



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

July 1, 2019 - June 30, 2020

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(as of January 2021 upon submission)**

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Rush University Medical Center and Rush Oak Park Hospital Community Benefits Report **July 1, 2019 – June 30, 2020**

Organizational Background

Rush University System for Health (Rush) has a long history of community engagement and is committed to improving the health of the communities it serves. Rush maintains a unique organizational structure that allows it to thrive - it is a not-for-profit health care, education, and research enterprise comprised of Rush University Medical Center, Rush University, Rush University Medical Group (RUMG), Rush Oak Park Hospital (ROPH), and Rush Copley Medical Center. All of the Rush entities fall under the leadership of one individual, K. Ranga Rama Krishnan, MB ChB, Chief Executive Officer of Rush University System for Health. Though all academic medical centers in the Chicago area are affiliated with a medical school, the hospital and the medical school are often separate corporate entities that support one another via formal operating agreements. Rush is unique from other institutions in that all of its entities exist as one comprehensive organization. Rush's unified structure allows for a system-wide strategy for community benefit. Rush recently adopted community health equity as a strategic pillar of the organization, which resulted in a \$37.8 million increase in community benefit since due to service of the underserved; a commitment to local investing, hiring, purchasing, and volunteering; and doubling down on Rush's commitment to the economic vitality and health of Chicago's West Side. In addition, we believe that our community benefit contribution/spending has increased due to our senior leadership's dedication of their time and energy to this work. Our Anchor Mission Strategy outlines the ways in which we channel our economic power to make our residents healthier by working to improve the economic vitality and health of our neighborhoods.

This report captures the community benefit activities Rush University Medical Center and Rush Oak Park Hospital. Rush Copley Medical Center (RCMC) will submit its own report for FY2020 due to differing tax identification numbers.

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 ICARE values, convey the philosophy behind every decision Rush employees make. Rush employees commit themselves to demonstrating these values with compassion. This translates into a dedication shared by all members of the Rush community to provide the highest quality of patient care. In addition to this values statement, Rush also includes tagline statements included with the values statement: Just and Ethical and Diverse and Inclusive, as these also guide all that we do.

National Recognitions

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

American Hospital Association: Equity of Care

Rush was an honoree of the American Hospital Association's (AHA) Equity of Care Award for the fourth time in 2019. The Equity of Care Award is presented annually to hospitals or care systems that are noteworthy leaders and examples to the field in equitable care. Honorees demonstrate a

high level of success in reducing health care disparities and promoting diversity in leadership and staff within their organization.

Beacon Award for Excellence: recognizing exemplary hospital units

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

Centers for Medicare and Medicaid Services

All three Rush System hospitals received high marks for quality and patient experience from the Centers for Medicare and Medicaid Services (CMS), with both Rush University Medical Center and Rush Oak Park Hospital earning five-star ratings (the highest designation), and Rush Copley Medical Center earning four stars.

Companies That Care Honor Roll

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

Disability Equality Index

Rush University Medical Center was named one of the “Best Places to Work for Disability and Inclusion” based on high scores it achieved in the 2020 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% of all short-term acute care hospitals reporting patient safety data.

Human Rights Campaign Leader in LGBTQ Healthcare Equality

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

Magnet® Recognition

Rush earned its fifth consecutive Magnet® Nursing status designation, a distinction held by only 6% of hospitals nationally. The American Nurses Credentialing Center Magnet® Recognition Program recognizes overall excellence and innovation in patient care. Rush University Hospital was the first hospital in Illinois serving both adults and children to achieve Magnet® status and is the only one in the state serving both adults and children to receive the designation for a fourth time in January 2016 (not an annual certification). ROPH received its first Magnet® recognition in the spring of 2016.

Newsweek: Among the Top 25 Hospitals in the United States

A recent survey of peers and patients by *Newsweek* ranked Rush University Medical Center No. 24 among hospitals in the United States. In its second year, *Newsweek*'s "World's Best Hospitals" rankings compare more than 280 hospitals around the globe. The rankings are based on recommendations from medical professionals, results from patient surveys and key medical performance indicators.

The Leapfrog Group: top rating for patient safety

Rush University Hospital received high grades for a nationwide safety evaluation of hospitals, putting them among the elite 63 (2.4%) hospitals that have earned the top score every time. Rush Oak Park Hospital received its fourth consecutive A. The score represents Rush's overall performance in keeping patients safe from preventable medical errors, injuries, and infections while they are in the hospital.

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.

Truven Health Analytics: among the 100 top hospitals

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

U.S. News & World Report

In *U.S. News & World Report*'s 2020-2021 Best Hospitals issue, Rush University Hospital for the first time has been listed to the prestigious Honor Roll. Rush ranked among the top 50 hospitals in 7 of 16 categories and holds the 17th spot among the nearly 3,000 U.S. hospitals evaluated, with 11 Rush programs ranked among the nation's best. Just 158 out of more than 3,000 hospitals in the United States scored high enough this year to nationally rank in even a single specialty. Rush Oak Park Hospital was rated as high performing in both chronic obstructive pulmonary disease and heart failure care.

Vizient: Quality Leadership Award

Rush has received Vizient's 2019 Quality Leadership Award, ranking second among 93 academic medical centers. It is the sixth consecutive time Rush has been ranked among the top five in the study and the ninth time since Vizient began the study in 2005. Rush is the only medical center in Illinois to receive this award, among those participating in the study.

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

Continuing Education

Rush is committed to providing ongoing education for licensed health care professionals – including those that work at Rush and those that are part of the greater health care community. In FY2020, Rush established the Center for Innovative and Lifelong Learning (CILL), which will allow us to expand our already extensive educational programs. Having Joint Accreditation for medicine, nursing, pharmacy, psychology, and six other Allied Health professions allows Rush to provide a framework for CILL to provide high quality education and training to licensed health care professionals, and to promote safe and effective interprofessional patient care. In FY2020, Rush provided continuing education training to more than 18,000 individuals across 10 professions; 60% of the programs were interprofessional.

Community Health and Benefit

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

COVID-19 Impact

During FY2020, health systems across Chicago and the country have been responding to COVID-19 with concerted efforts on workforce deployment, medical care capabilities, and supply chain management. In addition, the COVID-19 pandemic has increased health-related social needs, exacerbating underlying inequities that have long led to worse health outcomes among African American and Latinx communities. The COVID-19 pandemic has called for social services to identify and address social needs, accessible and trauma-informed mental health treatment, health promotion activities that support continued chronic care management during the pandemic, and outreach targeted to communities most impacted by the harmful effects. Our approach has mostly focused on those populations particularly impacted by COVID-19, including but not limited to:

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

Shortly after Illinois' shelter-in-place order began, Rush's community health equity and engagement team, population health and social work services team, and Rush University's College of Nursing came together to launch our Community Command Center (CCC) to best meet the needs of those we serve. The public health crisis quickly galvanized teams across the institution to achieve one overarching goal: to advance and align initiatives and maximize the effectiveness of Rush's response to COVID-19, in particular among communities most vulnerable to the virus' adverse outcomes.

In FY2020, Rush staff dedicated a total of \$110,275 in time toward COVID-19 efforts.

The Chicago Homelessness and Health Response Group for Equity (CHHRGE), grew from conversations at one institution into a twice daily meeting with up to 50 daily participants from multiple organizations. The stakeholders of CHHRGE worked to address the devastating impact of COVID-19 across Chicago's entire vulnerably housed population. It is a loosely coordinated but aligned multidisciplinary group of individuals and agencies working collaboratively to address this public health crisis.

FY2020, Rush staff and students dedicated a total of \$184,061 in time toward COVID-19 efforts.

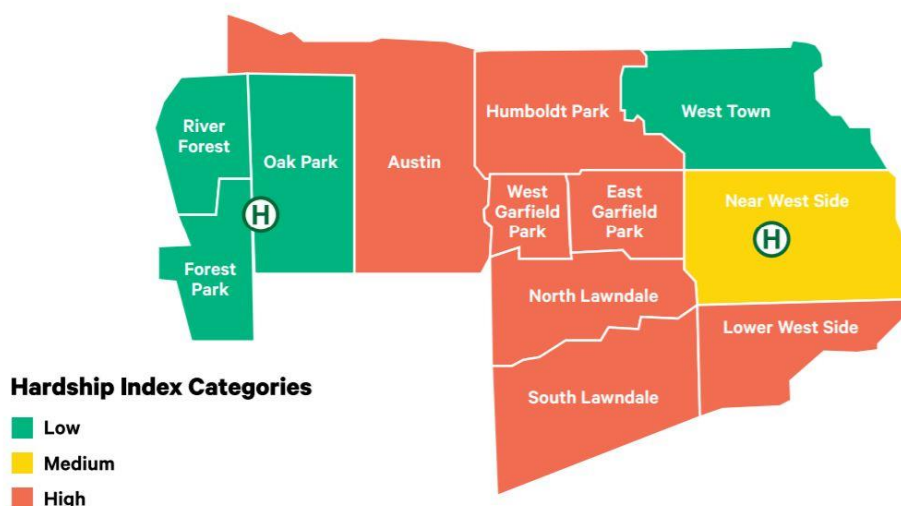
Rush also published a COVID-19 Community Response Playbook regarding our efforts, which was distributed locally, regionally, and nationally. The playbook describes how Rush, along with our partners, have come together given the COVID-19 pandemic to align and elevate existing efforts, identify new needs, and fill in gaps to best support patients, families, and community members in our service areas.

The Playbook is in the appendix and can be accessed at the link below.

<https://www.rush.edu/sites/default/files/2020-09/rush-community-covid-playbook.pdf>

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

As described in our Community Health Needs Assessment (CHNA), Rush took a comprehensive, collaborative approach for its 2020-2022 CHNA, working as part of the Alliance for Health Equity (formerly Health Impact Collaborative of Cook County) one of the largest CHNA collaboratives in the country - consisting of 26 hospitals, 7 health departments, and 100+ community-based organizations at the time of assessment. Recognizing the importance of collaboration and alignment with additional partners to improve health, Rush helped organize community focus groups and a county-wide survey to discuss the health needs of our constituents. Rush defined its service area as the communities between 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, Humboldt Park, 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 – rates of heart disease, cancer, and diabetes are among the highest in the City of Chicago. For example, by traveling three stops on the El train westward from downtown, life expectancy can vary by 10-16 years. Rush's CHNA identifies these disparities, and the Community Health Implementation Plan (CHIP) outlines strategies to address them.



Rush's defined community areas for FY2020-FY2022 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
5. Improve maternal and child health outcomes (our new goal added for 2020)

To deepen impact in these areas, members of the Alliance for Health Equity adopted these same issues in their CHNAs. Rush then crafted a strategic plan, our CHIP, for both Rush University Hospital and ROPH to address the needs identified in the CHNA. Rush's comprehensive CHNA and CHIP are in full compliance with the requirements of the Internal Revenue Service (IRS) and the Affordable Care Act. A copy is available on the Rush website at <https://www.rush.edu/about-us/community-service/community-health-needs-assessment>.

As described above, Rush's CHNA identified our community's top health needs, and Rush's CHIP includes strategies and metrics to address and alleviate them which are highlighted as follows:

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

Highlighted FY2020 Efforts:

- a. **Improve educational attainment.** The Rush Education and Career Hub extends Rush’s thirty-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: 1) to increase high school graduation rates, college matriculation, interest in health care/STEM careers, and 2) 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 health care industry. In FY2020, 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.** During the fiscal year, Rush implemented a screening tool to identify non-medical barriers to good health, such as food insecurity, homelessness, lack of utilities, transportation barriers, and lack of primary care/insurance. This screening tool was implemented in the Rush University Hospital Emergency Department, primary care settings, and community-based settings.

Patients screened for these social determinants of health (SDOH) were connected to services via a partnership with NowPow, a locally-based, resource directory company which provides curated, personalized resources that are shared with patients. There was a total of 18,888 screenings completed systemwide in FY2020: 2,164 in the Emergency Department (ED), as well as 228 screenings completed in the community.

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

Participate in regional community health improvement collaboratives. Rush joined the Alliance for Health Equity (AHE) early on and is a member of the steering committee. In addition, a Rush representative chairs several workgroups, 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 workgroups for data, policy, and trauma-informed care.

Supporting Program Information:

Rush Education and Career Hub (REACH)

REACH continues to provide programming across the Pre-K-16 educational continuum through the initiatives highlighted below:

Elementary Outreach (Gr. Pre-K-5)

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, build awareness of health care careers 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/health care 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 FY2020, over 2,000 students, 304 teachers, and 344 parents participated in REACH elementary programs.

Middle School Outreach (Gr. 6-8th)

In FY2020, REACH continued with two 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/health care 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.

During FY2020, REACH also launched the first middle school chapter of HOSA (Future Health Professionals Student Association) for the state of Illinois. This HOSA Jr chapter was launched in partnership with Nathaniel Dett Elementary and North Grand High School. Interested middle school students completed enrichment activities, and seven students participated in state-level competitions on health care knowledge and career preparatory activities.

High School Outreach (Gr. 9-12)

REACH programs for grades 9 through 12 include academic, college and career development. Initiatives include specialized courses, site visits, job shadowing, and summer internships at Rush that expose students to a wide range of health care careers. REACH also supports dual-credit enrollment opportunities, helps students complete college applications, provides mentoring, and more. In FY2020, REACH provided intensive experiences for 250 high school students.

During the summer of 2019, Rush provided paid, work-based learning experiences 250 youth across the RUMC and Rush Oak Park campuses. MedSTEM, our signature high school program, is designed to introduce teens to a wide range of clinical and non-clinical health care careers, develop leadership skills and build academic skills. MedSTEM provides pre-internships (Explorers) for rising sophomores, juniors, and internships (Pathways) for rising juniors and seniors. 88% of Pathways Interns and 100% of Explorers earned one or more industry-recognized credentials: CPR, first aid/basic lifesaving, ECG technician 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.

College and Beyond

The Center for Community Health Equity Scholars program offers a paid, eight-week summer internship at Rush University Medical Center for four highly motivated college juniors and seniors who have a strong interest in research, health disparities, and community relations. The internship

mixes workshops and instruction in research methods with field trips to sites that include Cook County Hospital, the Sue Gin Health Center that Rush operates at the Oakley Square mixed-income residential complex, the DuSable Museum of African American History and Garfield Park. Students who complete the internship gain an understanding of historical structural inequities that have an impact on health outcomes; they also learn how to conduct research that engages with community members and develop a team-based research project centered on education equity.

College and Career Pathways supports underrepresented young people beyond high school for immersive work-based learning experiences in targeted career paths. The program includes a mix of paid internships and college and career advising — including information about Rush’s Physician Assistant Studies program — as well as professional and technical skills training and help finding jobs with STEM or health care employers. Interns learn skills in several Rush University Medical Center departments, including labor and delivery, the surgical ICU, outpatient psychology, and pathology. **In FY2020, 26 students each earned over 250 hours of paid, work-based learning experience through the College and Career Pathways program.**

In addition, with a generous grant from JP Morgan Chase, we completed a pilot of our Health IT program at Richard T. Crane Medical Preparatory High School (Crane) and Instituto Health Sciences Academy (Instituto). They ultimately served a total of 40 students training them to be certified in the Epic User End Training modules or Apple Swift.

Malcolm X College Partnership

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

Mini Medical School

The RCSIP Mini Medical School is a ten-week program that runs from late September to mid-March for students in fourth and fifth grade, from Chicago Public Schools on Chicago’s West Side. The main objective of the program is to expose young students to the health sciences. This program is held at Rush University and includes an orientation, anatomy and physiology lectures, activities on the five major body systems, dissections, homework, and a completion celebration. Rush student and physician volunteers plan the curriculum, implement activities, and assist the youth during these sessions. **In FY2020 approximately 149 grade school students attended Mini Medical School.**

Goal 2: Improve access to mental and behavioral health services

Highlighted FY2020 Efforts:

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

mental/behavioral health services through the Health Legacy Program for Women. The focus of the intervention is on behavioral change. This program addresses psychosocial issues through referral for direct social work services offered through Social Work and Community Health.

School-Based Health Centers (SBHCs)

- Students seen in the SBHCs are receiving age-appropriate risk screening and evaluation for mental health issues. Those identified with mental health issues are referred for in-SBHC or community-based counseling and psychiatric services. **In FY2020, 564 risk screenings were completed, resulting in 181 students linked to in-SBHC mental health services.** Of those 181, five were 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 are provided both in the SBHCs and by telehealth. During FY2020, there were 76 students who received SBHC-provided psychiatric care. SBHC staff delivered 2,435 minutes of group education that focused on self-care, mental health, and skill building for resilience to 1,320 students through school outreach activities. Finally, 46 teachers, parents, staff, and community members participated in educational sessions on the same topics. During the time of COVID-19 surge, the SBHCs were closed for operations. SBHC staff were redeployed to various efforts around the system including the Emergency Department ambulance bay, COVID clinic, triage lines, and the results call-back center. All SBHC clinical services were integrated into the Adolescent Family Center or moved to telehealth so vital services for students could go uninterrupted.

Faith-Based Programming

- **Mental Health**
In community listening sessions, West Side residents told us that their neighborhoods lack sufficient mental health resources — a major contributor to health disparities. In response, Rush launched Mental Health First Aid training, which trains people to recognize signs and symptoms of mental illness, respond appropriately when someone needs help, support fellow community members, and help remove the stigma that persists around mental health services. **109 community members and 104 Rush faculty, staff and students were trained in Mental Health First Aid.**
- **West Side Alive Hypertension Pilot**
Churches are integral, trusted anchor institutions in West Side community life. Building relationships with leaders and congregations is one way Rush connects with residents to provide health education and screenings aimed at reducing health disparities in the African American community. **24 South and West Side clergy learned about hypertension and mental health self-care.** 77 participants in West Side Alive hypertension pilot programs in seven West Side churches reduced systolic blood pressure by an average of 9.7 points, attracting a National Institutes of Health grant. Rush hired and trained three Community Health Workers from two of the West Side Alive Churches to work with individual congregants with uncontrolled blood pressure on a 1-on-1 basis to learn how to get their blood pressure controlled.

West Side Alive Physical Function Pilot

The Keep it Movin' pilot was created to help midlife and older adults increase their physical activity for the purpose of improving physical function. **In total, 15 participants from four different churches joined this program.**

West Side Alive Diabetes Prevention: Feeding the Body, Mind, and Soul Pilot

This evidence-based health promotion program was led by a church congregant partnered with Advanced Practice Registered Nurse focused on behavioral strategies and dietary, behavioral, and physical activity education. The program was piloted in five churches with six participants.

- b. **Expand access to other screenings and services. In FY2020, 76 students received psychiatric services in the SBHCs. Over two thousand hours of education that focused on trauma, mental health, identification of mental health issues, and skill building for resilience was provided to 1,320 students through school outreach activities.** Finally, 46 teachers, parents, staff, and community members participated in educational sessions on the same topics listed above. This includes sessions in six schools and one community-based organization. Additionally, between the Adolescent Family Center and the SBHCs, 91 pregnant adolescents were referred to Rush's ACEs in Pregnancy Home Visiting program.

Supporting Program Information:

Rush School-Based Health Centers

The Rush has a thirty-year history of providing health care at School-Based Health Centers. Rush currently has three SBHCs located within Chicago Public Schools that include: Orr Academy High School (Orr), Richard T. Crane Medical Preparatory High School (Crane), and Simpson Academy for Young Women (Simpson). Crane and Orr have students in grades 9-12, and Simpson serves 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 SBHCs 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 FY2020, these health centers provided 3,403 health care encounters to 1,397 students.**

Adolescent Family Center

The Rush Adolescent Family Center (AFC) has existed for over 46 years. The AFC provides reproductive health care, prenatal care, gynecological care, pregnancy prevention programs, sexually transmitted infection (STI) testing and treatment, and community health education to underserved Chicago area youth. All of AFC's services are provided regardless of income or ability to pay for care. Although AFC draws patients from over 107 Chicago area zip codes, the majority of patients served reside in the Chicago West Side communities of East Garfield Park, West Garfield Park, North Lawndale, Austin, Humboldt Park and the Near West Side. As part of AFC's community education program, staffs regularly travel off-site to Chicago area high schools and middle schools to provide community education on pregnancy prevention, reproductive anatomy, contraception, sexually transmitted infection prevention and reproductive health. AFC also offers free prenatal education classes to pregnant teens and their partners. **In FY2020, AFC provided clinic services to 493 youth - in total 2,006 health care encounters - and provided 1,380 minutes of reproductive health education to youth at 4 different schools through community education encounters.**

In FY2020, Affirm: The Rush Center for Gender, Sexuality and Reproductive Health, housed in the AFC, launched. **In FY2020, 279 LGBTQ+ patients worked with Affirm patient navigators who helped them overcome barriers to be connected with inclusive care and services at Rush and in the community.**

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 3,960 people within the community (to veterans and their family members, and through veteran service organizations and related community groups). **In FY2020, the Road Home Program provided clinical services to 960 veterans.**

College of Nursing Faculty Practice Program

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

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

Highlighted FY2020 Efforts:

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

The Surplus Project continues to take place at both Rush University Medical Center (RUMC) and Rush Oak Park Hospital. Through a continued partnership with Franciscan Outreach and Oak Park River Forest Food Pantry, **Rush has provided over 19,000 free meals annually to the organizations, since it was started in 2015.**

Many members of Rush’s “first community” of employees live on Chicago’s West Side between the Medical Center and Rush Oak Park Hospital. A swath that includes several neighborhoods without full-service grocery stores that sell healthy food. Therefore, Rush continues to commit to the community by collaborating with Top Box foods to provide local produce to its employees monthly at a discounted rate.

- **In FY2020, 700 unique Rush employees participated in this program.**
 - During the pandemic, connected 350 employees with free, healthy food.
 - At the height of the pandemic, connected approximately 1,500 community residents with healthy food needs.
- 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. **FY2020, 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 African American women and White women in Chicago. At the time, African American women were 68% more likely than White women to die of breast cancer. Mortality rates for African American and White women had been equal before White women’s survival rates began to rise when better screening and treatment became available in the 1990s. After these initiatives launched, the disparities began to decrease. In addition, ROPH provides free mammograms each October to uninsured or underinsured women who live in Oak Park, River Forest, and Proviso Township. This is made possible through a grant from the Westlake Foundation. **In FY2020, nine women were screened.**

- c. Develop and deliver community services to help people stop smoking.** In the past fiscal year, Rush has been working on standardizing its approach to tobacco control and cessation per our defined needs and our work with the Chicago Department of Public Health’s (CDPH) Healthy Chicago 2.0 Chicago Quits grant in partnership with Respiratory Health Association. As a partner on the grant, Rush is working with West Side entities to bring Courage to Quit and Counsel to Quit, the Respiratory Health Association’s tobacco cessation programming, to our West Side community partners. ROPH and Rush University Hospital both offer Courage to Quit classes for employees, patients, and community members on a monthly basis. However, this past year due to restructure and COVID-19 demands on Respiratory Care, our classes internally and in the community paused, as much had a spring 2020 start date. Given this change, the team worked on infrastructure and continued to host the Tobacco Oversight Committee and also developed enhanced system connection with ProChange, Rush’s partner software for tobacco cessation and updating the internal processes for referral.

Supporting Program Information:

5 + 1 = 20

5 + 1 = 20 is a Rush Community Service Initiatives Program (RCSIP) that aims to educate high school students at Chicago Public Schools on the five diseases prevalent in the surrounding underserved community (asthma, hypertension, HIV, diabetes, and cancer). 5 + 1 = 20 is based on the idea that knowledge of these five (5) common conditions plus one (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. **In FY2020, 5 + 1 = 20 provided health education and screenings to approximately 2,240 community members.**

Oak Park Hospital Health and Wellness Fair

In FY2020, the annual ROPH health and wellness fair provided more than 400 health screenings to participants which include blood pressure, fasting glucose and lipid profile blood tests. Many departments participated by hosting health information booths. These booths were staffed with clinicians who were provided information on diabetes, stroke, cancer, weight management, breast imaging, and more. In addition, primary care doctors from Rush Oak Park Physicians Group were on hand to answer health related questions. A healthy breakfast was provided to attendees.

Project Lifestyle Change

For the 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. Other SWACH activities included:

- 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 Byron Waud Resource Center and the Tower Resource Center (TRC), which are both open daily to the public. Each center is staffed by a licensed clinical social worker who is available to help with a myriad of issues related to health and chronic health issues that particularly impact adults and caregivers. The Senior Health Insurance Program (SHIP), which provides free options counseling to assist with navigation of Medicare and related benefits. SWACH is also leading the Social Determinants of Health initiative, which identifies, measures, and mitigates the social determinants of health of patients and community members by offering closed-loop referrals to services and resources to alleviate health disparities.

SWACH also operates the Center for Health and Social Care Integration (CHaSCI), which provides technical assistance and a peer learning community to support practice and systems change with community-based organizations and health systems across the country. The Center teaches lessons from research and applies them to clinical and community settings, improving how health professionals deliver care and prevent diseases. The Center does this by having its health care provider members work closely together and share information, providing services and collaborating across its five core areas: Research, Older Adult and Family Care, Education, Community Health Equity, and Policy.

West Side Walk to Wellness

The West Side Walk to Wellness, developed and co-led by Rush medical students, 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 eight weeks, engaged 250 unique community members from Rush and the communities we serve.**

Goal 4: Increase access to care and community services

Highlighted FY2020 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 Hospital 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 FY2020, 87 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 by 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 8,887 health care encounters/visits were provided during FY2020.**
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 health care to over 158 men during FY2020.**

Community Building Activities –

(See pg. 36 for additional supporting information)

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

Physical improvements and housing

Rush fulfilled its commitment to the concept of housing as health, with successful completion of the pilot program in which six of our chronically homeless patients were provided both bridge and permanent, supportive housing. In FY2020, a Housing First article was published describing the pilot's details. An outcome of this effort includes the planning and development of the Center of Health and Homelessness currently under consideration. The Center will comprise education, clinical care, community partnership, and research initiatives to address the social determinants of health affecting the homeless population in Chicago.

Economic Development

1. **Invest locally** – **In FY2020, Rush invested \$3.25 million** in projects on the West Side through Community Development Financial Institutions including IFF, Chicago Community Loan Fund, Acción, and LISC. Rush also partnered with other hospitals to award a total of \$500,000 in small grants to twenty-nine small businesses on the West Side of Chicago.
2. **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 FY2020, Rush spent \$8.4 million doing business with vendors from the Anchor Mission communities.** Rush developed and launched professional development training to support and scale Anchor Mission food and catering vendors. 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. In FY2020 Rush spent approximately \$800,000 with Concordance Healthcare Solutions on the West Side. Rush engaged with Foda for cafeteria services, with a goal of increasing spending in the AM communities. In FY2020, Rush spent approximately \$1 million with Foda AM restaurants. 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.

Rush is also committed to serving our employees, whom we consider our “first community”, and has created programs to create financial stability. These include retirement readiness and financial wellness training for employees through Working Credit and Fifth-Third E-Bus.

Workforce Development

1. **Local Hiring**
Rush has established an organizational goal to increase local hiring from the West Side. Rush collaborates with two community-based partners (Skills for Chicagoland's Future and Cara) to increase local hiring for entry-level positions. Rush also partners with other organizations to source local talent and, when necessary, reverse refer candidates to other partners for employment and other wrap-around services. **In FY2020, Rush hired 17.2% of all new hires from West Side communities, equivalent to about 400 employees, 46 of which were sourced through our Employment Preference Initiative with local non-profit organizations.** In addition, Rush opened 16 application hubs in the Anchor Mission (AM) communities to enhance connectivity to provide additional resources to candidates during the job search and after job attainment. Rush's AM hiring team also supports Concordance Healthcare Solutions with hiring their warehouse staff from AM communities. 38% of their warehouse staff have been hired from AM communities as of June 2020.

2. Capital Projects

The 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. **Rush contributed \$2.1 million in salaries to AM residents through June 2020 for capital projects and has spent \$1.5 million with AM companies through June 2020 as part of the Joan and Paul Rubschlager Building Project.**

3. Pathway Program

Finally, Rush has launched an 18-month Medical Assistant Pathway Program (MAPP) for full-time employees. The program is in collaboration with four other health system employers, training providers, and funding partners. Three cohorts of MAPP have been launched as of June 2020. **In FY2020, the second cohort was launched with five participants and college readiness pathway was launched as a pre-pathway to MAPP with 15 participants. Also, in FY2020, Rush launched the third and fourth cohorts of its patient care technician pathway program with 19 total participants.** This program supports underemployed young adults between the ages of 18 and 26 to become patient care technicians (PCT) in partnership with Skills for Chicagoland's Future.

Rush Oak Park Hospital supports local procurement through partnership with local vendors and continues to expand local hiring initiative. Please also refer to Goal 1, Section A for additional supporting information on Workforce Development.

Environmental Improvements

In FY2020, Rush doubled down on its commitment to the Environment and Environmental Justice initiatives through the hiring of a full-time Sustainability Manager for the Medical Center. Rush understands that in its commitment to improving health, it must also be aware of its environmental footprint. Building off of Rush's recent re-establishment of The Green Team, Rush furthered its commitment this year.

In addition, 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. The task force is focused on inbound and outbound environmentally friendly programs through: Energy and water conservation; Reduction of our carbon footprint; Recycling program and waste reduction; local and 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 FY2020, Rush's new Sustainability Manager focused attention on:

- Energy consumption (decreasing our CO₂ contributions to climate change)
- Water consumption (decreasing our impacts on Lake Michigan and in the Mississippi River watershed, downstream of our wastewater treatment, by contributing less wastewater to the treatment plant)
- Waste generation (decreasing the amount of waste we create decreases truck traffic and emissions; decreasing materials sent to landfills that generate methane emissions by identifying new opportunities for reducing/reusing/recycling)

Coalition Building

West Side United (WSU) (westsideunited.org)

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

In March 2020, West Side United announced eleven initiatives:

- Health and Healthcare
 - Launch 'Live Healthy West Side' a community health framework that promotes health and well-being around the following two health conditions:
 - Hypertension management
 - Maternal and child health
- Neighborhood and Physical Environment
 - Strengthening direct support relationships with food pantries
 - Launch of a Healthy Food Voucher program
 - Support three Chicago Public Schools with Nutrition Education standards and policies
- Economic Vitality
 - Commitment to impact investing
 - Local hiring
 - Local spend dollars
 - Business Development
 - Employee Professional Growth
- Education
 - High School Internships and College Apprenticeships
 - Development of community hubs at up to two schools

West Side ConnectED

Rush continues to partner with the organizations in West Side ConnectED to achieve the goal of improving our efforts on social determinants of health with support from Catholic Charities. The coalition has grown to include Lurie Children's Hospital and enjoys consistent representation by the Illinois Partners for Human Service, a coalition of 800 human rights organizations located in every legislative district throughout Illinois. Efforts continue to be focused on implementing screening about health care access (primary care/insurance), food security, housing/homelessness, utilities, and transportation but have broadened the scope to include each partner's entire hospital per individual institutional strategic goals. The coalition also secured funding to secure a care coordinator to support care management needs, and plans to pilot a comprehensive care coordination model.

Employee Volunteer Program (EVP)

EVP is a program to support volunteer activities that enhance and serve the communities where Rush system employees work and live. Rush has made a commitment to working closely with our West Side of Chicago and western suburban 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 third phase of this**

program, there were a total of 390 employees actively engaged with a total of 1,685 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 FY2020, Rush adopted a total of 272 families, 25 of which were Rush employees.**

Blood Drives

In collaboration with the American Red Cross (ARC), Rush hosts blood drives within both hospitals. The Donate Life event invites all of Rush and the public to join us in one convenient location to participate and sign-up for the National Marrow Donor Program (NMDP), Organ and Tissue Registration, Rush Blood and Platelet donor programs, and ARC Blood Drive. By providing a central location as well as employee and student volunteers for these events, Rush provides a much needed life resources to the people of Chicago and beyond. **In FY2020, approximately 350 whole blood units were collected.**

Charitable Contributions

Charitable contributions are a series of donations to community-based organizations and nonprofits determined by the Senior Leadership Team on behalf of Rush. The funds are intended to support community initiatives and events throughout the fiscal year. **In FY2020, Rush corporate funds for the hospitals totaled approximately \$104,650.**

Chicago Healthcare System Coalition for Preparedness and Response

Since 2008, Rush has been an active member of the Hospital Preparedness Program (HPP), administered by the Department of Health and Human Services. The HPP's mission is to improve the ability of hospitals and health care systems to respond to public health emergencies. The heart of the HPP is the Chicago Healthcare System Coalition for Preparedness and Response (CHSCPR). The purpose of the CHSCPR is to develop plans to unify, coordinate, and manage emergency planning and response for the health care system within the City of Chicago. During a planned event or unplanned disaster or emergency, the CHSCPR participates and supports response efforts in coordination with the Chicago Department of Public Health [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 health care 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 health care 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 health care 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 Continuing Education trainings.**

Curriculum Development for Allied Health Professionals

Rush continues to expand its longstanding partnership with Malcolm X College (MXC) through education and career pipeline opportunities. This includes summer pre-clinical internships for MXC students at Rush, scholarships for students matriculating into the Bachelor of Science in Health Sciences degree at Rush, the MXC/Rush BMO Harris Health Disparities Research Education Fellowship, and a one-year program that provided apprenticeships in Rush's Revenue Cycle Department. In addition, in 2018 Rush launched two career pathway programs in partnership with MXC – the Medical Assistant Pathway Program (MAPP) and Patient Care Technician Program (PCT), with 65 total participants. Lastly, for the past four years, Rush has routinely served as a practicum site for the Malcolm X College Community Health Worker program. This past year, Rush expanded the program to Arturo Velasquez Institute to welcome our first class of five Spanish-speaking community health workers to specifically serve the Latinx community.

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 thermometers spike.

Health Disparities Research and Evaluation Fellowships

The Health Disparities Fellowship program is designed to develop a cadre of well-trained health care researchers with a passion for creating sustainable ways for providing access to high-quality care for individuals in underserved communities. The fellowship targets individuals with PhDs, MDs, and other terminal degrees with a strong foundation in research methods and knowledge of the health care field. Expertise in health services research, epidemiology, bioinformatics, community health, public health, or health economics is preferred. These mentored fellowships involve development of new methods to educate and deploy community-based providers, and evaluation of the new models of care in which they will be working. Fellowships span over a five-year period with a timeframe of two-three years for each cohort. The third cohort began their fellowships January of 2018. Each fellow has identified an area of research that is directly aligned with the priorities of community health and quality of life improvement, with a particular focus on the communities served by Rush. Their projects will focus on care coordination, mental health, social determinants of health, education program evaluation, and career pathways. **Within this first year of the fellowship the second cohort has completed 19 external presentations, and had one manuscript accepted for publication.**

Illinois Medical District Hospital Emergency Preparedness Coalition

Rush is a founding and active member of the Illinois Medical District Hospital Emergency Preparedness Coalition (IMD HEPC). The mission of this coalition is to create and maintain a community-wide emergency management within one of the nation's largest urban health care, 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 health care 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 three area hospitals (including Rush) and nine 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 Hospital and ROPH Heart Walk team promotes heart health and associate camaraderie while raising lifesaving funds. For this event, Rush University Hospital and ROPH are closely aligned with the American Heart Association's mission of building healthier lives free of cardiovascular diseases and stroke. Our partnership is evidenced in our patient care, community education and employee wellness programs, and Heart Walk participation. **Rush University Hospital and ROPH employees raised over \$131,000 in FY2020 for this cause this past year, with Rush contributing through providing internal resources for the annual Heart Walk.**

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.**

University Programming

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

Rush University is the main contributor to Rush's health care workforce development efforts by producing the next generation of highly trained health care professionals and health care research scientists. Rush University is a recognized leader in health sciences education in Chicago and around the country, and is

nationally ranked by the *U.S. News & World Report* as a provider of top graduate programs. Each of 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 3,087 on an annual basis; over 868 degrees were awarded in FY2020. Records for the 2020 class indicate that 50% 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 statistic reflects the importance of Rush in the local community.

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

To continue the spectrum of medical education, Rush has 75 Graduate Medical Education (GME) programs. The mission for GME at Rush is to develop and provide educational training programs of the highest quality for resident physicians and fellows (medical school graduates seeking advanced training and board certification in a medical specialty area) with the ultimate aim to develop physician competencies and improve and promote patient health care. A key goal of the GME programs is to link Rush's considerable academic resources with those of affiliated institutions in order to provide a widely diverse and representative educational environment and patient mix. Rush is committed to maintaining excellence in the GME programs and to providing our house staff physicians an environment conducive to outstanding clinical experience, expert teaching, and personal well-being.

As one of the four health science colleges that comprise Rush University, the mission of the College of Nursing is to prepare nurse leaders in health care education, research, practice, and policy who will address the needs of an increasingly technologically advanced and global society. Our programs of study include the Master of Science in Nursing (MSN), Doctor of Nursing Practice (DNP) and Doctor of Philosophy (PhD) to educate nurses whose practice is socially responsive and informed by science. The mission supports and sustains the goals of Rush.

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

The College of Health Sciences, founded in 1975, is responsible for education and research in the allied health professions, including health care management. More than six of every ten health care 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 health care 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 health care 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 health care workforce of the future. It is widely recognized that workforce demands in health care will rapidly escalate as the U.S. population ages. **During FY2020 Rush provided tuition forgiveness in the amount of \$ 1,647,966 for 57 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 health care community.

Research to Improve Community Health

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

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

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 ten-year risk of heart attacks and strokes in Medicare beneficiaries.

Stakeholder Engagement to Enhance Knowledge from Effectiveness Research (SEEKER)

SEEKER is a research protocol approved by the Rush Institutional Review Board to make it easier for faculty, students, and community members affiliated with the Center 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 ten 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, 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 people self-identifying as African American or White from the Ruth M. Rothstein Core Center of Cook County Hospital and from the Englewood and Uptown neighborhoods of Chicago. 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; 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 2,210 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, 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 942 participants and a report provided to family members. Participants have recently been offered brain MRI scans at no charge and 1,833 scans have been performed and report provided.

Minority Aging Research Study

The Minority Aging Research Study is a longitudinal clinical-pathologic study of aging and risk factors for cognitive decline among older African Americans. The study began in 2004 and includes 797 older community-dwelling people self-identifying as African Americans and living in the metropolitan Chicago area or 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, 41 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; 361 scans have been performed and a report provided.

The Religious Orders Study

The Religious Orders Study started in 1993 and has enrolled over 1,496 older priests, nuns, and brothers from more than 47 sites around the country, about a third of whom reside in Cook and the collar counties. 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 833 participants and a report provided to their community and family members. Participants have recently been offered brain MRI scans at no charge; 144 scans have been performed and a report provided.

Rush Alzheimer's Disease Center Latino Core

The Rush Alzheimer's Disease Center Latino Core began in 2015. To date, 244 older community-dwelling Latinx 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; 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, but continues to follow participants and will do so for several more years.

The ASPirin in Reducing Events in the Elderly Study

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

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

The Testing Tele-Savvy, an On-line Psychoeducation Program for Informal Alzheimer's Caregivers study, started in 2017, is an 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 FY2020, Rush provided \$348 million in unreimbursed care to patients. Unreimbursed care consists of charity care provided to patients who lack the means to pay for services (at cost), bad debt, and unreimbursed costs for providing care to Medicaid and Medicare patients. Rush recognizes the need to

simplify charity policies and to provide assistance to the uninsured and underinsured individuals within our communities. To assist patients with their hospital bill, Rush offers the following financial assistance programs:

Paid in Full Charity Care

Patients qualify for the Rush Charity Care program if their income level is at or below 300% of the federal poverty level (the FPL). This means that individuals qualify if they earn less than \$78,600 and are supporting a family of four. These patients are eligible for a full write-off of their bill.

Discounts for Limited Income

Rush assists families with limited incomes, defined as annual income less than 400% of the FPL. That means individuals earning less than \$104,800 and supporting a family of four are eligible for a write-off of up to 75% of their bill.

Discounts for Self-Pay Patients

Rush offers a self-pay discount based on income for all residents of Illinois. Most patients qualify for an automatic 68% discount. Non-Illinois residents who do not have health insurance automatically qualify for a 50% discount. For patients who cannot pay their portion of the bill at the time of service, financial counselors work closely with them to set up 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 health coverage to which they are entitled under various federal programs and programs by the state of Illinois (the State). Financial counselors work with patients and alert them if they qualify for programs such as the State's Medical Assistance Non-Grant (MANG) program or the Social Security Disability program (SSDI). Because the paperwork required for these programs can be overwhelming, Rush has specialists on site who assist patients with the application process. Through these efforts, Rush has qualified individuals for a social security disability who are not age 65, while at the same time ensuring payment for their hospital bill. Rush maintained a patient-eligibility service throughout FY2020 at a cost of over \$415,000.

Payment plans

Interest-free payment plans are also available to patients. Payments can be made over a period of 24 months with a minimum payment of \$25 each month. Rush does not assess interest on unpaid balances.

Presumptive Charity Care

Rush uses an external service for its financial assistance programs to validate patients' ability to pay, and in the event that patients do not contact us or apply for financial assistance, we may extend charity care for that episode of care. This program applies only to patients who are uninsured with estimated income under 200% of the FPL.

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

Interpreter Services

To ensure that Rush is delivering on its patient care mission to the diverse communities of Chicago during **FY2020, 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.

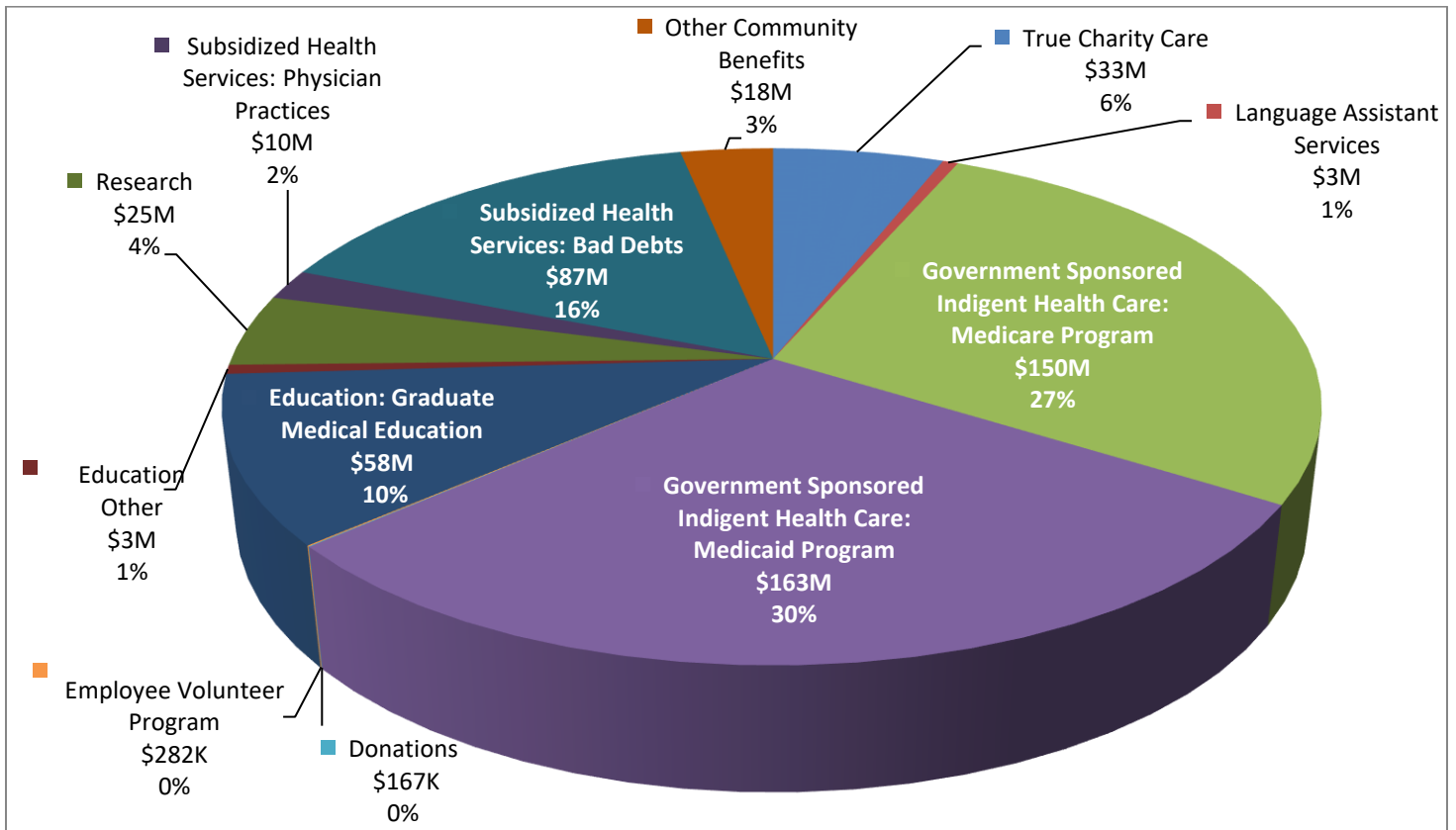
Charity Care Policy and FY2020 Financial Reports

The charity care policy for Rush University Hospital and ROPH is located in Appendix G. The FY2018 Annual Non-Profit Hospital Community Benefits Plan Reports for Rush and ROPH are located in Appendix F. The FY2020 Hospital Financial Assistance Reports for Rush and ROPH are located in Appendix I.

FY2020 Consolidated Financial Information

The Independent Auditor’s Report for the financial information is located in Appendix K.

Community Benefits Report Component	RUSH	ROPH	RCMC	Total Reportable Entity	Footnote Reference
Charity Care	23,823,555	3,902,772	5,316,458	\$33,042,785	1,4,5,6
Language Assistant Services	2,218,986	0	756,928	\$2,975,914	
Government Sponsored Indigent Health Care: Medicare Program	106,982,536	13,463,879	30,009,146	\$150,455,561	1
Government Sponsored Indigent Health Care: Medicaid Program	128,878,544	9,683,780	24,840,593	\$163,402,917	1,2
Donations	96,050	8,600	62,574	\$167,224	
Employee Volunteer Services	54,755	8,840	218,769	\$282,364	
Education: Graduate Medical Education	57,408,221	159,443	0	\$57,567,664	
Education: Other	1,042,831	0	2,105,824	\$3,148,655	
Research	24,834,000	0	0	\$24,834,000	
Subsidized Health Services: Physician Practices	10,482,349	0	78,479	\$10,560,828	3
Subsidized Health Services: Bad Debts	43,198,697	7,433,927	35,875,452	\$86,508,076	
Other Community Benefits	16,959,768	874,052	45,577	\$17,879,397	
Total	\$415,980,292	\$35,535,293	\$99,309,800	\$550,825,385	



Footnote #1:

The computation of charity care (cost) is based on the filed 2020 Medicare cost report. The Medicare loss and Medicaid loss is based on a discrete ratio of cost to charges utilizing Rush’s cost accounting software. These amounts will differ from the amounts in the footnotes to the audited financial statements as this report reflects more recent and updated costs.

Footnote #2:

During FY 2020, Rush received payments related to the Provider Assessment Program which was approved by CMS and is administered through the Illinois Department of Health and Family Services. The program is designed to improve Medicaid payments to hospitals. In addition, during FY2016 the ACA Expansion Payment program was initiated by the State which provides additional federal matching payments related to the expansion of Medicaid eligibility per the Accountable Care Act. Without the payments from these programs, the FY2020 unreimbursed cost of the Medicaid program would have been \$139 million.

Footnote #3:

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

Footnote #4:

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

Footnote #5:

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

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

Due to the process that Rush and other hospitals must go through to prove a patient's eligibility for charity care, the precise amount of charity care often can be indistinguishable from other categories of uncompensated care. Without the cooperation of the patient in providing appropriate documentation, Rush cannot correctly distinguish patients who meet the defined charity care policies and appropriately categorize those individuals as charity care write-offs. Instead, these patient cases are frequently classified as bad debt write-offs due to a lack of support information. This creates a reported charity care amount which is not representative of the true amount of care provided to low income and indigent patients. 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 FY2020 follows:

Category	Approved Patient Applications	Pending Patient Applications	No Response Patient Applications
Charity Care (100% write-off): Number of Patients	1625	184	0
Charity Care (100% write-off): Write Off Amount	(\$39,998,949)	0	0
Limited Income (75% Write-Off Amount): Number of Patients	199	0	0
Limited Income (50% write-off): Write-Off Amount	(\$1,796,795)	0	0
Presumptive Charity Care (100% write-off): Number of Patients	4430	n/a	n/a
Presumptive Charity Care (100% write-off): Write-Off Amount	(\$20,509,540)	n/a	n/a

A summary of this analysis, solely for Rush Oak Park Hospital, for FY2020 follows:

Category	Approved Patient Applications	Pending Patient Applications	No Response Patient Applications
Charity Care (100% write-off): Number of Patients	371	10	0
Charity Care (100% write-off): Write Off Amount	(\$2,181,810)	0	0
Limited Income (75% Write-Off Amount): Number of Patients	51	0	0
Limited Income (75% write-off): Write-Off Amount	(\$246,062)	0	0
Presumptive Charity Care (100% write-off): Number of Patients	2,964	0	0
Presumptive Charity Care (100% write-off): Write-Off Amount	(\$9,173,470)	0	0

Footnote 6:

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

Highlighted Community Building Activities (*Supporting Information*)

Community Building Activities	Programs within Activities	Dollar Value (Time)
Economic Development	Local Purchasing; Impact Investment; Retirement Readiness	\$2,221,841
Workforce Development	Employee Talent and Preference; Local Labor; Capital Projects;	\$3,972,788
Environmental Improvements	Plant-It-Green; Practice Green Health	\$79,013
Community Health Improvement Advocacy	Tobacco 21 for the State of Illinois; Alliance for Health Equity	\$5,551

