



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

**July 1, 2017 - June 30, 2018**

**Rush University Medical Center and Rush Oak Park Hospital Senior Leadership Teams**

**Larry J. Goodman, MD, Chief Executive Officer, Rush University Medical Center and  
President, Rush System for Health**

**Michael J. Dandorph, President, Rush University Medical Center and  
Rush System for Health**

**David A. Ansell, MD, MPH, Senior Vice President, Community Health Equity and  
Associate Provost, Clinical Affairs, Rush University Medical Center**

**Cynthia Barginere, DNP, RN, FACHE, Chief Operating Officer, Rush University Hospital  
and Senior Vice President, Rush University Medical Center**

**Carl Bergetz, JD, Senior Vice President, Legal Affairs and General Counsel,  
Rush University Medical Center**

**Melissa Coverdale, Vice President of Corporate Finance, Rush University Medical Center  
and Vice President of Finance, Rush Oak Park Hospital**

**Thomas A. Deutsch, MD, Provost, Rush University**

**Bruce M. Elegant, FACHE, President and Chief Executive Officer, Rush Oak Park  
Hospital and Vice President of Operations, Rush University Medical Center**

**Brent J. Estes, Senior Vice President, Business and Network Development, Rush University  
Medical Center and President and Chief Executive Officer, Rush Health**

**K. Ranga Rama Krishnan, MB, ChB, Senior Vice President, Rush University Medical  
Center and Dean, Rush Medical College**

**Omar B. Lateef, DO, Senior Vice President, Clinical Affairs and Chief Medical Officer,  
Rush University Medical Center**

**Karen Mayer, PhD, MHA, RN, NEA-BC, FACHE, Vice President of Patient Care Services,  
Rush Oak Park Hospital**

**Diane M. McKeever, Senior Vice President, Philanthropy; Chief Development Officer; and  
Secretary, The Board of Trustees, Rush University Medical Center**

**John P. Mordach, Senior Vice President, Finance and Chief Financial Officer,  
Rush University Medical Center**

**Shafiq Rab, MBBS, MPH, CHCIO, Senior Vice President, Information Services and Chief  
Information Officer, Rush University Medical Center**

**Robert Spadoni, JD, FACHE, Vice President of Hospital Operations, Rush Oak Park  
Hospital**

**Michael R. Silver, MD, FCCP, FCCM, Vice President of Medical Affairs, Rush Oak Park  
Hospital**

1653 W. Congress Parkway, Chicago, IL 60612

## Table of Contents

Annual Non-Profit Hospital Community Benefits Plan Report

Independent Auditor's Report

|   |            |
|---|------------|
| <b>Organizational Background.....</b>   | <b>1</b>   |
| Mission, Vision, Values .....   | 1          |
| National Recognitions.....  | 1          |
| Accreditations .....  | 3          |
| Continuing Education .....  | 3          |
| <br>  |            |
| <b>Community Health and Benefit.....</b>                                      | <b>4</b>   |
| Community Health Needs Assessment (CHNA) and Implementation Plan (CHIP) ..... | 4          |
| Community Building Activities .....   | 15         |
| Employee Volunteer Program (EVP).....   | 18         |
| Additional Community Partnerships and Programs .....                          | 19         |
| University Programming .....  | 22         |
| Research to Improve Community Health .....                                    | 24         |
| Financial Commitments to Provide Patient Care .....                           | 31         |
| Charity Care Policy and FY18 Financial Reports .....                          | 33         |
| <br>  |            |
| Rush Community Service Initiatives Program.....                               | Appendix A |
| <br>  |            |
| Rush Community Health Needs Assessment.....                                   | Appendix B |
| <br>  |            |
| Rush Community Health Implementation Plan .....                               | Appendix C |
| <br>  |            |
| Rush Charity Care Policy.....   | Appendix D |
| <br>  |            |
| Hospital Financial Assistance Report – Rush University Medical Center.....    | Appendix E |
| <br>  |            |
| Hospital Financial Assistance Report – Rush Oak Park Hospital.....            | Appendix F |

**Rush University Medical Center Community Benefits Plan Report**  
**July 1, 2017 – June 30, 2018**

**Organization Background**

Rush University Medical Center (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 healthcare, education, and research enterprise comprised of Rush University Hospital, Rush University, Rush University Medical Group (RUMG), and Rush Oak Park Hospital (ROPH). Rush University Hospital, RUMG, ROPH, and Rush University fall under the leadership of one individual, Larry J. Goodman, MD, chief executive officer of Rush. This is different from other institutions, as while all academic medical centers in the Chicago area are affiliated with a medical school, the hospital and the medical school are often separate corporate entities that support one another via formal operating agreements rather than one comprehensive organization. Rush's unique structure allows for a system wide strategy for community benefit. Rush recently adopted community health equity as a strategic pillar of the organization, which resulted in a \$35M increase in community benefit due to serving the underserved, a commitment to investing, hiring, purchasing, and volunteering locally and doubling down on Rush's commitment to the economic vitality and health of Chicago's West Side. In addition, we believe that our numbers have also increased due to many more senior leaders in the organization dedicating their time 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 the Rush enterprise. Rush Copley Medical Center (RCMC) became part of the consolidated Rush umbrella this fiscal year, but the community health and benefit efforts have not been integrated at this point. Rush Copley will prepare its own report.

**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 roadmap to our mission, vision and themes. These five values, known as our I CARE 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. In addition to this values statement, Rush also includes tagline statements included with the values statement - Just and Ethical and Diverse and Inclusive, as these also guide all that we do.

**National Recognitions**

Rush has received many national recognitions, some of which are highlighted below (in alphabetical order):

*American Hospital Association: Equity of Care*

Rush was an honoree of the American Hospital Association's (AHA) Equity of Care Award for the third time in 2018. The Equity of Care 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 organization.

*Centers for Medicare and Medicaid Services: four-star rating*

Rush University Hospital and Rush Oak Park Hospital both received four stars in a quality rating system by the federal Centers for Medicare and Medicaid Services (CMS). The rating awarded one to five stars based on 64 of the more than 100 quality measures that are collected from hospitals. Rush University Hospital ranked higher than any other academic medical center in the Chicago area.

*Healthgrades Patient Safety Award*

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

*Human Rights Campaign Leader in LGBTQ Healthcare Equality*

Further evidence of Rush's continued efforts to provide high quality care include recognition as a Leader in LGBTQ Healthcare Equality from 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. FY2018 marked the tenth consecutive year in which Rush University Hospital has been named a Leader in LGBTQ Healthcare Equality and the fifth for ROPH.

*Magnet® Recognition*

Rush received the Magnet® Nursing status designation, a distinction held by only six percent of hospitals nationally. The American Nurses Credentialing Center Magnet® Recognition Program recognizes overall excellence and innovation in patient care. Rush University Hospital 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 2016 (not an annual certification). ROPH received its first Magnet® recognition in the spring of 2016.

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

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 prestigious NCQA's Physician Practice Connections – Patient-Centered Medical Home level 3 designation — the highest recognition level awarded by NCQA.

*U.S. News & World Report*

In *U.S. News & World Report's* 2017-2018 Best Hospitals issue, Rush University Hospital ranked among the top 50 hospitals in 7 of 16 categories. Just 158 out of more than 4,500 hospitals in the United States scored high enough this year to nationally rank in even a single specialty. Rush Oak

Park Hospital was rated as High Performing in both Chronic Obstructive Pulmonary Disease and Heart Failure Care.

Rush University is also well-represented in the *U.S. News & World Report* "America's Best Graduate Schools" survey. In the 2017 edition, eight programs in the Rush University College of Nursing and two in the Rush University College of Health Sciences are ranked among the top 10 in the country. In addition, the College of Nursing's Doctorate Program was ranked 4<sup>th</sup> in the country. Additionally, the College of Health Sciences' speech-language pathology program is ranked 24th, its occupational therapy program is 25th and its physician assistant program is 40th.

#### *Vizient: Quality Leadership Award*

Rush has received Vizient's 2018 Quality Leadership Award, ranking second among 99 academic medical centers. It is the fifth consecutive time Rush has been ranked among the top five in the study and the ninth time since Vizient began the study in 2005. Rush is the only medical center in Illinois, among those participating in the study, 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 with 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 that 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 is reflective of the high quality of healthcare 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**

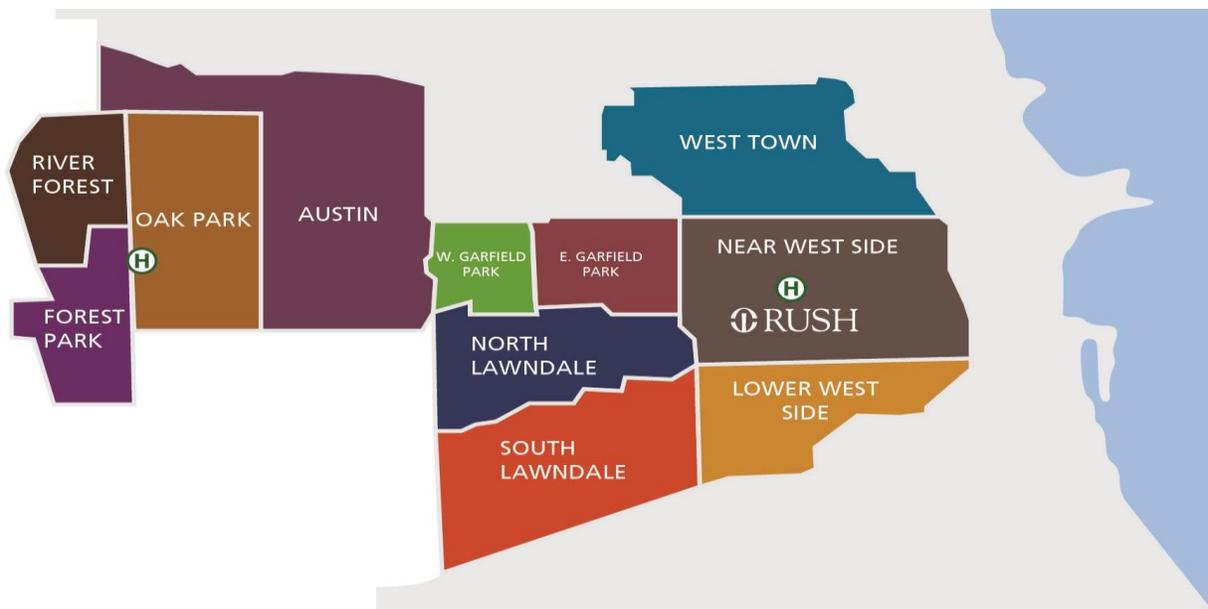
Rush is committed to providing ongoing education for licensed healthcare professionals – including those that work at Rush and those that are part of the greater healthcare community. In FY2013, Rush established an Interprofessional Continuing Education (IPCE) office. Having Joint Accreditation for medicine, nursing and pharmacy, and seven other Allied Health professions, allows Rush to provide a framework for the IPCE office to provide high quality education and training to licensed healthcare professionals, and to promote safe and effective patient care. In FY 2018, Rush provided continuing education training to 10,841 individuals across 10 professions; 60% of the programs were interprofessional.

## **Community Health and Benefit**

This community benefit 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 Rush report details activities that fall into unreimbursed care, partnerships to provide access to care and each of the Community Health Implementation Plan strategies.

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

As described in our Community Health Needs Assessment (CHNA), Rush took a comprehensive, collaborative approach for its 2017-2019 CHNA, working as part of the Alliance for Health Equity (formerly Health Impact Collaborative of Cook County) one of the largest CHNA collaboratives in the country - consisting of 26 hospitals, 7 health departments, and 100+ community based organizations at the time of assessment. Rush recognized the importance of collaborating and aligning with additional partners to improve health, and 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 its two hospitals, Rush University Hospital and Rush Oak Park Hospital. Rush's combined service area includes: Near West Side, Lower West Side, West Town, East Garfield Park, West Garfield Park, North Lawndale, South Lawndale, Austin, Oak Park, River Forest, and Forest Park. The west side of Chicago faces some of the greatest hardships in the entire city of Chicago – for example, by traveling three stops on the El train, life expectancy can vary 10-16 years. Rates of heart disease, cancer and diabetes are among the highest in the City of Chicago. Rush's CHNA and CHIP call out these disparities and outlines strategies to address them.



***Rush's defined community areas for FY17-FY19 CHNA and CHIP***

#### **Top Identified Needs**

1. Reduce inequities caused by social, economic and structural determinants of health
2. Improve mental and behavioral health
3. Prevent and reduce chronic disease risk factors
4. Increase access to care and community services

To deepen impact in these areas, members of the Alliance for Health Equity adopted these same issues in their CHNA's. Rush then crafted a strategic plan for both Rush University Hospital and ROPH – our Community Health Implementation Plan (CHIP) – 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 and the Affordable Care Act. A copy is available on the Rush website at <https://www.rush.edu/about-us/community-service/community-health-needs-assessment>. As previously described, Rush's CHNA identified our main needs, and Rush's CHIP includes strategies and metrics to address them:

1. Reduce inequities caused by the social, economic and structural determinants of health
  - a. Improve educational attainment
  - b. Identify, measure and mitigate the social determinants of health among those at risk — particularly children, young adults and people with chronic illnesses
  - c. Participate in regional community health improvement collaboratives
2. Improve access to mental and behavioral health services
  - a. Address psychological trauma through screening tools and referral programs in school-based health centers and faith-based organizations
  - b. Expand access to other screenings and services
3. Prevent and reduce chronic disease by focusing on risk factors
  - a. Reduce risk factors through assessments, disease management programs and improved access to healthy food
  - b. Expand free and subsidized screenings
  - c. Develop and deliver community services to help people stop smoking
4. Increase access to care and community services
  - a. Expand access to primary care medical homes for people without insurance and for others without medical homes
  - b. Implement adverse childhood event screenings and referrals at school-based health centers
  - c. Expand access to insurance

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

Summary of Highlighted FY18 Efforts:

- a. Improve educational attainment

Rush has been working to improve educational attainment through long standing programs such as our partnership with Malcolm X College, Richard T. Crane Medical Preparatory High School, and the K-12 program in affiliation with our Science and Math Excellence Network (SAME) program. Most recently, Rush has made strategic decisions to align these programs under one organizational effort – REACH, the Rush Education and Career Hub. This builds on years of partnership, but focuses our efforts in communities we identified with the most need. In FY18, the programs served more than 1,400 students, 300 parents and more than 51 teachers.

- 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/insurance. This screening tool was implemented in the Rush University Hospital 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 which provides curated, personalized resources that are shared with patients. During the pilot this past fiscal year, we screened 928 patients in the ED of which 291 were identified with need referred to social and other services. This led to a commitment to expand based on demonstrated need.

Future plans include the integration of the SDOH screening tool with a screen designed to detect Adverse Childhood Experiences (ACE) - traumatic events which are strongly related to the development and prevalence of a wide range of health problems throughout a person's lifespan. We also intend to expand the SDOH screening tool system-wide and connect it with Medicare Health Risk Assessments (HRAs).

- c. Participate in regional community health improvement collaboratives

Rush joined the Alliance for Health Equity (AHE) early on and is a member of the steering committee. In addition, a Rush representative chairs several work-groups, including the Food Security and Social Determinants workgroups. Rush is particularly invested in helping guide AHE to focus on our identified needs and improvements. Rush also has a leadership role data, policy, and trauma informed care work groups.

*Supporting Program Information:*

**Rush Education and Career Hub (REACH)**

The Rush Education and Career Hub (REACH) extends Rush's 28-year legacy of support for Chicago school communities. Since 1990, thousands of students from pre-kindergarten to college have participated in science and math enrichment learning experiences. The REACH model provides these offerings and integrates them into a cradle-to-career pathway with a mission of increasing diversity in STEM/health care professions. Our overall goals are to increase high school graduation rates, college matriculation, interest in healthcare/STEM careers; and to build skills 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 the healthcare industry.

Rush's dedication to promoting a healthy community has fostered a strong commitment to supporting the growth and development of our local neighborhoods; including school communities. In FY18, REACH deepened its collaboration with five partner elementary schools and four high schools with STEM and/or healthcare programs. Rush University Medical Center is uniquely situated to increase the diversity of the healthcare workforce; addressing educational opportunity gaps, and cultivating a pipeline of health professionals focused on reducing health disparities for west side neighborhoods. REACH provides programming across the pre-K-16 educational continuum through the initiatives highlighted below:

***Elementary Outreach (Gr. Pre-K-5)***

In 1998, REACH developed its preschool program to introduce preschool children to science, math, and literacy skills. REACH later expanded to include primary grades and currently provides education outreach in 6 public and private schools. The goal of the REACH Elementary Initiative is to provide a stimulating environment for the development of science, math, and literacy skills by providing science /STEM labs and materials appropriate for young children. REACH works with educators to facilitate understanding of fundamental science and math concepts and support student development of inquiry skills by using their natural curiosity to explore their surroundings.

In addition to academic enrichment, Rush exposes students and their families to a variety of STEM/healthcare career pathways to inspire future career plans. REACH believes that early parental involvement is crucial for children to be successful in school and supportive in planning for college and career success. In FY18, 1038 students, 50 teachers and 300 parents participated in this program.

### ***Middle School Outreach (Gr. 6-8th)***

Middle school students participating in the College Preparatory Enrichment Program kicked off the year with a college campus experience at Benedictine University. Students received instruction in math, science, and technology, coupled with exposure to campus life. During the school year, students worked collaboratively to solve real-world challenges from the healthcare field. They used robotics to design a solution for medical triage in a disaster and developed an approach to counteract a flu epidemic. Students showcased their learning of inquiry-based science, technology and math integration at the annual STEM Celebration. In FY18, over 100 students participated in this program.

In FY18, preparations also began for new programming targeted for 6th-8th grade students in the 2018-19 School Year. One of the new programs is the Future Ready Learning Lab, supported in part by Michael Reese Health Trust. Future Ready Learning Lab is an enrichment elective focused on building interest and awareness of careers in the STEM/healthcare field, increasing sense of self-efficacy, developing 21st century learning skills and transitioning to high school. The elective would be incorporated into the school day and include opportunities for parent and community engagement. Targeted schools are Nathaniel Dett Elementary and Washington Irving Elementary Schools.

### ***High School Outreach (Gr. 9-12)***

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, help student's complete college applications, provide mentoring and more. In FY18, REACH provided intensive experiences for 250 high school students.

During the summer of 2018, Rush provided work-based learning experiences for over 200 youth across the medical campus. MedSTEM Pathways, our signature high school program, is designed to introduce teens to a wide range of clinical and non-clinical healthcare careers, develop leadership skills and build academic skills. MedSTEM Pathways provides pre-internships for rising sophomores, juniors, and internships for rising juniors and seniors. By leveraging resources from across Rush University Medical Center, we provide students with comprehensive, engaging experiences including personal development workshops, industry-recognized certifications, and networking with career professionals.

In addition, with a generous grant from JP Morgan Chase, we completed a pilot of our Health IT program at Richard T. Crane Medical Preparatory High School (Crane). We ultimately served 55 students and saw 7 students complete their EPIC certifications over the summer. The Health IT program expanded to year-round programming and will include the creation of a playbook for scale-up and replication across the city.

## **Chicago Public Schools Career and Technical Education Program**

Richard T. Crane Medical Preparatory High School (Crane) is part of the Chicago Public School (CPS) Career and Technical Education (CTE) Program established by the Cook County President's and the City of Chicago Mayor's offices to increase the number of Chicago's youth recruited into Chicago's healthcare workforce. Rush is a part of the CPS CTE program and collaborates with Crane. Through Rush Community Service Initiatives Program (RCSIP), Rush student and faculty volunteers provide mentorship and activities to facilitate the Crane students' efforts to successfully pursue their interest in health careers. CPS CTE activities are focused on awareness, exploration, and application of the health sciences. In addition to mentorship and educational

services to all students at Crane, over 65 first-year high school students had paid healthcare related internships at Rush this past year.

### *College (2yr- 4yr)*

Highly motivated college students can participate in a variety of postsecondary opportunities geared towards workforce development and academic research experiences. In preparation for Summer 2019, we will refine and expand the career pathway opportunities for the College Workforce Development Program; offering paid internships and other resources to help students move quickly into full-time, living-wage employment after graduation. During FY18, 16 undergraduate students participated in college internships.

### 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 Hospital 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 they will need to function in the healthcare system, both 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 a bachelor's degree in their fields.

### Mini Medical School

The RCSIP Mini Medical School is a ten-week program that runs from late September to mid-March for students in fourth and fifth grade, from Chicago Public Schools on Chicago's West Side. The main objective of the program is to expose young students to the health sciences. This program is held at Rush University and includes an orientation, anatomy and physiology lectures, activities on the five major body systems, dissections, homework, and a completion celebration. Rush student and physician volunteers plan the curriculum, implement activities, and assist the youth during these sessions. This year, approximately 100 grade school students attended Mini Medical School.

### *Goal 2: Improve access to mental and behavioral health services*

#### Highlighted FY18 Efforts:

- 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 having social work services offered to our primary care, inpatient, and emergency department patients. In addition, the College of Nursing and Rush Community Based Practices offers mental health services in the community at Simpson Academy for Young Women and the College of Nursing Faculty Practice sites. As well, Rush offers mental/behavioral health services through the Health Legacy Program for Women. The focus of the intervention is on behavioral change. This program addresses psychosocial issues through referral for direct social work services offered through Social Work and Community Health.

#### *School Based*

- Students seen in the SBHCs are receiving age-appropriate risk screening and evaluation for mental health issues. Those identified with mental health issues are referred for in-SBHC or

community-based counseling and psychiatric services. In FY18, 941 risk screenings were completed, resulting in 175 referrals for additional mental health services. Of those 175, 116 were successfully linked to care. Among the 116 are 18 pregnant teens who have been referred to home visiting services through the ACEs in Pregnancy program. Through a partnership with the Rush Department of Psychiatry, psychiatric services, provided both in-SBHC and by telehealth visits, launched in January 2018. There were 18 students referred for SBHC-provided psychiatric care from January through June 2018. 1983 (spell out number) hours of education that focused on trauma, mental health, and skill building for resilience was provided to 825 students through school outreach activities. Finally, 144 teachers, parents, staff, and community members' participated educational sessions on the same topics. This includes six sessions in the SBHC schools and three community-based sessions.

### *Faith Based*

A total of 25 congregants from 7 partner churches were trained in Mental Health First Aid, which teaches lay people how to help someone who is developing a mental health problem or experiencing a mental health crisis. The training helps congregants identify, understand, and respond to signs of addictions and mental illnesses. Further, ninety-five (95) congregants were trained in Bridges of Hope Mental Health Awareness to educate faith communities about mental illness so that they can create stronger safety nets and welcoming communities of faith for people affected by mental illness. Grief workshops were also conducted with 19 congregants from 7 West Side partner churches to provide tools for dealing with loss. Rush staff also trained church members to provide spiritual care to congregants and community members in need of support. Topics covered in the Spiritual Care Training Program include active listening skills, helping others manage grief and trauma, psychological first aid, addiction, wellness and spirituality, diversity and inclusion, and self-care.

Rush conducted comprehensive mental health and chronic disease screenings for 1,102 congregants. g. Participants had their blood pressure, blood glucose, height, weight and physical function measured. They were also screened for PTSD and depression.

Finally, 14 congregants completed Families Overcoming Under Stress (FOCUS) spiritual care training. The program trains church members to build self-resilience and to self-regulate emotions and issues that arise in life as a means of maintaining mental health. Topics covered in FOCUS Training Program include how to manage grief, trauma, emotions, wellness, spirituality and self-care

#### 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 visits. From January through June 2018, 116 screenings resulted in 18 student referrals for psychiatric care. Nearly two thousand hours of education that focused on trauma, mental health, identification of mental health issues, and skill building for resilience was provided to 825 students through school outreach activities. Finally, 144 teachers, parents, staff, and community members' participated educational sessions on the same topics listed above. This includes six sessions in the SBHC schools and three community-based organizations.

### *Supporting Program Information:*

#### Rush School-Based Health Centers

Rush has a 30-year history of providing health care at School-Based Health Centers (SBHC). Rush currently has three SBHCs located within Chicago Public Schools that include, Orr Academy High School, Richard T. Crane Medical Preparatory High School, and Simpson Academy for Young Women. Crane and Orr have students in grades 9-12 and Simpson is for girls in grades six to 12 that 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.

The Rush SBHC's act as safety nets for these vulnerable students. Wide-ranging clinic services are provided by advanced practice nurses, registered nurses, collaborating physicians and large numbers of Rush's inter-professional students. The services include physicals, immunizations, treatment of injuries, primary care, intermittent care, mental health services, prenatal care, pregnancy prevention programs, health education programs and health care for the children of the students. Outcomes of this health care and education collaboration include improved immunization rates, decreased incidence of infectious disease, decreased emergency room usage, detecting and treating illness, healthy baby deliveries, increased access to mental health services, success in pregnancy prevention programs, and students establishing healthy living patterns aimed at chronic disease prevention and improved graduation rates. In FY18, these health centers provided 3,105 healthcare encounters to 941 students.

#### Adolescent Family Center

The Rush Adolescent Family Center (AFC) has existed for over forty years. The AFC provides reproductive healthcare, prenatal care, gynecological care, pregnancy prevention programs, sexually transmitted infection (STI) testing and treatment, and community health education to underserved Chicago-area youth. All of AFC's services are provided regardless of income or ability to pay for care. Although AFC draws patients from over 107 Chicago-area zip codes, the majority of patients served reside in the Chicago West Side communities of East Garfield Park, West Garfield Park, North Lawndale, Austin, Humboldt Park and the Near West Side. As part of AFC's community education program, staffs regularly travel off-site 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. AFC also offers free prenatal education classes to pregnant teens and their partners. In FY18, AFC provided clinic services to 517 youth - in total 2,117 healthcare encounters - and provided 13,830 hours of reproductive health education to youth at 22 different schools through community education encounters.

#### 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" for veterans and their families. Services for veterans deployed in Iraq and Afghanistan include: an adult mental health clinic that specializes in post-traumatic stress disorder; child and family services such as support groups, counseling and guidance for parenting; traumatic brain injury clinic; a military sexual trauma clinic; and an Intensive Outpatient Program (IOP). The IOP is a three-week program where veterans locally, and from all around the country fly in to receive intensive treatment Monday thru Friday, 8:00am to 4:00pm. This past year the Road Home Program provided clinical services to 725 veterans and their family members for a total of 7,523 encounters. In addition, the Road Home Program conducted veteran outreach to 14,578 people within the community (veteran organizations, veterans, and veteran family members) in the past year and has reached a total of 33,890 individuals to date.

## College of Nursing Faculty Practice Program

The College of Nursing (CON) has a 30-year history of providing healthcare services to underserved individuals, families, and communities at a variety of diverse community practice sites through the CON Faculty Practice Program. These sites are deployed where individuals live, learn and work and 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 work-place health clinic for the working poor and nurse practitioner led primary healthcare sites. Most recipients of care at the faculty practice sites are uninsured or underinsured and rely on the sites as their main healthcare source. In addition to the hours of care provided by Rush CON faculty practitioners, Rush nursing students deliver healthcare and health education services at the various sites. The students' efforts greatly enhance the volume of health services provided. In addition, Rush University nursing, medical, physician assistant and health systems management students volunteer at these sites developing and delivering health education programs. Nearly two-thousand health encounters are provided per year through the CON Faculty Practice Program.

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

#### Highlighted FY18 Efforts:

- a. Reduce risk factors through assessments, disease management programs and improved access to healthy food

The Food Surplus Project was created to alleviate food insecurity in the greater community by redistributing unused food from hospitals to local food pantries and other community based partners. This is a collaborative community effort that arose from an ROPH nurse's leadership program at Dominican University. Representatives from several local organizations, including ROPH, 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 to take place at both Rush Hospitals. Through a continued partnership with Franciscan Outreach and Oak park River Forest Food Pantry, Rush has provided over 25,000 free meals to the organizations. Additionally, Rush continues to collaborate with Top Box foods to provide local produce to its employees for a discounted rate monthly. In FY18, 741 unique Rush employees participated in this program. Finally, Rush is in the final stages of starting to implement their Food is Medicine Program. This program provides food from the hospital-based pantry to the patients who have screened positive for food insecurity prior to their discharge at Rush University Hospital. These individuals are also provided with referrals to local pantries for them to continue to receive food after discharge.

- b. Expand free and subsidized screenings

ROPH's community wellness program screens and connects individuals to resources for example at Oak Park River Forest Food Pantry, a nursing led screening program. It 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. FY2018, the program provided services to over 350 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 black women

and white women in Chicago. At the time, black women 68% more likely than white women to die of breast cancer. Mortality rates for black 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 these initiatives launched, the disparities began to decrease. In addition, ROPH 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 FY 2018, more than 250 women were screened.

The Office for Community Engagement offers a portfolio of community-based health resources that include monthly lunch and learn groups. During FY18, there were a total of 1,525 people that benefited from Rush's programs that include the Westside Walk to Wellness (a community walking program), 7 health screening events, and 10 health lunch and learn sessions.

c. Develop and deliver community services to help people stop smoking

In the past fiscal year, Rush has been working on standardizing its approach to tobacco control and cessation per our defined needs and our work with the Chicago Department of Public Health's (CDPH) Healthy Chicago 2.0 Chicago Quits grant in partnership with Respiratory Health Association. As a partner on the grant, Rush is working with West Side entities to bring Courage to Quit and Counsel to Quit, the Respiratory Health Association's tobacco cessation programming, to our west side community partners. ROPH and Rush University Hospital both offer Courage to Quit classes for employees, patients, and community members on a monthly basis. However, this past year recognized that it did not have the appropriate infrastructure to best serve the community. Given this, under nursing and medical leadership, Rush formed the system wide Tobacco Oversight Committee, which sees an average of 14 member interprofessional Rush participants monthly. This group is helping develop the strategies to improve our tobacco efforts internally and externally. This year was particularly focused on enhancing infrastructure. As such, 3 Rush representatives were trained in Courage to Quit so they can bring this to partners, and 34 providers trained in Counsel to Quit to enhance their clinical practice. Given this success, Rush is substantially increasing these numbers for FY19 in order to better serve our patients and community members. In addition, in FY18 Rush helped sponsor CDPH's Nobody Quits Like Chicagoland, joined the City's work-group on tobacco efforts, and is automating a referral to the Illinois Tobacco Quitline to help our patients and community members from 2019 onward.

*Supporting Program Information:*

5 + 1 = 20

5 + 1 = 20 is a Rush Community Service Initiatives Program (RCSIP) that aims to educate high school students at Chicago Public Schools on the five diseases prevalent in the surrounding underserved community (asthma, hypertension, HIV, diabetes, and cancer). 5 + 1 = 20 is based on the idea that knowledge of these 5 common conditions plus 1 informed high school student (or person) can extend one's life by 20 years (individuals without health insurance have a life expectancy of 20 years less than the general US population). Twice a month, Rush student volunteers teach a health topic related to the five diseases to high school students. The content of the interactive health lectures ranges from disease prevention to practical skills such checking blood pressure. The high school students have opportunities to spread their knowledge through 5 + 1 = 20 health fairs at their schools. Health fair 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. This past year, 5 + 1 = 20 provided health education and screenings to approximately 3,845 community members.

## Mini Health Fairs

Rush's Professional Nursing staff helps provide Mini Health Fairs for patients receiving care at Thresholds, an organization that provides services to individuals with chronic mental illness. The Mini Health Fairs provide health education and screenings. This is important since those living with chronic mental illness have a lifespan that is 25 years less than the general population related to chronic medical diseases. This past year, PNS provided health education and screenings to approximately 75 community members.

## Oak Park Hospital Health & Wellness Fair

In FY18 the annual ROPH health and wellness fair provided more than 366 health screenings to participants which include blood pressure, fasting glucose and lipid profile blood tests. Many departments participated by hosting health information booths. These booths were staffed with clinicians who were provided information on diabetes, stroke, cancer, weight management, breast imaging and more. In addition, primary care doctors from Rush Oak Park Physicians Group were on hand to answer health related questions. A healthy breakfast was provided to attendees.

## Project Lifestyle Change

For the sixth consecutive year, ROPH's Project Lifestyle Change, a group education and support program that informs on pre-diabetes health, continued to make an impact in the community. The program teaches blood glucose monitoring, restricted fat and calorie meal planning, exercise and behavior modification at no charge.

## Rush's Wellness Center at Facing Forward to End Homelessness

Rush's Wellness Center at Facing Forward to End Homelessness is part of Rush's Building Healthy Urban Communities project, a partnership supported by BMO Harris Bank, Rush University, the Medical Home Network, and the City Colleges of Chicago. Facing Forward is a housing first program that provides permanent housing to homeless individuals with histories of substance abuse. In addition to their substance abuse histories approximately 60% have other mental health issues and a high burden of chronic diseases. The Wellness Center utilizes a holistic and diverse approach to address the mental and physical health issues of the population. The weekly sessions are supported by inter-professional student volunteers and faculty from Rush University in addition to other community partners. The Rush University students receive training in motivational interviewing to enhance their skills as life coaches when assisting participants in their decisions to make healthier life-style choices. The two hour weekly sessions incorporate blood pressures and weight checks, life coach counseling, health education lectures, healthy cooking demonstrations and 30 minutes of exercise. This program has assisted many of the women in decreasing tobacco use and reducing anxiety. Outcomes to date include an increased consciousness of the importance of taking control of one's health, healthier eating habits, increased activity, sustained weight loss, and smoking reduction. This past year, Facing Forward provided health education and screenings to approximately 44 residents.

A weekly student-led community program at Rush Wellness Center at Facing Forward was designed to offer health screening and health coaching to underserved women and children, and enhance students' ability to provide team-based care for diverse populations. There are approximately 13-16 participants in the program and about 21 student health coaches. The health coaches are formally trained in motivational interviewing. Within two years the outcomes of this initiative included 62% of participants lost an average of 11 pounds of weight, 79% participants said that the program motivated them to eat healthier, 59% said that the program motivated them to exercise more and 14% said that the program motivated them to reduce smoking.

## Rush Department of Social Work and Community Health

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

Rush Generations, a free health affinity membership program of approximately 15,000 members, offers older adults and their caregivers the opportunity to benefit from health and wellness educational programs. 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. Transitional care to support patients and caregivers after hospital stays using the Bridge Model, 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, using the AIMS Model. Mental health and collaborative care, including psychotherapy, supportive services, and coordination with primary care to support patients 12+ years old who screen positively for depression.

SWACH operates the Anne Bryon 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. The Senior Health Insurance Program (SHIP), which provides free options counseling to assist with navigation of Medicare and related benefits. SWACH is also leading the 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. The Center does this by having its health care provider members work closely together and share information, providing services and collaborating across five core areas: Research, Older Adult and Family Care, Education, Community Health Equity and Policy.

### Tour de West Side

Started by a Rush medical student's Summer Dean's Project, Rush began to sponsor five 5Ks on the West Side given its commitment to improving health. This idea was well received, with a committee meeting occurring on a monthly basis and an aim to encourage employees and students to sign up for the annual neighborhood 5Ks in Garfield Park, Austin, North Lawndale, Pilsen, and Little Village. Rush subsidized the cost of participation for employees.

### West Side Walk to Wellness

The West Side Walk to Wellness, another student's Summer Dean's Project, was developed to enhance exercise and walking in our West Side communities, create a sense of engagement, and level of safety to be outside in the community. The program, which lasted 8 weeks, engaged 125 unique community members from Rush and the communities we serve.

*Goal 4: Increase access to care and community services*

Highlighted FY18 Efforts:

- a. Expand access to primary care medical homes for people without insurance and for others without medical homes

In 2016 Rush established a formal partnership with CommunityHealth, the largest free clinic in the City of Chicago. Rush attending physicians, medical residents and students volunteer their time and skills through rotations to provide medical, dental, mental health and free prescription services at CommunityHealth. The formal partnership serves as a way to better connect patients to primary care and insurance who might present in the Rush University Hospital Emergency Department or inpatient units. If the patients need insurance or primary care, they are referred to Rush's Transitional Care Program (TCP) where patient navigators determine the best place of service for the patient. CommunityHealth offers health services ranging from routine physicals and immunization programs to a full laboratory and pharmacy as well as free services for medications and dental. In FY18, 279 patients have been referred to CommunityHealth. This partnership also expanded to Rush's work with Franciscan Outreach, mentioned above. Rush students screen patients for primary care/insurance at the shelter and if they are in need, they refer them to Rush's TCP.

- 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, more specifically a physician lead and an interprofessional team of Rush student volunteers. The clinics offer various services to patients such as physical exams, health education, free basic medications, and procedures such as wound care and use referrals to help patients establish primary and/or specialty care relationships that are affordable or available through charity care. Examples of these clinics include:

1. RCSIP Clinic at Franciscan Outreach is located within the Franciscan House homeless shelter for adult men and women. Over 1,892 healthcare encounters/visits were provided during FY18.
2. RCSIP Clinic at Freedom Center serves adult males that are in rehabilitation for substance abuse issues. The clinic is housed within the Salvation Army's Harbor Light Center and provided healthcare to over 158 men during FY18.
3. RCSIP Clinic at Chicago City Church serves homeless and other at-risk adults. Over 157 patients were seen at this clinic during FY 18.

**Community Building Activities**

*(See pg. 36 for additional supporting information)*

Rush is committed to making an impact on the West Side of Chicago and the Western Suburbs – with a focus on building community. As an anchor institution on the West Side of Chicago, the Rush enterprise is

committed to improving economic vitality, well-being and community health through cross-sector and community partnerships. The following highlights the IRS defined categories and several Rush initiatives.

### **Physical improvements and housing**

Rush has committed to the concept of housing as health, with senior leadership approving a pilot program to house 6 of our chronically homeless patients in partnership with the Center for Housing and Health, a subsidiary of the AIDS Foundation of Chicago. This pilot follows HUD definitions and guidelines and provides both bridge and permanent, supportive housing to individuals in need. Rush has invested \$55,000 in this program

### **Economic Development**

Investment locally - In FY18, Rush made strategic investments worth \$2.08M in social impact projects through Community Development Financial Institutions (CDFIs) - Chicago Community Loan Fund (CCLF) and IFF - with the long term goal to impact the social determinants of health.

As part of these ventures Rush invested \$1.08M in Chicago Neighborhood Rebuild Pilot Program and People's Community Development Association of Chicago (PCDAC). The Rebuild Pilot Program was announced by the City of Chicago and aims at acquiring and rehabilitating vacant homes in Chicago neighborhoods that need investment and jobs. The goal of the program is to create opportunities for local businesses and at-risk youth while supporting affordable ownership and community stability. The PCDAC investment involved acquiring land adjacent to Harvest Homes located in the East Garfield Park neighborhood for future development. We invested another \$1M in The Hatchery Project which is a local incubator for food and beverage related businesses in East Garfield Park.

Rush is also committed to buying and sourcing locally. For example, Rush intentionally does business with vendors in our West Side communities and creates business incubation opportunities for vendors. Rush launched the Business of the Week and Shop the West Side initiatives in FY18—bringing these local businesses onto the Rush campus. Some of the vendors included Arise Creations, Accessorize Me, Against the Grain Designs (watches and glasses), At Her Leisure (travel accessories and wearable art), and the Chicago Lighthouse Industries (planners, calendars, banners, ergonomic footrests, monitor arms, and cooking thermometers). Rush has also worked with new West Side vendors for services such as IPromo – Promotional Items and SS Media 7 – Awards Services Vendor, Catering Out of the Box and Inspiration Kitchens.

Rush is also committed to serving our employees whom we consider as our “first community” and have created programs to create financial stability. These include retirement readiness and financial wellness training for 800 employees through Working Credit and e-Bus.

### **Environmental Improvements**

Rush understands that in its commitment to improving health, it must also be aware of its environmental footprint. As a result, Rush developed The Green Team at Rush University Medical Center and continued to support The Green Team at Rush Oak Park Hospital. Each of the green teams have adopted a mission to improve the social and physical wellbeing of the patients, students, employees and community we serve through a culture of environmental sustainability. Institute a task force to focus on inbound and outbound environmentally friendly programs through: Energy and water conservation; Reduction of our carbon footprint; Recycling program and waste reduction; Local & sustainable food; Establishing sourcing relationships with environmentally conscious vendors. Rush has also engaged Practice Green Health, which is an advisory service to attain green culture.

In early 2018 Rush became the first academic health system in the region to adopt a comprehensive clean air policy. This policy includes guidelines for all new construction on the downtown and Oak park campuses that will adopt the cleanest diesel policies for our air quality and also developed guidelines to limit all unnecessary idling on campus (example of some that is excluded is Mobile Stroke Unit, but they will aim to find plugs when positive). This policy was adopted by Rush in partnership with Respiratory Health Association and Environmental Law and Policy Center.

### **Coalition Building**

*West Side United (WSU, westsideunited.org)*

WSU is a collaborative of 6 health institutions including 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 healthcare providers, education providers, the faith community, business, government and residents. This collaborative is working to improve neighborhood health by addressing inequities in healthcare, 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 the 10 Westside neighborhoods of focus by 50% by 2030. West Side United envisions vital, healthy communities for all residents and stakeholders by:

- Providing equal access to behavioral and physical health services
- Eliminating food insecurity and improve access to healthy food
- Reducing the wealth gap between the North and West Side by creating new jobs and career pathways
- Providing summer jobs, apprenticeships and access to post-secondary education for all high school

In February 2018, West Side United announced 10 initiatives to meet those goals.

- Health and Healthcare
  - Community Health Strategy
  - Community Health Workers
  - Explore Co-Locating Health Services
- Neighborhood and Physical Environment
  - Impact Investing
  - Health Food Strategy
- Economic Vitality
  - Local Hiring
  - Employee Professional Growth
  - Business Development
  - Small Business Grant Pool
- Education
  - High School Internships & College Apprenticeships

*Civic Consulting Alliance (CCA, ccachicago.org)*

CCA has provided consulting services to Rush and WSU to help address the region's most pressing problems and greatest opportunities in four areas: Education; Criminal Justice and Public Safety; Economic Vitality; and inclusive Civic Leadership. CCA has done their work in connection with talent from one of the most respected teaching institutions in the region. Their pro bono work drives impact that no single entity can accomplish alone. They are committed to increasing the vitality of Rush's region and reducing disparity between neighborhoods by working across the three pillars of a vibrant, inclusive economy: growth, prosperity, and inclusion. Their vision in Economic Vitality is to grow an economy that works for everyone while reducing inequities between communities.

**Snapshot:** Invested a total of \$1.1 million of pro bono time over 15 executed projects during FY18.

### *West Side ConnectED*

Rush is a founding member of West Side ConnectED, a collaborative of 4 West Side hospitals working to improve our efforts on social determinants of health with support from Catholic Charities. The group, as referenced on page 6, is particularly focused on implementing screening about primary care/insurance, food security, housing, utilities, and transportation in the Emergency Departments. In FY18 Rush dedicated staff time equivalent of \$5,500. The coalition also secured funding from the Illinois Health and Hospital Association (IHA) and WSU to secure a project manager and screening connections with the Patient Innovation Center.

### **Community Health Improvement Advocacy**

In FY18, Rush supported the Alliance for Health Equity in its Tobacco 21 campaign for the State of Illinois. Rush believes that, based on research and best practices, that the age to purchase tobacco should be changed to twenty-one (21) for the state.

### **Workforce Development**

Rush's Employment Preference Initiative focuses on hiring individuals from our West Side communities into frontline positions within the organization. We have partnered with non-profit organizations including Skills for Chicagoland's Future and the Cara Program that refer qualified candidates and provide wrap around support services. We hired 15 individuals in FY18 through the Employment Preference Initiative and 16% of all of our new hires were from our West Side communities.

We are also dedicated to utilizing local labor for Capital Projects such as Rush's South Loop Clinic where we had 7.7% of construction hours worked by West Side residents in FY18.

Finally, the newly launched Talent Development Initiative includes creating targeted career pathway programs for incumbent employees to help them advance in their careers. In FY18 we dedicated resources to organizing and planning the launch of two programs, the Medical Assistant Pathway Program and the Patient Care Technician Program.

Rush Oak Park Hospital also supports career development of students with special needs in partnership with Oak Park River Forest High School. ROPH students employs students throughout the hospital as a job development program.

Please also refer to Goal 1, Section A for additional supporting information on Workforce Development.

### **Employee Volunteer Program (EVP)**

EVP is a program to support volunteer activities that enhance and serve the communities where Rush system employee's work and live. Rush has made a commitment to working closely with our West Side of Chicago and Western Suburb communities to address social conditions that contribute to poor health outcomes for residents. 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. Part of our strategy includes providing a way for Rush system employees to volunteer in these communities. During the pilot phase of this program, there were a total of 631 volunteer hours spent in the community and planning this initiative.

## **Additional Community Partnerships and Programs**

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

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

AAF is a program that occurs around the winter Holiday season, where families from surrounding communities are adopted to help make their holidays a little brighter. Rush employees from both hospitals donate presents for families. Most of these families are experiencing poverty or homelessness, and living at 200% or more below the poverty line. The AARF program is a new addition to this platform in which Rush employees who are experiencing hardships during the holiday season are adopted. During FY18, Rush adopted a total of 200 families, 14 of which were Rush employees.

### *Blood Drives*

In collaboration with the American Red Cross (ARC), Rush hosts blood drives within both hospitals. 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 ARC Blood Drive. By providing a central location as well as employee and student volunteers for these events, Rush provides a much needed life resources to the people of Chicago and beyond. In FY18, approximately 373 whole blood units were collected.

### *Building Healthy Urban Communities*

The Building Healthy Urban Communities project is a public-private partnership between Rush, Malcolm X College (MXC), and the Medical Home Network (MHN), funded through a \$5 million dollar grant from BMO Harris Bank to create healthier urban communities.

The goals of this project are to improve education, employment, and health outcomes of the underserved West Side and South Side communities of Chicago served by Rush. This is being achieved through creating new models of care that focus on interprofessional teams and proactive care coordination, developing and training a workforce from the community that supports these new models of care, and rigorously measuring and evaluating each project component for sustainability and replication.

One of the major focuses of this project is to develop and train a workforce to deliver high value population-based health care. Embedding training opportunities within existing models of care will improve quality, efficiency, and reduce costs. There are five components of workforce development that include the Rush Community Investments Initiative, and Curriculum Development for Allied Health Professionals, Scholarships for Rush Bachelor of Science in Health Sciences, Continuing Education Training for existing healthcare providers, and Health Disparities Research and Evaluation Fellowships. These components target different levels of the healthcare workforce thus creating a pipeline of educational programs. The program components are described in further detail below.

### *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 FY18, Rush corporate funds for the hospitals were donated to 37 organizations totaled approximately \$415,100.

#### *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 healthcare systems to respond to public health emergencies. The heart of the HPP is the Chicago Healthcare System Coalition for Preparedness and Response (CHSCPR). The purpose of the CHSCPR is to develop plans to unify, coordinate and manage emergency planning and response for the healthcare 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 [CDPH]. The support shall be in the form of sharing information and subject matter expertise that will enhance emergency preparedness capacity and proficiency across the healthcare system during emergencies. In June 2012, the HPP aligned with the Public Health Emergency Preparedness (PHEP) grant program to develop capabilities based processes targeting disaster preparedness and resiliency at the community level. The functional units of CHSCPR are working committees, which address HPP – PHEP capabilities. The committees are led by co-chairs chosen through an application process by the CHSCPR's executive committee. Rush has been actively involved in this program by co-chairing the Medical Surge Capability which has been divided into three distinct committees: Pediatrics Planning Committee, Crisis Standards of Care Planning Committee and Behavioral Health Committee.

#### *Continuing Education Training for existing healthcare providers*

Continuing Education Training is being offered to existing care coordinators, outreach workers, and clinicians at federally qualified health centers within the Medical Home Network Accountable Care Organization, to prepare them for future healthcare needs. The modules offered include motivational interview training, leading change, mental health first aid, and disease-specific trainings. Approximately 850 clinicians and care team members have been trained so far.

#### *Curriculum Development for Allied Health Professionals*

A competency and assessment based basic certificate program for community health workers (CHW) has been launched at Malcolm X College in fall 2014. The goal is to allow students graduating from these programs to enroll and transfer credits to a bachelor program, thus creating career ladders for these students. We have had a completion rate of 56% from the first cohort of the CHW basic certificate program.

#### *Extreme Weather Assistance*

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

#### *Health Disparities Research and Evaluation Fellowships*

The Health Disparities Fellowship program is designed to develop a cadre of well-trained health care researchers with a passion for creating sustainable ways for providing access to high-quality care for individuals in underserved communities. The fellowship targets individuals with PhDs, MDs, and other terminal degrees with a strong foundation in research methods and knowledge of

the health care field. Expertise in health services research, epidemiology, bioinformatics, community health, public health, or health economics is preferred. These mentored fellowships involve development and evaluation of new ways to educate and deploy community-based providers, and evaluation of the new models of care in which they will be working. Fellowships span over a five-year period with a timeframe of two-three years for each cohort. The third cohort began their fellowships January of 2018. Each fellow has identified an area of research that is directly aligned with the priorities of community health and quality of life improvement, with a particular focus on the communities served by Rush. Their projects will focus on care coordination, mental health, social determinants of health, education program evaluation and career pathways. Within this first year of the fellowship the second cohort has completed 19 external presentations, and had 1 manuscript accepted for publication.

#### *Illinois Medical District Hospital Emergency Preparedness Coalition*

Rush is a founding and active member of the Illinois Medical District Hospital Emergency Preparedness Coalition (IMD HEPC). The mission of this coalition is to create and maintain a community wide emergency management within one of the nation's largest urban healthcare, educational, research and technology districts resulting in minimal loss of life and reduced 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 healthcare needs of underserved individuals living on the South and Southwest sides of Chicago. Most recently, MHN created the MHN Accountable Care Organization (MHN ACO), which is a partnership of 3 area hospitals (including Rush) and 9 Federally Qualified Health Centers (FQHCs) working to improve access, quality, and utilization for all of their primary care Medicaid patients enrolled in County Care. This organization is utilizing best practices in the industry to reach the most vulnerable of patients and providing care coordination enhancements to improve the lives of their patients. Rush takes a leadership role in MHN in many ways. For example, Rush's Vice President, Population Health has served on the MHN ACO board and our CEO previously served as chair for four years. As an Academic Medical Center, Rush provides the Better Care Teams educational program to MHN ACO clinicians and to the entire ACO network with the Centralized Complex Care Coordination (4C) program. 4C at Rush is a dedicated wrap-around, interprofessional care team model, which aims to provide complex care coordination and management for the highest needs ACO network patients.

#### *Rush Heart Walk*

The Rush University Hospital and ROPH Heart Walk team promotes heart health and associate camaraderie while raising lifesaving funds. For this event, Rush University Hospital and ROPH are closely aligned with the American Heart Association's mission of building healthier lives free of cardiovascular diseases and stroke. Our partnership is evidenced in our patient care, community education and employee wellness programs, and Heart Walk participation. Rush University Hospital and ROPH employees raised over \$113,049 for this cause this past year with Rush contributing through providing internal resources for the annual Heart Walk.

#### *Rush TeleStroke Network*

The Rush TeleStroke Network consists of twelve community hospitals throughout the Chicago region and Rush University Medical Center. The network provides access to vascular neurology services for ischemic stroke patients that present in one of our affiliate emergency rooms 24-hours a day, seven days a week, 365 days a year. Board-certified vascular neurologists from the Rush

Stroke Program assess patients and help the affiliate emergency department physicians determine if a patient is a candidate for tissue plasminogen activator (tPA) through an FDA-cleared telemedicine platform. Telemedicine allows consulting physicians to speak face-to-face with patients and their families, as well as remote clinical staff. The telemedicine assessment includes reviewing CT scans and vital signs, and the high-definition camera allows the Rush neurologist to even view a patient's pupils. The physician has access to the patient's medical information through an electronic health record. Within minutes, the stroke neurologist, along with the remote clinical staff, can determine a plan of care and then turn over the treatment to the emergency physician or initiate a transfer if the patient requires advanced neurological care such as an endovascular procedure. This is particularly important, as time is of the essence, and this helps remove any transportation limitations for our patients to better serve the community. During FY18, the services provided by Rush health professionals through this 12-site network impacted the lives of over 1,200 patients.

#### *Ruth M. Rothstein CORE Center*

Rush and the Cook County Health and Hospitals System collaborated to create the Ruth M. Rothstein CORE Center in 1998. The CORE Center is the nation's first public-private outpatient facility dedicated to the care of people with HIV/AIDS. Today, it is the largest, most comprehensive provider of HIV/AIDS treatment in the Midwest. Faculty members from Rush and Stroger Hospital work side-by-side delivering care to this population. The Center also serves patients with tuberculosis, hepatitis and other infectious diseases. Clinical research projects at the center seek new answers in screening, treating and halting the spread of infectious diseases. In addition, Larry Goodman, MD, chief executive officer at Rush University Medical Center, serves on the Board of the CORE Foundation. The Foundation built the CORE Center and completed a major facility improvement project in 2012. Rush's partnership with CORE is particularly important. While HIV is now a manageable disease in which individuals can lead healthy lives, the disease persists. In its Healthy Chicago 2.0 strategy, the Chicago Department of Public Health specifically highlights goals to end transmission.

#### *Scholarships and Internships for Rush Bachelor of Science in Health Sciences Students*

In an attempt to create career ladders for individuals from low-income underserved communities, a "pipeline program" is funded through this project. Individuals from the Malcolm X City College can enroll and transfer credits to the Rush Bachelor of Science in Health Sciences program. These students are offered scholarships for two years. We have offered approximately \$56,000 in scholarships over a period of two years.

#### *United Way of Metropolitan Chicago*

The United Way of Metropolitan Chicago seeks to assist local communities of greatest need around income, education and health – the building blocks to a good quality of life. Each year through the Rush United Way Campaign, Rush employees raise money through an annual campaign to support the United Way mission, focused on the social determinants of health for individuals and families across the Chicagoland region. In 2018, Rush University Hospital and ROPH employees donated \$258,204 with Rush contributing through providing internal resources for Rush's United Way campaign.

### **University Programming**

Rush University is committed to improving the health of the communities we serve by preparing the next generation of the healthcare workforce through graduate medical education and tuition assistance programs, both of which contribute to our community benefit. Some further background information regarding the university is included below.

Rush University is the main contributor to Rush's healthcare workforce development efforts by producing the next generation of highly trained healthcare professionals and healthcare 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 the 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 average student enrollment numbers for the University are over 2,500 on an annual basis; over 800 degrees were awarded in FY18. Records for the 2018 class indicate that 60% of Rush Medical College graduates secured their 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 assume careers in the Chicago area each year. These statistics reflect the importance of Rush in the local community.

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 long, 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 the widening gaps in the health care system.

To continue the spectrum of medical education, Rush has 75 Graduate Medical Education (GME) programs. The mission for GME at Rush is to develop and provide educational 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 healthcare. 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 is committed to maintaining excellence in the GME programs and to providing our house staff physicians an environment conducive to outstanding clinical experience, expert teaching and personal well-being.

As one of the four health science colleges that comprise Rush University, the mission of the College of Nursing is to prepare nurse leaders in healthcare 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 mission supports and sustains the goals of Rush.

The heritage of the College of Nursing dates back to 1885 when the college's first antecedent, the St. Luke's Hospital Training School of Nursing, opened to offer diploma education to nurses. In 1903, the Presbyterian Hospital School of Nursing accepted its first students. From 1956 to 1968, nurses were educated at the merged Presbyterian-St. Luke's School of Nursing. The Rush College of Nursing was established in 1972 and more than 8,500 baccalaureate, master, and doctoral students have graduated since then. Rush University's College of Nursing consistently ranks among the top 3 percent of nursing schools nationwide, according to the *U.S. News & World Report*. The vision of the College of Nursing is that it will be the college of choice to prepare graduates for inter-professional, client-centered, culturally proficient and evidence-based nursing

practice; a renowned laboratory for curriculum innovation and educational transformation; and an international and multicultural center for clinical science and translational research.

The College of Health Sciences, founded in 1975, is responsible for education and research in the allied health professions, including health care management. More than six of every ten healthcare workers in the United States are employed in an allied health field. The demand for these professionals is expected to increase significantly because of the aging population. More than 50 categories of professionals make up this largest segment of the healthcare workforce. 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. The college promotes cooperative efforts in achieving high quality educational and research programs to prepare students for successful careers and lifelong professional development. The vision of the college is that its graduates will become productive scientists, educators and leaders in their respective fields. In the arenas of academia, industry and government, they will compete successfully for funding and train the next generation of researchers and educators.

#### *Tuition Forgiveness Program*

Rush subsidizes the education and training of the next generation of physicians, nurses, allied health care professionals, and healthcare research scientists whose tuition and grants do not fully cover the associated costs through select tuition forgiveness programs. Rush is committed to providing programs to educate and train the healthcare workforce of the future. It is widely recognized that workforce demands in healthcare will rapidly escalate as the U.S. population ages. During FY18, Rush provided tuition forgiveness in the amount of \$1,732,500 for 55 students pursuing health science research doctoral degrees. It is an essential part of Rush's corporate mission that education programs continue to receive this operational support in order to supply highly trained physicians, nurses, allied health professionals and research scientist to the healthcare community.

### **Research to Improve Community Health**

Rush's mission to improve the health of the communities we serve is through the integration of outstanding patient care, education, research and community partnerships. Given this, much of Rush's research that occurs throughout the institution benefits the communities and populations we serve. This section includes information on some of Rush's research activities, many of which we count toward community benefit.

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 healthcare researchers.

As an academic health system, Rush subsidizes health and medical research to improve patient care, now and for future generations, by covering expenses not funded by private or government grants. Rush is committed to advancing medical care through translational research that aims to bring advances and improvements gained in research as rapidly as possible to the bedside of patients. 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:

#### *Center for Community Health Equity*

In 2014, Rush University and DePaul University joined together to form the Center for Community Health Equity. The overall goal of the Center is to improve community health outcomes and eliminate health inequities in Chicago. The work of the Center includes interprofessional faculty, research scientists and students from both Rush and DePaul. The Center will focus on exploring factors associated with health equity in the individual, health system, and local community and designing and testing interventions to improve health equity. The Center's research activities in 2017 at Rush include:

#### *Center for Community Health Equity Summer Internship*

In order to foster the development of the next generation of health equity researchers, the Center piloted an 8-week, intensive summer internship for 4 college juniors and seniors from the Chicago region. Through engagement with co-Director, Dr. Monique Reed, in the College of Nursing, and other faculty members at Rush, DePaul, and Concordia, the summer interns underwent didactic, self-reflection, and community immersion experiences and laid the groundwork for a project using the SEEKER platform to look at bright spotting for college educational achievement in the Garfield Park area.

#### *Million Hearts*

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

#### *SEEKER*

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 for Community Health Equity 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. SEEKER is designed to improve the engagement of stakeholders regarding community and to ensure the engagement is more likely to produce impactful generalizable knowledge to improve communities in the region.

#### *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 vision of the

ITM 2.0 is 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, leveraging synergies that accelerate progress across the translational spectrum. 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 hand-in-hand with health stakeholders throughout Chicagoland and throughout the nation, conceptualizing, developing and deploying innovative processes and practices to achieve our common goal.

#### *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 is committed to working 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 continues to advance 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 plan, Chicago consortium that is a national resource to the nation for improving patient-centered outcomes
- Sustain an infrastructure at Rush to embed the principles of a learning health system

In this way, Rush acts as an incubator for noteworthy breakthroughs in medicine. Many of the research studies directly address health need findings in the CHNA.

#### *The Illinois Precision Medicine Consortium (IPMC)*

IPMC consists of 11 other health care provider organizations as collaborating partners across the state participating in the NIH *All of Us* Research Program, which aims to enroll over 1 million or more participants in a national research effort designed to find better ways to prevent and to treat disease based on individuals’ lifestyle, environment and genetics. Precision medicine is a growing area of study that looks at how these factors can influence disease treatment and prevention. Rush along with NorthShore University Health System is partnering with the University of Chicago, which is one of three leaders of the program in Illinois; the others are Northwestern University and the University of Illinois at Chicago. The consortium has committed to recruiting, enrolling and collecting data and biospecimens from about 150,000 participants from diverse ethnic, social and economic backgrounds, including healthy people and those with pre-existing diseases, over the coming 4.5 years. Rush has agreed to recruit participants for the study; gather health, environment and lifestyle data and genetic and biologic samples from these participants; and work with other NIH-funded PMI partners to answer key health questions. All information will be protected by privacy and security safeguards. This project will enable persons of all backgrounds to be active participants in a journey to find answers to important health questions. Participation in the *All of Us* Research Program is an opportunity for persons seeking care at Rush from the communities it serves to work together with their clinical care team, researchers, and health system leaders to find solutions to issues that matter for health and well-being. More information

can be found at [joinallofus.org](http://joinallofus.org).

### *Rush DISCOVER*

Rush has also worked on system resources to support research within Rush's communities. These include, but are not limited to, the Rush DISCOVER (Data, Image, and Specimen Curation for Outcomes, Value, and Effectiveness Research) Repository. In order to reduce premature mortality, prevent morbidity, and provide equal opportunities for all persons to achieve optimal health and well-being, health care systems and the communities they serve need to better understand the factors involved in health decisions. There are few available sources of longitudinal clinical data from well-characterized persons seeking care from an urban health system to address how health decisions are made and the impact of those health decisions. To fill this gap, the Rush Data, Image, and Specimen Curation for Outcomes, Value, and Effectiveness Research (Rush DISCOVER) Repository will recruit and enroll a unique cohort of patients who seek care in settings affiliated with Rush. Clinical and publically available data, images, and left-over specimens generated from the provision of clinical care and non-clinical assessments will be collected, curated in a repository, and made available to investigators in support of high quality, cutting edge clinical studies that focus on the common and rare health conditions addressed in health care settings. Participants also will agree to be contacted about future research opportunities. The Rush DISCOVER Repository is an essential, centralized resource for developing and sustaining interdisciplinary, biopsychosocial, and environmental research that can translate into better outcomes for patient and population health. The Rush DISCOVER Repository received Institutional Review Board approval and steps are being taken to operationalize the Repository at Rush University Hospital and then the rest of Rush.

Examples of some of the community based research studies throughout various areas of Rush are described below.

### *Rush Alzheimer's Disease Center*

The Rush Alzheimer's Disease Center (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 (large, distinct groups of people) in the City of Chicago, and 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. The 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 self-identified African Americans and Whites from the Ruth M. Rothstein Core Center of Cook County Hospital and from the Englewood and Uptown neighborhoods of Chicago. A research coordinator and infectious disease physician recruits patients from the Core center for the HIV sample and outreach staff recruit persons at risk for HIV from the community via educational presentations on healthy aging and risk reduction for HIV. 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 and over 116 scans have been performed and a report provided.

### *Memory and Aging Project*

The Memory and Aging Project started in 1997. It is a cohort study that has enrolled 2,143 older residents of retirement communities and individuals in their homes from Cook and the collar counties. Recruitment and retention includes numerous educational programs on healthy aging and the prevention of common chronic neurologic conditions of aging and the importance of participating in research. These presentations are provided for participants and non-participants and their friends and family members. Detailed clinical evaluations are performed annually on those who have enrolled. A total of 13,266 evaluations have been performed on participants at no charge and 10,693 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 816 participants and a report provided to family members. Participants have recently been offered brain MRI scans at no charge and 1,701 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 756 older community-dwelling, self-identified African Americans living in the metropolitan Chicago area and surrounding suburbs. Participants are recruited from various community-based organizations, churches, and senior subsidized housing facilities through educational presentations on healthy aging and the importance of research for minority populations. Detailed clinical evaluations are performed annually in individual homes of participants 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, 24 autopsies have been performed. We have conducted 4,735 evaluations and 3,894 blood tests have been performed at no charge to participants with all results provided to the participants. Participants have recently been offered brain MRI scans at no charge and 285 scans have been performed and a report provided.

### *The Religious Orders Study*

The Religious Order Study started in 1993 and has enrolled over 1,459 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. Recruitment and retention includes numerous educational programs on healthy aging, the prevention of common chronic neurologic conditions of aging, and the importance of research participation. These presentations are provided for participants, non-participants, and their friends and family members. Detailed clinical evaluations are performed annually on participants. We have conducted 14,100 evaluations at no charge to participants and 3,646 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 764 participants and a report provided to their community and family members. Participants have recently been offered brain MRI scans at no charge and 137 scans have been performed and a report provided.

### *Rush Alzheimer's Disease Center Latino Core*

The Rush Alzheimer's Disease Center Latino Core began in 2015. To date, 213 older communities dwelling Latinos in the Chicago area whom do not have dementia have been recruited. A total of 412 evaluations have been performed at no charge and 415 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 and 16 scans have been performed and a report 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. The Clinical Core has been in continuous operation since 1991 but has focused on non-demented African Americans since 2008. Participants are recruited from various community-based organizations, churches, and senior subsidized housing facilities through educational presentations on healthy aging and the importance of research for minority populations. Detailed clinical evaluations are performed annually in individual homes of participants 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 2,404 evaluations and 1,785 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 has enrolled 63 older individuals to date from around the greater Chicagoland area. Recruitment and retention includes numerous educational programs on healthy aging, the prevention of common chronic neurologic conditions of aging, resources available to individuals and families impacted by Alzheimer's or dementia, and the importance of participating in research. These presentations are provided for participants as well as non-participants and their friends and family members. This study is now closed to enrollment.

#### *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 community-dwelling individuals in the greater Chicagoland area. Recruitment and retention includes numerous educational programs on healthy aging, the prevention of common chronic neurologic conditions of aging, resources available to individuals and families impacted by Alzheimer's or dementia, and the importance of participating in research. These presentations are provided for participants as well as non-participants and their friends and family members. We have performed 1,300 routine blood tests without charge with all results provided to the participants. The topline results of the study were published this October in three articles in the New England Journal of Medicine. The results will significantly impact clinical guidelines on the use of aspirin in healthy older adults for maintaining disability-free longevity.

#### *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 on-line caregiver intervention study that has enrolled 70 caregivers from around the greater Chicagoland area. Recruitment includes numerous educational programs on healthy aging, the prevention of common chronic neurologic conditions of aging, resources

available to individuals and families impacted by Alzheimer's or dementia, and the importance of participating in research. These presentations are provided for participants as well as non-participants and their friends and family members.

### *Department of Preventive Medicine*

The 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* is a NIH-sponsored \$10 million center grant. This Center is devoted to reducing cardiopulmonary disparities in underserved Chicago residents through research, training, education, and service. The Department of Preventive Medicine faculty and staff also generously donate their time and skills, both within and outside the Medical Center, to give back to our communities. Their efforts include numerous presentations and seminars where they collaborate with neighborhood clinics, churches, schools and other organizations to provide health education in 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

- The ALIVE study, which provides nutrition education through Bible study and short videos to congregants of five African American congregations.

#### CHART Study

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

#### LIFE Study

- The LIFE study, which tests a novel diabetes self-management intervention for low-income African Americans with type 2 Diabetes. The LIFE study provides diabetes self-management education, including pedometers, nutrition education and peer support for 210 low-income African Americans.

#### MATCH 2 Study

- The MATCH 2 study, which also provides community health worker support for diabetes self-management among low-income African American and Hispanic type 2 diabetes patients.

## **Financial Commitments to Provide Patient Care**

As part of its mission, 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 ROPH.

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 FY18, Rush provided \$254 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 percent of the federal poverty level. This means that individuals qualify if they earn less than \$75,300 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 percent of the federal poverty level. That means individuals earning less than \$100,400 and supporting a family of four are eligible for a write-off of up to 75 percent 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 percent discount. Non-Illinois residents who do not have health insurance automatically qualify for a 50 percent 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 monthly installment payment plans with no interest at an amount with which the patient is comfortable.

### *State and Federal Programs*

This service focuses on providing patients who arrive at Rush without insurance with the coverage they are entitled to under various federal and state programs. 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 FY18 at a cost of over \$415,000.

### *Payment plans*

Interest-free payment plans are also available to patients. Payments can be made over a period of 24 months with a minimum payment of \$25 each month. 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 federal poverty levels under 200%.

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*

To ensure that Rush is delivering on its patient care mission to the diverse communities of Chicago during FY18, Rush incurred \$1,872,198 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.

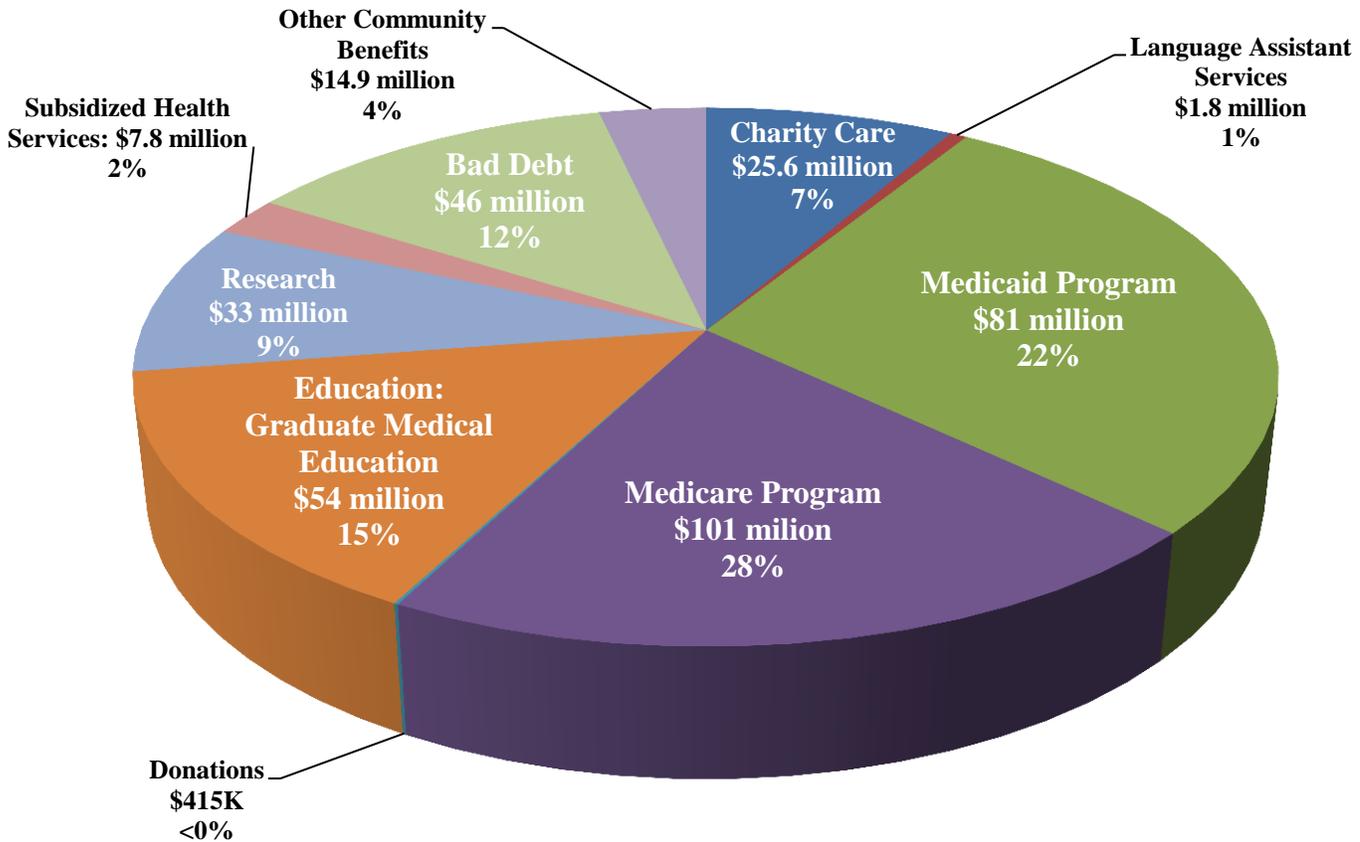
**Charity Care Policy and FY18 Financial Reports**

The charity care policy for Rush University Hospital and ROPH is located in appendix G. The FY18 Annual Non-Profit Hospital Community Benefit Plan Reports for Rush and ROPH are located in Appendix F. The FY18 Hospital Financial Assistance Reports for Rush and ROPH are located in appendix I.

**FY2018 Consolidated Financial Information**

The independent auditors’ report for the financial information is located in appendix J.

| <b>Community Benefit Report Component</b>                   | <b>RUSH</b>          | <b>ROPH</b>         | <b>Total Reportable Entity</b> | <b>Footnote Reference</b> |
|---|----------------------|---------------------|--------------------------------|---------------------------|
| Charity Care  | \$23,033,873         | \$2,575,790         | \$25,609,663                   | 1,4,5,6                   |
| Language Assistant Services                                 | \$1,872,198          | 0                   | \$1,872,198                    |                           |
| Government Sponsored Indigent Health Care: Medicare Program | \$90,645,577         | \$10,193,027        | \$100,838,604                  | 1                         |
| Government Sponsored Indigent Health Care: Medicaid Program | \$80,706,783         | \$378,438           | \$81,085,221                   | 1,2                       |
| Donations   | \$389,800            | \$25,300            | \$415,100                      |                           |
| Education: Graduate Medical Education                       | \$52,715,557         | \$196,968           | \$52,912,525                   |                           |
| Education: Other  | \$1,543,305          | 0                   | \$1,543,305                    |                           |
| Research  | \$33,224,000         | 0                   | \$33,224,000                   |                           |
| Subsidized Health Services: Physician Practices             | \$11,899,348         | 0                   | \$11,899,348                   |                           |
| Subsidized Health Services: Bad Debts                       | \$40,151,724         | \$6,257,012         | \$46,408,736                   |                           |
| Other Community Benefits                                    | \$13,880,034         | \$1,054,488         | \$14,934,522                   |                           |
| <b>Total</b>  | <b>\$350,062,199</b> | <b>\$20,681,023</b> | <b>\$370,743,222</b>           |                           |



*Footnote #1:*

The computation of charity care (cost) is based on the filed 2018 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 FY18, Rush received payments related to a renewed 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 FY17 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 FY18 unreimbursed cost of the Medicaid program would have been \$128 million.

*Footnote #3:*

The amount of bad debt reported for purposes of the Community Benefit filing includes the provision for uncompensated care write-offs within Rush University Medical Group, Rush University Hospital and Rush Oak Park Hospital. This amount is valued at expected payments written off and not charges.

*Footnote #4:*

The amount of charity care reported for purposes of the Community Benefit 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 27 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. During FY06 Rush started preparing a detailed analysis of patients who completed charity care applications and the results of the application process. A summary of this analysis, solely for Rush University Medical Center, for FY18 follows:

| <b>Category</b>   | <b>Approved Patient Applications</b> | <b>Pending Patient Applications</b> | <b>No Response Patient Applications</b> |
|---|--------------------------------------|-------------------------------------|---|
| Charity Care (100% write-off): Number of Patients             | 2,580                                | 225                                 | 0                                       |
| Charity Care (100% write-off): Write Off Amount               | \$44,740,149                         | \$3,901,757                         | 0                                       |
| Limited Income (50% Write-Off Amount): Number of Patients     | 148                                  | 0                                   | 0                                       |
| Limited Income (50% write-off): Write-Off Amount              | \$493,426                            | 0                                   | 0                                       |
| Presumptive Charity Care (100% write-off): Number of Patients | 5,898                                | 0                                   | 0                                       |
| Presumptive Charity Care (100% write-off): Write-Off Amount   | \$ 23,627,181                        | 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 and Federal law, Rush applies a discount for all Illinois patients without insurance of 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 incomes 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*)

| <b>Community Building Activities</b>  | <b>Programs within Activities</b>                                | <b>Dollar Value (Time)</b> |
|---------------------------------------|--|----------------------------|
| Economic Development                  | Local Purchasing; Impact Investment; Retirement Readiness        | \$ 949,664                 |
| Workforce Development                 | Employee Talent & Preference; Local Labor; Capital Projects;     | \$ 249,996                 |
| Environmental Improvements            | Plant-It-Green; Practice Green Health                            | \$ 12,000                  |
| Physical improvements and housing     | Center for Housing and Health                                    | \$ 55,000                  |
| Community Health Improvement Advocacy | Tobacco 21 for the State of Illinois; Alliance for Health Equity | \$ 7,745                   |

