

Health Center Digital Navigation Toolkit

Strategies to Accelerate Health Access in Washington's Community Health Centers



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**COMMUNITY
HEALTH NETWORK**
of Washington™

This Toolkit was funded by the Washington State Department of Commerce through a grant to the Community Health Network of Washington and was developed in collaboration with seven Community Health Centers across the state.

For more information or questions, contact LinktoCareWA@chnwa.org.

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Relevant Sections by Role

This Toolkit was created for a diverse range of audiences, each with their own needs. Below is a high-level roadmap to help guide different audiences to the sections of this Toolkit that may be most useful.

- **Health Center CEOs and Health System Stakeholders:** Executive Summary, Introduction, and Objective 2 - Sustainability are all key for a high-level introduction.
- **Health Center Managers, Implementation Staff:** The entire Toolkit is crucial for audiences responsible for implementing and supporting the program at the Community Health Center level. It helps explain the why, how, and what of integrating Digital Navigation within your Health Center.
- **Community Health Workers, Patient Navigators, Digital Navigators, Front Office, Call Center:** Objective 2 and Objective 3 are key for audiences who will be directly providing Digital Navigation services to patients.
- **Quality, IT, Marketing, Billing and Coding Staff:** Objective 1 and Objective 2 – Sustainability are key for audiences who will be engaged with assessing the Health Center’s status, needs, and a plan for sustainability.
- **Clinicians:** Executive Summary and Introduction sections provide an overview of the clinical and patient benefits of Digital Navigation.

Executive Summary

This Toolkit is based on the experiences of Community Health Centers that have built Digital Navigation programs in Washington state with the support of Community Health Network of Washington (CHNW). Community Health Network of Washington (CHNW), an organization comprised of 21 Community Health Centers across Washington, is providing this Toolkit to support Community Health Center Digital Navigation efforts and is committed to leading partnerships to expand health care through digital access.

To accelerate health care access, the Community Health Network of Washington, with funding from the Washington State Department of Commerce, created Link to Care WA and The Digital Inclusion Initiative, a collaboration with 12 clinics representing seven Community Health Centers across the state. Through the Digital Inclusion Initiative, Health Centers have increased individuals' access to online tools

and empowered patients, and clinics have found new ways to support access to health care through digital support. Learnings from this initiative were used to create materials that Health Centers can use to scale up Digital Navigation programs across the state, culminating in the development of this Toolkit.

The goal of this Toolkit is to inspire and guide Health Centers across Washington to develop sustainable Digital Navigation programs that address patients' technology needs, ensuring digital health care tools do not become barriers in access to care. These programs can also support capacity within clinics, enabling patients to directly manage their health care through online health portals and technology.

“In today's modern world, everything is digital. You need to get online to get health care, apply for benefits, and communicate with your kid's school. If our patients don't have a level of understanding, they lose out on resources across our community that can help them.”

Yakima Neighborhood
Health Services staff

Need for Digital Navigation in Health Care

The rise of telehealth and online health portals requires people to have digital access and skills to successfully manage their health care. Telehealth and health portals provide important access to health care but can create barriers when patients do not possess appropriate digital skills and tools. The state has identified the following target populations as priorities for this program: individuals seeking work, students seeking digital technical support, families supporting students, English language learners, Medicaid clients, people experiencing poverty, and seniors. Patients who may have the highest need for digital health support include seniors, immigrants, rural residents, agricultural workers, and people experiencing homelessness. Digital Navigation and Inclusion programs seek to help overcome this health access barrier.



Digital Navigation and Inclusion programs help your patients achieve Digital Access, which plays an outsized role in improving health by providing connections to and strengthening other social drivers of health, such as education, economic stability, housing, and social connections. Advancing digital literacy provides opportunities for at-risk populations to improve health outcomes through increased access to care, remote monitoring, health education, and social interaction.

Toolkit Use, Objectives, and Structure

A Digital Navigation program can provide broad and significant benefits throughout your organization, supporting your patients, clinical care goals, clinic providers and staff, and organizational goals. It supports Community Health Centers' mission to expand and improve health care access for everyone in Washington. Please consider this to be a "starter kit" in your development and implementation process, and use the Digital Navigation team at the Community Health Network of Washington for additional guidance, support, and resources.

This Toolkit contains strategies, practical tools, and real-world examples your Community Health Center can use to develop and implement a sustainable Digital Navigation program that achieves three key objectives:

Objective 1: Understanding Patients' Needs for Access and Digital Connections

- **Assessment Strategy: Assessing Digital Navigation Needs** — Provides guidance on how your Health Center can assess the Digital Navigation needs of your patients and the staff who support them. Includes guidance to engage your Health Center in an assessment, how to structure an assessment, and what elements to include. This assessment serves as the foundation for developing your program.

Objective 2: Building Capacity for Digital Inclusion to Support Access to Health Care

- **Workforce Strategy: Integrate Digital Navigation in Health Center Workforce to Support Patients** — Considers how to structure Digital Navigator roles at your Health Center.
- **Workflow Strategy: Integrate Digital Navigation into Health Center Workflows** — Considers how to develop workflows to integrate Digital Navigation and why and how to conduct patient screening for digital access.
- **Planning Strategy: Plan for Sustainability** — Covers key components recommended in a sustainability plan, including data collection and impact measurement, community partnerships, funding, and policy engagement.

Objective 3: Promoting Digital Access and Partnerships

- **Promotion Strategy: Develop and Scale Promotion for Digital Navigation** — Provides guidance on developing, implementing, and evaluating communications plans to raise awareness and interest in the Digital Navigation resources available in your clinics, communities, and through Link to Care WA to support your patients.
- **Partnerships Strategy: Develop Local Community Resources for Digital Readiness, Support and Access** — Identifies existing and potential resources and partners that can support and enhance your Digital Navigation efforts.

Introduction

The Role of Digital Inclusion in Health Care Access

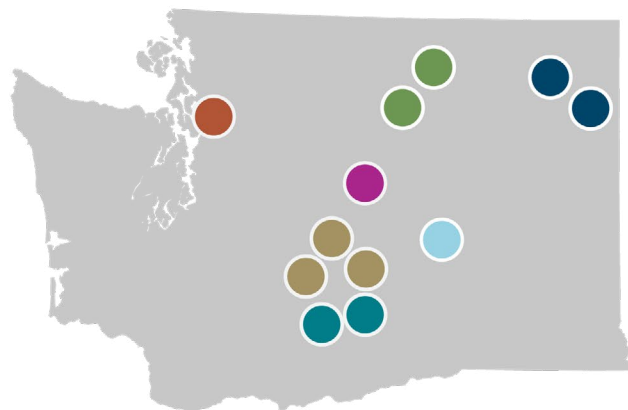
The rise of telehealth and online health portals, accelerated during COVID, is requiring people to have digital access and skills to successfully manage their health care. Telehealth and health portals provide important access to health care but can create barriers when patients do not have digital skills and tools. It is critical to provide Digital Navigation and Inclusion services to address digital barriers that lead to disparities and ensure health access.

Washington State Investments in Digital and Health Access

As part of Washington state's investments to advance digital inclusion, Community Health Network of Washington (CHNW), an organization comprised of 21 Community Health Centers, is leading the development of Digital Navigation work in health care settings through its Link to Care WA program, funded through a grant from the Washington State Department of Commerce. Link to Care WA supports Community Health Centers' capacity to provide Digital Navigation across the patient populations they serve, provides statewide Digital Navigation resources to all residents in the state, and supports community partnerships to strengthen digital access. The state has identified the following target populations as priorities for this program: individuals seeking work, students seeking digital technical support, families supporting students, English language learners, Medicaid clients, people experiencing poverty, and seniors.

In 2024, the Link to Care WA program developed the Digital Inclusion Initiative to lead Digital Navigation in Health Centers, which engaged seven participating Community Health Centers, including 12 clinics, across the state. The goal of this initiative is to test and establish ways Health Centers can assess their Digital Navigation needs, develop Digital Navigation programs, and implement these programs. Learnings from this initiative were used to create materials that Health Centers can use to scale up Digital Navigation programs across the state. Development of this Digital Navigation and Inclusion Toolkit is an important component of this to further expand the reach of Digital Navigation across Health Centers in Washington.

Participating Link to Care WA Health Centers



Another component of Link to Care WA is its statewide Digital Navigation resources to support your patients and all Washington state residents. Developed in tandem with Community Health Centers, these resources include:

- **Free Support Hotline:** The Link to Care WA hotline offers free one-on-one coaching for anyone in Washington. Hotline staff connect patients to digital devices and internet service programs and provide skills coaching. They also help patients feel comfortable using telehealth and online portals to get health care. Patients can call 866-757-1832 (TTY: 711) to obtain help from a real person. The hotline supports over 100 different languages and dialects through an interpretation service. Hours: Monday–Friday, 8 a.m. to 5 p.m.
- **Website:** The [Link to Care WA website](#) includes an online library of resources designed for Health Center patients, including how to set up email, reset your password, and more.

Digital Navigation to Empower Patients and Support Providers

This Toolkit is designed to support the development and implementation of a sustainable Digital Navigation and Inclusion Program at your Community Health Center. It consists of strategies and tools that enable your Health Center to achieve the following objectives:

- Understand your patients' needs for access and digital connections,
- Build capacity for digital inclusion to support access to health care, and
- Promote digital access and partnerships.

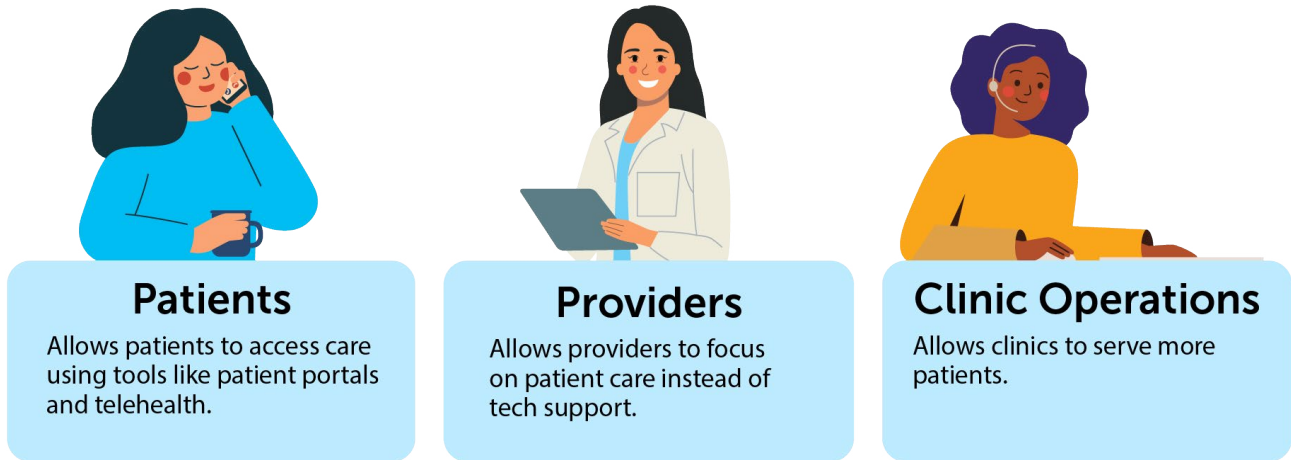
Why Invest in a Digital Navigation Program at Your Health Center?

Digital Navigation Programs help your patients achieve Digital Access, which plays an outsized role in improving health by providing connections to and strengthening other social drivers of health, such as education, economic stability, housing, and social connections.

Digital Access is Essential for Participation in All Areas of Life — Including Health Care



Digital Navigation Helps:



A Digital Navigation program can provide opportunities for broad and significant benefits throughout your organization, supporting your:

Patients

- Improving access to health care services—including behavioral health, preventive care, chronic condition management, care coordination, basic needs assistance, etc., particularly for underserved and rural populations.

Clinical care goals and health outcomes

- Enhancing patient engagement with online resources, patient portals, and telehealth.
 - » Leading to improved no-show rates, screening rates, or patient satisfaction score.
- Creating efficiencies through patient self-monitoring (use of remote monitoring devices) and self-scheduling, access to medical records, and access to care team communication.
 - » Leading to improved medication compliance, or A1C or blood pressure control.

Clinic providers and staff

- Improving workflows.
- Improving efficiencies, such as saving higher-level staff from needing to provide informal Digital Navigation support.
 - » Leading to enhanced provider/staff satisfaction, which also supports recruitment and retention.

Organizational goals

- Maximizing investments in clinic digitization, including EMR, patient portal, and telehealth, by increasing utilization of these tools.

Toolkit Development Approach and Process

Development of this Toolkit began in January 2024, when CHNW's Link to Care WA Digital Inclusion Initiative in partnership with Behavioral Health Institute conducted a Digital Navigation and Inclusion Assessment to understand the current state of Digital Navigation at 12 participating clinics across the state (seven Community Health Centers).

The assessment consisted of a comprehensive survey completed by a cross section of Health Center leadership and clinic staff and focus group discussions with clinic staff. This assessment, which is unique to health care needs and settings, provided the first ever comprehensive assessment of Digital Navigation at these participating clinics. It kicked off participation for these Health Centers in a cohort designed to foster the development of Digital Navigation programs supporting patients in their clinics.

The assessment findings served as a foundation for capacity building at Health Centers, informing the development of this Digital Navigation and Inclusion Toolkit that Washington's Health Centers can adapt to their unique setting and patient needs. It is a roadmap for building more equitable and effective Digital Navigation services across Health Centers.

Development of the strategies within this Toolkit was highly collaborative, incorporating insights from Health Center staff already involved in digital inclusion and navigation, from CHNW staff, from an extensive review of the literature related to digital inclusion and navigation and implementation science, and from research into existing best practices. Many of these strategies are a synthesis of information from academic research, subject matter expertise, and practical experience, as well as real-world examples and input provided by Health Center partners.

Toolkit Use

Each Toolkit strategy is designed to serve as an outline that you can adopt and adapt at your Health Center to meet your specific needs, setting, and the populations you serve. For the cohort supported through Washington State Department of Commerce funding, implementation resources were provided, but Community Health Centers who were not part of the Initiative may need to tailor the Toolkit strategies to align with their available resources. Many of these strategies are immediately actionable, while others can be seen as a starting step, which may lead to more collaborative work with others.

[The Digital Navigation team](#) at the Community Health Network of Washington (CHNW) and the Community Health Plan of Washington (CHPW) is a resource and partner for you in this work and can provide additional guidance, collaboration, and resources. Over the past few years, CHNW has developed a body of knowledge on Digital Navigation in the Community Health Center setting that is available to the full network of Health Centers in Washington state. Connect with us at LinktoCareWA@chnwa.org.

Your Health Center's needs and structure will determine how to build your Digital Navigation Program and where it resides within your organization. Regardless of those decisions, it is recommended you identify a single "Implementation Lead" responsible for driving this effort, which will involve a variety of roles, including leadership and frontline staff.

Definitions

The following definitions of terms used throughout the Toolkit are from the [National Digital Inclusion Alliance](#) to create a shared understanding and common language (with the exception of Patient Support Team).

Digital Divide

The digital divide is the gap between those who have affordable access, skills, and support to effectively engage online and those who do not. As technology constantly evolves, the digital divide prevents equal participation and opportunity in all parts of life, disproportionately affecting people of color, Indigenous peoples, households with low incomes, people with disabilities, people in rural areas, and older adults.

Digital Inclusion

Digital inclusion refers to the activities necessary to ensure that all individuals and communities, including the most disadvantaged, have access and ability to use information and communication technologies (ICTs). This includes five elements:

1. Affordable, robust broadband internet service.
2. Internet-enabled devices that meet the needs of the user (including smart phones, tablets, laptops, and desktop computers).
3. Access to digital literacy training.
4. Quality technical support.
5. Applications and online content designed to enable and encourage self-sufficiency, participation, and collaboration. Digital Inclusion must evolve as technology advances. Digital Inclusion requires intentional strategies and investments to reduce and eliminate historical, institutional, and structural barriers to access and use technology.

Digital Literacy

Digital literacy is the ability to use information and communication technologies to find, evaluate, create, and communicate information, requiring both cognitive and technical skills.

Digital Navigators

Digital Navigators are trusted guides who assist community members in internet adoption and the use of computing devices. Digital Navigation services include ongoing assistance with affordable internet access, device acquisition, technical skills, and application support.

Health Care Specific Term

Patient Support Team

The Link to Care WA program is defining Patient Support Team as the non-clinician staff at your clinics who may take on roles that support patients with Digital Navigation resources and skills, including community health workers, front desk staff, call center staff, patient support specialists, and Digital Navigators.

Health Care Considerations for Digital Navigation

Link to Care WA notes that Digital Navigation services provided within a health care setting have unique considerations compared to non-health care settings, for several reasons:

- Because people often obtain and access health care at different organizations, learning a variety of different digital systems may be required, and interoperability between and across those systems must be considered to allow for continuity of care across provider systems.
- Accessing and navigating digital health care systems may require a level of understanding of medical terminology in addition to understanding how to use digital technology.
- Digital Navigation in a health care setting must incorporate privacy and security considerations due to to Health Insurance Portability and Accountability Act compliance requirements.
- Accessing health care via digital systems may be impacted by trust or confidence in technology functionality and/or security (E.g. “did my message get to the doctor?” “Who else can see my personal information?”), as well as engagement levels with technology (frequency of using digital health technology, willingness to use digital health technology in place of in-person or telephone communication).
- Patients with more complex care may need more technology support than other patients, making trust an even more important factor.

Objective 1:

Understanding Patients' Needs for Access and Digital Connections

Assessment Strategy:

Assessing Digital Navigation Needs





Assessment Strategy: Assessing Digital Navigation Needs

This Strategy addresses the following questions:

- Why assess for Digital Navigation needs?
- What assessment is available for Health Centers to adapt to understand needs?
- How to engage your Health Center with the assessment process?

Why Assess for Digital Navigation Needs?

The assessment process is an important step that is recommended to serve as a roadmap for creating comprehensive Digital Navigation programs tailored to your patients' unique needs. A variety of goals can be achieved by conducting a Digital Navigation Assessment of the existing state and needs of Digital Navigation at your clinics, including the identification of:

- Each clinic's readiness and capacity to increase, adopt, and adapt Digital Navigation services.
- High-priority clinical programs at each clinic that could be supported by Digital Navigation services.
- The specific demographics, needs, and challenges of the people served by each clinic.
- Curriculum needed for training Digital Navigators and related clinic staff.
- A baseline against which progress and impact can be compared or measured.

What Assessment Is Available for Health Centers to Adapt to Understand Needs?

The Digital Navigation and Inclusion Assessment used for the Digital Inclusion Initiative consists of both quantitative and qualitative components to provide a comprehensive baseline evaluation of Digital Navigation within your Health Center. This dual approach allows for a baseline understanding through an online survey and deeper insights through focus groups and interviews.

Both the quantitative and qualitative data can be used to develop a Health Center-specific needs profile for a clinic site. These profiles can serve as the basis for generating tailored recommendations on how best to implement or improve Digital Navigation programs within your Health Centers. The development of this Assessment was necessary because no existing tools specifically addressed digital inclusion within Health Centers. While prior work has focused on telehealth, this assessment is unique in its emphasis on the patient experience with digital inclusion in the health care context.

Each Health Center should design an assessment structure that fits the specific needs and populations served by your Health Center.

The following are **key elements from the Digital Navigation and Inclusion Assessment** that could inform the assessment structure for your organization:

Basic assessment questions:

- What are the greatest Digital Navigation needs that your providers see every day?
- How will improved Digital Navigation support your clinic's overarching goals and priorities?
- To what extent do your patients have access to smart devices and/or internet?
- To what extent are your patients supported for telehealth?
- How do Digital Navigation needs vary by patient demographics at your clinic?
- What workflows exist at your clinic to support Digital Navigation needs? How could workflows be improved?

Advanced assessment questions:

- Which digital functionalities does your clinic's IT infrastructure allow for patients?
- What outreach tactics does your clinic use that could support awareness of Digital Navigation resources among your staff and patients?
- What will your clinic need to make Digital Navigation programs sustainable?

How to Engage Your Health Centers with the Assessment Process?

Considerations for effectively conducting the Digital Navigation Assessment at a Health Center include:

- Ensuring leadership and front-line staff engagement in conducting the assessment to gather the necessary, accurate information across relevant departments.
- Identifying a staff member as a point of contact, who is responsible for ensuring completion and engagement in the Assessment.
- Allocating time for reviewing and interpreting the assessment results, aligning identified gaps with organizational priorities, and determining next steps.

The Digital Navigation and Inclusion Assessment is in the process of further testing and refinement within the Digital Inclusion Initiative. We will add a link to this tool as soon as it is completed. If you are ready to begin developing a Digital Navigation Assessment, we encourage you to reach out to the Digital Navigation Team at CHNW for additional support and resources (linktocarewa@chnwa.org).

“Assessing our needs helped us realize that Digital Navigation is a part of every patient facing staff members' job. Finding ways to identify the best staff to support patients with the highest digital needs makes life easier for our entire team.”

Family Health Centers staff

This Strategy in Action

Below are real examples of Community Health Centers implementing this strategy.

- A Health Center aims to improve telehealth services and completes the Digital Navigation and Inclusion Assessment to identify needs for digital support services, focusing on opportunities to enhance telehealth engagement through Digital Navigation services supporting patients in accessing telehealth care.
- A Health Center serving a large older adult population seeks to strengthen engagement with the patient portal and digital communication with care teams. They use the Digital Navigation and Inclusion Assessment to identify priority needs and develop a Digital Navigator job description based on the findings.

Objective 2:

Building Capacity for Digital Inclusion to Support Access to Health Care

Workforce Strategy:

Integrate Digital Navigation in Health Center Workforce to Support Patients

Workflow Strategy:

Integrate Digital Navigation into Health Center Workflows

Planning Strategy:

Plan for Sustainability





Workforce Strategy: Integrate Digital Navigation in Health Center Workforce to Support Patients

This Strategy addresses the following questions:

- Why integrate Digital Navigation in Health Center workforce?
- How can Digital Navigation be implemented within your Health Center?
- Who can provide Digital Navigation services?
- What are considerations for determining the structure for Digital Navigation staffing?
- What are Digital Navigator position description elements?

Why Integrate Digital Navigation in Health Center Workforce?

With the integration of Digital Navigation, Patient Support Team staff—who may have a position title of a Community Health Worker, patient specialist, call center staff, or Digital Navigator—work with patients in teaching or providing digital literacy skills and tools and may also provide access to devices and internet as available through programs. The Digital Navigation services provide critical support for patients and add capacity to clinicians by reducing friction for digital communication through the health portals and access to telehealth appointments. Through this integration of these services, clinicians are supported overall to focus on patient care, and patients are empowered to engage in digital health tools to access health care.



How Can Digital Navigation Be Implemented Within Your Health Center?

Implementation of Digital Navigation within a Health Center may vary according to the needs and capacity of the organization. Key components for implementation include:

- Digital Navigator roles to ensure services provided to patients.
- Workflows to support coordination among clinic staff, including screening and referrals.
- Alignment to ensure understanding of Digital Navigation across the clinic.

Who Can Provide Digital Navigation Services?

Digital Navigation services can be provided by an individual role or multiple roles that have different touch points with patients. In the Digital Inclusion Initiative, there were Health Centers that included the following types of staffing models for who can provide Digital Navigation services:

- A dedicated role/job/position.
- A set of roles and responsibilities integrated within an existing role, such as a Community Health Worker or Patient Navigator.
- A set of roles and responsibilities assigned across several staff members, such as front desk staff, medical assistants, IT staff.

Whichever model you choose will impact how you create a position description that is either a dedicated position or one that integrates Digital Navigation responsibilities. The role of the Digital Navigator is relatively new and has largely been created outside of the health care field.

Providing Digital Navigation services in a health care setting may include:

- Technical navigation support with health-related applications, such as using a patient portal or participating in a telehealth visit, especially critical for patients with chronic conditions; and
- Support for online applications and portals for social services and programs that are important to supporting health.

“Integrating Digital Navigation across our workforce takes the weight off of clinical staff who have limited time to provide tech support. By assigning Digital Navigation to health educators, we can ensure that patients are connected with staff who have the knowledge and time to answer their technology questions.”

Family Health Centers staff

What Are Considerations for Determining the Structure for Digital Navigation Staffing?

To determine a Digital Navigator staffing plan for your organization, considerations could include:

- Review your organization's Digital Navigation priorities.
- Review your organization's unique setting, the population being served, and the priority qualifications for this role.
 - » For example, a Health Center in a rural area that serves a large population of people who are English Language Learners may prioritize bilingualism; or a Health Center serving a population of people who may be fearful or mistrusting of sharing information over a digital format may prioritize hiring a trusted person from that community or staff with established patient relationships; or a Health Center intending to provide Digital Navigation services across multiple clinics may prioritize hiring someone who is able to work at those multiple locations or integrating the role across multiple locations.

What Are Digital Navigator Description Elements?

While a Health Center may not have a Digital Navigator position, these resources can be adapted as appropriate for your staffing plan which may integrate Digital Navigation scope within existing roles and/or across multiple roles within a clinic, according to the needs and capacity of your Health Center.

Digital Navigators are trusted guides who assist community members in internet adoption and the use of computing devices. They are embedded within a trusted community-based organization and support building digital access in their respective fields and communities. In a Health Center setting, Digital Navigators aid patients and community members, especially to empower underserved populations, in bridging the digital divide for health care. They are trained and equipped to reliably assess client needs and goals and offer solutions (such as Digital Navigation services) to support access to:

1. Digital devices
2. Digital literacy and skills, and/or
3. Affordable and appropriate connectivity

In the Appendices of this Toolkit, you'll find tools to help build the following Digital Navigator elements for your Health Center:

- Core Role Description ([Appendix A](#))
- Core Responsibilities and Expectations ([Appendix B](#))
- Core Qualifications ([Appendix C](#))

This Strategy in Action

An example of additional Digital Navigator responsibilities that a Health Center integrated into the position of the Community Health Worker (CHW) is listed below:

- Assist clients in obtaining health services, addressing barriers that may prevent access to care, including coaching in the use of technology to access patient portals and telehealth for medical, behavioral health, and social service care.
- Assist clients in obtaining smartphones or other devices available through state/federal programs, including Managed Care Organizations, so they can utilize telehealth and social services.
- Assist clients in scheduling virtual visits, setting up their smart device for virtual visits, and coaching them to confidently be able to conduct virtual visits independently. This may involve the CHW accompanying the patient/client at the beginning of several visits to successfully start each visit in a confidential area and then leave the patient in a confidential space for the visit, still being available for technical help if needed.
- Assist clients in accessing health care information via patient portals to obtain their own health information, request medication refills, and communicate with their health care team using technology from their home or dwelling unit.

Another Health Center developed a dedicated Digital Navigator position, with the following overview description:

The Digital Navigator provides support and assistance to patients who need help navigating digital tools and technology platforms in areas such as, but not limited to, a patient portal, telehealth services platforms, internet service and connectivity, digital device functionality, set up, and use. The Digital Navigator provides coaching in digital skills to patients and must provide the highest level of customer service, actively working to help the patient in a warm, helpful, and empathetic manner.

Another Health Center integrated Digital Navigation responsibilities into Call Center, Patient Services Specialists, and Front Desk staff roles, describing the following types of support for patients:

- Device Distribution – Per protocol, assists in distributing iPad, iPhone, Apple Watch, and blood pressure monitors/cuffs to patients who do not have access to or have limited access to technology.
- Digital Literacy – Support individual's ability to find, evaluate, and communicate information using digital platforms (i.e. patient portal, email, internet, etc.).
- Technical Support – Help an individual navigate and advise with issues concerning their devices or specific digital platforms.
- New hires for the Call Center, Patient Support Services, and Front Desk are then oriented to the work and goals of the Digital Inclusion Initiative; are trained on how to navigate and share with patients the Link to Care WA (website and hotline) and include marketing materials available to present to patients physically, when in clinic and when attending outreach events; and are trained to their Device Distribution process and resources.



Workflow Strategy: Integrate Digital Navigation into Health Center Workflows

This Strategy addresses the following questions:

- How can workflows support integration of Digital Navigation?
- What are the components of a Digital Navigation workflow?
- How can orientation and training create alignment to support implementation?

How Can Workflows Support Integration of Digital Navigation?

Digital Navigation should be integrated into the clinical workflow to maximize effectiveness and utilization to support health access. Specifically, your organization should determine how to identify or screen for patients in need of Digital Navigation services, and once identified, how those patients will be referred to Digital Navigation services. To ensure that all patients with Digital Navigation needs are referred to and receive Digital Navigation services, it will be important to develop a tracking mechanism to evaluate the identification and referral process.

What Are the Components of a Digital Navigation Workflow?

Based on information provided by the National Digital Inclusion Alliance, the following high-level workflow is recommended:



- **Screening:** The primary goal of screening for Digital Navigation needs is to identify patients who would benefit from services that improve access to health care through digital platforms, such as patient portals and telehealth.
- **Referral:** Once a patient with needs for Digital Navigation services is identified, how are they referred to the Digital Navigator/Digital Navigation service?
- **Intake:** The Digital Navigator will collect information such as name, pronouns, contact info/

preferences, meeting availability, language preferences, demographic information, and technology support needs (device, internet connectivity, digital skills), as well as Digital Navigation goals.

- **Assessment:** The Digital Navigator may conduct a more in-depth assessment of digital literacy and navigation needs to identify specific support and training needs.
- **Intervention:** The Digital Navigator helps the patient to, for example, obtain a device, gain access to the internet, register for/use the patient portal or participate in a telehealth appointment, and access and use Link to Care WA, etc.
- **Follow Up:** Follow up contact is made with a patient to assess whether goals have been met, and/or if further Digital Navigation assistance would be helpful.
- **Tracking:** Implement a tracking mechanism to evaluate the identification and referral process and to ensure that all patients with Digital Navigation needs are referred to and receive Digital Navigation services, and to determine to what extent needs are being met.

The details of the workflow will be unique to each organization and will depend on decisions made about screening, referral, and tracking processes and capabilities.

Screening

The increasing use of digital tools and applications can help support a range of health information needs, and research suggests that digital tools can lead to greater patient engagement, better support for patients outside of the clinic visit, and improved health outcomes. However, greater reliance on digital tools has the potential to increase health disparities between those who have or do not have digital skills and access to digital tools. As a result, Digital Access (which includes digital literacy) has an outsized impact on all other Social Drivers of Health (SDOH). Social Drivers of Health are nonmedical factors that influence health outcomes. For these reasons, digital needs screening should be included in standard SDOH screening processes.

Considerations for Developing a Digital Navigation Screening

Based on information from the professional literature and including input and feedback from the participating Health Centers, the following basic questions are recommended as initial screening questions:

- Do you have access to an internet connection?
- Do you have a digital device (smartphone, tablet, laptop, desktop computer)?
- Are you comfortable/confident using that device?
- Have you used that device for health care?
- Are you using a patient portal?
- Have you participated in a telehealth visit?
- Would you like assistance in any of the above areas?

You can find a Sample Screening Guide used by a Health Center in the Digital Inclusion Initiative in [Appendix D](#).

The screening questions and process (who and when) will be unique to each organization and will

depend on screening goals and on decisions made about screening, referral and tracking processes, and capabilities.

As you begin to determine and build your screening, identification, referral, and tracking process, consider the following:

Who: Which team members will be responsible for initial screening and identification of patients who would benefit from Digital Navigation services? Will this be conducted by front desk staff, schedulers, and medical assistants or integrated into the Digital Navigator's role and responsibilities?

When: At what point(s) in the patient journey will they be screened for Digital Navigation needs? Examples include at reception when checking in for a visit, scheduling a visit, when being referred to a patient portal function, during a health care visit, at the Digital Navigation table in clinic, or at a health fair.

What: What screening questions will you use?

- Consider your screening objective(s), which may pertain to:
 - » Patient portal support
 - » Telehealth assistance
 - » Digital literacy training
 - » Technical support with devices, platforms, or other programs needed to access health care
 - » Free or subsidized digital device resources or access
 - » Free or subsidized internet resources or access
- Try to strike a balance between brevity (too many questions may be too time-consuming for the staff person and for the patient) and obtaining enough information to properly and broadly identify needs.
- How might those questions differ depending on who is asking the question and in what setting?
- Will there be an initial screening, followed by a more in-depth assessment by the Digital Navigator?

How: Once a patient is identified as having Digital Navigation support needs, how will they be referred to Digital Navigation services?

- Consider:
 - » Existing clinical workflows
 - » Existing intra-clinic communications capabilities via the Electronic Medical Record (EMR) or use of messaging platforms and modalities
- Tracking and Follow-up: Once a patient is identified as having Digital Navigation support needs, how will the digital support services be tracked and followed?

Referral Process

To the extent possible, the referral process should be integrated into existing clinical workflows and should utilize existing intra-clinic communications. Examples include a verbal or “warm” hand-off to a Digital Navigator, using a tracking spreadsheet, using a Microsoft Teams messaging function, flagging patient documents to be referred or scheduled with the Digital Navigator at a visit check-out, via EMR notation or messaging, or simply by walking the patient to the Digital Navigator table in the clinic.

The goal in developing a referral process is (1) to ensure that identified patients who are in need of Digital Navigation services are actually provided those services in a timely manner, and (2) to develop a process that does not require significant new or additional work from clinicians and staff.

Keep the process simple whenever possible. Adding significant workload for referral will negatively impact your program, as additional process is more likely to be avoided by Health Center staff.

Tracking Mechanism

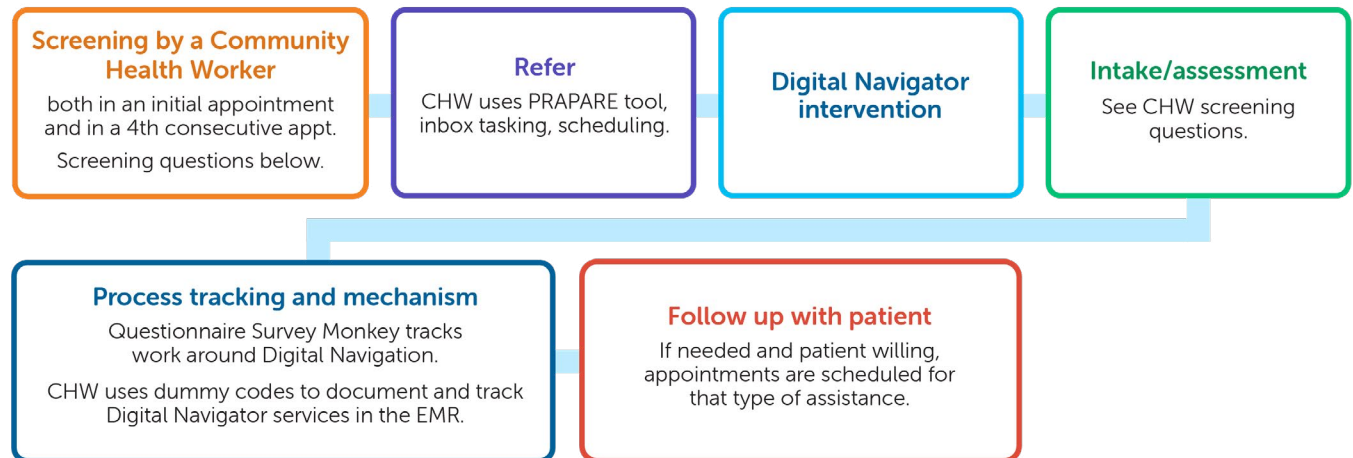
The objective of the tracking mechanism is to ensure that Digital Navigation services are effective and efficient; are screening objectives being met?; are Digital Navigation services being provided to meet identified patient needs?; and is the process streamlined?

- Tracking mechanisms may take place in a variety of ways, including via a spreadsheet, via Microsoft Teams, or via the EMR.
- Consider if and how your organization will follow up with the patient to determine (1) if initial needs were met, and (2) if further services are recommended. These metrics will aid in quality assurance and improvement processes, as well as feed into the broader evaluation of the Digital Navigation program at your organization.

This Strategy in Action

Implementation of the workflow for screening, referral, and tracking is highly dependent on the unique setting at your organization. Here are some practical examples of workflows developed by the participating Health Centers:

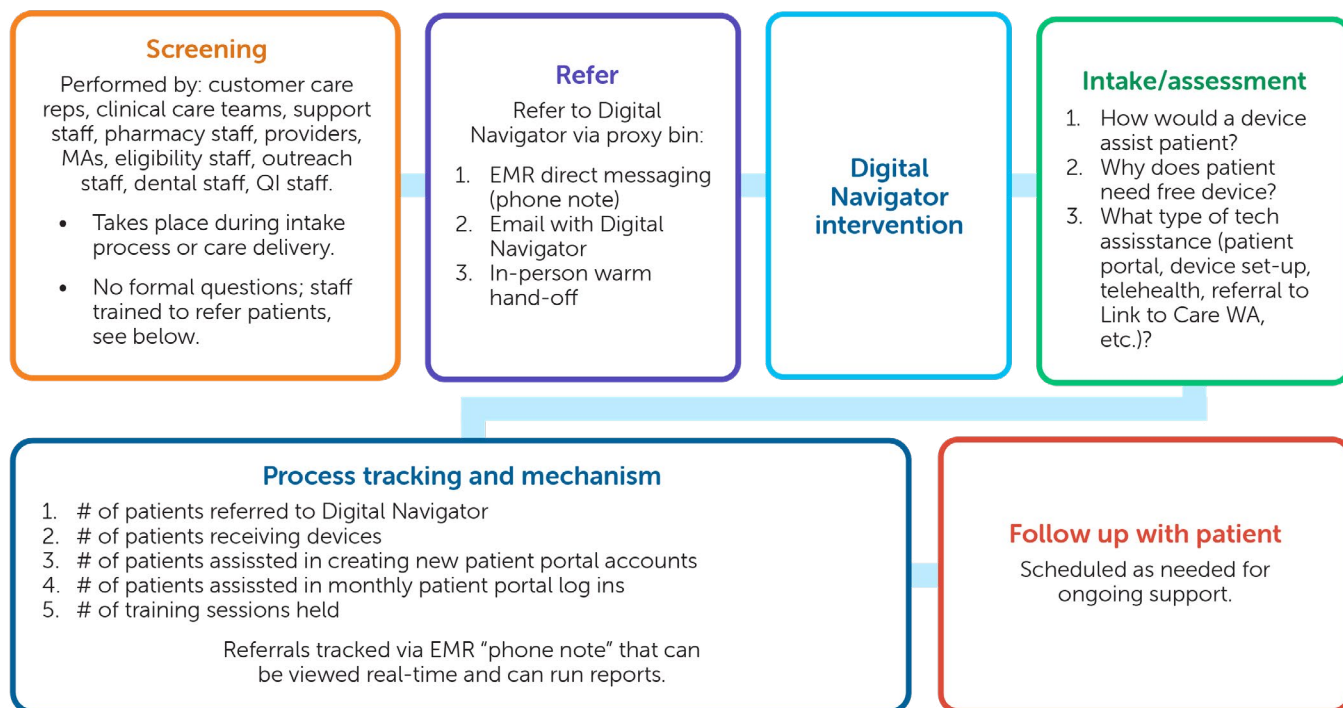
An example of a Health Center workflow with the Community Health Worker as an integrated Digital Navigator is illustrated below, which notes the CHW has responsibilities to do all of the screening with a standardized list of screening questions.



Screening Questions:

1. What is your language preference?
2. Do you have a cell phone to access the patient portal?
3. Do you have an email address?
4. How confident are you using the calendar on a cell phone or device to save appointments?
5. Do you have internet access? How do you access the internet? Which devices do you use the internet with?
6. Do you have necessary internet access to use the patient portal?
7. Do you know how to download an app on your phone or other device?
8. Are you confident in messaging your provider using your device? If not, are you interested in learning?
9. Do you have the skills to have a virtual health visit?
10. How do you currently fill or refill a prescription?
11. Which services are most useful to you?
12. Do you need training on: basics of using a computer and the internet, including privacy & fraud; accessing the patient portal; refilling prescriptions or virtual visits?

Another Health Center chose more of a “no wrong door” approach to screening, as illustrated below. All staff and providers are trained and encouraged to identify patients who may benefit from Digital Navigation services, and no specific screening questions are utilized.



Screening – Considerations for Staff Trained to Refer Patients:

- Whose care could be improved by a digital device
- Under disease management programs such as HTN or DM and not at a goal
- Who need HR monitoring (using an Apple Watch or other)
- Are high-risk and do not have a way to contact a clinic
- Who need medication-adherence support
- Who need one-on-one support for patient portals
- Who receive a digital device
- Who need assistance for online tools or portals
- Who do not have internet services at home
- Who want to connect to WLTC
- Who need support accessing digital tools (e.g., ELL, seniors)

How Can Orientation and Training Create Alignment to Support Implementation?

For successful implementation of a Digital Navigation program within a clinical setting, it is important to thoroughly orient and train clinic leadership, clinical staff, and clerical staff to help them to understand the digital divide, digital inclusion, and Digital Navigation. This training is important to enable them to understand how a Digital Navigation program can be successfully implemented to benefit patients, the clinic, and the clinic team members.

When orienting and training leadership and clinical staff, it is critically important to show how digital inclusion can lead to improved patient engagement and access to health care. Through these efforts, the clinic may also experience improved performance metrics for leadership and clinical efficiencies for clinical and clerical staff.

Orientation and training for clinical leadership, providers, and staff, is necessary for successful implementation of change. Integration of Digital Navigation services entails key changes across multiple areas of clinical operational and will need alignment to ensure success with implementation.

Supporting Literature, References, Resources, and Additional Information

The following literature and resources were reviewed to develop this strategy. Please use these links to access information where your organization needs additional support.

General Digital Navigation Resources

- National Digital Inclusion Alliance (www.digitalinclusion.org/)/ [The Digital Inclusion Startup Manual](#)
- [SLCPL Training Outline.pdf - Google Drive/Digital-Navigators-Toolkit-Final.pdf \(digitalinclusion.org\)/ DN Project Management - Google Docs](#)
- [Digital Navigator Model - National Digital Inclusion Alliance](#) This organization provides many resources, guidelines, and templates for Digital Navigator programs, although the NDIA does not specifically address Digital Navigation in the health care setting.

Health Care Digital Navigation Resources

- [The Role of Digital Navigators in Promoting Clinical Care and Technology Integration into Practice - FullText - Digital Biomarkers 2020, Vol. 4, Suppl. 1 - Karger Publishers](#)
- [Training – BridgingApps/Digital Navigator Training Recap – BridgingApps](#)
- [Learn - Digital Psych](#)
- [Navigating the Telehealth Neighborhood: A Guide to Telehealth Access for Digital Navigators - NRTRC \(instructure.com\)](#)
- [NETRC's New E-Learning Course - Telehealth Basics for Community Health Workers | National Consortium of Telehealth Resource Centers](#)
- [Telehealth-Navigator-job-description.pdf \(fqhctelehealth.org\)](#)

- [Social Determinants of Health \(SDOH\) | About CDC | CDC](#) CDC discussion of social Determinants of Health.
- [Digital inclusion as a social determinant of health | npj Digital Medicine \(nature.com\)](#) Discussion of why digital literacies and internet connectivity have been called the “super social determinants of health.”
- [eHEALS: The eHealth Literacy Scale - PubMed \(nih.gov\)](#) A study of the eHEALS 8-item measure of eHealth literacy, addressing the reliability and consistency of the tool, showing promise as tool for assessing consumer comfort and skill in using information technology for health.
- [Development and Preliminary Validation of a Screener for Digital Health Readiness | Equity, Diversity, and Inclusion | JAMA Network Open | JAMA Network](#) Link to PDF of article discussing a newly developed 29-question screener for digital health readiness.
- [Social Needs Screening Tool Comparison Table | SIREN \(ucsf.edu\)](#) The SIREN (Social Interventions Research and Evaluation Network) team provides a compilation of the content of several of the most widely used social health screening tools to facilitate comparisons, including information about the intended population or setting, total number of questions, social health domains covered, and domain-specific measures used.
- Only one of the screening tools included questions related to digital health needs: the ACORN tool. [Implementing a Social Needs Screening and Referral Program Among Veterans: Assessing Circumstances and Offering Resources for Needs \(ACORN\) - PMC \(nih.gov\)](#)
- Publication about the ACORN screening tool for health-related social needs. [Assessing Circumstances and Offering Resources for Needs \(ACORN\) \(va.gov\)](#) The ACORN screening tool, including three digital readiness questions.



Planning Strategy: Planning for Sustainability of Digital Navigation

This Strategy addresses the following questions:

- Why should sustainability planning be prioritized for Digital Navigation programs?
- What components of Digital Navigation are needed for ongoing patient engagement?
- What processes are needed for data collection and measuring impact?
- What should you consider for program adaptability?
- What community partnerships can support ongoing Digital Navigation?
- What funding can support Digital Navigation?
- What education and policy engagement is needed to support Digital Navigation?
- What are key components to include in a Digital Navigation sustainability plan?

Why Should Sustainability Planning Be Prioritized for Digital Navigation Programs?

Developing and sustaining a Digital Navigation and Inclusion program requires thoughtful planning, adaptability, and continuous evaluation. Organizations must address a variety of issues, including securing long-term funding, demonstrating return on investment, and keeping pace with rapid technological advancements. Additional considerations include training and retaining skilled Digital Navigators, creating culturally responsive services, and securing organizational buy-in from leadership and staff. Maintaining program relevance amid shifting community needs and emerging digital inequities requires flexibility and innovation.

By addressing barriers head on, Health Centers can create resilient initiatives that bridge digital divides, ensure equitable access to care, and evolve alongside the changing health care landscape.

What Components of Digital Navigation Are Needed for Ongoing Patient Engagement?

To support ongoing patient engagement utilizing Digital Navigation, it is important to consider the sustainability implications of the structure for Digital Navigation provided within your Community Health Center. For example, will a dedicated role or an integrated role be more sustainable on an ongoing basis? In either case, as with any staff position or staffing plan that integrates services with existing roles and/or across positions, providing solid onboarding, orientation, and training for the role and responsibilities will help create a high quality and high value program, which helps to support sustainability. Consider providing:

- A solid grounding for Digital Navigator functions through comprehensive training in digital literacy, tech troubleshooting, resources, and client-centered communication techniques.
- Opportunities for ongoing professional development: new technologies and updates on best practices.
- A support system for Digital Navigators and/or Digital Navigation services for existing staff and across teams as they encounter new challenges regarding patient services.

What Processes Are Needed for Data Collection and Measuring Impact?

Consider your program goals and objectives and formulate a monitoring or evaluation plan early in your process — this will be key to your sustainability planning. One evaluation tool you could consider is the RE-AIM Framework, which supports collection and utilization of quality metrics addressing Reach, Effectiveness, Adoption, Implementation, and Maintenance.

- Robust data collection tracking key metrics like:
 - » Number served
 - » Digital literacy gains
 - » Access or number of devices provided
 - » Client satisfaction
- Analyze data regularly to:
 - » Inform quality improvement and quality assurance
 - » Understand program impact including return on investment
 - » Communicate successes — and challenges when appropriate — broadly to leadership, clinic providers and staff, patients/clients, potential funders, policymakers

What Should You Consider for Program Adaptability?

Program sustainability will depend on how well and how quickly you can adapt to changing or newly discovered needs.

- Monitor needs and changes and adapt to address evolving challenges and emerging technologies
- Consider culturally relevant Digital Navigation and Inclusion services to serve diverse populations

What Community Partnerships Can Support Ongoing Digital Navigation?

Partnerships will be essential to program sustainability in that they can bring additional resources, stronger policy engagement, and potential new funding. Partners may include:

- Libraries, schools, community centers
- Internet Service Providers (discounted plans)
- Potential funders: government, nonprofits, philanthropic entities, grants

What Funding Can Support Digital Navigation?

Explore a variety of funding resources and pathways to ensure continued support for your program, including:

- Grants, corporate sponsorships, foundations, government
- Fee-for-service billing models where applicable

What Education and Policy Engagement Is Needed to Support Digital Navigation?

Engaging with policies supporting digital inclusion will likely have a positive impact on your program.

- Engage in policy discussions on promoting digital inclusion: affordable internet access, digital literacy initiatives, broadband infrastructure development.
- Engage with policy makers to share program impacts.

What Are Key Components to Include in a Digital Navigation Sustainability Plan?

While there is no easy solution for sustainability, conceptually framing sustainability from a health care setting perspective may help to develop more concrete steps.

- 1. Leadership and Key Stakeholder Support and Engagement:** Identifying and communicating the benefits and positive impacts of any new initiative is very much a part of sustainability.
 - Leadership support and prioritization of Digital Inclusion and Navigation should be obtained and maintained.
 - » Consider how Digital Inclusion aligns with organization-wide goals and continue to orient and apprise of achievements and positive (and negative when appropriate) impacts.
 - » Consider how Digital Navigation can support clinical goals: performance metrics, clinical care goals (such as improving no-show rates, screening rates, or patient satisfaction scores), or health outcomes (such as improved medication compliance, or A1C or blood pressure control).
 - » Consider how Digital Navigation might impact financial goals for the clinic.

- » Clinic Provider and Staff: support from these key stakeholders is also critically important for process streamlining and utilization.
- » Consider how Digital Navigation may contribute to improved workflows and provider/staff satisfaction. Can Digital Navigation make jobs/work more efficient by, for example, streamlining patient self-scheduling, access to medical records, or access to care team communication?
- » If Digital Navigation leads to better provider and staff satisfaction, might there be a positive impact related to recruitment and retention?
- Patient-related goals may also be supported by Digital Navigation, including:
 - » Improved or easier access to health care services, preventive care, chronic condition management.
 - » Enhanced patient engagement: online resources, patient portals, telehealth, self-monitoring.
 - » Digital Inclusion aims to support equitable access to care through digital health modalities, particularly for underserved and rural populations.
 - » Better access, engagement, and inclusion can ultimately lead to improved health outcomes, such as blood pressure control or medication adherence.
 - » Addressing digital literacy and technology access barriers through Digital Navigation services is a valuable asset in an increasingly digital world and may increase Health Center marketing appeal.

2. Return on Investments: This refers to the cost-benefit analysis, not just financial returns.

For sustainment, it is vitally important to show that there is value related to the investment in the Digital Navigation program. In other words, think about the investments needed for a clinic to implement a Digital Navigation program and how value can be shown for that investment.

- Consider investments in clinic digitization: the goals or reasons for investing in an EMR, patient portal, telehealth. Articulate how Digital Navigation can support increased utilization of these investments and perhaps help achieve those goals.
- Consider the initial and ongoing investments in Digital Navigation and Inclusion and compare to the potential resulting efficiencies. For example, can the Digital Navigator role lead to clinical workflow efficiencies, such as saving higher level staff from needing to provide informal Digital Navigation support?
- Also consider efficiencies related to the Digital Navigation role itself:
 - » Compare the dedicated Digital Navigator role to integrating the Digital Navigator role into existing role(s).
 - » Other Toolkit items may help to make Digital Navigators work more efficiently by using patient-facing resources, promoting Link to Care WA hotline, and partnerships with community-based resources.
 - » For Health Centers serving multiple clinics: consider efficiencies and economies of scale across sites.
 - » As you plan for long-term maintenance, consider the resources needed to maintain

the program, whether the program will require lower effort and cost after initial implementation, and whether the intensity of the Digital Navigator workload will lessen. Anticipate program evolution based on continued needs assessment and evaluation results.

3. Financial Resources: Digital Navigation programs may support increased utilization of billable services. Potential revenue streams supported by Digital Navigation services may include:

- Billing for Digital Navigation services:
 - » For the integrated Digital Navigator model: there may be existing billing codes (for Community Health Workers, Peers, or other Allied Health staff) that could include Digital Navigation services.
 - » For the dedicated Digital Navigator role: there is not yet a consensus on who and what a Digital Navigator is, and this will impact the potential for Digital Navigation billing/reimbursement and policy. Program metrics may contribute to the evidence base upon which to reach consensus.
- Billing for telehealth, patient portal services, and other digital modalities utilization:
 - » Eligible CMS telehealth billing codes (for both distant site and originating site) are described in the CMS Physician Fee Schedule each year. Be aware of evolving rules and regulations for telehealth eligibility and requirements.
 - » CMS also reimburses for communication technology based services (CTBS). CTBS are not considered to be telehealth and therefore are not subject to the same regulations and policies and are reimbursed at lower rates. They include virtual check-ins, e-visits, and e-consultations, which can take place via a patient portal.
 - » Reimbursement may be available for remote patient monitoring or other digital modalities.

4. Additional Funding Sources: A successful Digital Navigation program should point towards revenue streams, but additional funding can support more robust services until revenue streams are better developed, or until self-sustainability is achieved. Additional funding sources may include:

- Grant opportunities for program development, support and/or obtaining devices, e.g., USDA Distance Learning and Telemedicine (equipment) grant
- Health care-related grant funding
- Philanthropic funding for obtaining devices
- Partnering with industry for devices
- Partnering with charitable or non-profit organizations for devices
- Individual funding resources (state and federal programs), such as Lifeline

References and Resources

- [10 principles of change management \(strategy-business.com\). https://management.simplicable.com/management/new/22-change-management-principles](https://management.simplicable.com/management/new/22-change-management-principles)
- [Sustaining the Movement and Funding: The Future of Digital Inclusion - National Digital Inclusion Alliance](#)
- [NDIA Launches New Brief on Sustaining Digital Inclusion Coalitions - National Digital Inclusion Alliance](#)
- [NDIA Publishes New Digital Inclusion Coalition Guidebook - National Digital Inclusion Alliance](#)
- [Understanding and applying the RE-AIM framework: Clarifications and resources - PMC](#)

Objective 3:

Promoting Digital Access and Partnerships

Promotion Strategy:

Develop and Scale Promotion for Digital Navigation

Partnerships Strategy:

Develop Local Community Resources for Digital Readiness, Support, and Access





Promotion Strategy: Promote Digital Navigation Programs and Resources

This Strategy addresses the following questions:

- Why promote Digital Navigation programs and resources?
- What is Link to Care WA?
- How to build your promotion plan?
- What patient-facing Digital Navigation resources already exist?
- How do you know if promotion is working?

Why Promote Digital Navigation Programs and Resources?

Promoting your clinic's Digital Navigation programs and Link to Care WA's patient support hotline and website resources will help your patients and staff get connected to resources that increase access to health care. Promoting these programs through communications will:

- Ensure staff understand the importance of digital skills patients need to access care
- Prepare staff with knowledge about how to connect patients to Digital Navigation services and resources
- Raise awareness of Digital Navigation resources with your community partners
- Help patients access support they need with patient portals, telehealth, and other technology

What Is Link to Care WA?

[Link to Care WA](#) offers Digital Navigation tools and resources you can use to supplement your clinic's offerings. All tools were developed in tandem with Community Health Centers and include:

- **Free Support Hotline:** The Link to Care WA hotline offers free one-on-one coaching to provide digital navigation support in over 100 languages and is available for anyone in Washington. Patients can call 866-757-1832 (TTY: 711) to troubleshoot with a real person. Hours: Monday–Friday, 8 a.m to 5 p.m.
- **Resource Library:** The Link to Care WA website includes an online library of resources designed for Health Center patients, including how to set up email, reset your password, and more.

How to Build Your Promotion Plan?

The Digital Navigation implementation lead at your organization can use the following steps to develop and implement promotion efforts.

1. Identify the “core communications” team to develop and implement plans.

We suggest this team includes communications staff and any staff who regularly conduct community outreach.

2. Develop and implement an internal communications plan.

The core team should meet and complete the Internal Comms Plan template (included later in this strategy). Core team uses planning tools to implement internal promotion efforts.

3. Develop and implement an external communications plan.

Core team should meet and complete External Comms Plan template and Promotional Timeline template (included later in this strategy). External facing communication can use [existing marketing materials](#) for promotion, including posters, fliers, fact sheets, graphics for in-clinic TVs, social media content, newsletter content, and more.

4. Evaluate promotion efforts and revise as needed for ongoing communication.

Your staff and community need to be reminded regularly about Digital Navigation resources to ensure patients get the support they need to access health care. Evaluate your promotional efforts on an ongoing basis and adjust your plans to best reach your community over time.

Implementation Tools

The following section includes tools your organization can use to plan, implement, and evaluate Digital Navigation promotion efforts.

Tool: Template for Internal Communications Plan

This worksheet will help your Health Center build awareness and buy-in from staff about the importance of Digital Navigation programs to your patients. Target audiences, goals, and activities are filled in for inspiration but should be tailored to your specific Health Center needs. Messaging will need to be tailored for each audience to help them understand why Digital Navigation is important for their work.

Find the printable version of this template in [Appendix E](#).

Target Audience	Goal: EXAMPLES	Activity: EXAMPLES
Leadership & Management	Make Digital Navigation a priority for staff	- Meeting with Operations Directors - Emails to leadership team about resources we are asking to distribute
Clinical Staff (Prescribers, nurses, other clinicians)	Talk about Digital Navigation needs with patients	- Promote with quality improvement team - Clinical group leaders promote at meetings
Administrative Staff (Front desk, call center, other support roles)	Can share Digital Navigation resources with patients to save provider time	Internal monthly meetings

Tool: Template for External Communications Plan

This worksheet will help your Health Center expand and deepen engagement and outreach efforts so your patients can benefit from Digital Navigation services and resources that support their health. Complete the rest of the table below to identify how you can promote Digital Navigation services to external audiences important to your organization.

Find the printable version of this template in [Appendix F](#).

Priority audience	Where does this audience get services and information? EXAMPLES	What partnerships does your CHC have with organizations that serve this audience? EXAMPLES	What outreach tactics from year one should be continued to reach this audience? EXAMPLES	What is being promoted? EXAMPLES
Individuals experiencing homelessness	Clinical Outreach sites	Established Partnerships with Clare's place and Cocoon House	<ul style="list-style-type: none"> - Posters in clinic - Flyers at events - Outreach at community-based organization events 	<ul style="list-style-type: none"> - Hotline - Digital Navigation programs - Both
Individuals seeking work				
Students seeking digital technical support				
Families supporting students				
English language learners				
Medicaid clients				
Migrant and agricultural workers				

Tool: Promotion Timeline Template

Below is a template timeline to help your organization map out when you will plan and implement promotional activities. The following provides example activities to help your team fill out this timeline—feel free to replace, move, or update any of the suggested activities to capture your organization’s plans.

Find the printable version of this template in [Appendix G](#).

Month	In-clinic promotion activity EXAMPLES	Relationship-building activity EXAMPLES	In-community promotion activity EXAMPLES	Staff responsible
Month 1	<ul style="list-style-type: none"> - Site training - Digital Navigator training - Post posters/flyers in all clinic sites 	<ul style="list-style-type: none"> - Station Community Health Workers (CHWs) in clinic sites - Present updates to providers 	<ul style="list-style-type: none"> - Develop community tabling events - Continuation of reaching out to patients and promoting the DN resources 	<ul style="list-style-type: none"> - Clinic manager
Month 2	<ul style="list-style-type: none"> - Meeting with call center and front desk staff to explain DN resources - Social media posts 	<ul style="list-style-type: none"> - Digital literacy classes - Continuation of education to staff and in all Health Center sites 	<ul style="list-style-type: none"> - In-person distribution of materials - Promoting CHW’s assistance to community 	<ul style="list-style-type: none"> - Marketing staff - CHW
Month 3	<ul style="list-style-type: none"> - Internal staff training. - Social media posts - Post posters/flyers in all clinic sites 	<ul style="list-style-type: none"> - Digital literacy classes - Community events 	<ul style="list-style-type: none"> - In-person distribution of materials - Promoting CHW’s assistance to community 	<ul style="list-style-type: none"> - Marketing staff - Digital Navigators
Month 4	<ul style="list-style-type: none"> - Update to leadership team - Social media posts/ website posts - In-clinic material postings 	<ul style="list-style-type: none"> - Community events 	<ul style="list-style-type: none"> - In-person distribution of materials - Promoting CHW’s assistance to community 	<ul style="list-style-type: none"> - Clinic manager - Marketing staff
Month 5	<ul style="list-style-type: none"> - Website posts - Post about DN in staff newsletter - In-clinic material postings 	<ul style="list-style-type: none"> - Community events 	<ul style="list-style-type: none"> - In-person distribution of materials - Promoting CHW’s assistance to community 	<ul style="list-style-type: none"> - CHW - Front desk staff
Month 6	<ul style="list-style-type: none"> - Present about DN at staff meeting - Internal newsletter - Continuation of education to staff 	<ul style="list-style-type: none"> - Meetings with local libraries to share DN resources and request promotion 	<ul style="list-style-type: none"> - In-person distribution of materials - Promoting CHW’s assistance to community 	<ul style="list-style-type: none"> - Clinic manager - Marketing staff

Month	In-clinic promotion activity EXAMPLES	Relationship-building activity EXAMPLES	In-community promotion activity EXAMPLES	Staff responsible
Month 7	<ul style="list-style-type: none"> - Incorporate DN resources in new staff orientations - Continuation of education to staff - In-clinic material postings 	<ul style="list-style-type: none"> - Meetings with senior centers to share DN resources and request promotion 	<ul style="list-style-type: none"> - In-person distribution of materials - Promoting CHW's assistance to community 	<ul style="list-style-type: none"> - Clinic manager - CHW
Month 8	<ul style="list-style-type: none"> - Continuation of education to staff - In-clinic material postings 	<ul style="list-style-type: none"> - Meetings with affordable housing providers to share DN resources and request promotion 	<ul style="list-style-type: none"> - In-person distribution of materials - Promoting CHW's assistance to community 	<ul style="list-style-type: none"> - Marketing staff - Community engagement lead
Month 9	<ul style="list-style-type: none"> - Update to leadership - Continuation of education to staff - In-clinic material postings. 	<ul style="list-style-type: none"> - Meetings with food banks to share DN resources and request promotion 	<ul style="list-style-type: none"> - In-person distribution of materials - Promoting CHW's assistance to community 	<ul style="list-style-type: none"> - Clinic manager - Marketing staff - Community engagement lead
Month 10	<ul style="list-style-type: none"> - Staff presentation - In-clinic material postings 	<ul style="list-style-type: none"> - Patient focus group 	<ul style="list-style-type: none"> - In-person distribution of materials - Promoting CHW's assistance to community 	<ul style="list-style-type: none"> - Clinic manager - Marketing staff - CHW
Month 11	<ul style="list-style-type: none"> - Internal staff trainings - In-clinic material postings 	<ul style="list-style-type: none"> - Community events 	<ul style="list-style-type: none"> - In-person distribution of materials - Promoting CHW's assistance to community 	<ul style="list-style-type: none"> - Clinic manager - CHW
Month 12	<ul style="list-style-type: none"> - Review effectiveness of promotion efforts - Plan for next years' promotion 			<ul style="list-style-type: none"> - Clinic manager - Marketing staff

Tool: Promotional Materials Toolkit

Find [Link to Care WA promotional materials here](#). Materials include posters, fliers, patient tip sheets, graphics for in-clinic TVs, social media content, newsletter content, and more.

Tool: Template Marketing Assessment Meeting Agenda

Your staff and community need to be reminded regularly about Digital Navigation resources to ensure patients get the support they need to access health care. Completing your first year of internal and external Digital Navigation promotion allows you to evaluate success and adjust efforts to reach

audiences who are critical to your program's success. Continuous communication efforts are also necessary as your clinic sees new patients and adds new staff and as an ongoing reminder to keep these services and resources top of mind.

You can use the following agenda to gather your core communications team to assess what elements of your promotion/outreach were effective and what areas need improvement. After this meeting, you can use the previous promotion planning tools to map out your strategy and timeline for ongoing promotion.

Marketing Assessment Meeting Agenda

1. Which marketing tactics were most effective in year 1?
Identify which tactics performed best and if any lessons can be applied to future efforts. Determine whether or not to continue these tactics.
2. Which marketing tactics were not effective in year 1?
Review tactics that missed the mark and discuss how they can be improved. Did the target audience not respond well to messaging? Did the marketing medium (i.e. handouts at events, posters) connect with the desired audiences? Was there adequate staff capacity to implement the tactic?
3. What audiences do you want to reach in year 2?
Discuss which audiences you want to reach with materials going forward. Use previous discussion of what worked and did not work to strategize your approach to these audiences going forward.
4. Next Steps
Use results of discussion to fill out the internal communication plan template, external communications plan template, and timeline featured above in this strategy.

What Patient-Facing Digital Navigation Resources Already Exist?

A key component of Digital Navigation services is providing patient-facing resources, either as standalone tools or as a supplement to support from a Digital Navigator. It is essential that these resources are available in the primary languages spoken by the patients served and in formats that meet the specific needs of the community. These formats may include digital resources and materials displayed within the clinic or on digital platforms as well as physical items such as brochures, rack cards, and other handouts.

The [Link to Care WA website](#) offers resources that can help with the following issues:

- Patient-facing videos that explain telehealth and patient portals (English, Spanish, Ukrainian, Dari)
- How to set up an email
- How to reset your password
- Tips for protecting your personal information online
- How a tablet can support your health

How Do You Know if Promotion Is Working?

You can measure the success of your Digital Navigation promotion efforts and adjust as needed. We recommend tracking the following metrics to see if your patient awareness of Digital Navigation resources leads to:

- Increased portal sign ups
- Increased utilization of telehealth, including fewer missed appointments
- Providers spending less time during appointments providing technical assistance because patients navigate to the right resources for support
- Staff proactively offering resources that support patients
- Patients asking for support with tech issues

“Promoting our Digital Navigation services helps reduce our patients fear of technology. Explaining that we were a health center who could help them use a device to communicate with their doctor directly was a big deal.”

Moses Lake Community
Health Centers staff

This Strategy in Action

- Participating Health Centers promoted Link to Care WA’s hotline and website to supplement their staff’s capacity to provide Digital Navigation support.
- Health Centers held meetings with front desk staff and providers to teach them how the hotline could be used by patients at home to get help on issues like password recovery, telehealth app installation and more. By growing understanding of these resources among their own staff, Health Centers were able to provide the hotline and website as follow up information to Digital Navigation conversations.
- Health Centers often gathered a group of CHWs, communications staff, event staff, and IT staff to identify the best methods of promoting Digital Navigation resources with their communities.
- Many Health Centers identified one staff member with access to leadership to be the representative of Digital Navigation promotion efforts. This staff could introduce the need for promotion to leadership and report back on effectiveness.



Partnerships Strategy: Develop Local Community Resources for Digital Readiness, Support, and Access

This Strategy addresses the following questions:

- What resources exist to support Digital Navigation efforts?
- How to develop a list of local community resources?
- What type of community partners can support Digital Navigation efforts?

What Resources Exist to Support Digital Navigation Efforts?

In addition to developing patient-facing Digital Navigation resources, it is also important for Health Center Digital Navigation programs to identify and connect patients with other local community partners and resources to offer the full spectrum of digital support available to them in the community.

How to Develop a List of Local Community Resources?

Ideally, when developing your Digital Navigation program, you will create a list of the resources that are currently available to people in your region, as well as establishing relationships and referral pathways. The breadth and type of resources will depend on the region and size of the community where your Health Center is located, with smaller, rural areas typically having fewer community resources available. Community partnerships can also be instrumental in referring people to your Health Center Digital Navigation program and, overall, collaborating on bridging the digital divide.

Digital Navigation Community Resources:

- Telehealth Access Points - [Northwest Regional Telehealth Resource Center](#).
- Drive-in Wi-Fi hotspots
 - » The Department of Commerce offers free, drive-in Wi-Fi hotspots around Washington. A full list of Wi-Fi hotspot locations [can be found here](#) and added to a list of local resources.
- List of free local public Wi-Fi locations
 - » Identify community partners, some of which may be listed below, who offer free Wi-Fi.

What Type of Community Partners Can Support Digital Navigation Efforts?

The resources below are examples of potential community organizations that may offer services and

resources supporting digital readiness such as digital literacy classes, free Wi-Fi, computer access, and other digital readiness resources.

- [Local libraries](#)
- [Worksource sites](#)
- Social service agencies
- [Community colleges](#)
- [Senior centers](#)
- [Programs offering free or subsidized internet/broadband](#)
- Programs offering free or subsidized internet enabled devices such as phones and tablets
- [Regional Accountable Communities of Health](#)

State and National Digital Inclusion Organizations and Programs

The organizations and programs below offer Digital Navigation and inclusion resources and support on a state and national level.

- [Link to Care WA](#), a program powered by the Community Health Network of Washington (CHNW), improves health care access by making digital navigation resources available for Washington residents. Link to Care WA builds capacity for digital navigation services within Community Health Centers and provides statewide resources in the form of a Digital Navigation Hotline and website. The number for the Link to Care WA Hotline is 866-757-1832 and operates from Monday through Friday, 8 AM to 5PM. The Link to Care WA website is linktocarewa.org.
- [NCW Tech Alliance](#) The NCW Digital Access and Equity Coalition is a regional network of partners that hosts the NCW Tech Help Digital Navigator hub with resources to connect people in North Central Washington with devices, skills, and training to close the digital divide, ensuring everyone can benefit from technology.
- [NorthStar Digital Literacy](#) Check to see NorthStar services are available through your local library.
- [CONNECT WA](#) is a collaborative of digital access stakeholders across the state working to increase digital access. CONNECT WA convenes representatives from multiple organizations and agencies who work on internet access and/or digital inclusion, forming a collaborative of public and private partners.
- [National Digital Inclusion Alliance \(NDIA\)](#) promotes digital equity by connecting organizations, supporting local programs, and guiding policymakers. NDIA works to bridge the digital divide, ensuring everyone has access to internet, technology, and digital skills essential in today's connected world.

This Strategy in Action

- A Health Center hosts digital literacy classes for their community in partnership with the local library with the goals of both increasing digital literacy for the community and creating awareness of their Digital Navigation program.

Appendices

Appendix A

Digital Navigator: Core Role Description

Digital Navigators are guides embedded within a trusted community-based organization who understand and recognize how they support building digital access in their respective fields and communities. In a Health Center setting, Digital Navigators aid patients and community members, especially to empower underserved populations, in bridging the digital divide for health care. They are trained and equipped to reliably assess client needs and goals and offer solutions (such as Digital Navigation services) to support access to:

1. Digital devices
2. Digital literacy and skills, and/or
3. Affordable and appropriate connectivity

The work of the Digital Navigator may be to interact with patients or clients within the Health Center, in the community, or remotely, with individuals or in small groups.

Under the supervision of a supervisor, the Digital Navigation role at the Health Center assists patients and their families in accessing and utilizing digital tools and services, including patient portals, telehealth platforms, and internet connectivity. This role involves coaching patients on digital skills and providing high-quality, empathetic support to enhance their use of technology in managing their health.

In collaboration with the primary care team—including Primary Care Providers, Population Health RNs, RN Care Coordinators, Clinical Pharmacists, Behavioral Health Consultants, and others—the Digital Navigator also supports non-clinical interventions for patients at risk or with chronic conditions. Responsibilities include offering basic digital literacy education, aiding in device distribution campaigns, and coordinating with and promoting resources like the Link to Care WA hotline. The primary care team should help to identify and refer patients who may benefit from Digital Navigation services.

Digital Navigators may collaborate with or be part of an outreach team and help to promote health and wellness by delivering health insurance education and enrollment assistance and connecting patients to resources that improve access to care and improved health for all.

Appendix B

Digital Navigator: Core Responsibilities and Expectations

1. **Assist patients with digital tools:** Communicate and provide support on patient portals, telehealth platforms, internet connectivity, and digital device functionality to patients.
 - **Support patient navigation:** Proactively assist patients with Digital Navigation tools, setting individual patient goals for Digital Navigator services, ensuring a smooth experience with online services and facilitating warm hand-offs to other staff when needed.
 - **Enhance patient digital skills:** Promote the benefits of digital tools such as patient portals and telehealth platforms, and coach and demonstrate to patients how to use digital tools, including teaching and assistance setting up digital devices and navigating telehealth services.
 - » **Telehealth:** Assist/coach patients in scheduling virtual visits for medical or behavioral health, setting up their smart device for virtual visits, and coaching them to confidently be able to conduct virtual visits independently.
 - » **Patient Portal:** Assist/coach patients in accessing health care information via patient portals to obtain their own health information, request medication refills, and communicate with their health care team using technology from their home or residence.
2. **Connect patients to additional Digital Navigation resources:** Promote awareness and utilization of state and community resources, including the Link to Care WA hotline and website which provides Digital Navigation service for people in Washington with a focus on health care needs.
3. **Enrollment support:** Support patients with program online portals that enable them to access health coverage and other benefits to support their health care, including housing, employment, and other supportive programs.
 - **Communicate technological concepts:**
 - » Explain basic technological processes and concepts to patients related to patient portals, telehealth services, internet connectivity, and digital devices.
4. **Provide guidance to patients on using common online services and technology applications.**
 - **Coordinate digital skills support:** Create and maintain a cohesive, service-oriented Digital Navigation support system, collaborating with other departments and external resources to develop and implement solutions that address patients' Digital Navigation needs.
 - **Incorporate digital access needs as part of screening for Social Drivers of Health:** provide SDOH screening using approved tools and identify how digital access could assist patients in addressing other barriers to care such as, language, transportation, and insurance needs.
5. **Participate in training and outreach:**
 - Provide training opportunities and educational presentations related to digital skills for patients and community members, and to [Health Center] leadership, providers, and staff.
 - Assist with organizing, coordinating, and participating in [Health Center] outreach events, related to Digital Navigation, including in settings like schools, community centers, and other

public forums.

- Help create and distribute health education materials, including pamphlets, brochures, and other resources related to Digital Navigation services.

6. Maintain resource knowledge:

- Regularly assess patient needs and provide updates about any emerging technology barriers.
- Attend relevant training seminars and webinars to enhance knowledge and skills about Digital Navigation and patient technology needs, platforms, and applications.
- Stay informed about community resources, clinic services, and relevant external stakeholders related to Digital Navigation to provide comprehensive support and solutions.
- Collaborate with other departments and community organizations to identify and address Digital Navigation support needs.

7. Document and report:

- Maintain accurate and timely records of patient interactions and Digital Navigation activities.
- Complete necessary documentation and reporting.
- Participate in metrics tracking, evaluation, and quality assurance activities.

General responsibilities:

- Deliver excellent customer service:
 1. Treat patients with the highest respect and maintain patient confidentiality.
 2. Offer high-quality, empathetic, and comprehensive support and information to patients to help them navigate digital platforms effectively and help resolve issues and challenges related to digital platforms, ensuring a high level of customer satisfaction.
 3. Demonstrate [Health Center]’s service standards consistently with patients and co-workers during in-person, phone, and virtual interactions.
 4. Be well-versed in clinic services, departments, and staff to accurately answer patient inquiries.
- Adapt and innovate:
 1. Demonstrate flexibility and creativity in using digital tools to improve and enhance patient access to care.
 2. Continuously seek and implement innovative solutions to address challenges in Digital Navigation and patient support.
- Follow Health Center’s guidelines:
 1. Conform to safety policies and general housekeeping practices.
 2. Demonstrate sound work ethics, flexibility, and show dedication to the position and the community.
 3. Demonstrate a positive attitude, be respectful, and possess cultural awareness

and sensitivity toward clients and co-workers.

4. Keep customer service and the mission of the organization in mind when interacting with all clients, co-workers, and others.
 5. Foster a supportive and respectful work environment, valuing contributions from all team members, patients, and community members and partners.
 6. Embrace, support, and promote the core values of respect, integrity, trust, compassion, and quality which align with the [Health Center] mission statement through their actions and interactions with all patients, staff, and others.
 7. Conform to [Health Center] policies, Joint Commission standards, and HIPAA regulations.
- Assist with connecting patients to devices:
 1. Support device distribution initiatives.
 2. Provide training and ongoing support for patients in using these devices (e.g., iPads, iPhones and Apple Watches), ensuring they can effectively access digital tools and services.
 3. Advise/assist/support clients regarding free/low-cost home internet or other broadband access, and/or low-cost computers or other internet-connected devices and device repair and maintenance.
 4. In some cases, when digital devices are available for distribution, the Digital Navigator role may oversee the process of outreach, selection, distribution, reporting, and invoicing.

Appendix C

Digital Navigator: Core Qualifications

- **Education and Certification:**
 - » High school diploma or equivalent required; associate's degree or higher preferred.
 - » Washington Healthplanfinder navigator certification required within 90 days of hire.
 - » Patient Assister Certification required but can be obtained after hire.
 - » Basic Life Support (BLS) or CPR certification required or must be obtained within 90 days of employment.
 - » NOTE: Educational qualifications for Digital Navigator positions varied across Health Centers, ranging from high school diploma or equivalent to associate's degree to preferred or required bachelor's degree.
- **Experience and Knowledge:**
 - » Minimum of one year of experience in customer service or care coordination, preferably in a health care or community health setting.
 - » Experience with health insurance and/or Health Benefit Exchange preferred.
 - » Knowledge of community services, social services, and resources.
 - » Proficiency in Microsoft Office (Word, Excel, PowerPoint, Outlook) and general computer skills.
- **Technical Proficiency:**
 - » Ability to navigate and assist with digital tools and platforms such as patient portals, telehealth services, and other online applications.
 - » Experience or ability to learn about digital literacy and technology troubleshooting.
- **Communication Skills:**
 - » Excellent verbal and written communication skills with clear and concise expression.
 - » Ability to explain complex technological concepts to patients effectively, including internet services, using computers and other digital devices, and common online services and applications.
 - » Strong interpersonal skills, cultural sensitivity, and a sense of humor with the ability to build trusting relationships and work collaboratively with clients of diverse educational and cultural backgrounds, and with coworkers and community.
 - » Relevant language capacity and relevant cultural sensitivity and humility. Bilingual in English/[other language] preferred; ability to sign is a plus.
- **Customer Service and Problem Solving:**
 - » Proven ability to handle difficult or emotional customer/patient situations with empathy and professionalism.
 - » Ability to provide excellent customer service, establish appropriate boundaries with

clients, and negotiate and handle stressful situations in a positive manner.

- » Strong problem-solving skills and ability to employ innovation and flexibility to develop and implement solutions effectively.

- **Organizational and Planning Skills:**

- » Ability to prioritize and manage multiple tasks efficiently.
- » Effective time management and organizational skills with the ability to adapt to changing priorities and work schedules.

- **Cultural Competency:**

- » Respect for and sensitivity to cultural differences.
- » Ability to work with underserved, low-income, and transient populations, and to understand the social drivers of health.

- **Documentation and Data Entry:**

- » Strong skills in data entry, maintaining accurate records, and ensuring documentation meets quality and compliance standards.
- » Attention to detail in completing surveys, charting, and other documentation.

- **Compliance and Integrity:**

- » Ability to follow oral and written instructions accurately.
- » Must not have been sanctioned or excluded from participation in federal or state health care programs.

- **Additional Requirements:**

- » Valid Washington State Driver's License and auto insurance.
- » Reliable transportation for travel between work sites.

Appendix D

Sample Screening Document

Date: _____ Clinic Location: _____

Patient Name: _____ Chart #: _____

Do you have access to any of the following devices? Mark all that apply.

☐ Smart phone ☐ Tablet (iPad, Samsung Tablet, etc.) ☐ Smart watch

Do you need assistance with any of these devices?

☐ Yes ☐ No

How comfortable are you using your smart devices?

(Not comfortable) 1 2 3 4 5 (Very comfortable)

Do you have home internet or Wi-Fi access?

☐ Yes ☐ No

Do you need assistance using our patient portal?

☐ Yes ☐ No

Do you use your devices for virtual visits to connect with your primary care provider?

☐ Yes ☐ No

Do you need assistance using this service and connecting using video?

☐ Yes ☐ No

Would having reliable internet make you more likely to use the virtual visit option?

☐ Yes ☐ No

Are you currently being treated for high blood pressure?

☐ Yes ☐ No

If YES, do you have a blood pressure monitor at home?

☐ Yes ☐ No

Would you like to meet with a Patient Navigator after your appointment today to see if they can provide help using your devices or finding resources you may qualify for?

☐ Yes ☐ No

Would you like a Patient Navigator to reach out to you at a later date to discuss resources that may be available to you?

☐ Yes ☐ No

Screening Questions Resources

The professional literature provides several examples of digital literacy screening approaches:

- [The eHealth Literacy Scale \(eHEALS\)](#)
 - » This eight-item measure of eHealth literacy measures consumers' combined knowledge, comfort, and perceived skills at finding, evaluating, and applying electronic health information to health problems.
- [The screener for Digital Health Readiness](#)
 - » A 29-question approach to measure digital health readiness with a focus on identifying everyone's specific barriers to readiness, including important readiness factors such as trust in digital health services, to inform delivery of tailored interventions focused on addressing these barriers. Questions can roughly be grouped into four areas: telehealth readiness, comfort/confidence using digital technology, patient portal readiness, and trust of digital health modalities including privacy and security.
- ["Assessing Circumstances and Offering Resources for Needs" \(ACORN\)](#)
 - » ACORN, developed by Veterans Health Administration, is a Veteran-tailored Health Related Social Needs screening and referral quality improvement initiative. It includes a set of three digital needs screening questions ACORN (Assessing Circumstances and Offering Resources) Team:
 - » Do you have access to any of the following devices?: landline, simple cell phone, smartphone, computer (laptop, desktop, or tablet), none.
 - » Do you have access to an affordable and reliable internet where you live? Yes/No/Not applicable/I don't want internet access at home.
 - » Would you like help learning to use a smartphone, tablet, or computer to access VA health care online (e.g., video visits, medical record, secure messaging)? Yes/No/Not applicable/I don't have any of these devices.

Appendix E

Template for Internal Communications Plan

Target Audience	Goal	Activity
Leadership & Management		
Clinical Staff (Prescribers, nurses, other clinicians)		
Administrative Staff (Front desk, call center, other support roles)		

Appendix F

Template for External Communications Plan

Priority audience	Where does this audience get services and information?	What partnerships does your CHC have with organizations that serve this audience?	What outreach tactics from year one should be continued to reach this audience?	What is being promoted?
Individuals experiencing homelessness				
Individuals seeking work				
Students seeking digital technical support				
Families supporting students				
English language learners				

Appendix G

Template for Promotion Timeline

Month	In-clinic promotion activity	Relationship-building activity	In-community promotion activity	Staff responsible

Month	In-clinic promotion activity	Relationship-building activity	In-community promotion activity	Staff responsible