

HOPE Commission Vision and Approach

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.

When that happens, M Health Fairview will become a much more robust and resilient enterprise that is better equipped to achieve its mission now and into the future.

AN ANTI-RACIST AND INCLUSIVE INSTITUTION

The HOPE Commission uses an anti-racist approach. Being “anti-racist” isn’t just about stating a position against racism. It’s about more than words. Anti-racism is active opposition to racism practiced by individuals and systems. Being anti-racist requires intentional actions that expand equitable opportunities for all. It requires involving historically unrepresented and underrepresented groups in decision-making at all levels of the enterprise. Anti-racism requires acknowledging privilege, confronting discrimination, and working to change biases.

Being an inclusive academic health system expands on the concept of being anti-racist. It requires being aware of intersectionality, or how the interconnectedness between race, gender, class, and other social categorizations impacts discrimination and disadvantage. Being inclusive requires action to involve those who have been traditionally excluded from opportunities and resources that others take for granted. Doing so will create an environment where all people, including marginalized groups, feel welcome, valued, and supported.

A CULTURE OF LEARNING AND IMPROVEMENT

It is said that “culture eats strategy for breakfast.” So, while it’s important to have clear strategy, we must also recognize that continuing to develop a culture of learning and improvement is integral to becoming an anti-racist and inclusive institution. A learning organization is an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights. New ideas are essential, but new ideas alone can’t create a learning organization. We must also change the way that work gets done in order to unlock our full potential.

It’s important for all of us to recognize and expect that we will not get everything right the first time as individuals or as organizations. We need to give ourselves and each other room to make mistakes and learn from them, and do things better the next time. In this way, we will develop and strengthen our knowledge, skills, and capability over time, both individually and as an enterprise.

A TARGETED AND UNIVERSAL APPROACH TO IMPROVEMENT

Targeted universalism means setting goals that apply to majority and minority populations, but using specific interventions targeted to those most disadvantaged in order to improve outcomes for all. Within a targeted universalism framework, an organization or system sets universal goals for all groups concerned, but uses targeted processes to achieve those goals. For instance, the HOPE Commission recommendations apply a targeted universalism approach to drive at excellent experiences and outcomes for all employees. They do this by addressing key employee groups that experience disparate outcomes. In Lean Thinking, this is akin to using Point Of Cause to identify the opportunities for greatest improvement.