

**H**

HEALING

**O**

OPPORTUNITY

**P**

PEOPLE

**E**

EQUITY



**HOPE**  
**Commission**

2021 PLAN

## Introduction

The HOPE Commission is a multi-year transformational change effort of M Health Fairview (MHFV) to drive more equitable outcomes and inclusive environments and experiences for our patients, employees, and communities.

MHFV is committed to building a system where all members of our community are treated with dignity and respect, and all patients receive the highest levels and quality of care. Yet we know that we are not meeting this standard for all of our employees, learners, and patients. There are three reasons M Health Fairview has chosen to challenge itself to be leaders in tackling racial inequities throughout their health system.

1. It's the right thing to do. If we are to meet our vision of driving a healthier future for all, this issue needs to be squarely addressed.
2. We will never truly have equitable health outcomes until we have a diverse workplace. Numerous studies have shown that increased diversity in the healthcare workforce leads to improved health equity. Currently, we know that for marginalized populations, representational healthcare workforce diversity increases patient engagement, access, and the appropriateness of care.
3. The sheer size of the combined organizations as the 4th largest employer in the State of Minnesota means that we have the ability to effect change in marginalized communities by making our employee populations more diverse. In addition to a diverse workforce making M Health Fairview more successful in the years to come, who we employ and what paths we create for upward mobility within our organizations can directly impact the health and wellbeing of our community.

*With an eye toward a 2025 vision, we are redoubling our efforts to intently listen, plan, and act in order to become anti-racist, diverse, and inclusive.*

# Initiatives Across All Areas

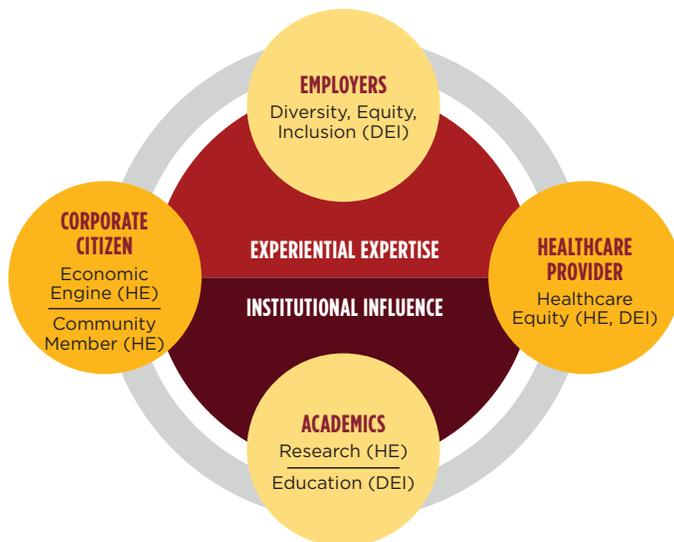
## 2025 Vision

The vision of the HOPE Commission is this: M Health Fairview will become the top choice for all patients, healthcare providers, employees, students, and faculty who wish to provide and receive the highest quality healthcare and who also value health equity and diversity, equity, and inclusion.

### 2021 WORK PLAN

- Establish coordinating mechanism for current community engagements efforts to optimize support in bringing patient and community voice to transformation efforts and regular organizational decision-making.
- Grow and expand diverse and holistic talent pipelines for key clinical roles, in coordination with UMP, Medical School, community and academic partners, with the long-term goal of development of a Kindergarten Through Employment To Leadership pipeline.
- Explore deferred and forgivable loan programs for URM trainees, perhaps as part of early employment contracting.
- Establish reporting mechanisms and dashboard to report progress out to the organization
- Creation of mechanism to oversee implementation and coordination of health equity and diversity, equity and inclusion efforts across organizations and ensure work is performed.

### ADVANCING HEALTH EQUITY (HE) AND DIVERSITY, EQUITY, AND INCLUSION (DEI) THROUGH KEY AREAS OF FOCUS



- The work of the HOPE Commission has been to identify foundational and transformational opportunities for our organizations to advance health equity (HE) and promote diversity, equity, and inclusion (DEI).
- This work will be operationalized through key areas of focus, and require broad engagement not only from leadership, but also from employees throughout the organizations.

# Employers

## 2025 Vision

The M Health Fairview partnership will be the employers of choice for all those who believe in health equity and that healthcare systems can be a force for positive change, especially for Black, Indigenous, and People of Color (BIPOC) communities and other marginalized individuals. Employees will have courageous and caring conversations and be encouraged to bring and develop their full selves.

### 2021 WORK PLAN

- Align hiring processes with diversity, equity and inclusion goals, including thoughtful revision of job descriptions, clear value signaling, eliminating unnecessary qualification burdens, and establishing metrics regarding expected finalist demographics for positions.
- Establish a system to effectively and meaningfully track employee demographics and establish benchmarking goals.
- Develop a system to not only evaluate for salary equity in-position, but also look at equity in promotion.
- Support Employee Resource Groups (ERG) that focus on diversity, equity and inclusion and health equity
- Internal leadership training programs, such as Rothenberger Leadership Academy, should intentionally set participation diversity goals and provide targeted education on fostering equitable and inclusive leadership practices.
- Set annual goals for underrepresented minority hires into both entry level and leadership positions.
- Initiate internal inclusion culture campaign
- Leadership development in diversity, equity and inclusion competency
- Create and/or curate joint UMN and FHS educational resources

### COMPLETE OR IN PROGRESS

- Launch Self Identification Campaign to clean workforce data and expand categories
- Support Employee Resource Groups (ERG) that focus on diversity, equity and inclusion and health equity
- Leadership development in diversity, equity and inclusion competency
- Create and/or curate joint UMN and FHS educational resources

# Healthcare Provider

## 2025 Vision

The M Health Fairview system will be the preferred provider of healthcare, especially to Black, Indigenous, and People of Color (BIPOC) and other marginalized individuals, who know they will receive high-quality care and feel accepted, valued, and respected when receiving care.

### 2021 WORK PLAN

- Align policies with health equity goals. Add “Equity” as a core value to Quality and Safety.
- Incorporate diversity, equity and inclusion and health equity into Patient Communication Course and Safety Always Training
- Sociodemographic patient data improvement project
- Build diversity, equity and inclusion and health equity sub-goals into Tier 5 Quality and Safety metrics and report results and progress.
- Embrace health equity impact reviews as part of all staff and patient care policies.
- Evaluate our workplace violence policy
- Identify minority populations within care settings to co-develop plan for necessary institutional services and supports, such as expanding interpreter and translation services, food choices and personal care items likely to be used by populations within each care setting.
- Outreach to groups and individuals that advocate for and represent minority communities. Develop community advisory network to help identify and prioritize needs and potential innovations.
- Engage community through Community Health Needs Assessment (CHNA) and other processes to collaboratively prioritize needs and opportunities to create culturally-responsive, equity-minded innovations.

### COMPLETE OR IN PROGRESS

- Eliminate race as a part of the estimated GFR (kidney function).
- Redesign of patient registration process to capture more accurate patient sociodemographic data.
- Added fields for discrimination and microaggression to incident reporting system (Compass) under “Safety and Security of Employee”
- Proactive COVID vaccine disparity work focused on healthcare workers and patients addressing barriers such as transportation, language, hesitancy, and access.
- Initial analysis of healthcare disparities to drive measurable goals to close the gap.

# Academics

## 2025 Vision

The M Health Fairview system will have a national reputation as a place where innovations to increase inclusion, equity, and access are supported and championed. Trainees will be drawn here to learn how to eliminate healthcare disparities.

### 2021 WORK PLAN

- Utilize research oversight structure to promote necessary changes to ensure appropriate use of race in research study design and analysis
- Partner with UMN leaders to develop and offer online training modules for asynchronous learning of best practices in using race in research.
- Coordinate health equity and workplace inclusion curriculum development between the Medical School, FHS, Office of Faculty Affairs and Office of the Vice President for Research.
- Outreach to groups and individuals that advocate for and represent marginalized communities to co-create research recruitment strategies that are responsive to the needs of those communities.
- Pilot council focused on restorative justice approach to professionalism or behavioral Compass reports involving learners.
- Develop strategy to improve health equity research and outcomes within the Learning Health Systems framework.

### COMPLETE OR IN PROGRESS

- Develop ability to track demographics of learners rotating through our system: added enhanced race, ethnicity and gender self-identification questions to learner onboarding materials.
- Coordinate curriculum development between the Medical School, FHS and Office of the Vice President for Research.
- Pilot council focused on restorative justice approach to professionalism or behavioral Compass reports involving learners.

# Corporate Citizen

## 2025 Vision

The M Health Fairview partnership will have trust with marginalized communities, who know that we are an attuned learning system that openly strives to achieve health equity and shares power to create healthy, resilient communities. Together, we will intentionally apply our long-term, place-based economic power and human capital in partnership with community to mutually benefit the long-term wellbeing of both.

### 2021 WORK PLAN

- Improve supply chain diversity by developing targeted set of categories and identifying local vendors in each category; Establish percentage goal for suppliers and contractors centered in marginalized communities for future years
- Develop impact investment approach for Fairview funds through and identify opportunities for local, place-based investments, and identify additional resources needed to support a place-based investment program.
- Include diversity as a formal factor in our investment manager and selection process and collaborate with other health organizations to encourage portfolio managers to improve diversity of organizations.
- Identify and advocate for key policy items our legislative agenda, in partnership with local and national alliances and organizations.
- Continue to invest in Community Health Workers, Bilingual Community Liaisons, and Cultural Brokers as advocates on the individual level to improve health equity.
- Establish waste reduction goals toward zero waste, through mitigation strategies for food, packaging, and materials waste.
- Deploy sponsorship dollars and employee volunteerism as a demonstration of organizational values and commitment
- Implement system-wide structure to ensure policy creation and implementation is evaluated for equity. Identification of responsible leaders and resources to carry out this work over multiple years.

### COMPLETE OR IN PROGRESS

- Publish HOPE Commission Report and Recommendations – Completed in February 2021
- Leadership inventory using validated assessment (IDI) – Top 80 leaders from across the organization completed in January 2021; further IDI assessments being deployed across organizations and Boards
- Establishment of FHS Board diversity, equity and inclusion task force and implementing identified UMP board recommended actions – Health Equity Task Force of the Fairview Board established January 2021
- Targeted recruitment to increase Board representation of underrepresented groups. – FHS Board diversity increased by two members in February 2021 with further recruitment efforts underway