



The Kid Experts™

COMMUNITY HEALTH NEEDS ASSESSMENT

2023–2025 Implementation Strategy

In partnership with:





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The 2023–2025 CHNA Implementation Strategy was approved by the Executive Committee of the Board of Directors of Children’s Minnesota on April 28, 2023.

COMMUNITY HEALTH NEEDS ASSESSMENT REPORT SUMMARY

Children's Minnesota 2022 Community Health Needs Assessment

To develop the most holistic view of community needs, strengths and assets, Children's Minnesota partnered with Wilder Research to conduct the 2022 Community Health Needs Assessment. Together, we convened a community advisory committee to inform and guide the assessment process; reviewed previous CHNA reports and implementation strategies; utilized secondary data from state and federal sources; and conducted primary data collection locally with parents and caregivers, youth, community-based organizations, and Children's Minnesota staff and providers.

The 2022 CHNA was guided by the following beliefs:

- Building upon learnings and insights from previous assessments, strategies and initiatives is important as the priorities identified reflect deep-seated structural issues and may require Children's Minnesota's continued investments in services and community partnerships in the long term.
- Health is strongly influenced by the conditions in which people are born, live, learn, work, play, worship and age. These conditions, also called social determinants of health, have a greater influence on health than health care services.¹
- Social determinants of health are shaped by structures, decisions and policies that influence how money, power and resources are distributed.
- Using a racial and health equity lens in the CHNA process is important, as inequities result when policies and systems that were designed to advantage affluent, and often white, residents negatively impact groups of people, often people of color and lower-income residents. Inequities can also result when the full impacts of policies are not considered and when people most impacted by a proposed policy have limited influence or are excluded from decisions that impact their health and well-being.

What is a community health needs assessment?

Through the Affordable Care Act (ACA), all not-for-profit hospitals are federally required to conduct a community health needs assessment (CHNA) that identifies the health needs and priorities of community residents and the steps that the hospital will take to address health-related topics. View current and past Children's Minnesota CHNAs at childrensmn.org/CHNA.

¹ Schroeder, S. (2007). We can do better – Improving the health of the American People. *New England Journal of Medicine*, 357: 1221-1228.

Health priorities identified in the 2022 assessment:

STRUCTURAL RACISM	Structural racism refers to the ways in which the policies, practices and systems of organizations and institutions routinely advantage white residents while disadvantaging people of color and American Indians. ²
HEALTH DISPARITIES	Health disparities are preventable differences in health outcomes caused by unequitable and unjust distribution of resources, opportunities and power. ³
ECONOMIC OPPORTUNITY AND INCOME	Economic opportunity and income are the factors that ensure families can access and obtain financial resources that support the well-being of children and the community.
MENTAL HEALTH	Mental health refers to the critical need for children, youth, and families to have equitable access to a full spectrum of culturally responsive mental health services throughout their life, in both medical and community-based settings.
ACCESS TO RESOURCES	Access to resources is the ability to have equitable access to culturally responsive health care services, as well as social supports that all people need to survive and thrive, including food, housing, transportation and education.
COMMUNITY SAFETY	Community safety is the opportunity for children and families to feel safe at home, at school, and in the broader community.

²The Aspen Institute. (n.d.). Glossary for Understanding the Dismantling Structural Racism/ Promoting Racial Equity Analysis. Retrieved from <https://assets.aspeninstitute.org/content/uploads/files/content/docs/rcc/RCC-Structural-Racism-Glossary.pdf>

³ Centers for Disease Control and Prevention. (2008). Community Health and Program Services (CHAPS): Health disparities among racial/ethnic populations. U.S. Department of Health and Human Services.

Definition of community

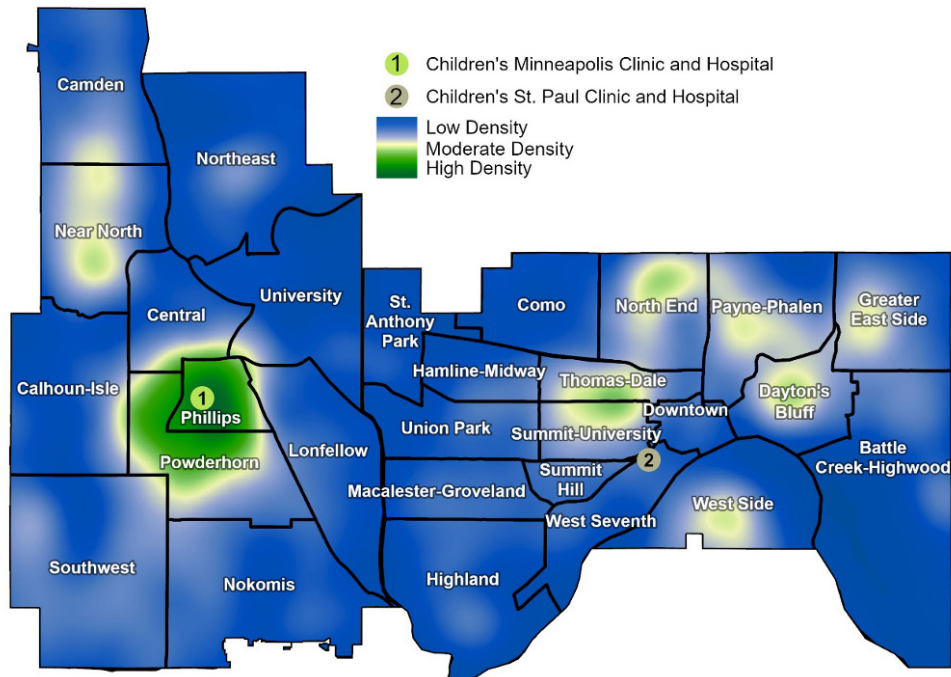
Children’s Minnesota has a broad reach; however, a majority of children served live in the seven-county Twin Cities metro region. Children’s Minnesota will continue to use the following definition for the purposes of this CHNA Implementation Strategy:

- Children (0–17 years) and their families who live in the seven-county Twin Cities region covering Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington counties.

Additionally, the 2022 CHNA placed emphasis on learning about the health needs, assets and priorities of children and families living in neighborhoods where high densities of Children’s Minnesota patients live and children and families experience a disproportionate burden of inequitable social, economic and environmental conditions, including:

- **In Minneapolis:** Phillips and Powderhorn neighborhoods
- **In St. Paul:** West Side, Frogtown/Thomas-Dale and Dayton’s Bluff neighborhoods

FIGURE 1. Patient density within Minneapolis and St. Paul communities (2021)



The most recent residence was selected for each child who had at least one visit at Children’s Minnesota emergency departments or primary care clinics, or had an inpatient hospital stay between January 1, 2021 and December 31, 2021 and live in focal Minneapolis or St. Paul neighborhoods. 31,718 unique patients are represented in this map.



2023–2025 CHNA IMPLEMENTATION STRATEGY

The newly established Children’s Minnesota Collective for Community Health was created to address community needs and priorities and to anchor and align community partnerships across the organization. The 2022 CHNA priorities and this implementation strategy will guide the work of the Collective for Community Health and the organization overall.

Our approach to community health is guided by our philosophy to meet families where they are, both inside and outside of the walls of our hospitals and clinics. While the priority issues identified in this assessment are listed separately, we recognize that all of the priorities are interconnected. Because of this our work to support community health is grounded in a commitment to addressing structural racism and co-creating strategies with community partners and patient families to improve health outcomes and reduce health disparities.

In addition to the goals and objectives highlighted in the table below, Children’s Minnesota policy, advocacy, and equity agendas will continue to be informed by these priority issues. To learn more about specific initiatives, please reach out to community@childrensmn.org.

PRIORITY ISSUE	OBJECTIVES	ANTICIPATED IMPACT	RESOURCES
<p>Structural Racism</p> <p><i>Eliminate racism and resulting negative impacts on health by advancing health equity through changes in policies and practice, shifts in organizational culture and operations, and greater collaboration with community partners.</i></p>	<ul style="list-style-type: none"> Identify and address policies, practices, and systemic issues within the organization that contribute to structural racism. Further implement a racial equity impact lens into organizational goal setting, project planning, and performance measures. Identify and address procedures, policies and practices that influence clinical health outcomes and perpetuate disparities at the point of care. 	<p>An inclusive culture that fosters high-quality and equitable care for patients and families.</p> <p>Greater organizational capacity and measurable improvements in equity-focused outcomes, within programs and system-wide.</p>	<p>Under the leadership of the Chief Equity and Inclusion Officer, Children’s Minnesota will continue to invest resources on identifying and reducing structural racism and further integrating equity practices into operations and culture.</p> <p>Current Programs and Initiatives</p> <ul style="list-style-type: none"> Children’s Minnesota CEO is a member of the CEO Action Network, leading efforts to advance diversity and inclusion in the workplace across the state. Children’s Minnesota is a founding member of the Minnesota Business Coalition for Racial equity, leading efforts to eliminate racism and increase prosperity in the Black community in employment, business development and public safety. The Equity and Inclusion team partners with the Compliance team to review organizational policies and practices that contribute to structural racism as part of the policy review process. Implementation and advancement of “Respect and Dignity Safety Learning Reports” and tools for conducting root cause analyses using an equity lens. Implementation of Simulation Training on implicit bias and anti-racism. Continued investments in organization-wide new employee orientation training on equity and inclusion, implementation of executive equity leadership training and leadership equity cohorts as well as the use of the intercultural development inventory to support equitable and inclusive health care. New Director of Clinical Equity focused on bringing equity solutions to clinical team members, patients and families.

PRIORITY ISSUE	OBJECTIVES	ANTICIPATED IMPACT	RESOURCES
<p>Health Disparities</p> <p><i>Build internal capacity and work in partnership with the community to establish goals and implement strategies to significantly reduce targeted health disparities.</i></p>	<ul style="list-style-type: none"> Share available and reliable disaggregated data with the community, including health disparities in vaccination rates and asthma management. Work with community partners and patient families to co-create strategies and initiatives to address health disparities, engage them to regularly share progress, refine strategies, and prioritize additional health disparities. 	<p>Strengthened community relationships and development of strategies that reflect the values and interests of the community.</p> <p>Measurable reductions in targeted health disparities.</p>	<p>Children’s Minnesota will continue to identify inequities in health care access, health outcomes and the experience of patients, working toward more equitable patient care and reduced disparities in key areas such as asthma management and vaccination rates.</p> <p>Current Programs and Initiatives</p> <ul style="list-style-type: none"> The Children’s Minnesota health equity team continues to utilize a patient equity index to measure health disparities. Efforts to improve race, ethnicity, and language (REaL) data and refine clinical data collection and measurement tools so reliable, disaggregated data is available for operational planning and timely decision-making. Clinical operational initiatives are being implemented to reduce disparities in asthma control, vaccination rates and patient experience. Collective for Community Health and health equity teams are expanding partnerships with community organizations to create and implement outreach activities to reduce disparities. A multidisciplinary gender health program that provides compassionate and comprehensive care for transgender and gender diverse youth. Children’s Minnesota recognized as a 2022 LGBTQ+ Healthcare Equality Leader by the Human Rights Campaign Foundation’s (HRC) Healthcare Equality Index (HEI).
<p>Economic Opportunity and Income</p> <p><i>Invest in economic and employment opportunities for all the communities Children’s Minnesota serves.</i></p>	<ul style="list-style-type: none"> Increase investment of resources into local community businesses through supplier contracts and sponsorships Increase employment opportunities for the communities Children’s Minnesota serves, including patients and families themselves. Implement training, recruitment, and retention strategies to achieve organizational work force diversity, equity, and inclusion goals. Expand programs that help families access social supports and public benefits. 	<p>Clear metrics that hold leaders accountable for increasing diversity of staff, improving retention and turnover rates, and advancing health equity.</p> <p>Cultivating a workforce and organizational culture that reflects the diverse communities Children’s Minnesota serves.</p> <p>Increased supplier diversity and resources invested in community businesses.</p> <p>Families have greater capacity to access available social supports.</p>	<p>Children’s Minnesota has established clear goals to build and retain a more diverse workforce and will continue to expand internship and employee programs that create career pathways, while also diversifying its pool of vendors and subcontractors.</p> <p>Current Programs and Initiatives</p> <ul style="list-style-type: none"> Continued participation in the North Central Minority Supplier Development Council, the Women’s Business Development Center and Quorum, alongside other efforts to build networks and connections. Strengthening relationships with local and national educational institutions and workforce development programs to recruit more diverse candidates and mentor women and youth from local communities who want to pursue healthcare careers. Continued investment in the Equity and Inclusion Summer Internship program designed to employ interns every summer and create a pipeline for health career access. Partnerships with racially and ethnically diverse, local businesses to provide inclusive leadership coaching for senior leaders, board members and others within the organization. Financial counseling team partners with patient families to address concerns related to medical expenses, including support when families apply for Medical Assistance programs, TEFRA, Children’s Minnesota financial assistance for discounted services, and Emergency Medical Assistance. Children’s Minnesota is a founding member of key coalitions focused on closing racial gaps in opportunity, income and wealth, including the Minnesota Business Coalition for Racial Equity, and the Groundbreak Coalition.

PRIORITY ISSUE	OBJECTIVES	ANTICIPATED IMPACT	RESOURCES
<p>Mental Health</p> <p><i>Identify opportunities for enhanced and more coordinated mental health support for children with an emphasis on early childhood services, early intervention and culturally informed care</i></p>	<ul style="list-style-type: none"> Identify and develop specific services for at-risk children in early childhood. Explore opportunities to strategically address mental health disparities, implement trauma informed care and improve community safety. 	<p>Prevention and earlier identification of mental health concerns and support needs.</p> <p>Reduced mental health disparities and greater awareness of the role of trauma and violence on mental well-being.</p>	<p>Children’s Minnesota has committed resources to integrate behavioral health services into primary care clinics and inpatient specialty care areas. The health system is working with external partners to address mental health disparities and build greater capacity to support resilience and mitigate the effects of early childhood stress. Children’s Minnesota also collaborates with diverse communities to build mental health services that value community wisdom and integrate culturally responsive practices.</p> <p>Current Programs and Initiatives</p> <ul style="list-style-type: none"> Integrated behavioral health model implemented with specialists in all primary care clinics and inpatient specialty care areas to increase access to mental health services. Expansion of acute mental health services that includes a new inpatient mental health unit and second partial hospitalization program that expands needed crisis services in the community. Continued implementation of the HealthySteps early childhood program in primary care clinics to engage families early with supportive mental health services. Continued implementation of de-escalation training for staff and providers as well as training on providing culturally proficient mental health services Providing mental health education programming for school nurses supporting the mental health of students. Implementation of suicide screening across mental health and primary care programs. Membership in the Mental Health Legislative Network and collaboration with Minnesota’s Children’s Cabinet to address gaps in children’s mental health care. Children’s Minnesota has been a key partner in the development of the Mental Health Collaboration Hub, a statewide networking center focused on supporting youth boarding in hospitals and emergency departments by connecting them to mental health treatment and/or safe living environments.

PRIORITY ISSUE	OBJECTIVES	ANTICIPATED IMPACT	RESOURCES
<p>Access to Resources</p> <p><i>Expand programming and partnerships that connect patients and families to essential resources to positively impact overall health, development, and well-being.</i></p>	<ul style="list-style-type: none"> Expand screening and referrals for health-related social needs to serve more patient populations. Build upon existing relationships and explore new partnerships to foster mutually beneficial collaborations with community-based organizations, schools, and other key entities to streamline communication, service delivery, and information sharing for patients and families. 	<p>Strengthened collaboration with community partners to improve access to transportation, food, housing and other community resources.</p> <p>Increased responsive referrals to support families' overall health and well-being.</p>	<p>Children's Minnesota works in close partnership with community-based organizations, religious organizations, schools, and other community stakeholders to meet families where they are.</p> <p>Current Programs and Initiatives</p> <p>Continued support for programs and services that improve access to care and connect patients and families to community resources including Community Connect and Healthcare Legal Partnership.</p> <ul style="list-style-type: none"> Continued efforts to promote organization access, awareness and education related to the Children's Minnesota Healthcare Legal Partnership. Initiating new professional development activities for Community Connect staff and ongoing training for Healthcare Legal Partnership staff focused on skill development that will continue to positively impact families served by these programs. Family resource centers in Minneapolis and St. Paul hospitals continue to serve families by providing access to food and other basic needs. Improving access to care by reducing barriers to transportation for patients and families. Health initiatives such as partnering with schools and community organizations on mobile services to promote well visits and immunization rates among children and adolescents. The Clinic in the Classroom webinar education series provides monthly continuing education programming for school nurses across the state. An advisory council of school health leaders who also advises Children's Minnesota on the series, school health needs and other partnership opportunities. Ongoing public awareness and advocacy efforts focused on ensuring children have access to health care insurance through Medicaid, CHIP and other public programs.
<p>Community Safety</p> <p><i>Partner with local and state officials, health systems and community organizations to address gun violence in the community and ensure equitable, safe, and secure environment for patients, families and employees.</i></p>	<ul style="list-style-type: none"> Strengthen cross-sector partnerships to enhance the capacity of community-based organizations to promote healthy youth development, improve safety and build stronger, resilient neighborhoods. Increase access to trauma services and culturally responsive substance use and mental health treatment for children, adolescents, and their families. Train staff, clinicians, and leadership about local trends and the role of health care in reducing violence including how to screen and provide resources for patients and families. 	<p>Strengthened partnerships and collaborations.</p> <p>Improved access to trauma care, mental health, and other wrap around services.</p> <p>Trained staff and providers who can connect patients and families to community services and resources.</p>	<p>Children's Minnesota, along with other Minnesota health systems, have declared gun violence a public health crisis and is working with local and state officials, and community-based organizations, to improve safety in our communities.</p> <p>Current Programs and Initiatives</p> <ul style="list-style-type: none"> Multidisciplinary safety and security advisory committee in place, including coordination with local officials to support an equitable, safe, and secure environment for patients, their families, and employees. Partnership with Next Step, a hospital-based violence intervention program for patients and families. Trauma and injury prevention department works with community partners to distribute bike helmets, car seats, baby gates and other resources to help keep children safe. The Midwest Children's Resource Center, child advocacy center (CAC) and clinic within Children's Minnesota offers medical evaluations and case management in alleged child abuse cases, serious neglect and witness to violence.



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