

# 2020 Current State Assessment: Listening and Learning

*As a first step, the HOPE Commission set out to hold a mirror to M Health Fairview to assess where we are now and how we can make lasting change. With a sense of urgency, the Commission set out to listen, learn, recommend, and act.*

## WHAT HAS THE HOPE COMMISSION DONE TO LEARN FROM THE COMMUNITY?

Over the past six months, the HOPE Commission has facilitated a series of listening and engagement sessions to inform our recommendations. This was an integral step in our overall process, which is summarized in this graphic:

### HOPE COMMISSION PROCESS TIMELINE: JUNE 2020 – 2021+



**Listening Sessions:** We convened 32 Listening and Learning Sessions involving more than 1,500 participants across M Health Fairview sites. We particularly sought to hear perspectives and ideas from the most impacted populations: BIPOC and front-line workers who care for under-served and marginalized populations. A survey was also made available to gather insights and suggestions from employees who could not directly participate in a session. (Note: The sessions were hosted virtually, in accordance with COVID-19 safety precautions.)

- 27 sessions with employees
- 2 sessions with patients
- 3 sessions with community members

**Online Feedback:** We reviewed over 110 messages received online, such as through the Suggestion Box on the HOPE Commission website.

**Audit of Initiatives:** We commissioned an audit of recent past and current M Health Fairview initiatives that address health equity (HE) and diversity, equity, and inclusion (DEI).

**Survey of Patients:** From November 12 to November 20, 2020, NRC Health, our system's provider of customer intelligence conducted an online survey of M Health Fairview patients who opted in to the system's community insights survey panel. The survey asked about experiences of inclusion or discrimination. A total of 5,073 patients completed the survey.

**Feedback on Themes.** On December 16, 2020, the HOPE Commission presented the draft themes and proposed areas for action from the listening and engagement period. Following the presentation, we distributed a recording of the webinar and slides, requesting feedback and ideas in response to the draft themes, proposed areas for action, and recommendations for future methods for communicating about the efforts of the HOPE Commission. 163 respondents provided feedback and comments by the close of the survey on January 8, 2021.

## LEARNINGS: WHAT DID THE HOPE COMMISSION LEARN?

*An important part of becoming an anti-racist and inclusive academic health system is candidly acknowledging our shortcomings.*

As the old adage goes, the first step in solving a problem is recognizing that you have a problem. We are tremendously grateful to all those who participated in our Listening and Learning Sessions and contributed their stories and ideas to this work.

It should be noted that while our scope is to engage with and improve experiences and outcomes for employees, patients, and community members, we intentionally oversampled employees in this listening and engagement process since our initial audit identified that the majority of our health equity and diversity, equity, and inclusion efforts have primarily been focused external to the enterprise. We recognize that we need to take action to improve our internal ability and capacity to generate equitable experiences and outcomes. The three themes resulting from this directed outreach largely reflect that deliberate focus. We anticipate and recommend that there be further engagement and analysis on the patient and community insights and data generated through the “Finding HOPE Within” listening sessions and patient survey.

Below are the common themes that came up most often during the listening sessions:

### **THEME #1:**

#### **NEED A SAFE AND RESPECTFUL CULTURE FOR ALL.**

We heard a passionate call for a safer and more respectful culture at MHFV.

### **THEME #2:**

#### **NEED SUSTAINED ORGANIZATIONAL COMMITMENT AND RESOURCES.**

We heard numerous calls for action to change the organizational culture and provide the infrastructure and resources to achieve that goal.

### **THEME #3:**

#### **NEED MORE STAFF AND LEADERSHIP DIVERSITY.**

We heard a hunger for more leaders and staff that look more like the communities that MHFV serves.

In the listening sessions, it was clear that all employees wanted to work well with each other and provide excellent care to the wide array of patients we see, but the organizational resources and support to do so were lacking. These key themes helped to uncover opportunities for strategic and structural transformation that could enable everyone in the organization to feel welcomed, engaged, and challenged to be their best selves.