



**Community Benefits Report inclusive of Rush University Medical Center
and Rush Oak Park Hospital**

July 1, 2020 - June 30, 2021

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(as of December 2021 upon submission)

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Rush University Medical Center and Rush Oak Park Hospital Community Benefits Report **July 1, 2020 – June 30, 2021**

Organizational background

Rush University System for Health (Rush) has a long history of community engagement and is committed to improving the health of the communities it serves. Rush maintains a unique organizational structure that allows it to thrive: It is a not-for-profit health care, education and research enterprise comprised of Rush University Medical Center, Rush University, Rush University Medical Group (RUMG), Rush Oak Park Hospital (Rush Oak Park Hospital) and Rush Copley Medical Center. All of the Rush entities fall under the leadership of K. Ranga Rama Krishnan, MB, ChB, chief executive officer of Rush University System for Health.

Though all academic medical centers in the Chicago area are affiliated with medical schools, the hospital and the medical school are often separate corporate entities that support one another via formal operating agreements. Rush is unique in that all of its entities exist as one comprehensive organization. This unified structure allows for a system wide strategy for community benefit.

Rush recently adopted community health equity as a strategic pillar of the organization in community benefit due to service of the underserved; a commitment to local investing, hiring, purchasing and volunteering; and doubling down on Rush's commitment to the economic vitality and health of Chicago's West Side. In addition, our community benefit contribution has increased due to our senior leadership's dedication of their time and energy to this work. Our Anchor Mission Strategy outlines the ways in which we channel our economic power to make our residents healthier by working to improve the economic vitality and health of our neighborhoods.

This report captures the community benefit activities of Rush University Medical Center and Rush Oak Park Hospital. Rush Copley Medical Center (RCMC) has its own tax identification number and will submit its own report for fiscal year 2021.

Mission, vision and values

Mission: The mission of Rush is to improve the health of the individuals and diverse communities we serve through the integration of outstanding patient care, education, research and community partnerships.

Vision: Rush will be the leading academic health system in the region and nationally recognized for transforming health care.

Values: Rush's core values — innovation, collaboration, accountability, respect and excellence —are the road map to our mission, vision and themes. These five values, known as our ICARE values, convey the philosophy behind every decision Rush employees make. Rush employees commit themselves to demonstrating these values with compassion. This translates into a dedication shared by all members of the Rush community to provide the highest quality of patient care.

Rush also includes taglines along with the values statement: **Just and Ethical** and **Diverse and Inclusive**. These guide all that we do.

National recognition

Rush has received much national recognition for its work, some of which is highlighted below.

American Hospital Association: Equity of Care

Rush received the American Hospital Association's (AHA) Equity of Care Award for the fifth time in 2021. The award is presented annually to hospitals or care systems that are noteworthy leaders and examples to the field in equitable care. Honorees demonstrate a high level of success in reducing health care disparities and promoting diversity in leadership and staff within their organizations.

Beacon Award for Excellence: Recognizing exemplary hospital units

The intermediate care area and intensive care unit at Rush Copley Medical Center, the intensive care unit at Rush Oak Park Hospital and the neuroscience intensive care unit at Rush University Medical Center all received a Beacon Award for Excellence from the American Association of Critical-Care Nurses (AACN). The award recognizes individual hospital units that set the standard for excellence by using evidence-based information to improve patient outcomes as well as patient and staff satisfaction.

Companies That Care Honor Roll

Rush University System for Health has been named to the Center for Companies That Care Honor Roll, a national list recognizing both for-profit and not-for-profit employers for outstanding workplace practices and active community involvement. The Rush system was chosen in recognition of support it provided to frontline health care workers and to its surrounding community, particularly its commitment to investigating the social determinants of health, including poverty, racial inequity and access to care.

Disability Equality Index

Rush University Medical Center was named one of the “Best Places to Work for Disability and Inclusion” based on high scores in the 2020 Disability Equality Index, a comprehensive annual benchmarking tool that allows organizations to self-report their disability policies and practices.

Healthgrades Patient Safety Award

Rush Oak Park Hospital was one of only 458 hospitals across the nation to earn the Healthgrades Patient Safety Excellence Award, placing it among the top 10% of all short-term acute care hospitals reporting patient safety data.

Human Rights Campaign Leader in LGBTQ Healthcare Equality

Rush has been named a Leader in LGBTQ Healthcare Equality in the Human Rights Campaign’s (HRC) Healthcare Equality Index (HEI) report. The HEI is an annual survey of U.S. hospitals regarding treatment of lesbian, gay, bisexual, transgender and queer/questioning (LGBTQ) patients and their families, as well as hospital employees. Rush has consistently received a perfect score for patient nondiscrimination, employee nondiscrimination, equal visitation and staff training around sexual orientation and gender identity/expression. This year’s designations mark the 12th consecutive year Rush University Medical Center has been designated as an LGBTQ leader, the seventh consecutive designation for Rush Oak Park Hospital and the second consecutive designation for Rush Copley Medical Center.

Magnet[®] recognition

Rush earned its fifth consecutive Magnet Nursing status designation, a distinction held by only 6% of hospitals nationally. The American Nurses Credentialing Center Magnet Recognition Program recognizes overall excellence and innovation in patient care. Rush University Medical Center was the first hospital in Illinois serving both adults and children to achieve Magnet status and is the only one in the state serving both adults and children to receive the designation for a fourth time in January 2020 (not an annual certification). Rush Oak Park Hospital received its second Magnet recognition in the spring of 2021.

Newsweek: top 25 hospitals in the United States

A recent survey of peers and patients by *Newsweek* ranked Rush University Medical Center No. 19 among hospitals in the United States. In its second year, *Newsweek*’s “World’s Best Hospitals” rankings compare more than 280 hospitals around the globe. The rankings are based on recommendations from medical professionals, results from patient surveys and key medical performance indicators.

The Leapfrog Group: top rating for patient safety

Rush University Medical Center has been named a top teaching hospital by The Leapfrog Group. Rush is one of 36 hospitals to receive this designation, and one of two in Illinois. To receive this honor, hospitals need to meet The Leapfrog Group's rigorous standards of quality care related to categories such as inpatient care management, medication safety, maternity care and infection rates.

The National Committee for Quality Assurance: Patient-Centered Medical Home Level 3

Seven primary care offices at Rush have been recognized as medical homes by the National Committee for Quality Assurance (NCQA). These are the first physician practices at an academic medical center in Illinois to receive the NCQA's prestigious Physician Practice Connections – Patient-Centered Medical Home Level 3 designation, the highest level awarded by NCQA. The emphasis is on keeping patient's healthy, preventing illness and making the right care available to the patient at the right time.

Truven Health Analytics: 100 Top Hospitals

Rush University Medical Center has been named one of the 100 Top Hospitals in the country by Truven Health Analytics three times. The hospitals included in the list were chosen out of the more than 3,000 hospitals that Truven analyzed. Rush was one of only 15 hospitals nationwide included in the list's major teaching hospitals category.

U.S. News & World Report: Honor Roll

In *U.S. News & World Report's* 2021-2022 Best Hospitals rankings, Rush University Medical Center ranked 19th out of more than 3,000 hospitals evaluated, qualifying for the Honor Roll. Rush ranked among the top 50 hospitals in nine specialties, with two in the top five nationally; three are the highest-ranked programs in Illinois. Only about 45% of U.S. hospitals receive high enough scores to rank nationally in even one specialty.

Vizient: Quality Leadership Award

Due to Vizient pausing their recognitions of the Quality Leadership Award, Rush did not receive a 2020 ranking. However, Rush did receive Vizient's 2019 Quality Leadership Award, ranking second among 93 academic medical centers. It is the sixth consecutive time Rush has been ranked among the top five in the study and the ninth time since Vizient began the study in 2005. Among those participating in the study, Rush is the only medical center in Illinois to receive this award.

Accreditations

Rush offers 47 postgraduate residency and fellowship programs in medical and surgical specialties and subspecialties that are accredited by the Accreditation Council for Graduate Medical Education (ACGME), as well as 13 non-ACGME-accredited fellowships. Rush also offers a podiatry residency program and a psychology pre-doctoral program.

Recently, the Rush cancer program earned three-year accreditation status from the Commission on Cancer. The commission also awarded the cancer program a best-in-class gold commendation.

In June 2012, the Association for the Accreditation of Human Research Protection Programs (AAHRPP) awarded Rush full accreditation through June 2020. Rush is one of the first academic medical centers in Illinois to receive this accreditation. AAHRPP accredits organizations that conduct human research and can demonstrate that their protections exceed the safeguards required by the U.S. government. To date, only select institutions have earned AAHRPP's accreditation, which is widely regarded as the gold standard worldwide.

Rush holds national accreditation for continuing medical education through the Accreditation Council for Continuing Medical Education (ACCME) and national accreditation for continuing nursing education (CNE) through the American Nurses Certification Center (ANCC). ANCC awarded Rush's CNE unit accreditation with distinction, which reflects the high quality of health care education delivered. Both

national accreditations have been in place for well over 20 years with a rigorous reaccreditation review process every few years.

Continuing education

Rush is committed to providing ongoing education for licensed health care professionals, including those who work at Rush and those who are part of the greater health care community. In fiscal year 2020, Rush established the Center for Innovative and Lifelong Learning (CILL), which will allow us to expand our already extensive educational programs. Having joint accreditation for medicine, nursing, pharmacy, psychology and six other allied health professions allows Rush to provide a framework for CILL to provide high-quality education and training to licensed health care professionals, and to promote safe and effective interprofessional patient care. In fiscal year 2021, Rush provided continuing education training to more than 20,000 individuals across 10 professions; 60% of the programs were interprofessional.

Community health and benefit

This community benefits report assigns a financial value to legally defined community benefit categories and provides a breadth and scope of community benefit activities inherent in the Rush mission. The report details activities that fall into unreimbursed care, partnerships to provide access to care and each of Rush's Community Health Implementation Plan strategies.

COVID-19 impact

During fiscal year 2021, health systems across Chicago and the country responded to COVID-19 with concerted efforts in workforce deployment, medical care capabilities and supply chain management. The pandemic has also increased health-related social needs, exacerbating underlying inequities that have long led to worse health outcomes among African American and Latinx communities. The pandemic has called for social services to identify and address social needs; accessible and trauma-informed mental health treatment; health promotion activities that support continued chronic care management during the pandemic; and outreach targeted to communities most impacted by the harmful effects. Our approach has mostly focused on those populations particularly impacted by COVID-19, including but not limited to:

- African American and Latinx communities
- Immigrants
- Individuals with disabilities
- LGBTQ+ individuals
- Older adults
- People experiencing homelessness

Shortly after Illinois' shelter-in-place order began, Rush's community health equity and engagement team, population health and social work services team and Rush University's College of Nursing came together to launch a Community Command Center (CCC) to ensure that we were meeting the needs of those we serve.

Rush hosted a COVID-19 clinic in the Austin neighborhood for six weeks in partnership with the city of Chicago, the Catalyst Schools, PCC Community Wellness, Austin Coming Together, the Leaders Network and the neighborhood's aldermen, Emma Mitts (37th ward), Jason Ervin (28th ward) and Chris Taliaferro (29th ward). The clinic brought the vaccine to 15 neighborhoods, including Austin, that have been most burdened by the pandemic according to the city's COVID-19 vulnerability index.

The public health crisis quickly galvanized teams across the institution to achieve one overarching goal: to advance and align initiatives and maximize the effectiveness of Rush's response to COVID-19, in particular among communities most vulnerable to the virus' adverse outcomes. **In FY2021, Rush staff dedicated \$123,579 in time toward these COVID-19 efforts.**

The Chicago Homelessness and Health Response Group for Equity (CHHRGE), grew from conversations at one institution into a twice-daily meeting with up to 50 daily participants from multiple organizations. The stakeholders of CHHRGE worked to address the devastating impact of COVID-19 across Chicago's entire

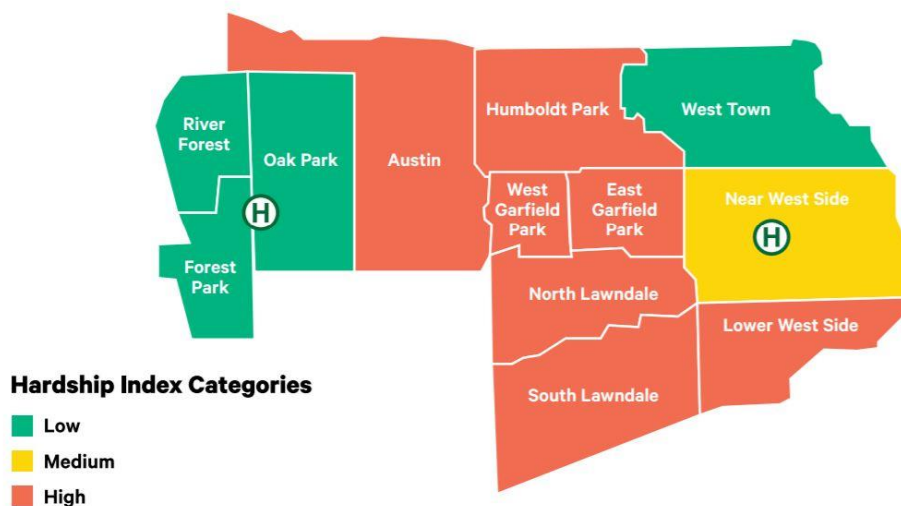
vulnerably housed population. It is a loosely coordinated but aligned multidisciplinary group of individuals and agencies working collaboratively to address this public health crisis. **In FY2021, Rush staff and students dedicated \$101,560 in time toward these COVID-19 efforts.**

Community Health Needs Assessment (CHNA) and Community Health Implementation Plan (CHIP)

As described in our Community Health Needs Assessment (CHNA), Rush took a comprehensive, collaborative approach for its 2020-2022 CHNA, working as part of the Alliance for Health Equity (AHE; formerly the Health Impact Collaborative of Cook County). The AHE is one of the largest CHNA collaboratives in the country, consisting of 26 hospitals, seven health departments, and more than 100 community-based organizations at the time of assessment. Recognizing the importance of collaboration and alignment with additional partners to improve health, Rush helped organize community focus groups and a county-wide survey to discuss the health needs of our constituents.

Rush defined its service area as the communities between Rush University Medical Center and Rush Oak Park Hospital. This service area includes the following neighborhoods: Near West Side, Lower West Side, West Town, Humboldt Park, East Garfield Park, West Garfield Park, North Lawndale, South Lawndale, Austin, Oak Park, River Forest and Forest Park.

The West Side faces some of the greatest hardships in the city, with rates of heart disease, cancer and diabetes among the highest in Chicago. On a single ride on the Blue Line L train from downtown to the West Side, life expectancies in the neighborhoods the train passes through vary by up to 16 years. Rush's CHNA identifies these disparities, and the Community Health Implementation Plan (CHIP) outlines strategies to address them.



Rush's defined community areas for its 2020-2022 fiscal year of the CHNA and CHIP

The top needs identified by the collaboration include the following:

- Reduce inequities caused by social, economic and structural determinants of health.
- Improve mental and behavioral health.
- Prevent and reduce chronic disease risk factors.
- Increase access to care and community services.
- Improve maternal and child health outcomes.

To deepen impact in these areas, AHE members adopted the same issues for their CHNAs. Rush then crafted a strategic plan, our CHIP, for Rush University Medical Center and Rush Oak Park Hospital to address the needs identified in the CHNA. Rush's comprehensive CHNA and CHIP are in full compliance

with the requirements of the Internal Revenue Service (IRS) and the Affordable Care Act. A copy is available on the Rush website at https://www.rush.edu/sites/default/files/2020-09/CHNA-CHIP-ONLINE-REV8-8_FNL.pdf.

Rush's CHNA identified our community's top health needs, and the accompanying CHIP includes strategies and metrics to address and alleviate them.

Goal 1: Reduce inequities caused by the social, economic and structural determinants of health.

Fiscal year 2021 highlights:

- a. **Improve educational attainment.** The Rush Education and Career Hub (REACH) is a cradle-to-career pipeline program with a mission of increasing diversity in science, technology, engineering and math (STEM) and health care professions. Its goals are to increase high school graduation rates, college matriculation and interest in health care/STEM careers, and to build skills students need for the 21st-century workforce, including communication, collaboration, critical thinking, creativity and leadership. Through enrichment, engagement, skills training and high-quality work-based learning, Rush is preparing underrepresented youth for success in STEM and health care fields. Rush's dedication to promoting a healthy community has fostered a strong commitment to supporting the growth and development of our neighborhoods, including school communities. **In FY2021, REACH served ~4,000 students, educators and community members across PreK-20 pipeline programs. REACH provided 200+ high school and college students with over 25,000 paid work-based learning hours.**
- b. **Identify, measure and mitigate the social determinants of health among those at risk – particularly children, young adults and people with chronic illness.** During the fiscal year, Rush implemented a screening tool to identify non-medical barriers to good health, such as food insecurity, homelessness, lack of utilities, transportation barriers and lack of primary care or insurance. This screening tool was implemented in the Rush University Medical Center emergency department, primary care settings and community-based settings.

Patients screened for these social determinants of health (SDOH) were connected to services via a partnership with NowPow, a locally based resource directory company that provides curated, personalized resources that are shared with patients. **A total of 19,606 SDOH screenings were completed system wide in FY2021, including 1,259 in the emergency department and 248 screenings in the community.**

We have launched the Epic SDOH screening module in five pediatric primary care practices and aligned it with the Adverse Childhood Experiences (ACE) screening tool, which detects traumatic events strongly related to the development and prevalence of a wide range of health problems throughout a person's lifespan. Rollout of this module is expected to continue in the following areas: the Rush University Medical Center emergency department, select inpatient units, adult primary care, Rush Oak Park Hospital and Rush Copley Medical Center (rollout at Copley is currently suspended due to the pandemic response).

- c. **Participate in regional community health improvement collaboratives.** Rush joined the AHE early on and is a member of its steering committee. In addition, a Rush representative chairs several work groups, including one devoted to food security and social determinants. Rush also has a leadership role in the work groups for data, policy and trauma-informed care.

Supporting program information:

Rush Education and Career Hub (REACH)

REACH provides programming across the educational continuum, from pre-kindergarten through college, through the initiatives highlighted below.

Elementary school outreach (grades pre-K through 5)

The STEMagineers program for elementary school students helps establish a foundational interest in STEM and health care. The program builds awareness of STEM and health care education and careers, teacher professional development, family engagement, classroom curriculum resources and alignment with standards and research that support best practices in early childhood education. This year, because of the pandemic, resources were delivered through digital lessons and interactive STEM and health care kits. Digital lessons were created to support partner schools' specific STEM curricula, as well as national health science observances, National Health Professions Week, American Heart Month and National Nutrition Month. The kits were designed to support STEM learning and social-emotional wellness at home. **In FY2021, more than 2,000 students, 383 educators and 746 families participated in REACH elementary school programs.**

Middle school outreach (grades 6 through 8)

In fiscal year 2021, REACH continued with two programs for students in grades 6 through 8 despite COVID-19 restrictions. We shifted both programs to virtual delivery beginning in the early spring of 2021. Vitals for STEM Success is an after-school enrichment program for middle school students interested in STEM and health care careers. The program consisted of a 10-week virtual session this year. In addition to STEM learning experiences, the enrichment program includes career exploration, mentoring and tutoring.

Future Ready Learning Labs, supported in part by the Michael Reese Health Trust, is an enrichment elective focused on building interest and awareness of careers in the STEM and health care fields, increasing sense of self-efficacy, developing 21st-century learning skills and transitioning to high school. REACH's partner school for this program is Nathaniel Dett Elementary.

In fiscal year 2021, REACH launched Illinois' first middle school chapter of HOSA-Future Health Professionals (formerly known as Health Occupations Students of America). The program gives interested students the opportunity to complete enrichment activities. Four students participated in state-level and national-level competitions on health care knowledge and career preparatory activities.

High school outreach (grades 9 through 12)

MedSTEM Pathways, one of our signature high school programs, is designed to introduce teens to a wide range of clinical and non-clinical health care careers, develop leadership skills and build academic skills. MedSTEM Pathways provides pre-internships for rising sophomores and juniors, and internships for rising juniors and seniors. By leveraging resources from across Rush University Medical Center, we provided students with comprehensive, engaging experiences, including personal development workshops, industry-recognized certifications and networking with career professionals. Half of the summer's MedSTEM Pathways interns and 100% of MedSTEM Explorers earned one or more industry-recognized credentials: CPR, first aid/basic lifesaving, Phlebotomy and ECG technician.

College and beyond

The Center for Community Health Equity Scholars program offers a paid, eight-week summer internship at Rush University Medical Center for four highly motivated college juniors and seniors who have a strong interest in research, health disparities and community relations. The internship mixes workshops and instruction in research methods with field trips to sites that include Cook County Hospital, the Sue Gin Health Center that Rush operates at the Oakley Square mixed-income

residential complex, the DuSable Museum of African American History and Garfield Park. Students who complete the internship gain an understanding of historic structural inequities that have an impact on health outcomes; they also learn how to conduct research that engages with community members and develop a team-based research project centered on education equity.

The College and Career Pathways program supports underrepresented young people beyond high school for immersive work-based learning experiences in targeted career paths. The program includes a mix of paid internships and college and career advising as well as professional and technical skills training, which helps participants find jobs with STEM and health care employers. Interns learn skills in several Rush University Medical Center departments, including labor and delivery, the surgical ICU, outpatient psychology and pathology. In FY2021, 25 students each earned more than 250 hours of paid, work-based learning experience through College and Career Pathways.

In addition, with a generous grant from JP Morgan Chase, REACH completed a pilot of our Health IT program at Richard T. Crane Medical Preparatory High School and Instituto Health Sciences Academy. **A total of 24 students were trained for certification in Epic User End Training modules or Apple Swift.**

Oak Park River Forest High School

Rush Oak Park Hospital started a collaboration with Oak Park River Forest High School to have their certified nursing assistant student's complete clinicals at ROPH. Currently one of ROPH nurses serves as the liaison and clinical faculty for this program.

Malcolm X College partnership

Malcolm X College (MXC) and Rush have a rich, multi-year history of collaboration. The partnership includes hosting students' clinical rotations in nursing, surgical technology, radiologic technology, EMT/paramedic and respiratory care at Rush University Medical Center and providing anatomy labs for MXC health occupations students. Rush also provides guest lecturers and recently began offering a monthly interprofessional lunch and learn series for MXC students and faculty. MXC wants to ensure that its graduates have the knowledge, skills and professional attributes to function in the health care system now and in the future. To help achieve that goal, Rush participates in MXC advisory committees and provides transfer programs for graduates of the MXC radiologic technology and respiratory care programs to allow students the opportunity to obtain bachelor's degrees in their fields.

Mini Medical School

The Rush Community Services Initiatives Program (RCSIP) Mini Medical School is a 10-week program for fourth- and fifth-grade Chicago Public Schools students on the West Side. The main objective is to expose students to the health sciences. This program is held at Rush University and includes anatomy and physiology lectures, activities on the five major body systems and dissections. Rush student and physician volunteers plan the curriculum, implement activities and assist the youth during these sessions. **In FY2021, Mini Medical School converted to remote learning during the pandemic. Six remote sessions had 80 to 100 participants per session.**

Goal 2: Improve access to mental and behavioral health services

Fiscal year 2021 highlights:

- a. Address psychological trauma through screening tools and referral programs in school-based health centers and faith-based organizations.** Rush is working to address the mental and behavioral health needs of our patients and communities by offering social work services to our primary care, inpatient and emergency department patients. In addition, the College of Nursing and Rush Community-Based Practices team offer mental health services in the community at Simpson Academy for Young Women and College of Nursing Faculty Practice sites. Rush also offers mental and behavioral health services through the Health Legacy Program for Women. This program

focuses on behavioral change and addresses psychosocial issues through referral for direct services offered through Social Work and Community Health.

School-Based Health Centers (SBHCs)

After pausing in fiscal year 2020 due to the pandemic, in fiscal year 2021 Rush's three SBHCs resumed age-appropriate risk screening and evaluation for mental health issues. Students identified with mental health issues were referred for in-SBHC or community-based counseling and psychiatric services. **In FY2021, 314 risk screenings were completed, resulting in 192 students linked to mental health services in SBHCs.**

Due to the pandemic, the SBHCs were open part-time during fiscal year 2021. SBHC staff remained connected to school administrations, students and families by engaging in 58 meetings with school staff and 43 with school partners. Fifty-five outreach events were conducted, either virtually or in person, for students and larger school communities. SBHC staff made outreach calls to 539 families, reaching 371 of them to provide SDOH screenings and links to community resources. The AFC remained a vital backup for students unable to access SBHC care, so that their care could continue uninterrupted.

Mental Health First Aid

In community listening sessions, West Side residents told us that their neighborhoods lack sufficient mental health resources — a major contributor to health disparities. In response, Rush launched Mental Health First Aid training, which trains people to recognize signs and symptoms of mental illness, respond appropriately when someone needs help, support fellow community members and help remove the stigma that persists around mental health services. **Thirty Rush staff and community members were trained in Mental Health First Aid.**

- b. Expand access to other screenings and services.** Through a partnership with the Rush Department of Psychiatry launched in January of 2018, Rush provided psychiatric services in SBHCs and by telehealth. **In FY2021, 20 students received psychiatric services in the SBHCs.** More than 2,000 hours of education focused on trauma, mental health, identification of mental health issues and skill building for resilience was provided to 1,607 students through school outreach activities. Finally, 69 teachers, parents, staff and community members participated in educational sessions on the same topics. This includes sessions in six schools and one community-based organization. Additionally, between the Adolescent Family Center and the SBHCs, 39 pregnant adolescents were referred to Rush's ACEs in Pregnancy Home Visiting program.

Supporting program information:

Rush School-Based Health Centers (SBHCs)

Rush has a 30-year history of providing health care at SBHCs. Rush currently has three SBHCs located in Chicago Public Schools: Orr Academy High School, Richard T. Crane Medical Preparatory High School and Simpson Academy for Young Women. Crane and Orr have students in grades 9 through 12, and Simpson serves girls in grades 6 to 12 who are pregnant, parenting or both. All three schools have student bodies from underserved populations and are located in neighborhoods with high poverty levels and hardship.

Adolescent Family Center (AFC)

The Rush Adolescent Family Center has existed for more than 46 years. The AFC provides reproductive health care, prenatal care, gynecologic care, pregnancy prevention programs, sexually transmitted infection (STI) testing and treatment and community health education to underserved Chicago-area youth. All of the AFC's services are provided regardless of income or ability to pay for care.

Although the AFC draws patients from more than 100 Chicago-area ZIP codes, the majority of patients served live in the West Side communities of East Garfield Park, West Garfield Park, North Lawndale, Austin, Humboldt Park and the Near West Side. As part of the AFC’s community education program, staff members regularly travel to Chicago-area high schools and middle schools to provide community education on pregnancy prevention, reproductive anatomy, contraception, sexually transmitted infection prevention and reproductive health. The AFC also offers free prenatal education to pregnant teens and their partners. **In FY2021, the AFC provided clinic services to 454 youth (in 1,724 healthcare encounters) and provided 2,450 minutes of reproductive health education in group sessions at seven schools and community-based organizations.**

During the fiscal year, 122 unintended adolescent pregnancies were prevented through patient-centered, adolescent-competent family planning services. Forty-five adolescents received care for their pregnancies in the AFC; AFC patients had a 23% lower incidence of low birth weight than patients in Rush’s West Side communities overall.

Fiscal year 2020 saw the launch of Affirm: The Rush Center for Gender, Sexuality and Reproductive Health, housed in the AFC. **In FY2021, 221 LGBTQ+ patients worked with Affirm patient navigators who helped them connect with inclusive care and services at Rush and in the community. Affirm also provided 291 hours of cultural competency training to Rush employees.**

The Road Home Program at the Center for Veterans and Their Families at Rush

The Road Home Program provides care for the “invisible wounds of war” suffered by veterans and their families. Services for veterans include an adult mental health clinic that specializes in post-traumatic stress disorder; family and marital services such as support groups; counseling and guidance for parenting; a military sexual trauma clinic; and an Intensive Outpatient Program (IOP). The IOP is a three-week program where veterans receive intensive treatment Monday thru Friday from 8 a.m. to 5 p.m. **In FY2021, the Road Home Program provided clinical services to 973 veterans.**

College of Nursing Faculty Practice Program

The Rush College of Nursing (CON) has a 30-year history of providing health care services to underserved individuals, families and communities at a variety of diverse community practice sites through the CON Faculty Practice Program. These sites include a wellness and health program for the Children’s School at the Lighthouse for the Blind, a women’s health clinic, a case management program for chronic medical and mental illness, a workplace health clinic for the working poor and nurse practitioner–led primary health care sites. Most recipients of care are uninsured or underinsured and rely on the sites as their main sources of health care. In addition to the hours of care provided by Rush CON faculty practitioners, Rush University nursing students deliver health care and health education services at the sites. Rush nursing, medical, physician assistant and health systems management students also volunteer at these sites to develop and deliver health education programs. Nearly 2,000 health encounters are provided per year through the CON Faculty Practice Program.

Goal 3: Prevent and reduce chronic disease by focusing on risk factors

Fiscal year 2021 highlights:

- a. Reduce risk factors through assessments, disease management programs, and improved access to healthy food.** Rush created the Food Surplus Project to alleviate food insecurity in the community by redistributing unused food from hospitals to local food pantries and other community-based partners. This collaborative community effort arose from a Rush Oak Park Hospital nurse’s graduate work at Dominican University. Representatives from several local organizations, including Rush Oak Park Hospital, the Oak Park-River Forest Day School, Oak Park-River Forest High School, Thrive Counseling Center and the Oak Park-River Forest Food Pantry, worked together to create the infrastructure of the program and implement strategies to reduce food insecurity.

The Surplus Project continues at Rush University Medical Center and Rush Oak Park Hospital. Through a partnership with Franciscan Outreach and Oak Park River Forest Food Pantry, **Rush has provided more than 18,000 pounds of free meals annually to the organizations since the program's inception in 2015.**

Many members of Rush's "first community" of employees live on Chicago's West Side between the Medical Center and Rush Oak Park Hospital — a swath that includes several neighborhoods without full-service grocery stores that sell healthy food. Rush continues to commit to the community by collaborating with Top Box Foods to provide local produce to employees monthly at a discounted rate. **Rush connected approximately 1,050 community residents with healthy food during the pandemic.**

- b. Expand free and subsidized screenings.** Rush Oak Park Hospital's nursing-led community wellness program screens and connects individuals to resources such as the Oak Park River Forest Food Pantry. The program provides free educational seminars and fitness classes, which are designed to help community members lead healthier lives and address chronic disease. Healthy Motivations provided education on topics such as heart and vascular disease, preventive health, depression and more. **In FY2021, the program provided services to more than 2,200 women and families**

The Metropolitan Chicago Breast Cancer Task Force launched in 2007 as an independent nonprofit based at Rush, with the goal of reducing the disparity in breast cancer deaths between African American women and white women in Chicago. At the time, African American women were 68% more likely than white women to die of breast cancer. Mortality rates for African American and white women had been equal before white women's survival rates began to rise when better screening and treatment became available in the 1990s. After the task force launched, the disparities began to decrease. In addition, Rush Oak Park Hospital provides free mammograms each October to uninsured or underinsured women who live in Oak Park, River Forest, and Proviso Township. This is made possible through a grant from the Westlake Foundation. **In FY2021, 216 women were screened.**

Supporting program information:

5 + 1 = 20

5 + 1 = 20 is a RCSIP program that aims to educate high school students at Chicago Public Schools on five diseases prevalent in the surrounding underserved community (asthma, hypertension, HIV, diabetes and cancer). The program's unusual name comes from the idea that knowledge of these five conditions, plus one informed student sharing what he or she knows, can extend by 20 years the life of someone who might not otherwise be screened. (People who lack health insurance and are therefore unlikely to be screened have a life expectancy that's 20 years shorter than those who are insured.)

Twice a month, Rush student volunteers teach a health topic related to the five diseases, with content ranging from disease prevention to practical skills such as checking blood pressure. The students have opportunities to share their knowledge through 5 + 1 = 20 health fairs at their schools, where activities include body mass index calculations, blood pressure screenings, vision screenings, glucose level checks, referrals and health education. Health fair participants include families and friends of the students as well as other members of their communities. **In FY2021, 5 + 1 = 20 reduced its programming to virtual instruction for students at four schools. In-person sessions resumed at Benito Juarez Community Academy in May 2021 and provided health education and screenings to approximately 140 community members.**

Project Lifestyle Change

For the eighth consecutive year, Rush Oak Park Hospital's Project Lifestyle Change, a group education and support program for pre-diabetes health, continued to make an impact in the community. The free

program teaches blood glucose monitoring, restricted fat and calorie meal planning, exercise and behavior modification.

Rush Department of Social Work and Community Health (SWACH)

The health promotion and disease prevention focus of the Rush Department of Social Work and Community Health (SWACH) provides patients, their families and community members with access to programs that promote wellness through education, physical activity classes, support groups and workshops.

Rush Generations, a free health affinity membership program with **approximately 16,500 members**, offers older adults and their caregivers the opportunity to benefit from health and wellness education. Rush Generations offers its members a free quarterly newsletter, monthly e-newsletter, access to community health fairs and screenings and opportunities to become more active and engaged by joining the Generations volunteer ambassador program.

Other SWACH activities included:

- Transitional care to support patients and caregivers after hospital stays, addressing medical and non-medical issues as part of an interprofessional care team
- Outpatient social work care management with social workers integrated into primary and specialty care to assess and address psychosocial issues related to care
- Mental health and collaborative care, including psychotherapy, supportive services and coordination with primary care to support patients 12 and older who screen positive for depression.
- Rush@Home, a house calls program that offers patients primary care in the comfort of their own home. Comprised of primary care providers, certified medical assistants and consultative social workers, Rush@Home provides crucial home-based medical services and support for patients and families who have difficulty going to a provider's office.

In addition, SWACH operates the Anne Byron Waud Resource Center and the Tower Resource Center (TRC), which are both open daily to the public. Each center is staffed by a licensed clinical social worker who is available to help with a myriad of issues related to health and chronic health issues that particularly impact adults and caregivers. SWACH is also leading Rush's Social Determinants of Health initiative, which identifies, measures and mitigates the social determinants of health of patients and community members by offering closed-loop referrals to services and resources to alleviate health disparities.

SWACH also operates the Center for Health and Social Care Integration, which provides technical assistance and a peer learning community to support practice and systems change with community-based organizations and health systems across the country. The Center teaches lessons from research and applies them to clinical and community settings, improving how health professionals deliver care and prevent diseases.

West Side Walk for Wellness

The West Side Walk for Wellness, created and co-led by Rush medical students, was developed to enhance exercise and walking in West Side communities, create a sense of engagement and help people feel safe being outside in the community. **The program, which lasted eight weeks, engaged 386 community members from Rush and the communities we serve.**

Goal 4: Increase access to care and community services

Fiscal year 2021 highlights:

- a. **Expand access to primary care medical homes for people without insurance and for others without medical homes.** Patients in the Rush University Medical Center emergency department or

inpatient units who need help scheduling follow-up appointments are referred to Rush's Transitional Care Program (TCP), where patient care navigators connect them to appropriate care post-discharge. This program has largely benefited from many community partnerships that Rush has established, including a formal partnership with CommunityHealth, the largest free clinic in Chicago, where Rush attending physicians, medical residents and students volunteer their time and skills through rotations. CommunityHealth offers everything from routine physicals and immunizations to a full laboratory and pharmacy as well as free medications and dental services. In **FY2021, 264 patients were referred to CommunityHealth.** This partnership also expanded to Rush's work with Franciscan Outreach, where Rush students screen shelter residents for primary care and insurance and refer them to the TCP if needed.

- b. Implement adverse childhood event screenings and referrals at school-based health centers.** Please see Goal 2, Section B
- c. Expand access to insurance.** Please see Goal 4, Section A

Supporting program information:

RCSIP clinics

RCSIP clinics are run by Rush volunteers: a physician lead and an interprofessional team of Rush students. The clinics offer services such as physical exams, health education, free basic medications and procedures such as wound care. Through referrals, they help patients establish primary and/or specialty care relationships. These clinics include:

RCSIP Haymarket, which serves adult men and women with primary care, health education; it also provided COVID-19 vaccinations during 13 vaccination days and seven clinic days. **More than 360 health care encounters were provided during FY2021.**

RCSIP Clinic at Chicago City Church, which serves adult men in rehabilitation for substance abuse issues. **The clinic provided health care to more than 148 men during FY2021.**

Community-building activities

(See pg. 36 for additional supporting information)

As an anchor institution on the West Side of Chicago, Rush is committed to improving economic vitality, well-being and community health through cross-sector and community partnerships. The following highlights Rush initiatives within IRS-defined categories.

Physical improvements and housing

Rush launched the Center of Health and Homelessness, funded by the Chicago Trading Company in late-2020. The Center comprises the areas of education, clinical care, community partnership, and research initiatives to address the social determinants of health affecting the homeless population in Chicago. The Center is supporting the work of six student fellows and is aligned with the work of Chicago Homelessness and Health Response Group for Equity (CHHRGE).

Economic development

- 1. Invest locally:** Rush University Medical Center partnered with other hospitals as part of the West Side United (WSU) collaborative to award a total of **\$390K in small grants to 39 small businesses on the West Side of Chicago.** As part of WSU, \$11.4 million was loaned through community development financial institutions to West Side social impact projects between July and December of 2020.
- 2. Purchase locally:** To advance Rush University Medical Center toward its goals to increase purchasing with vendors from the West Side, Rush has partnered with Together Chicago and Chicago Anchors for a Strong Economy to identify and contract with vendors at the

hyper-local level. **Rush University Medical Center spent \$8 million in purchase services in FY2021 using Anchor Mission (AM) vendors and launched a mentoring series for small local vendors to help them scale and grow.** Rush University Medical Center spent more than \$4 million in Anchor Mission communities during fiscal years 2020 and 2021 through strategic partnerships with Concordance Healthcare Solutions and Fooda. Since the Concordance partnership began in 2018, 40% of its warehouse staff has been hired from Anchor Mission communities. Rush University Medical Center is part of the West Side Anchor Committee with five other hospitals and health systems to share best practices and increase the use of local vendors.

Rush is also committed to serving our employees — our “first community” — and has created programs to help them build financial stability. These include retirement readiness and financial wellness training for employees through Working Credit and the Fifth Third Bank eBus.

Workforce development

- 1. Hire locally:** Rush has established an organizational goal to increase hiring from the West Side, and collaborates with two community-based partners (Skills for Chicagoland’s Future and Cara) to increase local hiring for entry-level positions. Rush also partners with other organizations to source local talent and, when necessary, refer candidates to other partners for employment and wraparound services. **In FY2021, Rush University Medical Center hired 16.8% of all new hires from AM communities, equivalent to about 318 employees.**
- 2. Use local labor for capital projects:** **Rush University Medical Center spent \$3 million with Anchor Mission companies on the Joan and Paul Rubschlager Building and other capital projects through June 2021.** As part of the Joan and Paul Rubschlager Building’s workforce development efforts, Rush University Medical Center has had three job fairs with about 150 attendees.
- 3. Pathway programs:** Two cohorts of Rush’s Medical Assistant Pathway program, with 14 participants, graduated in fiscal year 2021. Six of nine people from the first cohort who successfully completed the certification program were hired as medical assistants at Rush University Medical Center. **Rush University Medical Center’s Patient Care Technician Pathway program graduated its fifth cohort in FY2021, with a total of 10 participants.** All eight people who completed the certification have been hired at Rush University Medical Center. Also the Rush Education & Career Hub launched a Nursing Assistant Pathway with 10 participants during April 2021.
- 4. Pipeline Programs:** *High school outreach (grades 9 through 12)* REACH’s programs for grades 9 through 12 include academic, college and career development. Initiatives include specialized courses, site visits, job shadowing and summer internships at Rush that expose students to a wide range of health care careers. REACH also supports dual-credit enrollment opportunities, helps students complete college applications, provides mentoring and more. **In FY2021, REACH provided over 25,000 paid, work-based learning experiences for more than 180 high school students.** Over 70% of participants are BIPOC and would be first-generation college students.

MedSTEM Explorers and Pathways, our signature high school programs, are designed to introduce teens to a wide range of clinical and non-clinical health care careers, develop leadership skills and build academic skills. MedSTEM provides pre-internships for rising sophomores and juniors, and internships for rising juniors and seniors. By leveraging resources from across Rush University Medical Center, we provided students with comprehensive, engaging experiences, including personal development workshops,

industry-recognized certifications and networking with career professionals. Half of the summer's MedSTEM Pathways interns and 100% of MedSTEM Explorers earned one or more industry-recognized credentials: CPR, first aid/basic lifesaving and ECG technician.

Rush Oak Park Hospital works with local vendors and continues to expand local hiring initiatives.

Environmental improvements

In FY2021, the Environmental Sustainability (ES) team at Rush University Medical Center laid the groundwork to grow from a department of one to a department of three to expand its work measuring, managing and minimizing Rush's environmental footprint. A sustainability coordinator role was created to focus on Rush's utilities consumption and efficiency, data collection and analysis and further engaging our staff in sustainability action. The ES department was also selected as an internship site for Rush University's Health Systems Management (HSM) first-year student program.

The ES sustainable materials management subcommittee focuses on rethinking and reducing waste while also growing Rush's reuse, reprocessing, and recycling efforts. The environmentally preferred purchasing subcommittee was launched after Rush pledged to be an early signatory on the Healthcare Anchor Network's (HAN) Impact Purchasing Commitment (IPC) to "catalyze prosperity and health for all, especially those impacted by a legacy of disinvestment and discrimination." In addition to supporting increases in supplier diversity and community wealth building, our pledge to the HAN IPC focuses on making a positive impact across four core sustainability goals by 2025:

1. Increase Rush's renewable energy procurement to 25%.
2. Eliminate chemicals of concern from at least 85% of our furniture and furnishing purchases.
3. Eliminate PVC and DEHP from at least 3 of 8 priority medical product categories.
4. Achieve at least 20% food spend on third party-certified sustainable food products.

Rush's sustainability manager developed five objectives in alignment with Rush's mission "to improve the health of the individuals and diverse communities we serve." Our ES objectives include:

1. Mitigating our climate change impacts
2. Rethinking and reducing our waste
3. Improving our resource consumption efficiency
4. Evolving our supply chain and procurement practices
5. Engaging and educating our staff, students and visitors

Coalition building

West Side United (WSU) (westsideunited.org)

WSU is a collaborative of six health institutions (Rush University Medical Center, Cook County Health, Ann and Robert H. Lurie Children's Hospital, Presence/AMITA Health System, Sinai Health System, UI Health) and other health care providers, education providers, the faith community, business, government and residents. This collaborative is working to improve neighborhood health by addressing inequities in health care, education, economic vitality and the physical environment, using a cross-sector, place-based strategy. The overarching aim is to reduce life expectancy gaps between the Loop and ten West Side neighborhoods by 50% by 2030.

In March 2021, West Side United announced 11 initiatives.

- Health and health care

- Launch “Live Healthy West Side,” a community health framework that promotes health and well-being around hypertension management and maternal and child health
- Serve as Racial Equity Rapid COVID-19 Response and Recovery West Regional Lead for Chicago Department of Public Health Equity Zone
- Develop vaccine equity strategies
- Healthy Chicago 2025 strategy development and implementation
- Education
 - High school internships and college apprenticeships
 - Develop community hubs at up to two schools
- Economic vitality
 - Commitment to social impact investing
 - Local hiring
 - Supply chain vendor diversification (hyperlocal)
 - Business development
 - Employee professional growth
- Neighborhood and physical environment
 - Strengthening direct support relationships with food pantries
 - Launch a healthy food voucher program

West Side ConnectED

Rush continues to partner with the organizations in West Side ConnectED to improve our work to address the social determinants of health with support from Catholic Charities. The coalition has grown to include Lurie Children’s Hospital and enjoys consistent representation by the Illinois Partners for Human Service, a coalition of 800 human rights organizations located in every legislative district in Illinois. Efforts continue to be focused on implementing screening for health care access (primary care/insurance), food security, housing/homelessness, utilities and transportation, but have broadened to include each partner’s entire hospital per their individual institutional goals.

Additional community partnerships and programs

Rush maintains many partnerships and programs to improve the health of the communities that we serve. Programs related to community benefit are listed below.

Employee Volunteer Program (EVP)

EVP is a program to support volunteer activities that serve the communities where Rush system employees work and live. Rush specifically seeks to address issues that improve health, well-being and quality of life for our neighbors, and to provide volunteer opportunities that enrich and inspire our employees. **During the third phase of EVP, 491 employees spent 2,507 volunteer hours working in the community and planning this initiative.**

Adopt-a-Family (AAF) and Adopt-A-Rush-Family (AARF)

AAF is a program during the winter holiday season through which Rush employees and friends adopt families from West Side communities to make their holidays a little brighter. Most of these families are experiencing poverty or homelessness, and are living at 200% or more below the poverty line. AARF is a new addition to this platform, in which Rush employees who are experiencing hardships during the holiday season are adopted. **During FY2021, Rush adopted a total of 466 families, 10 of which were families of Rush employees.**

Blood drives

In collaboration with the American Red Cross (ARC), Rush hosts blood drives at Rush University Medical Center and Rush Oak Park Hospital. The Donate Life event invites all of Rush and the public to join us in one convenient location to participate and sign up for the National Marrow Donor Program (NMDP), organ and tissue registration, Rush blood and platelet donor programs and the ARC blood drive. By providing a central location as well as employee and student

volunteers for these events, Rush provides much-needed resources to the people of Chicago and beyond. **In FY2021, approximately 125 whole blood units were collected.**

Charitable contributions

Charitable contributions are a series of donations to community-based organizations and nonprofits determined by the senior leadership team on behalf of Rush. The funds are intended to support community initiatives and events throughout the fiscal year. **In FY2021, Rush corporate funds for the hospitals totaled approximately \$176,000.**

Chicago Healthcare System Coalition for Preparedness and Response

Since 2008, Rush has been an active member of the Hospital Preparedness Program (HPP), administered by the Department of Health and Human Services. The HPP's mission is to improve the ability of hospitals and health care systems to respond to public health emergencies.

The heart of the HPP is the Chicago Healthcare System Coalition for Preparedness and Response (CHSCPR). Its purpose is to develop plans to unify, coordinate and manage emergency planning and response for the health care system within the city of Chicago. During a planned event or unplanned disaster or emergency, the CHSCPR participates and supports response efforts in coordination with the Chicago Department of Public Health.

Continuing education for health care providers

Continuing education is offered to care coordinators, outreach workers and clinicians at federally qualified health centers within the Medical Home Network Accountable Care Organization (ACO). The modules offered include motivational interview training, leading change, Mental Health First Aid and disease-specific trainings. **Approximately 96 care coordinators have completed the trainings and have been certified across the ACO, and Rush has seven certified care coordinators.**

Extreme weather assistance

In conjunction with the Village of Oak Park, Rush Oak Park Hospital offers space in its emergency room for those without adequate air conditioning or heat in extreme temperatures. This effort helps prevent hypothermia and frostbite in extreme cold, and heat stroke and other heat-related illnesses when temperatures spike.

Housing Forward

Housing Forward is a recognized leader in suburban Cook County offering a coordinated response with Rush Oak Park Hospital that allows people experiencing a housing crisis to quickly resolve their situation. They offer comprehensive, wrap-around support from the onset of a financial or housing crisis to its resolution, preventing homelessness whenever possible, and providing permanent, stable housing for the most vulnerable members of their community.

Illinois Medical District Hospital Emergency Preparedness Coalition (IMD HEPC)

Rush is a founding member of the IMD HEPC. Its mission is to create and maintain a community-wide emergency management structure within one of the nation's largest urban health care, educational, research and technology districts, to achieve minimal loss of life and reduce collateral damage to surrounding structures and the environment during a disaster.

Medical Home Network Accountable Care Organization

The Medical Home Network (MHN) is a public-private partnership founded by the Comer Science and Education Foundation to address the health care needs of underserved individuals living on the South and Southwest sides of Chicago. MHN created the MHN Accountable Care Organization (MHN ACO), which is a partnership of three area hospitals (including Rush) and nine federally qualified health centers working to improve access, quality and utilization for all of their primary care Medicaid patients enrolled in County Care. MHN ACO uses best practices in the industry to

reach the most vulnerable patients and provide care coordination enhancements to improve their lives. Rush has two senior leader representatives on the MHN ACO board and one physician leader who chairs the MHN ACO Clinical Committee

Rush University programming

Rush University is committed to improving the health of the communities we serve by preparing the next generation of the health care workforce through graduate medical education and tuition assistance programs, both of which contribute to our community benefit.

Rush University is the main contributor to Rush's health care workforce development efforts by producing the next generation of highly trained health care professionals and health care research scientists. Rush University is a recognized leader in health sciences education in Chicago and around the country, and is nationally ranked by the *U.S. News & World Report* as a provider of top graduate programs. Each of its four colleges (Rush Medical College, the College of Nursing, the College of Health Sciences and the Graduate College) supports the research and patient care endeavors of the Medical Center.

The university's average student enrollment numbers are more than 3,124 annually; more than 890 degrees were awarded in FY2021. Records for the 2020 class indicate that 50% of Rush Medical College graduates secured residency programs in the Chicago metropolitan area. On average, 59% of Rush College of Nursing entry-level nurse graduates and 60% of advanced practice nurse graduates begin careers in the Chicago area each year.

Rush University Hospital and neighboring John H. Stroger, Jr. Hospital of Cook County, one of the busiest public hospitals in the nation, have enjoyed a formal affiliation since 1994. With this partnership, Stroger Hospital became a primary training location for Rush Medical College students and residents, and Stroger Hospital patients gained access to specialists from Rush who rotate time at Stroger, as well as other clinical services that are not offered at Stroger. Each year, more than 400 Rush students and postgraduate residents receive training at Stroger Hospital in areas ranging from cardiac and vascular surgery to breast cancer. Joint research projects in basic science, clinical science health services and epidemiology look for new ways to improve the health of vulnerable communities and bridge gaps in the health care system.

Rush offers 75 Graduate Medical Education (GME) programs. The mission for GME at Rush is to develop and provide training programs of the highest quality for resident physicians and fellows (medical school graduates seeking advanced training and board certification in a medical specialty area) with the ultimate aim to develop physician competencies and improve and promote patient care. A key goal of the GME programs is to link Rush's considerable academic resources with those of affiliated institutions in order to provide a widely diverse and representative educational environment and patient mix.

Rush College of Nursing prepares nurse leaders in health care education, research, practice and policy who will address the needs of an increasingly technologically advanced and global society. Our programs of study include the Master of Science in Nursing (MSN), Doctor of Nursing Practice (DNP) and Doctor of Philosophy (PhD) to educate nurses whose practice is socially responsive and informed by science. The College of Nursing consistently ranks among the top 3% of nursing schools nationwide, according to *U.S. News & World Report*.

The College of Health Sciences is responsible for education and research in the allied health professions, including health care management. More than six of every 10 health care workers in the United States are employed in an allied health field, and the demand for these professionals is expected to increase significantly because of the aging population. Faculty members of the College of Health Sciences serve the Medical Center as practitioner-teachers. Nearly all have patient care or service responsibilities while concurrently filling roles as teachers and investigators. Through the faculty, Rush University students have access to managers and skilled clinicians employing the latest treatment and practice in a dynamic academic medical center.

The mission of the Graduate College of Rush University is to promote and assure excellence in research education and mentoring programs responsible for training outstanding and diverse candidates in the basic and clinical sciences. At Rush, the translation of bench research to the clinic is the primary focus of all divisions. Using the practitioner-teacher model, faculty work side by side with the students in an effort to cure disease and bring the newest possible treatments to patients.

Tuition forgiveness program

Through select tuition forgiveness programs, Rush subsidizes the education and training of the next generation of physicians, nurses, allied health care professionals and health care research scientists whose tuition and grants do not fully cover the associated costs. **During FY2021, Rush provided tuition forgiveness in the amount of \$1,847,803 for 59 students pursuing health science research doctoral degrees.**

Research to improve community health

Rush physicians, nurses and other research scientists are actively involved in more than 1,800 research projects aimed at advancing scientific knowledge and optimizing patient care. Numerous programs are in place at Rush — such as a research mentoring program and pilot project financial awards — to support and develop the next generation of health care researchers.

Rush subsidizes health and medical research to improve patient care by covering expenses not funded by private or government grants. Investigators at Rush are involved in numerous clinical studies to test the effectiveness and safety of new therapies and medical devices as well as many basic research studies designed to expand scientific and medical knowledge. Like the academic affiliation between Rush and Stroger Hospital, there is similar collaboration within research activities. Joint research projects in basic science, clinical science and services and epidemiology look for new ways to improve the health of vulnerable communities and bridge the widening gaps in the health care system. As an academic medical center, Rush brings together individuals from diverse backgrounds and experiences to uncover new advances in patient care.

Additionally, Rush is a member of multiple research consortiums in the region, including the Center for Community Health Equity. In 2014, Rush University and DePaul University joined to form the center, the overall goal of which is to improve community health outcomes and eliminate health inequities in Chicago. Those working through the center include interprofessional faculty, research scientists and students from both Rush and DePaul. The center's research activities at Rush include:

Million Hearts

The center is coordinating Rush's efforts to participate in the Million Hearts® Cardiovascular Disease Risk Reduction Centers demonstration project by the Centers for Medicare & Medicaid Services. The project is designed to understand better ways to reduce the 10-year risk of heart attacks and strokes in Medicare beneficiaries.

Stakeholder Engagement to Enhance Knowledge from Effectiveness Research (SEEKER)

SEEKER is a research protocol approved by the Rush Institutional Review Board to make it easier for faculty, students, and community members affiliated with the center to conduct qualitative and quantitative research in the diverse communities served by Rush. As an “umbrella” protocol, SEEKER employs multiple research methods to garner stakeholders' perspectives and knowledge on health equity promotion in their communities.

Other research consortiums in which Rush participates include the following:

Institute of Translational Medicine 2.0 (ITM 2.0)

Rush is a full partner with the University of Chicago in the recently NIH-funded Institute of Translational Medicine 2.0 (ITM 2.0). As a result, Rush is now part of the National Institutes of Health

(NIH) Clinical and Translational Science Awards consortium that helps convert biomedical research into health improvement. Working with other affiliates in the region (Loyola University Medical Center, NorthShore University Health System, Advocate and Illinois Institute of Technology) the ITM 2.0 strives to improve health outcomes throughout Chicagoland by mitigating disease risk, morbidity and mortality through collaborative, multidisciplinary team science. Rush will work as part of the consortium to achieve this vision by assembling scientific, institutional, and community stakeholders, and together focusing on the highest value propositions to improve mutually defined health concerns. The core conviction is that participating in health research is a matter of shared self-interest and social justice, a “new normal” prevailing viewpoint toward which we will strive together over the next 20 years. ITM 2.0 will work with stakeholders throughout Chicagoland and the nation.

The Chicago Area Patient-Centered Outcomes Research Network (CAPriCORN)

CAPriCORN is a consortium committed to working with other Chicago area medical centers around the development, testing, and implementation of strategies to improve care for the diverse residents of the metropolitan Chicago region. The network of 10 regional health systems and multiple other partners works together to develop, test and implement strategies to improve care for diverse residents in the metropolitan Chicago region in order to improve health care quality, health outcomes and health equity.

Rush advances the following objectives through its work in CAPriCORN:

- Connect patients and their communities to data that is meaningful in informing their health decisions
- Support the evolution of faculty and staff to become knowledge managers who use data from clinical care to accelerate innovation and to drive continuous process improvement in patient-centered outcomes research
- Promote Rush’s role in health innovation as part of a unique consortium that is a national resource for improving patient-centered outcomes
- Sustain an infrastructure at Rush to embed the principles of a learning health system

All of Us Research Program

The All of Us Research Program is a national longitudinal cohort program with repeated engagement of participants to create a research resource that enables a variety of future observational and interventional studies. Rush began open enrollment in May 2018 and has enrolled 1,463 participants to date. Enrolled participants receive a blood draw for common lab measures with the option to receive genetic return in the future. All services, information, and return of results are provided at no cost.

Community-based research studies at Rush also include the following studies underway at the Rush Alzheimer’s Disease Center (RADC). The RADC was created in the early 1990s to investigate common chronic health problems of older people, especially cognitive decline and Alzheimer’s disease. The RADC conducts observational and interventional research in multiple, longitudinal community-based cohorts in the city of Chicago, Cook and the collar counties and nationwide. The RADC also sponsors multicultural outreach programs to engage the Chicago community in research in addition to providing patient care and support services. **RADC research projects include, but are not limited to:**

Center for Excellence on Disparities in HIV and Aging Research Core

The Center for Excellence on Disparities in HIV and Aging Research Core is a longitudinal cohort study of persons over the age of 50 either with or at risk of HIV infection. The study began in 2012 and, to date, has enrolled 371 people self-identifying as African American or white from the Ruth M. Rothstein Core Center of Cook County Hospital and from the Englewood and Uptown neighborhoods of Chicago. Participants are evaluated annually either at the Core Center or at a field-testing site in the community. Testing consists of a neuropsychological battery, physical function tests, a lifestyle interview and a blood draw. We have performed 1,198 evaluations at no charge to participants with all results provided to the participants. Participants have recently been offered brain MRI scans at no charge; more than 116 scans have been performed and reports provided.

Memory and Aging Project

The Memory and Aging Project started in 1997. It is a cohort study that has enrolled 2,210 older residents of retirement communities and individuals in their homes from Cook and the collar counties. Detailed clinical evaluations are performed annually on those who have enrolled. A total of 13,771 evaluations have been performed on participants at no charge and 11,091 routine blood tests have been drawn without charge. Test results have been provided to the participants. All study participants are organ donors and a complete neuropathological evaluation has been performed without charge on 942 participants and a report provided to family members. Participants have recently been offered brain MRI scans at no charge and 1,833 scans have been performed and report provided.

Minority Aging Research Study

The Minority Aging Research Study is a longitudinal clinical-pathologic study of aging and risk factors for cognitive decline among older African Americans. The study began in 2004 and includes 797 older people self-identifying as African Americans and living in metropolitan Chicago or surrounding suburbs. Detailed clinical evaluations are performed annually, including neuropsychological assessments, physical function testing, a lifestyle interview and a blood draw. Participants are also introduced to brain donation as an optional component of the study and interested persons are invited to sign an Anatomical Gift Act document. To date, 41 autopsies have been performed. We have conducted 4,940 evaluations and 4,094 blood tests at no charge to participants with all results provided to the participants. Participants have recently been offered brain MRI scans at no charge; 361 scans have been performed and a report provided.

The Religious Orders Study

The Religious Orders Study started in 1993 and has enrolled over 1,496 older priests, nuns and brothers from more than 47 sites around the country, about a third of whom reside in Cook and the collar counties. Detailed clinical evaluations are performed annually on participants. We have conducted 14,401 evaluations at no charge to participants and 3,822 blood tests have been performed without charge. Test results have been provided to the participants. All study participants are organ donors and a complete neuropathological evaluation has been performed without charge on 833 participants and a report provided to their community and family members. Participants have recently been offered brain MRI scans at no charge; 144 scans have been performed and reports provided.

Rush Alzheimer's Disease Center Latino Core

The Rush Alzheimer's Disease Center Latino Core began in 2015. To date, 244 older community-dwelling Latinx people in the Chicago area who do not have dementia have been recruited. A total of 504 evaluations have been performed at no charge and 494 blood tests have been performed at no charge. Participants are also introduced to brain donation as an optional component of the study and interested persons are invited to sign an Anatomical Gift Act document. One autopsy has been performed to date. Participants have recently been offered brain MRI scans at no charge; 35 scans have been performed and reports provided.

Rush Alzheimer's Disease Core Center Clinical Core

The Rush Alzheimer's Disease Core Center Clinical Core is one of eight cores within the Alzheimer's Disease Core Center. The overall goal of the Clinical Core is to generate clinical data and biospecimens from older non-demented African Americans to support high quality, cutting-edge studies that focus on the full spectrum of cognition from normal aging to dementia. Detailed clinical evaluations are performed annually, including neuropsychological assessments, a medical history form and a blood draw. Participants are also introduced to brain donation as an optional component of the study and interested persons are invited to sign an Anatomical Gift Act document. We have conducted 2,504 evaluations and 1,877 blood tests have been performed since 2008 at no charge to participants with all results provided to the participants.

The Anti-Amyloid Treatment in Asymptomatic Alzheimer's Study

The Anti-Amyloid Treatment in Asymptomatic Alzheimer's (A4) study, started in 2014, is an intervention study that enrolled 63 older individuals from around the greater Chicagoland area. This study is now closed to enrollment, but continues to follow participants and will do so for several more years.

The ASPirin in Reducing Events in the Elderly Study

The ASPirin in Reducing Events in the Elderly (ASPREE) study, started in 2010, is an intervention study that has enrolled 267 older individuals in the greater Chicagoland area. We performed more than 1,300 routine blood tests without charge with all results provided to the participants. The topline results of the study were published in October 2018 in three articles in the *New England Journal of Medicine*. Its findings also contributed to revisions to the American College of Cardiology and the American Heart Association Guidelines regarding the clinical use of aspirin. While this iteration of ASPREE has closed, ASPREE-XT is now open to enrollment. ASPREE-XT is an extension of ASPREE that continues to follow participants, with 76 participants currently extended into ASPREE-XT.

Testing Tele-Savvy, an On-line Psychoeducation Program for Informal Alzheimer's Caregivers Study

The Testing Tele-Savvy, an On-line Psychoeducation Program for Informal Alzheimer's Caregivers study, started in 2017, is an online caregiver intervention study that has enrolled 86 caregivers from around the greater Chicagoland area.

The Rush Department of Preventive Medicine has a long history of community research, teaching, training and service dating back to the 1970's. Since 1990, the department has received well over \$50 million in National Institute for Health (NIH) funding to conduct community-based translational research. The Rush Center for Urban Health Equity operates under a NIH-sponsored \$10 million grant. This center is devoted to reducing cardiopulmonary disparities in underserved Chicago residents through research, training, education, and service. Department of Preventive Medicine faculty and staff also generously donate their time and skills to give back to our communities. Their efforts include presentations and seminars where they collaborate with neighborhood clinics, churches, schools and other organizations to provide health education on a wide array of topics, from diabetes care to asthma in children. **Examples of studies conducted by the Department of Preventive Medicine that directly address Rush's CHNA findings include:**

ALIVE Study

Provides nutrition education through Bible study and short videos to congregants of five African American congregations

CHART Study

Tests the value of a culturally sensitive, multilevel chronic care intervention for low-income patients with heart failure.

LIFE Study

Tests a novel diabetes self-management intervention for low-income African Americans with Type 2 diabetes. The study provides diabetes self-management education, including pedometers, nutrition education and peer support for 210 low-income African Americans.

MATCH 2 Study

Provides community health worker support for diabetes self-management among low-income African American and Hispanic Type 2 diabetes patients.

Financial commitments to patient care

Rush believes that a patient's ability to pay for services should not impact the care they receive. As the largest part of Rush's community benefit, Rush provides free and subsidized services to patients at Rush University Hospital and Rush Oak Park Hospital.

As a not-for-profit organization, Rush reinvests excess revenue after paying expenses back into our institution in order to provide care for patients. A significant part of this reinvestment includes supporting services that benefit patients: free care for patients who qualify under our charity care program; care for patients whose government insurance does not pay all of our costs; and critical medical services that operate at a financial loss but are necessary for the community's overall health.

During FY2021, Rush provided \$348 million in unreimbursed care to patients. Unreimbursed care consists of charity care provided to patients who lack the means to pay for services (at cost), bad debt, and unreimbursed costs for providing care to Medicaid and Medicare patients. Rush recognizes the need to simplify charity policies and to provide assistance to the uninsured and underinsured individuals within our communities. To assist patients with their hospital bill, Rush offers the following financial assistance programs:

Paid in Full Charity Care

Patients qualify for the Rush Charity Care program if their income level is at or below 300% of the federal poverty level (the FPL). This means that individuals qualify if they earn less than \$79,500 and are supporting a family of four. These patients are eligible for a full write-off of their bill.

Discounts for Limited Income

Rush assists families with limited incomes, defined as annual income less than 400% of the FPL. That means individuals earning less than \$106,000 and supporting a family of four are eligible for a write-off of up to 75% of their bill.

Discounts for Self-Pay Patients

Rush offers a self-pay discount based on income for all residents of Illinois. Most patients qualify for an automatic 68% discount. Non-Illinois residents who do not have health insurance automatically qualify for a 50% discount. For patients who cannot pay their portion of the bill at the time of service, financial counselors work closely with them to set up interest-free payment plan.

State and Federal Programs

This service focuses on providing patients who arrive at Rush without insurance with the health coverage to which they are entitled under various federal programs and programs by the state of Illinois (the State). Financial counselors work with patients and alert them if they qualify for programs such as the State's Medical Assistance Non-Grant (MANG) program or the Social Security Disability program (SSDI). Because the paperwork required for these programs can be overwhelming, Rush has specialists on site who assist patients with the application process. Through these efforts, Rush has qualified individuals for a social security disability who are not age 65, while at the same time ensuring payment for their hospital bill. Rush maintained a patient-eligibility service throughout FY2021 at a cost of over \$435,000.

Payment plans

Interest-free payment plans are also available to patients. Payments can be made over a period of 12 months with a minimum payment of \$25 each month. Rush is also offers an interest free patient financing solution where patients can access payment plans up to 48 months in length. Rush does not assess interest on unpaid balances.

Presumptive Charity Care

Rush uses an external service for its financial assistance programs to validate patients' ability to pay, and in the event that patients do not contact us or apply for financial assistance, we may extend

charity care for that episode of care. This program applies only to patients who are uninsured with estimated income under 200% of the FPL.

Rush University Hospital and ROPH each provide a full range of medical services to the community including having 24-hour emergency departments that are open to everyone regardless of their ability to pay, as well as numerous services that operate at a loss. While the emergency department is a key driver of providing care to the uninsured in a hospital setting, Rush University Hospital and ROPH continue to emphasize primary and preventive care for uninsured individuals and families. This approach relies on the services provided within physician clinics at Rush University Hospital and ROPH as well as the community service projects operated by patient care staff. In this way, Rush University Hospital and ROPH hope to have an impact on the health of patients before they get to the point of visiting the emergency department.

Interpreter services

During **FY2021, Rush incurred \$2,465,143 in costs to maintain a staff of language interpreters, including sign language interpreter services.** These financial commitments are critical to facilitating accessibility of patient care to the diverse communities of the Chicago area. Rush's interpreter program is nationally recognized.

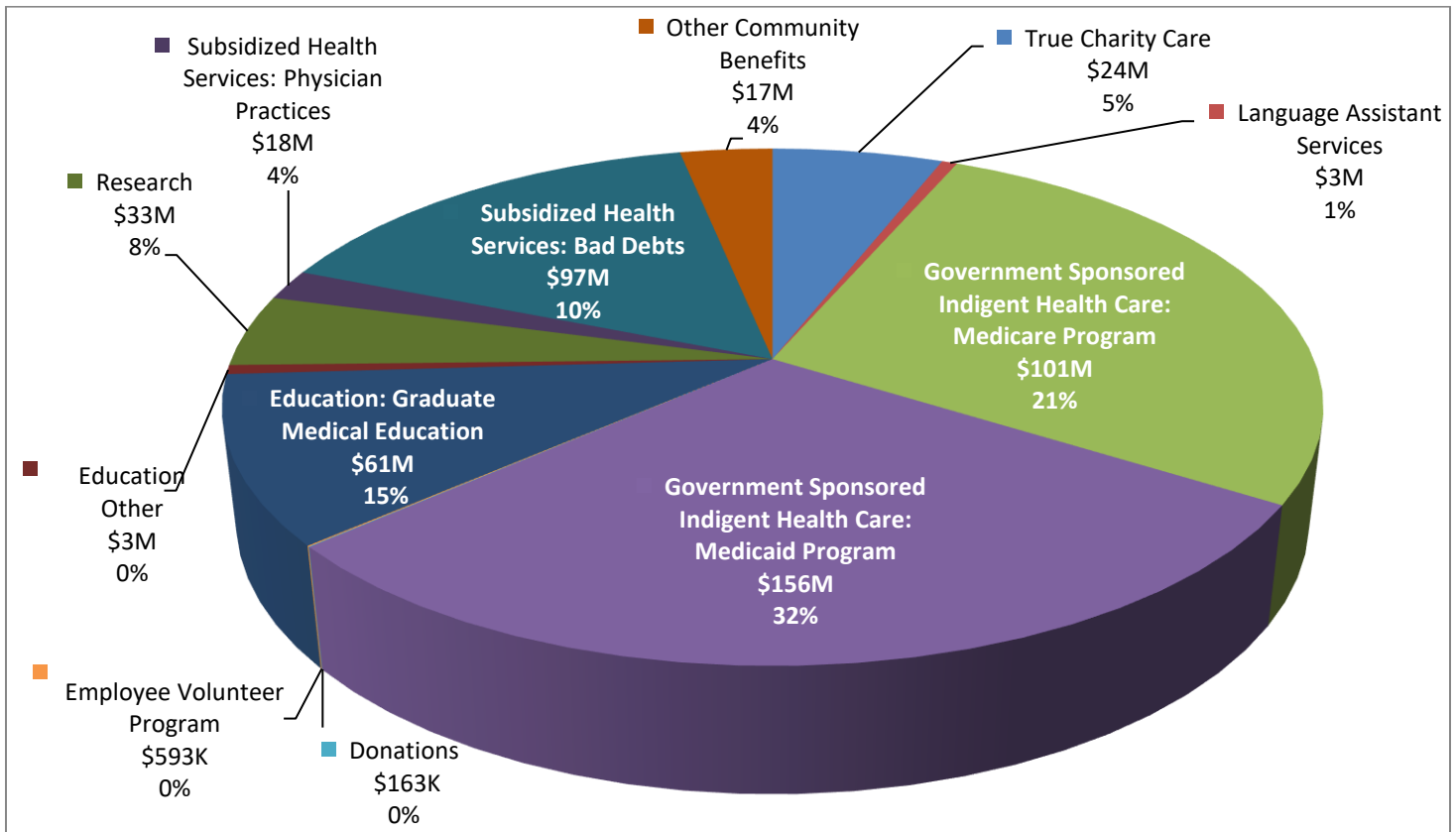
Charity care policy and fiscal year 2021 financial reports

The charity care policy for Rush University Medical Center and Rush Oak Park Hospital is located in Appendix G. The FY2021 Annual Non-Profit Hospital Community Benefits Plan Reports for Rush and Rush Oak Park Hospital are located in Appendix F. The FY2021 Hospital Financial Assistance Reports for Rush and Rush Oak Park Hospital are located in Appendix I.

FY2021 Consolidated Financial Information

The Independent Auditor's Report for the financial information is located in Appendix I.

| Community Benefits Report Component | Rush University Medical Center | Rush Oak Park Hospital | Rush Copley Medical Center | Total Reportable Entity | Footnote Reference |
|---|--------------------------------|------------------------|----------------------------|-------------------------|--------------------|
| Charity Care | 18,476,704 | 2,253,709 | 3,008,927 | 23,739,340 | 1,4,5,6 |
| Language Assistant Services | 2,465,143 | 38,576 | 748,281 | 3,252,000 | |
| Government Sponsored Indigent Health Care: Medicare Program | 85,486,621 | 4,835,975 | 10,625,186 | 100,947,782 | 1 |
| Government Sponsored Indigent Health Care: Medicaid Program | 128,630,882 | 7,183,503 | 20,163,902 | 155,978,287 | 1,2 |
| Donations | 103,825 | 9,500 | 49,908 | 163,233 | |
| Employee Volunteer Services | 313,440 | 724 | 279,473 | 593,637 | |
| Education: Graduate Medical Education | 61,205,236 | 150,482 | 0 | 61,355,718 | |
| Education: Other | 1,327,801 | 0 | 1,703,861 | 3,031,662 | |
| Research | 33,378,000 | 0 | 0 | 33,378,000 | |
| Subsidized Health Services: Physician Practices | 18,437,366 | 0 | 103,584 | 18,540,950 | 3 |
| Subsidized Health Services: Bad Debts | 40,418,073 | 6,115,597 | 50,673,601 | 97,207,271 | |
| Other Community Benefits | 17,240,027 | 293,328 | 62,027 | 17,595,382 | |
| Total | \$407,483,118 | \$20,881,394 | \$87,418,750 | \$515,783,262 | |



Footnote #1:

The computation of charity care (cost) is based on the filed 2021 Medicare cost report. The Medicare loss and Medicaid loss is based on a discrete ratio of cost to charges utilizing Rush’s cost accounting software. These amounts will differ from the amounts in the footnotes to the audited financial statements as this report reflects more recent and updated costs.

Footnote #2:

During FY 2021, Rush received payments related to the Provider Assessment Program which was approved by CMS and is administered through the Illinois Department of Health and Family Services. The program is designed to improve Medicaid payments to hospitals. In addition, during FY2016 the ACA Expansion Payment program was initiated by the State which provides additional federal matching payments related to the expansion of Medicaid eligibility per the Accountable Care Act. Without the payments from these programs, the FY2021 unreimbursed cost of the Medicaid program would have been \$156 million.

Footnote #3:

The amount of bad debt reported for purposes of the Community Benefits filing includes uncompensated care write-offs within Rush University Medical Group, Rush University Hospital and Rush Oak Park Hospital. This amount is valued at actual write-offs net of recoveries.

Footnote #4:

The amount of charity care reported for purposes of the Community Benefits filing includes only uncompensated care meeting the strict definition of charity care as defined by the Office of the Attorney General as part of the 'Community Benefits Act Compliance Information'. As defined in the 'Community Benefits Act Compliance Information', “Only the portion of a patient's account that meets the organization's charity care criteria is recognized as charity. Although it is not necessary for the entity to make this determination upon admission or registration of an individual, at some point the entity must determine that the individual meets the established criteria for charity care.”

Footnote #5:

In the discussion of the Medical Center's provision of charity care to our patient population there are several factors which must be considered, in addition to the charity care number provided for purposes of the Community Benefits filing, to obtain a full understanding of the breadth of charity provided. These factors are outlined as follows:

Through utilization of a patient eligibility service the Medical Center is extremely proactive in enrolling patients, who present for service without insurance coverage, for coverage under various state and federal programs. The maintenance of this service for our patients has a significant impact on decreasing the amount of charity care provided. In addition to achieving appropriate, available coverage for our patients' medical services, this eligibility service also obtains eligibility for SSI or SSA benefits for applicable patients. Guiding the patient through this often time-consuming and arduous process is extremely beneficial to the patient, as once SSI/SSA eligibility is approved, the patient will begin receiving a monthly assistance check which provided a benefit well beyond their health care at Rush.

Due to the process that Rush and other hospitals must go through to prove a patient's eligibility for charity care, the precise amount of charity care often can be indistinguishable from other categories of uncompensated care. Without the cooperation of the patient in providing appropriate documentation, Rush cannot correctly distinguish patients who meet the defined charity care policies and appropriately categorize those individuals as charity care write-offs. Instead, these patient cases are frequently classified as bad debt write-offs due to a lack of support information. This creates a reported charity care amount which is not representative of the true amount of care provided to low income and indigent patients.

A summary of this analysis, solely for Rush University Medical Center, for FY2021 follows:

| Category | Approved Patient Applications | Pending Patient Applications | No Response Patient Applications |
|---|--------------------------------------|-------------------------------------|---|
| Charity Care (100% write-off): Number of Patients | 1715 | 128 | 334 |
| Charity Care (100% write-off): Write Off Amount | (\$34,974,819) | 0 | 0 |
| Limited Income (75% Write-Off Amount): Number of Patients | 195 | 0 | 69 |
| Limited Income (75% write-off): Write-Off Amount | (\$997,194) | 0 | 0 |
| Presumptive Charity Care (100% write-off): Number of Patients | 3040 | n/a | n/a |
| Presumptive Charity Care (100% write-off): Write-Off Amount | (\$11,419,247) | n/a | n/a |
| Other Programs: Number of Patients | 499 | 0 | 0 |
| Other Programs: Write-off Amount | (\$1,135,614) | 0 | 0 |

A summary of this analysis, for Rush Oak Park Hospital, for FY2021 follows

| Category | Approved Patient Applications | Pending Patient Applications | No Response Patient Applications |
|---|-------------------------------|------------------------------|----------------------------------|
| Charity Care (100% write-off): Number of Patients | 415 | 10 | 138 |
| Charity Care (100% write-off): Write Off Amount | (\$2,363,649) | 0 | 0 |
| Limited Income (75% Write-Off Amount): Number of Patients | 58 | 0 | 16 |
| Limited Income (75% write-off): Write-Off Amount | (\$64,472) | 0 | 0 |
| Presumptive Charity Care (100% write-off): Number of Patients | 1923 | n/a | n/a |
| Presumptive Charity Care (100% write-off): Write-Off Amount | (\$5,936,439) | n/a | n/a |
| Other Programs: Number of Patients | 289 | 0 | 0 |
| Other Programs: Write-off Amount | (\$293,767) | 0 | 0 |

Footnote 6:

In recognition of the need to simplify policies, expand assistance to the ever-growing population of uninsured and remain compliant with State law, Rush increased the discount for all Illinois patients without insurance to 68%. Non-Illinois residents who do not have health insurance automatically qualify for a 50% discount. This discount is immediately given to all individuals without insurance regardless of whether a request was made for financial assistance. In addition, Rush assists families with limited incomes, defined as annual income between 300 and 400 percent of the federal poverty level with a discount under the limited income program of 75 percent. Patients with income less than 300 percent of FPL receive a 100 percent discount. Rush also formalized an annual review of these policies, implemented a formal communication plan to all staff at Rush, and assigned accountability for communication to patients.

Highlighted community-building activities (supporting information)

| Community-Building Activities | Programs within Activities | Dollar Value (Time) |
|-------------------------------|--|---------------------|
| Economic Development | Local Purchasing; Impact Investment; Retirement Readiness | \$2,393,181 |
| Workforce Development | Employee Talent and Preference; Local Labor; Capital Projects; | \$3,904,805 |
| Environmental Improvements | Plant-It-Green; Practice Green Health | \$90,504 |

