

## Summary of Impact for INCHWA

*As of 1/1/2026*

The **Indiana Community Health Worker Association (INCHWA)** serves as a backbone workforce organization for Indiana's Community Health Worker (CHW) field and contributes to national CHW systems development. Its work spans professional association leadership, training standardization, employer integration, policy engagement, ethics advancement, and district-level community health infrastructure.

INCHWA strengthens the CHW workforce by building structures that support high-quality training, leadership development, peer connectivity, and employer readiness. These efforts enhance CHW role clarity, increase effective integration into healthcare and community systems, and promote sustainable workforce pathways.

In addition to its statewide impact, INCHWA contributes to national CHW advancement through co-leadership in standards development, multi-state collaboration platforms, and the promotion of ethical guardrails. Its role in regional and district-level models further demonstrates its ability to align community voice, frontline workforce leadership, and system goals into coordinated health improvement strategies.

## CMS RHTP Justification: Why INCHWA Is Essential

- **Statewide workforce consistency (RHTP Goal: Workforce Development):**  
INCHWA is the only statewide CHW workforce association capable of ensuring consistent CHW role definition and application across rural employers.
- **Employer adoption and participation (RHTP Goal: Rural System Capacity):**  
INCHWA enables employer participation by providing CHW-specific technical assistance without imposing employment mandates, stipend administration, or compliance risk.
- **Translation of standards into practice (RHTP Goal: Quality and Sustainability):**  
INCHWA operationalizes CHWDI workforce standards by converting them into practical, employer-ready tools and supervision models.
- **Protection of workforce integrity (RHTP Goal: Workforce Stability):**  
INCHWA prevents CHW role drift and misclassification within employer-driven pipelines, protecting workforce effectiveness and retention.
- **Rural implementation effectiveness (RHTP Goal: Rural Health Access):**  
INCHWA's experience with rural employers ensures workforce models are feasible, scalable, and responsive to rural capacity constraints.
- **Sustained recruitment and retention (RHTP Goal: Long-Term Impact):**  
INCHWA strengthens employer readiness and retention infrastructure to support CHW employment beyond grant-funded activities.

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- **Frontline-informed improvement (RHTP Goal: Continuous Improvement):**  
INCHWA maintains direct feedback loops with CHWs to inform course correction and improve implementation outcomes.
- **System integration and risk reduction (RHTP Goal: Program Integrity):**  
INCHWA aligns employers, CHWDI, academic partners, and state agencies into a coordinated workforce system, reducing fragmentation and the risk of implementation failure.

## INCHWA Accomplishments & Project Portfolio

Workforce Infrastructure	Accomplishment / Project	What Was Achieved	Impact on Indiana & Beyond
<b>Training Standards</b>	Statewide CHW Professional Association Development	Established a formal statewide association representing CHWs and allies	Created unified workforce identity, advocacy structure, and professional visibility
<b>Leadership Development</b>	INCHWA-Recognized Training Program	Developed a recognition framework for CHW training programs aligned with core competencies	Increased consistency and quality of CHW education across Indiana
<b>Employer Capacity Building</b>	CHW Leadership Development Initiatives	Delivered leadership coaching, skill-building, and career pathway support	Strengthened CHW retention, advancement, and supervisory readiness
<b>Professional Networking</b>	Employer & Supervisor Consulting	Guided healthcare and community organizations in CHW integration, supervision, and retention practices	Improved employer readiness and sustainability of CHW roles
<b>Policy &amp; Systems Advocacy</b>	Public Health Heroes Network / Membership Community	Built a peer network for CHWs and allies for collaboration and support	Reduced workforce isolation and increased professional engagement
<b>Medicaid &amp; Funding Alignment</b>	CHW Workforce Policy Engagement with CMS	Participated in discussions supporting CHW recognition, reimbursement pathways, and workforce sustainability	Elevated CHW role in health systems and policy conversations

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<b>Workforce Infrastructure</b>	<b>Accomplishment / Project</b>	<b>What Was Achieved</b>	<b>Impact on Indiana &amp; Beyond</b>
<b>Academic &amp; Health System Partnerships</b>	Engagement in CHW Reimbursement Efforts	Contributed to system-level conversations connected to CHW service financing	Supported movement toward sustainable funding models for CHWs
<b>Workforce Tools &amp; Resources</b>	Cross-Sector Partnerships (universities, hospitals, public health entities)	Co-developed training, research participation, and program initiatives	Expanded CHW integration in chronic disease care, prevention, and care coordination
<b>Professionalization of Field</b>	Advocacy & Employer Toolkits	Developed and shared tools for employers and CHWs on retention, program structure, and workforce equity	Increased employer knowledge and program effectiveness
<b>Community-Based Program Support</b>	CHW Role Visibility & Standards Promotion	Promoted understanding of CHW scope, competencies, and value	Strengthened recognition of CHWs as essential members of the care team
<b>Workforce Sustainability Strategy</b>	Technical Assistance to CHW Programs	Supported local and regional programs with implementation guidance	Improved quality and sustainability of community health initiatives
<b>District &amp; Regional Health Collaboration</b>	Long-Term CHW Integration Planning	Focused on career pathways, leadership ladders, and employer engagement	Contributed to stable, long-term CHW workforce development in Indiana
<b>National Standards Leadership</b>	IN-HEC CHW Model Project	Brought community partners together to support district-level health goals while embedding CHW leadership development coaching within districts	Strengthened district coordination, local leadership capacity, and community-driven health strategies
<b>National CHW Collaboration Platform</b>	Co-Lead in National CHW Standards & Workforce Frameworks	Contributed to the development and alignment of CHW workforce standards beyond the state level	Positioned Indiana as a contributor to national CHW professionalization efforts

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<b>Workforce Infrastructure</b>	<b>Accomplishment / Project</b>	<b>What Was Achieved</b>	<b>Impact on Indiana &amp; Beyond</b>
<b>Ethics &amp; Workforce Guardrails</b>	Co-Development of Multi-State CHW Community Forum	Helped establish a national forum for frontline CHWs to exchange practices, challenges, and solutions	Strengthened cross-state learning, peer leadership, and workforce cohesion
	Promotion of Professional Ethics and Workforce Guardrails	Advanced ethical practice standards and employer guardrails to protect CHWs and communities	Supported ethical integrity, role clarity, and responsible workforce integration
<b>Provide Consulting and Guidance for other states on various accomplishments for the workforce</b>	Collaborate with other states to help them build workforce development standards- advocacy toolkits, certification process and standards.	Worked to develop their standards of training, support and workforce development with other states.	Impact: Kentucky, Utah, Illinois, Ohio, Tennessee, Rhode Island, New York, NACHWA
<b>Workforce Summits</b>	Convene the Workforce on a yearly basis	Summit of 2024, 2025. Education, collaboration and partnership, recognition, self care.	A workforce summit contributes to the state by serving as a coordinated, systems-level mechanism that aligns policy intent with real-world implementation.

### Academic & Research Partners

<b>Partner</b>	<b>Role in Collaboration</b>
Purdue University (CHWDI)	Research collaboration, evaluation support, and evidence-informed workforce development
Indiana University Fairbanks School of Public Health	Public health training alignment, workforce research, and CHW integration studies
University of Indianapolis (MICI-AHEC)	CHW training partnerships and education infrastructure support
Ivy Tech Community College	CHW education and workforce pipeline development

### Healthcare & Health System Partners

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<b>Partner</b>	<b>Role in Collaboration</b>
Community Health Network	CHW integration models, employer collaboration, and care coordination support
IU Simon Comprehensive Cancer Center	Chronic disease workforce roles and community health outreach collaboration
Federally Qualified Health Centers (FQHCs)	CHW program implementation, supervision models, and community-based care delivery
Local health departments	Public health program alignment and regional CHW deployment

### **INCHWA-Recognized Training Vendors**

These vendors participate in the **INCHWA training recognition framework**, aligning curriculum with CHW core competencies and workforce standards.

<b>Training Vendor</b>	<b>Workforce Contribution</b>
IMPACT Care	Evidence-based CHW care model and curriculum alignment
Ivy Tech Community College	Statewide CHW certificate education and workforce entry pathway
University of Indianapolis (MICI-AHEC)	CHW training, continuing education, and academic collaboration
Regional Area Health Education Centers (AHECs)	Rural and underserved workforce training access
Health system-based CHW training programs	Employer-sponsored CHW specialization and applied skills development
Community-based CHW training initiatives	Localized training responsive to SDOH priorities and community context
Health Visions Midwest	Evidence-based CHW care model and curriculum alignment
DaMar Staffing	Evidence-based CHW care model and curriculum alignment
PME- Managed Care Sponsored CHW Training	Employer-sponsored CHW specialization and applied skills development

### **State & Systems-Level Partners**

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<b>Partner</b>	<b>Role in Collaboration</b>
Indiana Department of Health	Public health initiative alignment and workforce strategy engagement
Indiana Family and Social Services Administration	Systems alignment related to CHW service integration and policy discussions
Medicaid program stakeholders	CHW reimbursement pathway engagement and service model discussions

### **Community & Cross-Sector Partners**

<b>Partner</b>	<b>Role in Collaboration</b>
Community-based organizations	Local CHW deployment, referral networks, and SDOH response
Employers across sectors (healthcare, social services, community agencies)	CHW workforce integration, supervision, and sustainability planning
Regional health collaboratives and district initiatives (e.g., IN-HEC model districts)	Community coordination, district goal alignment, and CHW leadership development

### **National Collaboration & Standards Engagement**

<b>Partner Type</b>	<b>Role</b>
National CHW workforce leaders and associations	Co-leadership in workforce standards and professionalization efforts
Multi-state CHW networks	Participation in cross-state knowledge exchange forums
Public health and workforce ethics leaders	Development and promotion of ethical guardrails and professional practice standards

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## Selected Publications Featuring Margarita Hart, representing the work of INCHWA

Scanlon M, Thomas MR, Tang Q, Gonzalvo JD, Ruiz Y, Hart M, Jackson JT, Litzelman DK. A cross-sectional survey of community health workers and their roles in Indiana. *BMC Health Services Research*. 2025;25:1037. doi:10.1186/s12913-025-13182-x.  
<https://pubmed.ncbi.nlm.nih.gov/40775706/>

Logan RI, Hart M, Strater RL. [Community health workers](#). In: *Oxford Research Encyclopedia of Anthropology*. Oxford University Press, 2025. doi:10.1093/acrefore/9780190854584.013.673.

Cloke A, Hart M, Tyus J, Alley D, Kangovi S. *Medicaid reimbursement for community health worker services: Model State Plan Amendment & other guidance*. New York, NY: Milbank Memorial Fund; 2025. Available from: <https://www.milbank.org/publications/medicaid-reimbursement-for-community-health-worker-services-model-state-plan-amendment-other-guidance-november-2025-update/>

Hart M, Logan RI. How community health workers help address the social determinants of health. Technical report. Scholars Strategy Network; 2019. Available from: <https://scholars.org/contribution/how-community-health-workers-help-address-social-determinants-health>

Logan RI, Hart M, Staten L, Spiegl B. *Indiana Minority Health Coalition State Master Research Plan (SMRP): Standing up minority health*. Technical report; 2017. (No open direct link available)  
[https://www.researchgate.net/publication/366394173\\_Indiana\\_Minority\\_Health\\_Coalition\\_State\\_Master\\_Research\\_Plan\\_SMRP\\_Standing\\_Up\\_Minority\\_Health](https://www.researchgate.net/publication/366394173_Indiana_Minority_Health_Coalition_State_Master_Research_Plan_SMRP_Standing_Up_Minority_Health)

## Hi-level Data Brief

Category	Number
Certified CHWs since 2017	1,613
New Platform (Interactive Platform) – Deployment – May 2025	131
Old Platform (Passive Platform)	2,831
Old Platform (Specialty Training)	517
CHWs are employed under different titles	70 titles