

Fairview Commitments Frequently Asked Questions

What are the Fairview Commitments?

The [Fairview Commitments](#) are 10 actionable statements that guide behavioral expectations for the entire Fairview enterprise. The commitments fall under two main principles: respect for people and continuous improvement. Our commitments show us key actions and behaviors that help us achieve better outcomes for our patients.

Why are we changing our behaviors to commitments? How does this change the behaviors or competencies my legacy organization used to have?

The Fairview Commitments unite our entire organization—legacy Fairview, East Region, Fairview Range, Grand Itasca Clinic & Hospital, PreferredOne and Ebenezer are adopting these commitments. All models of behavioral expectations that previously existed at different entities within our system have been replaced by the Fairview Commitments.

How do the commitments differ from our mission, vision and values?

Our mission defines why our organization exists and our values determine how our organization pursues this purpose. Our vision is where we want to be in the future. The commitments are the actions we must take to live out our mission, vision and values.

How do the commitments fit with our strategic plan? How do the commitments fit with the Fairview Operating System?

Our strategic plan outlines *what* we need to do to drive Fairview forward. The Fairview Operating System outlines *how* we do our work as a system—an integrated framework for operational excellence to create value for those we serve. Part of the foundation of the Fairview Operating System are our principles and commitments—built off our values, principles are the fundamental truths that guide our commitment to our *ideal behaviors and actions*—these are the Fairview Commitments.

Is this part of the integration work between Fairview and HealthEast?

Yes, introducing and implementing the Fairview Commitments is part of our broad work to come together as one enterprise.

How did Fairview come up with our 10 commitments?

The design process for the Fairview Commitments included drawing on previous models of behavioral expectations across our system, such as the Fairview Behaviors and HealthEast Competencies, with additional input gathered from 10 employee and leader focus groups, more than 600 responses to an employee survey and functional expertise from Organizational Development & Learning, Fairview Operating System leadership and communications.

What is my role in implementing the commitments as a manager or an employee?

The commitments outline the behaviors and actions you should employ every day, no matter your role. Doing so will help you live out Fairview's mission and vision and provide a better experience to all our customers. If there is a commitment you would like to strengthen, visit [this link](#) for information on development programs and sessions.

What is the plan for ensuring employees learn about the Fairview Commitments?

Employees will see and learn more about the commitments in the coming months through news stories, emails and blog posts, and during future employee forums. All teams will also participate in an interactive educational experience to help you understand more about Fairview's path forward, to include our new operating model and the commitments. This experience, *Leader As Teacher: Repositioning Our Health System* will be led by your manager.

How can I learn more about the commitments? Do we have examples of what it means to be successful with a commitment?

One-page overviews specific to each commitment are available [here](#).

What are the commitment behaviors?

To help managers and employees better understand what it means to be successful in a commitment, we've made [this table](#) that outlines four or five behaviors with detail on what it means to live out that commitment. You can see examples of actions that reflect achievement of the commitment, and also behaviors that would suggest whether an individual is either below expectations or exceeding expectations for a specific commitment.

What development opportunities are available if we want to strengthen a behavior related to a commitment?

View the one-page [overviews of the commitments](#) to see a list of professional development classes, webinars and team development sessions that can help you improve on any specific commitments.

How will these be used for performance management?

The Fairview Commitments will be the basis for your performance reviews for calendar year 2018 (the reviews that take place in early 2019) and beyond. You can start incorporating the commitments in ongoing performance and goal setting conversations now.

Why do we use “customer” instead of “patient” in the definition of the commitments and what good looks like?

Across the system, we are shifting our mindset from patient experience to customer experience. The word “customer” is more inclusive, and we want any customer—patients, families, visitors, vendors, each other and more—to have an experience with us that exceeds expectations.

The Organizational Development & Learning website has resources to develop teams and individuals throughout the Fairview enterprise. Register for development classes and webinars and connect to tools and guides that will help you continuously learn, grow and improve.