Measuring Success: An update on the Minnesota Statewide Sustainable Plan and how you can get involved

Rachel Stoll, MN CHW Alliance | Laura Turek, MN Dept of Health

Rural CHW Conference| October 9, 2026, 12-1pm

health.state.mn.us

Presentation Outline

- Minnesota's Roadmap for Sustainable Infrastructure- overview (15 min): Process, plan, logic model, measurement plan described.
- Discussion at your tables (10 min)
    - Where is your organization in the logic model? Share with your table.
- CHW Measurement (15 min)
    - What do you want to know about CHW field in MN? Collection methods and data described.
- Discussion in tables (10 min)
    - Which health outcomes are most meaningful to you? Share with your table.
- Data Close to Home (5 min) Demonstration projects described.
- Wrap Up & Resources (5 min)

Presentation Description

The session focuses on how rural communities can strengthen and sustain CHW programs, including workforce development, funding, and organizational support.

- In 2025, CHWs, employers, educators, healthcare organizations, and community partners from across Minnesota came together to create a statewide plan for strengthening and sustaining the CHW workforce.

- That work resulted in the Minnesota CHW Roadmap, logic model and Statewide Measurement Plan, which outlines practical strategies for growing, supporting, and funding CHW programs across the state.

Since then, four workgroups with representatives from many different sectors and perspectives, including CHWs, have met monthly to move the plan forward.

This interactive session will provide:

1) an update on progress made over the past year and

2)explore how rural CHWs and organizations can use the roadmap in their own communities.

3) Participants will discuss real-world challenges and opportunities related to **workforce development, funding, CHW leadership, and program sustainability**

4) how they can get involved with the workgroups and ensure rural CHW representation.

Presentation Learning Objectives

- Increase awareness of the key priorities from Minnesota's CHW Roadmap.
- Describe the importance of CHW voice and involvement in the implementation of the Roadmap and Measurement Plan.
- Apply roadmap ideas and resources to their own programs or organizations.

Nothing about us without us!

Today's presentation is inclusive of CHW from creation of plan through systematic review of data through the CHW Voices in Data series. The series is an opportunity for Community Health Workers to share their perspectives on how information is contextualized, interpreted, and used to understand the CHW workforce in Minnesota.

We'll explore what this data can and cannot tell us, discuss ways to make the information more meaningful, and gather feedback more broadly. Lived experience of CHWs and their expertise are essential in helping ensure that CHW data reflects the realities of the field.

CHW Infrastructure in MN

MDH CHW Initiatives and Community Engagement Unit

Collaboration and coordination between state and community partners

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

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

Improve satisfaction & quality

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

Source: Lau et al., 2021; ASTHO

Sustainable Plan Development Process Timeline



Work Groups:

- Training and career/workforce development
- Community Engagement & Health Equity Outcomes in Evidence-Based Models
- Sustainable Funding & Policy
- Data & Evaluation

Statewide CHW Goal

By 2028,

- Develop, refine and expand the CHW profession in Minnesota
- Equip CHWs to address health needs and
- Improve health outcomes

MN CHW SUSTAINABLE PLAN & LOGIC MODEL SUMMARY

GOAL: *By 2028, develop, refine, and expand the CHW profession in Minnesota; equip CHWs to address health needs; and improve health outcomes.*

Objectives

1. **CHWS have agency in the profession**
2. **Increase awareness of benefits of the CHW role**
3. **Increase certificate holders from diverse locations and communities**
4. **Increase number of CHWs employed as CHWs**
5. **Increase CHW training opportunities**

Long Term Outcomes

- Professional standards are shaped, monitored, and advanced by CHWs.
- CHWs are widely recognized as trusted, effective, and essential members of care and service teams.
- Increased health care access and improved health outcomes for community members with rural and diverse backgrounds.
- Increase percent of rural and diverse populations with access to a CHW.
- Increased number of CHWs able to confidently and effectively address current health challenges such as chronic disease, mental health, and social determinants.

STATEWIDE CHW LOGIC MODEL SUMMARY

Objectives

6 **Increase use of evidence-based program models and documentation of promising practices**

7 **Start measuring the field and share that information**

8 **Increase number of employers billing (sustainability)**

9 **Increase employer's ability to get funds to pay CHWs**

Long Term Outcomes

- Reduced disparities in chronic diseases, injury, violence, and substance use disorder.
- Increased ability to track and evaluate impact of CHW models.
- Statewide access to appropriate and effective CHW services.
- Sustainable “braided” funding (grants + billing + local/state funding) supports CHW positions.

MN CHW Roadmap for Sustainable Infrastructure

MN CHW Sustainable Roadmap

Minnesota-Community-Health-Worker-Roadmap-7.01.25.pdf

CHW Logic Model 2024-2028

https://www.health.state.mn.us/communities/commhealthworkers/docs/logicmodel2025.pdf

Measurement Plan

https://mnchwalliance.org/wp-content/uploads/2025/12/Measurement-Plan-and-Appendix-Final.pdf

Objectives others are working on in MN from Statewide Plan Update Event

What are the top 3 sustainable plan objectives are you or your organization working toward?



7% Center CHW Leadership/Voice



14% Increase number of CHWs in the workforce



10% Establish functional measurement system



20% Expand community awareness of CHWs and results



10% Increase CHW participation in training beyond certificate



16% Increase number of CHW employers billing



6% Increase number of rural and diverse students in the CHW certificate program



7% Increase number of employers use of evidence based or promising practice models



12% Increase number of actionable ways for employers to pay for CHW positions

Table Discussion

Discussion:
Which of these objectives seems most do-able for you and your organization?

Measuring CHW Impact: Outcomes and Evaluation

- Why Measurement Matters
  - Access and Care Coordination Measures
  - Addressing Health Related Social Needs
  - Outcome Measures
- Common Indicators
  - Are CHWs working under the conditions required for their work to be effective?
  - What outcomes can CHWs achieve?
  - What policies can the state enact to strengthen the workforce?
  - What did it take to achieve these efforts?

Measurement-Plan-and-Appendix-Final.pdf

Promotion of Common Indicators | CHW-CRE

Discussion

What do you want to know about CHW field in MN?

How many of us are there?

How much are CHWs paid?

What do other CHWs do?

Other questions?

Measuring CHW Impact: Data Collection Strategies

- Data Collection Strategies
  - State Agency data
    - Certificate enrollment, completion, employment estimates, billing enrollment and claims
  - CHW Surveys and CHW Employer Survey
  - CHW Registry
  - Organization specific data pulls
    - Example: Local Public Health
      - CHW Activities by program, patients/clients served (unduplicated number), visits recorded (number, CHW alone or with colleague/nurse), referrals made (number and by SDOH category), completed

Qualitative Data Matters!

Submit a CHW Success Story!

2026 MN CHW Workforce and Billing Metrics



CHW Certificate Program Schools

5



CHW Certificate Holders

1633



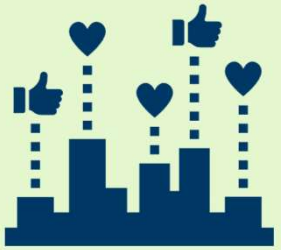
Counties with CHW activity

54%



CHWs Employed

1260



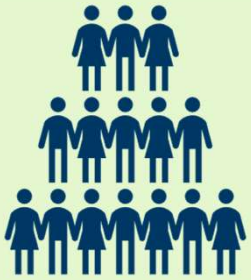
Settings Employing CHWs

11



# of CHWs enrolled with DHS to render services

234



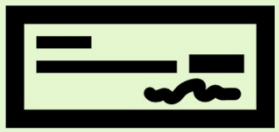
# of CHWs that rendered services

39



CHW Employers Billed for Reimbursement last year

16



# of paid claims for services rendered by CHWs

4,284

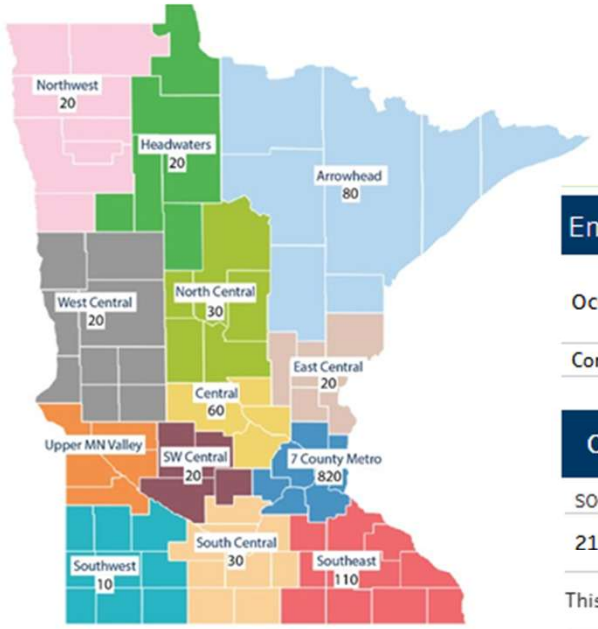


#of individuals who received services by CHWs

457

Measuring CHW Impact: State Agency Data

CHW Employment Estimates by Economic Development Region - 2025



- [Occupational Employment and Wage Statistics (OEWS)](#) - semi-

Employment and Wages in Minnesota, 2026

Occupation	Jobs	10th	25th	Median Wage	75th	90th
Community Health Workers	1,260	$21.06	$21.97	$23.51	$28.67	$34.18

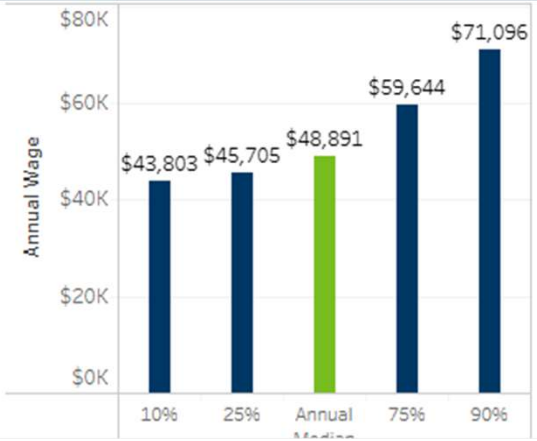
Occupational Detail

** Tip* - Half of all jobs pay between the 25th and 75th percentile, meaning this is a good representation of the typical range of wages.

SOC	Occupation
211094	Community Health Workers

This Occupation Typically Requires: High School or Less

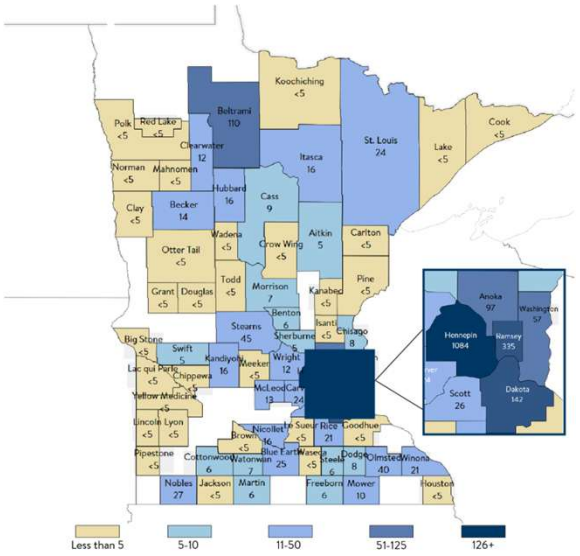
Promote health within a community by assisting individuals to adopt healthy behaviors. Serve as an advocate for the health needs of individuals by assisting community residents in effectively communicating with healthcare providers or social service agencies. Act as liaison or advocate and implement programs that promote, maintain, and improve individual and overall community health. May deliver health-related preventive services such as blood pressure, glaucoma, and hearing screenings. May collect data to help identify community health needs. Excludes "Health Education Specialists" (21-1091).



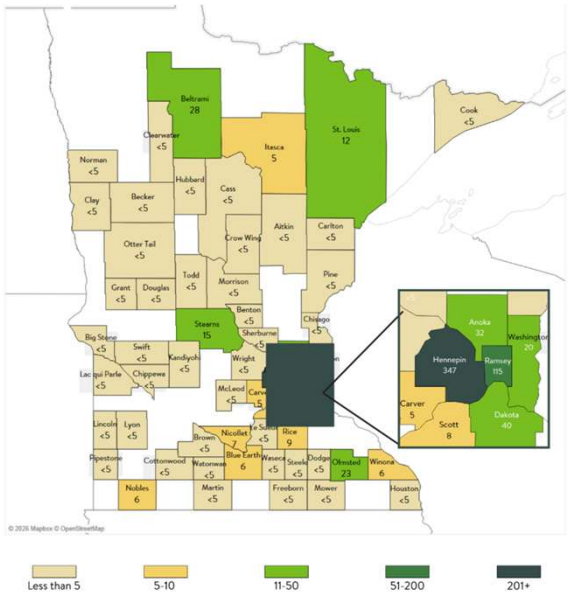
[Occupational Employment and Wage Statistics (OEWS) / Minnesot](#)

Measuring CHW Impact: State Agency Data

Minnesota Community Health Worker Certificate Program Enrollments 2005-2025



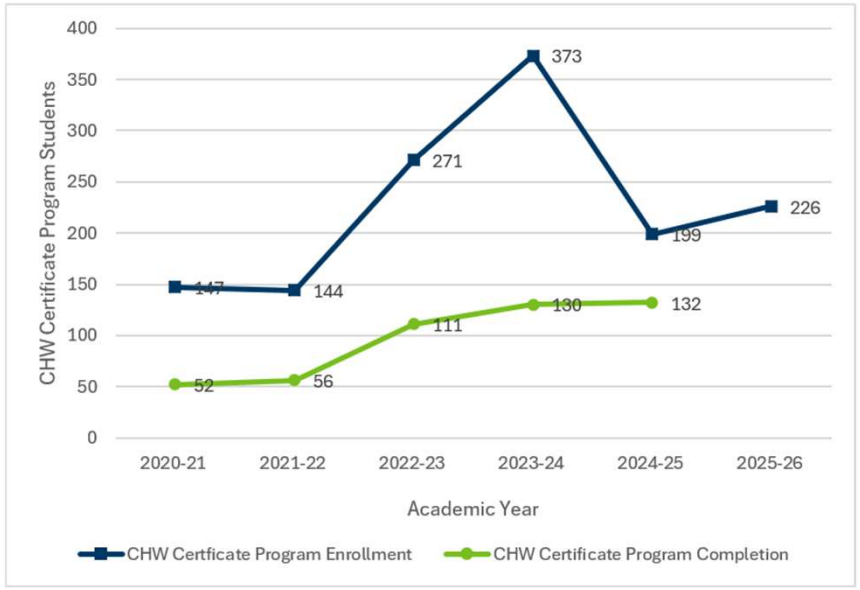
Minnesota Community Health Worker Certificate Program Completions 2006-2024



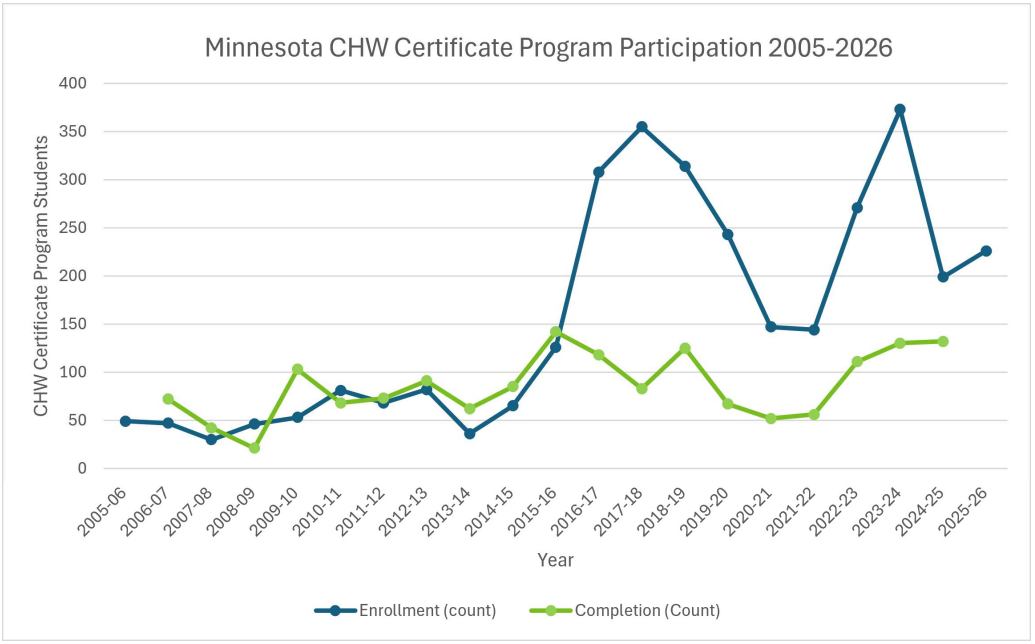
[Community Health Worker Workforce and Impact - MN Dept. of Health]

Measuring CHW Impact: State Agency Data

Minnesota Community Health Worker Certificate Program Participation 2020-2026

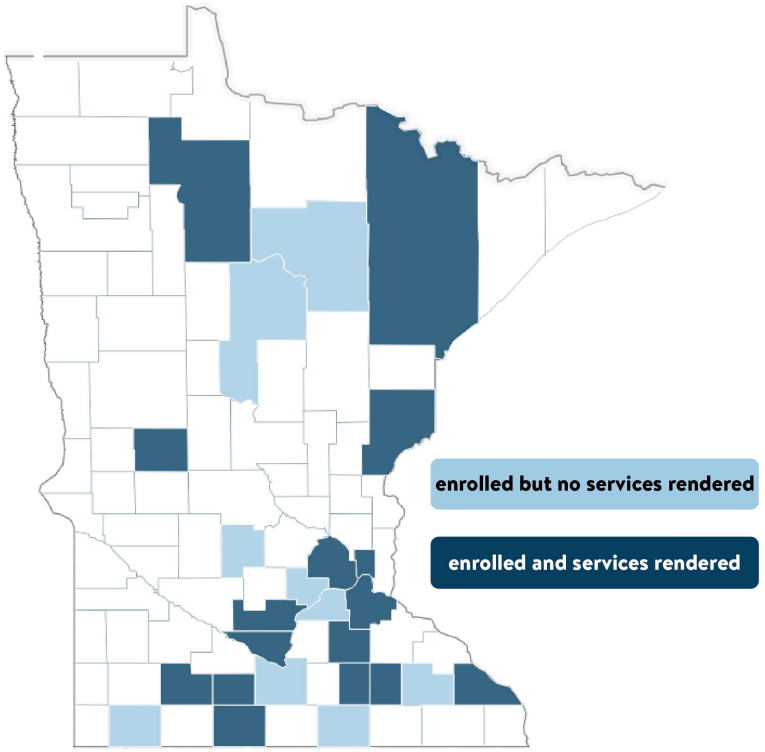


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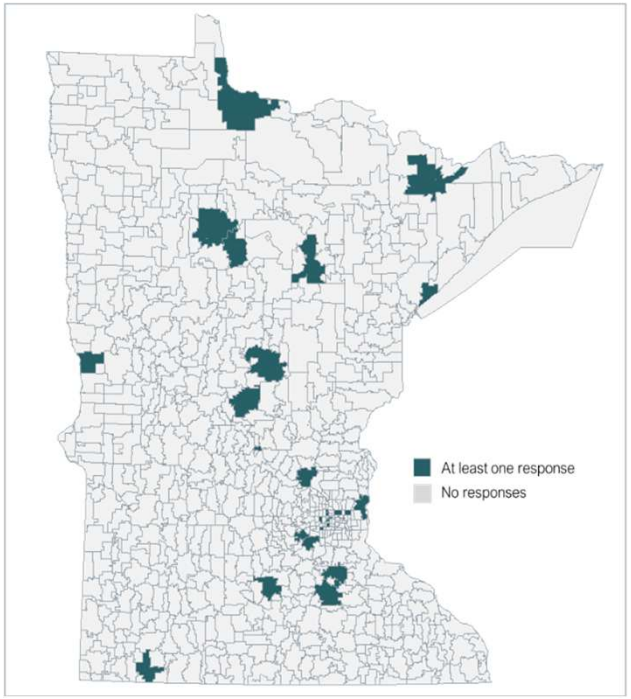


[Community Health Worker Workforce and Impact - MN Dept. of Health]

Measuring CHW Impact: CHW Voice

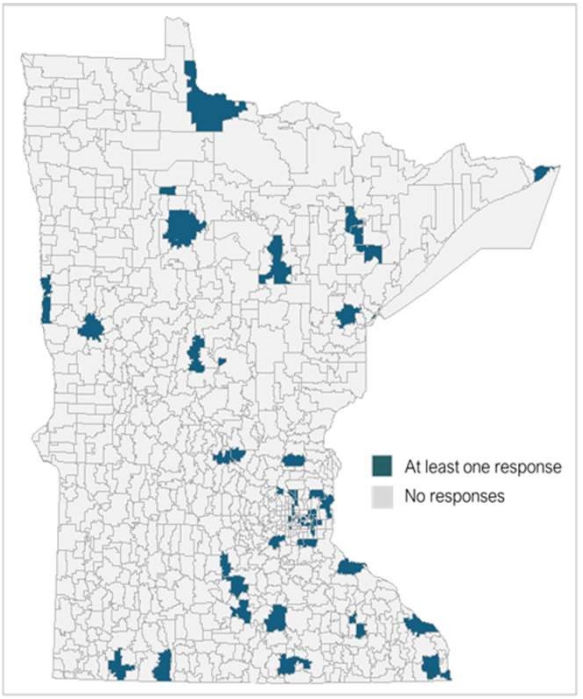
CHW and Employer Surveys

- In fall 2025, 101 CHW and 35 CHW Employers (representing 200+ CHWs in their organizations) completed the survey
- Surveys will be done every two years



Employer Responses

CHW Responses



Measuring CHW Impact: CHW Voice

CHW and CHW Employer Survey Findings: Recommendations

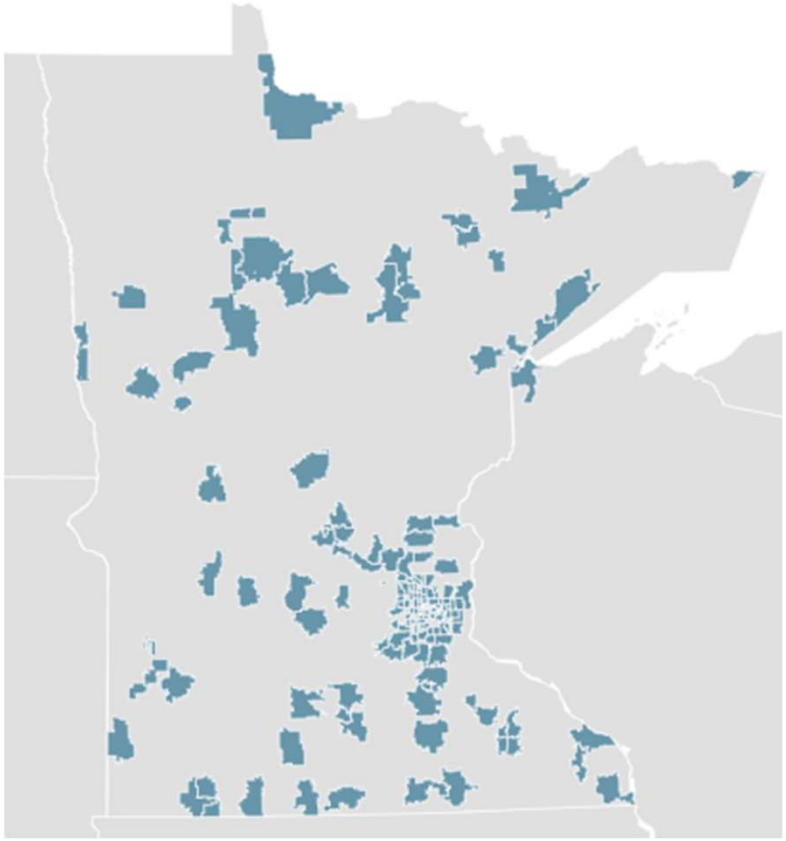
Employers	CHW Employers, Policy Makers and MNCHWA	MNCHWA
• Establish clear CHW career pathways • Ensure thriving wages for CHWs & CHW supervisors • Utilize collaborative data collection methods and systems	• Create a statewide CHW supervisor training program • Create billing technical assistance (TA) workgroups • Invest in the creation of a statewide CHW data dashboard and reporting system	• Work with policymakers to launch a CHW statewide council • Conduct regular, comprehensive workforce assessments

Measuring CHW Impact: CHW Voice

MN CHW Alliance Registry

CHWs in Registry: 792

- We only have demographic data on about 41% of CHWs in the Registry
- Majority are Women, high amount of racial and geographic diversity
- Many employment settings represented; highest is in healthcare, followed by community-based organizations and then Local Public Health



Measuring CHW Impact: CHW Voice

CHW Day at the Capitol

- 16 CHWs shared stories



Impact Story of CHW Impact

Impact story about a CHW team at a FQHC in Minnesota working on advancing heart health

[Community Health Workers Improve Heart Health Care - MN Dept. of Health]

Community Health Workers Improve Heart Health Care

Community-University Health Care Center (CUHCC) is a Federally Qualified Health Center (FQHC) in the Phillips community of Minneapolis. CUHCC serves more than 12,000 patients a year through approximately 54,000 visits in 54 languages.

The clinic serves many immigrants, refugees, and people from low-income communities who face social, economic and structural disadvantages that make it more challenging to achieve their health goals. CUHCC strives to hire staff that reflect the diversity of the patients they serve.



Community Health Workers at Community-University Health Care Center (CUHCC), a Federally Qualified Health Center in the Phillips community of Minneapolis.

Evolution of a CHW model

Community Health Workers play a crucial role in the public health system as a trusted bridge between health systems and underserved populations. CHWs are trusted frontline health workers who typically come from the communities they serve and share similar life, cultural, and linguistic experiences. Learn more about Community Health Workers.

Discussion

Which measures are most meaningful to you?

Program participants' individual health improvement (things like blood test results, increased regular doctor visits, on-time cancer screens)

Program participants' self-reported changes in social support (things like participants knowing who to talk to when they have a problem)

Program participants' self-reported improvement in feeling empowered (things like being comfortable to ask a doctor questions during an appointment)

Program participants having better access to the essentials for good health (things like housing, transportation, food and health insurance)

CHW Demonstration Projects: Data close to Home

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Rural CHW Integration Models

Red Lake Community Health Services

Home Grown Hub Model

- Red Lake Tribal Nation
- Core CHW Services
  - ✓ Outreach and home visits
  - ✓ Health education & wellness groups
  - ✓ SDoH support & resource navigation
  - ✓ SUD & mental health support
- Challenges
  - ✓ Weather and natural disaster disruptions
  - ✓ Funding instability and program interruptions
  - ✓ Trust barriers with dominant institutions
  - ✓ Data collection and reporting challenges

IMPACT

- ✓ Ongoing action plans and behavior change
- ✓ Increased health literacy
- ✓ Improved self-management and chronic disease management

Rural CHW Integration Models

Wellshare International - Mankato

Home Grown Hub Model

- Mayo Clinic Health System, Mankato Clinic
- Core CHW Services
  - ✓ Health Education, health literacy
  - ✓ Primary care and system navigation
  - ✓ Cultural Wellness
- Challenges
  - ✓ Limited CHW access to EHR
  - ✓ Manual data extraction
  - ✓ No dedicated CHW data system
  - ✓ Limited rural access points
  - ✓ Cultural and language barriers

IMPACT

- ✓ Reduced ED utilization
- ✓ Improved access to primary & specialty care
- ✓ Increased preventive care & screening adherence
- ✓ Improved pop health & SDoH

Rural CHW Integration Models

Essentia Health – Northern MN

IMPaCT Evidence-Based Model

- Core CHW Services
  - ✓ Social support
  - ✓ Care coordination
  - ✓ Health coaching
  - ✓ Advocacy
- Challenges
  - ✓ Multi-site locations
  - ✓ Manual EHR data extraction

IMPACT

- ✓ 34% reduction in hospital days
- ✓ 12% increase in primary care
- ✓ Improved HEDIS scores
- ✓ Improved chronic disease & mental health management
- ✓ Increased operational & staffing efficiency

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Questions and Answers

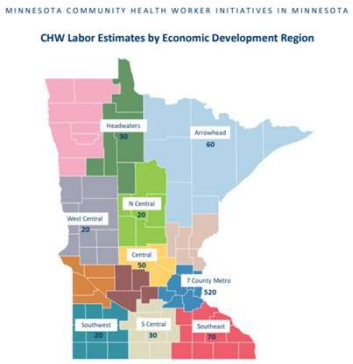
How to get involved

- 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
- Share resources and information with partners

Work Groups led by MN CHW Alliance and MDH CHWI

- **CHW Models Implementation**
  - Noon-1pm, 2nd Wednesday of the month
  - Contact: Vonyee@mnchwalliance.org
- **Measurement**
  - Noon-1pm, Third Tuesday of the month
  - Contact: Rachel@mnchwalliance.org
- **Sustainable Funding & Policy**
  - 2-3pm, Third Tuesday of the month
  - Contact: Anne.Ganey@mnchwalliance.org
- **Training & Workforce Development**
  - 2-3pm, First Tuesday of the month
  - Contact: Shandy.Mangra@mnchwalliance.org

MDH CHW Initiatives Resources



[2024 MDH Environmental Scan of the CHW Field]

https://www.health.mn.gov/communities/commhealthworkers/workforce.html



[MDH CHW Online Training Modules]

https://www.health.mn.gov/communities/commhealthworkers/courses.html



[CHW Logic Model 2024-2028]

https://www.health.state.mn.us/communities/commhealthworkers/docs/logicmodel2025.pdf



[Community Health Worker Measurement Plan]

https://mnchwalliance.org/wp_content/uploads/2025/12/Measure-Plan-and-Appendix-Final.pdf

Billing Toolkit Overview

Minnesota Department of Health CHW Billing Toolkit

1. Grid: CHW Medical Billing Payment Models, Codes and Payers
2. CHW Billing Process Steps
   - Preparation
   - Training
   - Enrollment
   - Service Delivery
   - Billing
3. Workflows and Checklists (clinics, community-based organizations, hubs)
4. Interactive CHW Services Cost Modeling Tool
5. Appendices (including Managed Care Organization contracting tips, EXAMPLE enrollment forms for MN Health Care Programs, and MUCH MORE!)



Recorded Training Webinars: January 21, 2026 (PART 1) and April 15, 2026 (PART 2)

Minnesota Community Health Worker Alliance

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Thank You!

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