



# 2025 – 2027 Community Health Needs Assessment Implementation Strategy Report

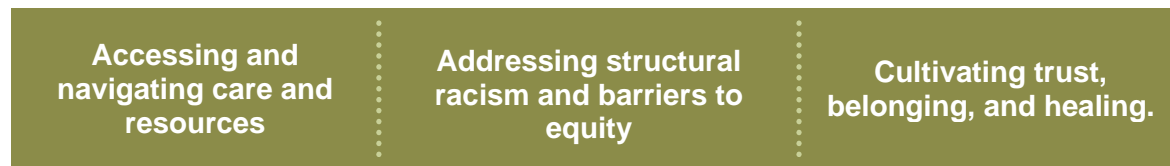
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Grand Itasca Clinic & Hospital

## Introduction

Fairview Health Services is guided by a deep and enduring commitment to our patients, employees, and the communities we serve. Our ongoing efforts to integrate Fairview's throughout our organization and advance health equity in the community are a crucial way we demonstrate that commitment.

Throughout 2024, Fairview's hospitals and medical centers, including Grand Itasca, conducted our triennial Community Health Needs Assessment (CHNA). As part of this process, we listened and learned about our neighbors health and wellbeing priorities. These valuable conversations, along with community data, helped us determine our focus areas:



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



This CHNA Implementation Strategy Report outlines the major strategies and actions we will deploy throughout the 2025-2027 assessment cycle.

For more details about our priority needs and the priority populations as they relate to the Grand Itasca community, please see the [2024 Community Health Needs Assessment](#).

## Big problems require vision-driven solutions

As we have conducted multiple CHNAs, we have come to an inescapable conclusion: our communities face the same challenges present in previous CHNA cycles. Despite our efforts to address these issues, these problems are not relenting and can last a decade or more.

Out of these intractable challenges, we have distilled three key lessons that have fundamentally shifted our approach:

- Despite best efforts, health needs and health inequities continue to grow and deepen.
- Collective action is critical.
- Transformational change requires sustained and focused commitment.

In 2021, in response to these lessons learned, Fairview put forth a 10-year vision – increased community health equity. We developed the first in a series of consecutive CHNA implementation strategies and plans that we will build and execute over the decade to bring that vision to fruition.

## Impacts of history on our current conditions

Fairview recognizes the impact of history, power, and systems in shaping our present-day circumstances, including health outcomes and health disparities. As a part of our 2024 Community Health and Healing

Summit, our partners came together to help us take a deep dive into the history of our communities, building a narrative that will help us acknowledge the challenges our neighbors have faced, grasp the resilience they've displayed in overcoming barriers to health and wellbeing, and learn from the ingenuity community has demonstrated in achieving connectedness and wellness. This context is critical for our efforts to improve community health equity, develop healing connections, and foster trusted partnerships. We strive to do with and for — not to — our communities.

Our community partners used these insights to help contextualize the needs identified in our 2024 CHNA. Fairview will work collaboratively with our local communities to create new, more positive, hopeful narratives.

## **CHNA Implementation Strategy Report**

This strategy report outlines the commitments Fairview will uphold in coming years:

- Continue to drive towards our 10-year vision of increasing community health equity by deepening and amplifying the work outlined in our previous CHNA implementation strategies and plans.
- Strengthen and expand the infrastructure, policies, and practices that enable community voice to inform and influence our organization.
- Expand, align, and invest in existing and innovative initiatives and programs that address the social determinants of health.
- Maintain focus on our efforts to build community capacity with the communities and individuals most impacted by health inequities.
- Adapt, improve, and modify an evaluation plan that is informed by community, minimizes participant burden, and results in meaningful, actionable data and insights in response to our commitment for continuous improvement.

## **Grand Itasca 2022-2024 CHNA Implementation strategies, anticipated impacts, and goals**

For this three-year cycle, Fairview continues to work toward our vision of increased community health equity through a set of three strategies. The figure below outlines the connection between Grand Itasca CHNA priority needs, strategies, tactics, anticipated impacts, and goals. This model is representative of our entire health system which partners across our hospitals, medical centers, and clinics to serve diverse communities around the state. For that reason, how this work unfolds in practice will fit within this model but will look different and be tailored to each community. As we work toward improving community health and health equity, we serve all our communities which are inclusive of patients, community members, and employees and use approaches to best serve each distinct but overlapping population across multiple locations.

Our goal is to address or minimize each of the priority needs. We will use a set of complementary and interweaving strategies to guide which tactics will be implemented to realize our anticipated impacts. Our anticipated impacts are measures or objectives that have been identified as steps towards reaching our respective priority need goals. All this work will be grounded in our approach and our commitments to:

- 1) Center priority populations, to ensure our work positively impacts those who need it most.
- 2) Harness our ability to influence as an anchor institution by considering local impacts in our decisions.
- 3) Co-design and co-implement our work so we are doing with and for.
- 4) Bridge healthcare and community so that we are holistic in our approaches and solving in a way that lifts everyone up.

## Grand Itasca Clinic & Hospital 2025 – 2027 CHNA Implementation Model

### 2025-2027 CHNA Implementation Strategies

- Addressing the social determinants of health and individual social risk factors
- Building trusting partnerships and enabling community and patient voice
- Transforming internal structures to create an increasingly equitable and inclusive environment

PRIORITIES <i>What are the needs we will address?</i>	TACTICS <i>What and how will we implement?</i>	ANTICIPATED IMPACTS <i>What will we impact?</i>	GOALS <i>What are our ultimate goals?</i>
Accessing and navigating care and resources	<b>TACTICS</b> <ul style="list-style-type: none"> <li>• Programs and initiatives</li> <li>• Advocacy and PSE work</li> <li>• Stakeholder and partner collaborations</li> <li>• Community advisory groups</li> <li>• Deployment of assets</li> <li>• Systems change (internal)</li> <li>• Local community benefits</li> <li>• Corporate Social Responsibility</li> <li>• Data driven insights</li> <li>• Listening sessions</li> </ul>	Reduced barriers to care by providing community-placed care, co-located services, and navigation supports that address cultural, language, and physical barriers.	Improved access to care and resources
Addressing structural racism and barriers to equity		Increased patient navigation and referrals to social determinants of health services and resources.	Improved navigation of care and resources
Addressing structural racism and barriers to equity		Work to identify and eliminate racism by changing systems, organizational structures, policies, practices.	Decreased structural racism
Cultivating trust, belonging, and healing.		Develop, grow, and sustain programs, educational offerings, partnerships, and initiatives, to address barriers to equity.	Decreased barriers to equity
		Expanded feedback systems for patients and community members; embed process improvement in the health system's response to community voice	Increased trust and belonging
		Increased connection between community organizations and clinical teams.	Increased trust
		Increased access to safe and welcoming spaces, and culturally appropriate healing and wellbeing resources for employees, patients, and community members.	Increased belonging and healing

Increased Health Equity

The model guides all hospitals and medical centers in our health system, which serve diverse communities across the state. For that reason, how this work looks in practice locally will align with this model but will be unique and tailored to each community.

## Grand Itasca annual action plan

Grand Itasca has a CHNA Community Action Plan that will be updated annually. The action plan will support our vision of increased community health equity through programs that are designed to address our prioritized needs and are informed by our system CHNA implementation strategies. It will detail the specific and measurable steps being taken during that year to drive change. The plan will be updated and reported on annually in collaboration with the Grand Itasca community committees, hospital and medical center leadership, and other local stakeholders.

## Planned collaboration

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

## Resources contributed by Grand Itasca

Grand Itasca will contribute resources including staff, financial support, charitable donations, and operating budgets for programs. It will also encourage staff to volunteer with local organizations through our employee volunteerism program. Fairview, an anchor institution, has committed to investing in internal infrastructure, planning, and resources guided by Community Advancement and in partnership with several key departments within the organization.

## Conclusion

The Fairview Health Services Board of Directors adopted the Grand Itasca CHNA Implementation Strategy Report on April 15, 2025. The Grand Itasca CHNA Implementation Strategy Report was made publicly available on our website on May 15, 2025, and will be executed during fiscal years 2023 - 2025.

For more information about the Grand Itasca Community Implementation Strategies or Action Plan email Bri Wagner, Regional Director Foundation and Community Relations at [Brianne.wagner@fairview.org](mailto:Brianne.wagner@fairview.org).