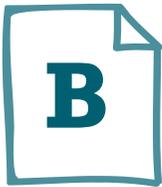
- Consolidate the information from several forms into one.
- Have CHWs work in pairs or groups to complete the forms and review each other's work.
- Maintain continuous communication by phone or in person to encourage CHWs to complete their forms.
- Check forms for accuracy and provide timely feedback if mistakes are found.
- Assist CHWs who may be having problems with recordkeeping.
- Reward CHWs for a job well done with recordkeeping and evaluation.



APPENDICES



Sample Face Your Health Planning Work Sheet



Face Your Health Program Overview



Sample CHW Face Your Health Training Agenda



Sample CHW Training Evaluation Form



Resources for Evaluation



APPENDIX A. Sample Face Your Health Planning Work Sheet

Staffing: Some programs use paid CHWs; others use volunteers or consultants. Estimate how many CHWs you will need and how much they will be paid. Also, estimate the cost for other staff, such as program directors or supervisors. If staff are paid, include payroll taxes and benefits. These might include FICA, unemployment, retirement, Social Security, and workers' compensation and can range from 25% to 35% of annual salary.

Staff Member	Cost	Unit	Total Cost
Supervisor/Program Coordinator (including benefits)	\$56,000	1 FTE	\$56,000
CHW Staff (including benefits)	\$32,000	2 FTE	\$64,000
Total			\$120,000

Office supplies: You will need a computer with Internet access to download and customize Face Your Health materials from CDC's website, and a printer to make copies. You may also need to provide CHWs with laptops or cell phones, and you will need other basic office supplies such as paper, pens, and pencils.

Item	Cost	Unit	Total Cost
Basic office supplies (paper, pens, copies)	\$500	1	\$500
Technology (cell phones)	\$150 per year	2	\$300
Total			\$800

Incentives, gifts, and other support (optional): You may want to offer CHWs (especially volunteers) small incentives or gifts to support celebration of key program milestones, such as completing the CHW training or reaching outreach or engagement targets. You may want to provide food or childcare at the training. CHWs might want to give small items to women who attend sessions, such as travel-sized bottles of shampoo or soaps, notebooks, pens, recipes, small kitchen tools, coffee mugs.

Item	Cost	Unit	Total Cost
Incentives for Face Your Health participants (certificates and for graduation ceremonies)	\$50	2 per year	\$100
Gifts for CHWs	\$0	0	\$0
Food and childcare (food for CHW graduation ceremonies)	\$150	2 per year	\$300
Total			\$400

Travel: You will need to reimburse CHWs for mileage, bus or train fare related to travel to CHW training and the learning sessions.

Item	Cost	Unit	Total Cost
Mileage	\$200	2	\$400
Bus fare	\$50	1	\$50
Total			\$450

Facilities: If your organization does not have meeting space, you may need to rent facilities to conduct CHW training sessions as well as the learning sessions.

Item	Cost	Unit	Total Cost
CHW training facility rental (if not available for free)	\$100	3 (training sessions)	\$300
Learning session facility rental (if not available for free)	\$0	0	\$0
Total			\$300

In-kind (donated) resources: You may be able to get donations to help with Face Your Health. These might include staff time such as administrative support. It might also include meeting or storage space, incentives and gifts, brochures, phone, copying, or access to a computer. Showing all of the donated resources you receive will help show the support you have inside your organization and the community for the program.

Item	Cost	Unit	Total Cost
Coffee mugs and note pads donated by local hospital for women attending learning sessions	\$1,000	1	\$1,000
Bottled water donated by local supermarket for women attending learning sessions	\$300	1	\$300
Total			\$1,300

Indirect costs: Costs related to an organization's administrative overhead, or costs required to run the organization might include facility fees, some personnel costs, shared equipment costs, etc. Add these to the total program cost, as applicable. Each organization determines its own indirect costs.

Item	Total Cost
Subtotal	\$123,250
Total (20% of total expenses)	\$24,650
TOTAL	\$147,900

APPENDIX B. Face Your Health Program Overview



FACE YOUR *Health* A LEARNING SESSION FOR WOMEN

If African American women in your community are not taking advantage of local cervical cancer screening resources, Face Your Health is a proven program that can help!

WHAT IS IT?

Face Your Health is an educational outreach program to encourage African American women to get screened for cervical cancer.

WHO IS IT FOR?

Face Your Health was designed for African American women aged 21 to 65 who have never been screened for cervical cancer, or who don't get screened regularly.

WHY IS IT IMPORTANT?

It's especially important for African American women to make getting screened for cervical cancer a priority.

- ▶ African American women are more likely than other women—except Hispanic women—to develop cervical cancer.
- ▶ They are also more likely to die from this disease than other women in the United States.
- ▶ Many women do not understand why they need screening, when they should be screened, and how they can be screened.
- ▶ They may also face situations that make it harder to get screened, such as lack of insurance coverage or access to a regular health care provider or clinic.

The bottom line? This doesn't have to happen. Regular screening can help prevent cervical cancer or help find it early, when it's easier to treat.

Face Your Health encourages women to know their risk, get screened, and be the face of change.

WHAT MAKES IT UNIQUE?

- ▶ **Community-oriented:** Face Your Health was developed by researchers at the Centers for Disease Control and Prevention with input from experienced African American community health workers (CHWs) and program administrators. CHWs and other lay health educators deliver learning sessions in a variety of settings.
- ▶ **Audience-friendly:** The learning session and materials are easy to follow and understand. Visual aids engage women with different levels of reading skills and health knowledge.
- ▶ **Flexible:** CHWs can adapt the learning session for the number of participants, time available, and setting. The session can stand alone or be combined with another health topic.
- ▶ **Effective:** The program is rooted in scientific evidence, based on proven behavior change theories, and adapted from a program shown to increase cervical cancer screening in Hispanic women in a scientific study. Face Your Health's main messages and handouts were tested with African American women.
- ▶ **Interactive:** Games and other activities help review and reinforce information, promote discussion, and address concerns.
- ▶ **Easy to use:** Face Your Health can be integrated easily into outreach work CHWs are already doing. A lesson plan guides the sessions. Materials can be customized and printed from a desktop printer.



APPENDIX C. Sample CHW Face Your Health Training Agenda

CHW Face Your Health Training Agenda

Date:	Location:
--------------	------------------

Session 1: Face Your Health—An Overview

9:00–9:15 a.m.	Introductions
9:15–10:00 a.m.	Program overview
10:00–10:45 a.m.	Role of CHWs; overview of cervical cancer screening tests and guidelines (could include presentation on female anatomy by a medical professional, if desired)
10:45–11:00 a.m.	Wrap up

Session 2: Conducting Learning Sessions

9:00–9:15 a.m.	Delivery options (individual or group)
9:15–10:15 a.m.	Lesson plan, flip chart, and games
10:15–10:45 a.m.	How to respond to questions you don't have the answers to
10:45–11:15 a.m.	Follow-up forms and take-home materials
11:15–11:30 a.m.	Break
11:30 a.m.–noon	Role-playing practice
Noon–12:15 p.m.	Debrief
12:15–12:30 p.m.	Wrap up and field test assignment (CHWs field test all materials with two or three women in the community before Session 3)

[ALLOW 1 WEEK FOR FIELD TESTING]

Session 3: Recordkeeping and Follow-Up

9:00–10:30 a.m.	Discussion of field testing: successes, challenges, and problem-solving
10:30–11:00 a.m.	Recordkeeping and confidentiality
11:00–11:30 a.m.	Recommendations for recruiting women to participate in Face Your Health
11:30 a.m.–12:30 p.m.	Lunch
12:30–1:00 p.m.	Celebration and certificates

APPENDIX D. Sample CHW Training Evaluation Form



FACE YOUR *Health*

CHW TRAINING EVALUATION FORM

Today's Date: _____

For each question, please circle the number that best describes how much you agree or disagree with each statement. Your feedback will help us improve our training program.

Question	1 Strongly Disagree	2 Disagree	3 Not Sure	4 Agree	5 Strongly Agree
1. The training session was helpful.	1	2	3	4	5
2. The instructor was a good teacher.	1	2	3	4	5
3. The instructor understood the material.	1	2	3	4	5
4. There was enough time to cover all topics.	1	2	3	4	5
5. The feedback I got from the instructor was helpful.	1	2	3	4	5
6. I feel ready to lead a learning session.	1	2	3	4	5
7. I would recommend this training to other CHWs I know.	1	2	3	4	5
8. What did you like most about the training?					

9. What did you like least about the training?					

10. How can we make the training better?					

APPENDIX E. Resources for Evaluation

Chen HT. Practical program evaluation: assessing and improving planning, implementation, and effectiveness. Thousand Oaks, CA: Sage Publications; 2005.

Connell JP, Kubisch AC, Schorr LB, Weiss, CH. New approaches to evaluating community initiatives. New York, NY: Aspen Institute; 1995.

Fawcett SB, Paine-Andrews A, Francisco VT, Schultz J, Richter KP, Berkley-Patton J, et al. Evaluating community initiatives for health and development. In Rootman I, et al, editors. Evaluation in health promotion: principles and perspectives. Copenhagen, Denmark: World Health Organization; 2001. pp. 241–70.

Fetterman DM, Kaftarian SJ, Wandersman A. Empowerment evaluation: knowledge and tools for self-assessment and accountability. Thousand Oaks, CA: Sage Publications; 1996.

Fitzpatrick JL, Sanders JR, Worthen BR. Program evaluation: alternative approaches and practical guidelines. 3rd ed. Saddle River, NJ: Allyn & Bacon; 2004.

Patton MQ. Utilization focused evaluation. 4th ed. Thousand Oaks, CA: Sage Publications; 2008.

Rossi PH, Lipsey MW, Freeman HE. Evaluation: a systematic approach. 7th ed. Thousand Oaks, CA: Sage Publications; 2004.

Russ-Eft DR, Preskill H. Evaluation in organizations: a systematic approach to enhancing learning, performance, and change. Philadelphia, PA: Basic Books; 2009.

Shadish WR, Cook TD, Leviton LC. Foundations of program evaluation. Newbury Park, CA: Sage Publications; 1991.

Wholey JS, Hatry HP, Newcomer KE, editors. Handbook of practical program evaluation. 2nd ed. San Francisco, CA: Jossey-Bass; 2010.





FACE YOUR *Health*
A learning session for women

Know your risk.

Get screened.

BE THE FACE OF CHANGE.