Fairview

2022 - 2024 Community Health Needs Assessment (CHNA) Implementation Strategy Report

Southdale Hospital

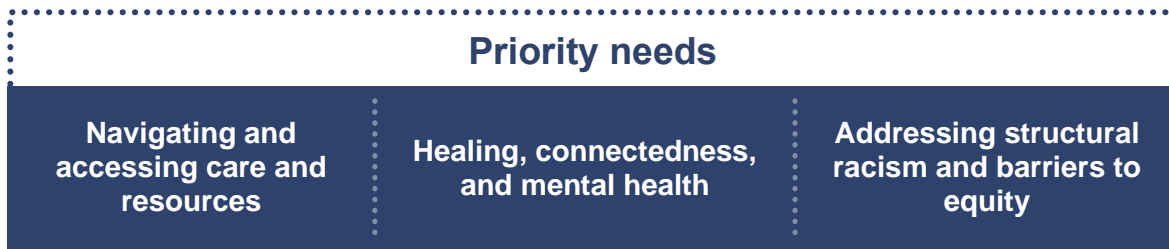# Fairview

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Introduction

Fairview Health Services is guided by a deep and abiding commitment to our patients, our employees, and the communities we serve. Our ongoing efforts to embed the values of diversity, equity, and inclusion throughout our organization is a crucial part of the way we demonstrate that commitment. Over the course of 2021, Fairview's hospitals and medical centers, including Southdale Hospital, conducted our Community Health Needs Assessment (CHNA) process to determine our priority needs and our response. As part of this process, we listened and learned much about our community's most pressing needs. Through those conversations, and supported by community data, we prioritized the following needs:

Priority needs		
Navigating and accessing care and resources	Healing, connectedness, and mental health	Addressing structural racism and barriers to equity

We also identified two priority populations particularly affected by systemic inequities:

Across the lifespan and from rural to urban geographies	
Racial or ethnic populations experiencing health disparities	Persons experiencing poverty

This CHNA Implementation Strategy Report outlines the major strategies and actions we will deploy throughout the 2022-2024 assessment cycle.

For more details about our priority needs and the priority populations as they relate to Southdale Hospital, please see the 2021 Community Health Needs Assessments.

Lessons learned

The current generation will be the first generation in American history to experience shorter life expectancy than their parents did.[1] Over the past decade, rates of poverty, food insecurity, isolation, mental illness, addiction, and other determinants of poor health have continued to rise and these do not impact everyone equally – Minnesota has some of the nation's largest racial, ethnic, and geographic health inequities.

To impact these devastating trends, we must respond in ways that align with the factors that research has shown to have a significant effect on an individual's health and wellbeing. Studies estimate that eighty percent of a person's health outcomes are influenced by factors outside a healthcare setting,[2] and a person's zip code matters more than their genetic code when it comes to long-term health.[3] Given these realities, our response must reach outside the health system's walls and must focus on those experiencing health inequities to be most effective.

Since the 2010 passage of the Affordable Care Act, our health system has engaged in four CHNA cycles. During each cycle, we have found the same or similar needs have existed for our communities. This means that our communities have largely faced the same challenges for more than a decade – and that despite our efforts to address these issues, these problems are not relenting. In fact, in many cases, these conditions have worsened over the past decade. Over the past 10 years of responding to our communities' biggest needs we have learned important lessons which have guided us in the development of our Fairview Health Services 2022-2024 implementation strategies.

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Lesson 1

Despite best efforts, health needs and health inequities continue to grow and deepen

To create meaningful change for our communities' most pressing needs we must focus on the social determinants of health and the root causes of health inequities and health disparities affecting our community. It is essential we learn from those who are most impacted by inequities – not just for their descriptions of the problem but for their guidance and partnership in building solutions.

Lesson 2

Collective action is critical

We cannot do this work alone, but must engage, build capacity, and partner with others to make a real lasting difference. As an Anchor Institution, the fourth largest employer in Minnesota, and a system of hospitals, medical centers, and clinics that span Minnesota's geography, our internal systemwide policy and system change efforts to address our priority needs for our employees, patients, and broader community will have a significant impact on social determinants of health statewide.

Lesson 3

Transformational change requires sustained and focused commitment

The systemic issues and prioritized needs identified in our 2021 CHNA are complex and so deeply rooted that they cannot be solved in the three years that this Implementation Strategy Report covers. They require a long-term approach that will span multiple assessment cycles. This gives us the time necessary to invest in building community capacity and to co-develop responses with those most impacted by health disparities and discrimination.

In response to our lessons learned, this CHNA Implementation Strategy Report outlines what we will set to accomplish in the years to come:

- Put forth a Fairview Health System 10-year vision and the first in a series of consecutive CHNA implementation strategies and plans that will build over the decade to work toward that vision.

- Build the infrastructure, policies, and practices that enable community voice to inform and influence our organization.

- Expand, align, and invest in existing and innovative initiatives and programs that address the social determinants of health.

- Focus our efforts on building community capacity with the communities and individuals most impacted by health inequities.

- Implement an evaluation plan that is informed by community, minimizes participant burden, and results in meaningful and actionable data and insights.

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Our 10-year vision and implementation strategies

> **10-Year Vision:**
> **Increased community health equity**

The three strategies that will guide our work are:

Strategy 1 — Addressing the social determinants of health as well as individual social risks and social needs through the creation and expansion of programs; initiatives; collaborations; research; and policy, system, and environmental work.

Strategy 2 — Creating community engagement infrastructure that builds trusting partnerships and enables community voice to inform and influence the institution.

Strategy 3 — Transforming internal structures to create an antiracist and inclusive environment and to build community health by building wealth.

Each of these strategies will help to address the priority need areas in distinct ways while collectively moving us closer to our vision of increased community health equity.

Southdale Hospital 2022-2024 CHNA implementation strategies, anticipated impacts, objectives, and action plans

For this three-year cycle, we are implementing our vision and strategies to work toward distinct anticipated impacts. The table on the next page outlines the ties between Southdale Hospital CHNA implementation strategies, anticipated impacts, objectives, and key responses.

For each priority needs, the key barriers that helped us to focus our response are identified in the table on the following pages.

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CHNA priority need: Navigating and accessing care and resources			
Identified key barriers			
• Complexity of systems including health care, government, and education • Language and cultural barriers • Problems with distance to services, including challenges with technology, broadband access, and transportation • Lack of trust in health care systems			
CHNA implementation strategy	**Anticipated impact**	**Objectives**	**Key responses**
Strategy 1: Addressing the social determinants of health as well as individual social risks and social needs through the creation and expansion of programs; initiatives; collaborations; research; and policy, system, and environmental work.	Remove barriers to care by providing community-placed care, co-located services, and navigation supports that address cultural and language barriers.	Increased trust and equitable access to health care and resources for community members.	Action plan that include: • Community specific programs and initiatives • System wide programs and initiatives offered collaboratively with all Fairview hospitals and medical centers Key initiatives: • "Minnesota Immunization Network Initiative (MINI)"
	Develop, grow, and sustain programs, educational offerings, partnerships, and initiatives, address barriers related to navigating and accessing care and resources.	Increased awareness of, knowledge about, and access to healthcare and community-based resources that support opportunities for health and wellbeing.	Action plan that include: • Community specific programs and initiatives • System wide programs and initiatives offered collaboratively with all Fairview hospitals and medical centers
Strategy 2: Creating community engagement infrastructure that builds trusting partnerships and enables community voice to inform and influence the institution.	Build and expand feedback systems for patients and community members; embed process improvement in the health system's response to community voice.	Increased patient trust in, and satisfaction with, services by engaging patients and community members and responding to needs.	M Health Fairview Center for Community Health Equity

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CHNA priority need: Healing, connectedness, and mental health			
Identified key barriers			
- Social isolation - Generational trauma and impact of discrimination - Lack of mental health resources and services - Youth mental health			
CHNA implementation strategy	**Anticipated impact**	**Objectives**	**Key responses**
Strategy 1: Addressing the social determinants of health as well as individual social risks and social needs through the creation and expansion of programs; initiatives; collaborations; research; and policy, system, and environmental work.	Develop, grow, and sustain programs, educational offerings, partnerships, and initiatives, address barriers to healing, connectedness and mental health.	Increased opportunities for social connection and for growing and maintaining long-term partnerships/relationships.	Action plan that include: - Community specific programs and initiatives - System wide programs and initiatives offered collaboratively with all Fairview hospitals and medical centers Key initiatives: "Connection is Cure"
Strategy 3: Transforming internal structures to create an antiracist and inclusive environment and to build community health by building wealth.	Build internal and external processes and structures to provide spaces that are safe and welcoming to all, responsive to community needs, and based on a culture of inclusion.	Increased access to safe, therapeutic, and culturally appropriate healing and mental wellness resources for employees, patients, and community members.	Healing, Opportunity, People, and Equity (HOPE) Commission

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CHNA priority need: Addressing structural racism and barriers to equity			
Identified key barriers			
• Food insecurity • Poverty and income disparities • Job disparities • Limited, deficit-based way of determining community need that does not always center and involve those impacted • Housing insecurity • Discrimination and barriers face by members of minoritized racial and ethnic populations			
CHNA implementation strategy	**Anticipated impact**	**Objectives**	**Key responses**
Strategy 1: Addressing the social determinants of health as well as individual social risks and social needs through the creation and expansion of programs; initiatives; collaborations; research; and policy, system, and environmental work.	Develop, grow, and sustain programs, educational offerings, partnerships, and initiatives, to address structural racism and barriers to equity.	Increased access to healthy, culturally responsive food and education. Increased access to housing resources, education, and safe, quality, stable, and affordable housing security programs.	Action plan that include: • Community specific programs and initiatives • System wide programs and initiatives offered collaboratively with all Fairview hospitals and medical centers Key initiatives: • "Housing is Health" • "Food is Medicine"
Strategy 2: Creating community engagement infrastructure that builds trusting partnerships and enables community voice to inform and influence the institution	Create sustainable structures to convene and engage community voice around addressing social determinants of health.	Established, formal structure for community voice to provide insights on, and influence, clinical care, operations, and our response to community need.	M Health Fairview Center for Community Health Equity
Strategy 3: Transforming internal structures to create an antiracist and inclusive environment and to build community health by building wealth.	Using an antiracist approach, work to identify and eliminate racism by changing systems, organizational structures, policies, practices, and attitudes.	More equitable outcomes, inclusive environments, and positive experiences for our patients, employees, and communities.	Healing, Opportunity, People, and Equity (HOPE) Commission
	Leverage everyday business practices to build community wealth, promoting economic and racial equity and justice.	Increased high quality job opportunities for community members; more local purchasing from, and investing in, local organizations.	Healing, Opportunity, People, and Equity (HOPE) Commission, Corporate Citizen

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Southdale Hospital annual action plan

Southdale Hospital has a CHNA Action Plan that will be updated annually. The action plan will support our vision of community health equity by rolling up to our system CHNA implementation strategies and addressing priority needs as indicated in the tables on the previous pages. They will detail the specific and measurable steps we will take during that year to drive change. These will be updated and reported on annually in collaboration with the Southdale Hospital community committees, hospital and medical center leadership, and other local stakeholders.

Each hospital and medical center action plan contain three components:

1. Community-specific programs, initiatives, and collaboratives
2. Systemwide programs, initiatives, and collaboratives
3. Policy, systems, and environmental change work

Planned collaboration

Fairview and Southdale Hospital cannot do this work alone. Accomplishing our vision will take strong and ongoing partnership and collaboration locally and statewide across a variety of sectors. We collaborate with local public health, schools, faith-based organizations, civic organizations, hunger relief organizations, social services organizations, other health systems, and federally qualified health centers. We will continue to identify, and engage with these, and additional stakeholders.

Resources contributed by Southdale Hospital

Southdale Hospital will contribute resources including staff, financial support, charitable donations, and operating budgets for programs. It will also encourage staff to volunteer with local organizations through our employee volunteerism program. Fairview has committed to investing in internal infrastructure, planning and resources through Healing, Opportunity, People, and Equity (HOPE) Commission, Office of Diversity Equity Inclusion, and as an Anchor Institution.

Conclusion

In terms of process, the Southdale Hospital community committee reviewed, the health system's Community Advisory Council recommended, and the Patient Care and Experience Committee of the Fairview Health Services Board of Directors adopted the Southdale Hospital CHNA Implementation Strategy Report in May 2022. The Southdale Hospital CHNA Implementation Strategy Report was made publicly available on our website on May 15, 2022 and will be executed during fiscal years 2022-2024. For more information about the Southdale Hospital Community Action Plan email us at: CommunityEngagement@fairview.org.

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Citations

[1] Venkataramani AS, O'Brien R, Tsai AC. Declining Life Expectancy in the United States: The Need for Social Policy as Health Policy. JAMA. 2021;325(7):621–622. doi:10.1001/jama.2020.26339.

[2] Artiga, Samantha and Elizabeth Hinton. Beyond Health Care: the Role of Social Determinants in Promoting Health and Health Equity. Kaiser Family Foundation. Published May 10, 2018. Retrieved from: https://www.kff.org/racial-equity-and-health-policy/issue-brief/beyond-health-care-the-role-ofsocial-determinants-in-promoting-health-and-health-equity/ Accessed October 4, 2021.

[3] Hood, Carlyn, Keith Gennuso, Geoffrey Swain and Bridget Catlin. "County Health Rankings: Relationships between Determinant Factors and Health Outcomes." American Journal of Preventive Medicine 50.2 (February 2016) pp. 129-35. Retrieved from: https://www.sciencedirect.com/science/article/pii/S0749379715005140?via%3Dihub Accessed September 28, 2021.