Rush System for Health

Racial Justice Action Committee (RJAC) Recommendations

December 2020

Dr. Sheila Dugan
Professor, Acting Chair, Medical Director, University Physical Medicine and Rehabilitation

Darlene Hightower, JD
VP, Community Health Equity and Engagement

Terry Peterson
VP, Government Affairs
David McAtee, August 3, 1966 - June 1, 2020
Louisville, Kentucky
Shot: June 1, 2020, Louisville Metropolitan Police Officer

George Perry Floyd, October 14, 1973 - May 25, 2020
Powderhorn, Minneapolis, Minnesota
Kneel on neck/Asphyxiated: May 25, 2020, Minneapolis Police Officer

Dreapsin "Sean" Reed, 1999 - May 6, 2020
Indianapolis, Indiana
Shot: May 6, 2020, Unidentified Indianapolis Metropolitan Police Officer

Michael Brent Charles Ramos, January 1, 1978 - April 24, 2020
Austin, Texas
Shot: April 24, 2020, Austin Police Detectives

Breonna Taylor, June 5, 1993 - March 13, 2020
Louisville, Kentucky
Shot: March 13, 2020, Louisville Metro Police Officers

Manuel "Mannie" Ellis, August 28, 1986 - March 3, 2020
Tacoma, Washington
Physical restraints/Hypoxia: March 3, 2020, Tacoma Police Officers

Atatiana Koquice Jefferson, November 28, 1990 - October 12, 2019
Fort Worth, Texas
Shot: October 12, 2019, Fort Worth Police Officer

Emantic "EJ" Fitzgerald Bradford Jr., June 18, 1997 - November 23, 2018
Hoover, Alabama
Shot: November 23, 2018, Unidentified Hoover Police Officers

Charles "Chop" Roundtree Jr., September 5, 2000 - October 17, 2018
San Antonio, Texas
Shot: October 17, 2018, San Antonio Police Officer

Chinedu Okobi, February 13, 1982 - October 3, 2018
Millbrae, California
Tasered/Electrocuted: October 3, 2018, San Mateo County Sheriff Sergeant and Sheriff Deputies

Botham Shem Jean, September 29, 1991 - September 6, 2018
Dallas, Texas
Shot: September 6, 2018, Dallas Police Officer

Elijah McClain, September 29, 1991 - August 24, 2019
Aurora, Colorado
Placed in chokehold and sedated by paramedics

Source: Renee Ater
Artwork Source: Andres Guzman

Santoro Rose Jr., July 12, 2000 - June 19, 2018
East Pittsburgh, Pennsylvania
Shot: June 19, 2018, East Pittsburgh Police Officer

ahead Vassell, December 22, 1983 - April 4, 2018
Brooklyn, New York City, New York
Shot: April 4, 2018, Four Unnamed New York City Police Officers

Stephan Alonzo Clark, August 10, 1995 - March 18, 2018
Sacramento, California
Shot: March 18, 2018, Sacramento Police Officers

Aaron Bailey, 1972 - June 29, 2017
Indianapolis, Indiana
Shot: June 29, 2017, Indianapolis Metropolitan Police Officers

Charleena Chavon Lyles, April 24, 1987 - June 18, 2017
Seattle, Washington
Shot: June 18, 2017, Seattle Police Officers

Fetus of Charleena Chavon Lyles (14-15 weeks), June 18, 2017
Seattle, Washington
Shot: June 18, 2017, Seattle Police Officers

Jordan Edwards, October 25, 2001 - April 29, 2017
Balch Springs, Texas
Shot: April 29, 2017, Balch Springs Police Officer

Chad Robertson, 1992 - February 15, 2017
Chicago, Illinois
Shot: February 8, 2017, Chicago Police Officer

Deborah Danner, September 25, 1950 - October 18, 2016
The Bronx, New York City, New York
Shot: October 18, 2016, New York City Police Officers

Alfred Olango, July 29, 1978 - September 27, 2016
El Cajon, California
Shot: September 27, 2016, El Cajon Police Officers

Tereance Crutcher, August 16, 1976 - September 16, 2016
Tulsa, Oklahoma
Shot: September 16, 2016, Tulsa Police Officer

Tereance LeDell Sterling, July 31, 1985 - September 11, 2016
Washington, DC
Shot: September 11, 2016, Washington Metropolitan Police Office

Joseph Curtis Mann, 1966 - July 11, 2016
Sacramento, California
Shot: July 11, 2016, Sacramento Police Officers

Philando Castile, July 16, 1983 - July 6, 2016
Falcon Heights, Minnesota
Shot: July 6, 2016, St. Anthony Police Officer

Alton Sterling, June 14, 1979 - July 5, 2016
Baton Rouge, Louisiana
Shot: July 5, 2016, Baton Rouge Police Officers

Bette "Betsy Boo" Jones, 1960 - December 26, 2015
Chicago, Illinois
Shot: December 26, 2015, Chicago Police Officer

Quintonio LeGrier, April 29, 1996 - December 26, 2015
Chicago, Illinois
Shot: December 26, 2015, Chicago Police Officer

Corey Lamar Jones, February 3, 1984 - October 18, 2015
Palm Beach Gardens, Florida
Shot: October 18, 2015, Palm Beach Gardens Police Officer

Minneapolis, Minnesota
Shot: November 15, 2015, Minneapolis Police Officers

Jeremy "Barn" McDoile, 1987 - September 23, 2015
Wilmington, Delaware
Shot: September 23, 2015, Wilmington Police Officers

Inda Kager, June 9, 1988 - September 5, 2015
Virginia Beach, Virginia
Shot: September 5, 2015, Virginia Beach Police Officers

Cincinnati, Ohio
Shot: July 19, 2015, University of Cincinnati Police Officer

Sandra Iband, February 7, 1987 - July 13, 2015
Waller County, Texas
Excessive Force/Wrongful Death/Suicide (?): July 10, 2015, Texas State Trooper

Venice, California
Shot: May 5, 2015, Los Angeles Police Officer

Freddie Carlos Gray Jr., August 16, 1989 - April 19, 2015
Baltimore, Maryland
Brute Force/Spinal Injuries: April 12, 2015, Baltimore City Police Officers

Walter Lamar Scott, February 9, 1965 - April 4, 2015
North Charleston, South Carolina
Shot: April 4, 2015, North Charleston Police Officer

Eric Courtney Harris, October 10, 1971 - April 2, 2015
Tulsa, Oklahoma
Shot: April 2, 2015, Tulsa County Reserve Deputy

Phillip Gregory White, 1982 - March 31, 2015
Vineyard, New Jersey
K-9 Mauling/Respiratory distress: March 31, 2015, Vineyard Police Officers

Mya Shawatza Hall, December 5, 1987 - March 30, 2015
Fort Meade, Maryland
Shot: March 30, 2015, National Security Agency Police Officers

Oxnard, California
Shot: March 28, 2015, Oxnard Police Officer

Tony Terrell Robinson, Jr., October 18, 1995 - March 6, 2015
Madison, Wisconsin
Shot: March 6, 2015, Madison Police Officer

Charlotte, North Carolina
Shot: February 18, 2015, Charlotte-Mecklenburg Police Officer

Natasha McKenna, January 9, 1978 - February 8, 2015
Fairfax County, Virginia
Tasered/Cardiac Arrest: February 3, 2015, Fairfax County Sheriff Deputies

Laquan McDonald September 25, 1997 - October 20, 2014
Chicago, Illinois
Fataley shot by police officer
RJAC Key Takeaways

Rush has an opportunity to excel in the diversity, inclusion, equity and anti-racism space

If we get this right, Rush can become the place where more people want to work, receive health care and learn

To get there, we need a clear equity strategy, support from senior leadership and accountability across the system
AGENDA

• What RJAC Has Done
• What We’ve Learned
• Our Recommendations
What RJAC Has Done
**RJAC Timeline**

- **RJAC Committee Members Notified**: Week of June 22
- **Committee Orientation and Onboarding**: July 9
- **Rush Wide Survey Released**: July 2
- **RJAC Survey Closed**: July 15
- **Committee Meeting Current State of RUSH**: July 21
- **Committee Meeting Recommendation Review**: August 4
- **Library Launch: online racial justice resource page**: August 15
- **ROPH & Copley Listening sessions**: September 1 & 8
- **Recommendation Strategy Meeting: Co-Chair and Justice Informed**: September 9
- **Recommendations to SLT**: Mid October
- **Recommendations shared with stakeholders for feedback**: September 9 - Today

*July 9 Orientation facilitated by Exeter Group*
*July 21, August 4, August 11 & September 9 meetings Facilitated by Justice Informed*
What We’ve Learned
### Data

<table>
<thead>
<tr>
<th>All Employees</th>
<th>RUMC:</th>
<th>ROPH:</th>
<th>RCMC:</th>
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<tbody>
<tr>
<td></td>
<td>39.6% White</td>
<td>39.7% White</td>
<td>61.93% White</td>
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<td>20.7% Black/ AA</td>
<td>18.6% Black/ AA</td>
<td>4.98% Black/ AA</td>
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<td>14.6% Latinx</td>
<td>13.6% Latinx</td>
<td>19.30% Latinx</td>
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<td>Leadership</td>
<td>AVPs &amp; Above</td>
<td>Directors</td>
<td>Managers and Above</td>
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<td>11% Black/ AA</td>
<td>4% Black/ AA</td>
<td>2.02% Black/ AA</td>
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<tr>
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<td>2% Latinx</td>
<td>13% Latinx</td>
<td>7.07% Latinx</td>
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<tr>
<td>RUSH Boards</td>
<td>13% of Voting Trustees are</td>
<td>43% of Voting Trustees are</td>
<td>0% of Voting Trustees are</td>
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<tr>
<td></td>
<td>African American and 4% Latinx</td>
<td>African American and 0% Latinx</td>
<td>African American and 11% Latinx</td>
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<tr>
<td>Faculty</td>
<td>At Rush University 4.67% of faculty are African American and 4.21% are Latinx</td>
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<td>Students</td>
<td>At Rush University 8% of students are African American and 12% are Latinx</td>
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* Detailed data is included in the appendix*
Overall, the majority of survey responses were negative regarding leadership (in particular, direct supervisors), role and morale, professional development and co-workers.

Respondents have experienced acts of perceived racism at RUSH but are afraid to report them or do not feel they have received adequate responses.

There are disparities between Black and White employees regarding whether an individual feels comfortable speaking up about race-based incidents at work.

Surveys analyzed by Press Gainey through Narrative Rx and multiple listening sessions were held.
RJAC Survey - 1,000 Responses

Leadership Driver Negative Experiences: Management and Executives 117 Negative Insights

- "Yes, nothing happened. A patient demanded only white staff on a unit that has very few white staff members, the physician pushed several times to make this happen vs setting a limit and increasing medications."

- "A staff member attempted to claim "reverse racism" against me for setting limits on his behavior (bullying and cursing out peers and leaders, yelling so loudly at leadership that security was called on him). He claimed I was discriminating against him as "an assertive white male". Leadership team wanted to terminate him, HR pushed for a level 4 only."

- "Yes, I have experienced racism at Rush. When I started back in 2015 I felt it as soon as I entered my work area. I would greet everyone or say hello and the white people would look away or blatantly ignore me."

- "I've left work in tears on many a day at some of the things I've been told from other black employees on the way they have been treated or things said to them. I have encouraged them to speak up and not let the perceived racism discourage them from moving ahead no matter how many times they've been told no."

- "No, I don't feel comfortable the reason being is that I feel if I report something my boss would seek a way to fire me."

- "No. I have brought it up, it gets addressed, though no action is taken. I don't feel taken seriously nor do I feel that leadership feels comfortable taking a strong stance. I feel that if I push harder, I will be further discredited and there will continue to be no real action."

- "No I do not feel comfortable reporting anything because my managers are not supportive with BLM! and I'm sure I'll be fired."

Survey Analyzed by Press Gainey through Narrative Rx**
University Listening Sessions

College of Nursing
- RedCap survey distributed to faculty to identify themes for listening sessions then collated
- Some nursing students participating with medical students in SoFar efforts
- Listening session held with leadership, concerns raised about lack of representation on RJAC and over representation of RMC on RJAC

Rush Medical College
- 2 sessions week of June 22 for all students
- Small group discussions to follow
- SNMA students are having internal meetings
- There are many active groups within the college and there is unlikely to be consensus on next steps
- There will be college-specific, university and health system issues

College of Health Sciences
- 5 sessions completed: staff, student and faculty
- Major theme: Increased awareness related to communication, current programs
- Working with the Diversity and Inclusion group within CHS to coordinate and prioritize actions to be taken within the college

The Graduate College
- Sessions held with students
- Expanding interactions with Crane High School and outreach events
- University asks: University Ombudsperson to address conflict as an impartial resource and a university diversity resource
What We Recommend
Be the change.

Communicate

Hire and employ

Align

Navigate

Generate

Educate
## Draft a Rush DEI statement that incorporates a commitment to racial justice

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<th>What</th>
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<tbody>
<tr>
<td>Draft a Rush DEI statement that incorporates a commitment to racial justice</td>
<td>1. Leverage RJAC recommendations to update DEI statement and include racial justice commitment &lt;br&gt; 2. Approve statement and plan with Board and Rush leadership</td>
<td>3rd Q FY 21</td>
<td>Marketing and Comm</td>
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<td>Be the Change campaign and voices</td>
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## Update website and other external media to display updated DEI statement and commitment

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<td>Update website and other external media to display updated DEI statement and commitment</td>
<td>1. Work with Rush digital, media, and communications teams to update website with statement; publicly release statement &lt;br&gt; 2. Identify additional channels (e.g. social media, pamphlets, buildings, etc.) where racial justice commitment can be displayed</td>
<td>3rd Q FY 21</td>
<td>Marketing and Comm</td>
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## Ensure DEI commitment and racial justice remain consistently communicated by Rush

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<td>Ensure DEI commitment and racial justice remain consistently communicated by Rush</td>
<td>1. Secure racial justice and anti-racism training for Rush marketing and communication team &lt;br&gt; 2. Work with Rush marketing and communications teams to develop calendar of ongoing discussions of DEI and racial justice &lt;br&gt; 3. Periodically review and update calendar as needed, including outreach to various stakeholder groups for feedback (e.g. community groups, faculty groups, students, etc.)</td>
<td>3rd Q FY 21/Ongoing</td>
<td>Marketing and Comm</td>
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<td>Be the Change campaign and voices</td>
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<td>Stakeholders for feedback</td>
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**RJAC Recommendations CHANGE**

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<td>Establish clear targets and timelines for achieving demographic parity across leadership groups</td>
<td>1. Work with HR/RU to collect current racial breakdowns by leadership group and understand tracking methods and create realistic timelines for demographic parity</td>
<td>Now/Ongoing</td>
<td>HR, Provost/Deans/Faculty Affairs, RMC Fac Recruitment</td>
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<td>2. Review data to identify areas to increase diversity of candidates, specifically BIPOC. Specific focus should be applied to areas of Rush where data has shown there is a representative deficit of certain races of candidates or employees (e.g. African Americans in faculty roles are needed, whereas there are many more African Americans in the general administrative roles)</td>
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<td>HR committee of Board</td>
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<td>Review hiring practices and policies for opportunities to increase Black, Indigenous, People of Color (BIPOC) candidates and reduce bias</td>
<td>1. Work to collect, understand and modify relevant hiring practices and policies to understand how they limit or produce racial bias/inequity in various phases of employment</td>
<td>3rd and 4th Q FY 21/FY 22</td>
<td>HR, Provost/Deans/Faculty Affairs, RMC Fac Recruitment</td>
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<td>HR committee of Board</td>
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<td>a. Pre-Employment Phase: Coach hiring managers and search committees, candidate search/slate development, candidate vetting, candidate offers</td>
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<td>DLC Demographic Strategy Owners</td>
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<td>b. Employment Phase: Onboarding, Job Descriptions, Performance Reviews, Compensation and Benefits, Advancement, Talent Management, Office of Institutional Equity Data, Engagement Scores</td>
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<td>c. Post-Employment Phase: Offboarding, Exit Interviews, Glassdoor/equivalent review monitoring</td>
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<td>Develop a racial equity tool that helps each department in Rush evaluate their current and future departmental policies for bias and racism</td>
<td>1. Work with Legal, HR, and a DEI expert to develop methods of accountability for instances of demonstrated racism or racial intimidation.</td>
<td>Start: Q4 FY21</td>
<td>Chief HR Officer (Marcos)</td>
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| Review existing and new policies across the system through a racial equity lens, including access to health care services by Medicaid/Medicare patients, charity care, no shows, collections, financial assistance, access to health care services by undocumented patients, admissions, etc. | 1. Work with Legal, HR, and a DEI expert to develop methods of accountability for instances of demonstrated racism or racial intimidation.  
2. Apply a racial equity tool/methodology that supports each department in Rush to evaluate their current and future departmental policies for bias and racism | Start: Q1 FY 22 | Chief HR Officer (Marcos)     |
| Develop an anonymous racial and other bias reporting system to address climate, interpersonal, or management challenges experienced by employees and community stakeholders in interactions with Rush staff, faculty, students, and contractors. | 1. Work with existing HR leaders to review how bias and racism are currently reported by staff, community partners, students, faculty, and volunteers.  
2. Alter the current process used to report bias, microaggression, and other interpersonal conflicts to mitigate and respond to the fears of intimidation and other types of workplace conflict by employees who wish to report instances of conflict | | |
**Navigate patients, students, employees and others on campus to social work/mental health interventions as needed instead of security/policing interventions**

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<td>Navigate patients, students, employees and others on campus to social work/mental health interventions as needed instead of security/policing interventions</td>
<td>1. Work with internal expert well-versed in mental health / social work to conduct an audit; check for demonstrated knowledge and application of racial justice</td>
<td>3rd Q FY 21</td>
<td>SWaCH. Community and Behavioral Health, etc., RJAC member</td>
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<td>2. Work with Legal, HR, and others as relevant to surface relevant policies in regards to mental health, security, and CPD contracting</td>
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<td>3. Convene focus groups of relevant stakeholders (e.g. patients, students, security, etc.) and discuss opportunities to divert individuals away from law enforcement</td>
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<td>4. Develop a joint report on suggested changes to route Rush stakeholders away from law enforcement</td>
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| Train relevant Rush leadership on restorative justice and its application to the workplace and hospital setting | 1. Select members who will participate in restorative justice learning series conducted by internal personnel. Consider those in HR and supervisory roles  
2. Develop learning series with external facilitator on restorative justice  
3. Determine training delivery method and timeline  
4. Host trainings and collect feedback                                                                                                     | Start: FY 22 | RU/Jay Behal SWaCH, Community and Behavioral Health                  |
| Develop toolkit using restorative justice practices to facilitate team-building, cohesion activities available to help departments to reconcile issues of harm | 1. Working with internal leaders, review current trainings to identify updates based on new learnings  
2. Communicate changes as needed                                                                                                          | Start: FY 22 | RU/Jay Behal SWaCH, Community and Behavioral Health                  |
### RJAC Recommendations

#### CHANGE

#### EDUCATE

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| Evaluate current trainings and vendors to understand current alignment with RJ standards (e.g. diversity of staff, content presented, learning objectives, etc.) | 1. Train relevant professional development staff at Rush in racial justice tool and standards  
2. Host review of trainings to identify updates needed based on new standards  
3. Incorporate edits and host new training sessions | Q3 YY 21/Ongoing | HR (e.g. Leadership Academy)  
Provost/Deans or designees  
RJAC committee members |
| Develop trainings on Anti-racism, Racial Healing, Cultural Competence and Bystander Allyship for Boards, Senior Leadership, Faculty, Course Directors, Teaching Faculty, students, security and staff across the Rush System. | 1. Conduct search for organizations trained in providing anti-racism trainings; review offerings based on standards developed  
2. Select preferred training modules and determine audience for trainings as well as delivery method (e.g. zoom, in-person, quarterly, etc.)  
3. Host trainings and solicit feedback to adjust content as needed  
4. Host a train the trainer session with contractor to train specific personnel at Rush to be able to deliver this training | Start: FY 22 | HR (e.g. Leadership Academy)  
Provost/Deans or designees  
RJAC committee members |
### Communicate Recommendations

- Create a unified Rush DEI statement that addresses racial justice and Rush’s response.
- Update Rush external communications (e.g. website, marketing, etc.) to highlight and center Rush’s stance on DEI and racial justice.

### Hire, Employ and Retain Recommendations

- Establish clear targets and timelines for increasing Black, Indigenous, People of Color (BIPOC) in leadership roles system wide (e.g. CEO, SVP, VP, AVP, directors and managers, faculty appointments, academic leadership, and Board).
- Increase BIPOC representation in major leadership roles system-wide by updating existing hiring policies and practices to reduce bias in the hiring process and increase pool of BIPOC candidates for all positions, transparency on opportunities, recruitment and retention with annual report to leadership and Board.

### Align Recommendations

- Conduct a systemwide review of all Rush policies that govern employment, compensation, culture, and consequences as it pertains to racialized impacts from said policies.
- Revise any policies that are shown to create a negative racialized impact upon Rush employees, faculty, students, and community partners.

### Navigate Recommendation

- Create a system of people, policies, and resources (e.g. departments, funding, legal assistants, etc.) to navigate patients, students, employees and others on campus to social work/mental health interventions as needed instead of to security/policing interventions.

### Generate Recommendation

- Collect and incorporate restorative justice practices and principles into our internal departments’ existing conflict management and team building trainings and processes.

### Educate Recommendations

- Create a process for ensuring that current DEI/HR trainings and HR are racial equity aligned and inclusive.
- Develop new trainings on anti-racism, unconscious biases, cultural competence, ally ship and racial justice, as needed.
Implementation Recommendations

1. Make equity a system strategy

2. Identify Senior Leaders as equity champions

3. Identify actionable timelines for recommendations (starting now)

4. Tie equity recommendations to departmental leader and system-wide performance

5. Have an annual “State of Equity” check-in with the RUMC Board
Immediate Next Steps

- Share recommendations across the system and identify champions in leadership
- Integrate the D & I plan and RJAC recommendations and identify specific leaders for the work
- Identify Strategy Owners and develop strategic drivers, metrics and action plans for each recommendation
- Identify resources needed to implement each recommendation
- Formalize the timeline for implementation
RJAC Recommendations: Order of Implementation

1. Educate
2. Align
3. Hire
How to Get Involved

1) One Book/One Rush Book Club Reading and Facilitated Discussion of Caste by Isabel Wilkerson

2) Online Implicit Bias Training

3) Volunteer Opportunities on the West Side

4) RJAC Resources Web Page