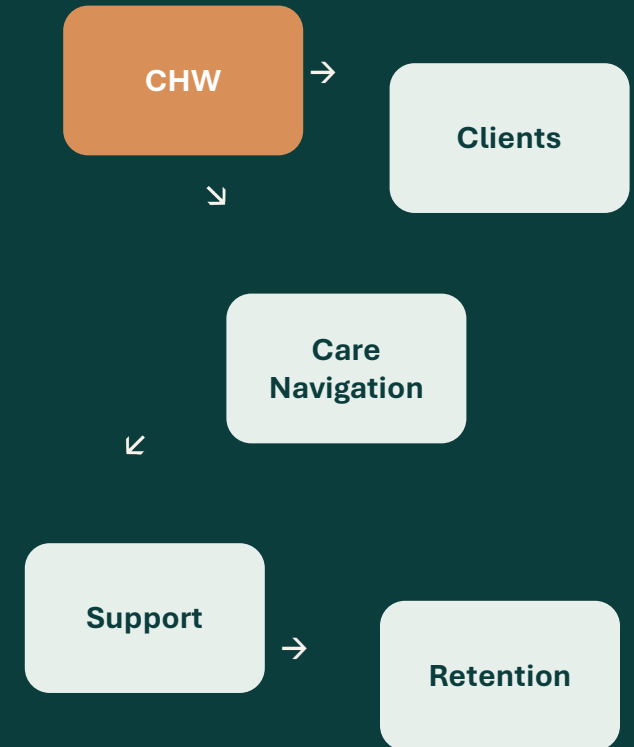


Reducing Community Health Worker Turnover

A comprehensive retention and workforce well-being strategy for ThriveBridge Community Wellness Center



The Management Problem

Three resignations in a small CHW team created a high-risk operational problem.

37.5%

annual voluntary CHW turnover
3 of 8 workers resigned

8

total community health workers
serving medically underserved
adults

12 mo.

implementation window
for the retention strategy

**Management issue:
workforce instability is
affecting service
continuity and
organizational capacity.**

Problem statement

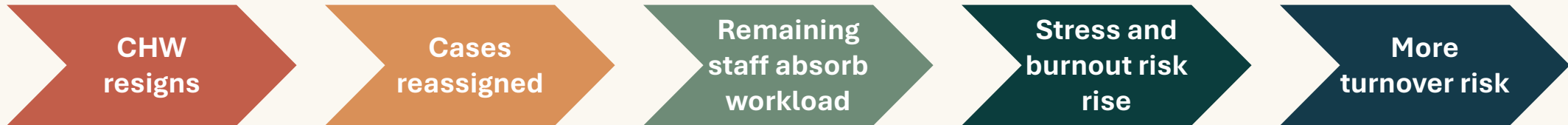
Turnover is disrupting client relationships, increasing workload for remaining staff, delaying services, and forcing repeated recruitment and training.

**Primary target: reduce
voluntary CHW departures
from 3 to no more than 1
during the 12-month
implementation period.**



Diagnosis: Turnover Is a System Problem

The proposal treats turnover as a management and process issue, not only an HR statistic.



Root causes identified through exit interviews and employee feedback

Unclear roles
Job responsibilities vary or expand without clear boundaries.

Inconsistent onboarding
New CHWs learn expectations unevenly.

Heavy caseloads
Vacancies increase workload for remaining staff.

Limited supervision
Support is not structured or consistently available.

Few advancement paths
Career growth is not visible or formalized.

Pay/security concerns
Compensation and job stability affect retention intent.



Evidence Guiding the Decision

The solution is built around organizational support, workload control, and career growth.

Organizational support, pay satisfaction, and job security were associated with CHWs' intention to remain in the workforce.

Kirkland et al. (2024)

Work overload is linked with burnout and intent to leave across healthcare workforce groups.

Rotenstein et al. (2023)

Retention interventions work best when matched to the actual needs and circumstances of the workforce.

De Vries et al. (2023)

Management implication

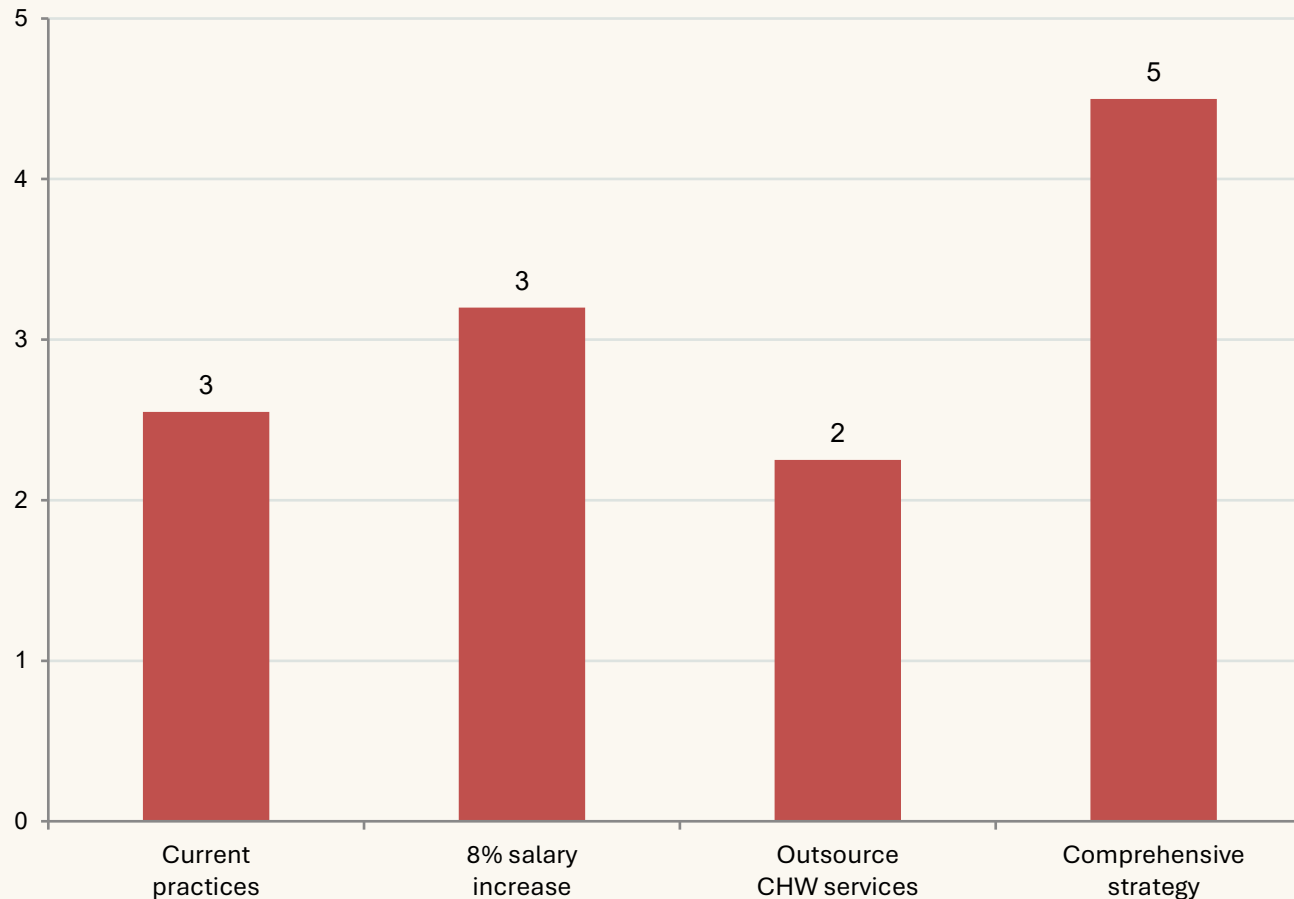
A salary increase may help, but it cannot solve onboarding, caseload, supervision, scheduling, recognition, or career pathway problems by itself.

Evidence-based decision making combines research, internal data, professional judgment, and stakeholder perspectives.



Alternatives Considered

A weighted decision matrix showed that the comprehensive strategy was strongest overall.



**Selected option: Alternative 4
Comprehensive retention and
workforce well-being strategy**

Why not the other options?

- Status quo keeps the cycle in place
- Salary alone misses workload and supervision problems
- Outsourcing weakens continuity and organizational control

Decision rule: choose the option most likely to reduce turnover while protecting mission alignment, employee acceptability, and sustainability.



Recommended Strategy: Retention as a Management System

The selected strategy aligns structures, processes, and employee supports.

Comprehensive Retention + Workforce Well-Being Strategy

**Role clarity +
caseload standards**

Define responsibilities and set a reasonable workload range.

**90-day onboarding +
mentorship**

Standardize training, field practice, and progress reviews.

**Supportive supervision
+
stay interviews**

Use monthly support and quarterly prevention-focused feedback.

**Career ladder +
professional
development**

Create CHW I, CHW II, and Senior/Lead advancement levels.

**Compensation review +
recognition + flexibility**

Address pay, benefits, scheduling, and visible appreciation.

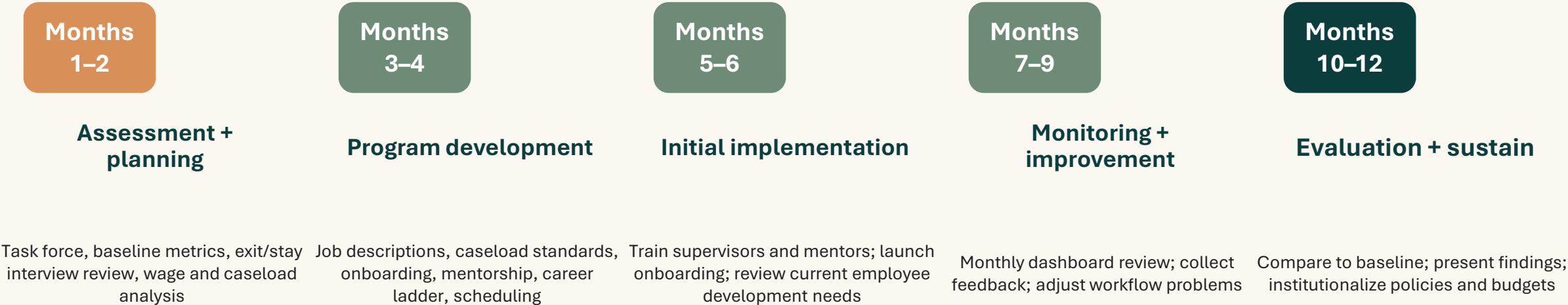
Design principle

The strategy treats CHWs as trained professionals and valued organizational partners rather than a temporary or informal workforce.



12-Month Implementation Roadmap

The plan moves from diagnosis to design, launch, monitoring, and sustainability.



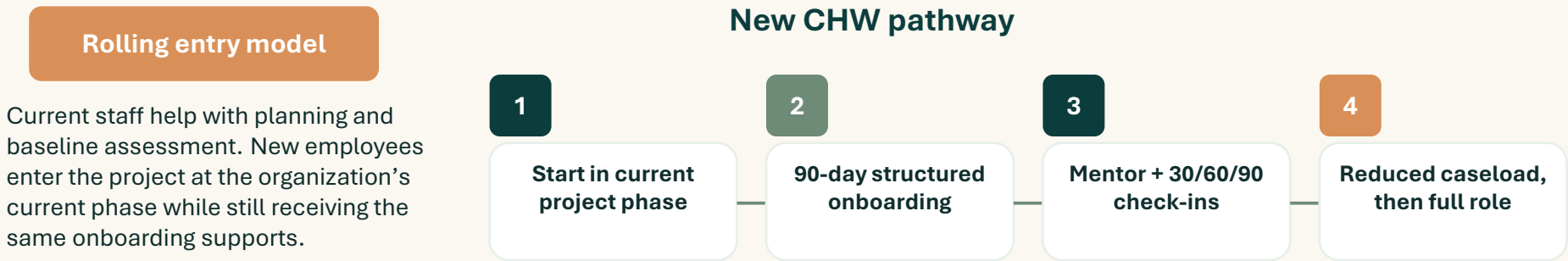
Governance structure

Executive Director sponsorship • HR/Operations lead • CHW Retention Task Force with peer-selected CHW representatives

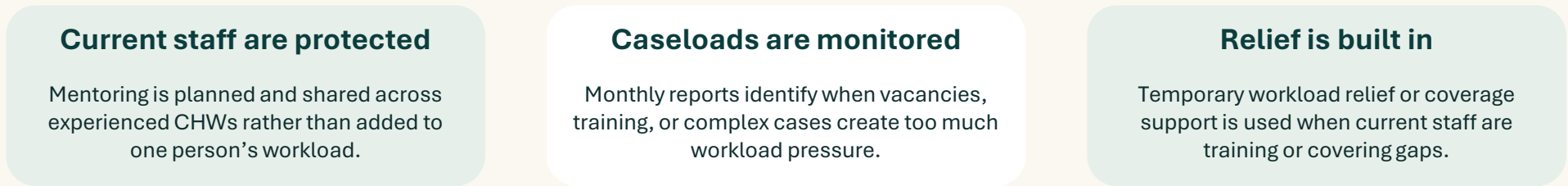
Key management commitment: review data monthly and make incremental corrections when the plan is not working as intended.

How New Employees Enter the Retention Plan

The plan works on a rolling basis, so new CHWs can be added without restarting the full 12-month project.



Burnout prevention guardrails



Evaluation clarity:

Existing and new employees are tracked by start date/cohort so results are fair and the new-hire learning period does not distort retention or performance data.

Key point: New employees join on a rolling basis, but no one is expected to “jump in” without onboarding, support, and workload protection.



Managing Resistance and Conflict

The proposal uses collaboration rather than top-down compliance.

Likely concerns	Collaborative response	Expected outcome
Supervisors: added time for stay interviews and support meetings	Clarify purpose, streamline templates, and include supervision in role expectations	Higher quality feedback and earlier problem solving
Finance: compensation and training costs	Phase budget items and prioritize high-impact retention supports	Lower avoidable recruitment and onboarding disruption
CHWs: confidentiality and fear of retaliation	Use aggregate reporting and transparent communication about how feedback is used	Greater trust and employee participation

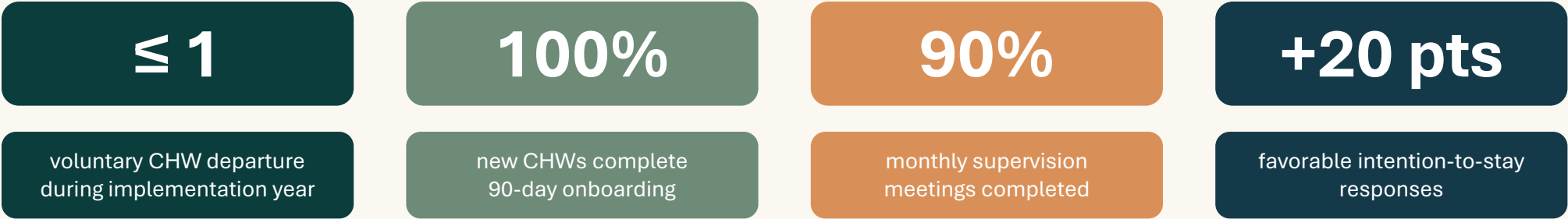
Conflict-resolution stance

Use collaboration when the outcome matters to multiple parties and long-term commitment is required.



How Success Will Be Measured

Evaluation uses structure, process, outcome, and service-continuity measures.



Evaluation dashboard

Structure	Updated job descriptions; formal CHW career ladder; approved caseload standards
Process	Onboarding completion; monthly supervision; quarterly stay interviews; caseload compliance
Outcome	Voluntary turnover; vacancy duration; job satisfaction; intent to stay; absenteeism
Service continuity	Timely client reassignment or warm handoff within five business days



Sustainability and Closing Recommendation

The strategy becomes sustainable only if it is built into routine management practice.

Institutionalize what works

Include onboarding, mentorship, stay interviews, and supervision in HR policies and supervisor expectations.

Budget for retention

Review compensation annually and include professional development in future grant applications.

Keep listening

Continue employee feedback, dashboard reviews, and incremental improvement after the first 12 months.

Final recommendation

Adopt the comprehensive retention and workforce well-being strategy to reduce avoidable turnover, stabilize services, support employees, and preserve trusted community relationships.

What success looks like: fewer resignations, more consistent client relationships, stronger employee voice, and a CHW workforce that can grow with the organization.

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Thank You

Questions?

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ThriveBridge Community Wellness Center

