



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

**Community Benefit Activities from
July 1, 2018 - June 30, 2019**

Prepared for Illinois Attorney General Kwame Raoul

Finalized December 2019

**Rush University Medical Center and Rush Oak Park Hospital Executive/Senior
Leadership Teams**
(as of December 6, 2019)

K. Ranga Rama Krishnan, MB, ChB, Chief Executive Officer, Rush University System for Health

Omar B. Lateef, DO, President and Chief Executive Officer, Rush University Medical Center

**Sherine E. Gabriel, MD, MSc, President, Rush University and Chief Academic Officer, Rush
University System for Health**

**Susan L. Freeman, MD, MS, Senior Vice President and Provost, Rush University System for
Health**

Bruce M. Elegant, FACHE, President and Chief Executive Officer, Rush Oak Park Hospital

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

**Cynthia Barginere, DNP, RN, FACHE, Senior Vice President and Transformation Officer, Rush
University System for Health**

**Carl T. Bergetz, JD, Senior Vice President, Legal Affairs and General Counsel,
Rush University Medical Center and Chief Legal Officer, Rush University System for Health;
Acting Chief Human Resources Officer, Rush University Medical Center**

**Cynthia E. Boyd, MD, MBA, FACP, Senior Vice President and Interim Chief Compliance
Officer, Rush University System for Health**

**Paul Casey, MD, FAAP, Senior Vice President and Acting Chief Medical Officer, Rush
University Medical Center**

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

Richa Gupta, MBBS, MHSA, Chief Operating Officer, Rush University Medical Group

**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;
Secretary, Rush University Medical Center Board of Trustees; and Secretary, Rush University
System for Health Board of Trustees**

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

**Tatyana Popkova, MSM, Senior Vice President and Chief Strategy Officer, Rush University
System for Health**

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

**Angelique L. Richard, PhD, RN, CENP, Chief Nursing Officer, Rush University Medical Center
and Rush University System for Health; Senior Vice President of Hospital Operations**

Dino Rumoro, DO, MPH, FACEP, Senior Vice President and Acting Dean, Rush Medical College; Professor and Chairman, Department of Emergency Medicine

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

Robert Spadoni, JD, FACHE, Vice President and Chief Operating Officer, Rush Oak Park Hospital

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Rush University Medical Center and Rush Oak Park Hospital Community Benefit Report
Community Benefit Activities from July 1, 2018 – June 30, 2019

Finalized for submission to Illinois Attorney General Kwame Raoul, December 2019

Organization Background

Rush has a long history of community health equity and engagement efforts and is committed to improving the health of the communities it serves. Over the course of the past fiscal year, Rush's organizational structure evolved and the Rush University System for Health was created. Upon this creation, Dr. Ranga Krishnan serves as the Chief Executive Officer of the Rush System, comprised of Rush Copley Medical Center (RCMC), Rush Oak Park Hospital (ROPH), Rush University, and Rush University Medical Center (RUMC). Rush's three respective physician groups also singularly report into this collective structure. 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, particularly for Rush University Medical Center and Rush Oak Park Hospital, which are collectively reported here. Rush recently adopted community health equity as a strategic pillar of the organization, which resulted in a \$43M 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 its respective communities – particularly the West Side of Chicago and near west suburbs of Oak Park, Forest Park, and River Forest. In addition, our numbers have also increased due to an increased involvement by our senior leaders.

This report captures the community benefit activities of Rush University Medical Center and Rush Oak Park Hospital. In 2018, Rush Copley Medical Center became part of the consolidated Rush umbrella, but the community health and benefit efforts have not been fully integrated at this point. Rush Copley will prepare its own report, but its finances are included here.

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 (as of December 2019)

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

American Hospital Association: Equity of Care Award Honoree

Rush was an honoree of the American Hospital Association's (AHA) Carolyn Boone Lewis Equity of Care Award for the fourth time in 2019, receiving this distinction four of the five years it has been in existence. The Carolyn Boone Lewis 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.

"Baby-Friendly" Designation

Rush University Medical Center received a "Baby-Friendly" designation from Baby-Friendly USA, Inc., the World Health Organization and the United Nations Children's Fund. These organizations certify whether a hospital adheres to a rigorous series of evidence-based practices shown to increase breastfeeding. Only 409 hospitals in the country and just two academic medical centers in Illinois have earned this certification.

Centers for Medicare and Medicaid Services: four-star rating

Rush University Medical Center, Rush Copley Medical Center and Rush Oak Park Hospital all received four stars in the most recent update to the quality ratings by the federal Centers for Medicare and Medicaid Services (CMS). The ratings range from one to five stars based on quality of care data that CMS collects from hospitals and publicly reports.

Disability Equality Index

Rush University Medical Center was named one of the "Best Places to Work for Disability and Inclusion" based on high scores it achieved in the 2019 Disability Equality Index, a comprehensive annual benchmarking tool that allows nationwide leading organizations to self-report their disability policies and practices.

Healthgrades Patient Safety Award

Rush Oak Park Hospital was one of only 458 hospitals across the nation to 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

All three hospitals in the Rush University System for Health have been designated a "Leader in LGBTQ Healthcare Equality" in the 2019 Human Rights Campaign Foundation's Healthcare Equality Index, an annual survey of how U.S. health care facilities treat lesbian, gay, bisexual, transgender and queer/questioning patients and their families, as well as their own LGBTQ employees. This year's designations mark the eleventh consecutive year Rush University Medical Center has been designated as an LGBTQ leader, the sixth consecutive designation for Rush Oak Park Hospital, and the first designation for Rush Copley Medical Center.

Indeed.com

RUMC has been named one of the top 25 hospitals to work for in the United States by indeed.com, the largest job search engine and job board in the U.S. The ranking, based on reviews of Rush by current and former employees, singles out Rush's inspiring mission and diverse workforce as two contributors to the strong showing.

Leapfrog Group

Rush System hospitals again received high grades from the Leapfrog Group – a nonprofit patient safety watchdog organization. Rush Copley Medical Center now has received an ‘A’ grade, the best possible, for each of the 15 times Leapfrog has rated hospitals. Rush Oak Park Hospital received its sixth consecutive A, and Rush University Medical Center was close behind with a ‘B’ grade. Rush University Medical Center previously has received 13 consecutive ‘A’ grades. Leapfrog releases these grades twice-yearly, rating hospitals on their commitment to reducing errors, infections, and accidents that can harm patients.

Rush University Medical Center has been named a top teaching hospital by The Leapfrog Group. Rush is one of 36 hospitals to receive this designation, and one of two in Illinois. To receive this honor, hospitals needed to earn an “A” grade in The Leapfrog Group’s twice –yearly safety evaluation (see above) and meet The Leapfrog Group’s rigorous standards of quality care related to categories such as inpatient care management, medication safety, maternity care and infection rates.

Magnet® Recognition

Rush received the Magnet® Nursing status designation, a distinction held by only seven-eight percent of hospitals nationally. The American Nurses Credentialing Center Magnet® Recognition Program recognizes overall excellence and innovation in patient care. Rush University Medical Center was the first hospital in Illinois serving both adults and children to achieve Magnet® status and received the designation for a fourth time in January 2016 (not an annual certification) and as of October 2019 only 69 hospitals nationally have received four designations. ROPH received its first Magnet® recognition in the spring of 2016.

Million Hearts Hypertension Control Challenge winner

Rush is one of 24 winners of the 2017 Million Hearts Hypertension Control Challenge. The winners include health care professionals, practices and systems who achieved blood pressure control for at least 70% of their adult patients with hypertension. This recognition is part of the Million Hearts initiative – a five-year effort co-led by the Centers for Disease Control and Prevention and the Centers for Medicare & Medicaid Services.

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. The emphasis is on keeping patients healthy, preventing illness and making the right care available to the patient at the right time.

U.S. News & World Report

In *U.S. News & World Report's* 2019-2020 Best Hospitals rankings, Rush University Medical Center ranked among the top 50 hospitals in five specialties, with two in the top ten and two the highest ranked programs in Illinois. Only 166 of the nearly 3,000 hospitals in the United States that *U.S. News* evaluated — about 5.5 percent — scored high enough for *U.S. News* to rank them nationally in even one specialty.

Rush is ranked in orthopedics (7th in the country and No. 1 in Illinois), neurology and neurosurgery (8th), gynecology (14th, tops in Illinois), geriatrics (19th), kidney disease (nephrology) (49th). In addition to the national rankings of these five programs, *U.S. News* gave Rush “High Performing” status in the following programs: cancer, cardiology and heart surgery, and gastroenterology and GI surgery.

Rush University is also well-represented in the *U.S. News & World Report* "America's Best Graduate Schools" survey. In the 2019 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 2nd 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 46th.

Vizient: Quality Leadership Award

The health care performance improvement company Vizient ranked Rush University Medical Center first among 93 U.S. academic medical centers in its 2019 Quality and Accountability Study. It is the seventh consecutive time Rush has been ranked among the top five in the annual study and the 11th time since the University Health System Consortium, now part of Vizient, began the study in 2005. The 2019 study evaluated participating medical centers and hospitals on the basis of safety, mortality, clinical effectiveness, efficiency and patient centeredness.

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. Rush's Interprofessional Continuing Education (IPCE) office has Joint Accreditation for medicine, nursing and pharmacy, and seven other Allied Health professions. This 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 FY19, Rush provided continuing education training to 11,646 individuals across 9 professions; 60% of the programs were interprofessional.

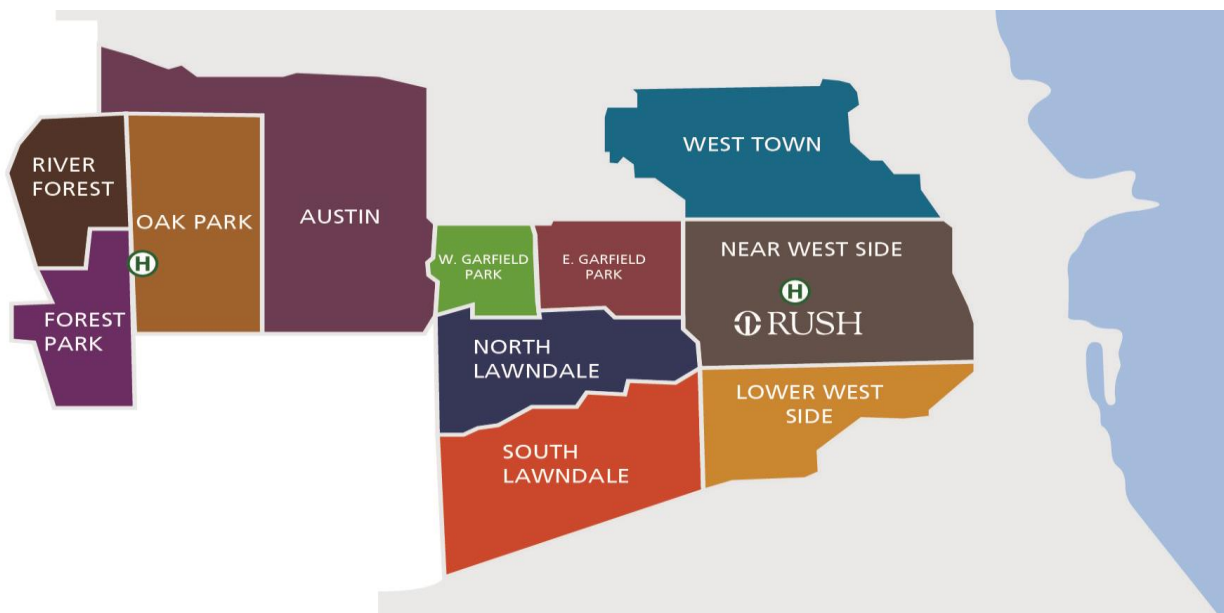
Community Health and Benefit

The 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)

Please note that in reporting our Community Benefit for FY19, we will be referring to our 2017-2019 CHNA and CHIP, which determined our guiding principles for the fiscal year. However, during FY19, Rush worked diligently on its new 2020-2022 CHNA and CHIP, both of which were adopted on June 30, 2019 at the end of the fiscal year. This FY19 Community Benefit Report covers activities for July 1, 2018-June 30, 2019.

As described in our 2017-2019 Community Health Needs Assessment (CHNA), Rush took a comprehensive, collaborative approach, working as part of the Alliance for Health Equity (AHE), 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 Medical Center 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 outline 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 created a strategic plan for both Rush University Medical Center 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 FY19 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— 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 FY19, REACH programs served more than 2,500 students, 500 parents and more than 350 teachers.

- b. Identify, measure and mitigate the social determinants of health among those at risk – particularly children, young adults and people with chronic illness. 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 Medical Center Emergency Department (ED), numerous inpatient units, 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 2019 fiscal year, Rush screened 2,285 patients in the ED of which 319 were identified with need and 304 were referred to social and other services in the community.

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. Further, we intend to expand the SDOH screening tool system-wide and connect it with Medicare Health Risk Assessments (HRAs) as well as develop opportunities to study and publish on the impact of screening on patients' overall health outcomes.

Future plans also include expansion to more inpatient settings at both hospitals as well as a primary care setting at Rush Copley.

c. Participate in regional community health improvement collaboratives

Rush joined the Alliance for Health Equity 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 in the 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 29-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 FY19, 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 K-12 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 FY19, 1038 students, 50 teachers and 300 parents participated in this program.

Middle School Outreach (Gr. 6-8th)

In FY19, REACH launched two new programs targeted for 6th-8th grade students. Vitals for STEM Success is an after-school curriculum enrichment program for middle school students interested in STEM and health care careers. The program consists of three, 10-week sessions on the Rush campus. In addition to STEM learning experiences, the enrichment program includes career exploration, mentoring and tutoring.

Future Ready Learning Lab, supported in part by Michael Reese Health Trust, 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 is incorporated into the school day and include opportunities for parent and community engagement. The partner schools for this program 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 FY19, REACH provided intensive experiences for 350 high school students.

During the summer of 2019, Rush provided work-based learning experiences for over 200 youth across the campus. Ninety percent of participating high school students also earned industry-recognized certifications in Cardiopulmonary resuscitation, Electrocardiography, and/or First Aid. 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 provided 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, Rush completed a pilot of its Health IT program at Richard T. Crane Medical Preparatory High School (Crane). Rush ultimately served 44 students and saw 20 students complete their EPIC Cadence Certification over the summer. The

Health IT program expanded to year-round programming and will include the creation of a playbook for replication across the city.

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 2020, Rush 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 FY19, 22 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, respiratory care, and community health work at Rush University Medical Center and providing anatomy labs for MXC health occupation 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 Rush Community Service Initiatives Program (RCSIP) Mini Medical School is a ten-session 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 117 grade school students attended Mini Medical School.

Goal 2: Improve access to mental and behavioral health services

Highlighted FY19 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 offer mental health services in the community at Simpson Academy for Young Women and the College of Nursing Faculty Practice sites.

School Based Health Centers

- Students seen in the Rush School Based Health Centers (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 FY19, 876 risk screenings were completed, resulting in 175

referrals for additional mental health services. Of those 175, 100 were successfully linked to care. Among the 100 are three 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. During FY19, there were 49 students referred for SBHC-provided psychiatric care. One thousand seven hundred forty minutes of education that focused on trauma, mental health, and skill building for resilience was provided to 900 students through school outreach activities. Finally, 140 teachers, parents, staff, and community members' participated educational sessions on the same topics.

Faith Based Initiatives

A total of 233 congregants and community members were trained in Mental Health First Aid, which teaches lay people how to identify, understand, and respond to signs of addictions and mental illnesses.

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. 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 SBHCs. 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 FY19, these health centers provided 3,403 healthcare encounters to 876 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, staff 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 FY19, AFC provided clinic services to 493 youth - in total 2,006 healthcare encounters - and provided 1,380 minutes of reproductive health education to youth at 4 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 include: an adult mental health clinic that specializes in post-traumatic stress disorder; family and marital services such as support groups, counseling and guidance for parenting; a military sexual trauma clinic; and an Intensive Outpatient Program (IOP). The IOP is a three-week program where veterans receive intensive treatment Monday thru Friday, 8:00am to 5:00pm. For the IOP, veterans are drawn from the local community and region, and are flown in from across the country. Since the IOP launch in January 2016, over 330 veterans have graduated from the program. In addition, in the past year the Road Home Program conducted veteran outreach to 6,901 people within the community (to veterans and their family members, and through veteran service organizations and related community groups). This past year the Road Home Program provided clinical services to 936 veterans.

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 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 FY19 Efforts:

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

The Rush Food Surplus Project was created in 2015 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 Rush Surplus Project continued to take place at both Rush University Medical Center and Rush Oak Park Hospital in FY19. Through a continued partnership with Franciscan Outreach and Oak Park River Forest Food Pantry (recently renamed Beyond Hunger), In FY19, Rush has provided 26,488 free meals to both Franciscan and Beyond Hunger. Additionally, Rush continues to collaborate with another community partner, Top Box foods to provide local produce to its employees and community members for a discounted rate monthly. In FY19, 529 unique Rush employees participated in this program. Finally, Rush recently implemented their Food is Medicine Program on 4 inpatient units and is actively rolling it out to the remainder of the inpatient care units and ROPH. 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 Medical Center. These individuals are also provided with referrals to local pantries for them to continue to receive food after discharge and pursue SNAP. Through July 2019, there have been 270 bags of food delivered to patients who have screened positive for food insecurity.

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. In FY19, the program provided services to over 2,268 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 and supported by ROPH clinicians. In FY19, more than 550 women were screened.

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

In the past fiscal year, Rush focused its efforts on the Tobacco Oversight Committee and extending the reach of its community efforts, particularly supporting Oakley Square in their efforts to go smoke-free by offering staff support, training, and our comprehensive web-based tool, Pro-Change. In addition, Rush provides trainings to its respective providers on Courage and Counsel to Quit with partner, Respiratory Health Association. This also included offering quarterly courses to patients and community members to quit smoking at Rush Oak Park Hospital.

Supporting Program Information:

5 + 1 = 20 Program

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 3,540 community members.

Mini Health Fairs

Rush's Professional Nursing staff helps provide Mini Health Fairs for patients receiving care at Thresholds and Trilogy Behavioral Healthcare. These organizations provide 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 FY19, the annual ROPH health and wellness fair provided more than 366 health screenings to participants which included 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 seventh 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 Department of Social Work and Community Health (SWACH)

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 15,500 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 benefit. 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, as previously mentioned.

Tour de West Side

Started by a Rush medical student's Summer Dean's Project, Rush began to sponsor five 5K races on the West Side given its commitment to improving health. Rush sought 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 200 employees.

West Side Walk for Wellness

The West Side Walk to Wellness, another student's Summer Dean's Project sponsored by Rush 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 250 unique community members from Rush and the communities we serve.

Community Health Workers

The roles and activities of community health workers (CHWs) are tailored to meet the unique needs of the communities they serve. CHWs promote access to services, provide health education, support care delivery, and promote advocacy. Rush hired and trained three Community Health Workers from two of the West Side Alive Churches to work with congregants with uncontrolled blood pressure on one-on-one bases to learn how to get their blood pressure controlled. Eighty congregants from 7 churches are taking part in this program.

Faith Based Efforts

In FY19, there were 505 congregants screened for hypertension across 7 churches designed to teach congregants how to achieve or maintain healthy blood pressure in order to reduce risk of heart failure, heart attacks, strokes, kidney disease. Lastly, a HEAL weight loss program was piloted during FY19. There were 17 individuals across 7 churches designed to reduce overall weight.

Goal 4: Increase access to care and community services

Highlighted FY19 Efforts:

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

Patients who present to Rush University Medical Center Emergency Department or inpatient units who need assistance with scheduling follow up appointments are referred to Rush's Transitional Care Program (TCP) where patient care navigators connect patients to the appropriate place of care post-discharge. This program has largely benefitted from many community partnerships that Rush has established, including a formal partnership with CommunityHealth, the largest free clinic in the City of Chicago. The formal partnership serves as a way to better connect uninsured patients to primary care and insurance where Rush attending physicians, medical residents and students volunteer their time and skills through rotations. In FY19, 396 patients were referred to CommunityHealth which 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. 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 2,951 healthcare encounters/visits were provided during FY19.
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 225 men during FY19.
3. RCSIP Clinic at Chicago City Church serves homeless and other at-risk adults. Over 140 patients were seen at this clinic during FY 19.

Community Building Activities

(See pg. 35 for additional supporting information)

Rush is committed to making an impact on its local communities of 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 “Anchor Mission” 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 Housing and Urban Development (HUD) definitions and guidelines and provides both bridge and permanent, supportive housing to individuals in need. Rush has invested \$50,000 in this program and is looking to expand it in FY20 with the new City of Chicago Flexible Housing Pool.

Economic Development

Invest locally – In FY19, Rush invested \$730,000 in six projects on the West Side including Austin Coming Together, Enlace Chicago, Youth Outreach Services, Carole Robertson Center for Learning, Cook County Land Bank Authority, and Austin Rising Initiative. Rush also partnered with other hospitals through West Side United to award a total of \$85,000 in small grants to seven small businesses on the West Side of Chicago.

Local Purchasing - Rush has organizational goals to increase purchasing with vendors from the West Side. Rush has partnered with Together Chicago and Chicago Anchors for a Strong Economy to identify and contract with vendors at the hyper-local level. In FY19, Rush increased spending in targeted sourcing categories by \$1M. Rush engaged with Concordance Healthcare Solutions, a medical-surgical supply distributor, to locate its distribution center in one of Rush’s Anchor Mission (AM) communities and commit to hiring their warehouse staff from the AM communities. Rush engaged with Fooda for cafeteria services, with a goal of increasing spending in the AM communities. Rush is part of the West Side Anchor Committee with five other hospitals and health systems to share best practices and increase the use of local vendors.

Employee Efforts - 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 employees through Working Credit and Fifth-Third 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. In FY19, Rush implemented new smoke-free signs across the entirety of the Rush campus.

In FY19, Rush University's Department of Health Systems Management was awarded the Commission on the Accreditation of Healthcare Management Education (CAHME) Canon Solutions America Award for Sustainability and throughout FY19 has partnered with Canon for pro-bono consulting on sustainability improvements to pursue in FY20. In addition, Rush will hire a Sustainability Manager in FY20.

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.

As part of its efforts to address economic vitality, West Side United invested \$1.7 million in six new and existing community development projects in West Side neighborhoods that will increase affordable housing connect youth to services and build capacity for established community organizations. They have also partnered with Accion and Northern Trust to develop a small business accelerator program with hopes of funding \$250K in small business grants. As well, they have committed \$250K to expand mental health services through co-location grants for local social service agencies. In March 2019, West Side United announced the following additional goals:

Health & Healthcare

Launch 'Live Healthy West Side', a community health framework that promotes health and well-being:

Coalesce initiatives around reducing health inequities in 2 health conditions:

- Hypertension
- Maternal child health

Economic Vitality

Over the next 3 years:

- Triple commitment in Impact Investing to \$7.5 million
- Increase WSU institutions' local hiring by 15% (~3,500 new West Side hires by 2021)
- Increase local spend dollars by 20% (~\$100 Million invested in West Side communities)
- Expand Small Business Grant Pool to \$500,000 per year leveraging new external funders
- Expand Employee Professional Pathway Programs to include 3 more career pathways (nursing, health IT and certified nursing assistant)

Neighborhood & Physical Environment

- Launch a Healthy Food Voucher program to provide fruits & vegetables to 1,000 West Side residents by 2021
- Support 3 CPS schools in complying with CPS Nutrition Education standards and policies
- Strengthen direct support relationships with food pantries to provide wrap around services such as SNAP enrollment

Education

- Increase High School internships by 50% from 400 to 600 seats
- Support the development of community hubs at 2 schools to expand wrap around services
- Establish career exposure programs at up to 4 elementary schools on the West Side

West Side ConnectED

Rush is a founding member of West Side ConnectED, a collaborative of five hospitals serving Chicago's West Side working to improve our efforts on social determinants of health with support from Catholic Charities of the Archdiocese of Chicago. The group, as referenced prior, is particularly focused on implementing screening about primary care/insurance, food security, housing, utilities, and transportation in the Emergency Departments. In FY19 Rush dedicated staff time equivalent of approximately \$15,000. 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. Lurie Children's Hospital joined the initiative in FY19 given shared interests in this health improvement effort and spent

Community Health Improvement Advocacy

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, which was signed into law in April 2019 by Governor Pritzker. In addition, Rush signed on to express concern with Proposed Federal Changes to the Public Charge rule, essentially barring immigrants, an estimated 20% of the City of Chicago population, regardless of legal status, from utilizing any public programs such as Medicaid and Medicare as it could impact their status. This comment was submitted on behalf of the patients and communities we serve in partnership with AHE.

Workforce Development

Local Hiring - Rush has established an organizational goal to increase local hiring from the West Side and has a dedicated West Side hiring manager. Rush collaborates with two community-based partners (Skills for Chicagoland's Future and The Cara Program) to increase local hiring for entry-level positions. Rush also partners with other organizations to source local talent and, when necessary, reverse refer candidates to other partners for employment and other wrap-around services. In FY19, Rush hired 16.8% of all new hires from West Side communities, equivalent to about 450 employees, 49 of which were sourced through our Employment Preference Initiative with local non-profit organizations.

Rush *Capital Projects* team now reviews contracts for construction and capital projects undertaken by the hospital, and, for the first time, depending on the size of the project, includes goals for Anchor Mission local hiring in the contract language. The first project under these commitments

has already been completed—a clinic in the South Loop, which contributed \$261K in salaries to residents in the Anchor Mission communities.

Finally, Rush has launched a two-year Medical Assistant *career pathway program* for full-time employees. The program is in collaboration with four other health system employers, training providers and funding partners. Additionally, Rush launched a pathway for underemployed youth between the ages of 18 and 26 to become patient care technicians in partnership with Skills for Chicagoland's Future. Six (6) of the 7 individuals (86%) from the first cohort who successfully completed the patient care technician pathway program were hired at Rush, reducing time to fill by 30 days. We have launched two cohorts for the medical assistant career program with 20 participants. The third cohort will launch in June 2020.

Rush Oak Park Hospital also supports career development of students with special needs in partnership with Oak Park River Forest High School through its CITE II. ROPH employs students throughout the hospital as a job development program in FY19, 12 students participated, providing a total of 3,086 hours of service.

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 second phase of this program, there were 1,164 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 FY19, Rush adopted a total of 258 families, 24 of which were Rush employees/families.

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 FY19, approximately 400 whole blood units were collected at RUMC and ROPH.

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 FY19, 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 11 care coordinators and 16 care management contracts have completed the CE trainings.

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. In FY19, 1,129 individuals were served by ROPH – some of whom stayed for days during the extreme weather.

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 five 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 Medical Center and ROPH Heart Walk team promotes heart health and associate camaraderie while raising lifesaving funds. For this event, Rush University Medical Center 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 Medical Center 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 FY19, the services provided by Rush health professionals through this 12-site network impacted the lives of over 1,500 patients.

Ruth M. Rothstein CORE Center

Rush and Cook County Health 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. 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, with a focus on West Side communities – particularly the Austin and Little Village Neighborhood Networks. In 2019, Rush raised \$180,000 through an employee giving campaign to support the United Way's work.

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 2,700 on an annual basis; over 800 degrees were awarded in FY19. Records for the 2019 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 Medical Center 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 educate a broadly diverse student body who will deliver exceptional health care, generate innovative knowledge, and provide transformative leadership to improve health outcomes for all populations. 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 9,000 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 lead healthcare transformation through innovative nursing education, practice, research, and scholarly inquiry.

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 FY19, Rush provided tuition forgiveness in the amount of \$1,003,150 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 benefit 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 2019 at Rush include:

Center for Community Health Equity Summer Internship

Center of Community Health Equity Scholars Program held its 3rd summer cohort. The Center for Community Health Equity (CCHE) Scholars Program offers an eight-week, full-time, paid internship program for four highly motivated undergraduate college students. These students are currently in their junior or senior year with strong interests in research, health disparities and community relations. The summer internship is designed to give relevant and needed exposure to students seeking careers in the health sciences and research.

Million Hearts

The Center is coordinating Rush's efforts to participate in the Million Hearts[®] Cardiovascular Disease Risk Reduction Centers demonstration project by the Centers for Medicare & Medicaid Services ("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.

All of Us Research Program

The All of Us Research Program is a national longitudinal cohort program with repeated engagement of participants to create a research resource that enables a variety of future observational and interventional studies open to individuals aged 18 years and older with the capacity to consent. Rush began open enrollment in May 2018 and has enrolled 1,463 participants from the greater Chicagoland area to date. Recruitment and retention includes numerous presentations, educational discussions, and health fairs which provide education about precision medicine, the importance of research for individuals typically underrepresented in biomedical research, and the research program. The program has also developed a Community Participant Advisory Committee to allow community leaders and participants to help guide and support strategic efforts to foster meaningful partnerships across Chicagoland communities. Multiple local and national mobile engagement vehicles have been deployed to help with our outreach efforts to commonly underrepresented communities. Enrolled participants receive a blood draw for common lab measures with the option to receive genetic return in the future. All services, information, and return of results are provided at no cost.

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 2,190 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 13,771 evaluations have been performed on participants at no charge and 11,091 routine blood tests have been drawn without charge. Test results have been provided to the participants. All study participants are organ donors and a complete neuropathological evaluation has been performed without charge on 843 participants and a report provided to family members. Participants have recently been offered brain MRI scans at no charge and 1,833 scans have been performed and report provided.

Minority Aging Research Study

The Minority Aging Research Study is a longitudinal clinical-pathologic study of aging and risk factors for cognitive decline among older African Americans. The study began in 2004 and includes 786 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, 31 autopsies have been performed. We have conducted 4,940 evaluations and 4,094 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 361 scans have been performed and a report provided.

The Religious Orders Study

The Religious Orders Study started in 1993 and has enrolled over 1,465 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 14,401 evaluations at no charge to participants and 3,822 blood tests have been performed without charge. Test results have been provided to the participants. All study participants are organ donors and a complete neuropathological evaluation has been performed without charge on 782 participants and a report provided to their community and family members. Participants have recently been offered brain MRI scans at no charge and 144 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, 238 older community-dwelling Latinos in the Chicago area whom do not have dementia have been recruited. A total of 504 evaluations have been performed at no charge and 494 blood tests have been performed at no charge. Participants are also introduced to brain donation as an optional component of the study and interested persons are invited to sign an Anatomical Gift Act document. One autopsy has been performed to date. Participants have recently been offered brain MRI scans at no charge and 35 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 2,504 evaluations and 1,877 blood tests have been performed since 2008 at no charge to participants with all results provided to the participants.

The Anti-Amyloid Treatment in Asymptomatic Alzheimer's Study

The Anti-Amyloid Treatment in Asymptomatic Alzheimer's (A4) study, started in 2014, is an intervention study that enrolled 63 older individuals from around the greater Chicagoland area. Recruitment and retention included 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 were 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 more than 1,300 routine blood tests without charge with all results provided to the participants. The topline results of the study were published in October 2018 in three articles in the *New England Journal of Medicine*. Its findings also contributed to recent revisions to the American College of Cardiology and the American Heart Association Guidelines regarding the clinical use of aspirin.

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 86 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 FY19, Rush provided \$303 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 FY19 at a cost of over \$420,000.

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 FY19, Rush incurred \$2,029,490 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.

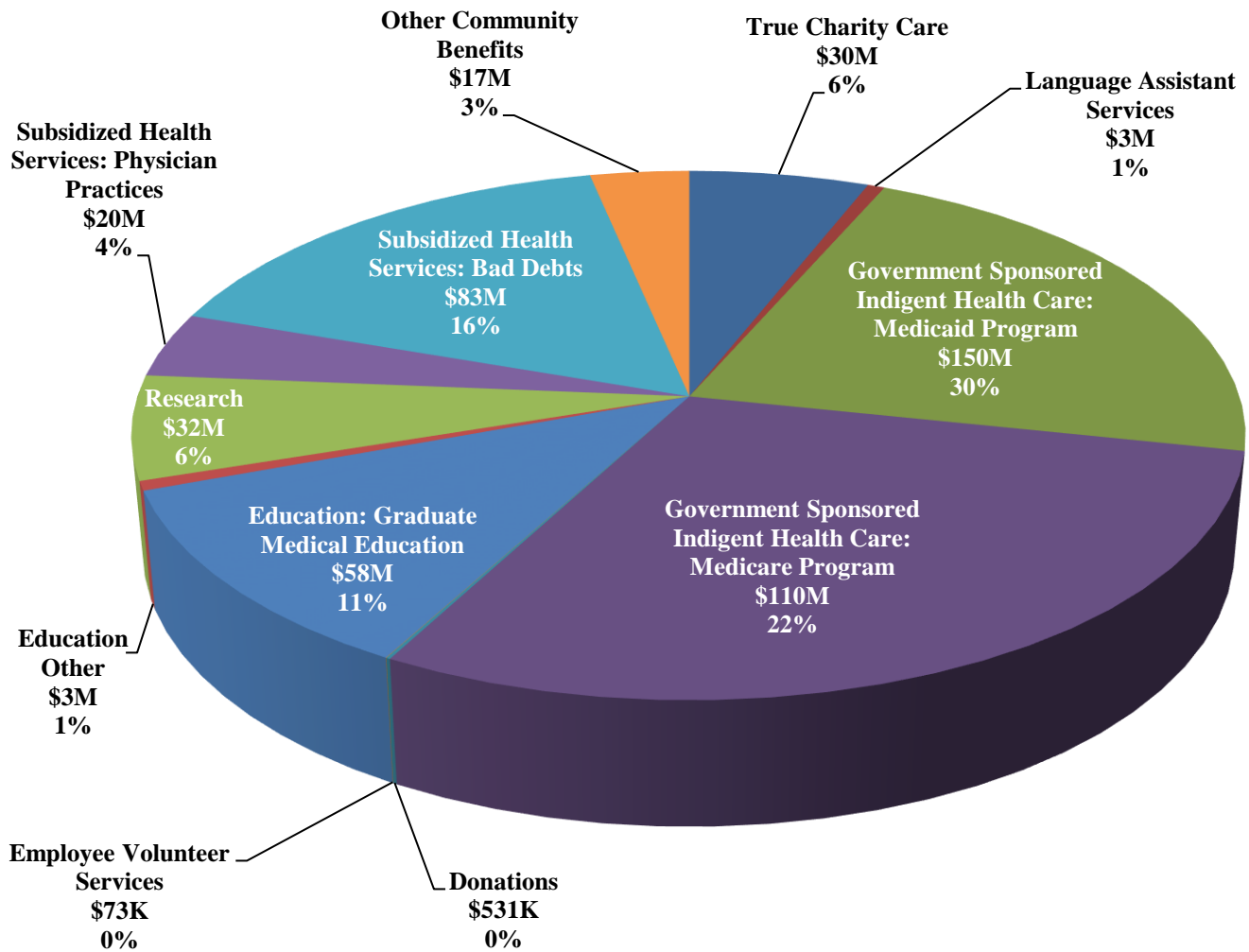
Charity Care Policy and FY19 Financial Reports

The charity care policy for Rush University Medical Center and ROPH is located in appendix G. The FY19 Annual Non-Profit Hospital Community Benefit Plan Reports for Rush and ROPH are located in Appendix F. The FY19 Hospital Financial Assistance Reports for Rush and ROPH are located in appendix I.

FY19 Consolidated Financial Information

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

Community Benefit Report Component	RUMC	ROPH	RCMC	Total Reportable Entity	Footnote Reference
Charity Care	\$23,984,866	\$2,376,404	\$4,109,772	\$30,471,042	1,4,5,6
Language Assistant Services	\$2,204,297	0	\$681,586	\$2,885,883	
Government Sponsored Indigent Health Care: Medicare Program	\$78,276,412	\$10,823,260	\$ 21,016,591	\$110,116,263	1
Government Sponsored Indigent Health Care: Medicaid Program	\$117,270,462	\$5,866,422	\$26,724,700	\$149,861,584	1,2
Donations	\$395,000	\$36,975	\$99,533	\$531,508	
Employee Volunteer Services	\$24,686	\$15,984	\$32,198	\$72,868	
Education: Graduate Medical Education	\$57,832,054	\$214,282	\$ -	\$58,046,336	
Education: Other	\$949,000	0	\$1,947,826	\$2,896,826	
Research	\$32,273,000	0	\$ -	\$32,273,000	
Subsidized Health Services: Physician Practices	\$20,041,565	0	\$90,043	\$20,131,608	
Subsidized Health Services: Bad Debts	\$37,539,872	\$6,940,596	\$38,771,838	\$83,252,306	
Other Community Benefits	\$15,459,409	\$1,269,546	\$66,952	\$16,795,907	
Total	\$386,225,937	\$27,527,485	\$93,508,841	\$507,262,263	



Footnote #1:

The computation of charity care (cost) is based on the filed 2019 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 FY19, Rush received payments related to the Provider Assessment Program which was approved by CMS and is administered through the Illinois Department of Health and Family Services. The program is designed to improve Medicaid payments to hospitals. In addition, during FY16 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 FY19 unreimbursed cost of the Medicaid program would have been \$102 million.

Footnote #3:

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

Footnote #4:

The amount of charity care reported for purposes of the Community 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 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 provides 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 FY2006 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 FY19 follows:

Category	Approved Patient Applications	Pending Patient Applications	Denied Or No Response Patient Applications
Charity Care (100% write-off): Number of Applications	2020	376	347
Charity Care (100% write-off): Write-Off Amount	\$49,209,654	\$0	\$0
Limited Income (50% write-off amount): Number of Applications	199	0	100
Limited Income (50% write-off): Write-Off Amount	\$1,575,726	\$0	\$0
Presumptive Charity Care (100% write-off): Number of Applications	5112	0	N/A
Presumptive Charity Care (100% write-off): Write-Off Amount	\$18,836,282	\$0	N/A

A summary of this analysis, for Rush Oak Park Hospital, for FY19 follows:

Category	Approved Patient Applications	Pending Patient Applications	Denied Or No Response Patient Applications
Charity Care (100% write-off): Number of Applications	457	44	101
Charity Care (100% write-off): Write-Off Amount	\$2,066,180	\$0	\$0
Limited Income (50% write-off amount): Number of Applications	37	0	14
Limited Income (50% write-off): Write-Off Amount	\$135,157	\$0	\$0
Presumptive Charity Care (100% write-off): Number of Applications	2961	0	N/A
Presumptive Charity Care (100% write-off): Write-Off Amount	\$8,098,250	\$0	N/A

Footnote #6:

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

Highlighted Community Building Activities (*Supporting Information*)

Community Building Activities	Programs within Activities	Dollar Value
Economic Development	Local Purchasing; Impact Investment; Retirement Readiness	\$ 2,157,275
Workforce Development	Employee Talent & Preference; Local Labor; Capital Projects;	\$ 4,127,710
Environmental Improvements	Plant-It-Green; Practice Green Health	\$ 2,841
Physical improvements and housing	Center for Housing and Health	\$ 55,000

