



HEALING



OPPORTUNITY

2023  
REPORT



PEOPLE








EQUITY



**HOPE**  
**Commission**

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# Marking Milestones

Thank you for your interest in the 2023 HOPE Commission Report which shares key highlights of our continuing health equity journey. In our third year, we are continuing to mark milestones in our efforts to build more equitable outcomes, inclusive environments, and better experiences for our patients, employees, and communities.

The HOPE Commission is a multi-year transformational change effort of M Health Fairview intended to help us lead as an anti-racist organization. It was established in the summer of 2020 in response to the murder of George Floyd in our community. Despite continuous challenges in our external environment, we remain committed to our values of equity, diversity, and inclusion.

A few key achievements in 2023 include:

- Launched clinically-integrated Social Determinants of Health screenings (e.g. food security, housing stability) for patients at all M Health Fairview primary care clinics and other ambulatory sites
- Expanded Listening & Learning Sessions to include American Sign Language (ASL) patients
- Initiated 18 improvement efforts across the system to improve language access
- Targeted interventions in improving healthcare disparities including marked improvement in breast cancer and colon cancer screening rates
- Highlighted our work at the American Hospital Association Accelerating Health Equity Conference through presentations and an immersion tour of Health Commons Cedar-Riverside and the Fairview Community Health and Wellness Hub

Although we are proud of our accomplishments, we continue to acknowledge that our journey has only just begun.

Thank you for your ongoing partnership and support as we work together to achieve these goals.

Sincerely,  
HOPE Commission

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# Academics

## 2023 PROGRESS REPORT



## 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.

### SUCCESS STORY

#### Building trust to increase representation in clinical trials

The Fairview Frontiers medical research department conducts clinical trials for the wearable device industry. The technology associated with wearable devices can be sensitive to various skin types and these research projects commonly require enrollment of subjects representing many racial and cultural backgrounds. Patients in marginalized communities have not historically participated in medical research projects because of understandable mistrust of healthcare systems and past negative experiences with the medical community. In order for Fairview Frontiers to meet their study enrollment goals, they formed a partnership with the M Health Fairview Center for Community Health Equity (CCHE). The CCHE team, including Cultural Brokers, were instrumental in diversifying Frontiers' clinical trial participants, partnered to host a well-regarded Research Participant Appreciation Event, and conducted outreach to build trust and connection to the power of research for all communities. Fairview Frontiers and the Center are continuing to collaborate in 2024 for clinical trial enrollment as well as to leverage research to advance community health equity.

### KEY HIGHLIGHTS

- Receiving over 6,000 learner experience surveys which include key demographics and written comments analyzed using qualitative and quantitative methods to identify successes and areas where deeper equity work is needed.
- Fairview Frontiers more than doubled clinical trial participation from Black, Indigenous, Populations of Color (BIPOC) patients from 15.5% to 33.8% due to partnership with the M Health Fairview Center for Community Health Equity.

### ONGOING WORK

We are continuing our work to use demographic data of our advanced practice students to match them with a professional preceptor from a shared historically marginalized community. This has proved to be an effective way to better support our learners.

# Healthcare Provider

## 2023 PROGRESS REPORT



## 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.

### SUCCESS STORY

#### Mobile breast cancer screening improves access in BIPOC communities

Across the country, there are significant racial disparities in breast cancer screening, care, and outcomes. In late 2022, M Health Fairview launched a new initiative designed to improve breast cancer screening rates for all patients and reduce health disparities in breast cancer screening for BIPOC patients and expanded on the project in 2023.

Our two mobile mammography trucks bring breast cancer screenings to primary care clinics within our system that do not have imaging on site, helping remove barriers and provide screening at a trusted location. Language assistance is available onsite during truck visits, in addition to imaging specialists who help explain the screening process and answer questions. In 2023, we held six mobile events focusing on Karen, Hmong, and Somali patients and were able to screen 74 more patients than the previous year (2.3% increase). To continue to build on this success, there are plans for nine mobile events in 2024.

### KEY HIGHLIGHTS

- In September 2023, M Health Fairview implemented a standardized Social Determinants of Health (SDOH) questionnaire across our Primary Care clinics in the domains of food insecurity, housing stability, financial resource strain, transportation needs, and interpersonal safety. The questions are asked via MyChart or by rooming staff in primary care visits every six months.
- **Colon cancer screening rates:** 68% overall screening rate in January 2023 and 73% overall screening rate in December 2023 (5% increase). In addition, the difference in screening rates from white patients and Black or African-American patients decreased by 3%.
- **Breast cancer screening rates:** 80% overall screening rate in January 2023 and 82% overall screening rate in December 2023 (2% increase). In addition, the difference in screening rates from white patients and Black or African-American patients decreased by 1%.

### ONGOING WORK

Using the information gathered in the SDoH screenings, we will connect patients with essential resources as well as improve our community outreach and partnerships.

We continue to work to improve access to healthcare delivery education and awareness through improved interpreter and translation services. Currently many patient education materials are only available in English or Spanish which requires prioritization and resourcing to close this gap, including understanding the best way to make these materials accessible. In addition, we can apply learnings from the successful breast cancer screening pilot to inform efforts related to colon and cervical cancer screenings.

# Employers

## 2023 PROGRESS REPORT



## 2025 VISION

The M Health Fairview partnership will be the employers of choice for all 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.

### SUCCESS STORY

#### Employee Resource Groups (ERGs) bring celebrations and awareness

We celebrate the ERGs across our system - Asian Heritage Network (AHN), Black Initiative Network (BIN), Cross-Cultural Leadership Network (CCLN), Facilitators of Unity & Strengtheners of Inclusivity of Nursing (FUSION), Comunidades Latinas for Engagement, Advancement & Development (LEAD), Pride Alliance Group for Equality (PAGE), and Veterans Allies & Advocates (VAA), which have helped to bring awareness, education, celebrations, and more.

#### Examples include

- BIN's health impact learning series during Black History Month
- FUSION's Nurses' Week reflection on pursuing equity through advocacy
- PAGE's Pride flag raising events as well as the Twin Cities Pride Living Well Park (in partnership with Comprehensive Gender Care Program, Eli Coleman Institute for Sexual & Gender Health, Fairview Pharmacy Services, Minnesota Immunization Networking Initiative, Community Advancement, Workforce Development & Placement, University of Minnesota Medical School, and M Physicians)
- CCLN, BIN, and FUSION's participation in Juneteenth events in Minneapolis and Roseville to provide vaccinations, blood pressure checks, and health information
- LEAD's Hispanic Heritage Month speaker series to bring more learning, awareness and community-building surrounding the Latinx community within our organization and the communities we serve
- AHN's Fall Harvest Festival featuring dance performances, poetry, and more
- Receiving approval for Fairview to become a Beyond the Yellow Ribbon Organization, joining more than 79 other organizations in Minnesota, after more than three years of work by VAA



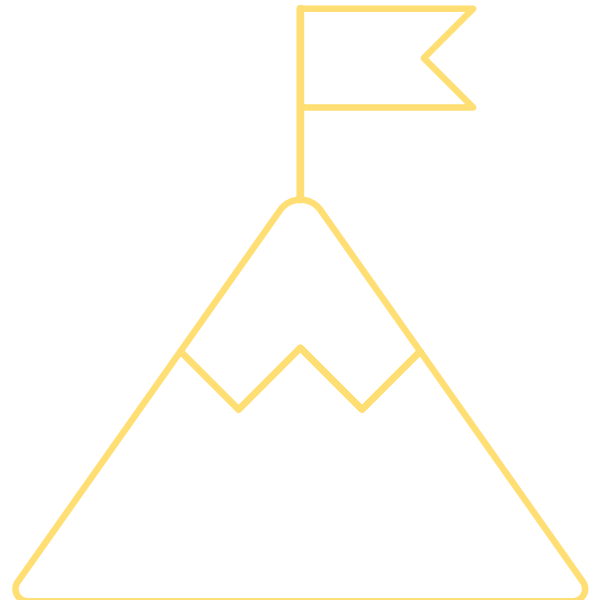


## KEY HIGHLIGHTS

- UMP launched a pilot project called Creating PRESENCE which focuses on adopting a model of engagement through trauma informed care.
- UMP's Diversity and Inclusion score has increased and continued an upward trend as measured by the Peakon employee engagement survey.
- Fairview was recognized by Newsweek as one of America's Greatest Workplaces for Diversity 2023.
- Fairview has embedded principles of Restorative Justice and Just Culture into the employee relations process
- First ERG Leader Summit held in May 2023.
- Developed first systemwide and consistent winter holidays graphics and communications in multiple languages.
- Hosted employee recruitment event for American Indian and Indigenous Communities at the Fairview Community Health and Wellness Hub which featured the Hoka Hey Drum Group.

## ONGOING WORK

We continue to utilize the Intercultural Development Inventory (IDI) with our employees and have trained more Qualified Administrators (QAs) within our current staff. The IDI is an assessment that provides teams and individuals insight into their current skills navigating cultural differences and commonalities. Currently the IDI Assessment is available by request to teams across the organization.



# Corporate Citizen

## 2023 PROGRESS REPORT



### SUCCESS STORY

#### Continuing to embrace our anchor mission

Our Anchor strategy works to advance health equity by investing in the social and economic wellbeing of the communities we serve through our everyday business practices. The strategy focuses on local and diverse hiring, purchasing and investing, and serving and leading with trusted community partners. In Summer 2023, our Supply Chain team launched a Supplier Diversity program to increase our pool of local and diverse vendors. In alignment with our place-based investing strategy, a group of M Health Fairview leaders participated in the inaugural Housing & Health Equity Cohort with the Greater Minnesota Housing Fund to better understand opportunities for supporting affordable housing efforts in our communities. With a focus on Food is Medicine, Housing is Health, and Connection is Cure, the Center for Community Health Equity celebrated its first anniversary with events at the Fairview Community Health and Wellness Hub focused on our early impact and our vision for the future.

## 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 the community to mutually benefit the long-term wellbeing of both.





## SUCCESS STORY

### Responding to the opioid overdose epidemic

Community Advancement's nursing team focuses on reducing barriers to healthcare for diverse communities. In 2023, we worked closely with community partners to respond to the opioid overdose epidemic and improve access to naloxone (the opioid reversal medication). Several of our nurses have become naloxone trainers with the Steve Rummeler Hope Network, a non-profit organization working on the frontlines of the epidemic. Recognizing a cultural gap in resources, we helped develop a Somali language curriculum tailored to the East African community as well as a Spanish language curriculum. To date we have trained over 350 people, including youth, school nurse and office staff, community members, and healthcare workers. Additionally, our team helps coordinate monthly kit packing events where we assemble naloxone kits to be distributed in the community and packed over 8,000 kits in 2023.

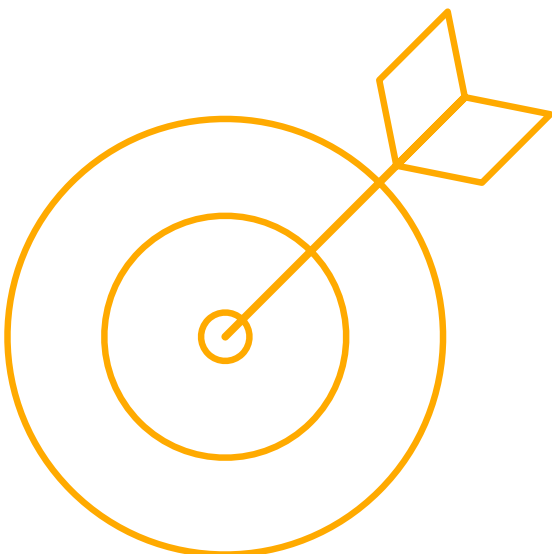
## KEY HIGHLIGHTS

- 6,548 free flu vaccinations were provided in the community in 2023 by Community Advancement's Minnesota Immunization Networking Initiative (MINI) team.
- Since January 2021, MINI has provided more than 63,000 COVID-19 vaccinations at over 1,440 community-based clinics. 88% of those served identify as BIPOC and 55% prefer a language other than English.
- Food is Medicine programming provided 231,000 meals for patients and community members.
- Cultural Brokers (African American, Hmong, Karen, Latine, and Native American) had 5,342 encounters serving 411 clients.
- Joined community advocacy efforts in support of the expansion eligibility for MNCare to include all Minnesota residents regardless of immigration status which was successfully passed.
- New Supplier Diversity program provides better tracking and more opportunities for local and diverse vendors

## ONGOING WORK

Our health system is conducting its triennial Community Health Needs Assessment in 2024, which will help us continue to identify key areas of focus for our health and racial equity work. The Center for Community Health Equity will continue to focus on Food is Medicine, Housing is Health, Connection is Cure, and the Native Health Equity Initiative. Our Food is Medicine programming will be available for patients at all M Health Fairview primary care clinics and hospitals by the end of 2024. The MINI community clinical team will expand opioid response efforts with targeted efforts with schools.

The Supply Chain team is working with existing vendors to gather data about Tier 2 spend (dollars that are paid by us to a vendor and, in turn, support other vendors; for example, we pay a general contractor on a construction project and they pay subcontractors to perform some of the work) to provide a more complete picture of local and diverse spend. Although place-based investments remain on hold, we are developing criteria on how to best deploy resources in support of the Housing is Health initiative so we are positioned to move forward as circumstances allow.



# Initiatives Across All Areas

## 2023 PROGRESS REPORT



### SUCCESS STORY

#### Applying Restorative Justice Approach

We are reshaping the way we address compliance concerns and foster empathy in staff-patient interactions. With a commitment to inclusivity and empathy, we embarked on a journey to integrate Restorative Justice (RJ) practices into our Human Resources and Customer Experience processes. As we transform into a restorative system, we have already seen remarkable shifts in how compliance concerns are addressed. We are embracing a restorative approach, resolving significant compliance concerns through restorative processes. This shift not only promotes accountability but also facilitates healing and growth for all parties involved.

The heart of our success lies in the power of circles and RJ processes. We have received an overwhelming response, with 40 requests for circles and RJ processes. These sessions have become spaces where voices are heard, perspectives are honored, and understanding is cultivated. What truly sets our initiative apart are the individuals touched by the transformative power of RJ. For people who have actively participated in these processes, whether as facilitators, participants, or supporters: Each interaction, each circle, contributes to a culture of empathy, understanding, and shared humanity.

We are seeing success stories written in the faces of those who have found solace, resolution, and healing through restorative practices. It is a testament to the resilience of the human spirit and the power of empathy to transcend barriers. As we look to the future, we remain committed to fostering a culture where empathy, inclusivity, and restorative justice are not merely ideals but lived realities. Our journey has just begun, but already, we see the seeds of transformation taking root, nourished by the collective efforts of all who believe in the power of healing and reconciliation.

Together, we are rewriting the narrative of justice, one circle at a time.

### KEY HIGHLIGHTS

- Conducted equity impact reviews for 228 Enterprise Project Management Office (EPMO) projects and collaborated with project owners to address any potential negative impacts.
- Standardization of restorative workflows for patient and staff harm responses.
- Identification of key areas and establishment of decision-making guides for implementing practices.
- Definition of metrics and accountability systems to measure progress and effectiveness of disparity reduction efforts.
- Integration of RJ principles into training programs, evaluations, and decision-making processes.
- Institutionalization of reporting mechanisms for addressing bias and harm to facilitate effective response.
- Documentation and dissemination of successes, challenges, and lessons learned to inform future initiatives and contribute to the broader knowledge base on restorative justice.

### ONGOING WORK

The Equity Strategy Office will continue to develop the system infrastructure that will allow us to rise to the challenge of caring for all our patients and communities, such as data acquisition and reporting, connecting stakeholder voice to key processes, and providing oversight into the work of management. We will continue to elevate the initiatives and projects happening throughout the system that are crucial to advancing equity in a way that is felt by employees, patients, and our community, while focusing on advancing our system structure, accountabilities, and processes to enable that crucial work. The organization will continue to refine and expand RJ practices, focusing on embedding them into the organizational culture and ensuring sustainability.

# Celebrating Milestones

- [Prioritizing equity and health: 2022 Community Impact Report](#)
- [Meet our 2023 Notable LGBTQ+ Executives \(mhealthfairview.org\)](#)
- [M Health Fairview offers mobile mammography services](#)
- [Celebrating and reflecting on Black History Month with the Black Initiative Network](#)
- [Our health system received approval to become a Beyond the Yellow Ribbon organization](#)
- [Investing in housing to improve health for our communities \(mhealthfairview.org\)](#)
- [Celebrating five years and counting of the M Health Fairview cultural brokers program — and improved access to care and resources for our neighbors](#)
- [M Health Fairview partners with Minneapolis' Roosevelt High School for naloxone training - CBS Minnesota \(cbsnews.com\)](#)
- [M Health Fairview program increases food security for Minnesota families](#)
- [Rebuilding a New Minneapolis: From Tragedy to Transformation](#)
- [New partnership provides care and temporary housing for people who are unsheltered](#)
- [Medical respite program assisting unhoused populations following hospital stays](#)
- [Standing in partnership with our Indigenous communities during American Indian Month and year-round](#)
- [Innovative research for wearable medical devices underway at new Fairview Community Health and Wellness Hub](#)

# Additional Resources

## UNIVERSITY OF MINNESOTA

- <https://ar.med.umn.edu/>

## M PHYSICIANS

- [Office of Inclusion, Diversity, Equity and Accessibility \(I.D.E.A.\) | University of Minnesota Physicians \(mphysicians.org\)](#)

## M PHYSICIANS (LOGIN REQUIRED)

- [Employee Resource Groups](#)
- [Office of Inclusion, Diversity, Equity and Accessibility - I.D.E.A.](#)
- [News and Events](#)
- [HR FYI](#)

## FAIRVIEW (LOGIN REQUIRED)

- [Employee Resource Groups](#)
- [Performance Dimension A3 - Quality and Safety 2024-2026.pptx](#)
- [Fairview Equity Resources \(sharepoint.com\)](#)
- [Investing in our communities: Supplier diversity program launches \(sharepoint.com\)](#)

