



North Memorial Health Hospital Community Health Needs Assessment 2020–2022

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Introduction

BACKGROUND

North Memorial Health Hospital (NMHH) in Robbinsdale, Minnesota has provided care to people in the Twin Cities since 1954. The Patient Care and Affordable Care Act of 2010 requires that all 501(C) (3) hospitals conduct a Community Health Needs Assessment (CHNA) to meet the U.S. Department of Treasury and Internal Revenue Service (IRS) rules. The overarching view of the CHNA must be health needs from the perspective of the community, not the perspective of the hospital and healthcare providers.

During 2019, North Memorial Health Hospital conducted its third CHNA. This assessment considered input from persons who represent the broad interests of the assessed community. This includes the following:

		
Persons with special knowledge of, or expertise, in public health including Hennepin County and City of Minneapolis Public Health department representatives.	Representatives of medically underserved, low income and minority populations.	Representatives of populations with chronic disease needs

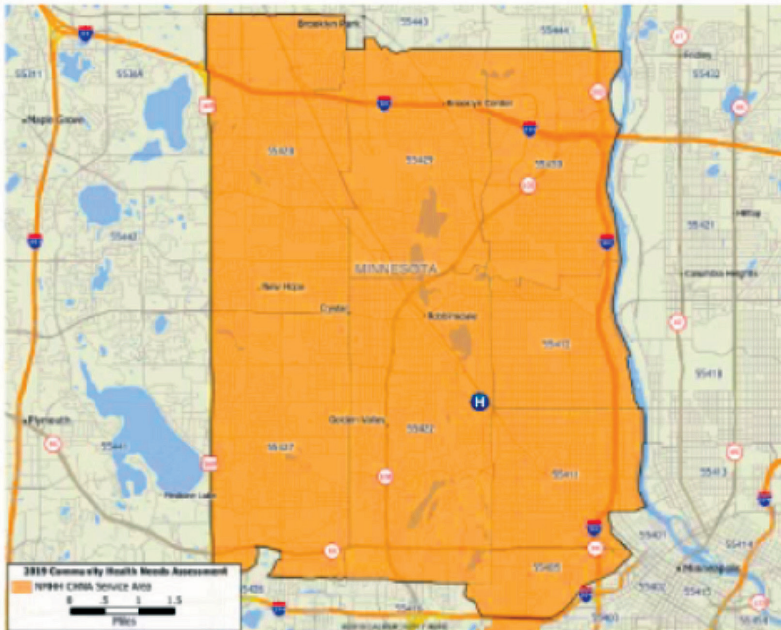
The overall CHNA process was guided by North Memorial Health Hospital's Community Engagement Advisory Team (CEAT). The CEAT met a total of six times during the 2019 CHNA process.

The implementation plan outlined in this report considers input from community stakeholders and partners. The implementation plan is a three-year plan depicting the work North Memorial Health Hospital will conduct to address identified health priorities. Yearly work plans will be developed to provide detailed actions. North Memorial Health Hospital, when possible, will collaborate with community organizations to address these needs. This implementation plan provides the foundation for the community benefit work North Memorial Health Hospital will conduct from 2020 - 2022.

COMMUNITY HEALTH ASSESSMENT AREA

North Memorial Health Hospital's primary focus for the 2019 CHNA is identical to the 2016 CHNA. It is defined by the following zip codes which includes portions of the following cities:

- 55411 – Minneapolis, MN (97.07%) and Golden Valley, MN (2.93%)
- 55412 – Minneapolis (100%)
- 55422 – Golden Valley, MN (51.78%), Robbinsdale, MN (34.05%), Crystal, MN (14.05%), Brooklyn Center, MN (0.12%)
- 55427 – Golden Valley, MN (52.08%), New Hope, MN (28.77%), Crystal, MN (19.15%)
- 55428 – Brooklyn Park, MN (45.71%), New Hope, MN (36.93%), Crystal, MN (17.35%)
- 55429 – Brooklyn Center, MN (57.81%), Crystal, MN (28.29%), Brooklyn Park, MN (13.90%)
- 54430 – Brooklyn Center, MN (77.66%), Minneapolis, MN (22.07%), Brooklyn Park, MN (0.28%)
- 55405 – North of 394 (includes the Cora McCorvey YMCA and senior housing), Minneapolis (100%)



North Memorial Health Hospital

- 55405* Minneapolis
- 55411 Minneapolis
- 55412 Minneapolis
- 55422 Robbinsdale
- 55427 Golden Valley
- 55428 Crystal/New Hope
- 55429 Crystal/New Hope
- 55430 Brooklyn Center

*Area north of 394

COMMUNITY ENGAGEMENT ADVISORY TEAM (CEAT)

North Memorial Health Hospital established a Community Engagement Advisory Team (CEAT) in the fall of 2014 to help guide the community health work being conducted to address health priorities identified in the 2013 CHNA. The CEAT took on the responsibility of guiding the 2016 CHNA process, defining the community to assess, identifying key stakeholders, recruiting focus group participants, analyzing data and prioritizing health needs. They then continued to monitor the work being done to address the identified 2016 health priorities. In 2018 the CEAT began planning for the 2019 CHNA process by defining the community to assess, identifying key stakeholders, recruiting focus group participants, reviewing data and prioritizing health needs.

<http://www.city-data.com/zips/>

2019 CEAT members included:

- Melissa Dau, Suicide Prevention Coordinator, Minnesota Department of Health
- Wendy Dellich, RN, BS, Metabolic and Bariatric Surgery Coordinator, North Memorial Health
- Monique Drier, JCPP Supervisor - Hennepin County
- Maria Glick, City Manager, Robbinsdale, MN
- Erin Gwiazdon, Director Marketing and Outreach, North Memorial Health
- Samantha Hanson, CAO, North Memorial Health
- Colleen Hanson, Executive Director, New Hope YMCA
- Peter Hayden, PhD, President Turning Point
- Keith Horton, Community Member
- Alisa L. Johnson, MN, Area Manager, Public Health Protection and Promotion, Public Health Department, Hennepin County
- Shirley Kern, APRN, CNS, AOCN, North Memorial Health Cancer Center
- Steven J. Knutson, Executive Director, Neighborhood HealthSource
- Sara Luben, Community Engagement Coordinator, NorthPoint Health & Wellness Center
- Trudy Marshall, VP Marketing, Communications and Outreach, North Memorial Health
- Marie Maslowski, RN, MPH, Community Health Outreach Manager, North Memorial Health
- Patty Reicks, RN, BSN, Manager, Trauma & Acute Care, North Memorial Health Hospital
- Jason Rusinak, Director Pay Contracting and Network Management, North Memorial Health
- Margaret Schuster, Sr. Public Health Specialist, City of Minneapolis - Health Department
- Tsega Tamene, Director of Community Health, Pillsbury United Communities
- LaTrese Van Buren, Community Health Worker, Broadway Family Medicine, UMN Physicians
- Ryan Van Wyk, Psy D, LP, Provider Lead - North Memorial Health Mental Health Services
- Jeff Wicklander, President, North Memorial Health Hospital
- Sue Wieker, Senior Planning Analyst, North Memorial Health
- Tashawna Williams, Community School Site Coordinator, Brooklyn Center School District 286

Commitment to Community

OUR MISSION, VISION AND VALUES

MISSION: North Memorial Health Hospital's mission is to **empower our customers to achieve their best health**. We view the people we serve as customers, not patients. We empower them to expect the best care and communicate their needs, enabling us to be creative and accountable for meeting their needs. It is this mission that guides our work in helping our community achieve their best health.

VISION: Together, healthcare the way it ought to be.

VALUES: We work to improve the health of the people in the communities we serve through our shared values including:

- **Inventiveness**
- **Accountability**
- **Relationships**

COMMITMENT TO ACCESS AND HEALTH SERVICES

We strive to ensure all community members have access to quality medical care regardless of their circumstances. The following programs assist members of our community in accessing healthcare services.

CHARITY CARE	UNINSURED HOSPITAL PATIENT DISCOUNT	DISCHARGE PRESCRIPTION ASSISTANCE
North Memorial Health Hospital provides a Financial Assistance program. Patients may qualify if their general income and assets meet the minimum guideline. The Financial Assistance application is available on the website in English, Hmong, Spanish, and Russian.	North Memorial Health Hospital provides an upfront discount to uninsured patients for hospital and hospital-based clinic services that are medically necessary. This discount is for customers who do not have any insurance and are not eligible for a Medicaid plan.	North Memorial Health Hospital will provide, free of charge, select medications to customers who are unable to pay for their discharge medications and are not eligible for any local, state, federal, manufacturer and/or private prescription medication assistance programs.

Implementation Plan

HEALTH PRIORITY SELECTION

Responses to the focus groups, key stakeholder interviews and the quantitative data were reviewed by the internal planning committee (an internal steering committee for the Community Health Needs Assessment). The planning committee summarized the data and presented it to the CEAT for review and discussion. Initial top findings presented to the CEAT were:

- Mental health/substance abuse
- Food/access/affordability/nutrition education
- Healthy aging
- Helping the community access healthcare
- Culturally responsive care
- Relationship between the hospital and community
- Housing: Safe, accessible, affordable
- Transportation: Especially for medical care

After a discussion with the CEAT around these findings and the data, the CEAT members decided to change the top health priorities to:

- Mental health/substance abuse
- Culturally responsive care – relationship between the hospital and community
- Structural and institutional racism
- Resources/partnerships:
 - Housing
 - Access to healthcare
 - Food
 - Transportation
- Healthy aging

The CEAT voted on the health priorities to identify the top health priorities to be addressed starting in 2020. The prioritization criterion used three guidelines:

- How widespread is the health need?
- How serious or important do you think this health need is for individuals and/or the community?
- What is the potential for North Memorial Health Hospital and community partners to have a positive impact on this health need within three to four years?

After a discussion, using the three guidelines, voting occurred and ***mental health/substance abuse*** and ***culturally responsive care – relationship between the hospital and community*** were chosen. A decision was made separate out mental health and substance abuse so each could be addressed on their own.

The three health priorities which North Memorial Health Hospital will address starting in 2020 include:

- **Mental health**
- **Substance abuse**
- **Culturally responsive care – relationship between the hospital and community**

Mental health and ***substance abuse*** were identified in both the North Memorial Health Hospital and Maple Grove Hospital Community Needs Health Assessments. Since both institutions are part of the North Memorial Health system, the CHNA areas are adjacent to each other and populations cross the two CHNA areas; mental health and substance abuse initiatives will be addressed together as systemwide health priorities.

IMPLEMENTATION PLAN

The process of developing the Implementation Plan involved outreach to community partners and stakeholders to gain greater insight into community programming needs and evidence-based programs. North Memorial Health Hospital and Maple Grove Hospital team members were also asked to provide insight into programming.

North Memorial Health Hospital has and will continue to work closely with community organizations, local government, local schools, community coalitions and local public health departments to ensure that our work is done in partnership and aligns with identified community needs and public health priorities.

PRIORITY 1: Mental Health

DEFINITION: Mental health is “a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community” (1 - World Health Organization, 2004).



GOAL: Support the mental health of community members along the mental health continuum

OBJECTIVES	STRATEGIES	HOSPITAL RESOURCES	PARTNERS	ANTICIPATED IMPACT
Reduce the stigma associated with mental health conditions	<ul style="list-style-type: none"> Continue to incorporate the Make It Okay message into annual employee training Explore offering Make It Okay presentations to employees and the community 	<ul style="list-style-type: none"> Community Health Outreach team members Mental Health team members Human Resources team members Marketing team members Room for presentation 	<ul style="list-style-type: none"> Health Partners Make It Okay program and team members 	<ul style="list-style-type: none"> Reduce stigma around mental health. Increase participants' ability to recognize and correct misconceptions about mental health and mental illness.
Increase community education about mental health and how to identify, understand and respond to signs of mental illness and substance use disorders among community members	<p>Offer evidence-based Mental Health First Aid classes to the community. This includes:</p> <ul style="list-style-type: none"> Youth Mental Health First Aid Adult focused Mental Health First Aid Older Adult Mental Health First Aid 	<ul style="list-style-type: none"> Community Health Outreach team members Marketing team Room for presentation 	<ul style="list-style-type: none"> Minnesota Department of Health Local schools, city governments and community organizations for flyer distribution CEAT members for flyer distribution Potential community sites for classes: <ul style="list-style-type: none"> New Hope YMCA North Market Maple Grove Community Center Other community locations 	<ul style="list-style-type: none"> Increase participants' confidence in assisting a person with mental health issues and connecting them to professional resources.

OBJECTIVES	STRATEGIES	HOSPITAL RESOURCES	PARTNERS	ANTICIPATED IMPACT
<p>Increase community education about suicide prevention</p>	<ul style="list-style-type: none"> • Offer safeTalk suicide prevention classes to the community 	<ul style="list-style-type: none"> • Community Health Outreach team members • Marketing team members • Room for presentation 	<ul style="list-style-type: none"> • Minnesota Department of Health • Local schools, city governments and community organizations for flyer distribution • CEAT members for flyer distribution • Potential community sites for classes: <ul style="list-style-type: none"> – New Hope YMCA – North Market – Maple Grove Community Center – Other community locations 	<ul style="list-style-type: none"> • Increase participants confidence in assisting a person with suicidal thoughts and connecting them to professional resources.
<p>Increase education about suicide prevention among first responders – police, fire, EMS, and dispatchers</p>	<ul style="list-style-type: none"> • Explore offering safeTalk suicide prevention classes to the community 	<ul style="list-style-type: none"> • Community Health Outreach team members • Marketing team members • Room for presentation 	<ul style="list-style-type: none"> • Minnesota Center of Suicidology • Local city governments 	<ul style="list-style-type: none"> • Increase first responders confidence in assisting a person with suicidal thoughts. • Connect them to personal and professional resources.
<p>Support community members who are experiencing a health issue by offering community support groups</p>	<p>Provide regular support groups for patients, caregivers and community members who are experiencing one of the following health issues:</p> <ul style="list-style-type: none"> • Lung Cancer • Breast Cancer • Head and Neck Cancer • Prostate Cancer • Leukemia and Lymphoma • Stroke 	<ul style="list-style-type: none"> • NMHH Cancer Center team members • NMHH Pastoral Care team members • Stoke Center team members • Marketing team members • Room for support groups 		<ul style="list-style-type: none"> • Reduce social isolation and mental health issues among persons with the health issue and their families.

OBJECTIVES	STRATEGIES	HOSPITAL RESOURCES	PARTNERS	ANTICIPATED IMPACT
Reduce the cycle of violence among youth who enter the emergency room department	<ul style="list-style-type: none"> Partner with the City of Minneapolis and Hennepin Healthcare to administer the Next Step program at North Memorial Health Hospital 	<ul style="list-style-type: none"> North Memorial Health Trauma team members 	<ul style="list-style-type: none"> City of Minneapolis Hennepin Healthcare 	<ul style="list-style-type: none"> Interrupt the cycle of violence among youth and young adults.
Connect our patients with mental illness to community social supports	<ul style="list-style-type: none"> Partner with Vail Place to provide social services to our patients with mental illness who need social services including: <ul style="list-style-type: none"> Social support Housing Home health services 	<ul style="list-style-type: none"> North Memorial Health ACO team members 	<ul style="list-style-type: none"> Vail Place North Collaborative Care 	<ul style="list-style-type: none"> Patients in ACO have access to needed community based social services. State of Minnesota's overall total cost of care is reduced for patients in ACO.
Provide resilience skills to community members	<ul style="list-style-type: none"> Explore offering Community Based Resilience Training to community members 	<ul style="list-style-type: none"> North Memorial Health Mental Health Services Clinic team members 	<ul style="list-style-type: none"> Trauma Resource Institute Community Partners who host training 	<ul style="list-style-type: none"> Participants will learn to track their own nervous systems to bring body, mind and spirit into greater balance and can in turn share these skills with family, friends and the wider community.
Continue involvement with community organizations that are addressing Mental Health and Social Isolation	<ul style="list-style-type: none"> Strengthen community partnerships Identify potential programs to address mental health and social isolation 	<ul style="list-style-type: none"> Community Health Outreach team members 	<ul style="list-style-type: none"> Center for Community Health Hennepin County CHIP 	<ul style="list-style-type: none"> Reduce social isolation in the 7-county metro area.

Programs and activities that will be used to address the goals listed include:

- **Make It OK** – A campaign to reduce the stigma of mental illnesses. Organizations that support the Make It OK campaign are working to reduce misperceptions about mental illnesses and encourage open conversations and education about mental illness.
- **Mental Health First Aid USA, Youth Mental Health First Aid USA and Older Adult Mental Health First Aid USA** – Evidence-based classes which have the following goals:
 - Increase knowledge of the signs, symptoms and risk factors of mental illness.
 - Increase knowledge of the impact of mental health and substance use disorders.
 - Increase awareness of local resources and where to turn for help.
 - Build capacity to assess a situation and help an individual in distress.

Participants will attend an 8 hour class where they learn about the risk factors of common mental health/substance abuse illnesses and participate in role-playing simulations to learn how to help persons in crisis. These classes will be offered free of charge to the community to eliminate any financial barriers. Active outreach will be made to local schools, churches, community organizations and vulnerable populations. North Memorial Health Hospital will partner with the Minnesota Department of Health and NAMI in offering these classes.

- **safeTALK** – A half-day alertness training that prepares anyone over the age of 15, regardless of prior experience or training, to become a suicide-alert helper. Most people with thoughts of suicide don't truly want to die, but are struggling with the pain in their lives. Through their words and actions, they invite help to stay alive. safeTALK-trained helpers can recognize these invitations and take action by connecting them with life-saving intervention resources. Over the course of their training, safeTALK participants will learn to:
 - Notice and respond to situations where suicide thoughts might be present.
 - Recognize that invitations for help are often overlooked.
 - Move beyond the common tendency to miss, dismiss, and avoid suicide.
 - Apply the TALK steps: Tell, Ask, Listen, and Keep Safe.
 - Learn about community resources and how to connect someone with thoughts of suicide to them for further help.

These classes will be offered free of charge to the community to eliminate any financial barriers. Active outreach will be made to local schools, churches, and vulnerable populations. North Memorial Health Hospital will partner with the Minnesota Department of Health and local community organizations such as the New Hope YMCA to offer these classes.

- **Support Groups** – Groups offered by North Memorial Health Cancer Center and Stroke Center team. These support groups are open to community members and provide social support to participants.

- **Next Step Program** - A hospital-based violence intervention program that connects youth and young adult victims of violent injury to resources and support. The goals of Next Step are to:
 - Reduce re-injury and re-hospitalization for youth who are victims of violent injuries.
 - Support positive development and holistic healing for youth and families who are affected by violence.
 - Help interrupt the cycle of community violence.

A Next Step Youth Development Specialist works with youth and young adults 12-28 years old who are in the hospital because they are the victim of a stabbing or gunshot. Next Step team members provides immediate bedside support and intervention for participants and their families and support systems. Next Step team members continue to meet daily in the hospital with participants who want further support with changing their lives and stopping the cycle of violence. Participants then receive individual support once they are back in the community. This program is a partnership between North Memorial Health Hospital, the City of Minneapolis and Hennepin Healthcare.

- **Vail Place** - A nonprofit organization based in Hopkins Minnesota that provides community-based recovery services for adults with serious mental illnesses.
- **Resiliency Training** - The Trauma Resource Institute is a non-profit organization, which cultivates trauma-informed and resiliency-focused individuals and communities. They offer the Community Resiliency Model (CRM). The vision of the Trauma Resource Institute is to create trauma-informed and resiliency-informed individuals and communities, respecting the wisdom of cultural diversity.
- **Partnerships with Community Organizations and Coalitions** - North Memorial Health has worked and will continue to work with the following groups that have also identified Mental Health as a health priority.
 - The Center for Community Health (CCH)
 - Hennepin County Community Health Improvement Plan (CHIP)
 - Minnesota Department of Health (MDH)
 - Hennepin Healthcare
 - City of Minneapolis Public Health

The purpose of these partnerships is to identify opportunities where we can collectively work together to address mental health and the social issues that impact mental health.

PRIORITY 2: Substance Abuse

DEFINITION: Substance Abuse refers to the excessive use of substances such as tobacco, prescription drugs, opioids, and alcohol that is harmful to health of an individual and a community.



GOAL: To create an environment where education around substance abuse is provided, environmental supports to reduce access to medications are in place and partnerships within the healthcare system support best practices.

OBJECTIVES	STRATEGIES	HOSPITAL RESOURCES	PARTNERS	ANTICIPATED IMPACT
Increase awareness and education around the dangers of substance abuse among youth and young adults and the activities that address these issues including anti-vaping education	<ul style="list-style-type: none"> • Support Partners In Prevention's anti-vaping campaign • Provide financial support to the Partners In Prevention's Positive Community Norms campaign 	<ul style="list-style-type: none"> • Community Health Outreach team members • North Memorial Health Hospital financial resources 	<ul style="list-style-type: none"> • Partners In Prevention and their community partners such as law enforcement, Hazelden Betty Ford Foundation, Hennepin County and others 	<ul style="list-style-type: none"> • Increased education among youth and parents of the dangers of substance abuse.
Use community partnerships to provide education around substance abuse and environmental supports to reduce access to medication	<ul style="list-style-type: none"> • Provide team to help coordinate the work of Partnership for Change • Continue to assess community need for community medicine drop boxes and place where appropriate • Explore offering an Opioid conference for providers and the community 	<ul style="list-style-type: none"> • Community Health Outreach team members 	<ul style="list-style-type: none"> • Partnership for Change and their community partners such as local schools, law enforcement, Hazelden Betty Ford Foundation, Hennepin Regional Poison Center and others 	<ul style="list-style-type: none"> • Prevent prescription drugs from being misused, contributing to accidental poisoning, and getting into the water system. • Increase education around opioid use and how to prevent.
Improve access to addiction service	<ul style="list-style-type: none"> • Integrate addiction services within North Memorial Health Clinic • Continue to explore expansion to other clinic sites 	<ul style="list-style-type: none"> • North Memorial Health Mental Health Services Center team members • North Memorial Health clinic in Brooklyn Center, Camden, New Hope and St. Anthony 		<ul style="list-style-type: none"> • Patients will receive mental healthcare closer to home. • Patients' Primary Care provider can more easily participate in Mental Health Care if appropriate.

OBJECTIVE	STRATEGIES	HOSPITAL RESOURCES	PARTNERS	ANTICIPATED IMPACT
Providers are able to prescribe responsibly and compliantly for prevention and managing substance use disorder	<ul style="list-style-type: none"> Maintain the Prescription Drug Monitoring Program (PDMP) Lessen barriers to accessing patient medication history through use of Appriss 	<ul style="list-style-type: none"> Pharmacy Opioids Clinical Practice Council Epic team members 	<ul style="list-style-type: none"> Appriss Health National Association of Boards of Pharmacy 	<ul style="list-style-type: none"> Increased ability to identify multiple prescribers Increased utilization of the PDMP to verify previous prescribing Enhanced user experience
Reduce the number of deaths from opioid overdose	<ul style="list-style-type: none"> Maintain established medication-assisted therapy (MAT) pathway with Broadway Family Medicine 	<ul style="list-style-type: none"> ED team members Opioids Clinical Practice Council 	<ul style="list-style-type: none"> EPPA ED Physicians Pharmacists Broadway Family Clinic 	<ul style="list-style-type: none"> Patients able to access MAT for opioid use disorder

Partnerships that will be used to address the goals listed include:

- Partners in Prevention** – An organization committed to ensuring that each child is supported to make healthy choices. Their mission statement is: **By collaborating with community partners, we will influence the reduction of substance use among our youth in our community.** Their vision is that the Wayzata Public Schools Community is a healthy, substance-free environment where every child is connected to a caring adult. Partners In Prevention is housed out of the Wayzata School District serving all or part of the cities of Corcoran, Maple Grove, Medicine Lake, Medina, Minnetonka, Orono, Plymouth and Wayzata.
- Partnership for Change** - An organization comprised of youth, parents, schools, law enforcement and community groups that are working together to reduce drug use among youth and young adults in northwest Hennepin County. Their focus is on changing the community environment that leads to youth substance use by identifying and implementing strategies that will affect community attitudes, perceptions and beliefs around alcohol and other drugs. Partnership for Change serves the Brooklyn Center, Osseo, and Robbinsdale School Districts, which include the cities of: Brooklyn Center, Brooklyn Park, Crystal, Golden Valley, Maple Grove, New Hope, Osseo, Plymouth and Robbinsdale. Partnership for Change's mission is to **leverage community partnerships to prevent and reduce alcohol and other drug use among youth and reduce substance abuse in the community.**
- Opioids Clinical Practice Council** – A working group at North Memorial Health whose objective is to oversee, direct, and support the North Memorial Health's systematic approach to reducing variation in opioid prescribing; contributing to the overall goal to reduce opioid addiction, misuse, and opioid related deaths in the communities that we serve.

PRIORITY 3: Culturally Responsive Care

DEFINITION: Culturally responsive care is the delivery of high-quality care in a personalized way that takes into account and respects each of our diverse member’s unique cultural and linguistic needs and perspectives.” (Kaiser Permanente website, July 10, 2015)



GOALS:

1. Deliver a welcoming and inclusive experience for all people regardless of cultural practices, preferred language or race.
2. Expect and prepare North Memorial Health Hospital’s staff to deliver culturally responsive and competent care.
3. Include and learn from our community partners about culturally responsive care.

OBJECTIVE	STRATEGIES	HOSPITAL RESOURCES	PARTNERS	ANTICIPATED IMPACT
Explore conducting a Cultural Assessment of North Memorial Health and its environment	<ul style="list-style-type: none"> • Explore assessment tools such as the Cultural Competency Assessment Tool for Hospitals (CCATH) to assess adherence to the national standards for CLAS (Culturally and Linguistically Appropriate Services) in healthcare • Execute a customer journey assessment inside the hospital including all major touchpoints • Explore enhancements to the physical environment at North Memorial Health Hospital (signage, translated materials, gift shop offerings, etc.) to ensure cultural inclusivity 	<ul style="list-style-type: none"> • North Memorial Health Equity and Inclusion team and committee members • Marketing and Community Engagement team members • NMHH team members 		<ul style="list-style-type: none"> • Understanding of where North Memorial Health Hospital’s strengths and weaknesses are in relationship to CLAS standards.
Increase diversity among team members, at all levels of the organization, to match customer and community populations	<ul style="list-style-type: none"> • Use the employee engagement survey to measure the internal Equity and Inclusion climate • Continue development of recruitment and retention initiatives that encourage a diverse workforce • Continue to offer the following services to the community: <ul style="list-style-type: none"> — Mock interviews and resume prep — Recruiting at community events where diverse members of the community we serve are present • Continue to partner with community organizations that represent or are located in diverse communities to offer preparation, training, mentorship, career opportunity consideration. Organizations include: <ul style="list-style-type: none"> — CAPI — East Side Neighborhood Services — North Market — Emerge 	<ul style="list-style-type: none"> • Human Resources team members 	<ul style="list-style-type: none"> • CAPI • East Side Neighborhood Services • North Market • Emerge 	<ul style="list-style-type: none"> • Give community members from diverse communities increased access to employment opportunities at North Memorial Health Hospital. • Improve job searching skills within diverse communities.

OBJECTIVE	STRATEGIES	HOSPITAL RESOURCES	PARTNERS	ANTICIPATED IMPACT
<p>Work in partnership with community organizations and community members to improve knowledge about and practices of culturally responsive care</p>	<ul style="list-style-type: none"> • Meet and partner with community organizations that represent diverse communities to learn about their vision of culturally responsive care and discuss possible opportunities to work together • Increase the voice of the community in the development of actions and programs to address health needs • North Memorial Health Sponsorship committee will invite in community organizations that are doing work around equity and inclusion to present and look at partnership opportunities • Explore developing a Patient/Family Advisory Group to be a resource for Equity and Inclusion work 	<ul style="list-style-type: none"> • North Memorial Health Equity and Inclusion team and committee members • Community Health Outreach team members • Marketing and Community Engagement team members 	<p>Community organizations such as:</p> <ul style="list-style-type: none"> • New Hope YMCA • North Point Health and Wellness • Neighborhood Health Source • Pillsbury United Communities • Clare Housing • Additional community organizations to be identified 	<ul style="list-style-type: none"> • Knowledge will be gained on culturally responsive care practices that the community identifies as important.
<p>Develop a structure and processes to support health equity work within North Memorial Health Hospital</p>	<ul style="list-style-type: none"> • Strengthen the role and visibility of the Equity and Inclusion group • Increase knowledge among team members about health equity and providing culturally responsive care • Provide team members the tools they need to talk to patients about their specific cultural needs • Provide information to team members on specific cultures we serve and how to adapt care that is culturally specific • Partner with the Informatics team to understand data around health equity 	<ul style="list-style-type: none"> • North Memorial Health Equity and Inclusion team and committee members • Health Informatics team members 		<ul style="list-style-type: none"> • Health Equity work within North Memorial Health Hospital will be advanced and embedded in our culture.

Partnerships and programs that will be used to address the goals include:

- **CLAS Standards** – The National CLAS Standards are a set of 15 action steps intended to advance health equity, improve quality, and help eliminate health care disparities by providing a blueprint for individuals and health and healthcare organizations to implement culturally and linguistically appropriate services.
- **CAPI** – An organization dedicated to building vibrant communities and helping Minnesota's newest immigrants and refugees navigate the services and systems they need to thrive. Through their four core program areas, they strive to help refugees and immigrants gain access to jobs, housing, food, health education, and youth and senior social services in order to promote economic independence, self-determination and social equality.
- **East Side Neighborhood Services** – Their Employment & Training Department works with low-income, unemployed, or underemployed job seekers who would like to earn a livable income and attain their financial & educational goals through achieving full-time work. Participants get support to build upon skills needed to secure and retain full-time permanent employment through training, coaching, career exploration, and retention counseling.
- **Emerge** – Their Workforce Development and Employment Services supports participants in achieving employment and career goals. They connect individuals to employers and provide one-on-one coaching sessions to build vital soft skills for today's job market.
- **NorthPoint Health and Wellness** – A multi-specialty medical, dental, mental health and human service agency located in North Minneapolis. It is administered through a partnership between Hennepin County and a Community Board of Directors comprising NorthPoint's patients and people who live and/or work in the community. NorthPoint strives to improve the physical and socio-economic health of the North Minneapolis community through an integrated model of health and human services. NorthPoint is a federally qualified health care center.
- **New Hope YMCA** – Located in North Memorial Health Hospital's community assessment area, the Y's mission is to bring about meaningful change in individuals and communities. They measure the success of their cause by how well they engage communities in their three areas of focus:
 - Youth Development – nurturing the potential of every child and teen
 - Healthy Living – improving the nation's health and wellbeing
 - Social Responsibility – giving back and providing support to our neighbors
- **Neighborhood Health Source** – Provides a full range of primary medical and behavioral healthcare services at four clinics in Minneapolis and the north metro. They are committed to treating all patients, with and without health insurance, and believe that cost should never be a barrier to care. Neighborhood Health Source is a federally qualified healthcare center.

- **North Market** – A full-service grocery store in North Minneapolis operated by Pillsbury United Communities. North Memorial Health Hospital has partnered with Pillsbury United operating a wellness center at North Market and offering programs in nutrition, mental health, falls prevention and employment skills.
- **Pillsbury United Communities** – Began in 1879 with Minneapolis’s first settlement house, Pillsbury United Communities co-creates enduring change toward a just society. Built with and for historically marginalized and underinvested groups across the community, their united system of programs, neighborhood centers, and social enterprises connects more than 55,000 individuals and their families each year. They are guided by a vision of thriving communities where every person has personal, social and economic power.
- **Clare Housing** – Provides a continuum of affordable and supportive housing options that create healing communities and optimize the health of people living with HIV/AIDS. One of the housing sites is located in the North Memorial Health Hospital Community Health Needs Assessment area. Clare Housing is the largest licensed provider of supportive affordable housing for people living with HIV in Minnesota. Unique in its mission and focused in its execution, Clare Housing is the only organization in Minnesota dedicated to advancing new programs and solutions to address the full-continuum of HIV-related housing needs. Clare Housing is ending homelessness among individuals living with HIV/AIDS, one move-in at a time.

Resource Commitments

North Memorial Health Hospital will work with community partners to help address the identified community health needs. Our Community Engagement Advisory Team will help to guide this work and identify potential partners.

North Memorial Health Hospital's resources for this work will include both in-kind and financial resources. These resources may include but are not limited to: Devoting team members time to partnerships; financial contributions to advance partnership work; and programs and services offered by North Memorial Health Hospital.

We currently work in partnerships with numerous community partners to address community needs. These partners include schools, public health, law enforcement, religious groups, substance abuse prevention initiatives, social service organizations, local government and other healthcare organizations. Partnership is the foundation upon which all our community outreach work is based and will continue to be based.

For more information on the North Memorial Health Hospital's 2019 Community Health Needs Assessment and Implementation Plan please contact:

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References

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