



Sustainable CHW Roadmap for Minnesota: How we can build on this plan together!

Rural CHW Conference, Breakout Session 3 | 5:00-5:45pm, November 6, 2025

Kristen Godfrey Walters, MDH | Rachel Stoll, MN CHW Alliance

health.state.mn.us

Breakout Session 3: 5:00pm-5:45pm

Diamond Point Room



Rachel Stoll, CHW
MNCHWA

Sustainable CHW Roadmap for Minnesota: How we can build on this plan together!

We all know that CHWs make a tangible impact on the lives of both patients and providers. CHWs can provide patient navigation, advocacy, social support, and health education that can result in powerful health behavior changes. CHWs provide literal and linguistic access to health clinics, community and social services, and community and patient support. CHWs improve quality of care across cultures, income levels and education levels.



Kristen Godfrey-Walters, MPH
MN Dept. of Health

These outcomes can only be achieved if CHW positions can be sustained over time. To make a CHW program launch and succeed, organizational readiness, training, and financing are necessary components. Statewide policy, funding, and planning efforts in MN from 2023-2025 have led to new resources and technical assistance available to CHWs and employers to facilitate successful CHW programs. This includes additional training opportunities for CHWs and CHW employers and organizational readiness tools and support for supervisors and administrators to support and grow the CHW profession internally –even before hiring.

Recent policy changes in MN and the US have increased reimbursement rates and billable services that CHWs can provide through both Medicaid and Medicare, leading to new ways to fund and maintain CHW programs; some of these positive changes may be under threat.

The Minnesota CHW Alliance and MDH have completed a statewide environmental scan of CHW programs, and developed a statewide infrastructure plan, logic model, and measurement plan which will lead to further efforts to expand on successful CHW program models and address barriers to expand and sustain CHW programs across the state.

We will share the sustainability plan, measurement plan and logic model and facilitate a conversation on where CHWs and CHW employers can plug into these plans and advance CHW sustainability statewide.

Presentation Objectives



Summarize recent Minnesota and national policy, funding, and planning efforts that have led to new resources and technical assistance available to CHWs and employers to facilitate successful CHW programs



Identify key components of CHW program sustainability, including organizational readiness, training, and financing mechanisms.



Describe the scope and scale of CHW workforce and infrastructure in Minnesota



Recognize statewide resources, tools, and technical assistance available to CHWs and employers to strengthen CHW programs and workforce infrastructure.



Interpret elements of Minnesota's CHW Sustainability Plan, Logic Model, and Measurement Plan and **discuss** opportunities for CHWs and CHW employers to engage in statewide sustainability efforts.

Improve health outcomes

- Chronic disease control
- Mental health
- Healthy behavior
- Health disparities



Reduce health care costs

- Emergency room use
- Hospitalizations
- Health care spending

3:1 net return on investment

Advance health equity

- Provide cultural, linguistic, and community specific services
- Address social determinants of health
- Advocate for individual and community needs



CHW Impact

Improve satisfaction & quality

- Improve patients' perceived quality of care
- Positively impact provider satisfaction



CHW Education and Training in MN



CHW Certificate Program

MN CHW Alliance

State Colleges and Universities



CHW Registered Apprenticeship Program

Department of Labor and Industry



CHW Online Learning Modules

MN Department of Health



CHW Professional Development

MN CHW Alliance





MDH CHW Initiatives and Community Engagement Unit

Collaboration and coordination between state and community partners

CHW Infrastructure in MN



MN CHW Alliance

Professional, advocacy, capacity building organization for CHWs and employers



Training

Academic CHW certificate program, apprenticeship, upskilling



Financing

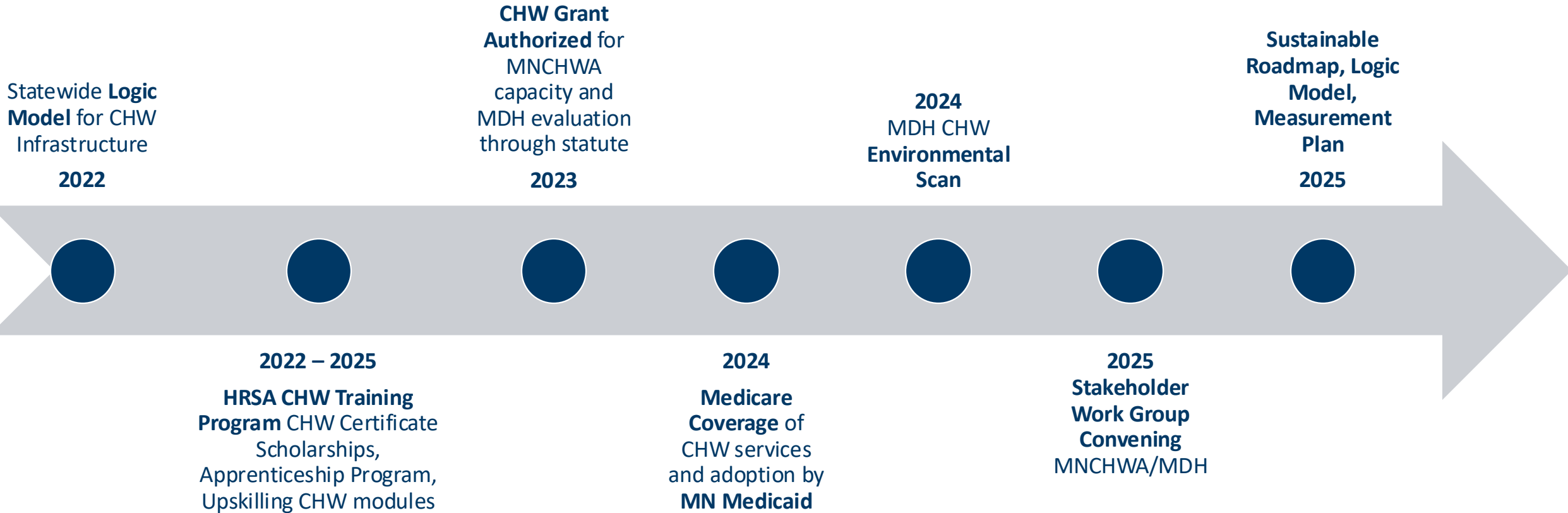
Medical billing – Medicaid & Medicare
Grants, levy's
Legislative appropriations



Evaluation and Measurement

Environmental scan, measure development

What's new in CHW Infrastructure in MN?



CHW Infrastructure: Environmental Scan Key Findings

Minnesota has a **robust infrastructure** in place to support the CHW profession, including:

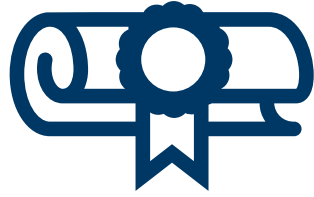
- Statewide scope of practice
- Academic CHW Certificate training program and upskilling trainings
- Medical billing and reimbursement
- MN CHW Alliance (MNCHWA), a non-profit who builds community and systems capacity for better health through integration of CHW strategies

There are opportunities to **strengthen and expand** effective CHW services statewide:

- Increase funding and sustainability for positions
- Support employer readiness and capacity
- Advance CHW training, support, and career development
- Establish state strategy and coordination.
- DHS billing methods/process support



CHW Certificate
Program Schools
6



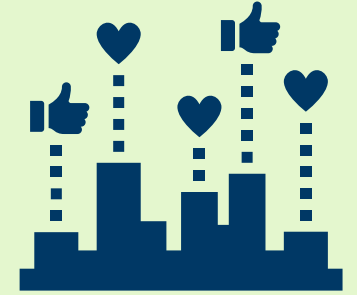
CHW Certificate
Holders
1631



CHWs Employed
880



Counties with
CHW activity
54%

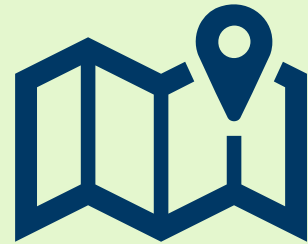


Settings
Employing CHWs
11

2024 MN CHW Workforce



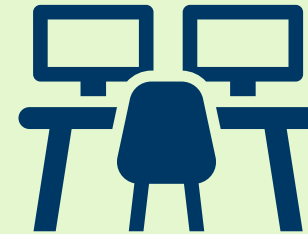
Providers
enrolled with
DHS to Bill
209



CHW Certificate
Holders from
Greater MN
64%



Codes for
Reimbursement
5



CHW Employers Billed
for Reimbursement last
year
77



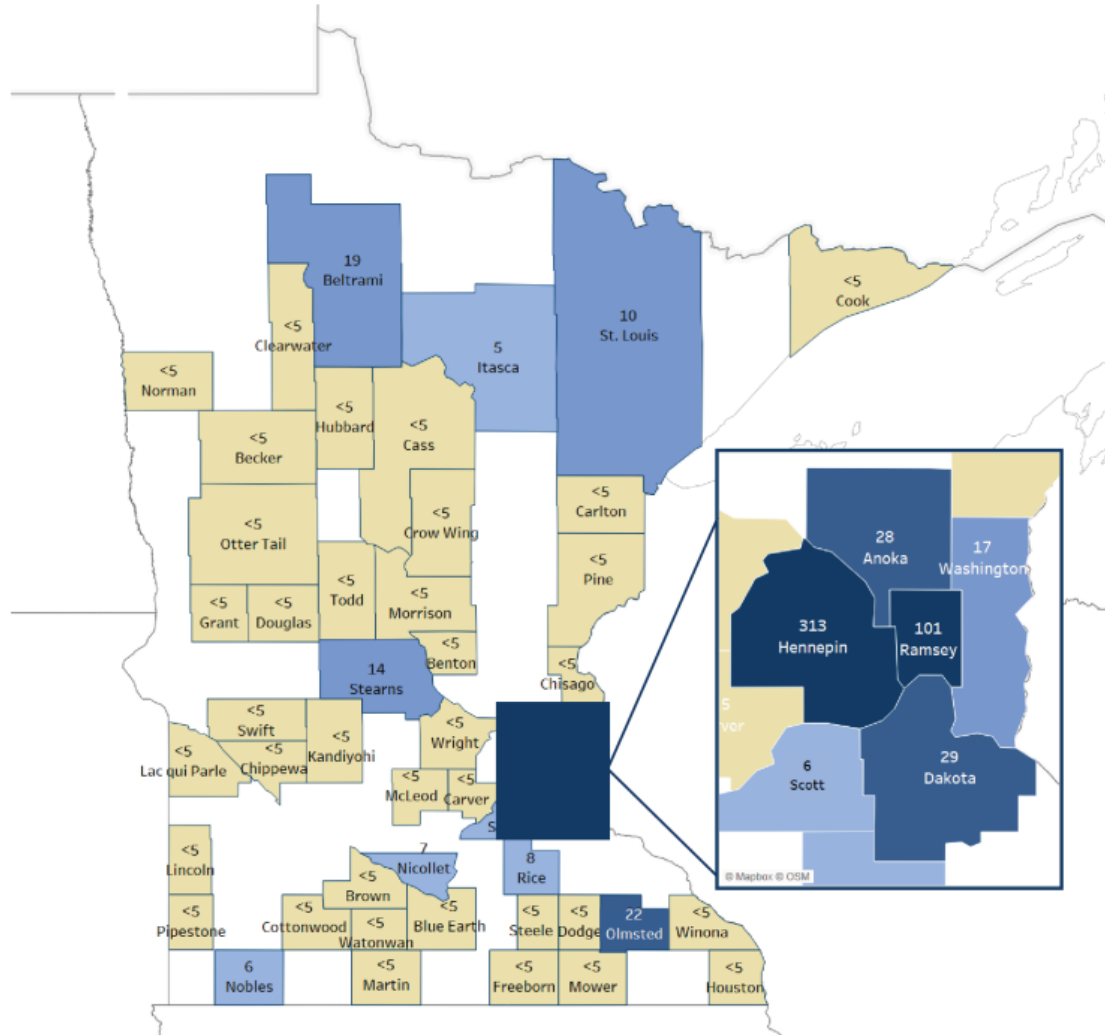
CHW in Healthcare
Homes
31%

CHW are 2nd highest desired position by Local Public Health, after public health nurses

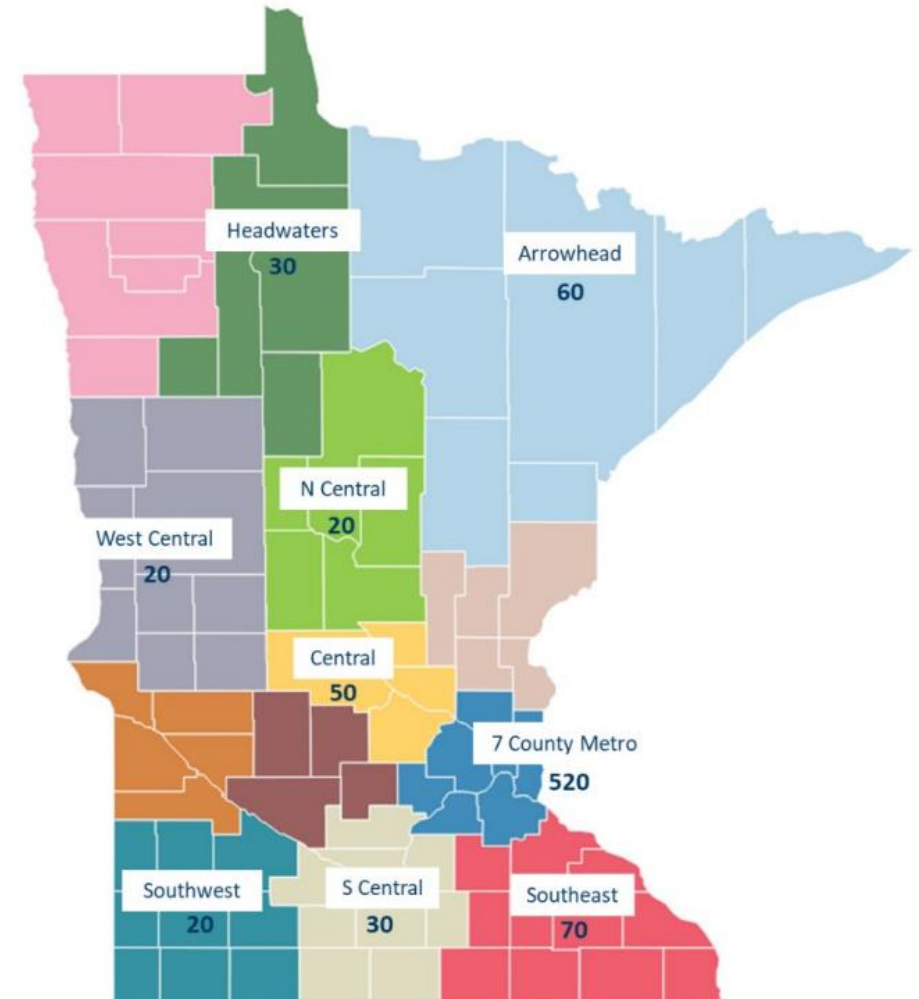
-LPHA Survey 2022

Where are CHWs located?

Minnesota CHW Certificate Holders 2005-2024



CHW Labor Estimates by Economic Development Region



Where and how are CHWs doing their work?

Settings/Locations

- Local public health and government
- Health care
- Dental care
- Community based organizations
- Home Visiting
- Third Party Payors/Managed Care
- Schools
- Jails
- Fire Department/Police Department/EMS/CP
- Homeless Shelter
- Tribal Nations

Roles/Functions/Services

- Navigation of health and human services systems
- Screen and Address SDOH
- Member of care delivery team
- Care coordination and chronic disease management
- Home visiting
- Health education and self-management support
- Community outreach and events
- Outreach and enrollment in public programs
- Evidence-based health education groups
- Vaccine Outreach

"I do it all: car seats, DHS paperwork and next thing I know I am looking at a furnace."
- CHW in Rural Southern MN

	Intervention Model	Model Approach
Clinical	Individualized Management toward Patient-Centered Targets (IMPaCT)	Support individuals in achieving personal goals leading to improved outcomes. Drive health system engagement; navigate clinical appointments
	Transitions Clinic Network model	Employs specially trained CHWs with a history of incarceration who help patients leaving prison make a successful transition to better health
	Health care Home	Health care home, the patient centered medical home model in MN, CHWs are members of the health care team and provide functions of care coordination, system navigation, health education, SDOH screening and connection to community resources.
	Behavioral Health home	The Behavioral Health Home model focuses on integrating primary care, mental health services, and social services for adults with mental illness or children with emotional disturbance. CHWs play a crucial role in this model by assisting individuals in coordinating care and services while working toward their health and wellness goals.
	Oral Health	Models in dental clinic, school, and home visiting settings in Minnesota. CHWs are shown to increase knowledge of oral health best practices, and activities like brushing and flossing among patients. These services are especially needed in dental care professional shortage areas.
Community	Pathways Community HUB	Address and surface non-clinical needs that impact health. Navigate individuals to relevant social services. Uses a regional community care coordination approach and pay for-performance financing from public and private payors.
	Other Community Hub Models	Other community hub models consist of creating a community-based care coordination network that identifies individuals with modifiable risk factors – medical, social, behavioral – and connects them to services, tracks outcomes and contracts with payers that directly tie payment back to those outcomes.
	Family Home Visiting	Family home visiting is a voluntary, home-based service ideally delivered prenatally through the early years of a child's life. It provides social, emotional, health-related and parenting support and information to families and links them to appropriate resources.
	Evidence Based Health Education Programs	Diabetes Prevention Program, Heart Disease Curriculum, and other evidence-based programs offered in group settings
	Third Party Payors/Managed Care Organizations	MCOs can integrate CHWs as part of population or care management teams. CHWs employed by the health plan often conduct outreach telephonically or at community events. CBOs also contract with MCOs to provide CHW services to MCO members to provide outreach and connection to health and social services
	Tribal Nations Community Health Representative	Tribal nations across MN and nationally have Community Health Representative (CHR) programs deeply rooted in the tribal culture and community. CHRs are frontline public health workers who improve access to health care in American Indian/Alaska Native communities and build community capacity.

CHW positions are generally supported by braided funding:

- Grants – government and foundation
- General operating dollars
- Public funding/levies
- Medical Billing and Reimbursement
 - [Minnesota Health Care Programs \(MN Medicaid\) Provider Manual, Community Health Worker](#)
 - [CMS Medicare Federal Register](#)
 - Contracts with Health Plans/Managed Care Organizations
- Sustainability often supported by evidence of outcomes and ROI

Medical Reimbursement of CHW Services in MN



Minnesota Health Care Programs (MHCP)

- CHW Education
- Community Health Integration



Medicare

- Community Health Integration
- Principal Illness Navigation



Managed Care Organizations

- MHCP covered services
- Outreach and Access
- CHW Pathways Models



Covered CHW services in MN are now closely aligned with the MN CHW scope of practice

Covered Services

- CHW Education: Individual or group **health education**
- Community Health Integration: Services to **address unmet SDOH needs** (e.g., assessment & care planning, system navigation, resource connection, health coaching, advocacy & support)
- Principal Illness Navigation: **care navigation** as part of the treatment plan for a serious, **high-risk disease**

Billing Requirements

- CHW must have a MN CHW Certificate and register with DHS as a provider
- CHW services need to be ordered/initiated and supervised by an eligible medical billing provider following Medicaid and Medicare guidelines

CHW Roadmap for a Sustainable Future

1. Expand CHW Training & Workforce Development	1.A Expand options for gaining the CHW Certificate, especially in rural and underserved areas.	1.B Develop tiered career pathways for CHWs, including specialization opportunities.	1.C Provide ongoing continuing education, professional development, and leadership programs.	1.D Integrate cultural competency and health equity into training curricula.
2. Promote Evidence-Based Models and CHW Services	2.A Expand Community Awareness Of CHWs and Results	2.B Implement and evaluate evidence-based and community-driven CHW models	2.C Promote CHW integration into healthcare teams and community-based organizations.	2.D Document and disseminate best practices and success stories.
3. Develop Sustainable Funding and Policy	3.A Advocate for full implementation of reimbursement for a broad range of CHW services.	3.B Establish/streamline use of standardized billing, including use of codes and reimbursement rates.	3.C Secure funding for CHW positions through state, private, and federal grants.	3.D Develop policies that support CHW integration and sustainability.
4. Engage in Data Collection and Evaluation	4.A Develop a centralized CHW workforce registry.	4.B Establish metrics to evaluate CHW impact on health outcomes.	4.C Conduct regular surveys and studies to inform policy and practice.	4.D Promote CHW-led research and evaluation initiatives.

2025-2028 Statewide CHW Initiative Logic Model

Objectives

Current Activities

Long Term Outcomes

CHW Agency in Profession Statewide

- CHW voice in structure changes
- CHW led professional leadership group

Professional standards are shaped, monitored, and advanced by CHWs.

Awareness of CHW Roles

- Statewide awareness campaign
- Train the Trainer

CHWs are widely recognized as trusted, effective, and essential members of care and service teams.

Increase CHW certificate holders, CHWs employed and training options

- Recruit CHWs from diverse locations and communities
- Employer supports, apprenticeship and pathways

Increased health care access and improved health outcomes for people from rural and diverse backgrounds.

Support Evidence-Based Models

- MNCHWA Demonstration projects of CHW models
- MNCHWA TA and training for CHWs and employers

Reduced disparities in chronic diseases, injury, violence, and substance use disorder.

Assessment and Evaluation

- Implement Measurement Plan and grow Registry, CHW led research and evaluation

Statewide access to appropriate and effective CHW services.

Financing and Sustainability

- CHW reimbursement awareness and tools
- CHW policy refinement

Measurement Plan

What patient/participant outcomes can CHWs achieve?

- Increased empowerment
- Increased social support
- Improved self-reported health status
- Treatment plan completion
- Shifting care from emergency and disease centered to primary care and preventative centered

Are CHWs working under the conditions required for their work to be effective?

- Living wage with benefits
- Supportive/reflective supervision
- Opportunities for advancement
- Genuine integration into teams

What policies can the state enact to strengthen the workforce?

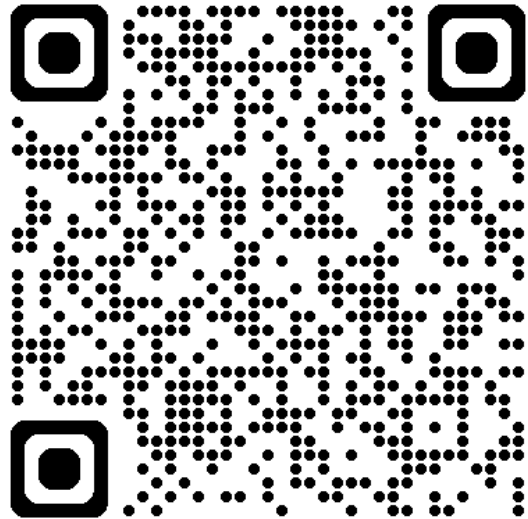
- CHW Definition in statute
- 10 Core Roles included in Scope of Practice
- Sustainable funding sources
- Meaningful integration into public health and healthcare systems

What did it take to achieve these efforts?

- Number of CHWs working in Minnesota
- Number of CHWs enrolled in and completed CHW Certificate
- Communities served by CHWs
- Individuals served by CHWs
- Number of CHW employers and Registered Apprenticeship Sites

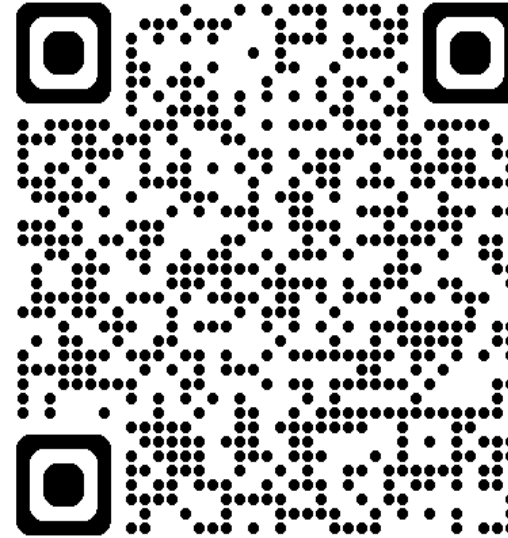
Take the Statewide CHW or CHW Employer Survey!

CHW Survey



[Statewide CHW Survey 2025](https://mnchwalliance.org/statewide-chw-survey-2025/)
(<https://mnchwalliance.org/statewide-chw-survey-2025/>)

Employer Survey



[Statewide CHW Employer Survey](https://mnchwalliance.org/chw-supervisors-and-employers-survey/)
(<https://mnchwalliance.org/chw-supervisors-and-employers-survey/>)

How to get involved

- Adopt strategies and measures in the road map and logic model
- Participate in surveys, environmental scans, and share success stories
- Get involved in implementation work groups
 - ❖ CHW Measurement Plan
 - ❖ Sustainable Funding & Policy
 - ❖ Community Engagement & Health Outcomes in Evidence Based Models
 - ❖ Training and career/workforce development

Contact: health.chw.mdh@state.mn.us or info@mnchwalliance.org



Sustainable Roadmap

<https://tinyurl.com/MNCHWRoadmap>



Logic Model

<https://tinyurl.com/MNCHWLogicModel>



Measurement Plan

<https://tinyurl.com/MNCHWMeasurementPlan>

Current Programs for CHWs at MNCHWA

Annual Leadership Institute

- 5 month leadership development program

CHW Circle

- Monthly peer learning opportunity

CHW Platform and Registry

- Training platform with opportunities for CHWs to connect

Tuition Assistance and student support

- For CHWs going through the Certificate program

Current programs for Employers at MNCHWA

Registered
Apprenticeship

Organizational
Readiness
Assessments

Supervisor
Roundtable

Consulting

Employer
Training

Technical
Assistance

Free CHW Training Modules – MDH Learning Center

Trainings can be accessed through the [MDH e-learning center \(www.health.state.mn.us/about/tools/learningcenter.html\)](http://www.health.state.mn.us/about/tools/learningcenter.html).

Arthritis Management for CHWs

This short 15-minute course explores the role of CHWs in supporting patient arthritis management including understanding risk factors, management, treatment, and referral.

Helping Clients with Asthma – A CHW Approach

Learn about basic physiology, signs and symptoms of asthma; describe medications, correct use of inhalers and spacers/holding chambers, and how to identify asthma triggers.

Dementia Training for CHWs

This course provides an overview of Alzheimer's and dementia, risk reduction, dementia detection, living with dementia and caregiver support.

CHW Role in Diabetes Care

Learn about diabetes and how CHWs can play a vital role in managing this serious chronic health condition



Heart Health Conditions: Education for CHWs

A short 10-minute course for CHWs that reviews the risk factors for heart health conditions and what can be done to reduce a client's risk

Stroke Care for CHWs

A short 10-minute course for CHWs that reviews the risk factors for stroke and what can be done to reduce a client's risk

CHWs 101: Introduction to Research

This interactive course introduces research concepts, types of research, models of community-based research, ethics, and potential careers or roles. The course includes videos of a few local CHWs who are engaged in research.

Coming Soon!
Oral Health
Hypertension

MDH CHW Initiatives Resources for Employers



[Community Health Worker \(CHW\) Employer Toolkit - MN Dept. of Health](https://www.health.state.mn.us/facilities/ruralhealth/emerging/chw/index.html)

<https://www.health.state.mn.us/facilities/ruralhealth/emerging/chw/index.html>



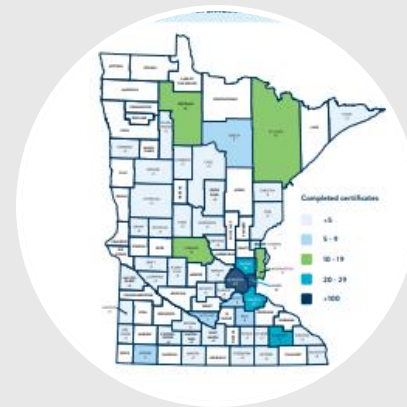
[Community Health Worker Reimbursement](https://www.health.mn.gov/communities/commhealthworkers/docs/billing.pdf)

<https://www.health.mn.gov/communities/commhealthworkers/docs/billing.pdf>



[MDH 2024 CHW Environmental Scan Summary](http://www.health.mn.gov/communities/commhealthworkers/docs/chwsummary.pdf)

www.health.mn.gov/communities/commhealthworkers/docs/chwsummary.pdf



[Community Health Workers in Minnesota-State of the field in 2024](https://www.health.mn.gov/communities/commhealthworkers/docs/chwminnesota.pdf)

<https://www.health.mn.gov/communities/commhealthworkers/docs/chwminnesota.pdf>

Questions or need more information? Contact us: health.chw.mdh@state.mn.us or visit: www.health.mn.us/chw

Contact Us



Kristen Godfrey Walters, MPH

CHW Initiative and Community
Engagement Director

Minnesota Department of Health

Kristen.Godfrey.Walters@state.mn.us

health.mn.gov/chw



Rachel Stoll, CHW

Education Manager

Minnesota Community Health Worker Alliance

Email: rachel@mnchwalliance.org

mnchwalliance.org



Please take our post survey!

Rural CHW Conference Presentation Survey

