

# Supervisor Handbook

## A Guide for CHW Internship Supervisors

City College of San Francisco  
Health Education Department

Community Health Worker  
Certificate Programs

*Updated May 2020*

*"My overall experience has been an amazing one. It's been a great collaboration that has benefited both Episcopal Community Services and the students from the CHW program.*

*For us, we've been able to hire four fantastic individuals in the social work field, who have expressed an interest in our agency's mission, and who have received a really solid foundation and education in the CHW program. So, yeah, we're really pleased."*

-Scott Ecker, Episcopal Community Services

## Overview of the CCSF CHW Internship Program

### *What is it?*

- An internship with a local agency is required for students enrolled in the CCSF CHW Certificate Program. Students must successfully complete the internship to earn a certificate.
- The internship lasts 120 hours (approximately 8 hours a week for 16 weeks).
  - Paid internships must be 150 hours in length
- The internship complements classroom learning by providing the opportunity to shadow, observe and practice key skills in a professional setting.
- Agencies and CCSF partner to train the next generation of CHWs.

### *What does an internship look like?*

- Requirements for internships are kept to a minimum to ensure that each internship is shaped and molded to fit the needs of both the student and the agency site supervisor.
- Each internship will be different, depending upon the agency, the student's experience, skills and interests and the type of CHW certificate they plan to complete.
- Examples of projects past students have completed during their internship include:
  - Conducting street outreach to link clients to services and provide risk reduction counseling
  - Designing a homeless drop-in center on campus
  - Organizing a housing clinic to help clients into permanent housing
  - Providing case management services to clients coming home from prison
  - Organizing and co-facilitating a monthly support group for young mothers
- [See page 7 for more detail on the internship requirements.](#)

### *What do we need to do?*

Students, with the help of the CCSF's CHW Program Coordinator, will contact agencies to request an internship. [See page 9 for a checklist of agency internship supervisor duties](#) (as well as CHW intern and CCSF CHW Program Coordinator duties).

### Before the internship

- Negotiate internship Learning Objectives and key duties and services for intern. [See page 17 for an explanation of learning objectives.](#)
- Orient the CHW intern to the agency and program policies and procedures. Introduce intern to agency staff. Obtain any IDs, clearances or other needed documentation.
- Negotiate a written schedule with hours and locations.
- [See page 12 for tips on orienting CHW interns.](#)

### During the internship

- Provide meaningful learning opportunities for the CHW intern, such as shadowing, trainings or in-services.
- Provide opportunities to interact directly with clients and assist in providing relevant services.
- Provide regular direct supervision or group supervision for the CHW intern.
- Conduct a mid-semester evaluation meeting with the CHW intern. Complete mid-term evaluation report.
- Communicate with the CCSF Program Coordinator if substantive challenges or concerns arise.
- [See page 13 for tips on supporting internship success.](#)

### After the internship

- Arrange for exit interview with the CHW intern to provide feedback regarding their performance.
- Complete final internship evaluation report and submit to CCSF Program Coordinator.

### Paperwork

- [All forms are included at the back of this booklet, starting on page 14.](#)

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## CHW Program Overview

City College of San Francisco's Community Health Worker (CHW) Certificate Program was established in 1992. In addition to certifying students to work as CHWs, the program offers college credits that can be applied towards an Associate Degree or transfer to a four-year university.

Students can select elective courses to customize their certificate and receive training in different areas of emphasis such working with elders, youth, supporting people coming home from incarceration (re-entry), or people living with HIV or Hepatitis diseases.

You can find complete information about all certificates online at <http://www.ccsf.edu/chw>.

CHWs have been working in the U.S. in the fields of health care, public health and social services since the 1950s. Typically, CHWs are hired by agencies to provide services to communities that experience the highest rates of illness, disability and premature death. These include, for example, low-income communities of color, immigrant and refugee communities, LGBTQI communities, people who are homeless and returning home from prison. CHWs provide a wide range of services including outreach and recruitment, client-centered education, case management and counseling. They facilitate educational, social and support groups, and may participate in research, community organizing or advocacy efforts and campaigns.

The students who enroll in the CCSF program are representative of the communities most frequently served by CHWs in the field. They are motivated by their own life experience, and the desire to promote the health of their communities and to advocate for social justice.

The CCSF curriculum trains students in the core competencies required for success in the field, and is based on national research findings, policy guidelines, and on-going feedback from local employer partners and working CHWs. Students learn how to provide client-centered services and study essential professional knowledge and skills including cultural humility, ethics, and a social justice perspective of public health.

An essential component of the CCSF CHW Certificate Programs is the requirement that all students complete a 120 – 150 hour internship with a local agency (150 hours if paid). The internship complements classroom learning and provides a key opportunity to shadow, observe and practice key skills in a professional setting. In this sense, CCSF partners with employers to train the next generation of CHWs. *Students are ineligible to earn their CHW Certificate if they do not receive a passing or satisfactory evaluation from their internship supervisor.*

## Introduction to the CHW Internship

The purpose of the internship is to solidify core competency skills through direct work experience in the field of community health. The internship prepares the student for work as a CHW in professional settings.

The internship is designed to support learning in four broad areas:

1. **CHW knowledge.** Interns should have opportunities to gain knowledge related to the communities or populations served, about social and health issues, and services.
2. **CHW skills.** Interns should have the opportunity to practice key skills for providing services such as outreach, education, case management, counseling, group facilitation or community organizing. The internship is also an opportunity to practice using technology and accurately documenting services provided.
3. **Career awareness and development.** Ideally, the internship will provide students with an opportunity to learn more about career options open to them, to build professional relationships and to gain confidence for advancing their careers.
4. **Personal and professional development.** Through the internship, students will have opportunities to further reflect upon their own personal and professional strengths and areas for continued growth.

The CCSF CHW student must negotiate an Internship Contract with the agency that will supervise their placement, along with a Learning Objectives Plan. The Learning Objectives Plan details what skills the intern will practice and enhance in their internship, along with the duties and tasks that they will perform to increase their knowledge. The internship requirements are kept to a minimum to ensure that each internship is shaped and molded to fit the needs of both the student and the internship site supervisor.

The Learning Objectives Plan should focus on 1 to 3 (but not too many) **key CHW competencies or skills such as the following:**

- Conduct outreach and risk reduction counseling
- Recruit clients into agency programs
- Conduct initial client interviews or assessments
- Develop an educational presentation or training
- Co-facilitate an educational presentation or educational or support group
- Provide client-centered health education, action planning or case management services
- Conduct home visits to check in with clients and monitor progress in meeting key health and wellness goals

CHW students are responsible for completing **120 hours of internship** (or approximately 8 hours a week for 16 weeks). **The agency must designate a supervisor** who will orient and provide supervision and guidance to the CHW intern.

Each internship will be different, depending upon the nature of services provided by the employer as well as the student's experience, skills and interests and the type of CHW certificate they plan to complete. The following are **examples of projects that CHW students have completed during their internship**:

- Conducting street outreach to link clients to services and provide risk reduction counseling
- Designing a homeless drop-in center on campus
- Organizing a housing clinic (to help clients into permanent housing)
- Providing case management services to clients coming home from prison
- Organizing and co-facilitating a monthly support group for young moms

**Students may complete their internship with their current employer, under the condition that they take on *different or added* responsibilities from their usual employment responsibilities.** In other words, the purpose of the internship will be to learn *new* CHW-related skills.

## Responsibilities of the Internship Supervisor

### Before internship

- Negotiate Internship Learning Objectives that clearly describe the key concepts and skills that the intern will work on as well as the key duties and services that they may provide.
- Provide the CHW intern with an orientation to agency and program policies and procedures, including policies related to confidentiality, chain of command or supervision, dress code and other relevant issues.
- Negotiate a written schedule for the internship highlighting the locations and hours of work, including orientations, trainings sessions or staff meetings, and protocols for calling in sick.

### During Internship

- Provide the student with meaningful learning opportunities including opportunities, as appropriate, for shadowing or observing staff as they provide direct services, and opportunities to interact directly with clients and to assist in providing relevant services.
- Provide regular direct supervision or group supervision to the student intern. The student should have a contact person to ask if s/he has any questions.
- Arrange a mid-semester evaluation meeting with the intern and provide clear constructive feedback about what they are doing well, and what they can do to improve the quality of their performance. Complete mid-term internship evaluation report.
- Communicate directly with the CCSF CHW Program Coordinator if substantive challenges or concerns arise, and as needed.

### After internship

- Arrange for a final exit interview with the student in order to provide the student with feedback regarding his/her over performance during the internship.
- Complete the final internship evaluation report and submit it directly by email, fax or mail to the CCSF CHW Program Coordinator.



## Responsibilities of the CHW Intern

### Before internship

- Negotiate internship Learning Objectives that clearly highlight the key concepts and skills that the intern will work on as well as the key duties and services that they may provide.

### During internship

- Arrive to the internship site on time and dressed appropriately (in accordance with agency standards).
- Sign in at the internship site, as required, and document all hours accurately using the monthly internship timesheets. Sign monthly time sheets and submit to supervisor for their signature.
- Uphold agency and program standards for professional conduct, including ethical duties to maintain confidentiality and to work within your negotiated scope of practice.
- Follow agency procedures for calling in sick or requesting time off.
- Attend all required internship site meetings and trainings, as assigned.
- Communicate with their direct supervisor – or another staff person as appropriate – if they have questions or concerns related to work duties, policies or procedures, or require agency forms or other resources.
- Receive constructive feedback in a respectful and professional manner, and take action to make changes and improve the quality of their work.
- Communicate in a timely fashion with their internship supervisor if they are facing challenges or have concerns related to their work.
- Communicate with the CCSF CHW Program Coordinator immediately if they face significant challenges to completing their internship commitment.
- Complete at least 120 hours of work at the internship and fulfill all key agreements as negotiated in the internship contract.
- Schedule an exit interview or final meeting with their internship supervisor. During this meeting, confirm that all internship requirements have been met.

### After internship

- Submit a final internship evaluation report to the CCSF CHW Program Coordinator.

## Responsibilities of the CCSF CHW Program Director

### Before internship

- Negotiate internship placement opportunities with a diverse range of local employers.
- Provide students with listings of available internship sites and contacts.
- Provide students with individual assistance with site placement when needed.
- Provide a supervisor handbook to each participating site supervisor summarizing responsibilities, procedures and required documentation.

### During internship

- Maintain open communication with both student interns and site supervisors to address any issues or questions that might arise.
- Provide site supervisors with all current contact information.
- Monitor intern's progress by reviewing reports from students and faculty, and through discussions with internship site supervisors and interns as necessary.
- Provide support, as necessary, to site supervisors, or to interns, to help promote a successful internship experience for both students and employer partners.
- Evaluate the intern's progress throughout the program with participation from the site supervisor, student, and instructor.

# Supervisor Guidelines for Internship Orientation

## Before internship

- Create a clearly defined description of services the CHW intern will provide and performance expectations for the CHW intern.
- Arrange for adequate work space for the CHW intern, including a desk, phone, and place to store belongings if applicable.
- Inform staff that the CHW intern will be starting at the site and let them know what the intern's service duties will be.
- Arrange for any site requirements for the CHW intern, such as setting a time for taking pictures for ID badges, creating a staff e-mail address, fingerprinting, etc.
- Review the CHW intern's Learning Objectives. Plan for how you will orient and support them to learn about your agency and to assume their key duties and responsibilities.
- Prepare a packet with pertinent information such as contact numbers, agency procedures and guidelines, brochure of the agency, safety procedures and anything else you feel necessary or would provide for a new employee.

## On the first day when the CHW intern arrives at your agency

- Provide the CHW intern with a clearly defined internship/work assignment and schedule. Make sure that the intern understands when and where they must report to work, and what key duties and tasks they have been assigned to complete. Ask questions to clarify these expectations.
- Review supervisory guidelines and the chain of command. Make sure that the CHW intern knows who their supervisor is as well as whom to report to or consult if their supervisor is not available.
- Schedule ongoing supervisory meetings to clarify agency expectations and policies, to check in on the CHW intern's progress and to provide feedback, guidance and support.
- Provide the CHW intern with an orientation to the agency, the program they will be working with, and key agency policies and protocols. Carefully review and explain the populations or communities served by the agency, and the types of services provided.
- Provide the intern with the packet of key agency information you have prepared. Review office or agency dress codes and policies for calling in sick or reporting late.
- Review the final copy of the learning objectives form and other required key documents.
- Make sure that all agency requirements have been fulfilled for participating in the internship, such as taking pictures for ID badges, any required health exams, fingerprinting, etc.
- Introduce the intern to other interns, volunteers and staff members at the agency.

## Intern Supervisors

### Tips For Supporting Student Success

You may identify key differences or gaps between what interns have learned in the CCSF classroom, and what they need to learn to excel in their work with your agency. CHW interns will look to you for guidance, support and additional training. We encourage you to keep these suggestions in mind to support the career advancement of CHW students:

- **Anticipate that student interns will face challenges along the way.** They may need time to fully grasp agency protocols and guidelines, and may make mistakes as they begin to practice new skills. Try to remember your own first days and weeks in a new job or career. Demonstrate patience as you provide clear guidance about key tasks and duties.
- **Support students with “code switching”** or adapting to your agency’s professional standards and code of conduct. This may include providing guidance about dress codes, time management, team work, providing and accepting feedback, and how best to document their work.
- **Provide interns with a variety of professional experiences.** Students will benefit from observing (or participating in, as appropriate) a wide range of agency programs, events, meetings, trainings and services. This may include participating in staff meetings, case conferences and trainings; shadowing or sitting in to observe agency staff; and opportunities to interact with or provide services to diverse clients.
- **Remember that praise or positive feedback** about what CHW interns do well is important for reinforcing and deepening essential concepts and skills. Provide them with specific details about what you observed or what they accomplished, so that they can remember and repeat this skill in the future.
- **Provide clear, timely and constructive feedback** about what they do well, any mistakes they may make, and how they can improve their performance. Provide them with as much detail as possible about what you want them to do differently, and check in with them to make sure that they fully understand the feedback and the directions you provide.
- **Provide opportunities for the CHW intern to reflect upon their performance, ask questions and raise concerns.** Talking with you about their internship experience and the CHW field more broadly can be significant to their professional development.
- **Arrange for a mid-semester progress evaluation and a final exit interview** with your CHW intern. The exit interview is a time to review the entire internship experience, provide general feedback, and offer guidance for how the intern may best advance their career. If you would be agreeable to providing the CHW intern with a future employment reference or letter, please let them know. You should also review the forms requiring your signature, and make sure the intern has them all.

## Required Internship Documentation

In order to evaluate the performance of CCSF students in their internship placements, all internship placement sites are required to complete the following documents. These forms require the signature of the internship supervisor or other agency representative, and should be mailed or emailed to the CCSF CHW Program Coordinator, Darouny Somsanith at [dsomsani@ccsf.edu](mailto:dsomsani@ccsf.edu), or c/o City College of San Francisco, Health Education Department, MUB 353, 50 Frida Kahlo Way, San Francisco, CA 94110. Please keep a copy of all internship forms.

Please note that student interns will also be required to complete several evaluations of their internship placement including, most importantly, a self assessment of their own performance.

### Before the internship (Due to the CHW Program Coordinator at the end of the prior semester)

- Internship Contract.** The Internship Contract summarizes key commitments for the CHW Intern and the supervising agency. Both the student and agency sign the contract.
- Learning Objectives.** The CHW student and the internship supervisor work together to develop and sign the Internship Learning Objectives Form. These forms details the key CHW concepts and skills that the intern will practice and learn during their field placement, and the tasks and duties they will engage in to build their knowledge.
- Code of Ethics and Confidentiality Agreement.** This form documents the CHW student intern's commitment to uphold and enforce the CHW code of ethics, including confidentiality, and any ethical guidelines provided by the internship agency.

### During internship

- Monthly Time Sheets.** These forms are to be used to document the CHW intern's hours. All hours of service should be documented, and the forms should be signed and submitted to the CCSF CHW Program at midterms and the end of the semester. The student intern must complete a total of 120 hours of service to be eligible to earn their CHW Certificate.
- Mid-term Internship Evaluation Report.** Internship supervisors will complete a midterm assessment of the intern's performance with their agency. This form is due to the CCSF CHW Program by March or October 15th. It is essential to document any key challenges that the intern is facing that may interfere with their ability to satisfactorily complete the internship placement. If substantial challenges arise earlier in the internship, please call Darouny Somsanith ASAP at CCSF (415-452-5266).
- Final Internship Evaluation Report.** The final Internship Evaluation Report is due by December or May 15<sup>th</sup>. Please provide an honest assessment of how well the CCSF CHW student completed their internship, noting both strengths and weaknesses. Rate the intern's performance as either unsatisfactory, satisfactory, or excellent.

# INTERNSHIP CONTRACT BETWEEN CCSF STUDENT AND AGENCY

Name of the Agency: \_\_\_\_\_

**Agency Commitment to the Student Intern**

- Provide interns a setting in which to gain experience and learning opportunities in the CHW competency areas documented in the Internship Learning Objectives form.
- Provide a structured and supportive learning environment, including a clear orientation to agency policies and protocols and any necessary additional training related to assigned tasks and duties.
- Provide the intern with exposure to a variety of agency programs and services.
- Provide the intern with an opportunity to complete 120 hours of service by May or December 15.
- Provide one hour per week of supervision time for the intern to talk about their experience, address questions and challenges, and to receive constructive feedback and guidance.
- Communicate directly with the intern in a timely manner about any substantial concerns about their performance, offering specific guidance about what the intern needs to do in order to address these concerns.
- Complete required internship forms, including time sheets and the mid-term and final evaluation in a timely manner.

**Student Commitment to the Agency**

- Commit to completing 120 hours of service before the end of the internship semester.
- Arrive to the internship on time and prepared to work and to learn.
- Follow and enforce all agency policies and procedures and codes of ethics and maintain the confidentiality of all client information.
- Be open to direction and constructive feedback, and strive to learn, to enhance skills and improve performance.
- Work cooperatively and respectfully with co-workers and agency clients and partners.
- Meet with supervisor to discuss events, troubleshoot problems, assist in class assignment, etc.
- Ask for assistance from supervisor when a problem or concern arises.
- Demonstrate knowledge of services provided by agency.
- Be responsible for the timely completion and return of all internship forms including timesheets and the evaluation report.

Student signature: \_\_\_\_\_

Date: \_\_\_\_\_

Internship Supervisor signature: \_\_\_\_\_

Date: \_\_\_\_\_

## INTERNSHIP LEARNING OBJECTIVES (OVERVIEW)

The Internship Learning Objectives provide all parties--the CHW intern, the internship supervisor and the CCSF CHW Program Faculty and Coordinator--with a clear understanding of the core competencies the student will be learning on their internship, and which tasks and duties they will perform.

Each student must negotiate detailed learning objectives with their internship supervisor. This written plan must identify the core skills or competencies that the intern will learn, and the key tasks and duties they will provide to enhance their skills. This written plan may address up to 3 learning objectives depending upon the requirements of the agency, the time necessary to complete each learning objective or task, and the interests of the student intern.

**SAMPLE LEARNING OBJECTIVE:** To enhance skills in facilitating support groups.

### KEY ACTIVITIES:

1. Participate in an orientation, training session and/or supervisory meetings to better understand the nature of the support groups offered by the agency, their purpose, and the agency's approach to facilitation.
2. Shadow and observe one or more support group sessions. Meet with facilitators and/or supervisor afterwards to share your observations, questions and concerns.
3. Plan for co-facilitating part of a support group session. The plan should detail issues such as learning outcomes, activities or discussion points, and the roles of each co-facilitator.
4. Review your plan with your co-facilitator and supervisor and revise it based on feedback.
5. Co-facilitate all or part of a support group meeting. Write up brief notes about the session highlighting any challenges faced, as well as key accomplishments.
6. Meet with co-facilitator to receive constructive feedback about the session including what the intern did well, and areas for improvement.
7. Meet with supervisor to discuss the facilitation experience and to received additional feedback, guidance and support.
8. Co-facilitate an additional support group activity, discussion or session, as appropriate
9. Continue to meet with co-facilitator and to receive on-going supervision related to role as group facilitator

## INTERNSHIP LEARNING OBJECTIVES FORM

### LEARNING OBJECTIVE #1:

#### ACTIVITIES:

1.

2.

3.

### LEARNING OBJECTIVE #2:

#### ACTIVITIES:

1.

2.

3.



**LEARNING OBJECTIVE #3:**

ACTIVITIES:

- 1.
  
- 2.
  
- 3.

Both student and internship supervisor have worked on developing the above learning objectives and activities. Both agree that the objectives and activities will be completed within the **120 internship hours**. If any problems arise, it is the responsibility of the student to notify the internship supervisor and the CCSF Internship Program Coordinator.

**Signatures:**

Student intern: \_\_\_\_\_ Date: \_\_\_\_\_

Internship supervisor: \_\_\_\_\_ Date: \_\_\_\_\_

Health 203 Instructor: \_\_\_\_\_ Date: \_\_\_\_\_

## CODE OF ETHICS AND CONFIDENTIALITY AGREEMENT

All CHWs must uphold and enforce professional ethics, including the legal responsibility to protect confidentiality.

**As a CHW intern**, I understand that I am subject to a code of ethics similar to that which binds the professionals in the field in which I am interning. I agree to abide by the CHW Code of Ethics (see attachment) and any additional ethical guidelines required by the employer as I complete my CHW internship. I promise to seek guidance in a timely manner from a designated supervisor if I face an ethical challenge or dilemma and am uncertain about how to respond.

As part of my ethical responsibilities, I agree to maintain and protect the confidentiality of clients and other parties receiving services from the agency in which I serve as a CHW intern. I understand that:

1. Legally any violation of the confidentiality of client information is subject to punishment by a court of law.
2. The professional code of ethics stipulates that maintaining confidentiality of client information is part of professional responsibility and integrity.

Because of these legal and ethical considerations, any student enrolled in the CHW Certification Program who reveals contents of a client's file or record (except as it relates to the educational process in the classroom or at the internship site) is subject to immediate expulsion from their internship and the CCSF CHW Program.

I (CHW Intern's name) \_\_\_\_\_, do hereby agree to follow the CHW Code of Ethics and to maintain the confidentiality of all client information during my internship, including while in classes at CCSF.

Student intern signature: \_\_\_\_\_ Date: \_\_\_\_\_

Internship supervisor: \_\_\_\_\_ Date: \_\_\_\_\_

Internship site/address: \_\_\_\_\_

Phone number: \_\_\_\_\_ E-mail: \_\_\_\_\_

## Monthly Documentation of Internship Hours

*Document the hours you spend on your internship. At the end of each month, complete this form, documenting the dates and hours when you performed internship duties. Total the number of hours completed during the month and cumulatively (over the course of the entire semester, to keep you on track for completing all 120 required hours). Students completing a paid internship must submit documentation for 150 hours of service.*

You will be asked to submit documentation of internship hours for the first two months of your internship by the semester midterm. At the end of the semester, you will submit all remaining Monthly Internship Hours. These forms must be completed and signed by you and your Internship Supervisor.

***Please note that you must document completion of 120 hours in order to earn points for this assignment. Anything less than 120 hours will result in a grade of 0.***

**Date Submitted:** \_\_\_\_\_

Name of CHW Intern: \_\_\_\_\_

Name of Internship Supervisor: \_\_\_\_\_

Name of Internship Agency: \_\_\_\_\_

<b>Month:</b>			
<b>Dates</b>	<b>Time In</b>	<b>Time out</b>	<b>TOTAL HOURS</b>
<b>Cumulative Hours</b> (total hours completed by the end of this month)			

CHW Intern signature: \_\_\_\_\_

Date: \_\_\_\_\_

Internship Supervisor signature: \_\_\_\_\_

Date: \_\_\_\_\_

## CHW Internship: Midterm Performance Evaluation

Please email this report directly to the CCSF CHW Coordinator, Darouny Somsanith at [dsomsani@ccsf.edu](mailto:dsomsani@ccsf.edu) or mail it to Darouny c/o City College of San Francisco, Health Education Department, 50 Frida Kahlo Way, MUB 353, San Francisco, CA 94112.

**Name of the CCSF student intern:** \_\_\_\_\_

**Internship Agency:** \_\_\_\_\_

**Internship Supervisor's Name:** \_\_\_\_\_

**Internship Supervisor's Signature:** \_\_\_\_\_

1. Do you have any substantive concerns about the CHW Interns ability to complete the internship with a satisfactory rating? Yes \_\_\_\_\_, No \_\_\_\_\_

2. Does the CHW intern show up for their internship as scheduled and on time?  
Yes \_\_\_\_\_, No \_\_\_\_\_ Comment:

3. How well has the intern accepted and followed guidance and supervision?

4. How would you rate the CHW Intern's level of professional conduct with staff and clients?

0	1	2	3	4	5
Unacceptable					Highly Professional





