



2022 HEALTH EQUITY REPORT

hennepinhealthcare.org/healthequity





Partnering with
our entire community
to eliminate barriers
due to racism or
any other consequence
for Black, Indigenous,
and people of color.



**Statement from Chief Health Equity Officer,
Nneka O. Sederstrom, PhD, MPH, MA, FCCP, FCCM**

To stop and dismantle the further perpetuation of racism in our health systems, we must employ a multi-dimensional, thorough and swift anti-racist approach. Addressing both overt behaviors with decisive action, while untangling the insidious nature of covert racism in our structural systems is not simple or easy.

We are embarking on a journey to become what does not yet exist. We must envision a new path to serve our communities in the way they deserve and reach outcomes that are not predicted by race. We step into this space with humility, openness, and the understanding that we will continue to fail forward.

To become an anti-racist organization, we need to support the development of our employees at every level.

We cannot rely on education and a top-down approach to eradicate the biases that result in poorer health equity for our Black and Brown communities.

We must target the day-to-day interactions that continue to perpetuate bias, stereotyping, and overt racism. This is the core of the work and the root cause of the inequities that persist today.

A handwritten signature in black ink that reads "Nneka Sederstrom". The signature is fluid and cursive.

Our Mission

We partner with our community, our patients, and their families to ensure access to outstanding care for everyone while improving health and wellness through teaching, patient and community education, and research.

Our Vision

Transforming the health of our community – exceptional care without exception.

Our Values

Patient & Family-Centered, Excellence, Teamwork, Respect, Integrity, Compassion

In alignment with Hennepin Healthcare’s mission, vision, and values, the Health Equity department aims to:

- Attain a culture of inclusion & belonging
- Reflect the communities we serve
- Have equity in opportunity and pay
- Eliminate health disparities
- Have measurable social impact





Minnesota is one of the healthiest states in the nation. However, Minnesota also has some of the greatest disparities in health outcomes between whites and people of color¹. Though social determinants of health contribute to health outcomes, they are merely symptoms of a much larger problem, institutionalized racism.

In August 2020, the Hennepin Healthcare Board of Directors passed the resolution, “Declaration of Health Equity a Strategic Priority,” taking a strong stand on racism as a public health crisis and stating clear expectations of action. The resolution sought a response within 90 days from Hennepin Healthcare management on a plan for action for health equity framed around five specific strategies:

1. Structure and process to support health equity work
2. Strategies to address determinants of health that Hennepin Healthcare can impact health including:
 - Careservices
 - Socioeconomic status
 - Physical environment
 - Healthy behaviors
3. Strategies to address individual to institutional to systemic racism within Hennepin Healthcare
4. Strategies to build and enhance community partnerships to improve health and equity
5. Strategies to advance human resources, vendor and grant activity with equity lens

This document summarizes our ongoing work and progress on the five strategies and 22 action areas outlined for the Board in November 2020. The work noted is not exhaustive in nature. Hennepin Healthcare has a five-year strategic plan that reflects priorities and goals the organization has set to achieve health equity and build a highly engaged workforce and world-class culture of inclusion, equity, and belonging. The strategies in this report represent a portion of the activity within the strategic plan for the year of 2022.



DIVERSITY



EQUITY



**INCLUSION
and BELONGING**



HEALTH EQUITY

2022 Health Equity Achievements

Achievements are broken into categories specific to diversity, equity, inclusion/belonging (DEIB), and health equity (HE). DEIB is evaluated further in terms of internal and external accomplishments. Internal DEIB impacts team members, whereas external DEIB impacts community members, who are also our patients.





DIVERSITY

Programming to increase representation of healthcare professionals in underrepresented populations

Workforce Diversity: Healthcare Workers of Color

Opportunity: Research shows Black and Brown people are more likely to have poor health outcomes². These health disparities are a result of a multitude of problems including a lack of providers of color³.

Action: Develop programming that builds medical ambitions early in children of color and from other underrepresented and historically marginalized populations. Generate hope and excitement through hands-on learning opportunities to inspire and nurture a passion for healthcare.

Outcomes: Youth Summits, Talent Garden Internships

2021-22 School Year: Youth Summit Events

- Five Youth Summits Completed between December 2021 to December 2022
- Black Men with Stethoscopes, Black Women with Stethoscopes, Latine Youth with Stethoscopes
- Youth ages 12-18 years old
- Total number of attendees: 296 youths of color

Looking forward to 2023:

- 2/18/23 - Black Women with Stethoscopes
- 4/15/23 - American Indian Youth with Stethoscopes





Talent Garden Summer Internships

- In 2022, 20 young people, 16-19 years old, served as our first Talent Garden Summer interns.
- Philanthropic support funded paying the interns \$15 per hour over the six-week program, averaging 35 hours a week.
- Interns also received polo shirt uniforms, daily lunch and transit passes to remove barriers to participation.

Our Talent Garden Interns

- Attended a Youth Summit event
- Represented 14 area high schools
- Collectively spoke 8 languages
- Shadowed physicians and other professionals for 16 days
- Rated their summer experience as interns on a 4.6 on a 5.0 scale

In addition, **every** participant in the program passed the Emergency Medical Responder (EMR) certification exam after receiving 55 hours of Emergency Medical Services (EMS) training. This certification will allow them to work in EMR positions once they are 18, providing valuable hands-on experience with pay.



Workforce Diversity: Emergency Medical Services

Opportunity: Currently, the EMS workforce in Minnesota does not reflect the communities served. White people make up 70% of EMS in MN compared to 2.8% being Asian, 2.0% Hispanic, 1.9% Black, and 1.9% American Indian.⁴

Action: Establish an EMS Diversity Committee to focus on these key priorities. This will include efforts to recruit and retain staff who reflect the vibrant community we serve. The committee will also look to create and maintain a welcoming and inclusive environment conducive to retention, learning, and growth for employees of color and other marginalized groups.

Outcome: Coming in 2023



Recruitment - Welcoming Language

Opportunity: Developing a more diverse workforce starts when we ask people to apply for jobs. Language can serve to either open doors or it can discourage applicants, even in subtle ways. While our job descriptions have included equal employment language, there was not an attempt to explicitly showcase our values around diversity and inclusion.

Action: Attract a more racially diverse applicant pool that encourages representation of people of color and other underrepresented groups at all levels. Develop and implement language that reflects our values and shows our commitment to hire more employees with diverse backgrounds.

To accomplish this, we partnered with Talent Acquisition leads and department leaders to integrate affirming language into job postings to better attract professionals of color and other diverse talent to open roles at Hennepin Healthcare.

The language reads:

“We deeply value the knowledge and perspective that comes with having a diverse workforce and encourage applicants from all backgrounds to apply, including, but not limited to, Black, Indigenous, people of color, LGBTQ+ people, and individuals with disabilities.”

Outcome: Coming in 2023

Recruitment - Reaching Beyond Our Walls

Opportunity: One barrier that often prevents underrepresented populations from pursuing healthcare careers is a lack of exposure to the variety of career paths that are available. To increase our success attracting and recruiting a racially diverse workforce in specific roles and levels throughout Hennepin Healthcare, we need to reach into the community and inspire people with the possibilities.

Action: Created and hosted a Career Fair in collaboration with People and Culture and Talent Acquisition. The event focused on building relationships with members of the community we serve while highlighting the many different healthcare roles we are hiring for at Hennepin Healthcare. During the fair participants also had the opportunity to:

- Explore interesting career path options
- Receive resume and application guidance
- Participate in on-the-spot interviews
- Learn about our great benefits
- Receive a Career Pathway Booklet

Outcome: More than 25 Hennepin Healthcare leaders and recruiters participated in the Career Fair, welcoming more than 200 community members. The Hennepin Healthcare team was able to:

- Build relationships with interested participants
- Conduct numerous job interviews
- Extend job offers to 25 candidates



EQUITY

Programming to create a welcoming environment for all patients, provide culturally sensitive care, and to reach beyond our walls to support minority-owned businesses

Personal Care Items for Black and African American Patients

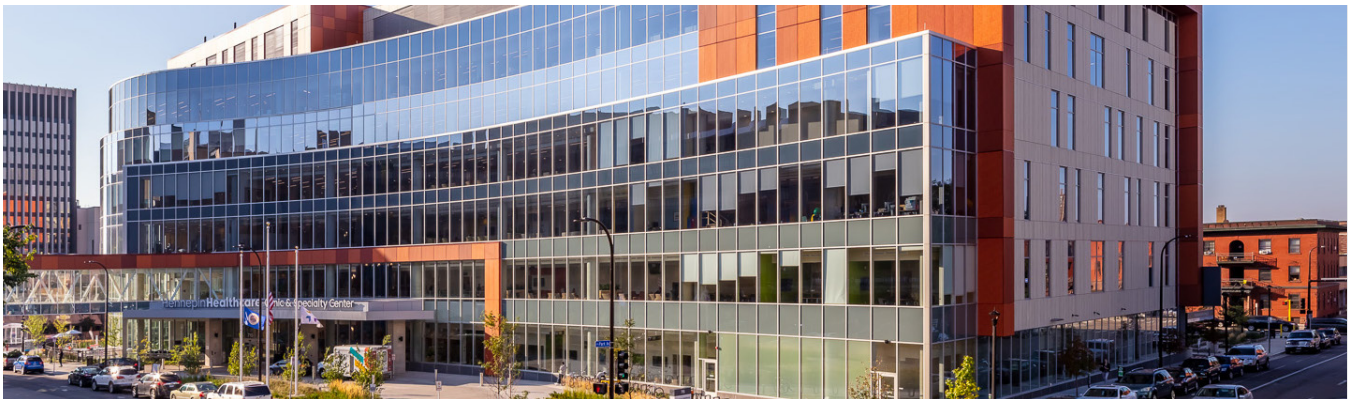
Opportunity: Basic care items provided by healthcare systems to patients have been centered on the needs of white patients and neglectful of the basic skin and hair needs of Black or Brown patients.

Action: To create a more equitable approach to providing basic care items, partner with leaders in the Supply Chain Department and the Black and African American Collective leadership team to identify specific needs and work with vendors of color to fill those needs.

Outcome: Identified and purchased 18 personal care products that include shampoos, oils, lotions, and hair care accessories to better meet the need and improve the experience for Black and African American patients in inpatient departments. These products are purchased through TWT Distributing Inc.

In collaboration with leaders in Supply Chain, the Birth Center and the Black and African American Collective Leadership team and in partnership with two Black owned local businesses, new moms of Color who deliver their babies at Hennepin Healthcare are receiving special gift baskets filled with hair and skin care products courtesy of Hennepin Healthcare Foundation donors. More than 250 gift baskets from The Human Color Haircare and Butter Luv will be gifted to Birth Center patients.





Community Investment

Opportunity: Hennepin Healthcare understands the importance of reaching beyond its walls to connect with the surrounding community. This includes sponsorships and support for organizations who are active in the neighborhoods we serve.

We have an opportunity to be more focused and intentional about where Hennepin Healthcare dollars are spent and how we choose to invest back into the communities we serve.

Action: Diversifying Community Investment

Outcome: Members of the Sponsorship Committee secured \$20,000 in annual funds from Hennepin Healthcare to invest in health-equity-centered organizations and events in the community while also providing development opportunities for frontline team members and leaders.

Investments have included:

- MLK Breakfast - \$2000
- What Racism Costs Everyone: An Evening with Heather McGhee - \$5000
- Make-a-Wish Ball Gala - \$5000
- Pride Festival and March - \$3500
- Root Cause Coalition National Summit - \$2500
- Kente Circle Training Institute 11th Annual Conference, RACE and SHAME: Discovering a path to healing - \$2500
- Discovering a Path to Healing - \$2500
- Hmong Nurses Association Conference- \$3000



INCLUSION and BELONGING

Programming and policies to create a safe and welcoming environment for employees and patients in the LGBTQ+ Community

Identity Matters

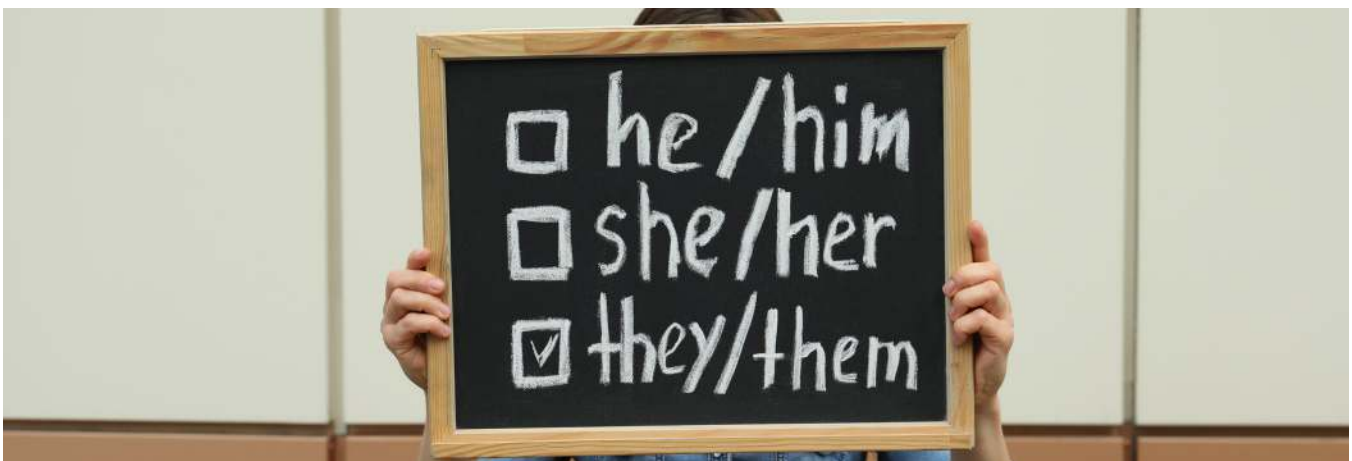
Opportunity: In a study by the Human Rights Campaign, it is estimated that 35 percent of LGBTQ+ employees feel the need to lie about their personal lives in the workplace⁵.

Creating a more inclusive environment where team members can be who they are and share their pronouns demonstrates an institutional commitment to fostering a sense of belonging at Hennepin Healthcare. Visibility of employee names and pronouns is a small but necessary step in the right direction.

Action: Collaborated with People and Culture, the LGBTQ+ Collective Leadership team and members, and Information Systems and Technology to develop and produce an employee badge hang tag that displays personal pronouns.

In addition, evolved many existing systems to allow employees to update their preferred first name in Outlook, Teams, ServiceNow and on badges.

Outcome: Strong adoption of these efforts to create inclusive identity protocols throughout the organization.



Collectives - Driving Change through Conversation and Action

Opportunity: The Collectives are organizationally and executive supported employee-led affinity groups that foster affirming social relationships, professional networks, development opportunities and a deeper sense of belonging by creating a space where diverse employees can be their authentic selves and take a collective breath and pause. Affinity groups have been positively correlated with employee engagement, inclusion, professional development, recruitment and retention.

The Collective leaders serve as an advisory resource to contribute to more equitable and inclusive policies, practices and procedures that improve both the work and the care environment related to:

1. Supporting, developing and mentoring Black, Indigenous, employees of the global majority and other marginalized and under represented communities.
2. Attracting, recruiting and advancing diverse talent of various backgrounds and identities that are currently underrepresented in leadership, clinical and administrative roles.
3. Increasing awareness of multicultural differences, understanding of cultural norms and celebrations of heritage.
4. Partnering with and increasing opportunities to conduct business with local Black, Indigenous, Immigrant and POC owned businesses.
5. Strengthening existing community partnerships and creating new community partnerships.
6. Providing a more equitable and culturally responsive care environment for patients.

Action: There are 9 Collective groups, each with a leadership team that consists of Chairs and an executive sponsor.

Outcomes: The Collectives have hosted multiple events featuring more than 25 leaders and team members of color to celebrate and honor the cultural heritage, knowledge, perspective, and wisdom within Hennepin Healthcare. Each of these important events have been recorded and uploaded into Cortex to provide accessibility for all 7,000 employees to listen, learn and be inspired by.

Events included:

- Juneteenth Event
- LatinX Heritage Month Event Panel
- Native American Heritage Month Event Panel





Courageous Conversations

Opportunity: During town halls, it was pointed out that not all employees are aware of the experiences of employees of color at Hennepin Healthcare, specifically related to encountering racism.

Action: Intentionally turned the lens inward to take a real look at the experiences of employees of color in Hennepin Healthcare and held space for conversations.

Outcomes: Almost 100% of the workforce have engaged in hearing the stories and learning from one another through conversations. The goal is to reach 100% completion by first quarter of 2023.





Diversity Equity and Inclusion (DEI) Coaching

Opportunity: While employees have expressed commitment to the mission and vision of Hennepin Healthcare, they are missing professional guidance to assist with this journey. Many team members have shared their desire to support the Hennepin Healthcare goal to become an anti-racist institution. They need tools and support to foster their personal leadership and growth.

Action: DEI Executive Coaches will work with leaders to identify their customized annual DEI goals. This will include strategies and best practices to increase and better retain diverse talent while creating a more equitable, inclusive and anti-racist work and care environment.

The DEI Coaches will create a safe space for leaders and team members to share experiences, challenges and questions. They will also provide new perspectives and tools to identify and eliminate interpersonal, department, institutional and systemic racism and other artificial barriers embedded within individual behaviors, procedures, policies, practices and programs.

Outcome: DEI Executive Coaching sessions have been provided to more than 70 leaders as a part of the Hennepin Healthcare Health Equity Compass Program.

Five DEI Coaches - two DEI Executive Coaches and three DEI Coaches - have been successfully recruited and onboarded as well as one Project Specialist for the DEI team within the Health Equity Department.



Community Engagement

Opportunity: It is imperative that as an organization, our work is in partnership with the communities we serve. Community partnership has been shown to improve adherence and therefore outcomes for communities of color⁷.

Action: Continued partnership with the Community Advisory Board.

Also, to best reflect this collaborative spirit, community engagement plans are in the beginning stages of inclusion into several departments in the hospital.

The following are just two upcoming areas where community input has made a significant contribution.

1. An upcoming application for an FDA approved trial for Trauma Surgery and Emergency Medicine includes diverse community voices.
2. Upcoming Pediatric Vaccination animation reels have included community input on messages.

Outcome: Coming in 2023

Department-Specific Education to Promote Inclusion and Belonging

Opportunity: Studies have shown that when employees feel included, performance, retention, and morale increases. Learning ways in which team members are similar and are different can help establish meaningful working relationships that foster a sense of belonging.

Action: Provided tailored DEI training per department requests to enhance a sense of inclusion and belonging.

Outcome:

Departments have reached out for specific needs including:

- Pediatrics:
Topic: Cultural Sharing and Allyship (24 providers)
- Emergency Department (Nursing):
Topic: White Identity Model (1 hr session)
- Palliative Care:
Topic: Disarming Microaggressions (1 hr) (25 attendees)



Endracism Email

Opportunity: Employees shared a desire for a reporting system for incidents that may not meet criteria for a formal investigation with People and Culture or did not meet traditional criteria for workplace violence. These reports may still warrant an event report and action to prevent more serious incidents down the road.

Employees of color also shared they were interested in a reporting system to report perceived racism or microaggression experiences in the workplace, whether the offense was employee to employee, employee to patient, or patient to employee. No such reporting system existed.

Action: Launched the “endracism email” initiative. When employees send an email to report an incident, a leader from the Health Equity Department reaches out within 24 hours to:

- Conduct an initial assessment
- Request a meeting to learn more details about the event
- Understand preferred outcomes

Outcome:

- Endracism email opened March 2022.
- As of December 2022, 35 emails were received and responded to as part of the initiative.





HEALTH EQUITY

Programming aimed at supporting and advancing equity in health care access, delivery and outcomes

NCQA Health Equity and Health Equity+ Accreditation

Opportunity: Leadership in health equity requires bold efforts to make progress and set an example for other health systems to follow. That's why Hennepin Healthcare decided to seek accreditation by a national leader in equity and quality measurement.

Action: Participate as one of the first health systems to go through the rigorous National Committee for Quality Insurance (NCQA) Health Equity and Health Equity Plus Accreditation.

Outcome: The Health Equity Plus standards were new in 2022, and were piloted in only nine organizations. Hennepin Healthcare was one of the first two care delivery systems to seek Health Equity accreditation from NCQA.

In mid-September, we were granted provisional NCQA accreditation as part of a two-part pilot.

A work plan is underway to apply for full accreditation in the third quarter of 2023.



Black Maternal Health

Opportunity: Black and American Indian birthing people die two to three times more often than their white counterparts across the United States⁸. In addition, Black and American Indian babies die before reaching their first birthday twice as often as white babies⁹. These disparities require urgent special attention. Fostering a positive relationship with the Black and American Indian birthing persons most impacted by the disparities, is critical to building trust and improving prenatal and postnatal care for all communities.



Action: Celebrated the fifth anniversary of Black Maternal Health Week in April by uplifting Black women and their families. This included:

- Free 25 minute prenatal massage therapy sessions with two massage therapists, Aisha Wadud of Nura Holistic Massage and Bodywork and Kenisha Ama-Anii of Amuure Holistic Healing.
- Opportunity for patients to meet the team at the Women’s Health and Wellness Clinic to learn about local family resources, including the MVNA visiting nurses who provide home visiting resources throughout pregnancy and the postpartum periods.
- Special gift baskets featuring hair and skin care products courtesy of Hennepin Healthcare Foundation donors. This effort was spearheaded by leaders in Supply Chain, the Birth Center, and the Black and African American Collective Leadership team, working with two Black-owned local businesses: The Human of Color Haircare and Butter Luv. More than 250 gift baskets have been purchased as part of this program.

Action 2: Launch of Culturally Responsible Maternal Child Health (MCH) programs

The Indian Health Board (IHB) / Hennepin Healthcare Prenatal Cares Program launched as a pilot program in the summer and fall of 2022. The next phase will include the Division of Indian Work Doula Program, Ninde Collaborative. With assistance from the Pohlad Foundation, Hennepin Healthcare will sponsor the Ninde doulas in their breast-feeding training certificate process. Our hope is to expand the MCH program to include three full-time doulas to accompany pregnant people in their birthing process at Hennepin Healthcare.

The Black Prenatal Culturally Reflective program will begin in 2023, working closely with Black doulas from the community.

Outcome: Coming in 2023

Cultural Navigators

Opportunity: During the 2020 Community Conversations, members of the American Indian, African American, LatinX, and Somali communities identified the need for Cultural Navigators in the hospital to assist patients while in the hospital.

Action: The Cultural Navigators program launched in October of 2022 with the hiring of both an American Indian and an African American / Black Cultural Navigator. By the end of January 2023, Hennepin Healthcare will have a full Cultural Navigator team, including a LatinX Navigator, and both a male and female Somali Navigator.

The Navigators will build trust on the care teams with patients from these communities, aiding in navigation of the systems, providing cultural reflective responses to issues and problem solving, participating in care conferences, and providing resource options that meet their community's needs. In addition, the Navigators will work collaboratively with trusted organizations in the communities they serve to develop community-based patient groups, where opportunities for patient education, trust building and community building are possible.

Outcome: Coming in 2023

Patient Advocacy for Patients of Color

Opportunity: Culturally appropriate care and culturally informed advocates can help patients from diverse racial and ethnic backgrounds effectively navigate health systems, as well as help medical teams better align with cultural needs.

Action: The recently hired American Indian Advocate has been serving as a cultural navigator for the American Indian community as well as other historically marginalized community members.

Outcome: By the end of the third quarter of 2022, 348 patients of color had received advocacy services (care planning assistance, resource assistance, discharge assistance, care conference assistance). With the introduction of the Cultural Navigators program, these numbers will better reflect the numbers of inpatients of color, with movement toward better healthcare experience and outcomes.



Community Health Needs Assessment

Opportunity: Partner health equity work with population health measures and initiatives.

Action: Work closely with Population Health team to complete the Community Health Needs Assessment (CHNA).

Outcome: Health Equity Community Engagement recruited members of the 2022 CHNA Community Advisory Council. This includes:

- Conducting community interviews and focus groups in June and July 2022
- Assisting with the planning and implementation of the CHNA Prioritization Process as it moves toward implementation. The Health Equity Community Engagement will help assist with the movement and growth of this work within the hospital health care system.

Next Step Program: Violence Prevention

Opportunity: Violence and trauma are predictors of poorer health outcomes. In addition, neighborhood and community are also determinants of health, which disproportionately impact Black and Brown communities. Preventing violence successfully is an important way to directly tackle determinants of health. The Next Step program is aimed at interrupting the cycle of violence, reducing trauma and fostering better health outcomes.

Action: Added six new full-time positions to support and expand the Next Step program, including three leadership roles.

In addition, an Internal Gun Violence Town Hall provided further recommendations on how to support survivors of Gun Violence.

Outcome:

- Supported 161 new patients
- 400 people attended monthly men's and women's support groups
- Received a \$500,000 federal grant to work with the Health Alliance for - Violence Intervention (HAVI), community partners who enhance our wraparound support systems for survivors
- Provided three community Stop the Bleed classes at North Memorial
- Promoted and sponsored a gun buyback event where 115 firearms were collected



The Hennepin Healthcare Health Equity Compass Program

Opportunity: The Compass Program is a yearlong journey where team members receive the chance to reflect, learn, and connect with other employees, focusing on racial inequities in healthcare systems.

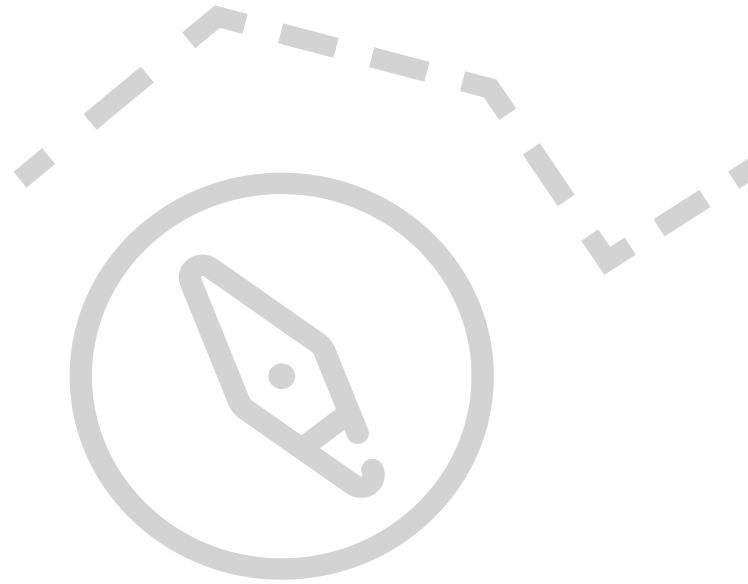
Through Compass, Hennepin Healthcare team members will have the unique opportunity to learn more about the history of racism in the US, how different racial groups have faced racism in the US (including Black/African Americans, LatinX/Hispanic Americans, American Indian Alaskan Natives, as well as Asian American Pacific Islanders), and how systemic racism contributes to health disparities.

Team members will be equipped with historical knowledge, increased awareness, and skills to navigate systemic forms of racism as well as interpersonal microaggressions. The end goal will be to put the learning into practice, working to eliminate health inequities.

Action:

- Currently 138 senior leaders at Hennepin Healthcare are halfway through the program
- Starting in January 2023, 25 percent of the workforce will start their journey
- By 2025, all 7000 employees will have completed the Compass Program

Outcome: Coming in 2023



Department-Specific Education to Promote Health Equity

Opportunity: Learning about the history of racism and how systems have been designed to benefit some while disadvantaging others helps to increase awareness and invites an openness to change, especially changing behaviors. If we can increase awareness of the many contributors to unequal health outcomes, we can change behaviors that lead to health disparities.

Action: Provided tailored health equity training sessions per department requests.

Outcome:

Multiple sessions executed in 2022 including:

- Social Workers:
Topic: Cultural Responsiveness Training (30 participants)
- Palliative Care:
Topic: Implicit Bias (25 participants)
- Family Medicine Providers:
Topics:
Implicit Bias & the Pursuit of Health Equity (20 participants)
Navigating Conversations on Race (20 participants)
Racism & Social Rejection Are Killing Us! (20 participants)
Disarming Microaggressions (20 participants)

External Community Education to Promote Health Equity

Opportunity: As leaders in health equity, Hennepin Healthcare believes in sharing knowledge and tools that target health disparities. Providing education and training on health equity for community partners benefits everyone. HHS proudly collaborated with different community organizations, providing trainings of a variety of health equity topics.

Action: Provided tailored health equity training for external community partners.

Outcome:

Multiple sessions executed in 2022 including:

- Population Health:
Topic: Implicit Bias and the Pursuit of Health Equity (300+ Hennepin County employees)
- Leadership Twin Cities:
Topic: Health Disparities (100 participants)
- MN Brain Injury Alliance
Topic: Implicit Bias and TBI (25 participants)

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