

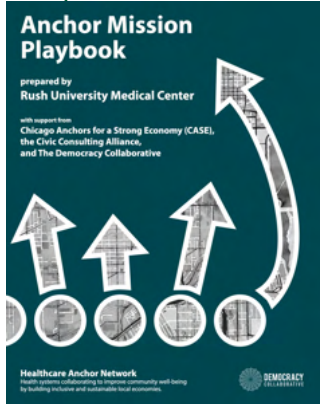
Rush University System for Health

Health Equity Strategic Plan

FY 2024-2029

Health Equity | Built into RUSH Strategy

1980s to 2016	2016	2017	2018	2020	2021	2023
<p>Commitment to our Community Through RUSH's Community Affairs and RCSIP programs, Diversity Leadership Council; university-based activities and specific departments</p>	<p>RUSH Community Strategy Four interrelated priorities to advance mission. The RUSH System will serve as a catalyst to measurably impact each of our communities</p>	<p>Anchor Mission Invest human and economic capital in West Side communities</p> <p>Hospital Anchor Network Founded RUSH is a founding member of national healthcare anchor mission collaborative</p>	<p>West Side United Area hospitals join to achieve collective impact for Chicago's West Side in education, economic vitality, neighborhood and physical environment, and health and health care</p>	<p>Racial Justice Action Committee Advance social and racial justice along with health equity inside of RUSH</p> <p>COVID-19 Pandemic Multi-faceted response and community impact</p>	<p>RUSH BMO Institute for Health Equity Coordinate RUSH's health equity initiatives, across all our system hospitals, giving them the funding and resources to thrive</p>	<p>RUSH Builds Health Equity Strategy</p>



RUSH Health Equity Strategic Plan | Participation & Process

Stakeholder Engagement

The effort was led by RUSH BMO Institute for Health Equity, the Office of Community Health Equity and Engagement with ongoing guidance from a steering committee.

Participating Groups

A diverse set of 71 stakeholders from a broad range of specialties participated in a series of in-person and virtual engagements from the following entities:

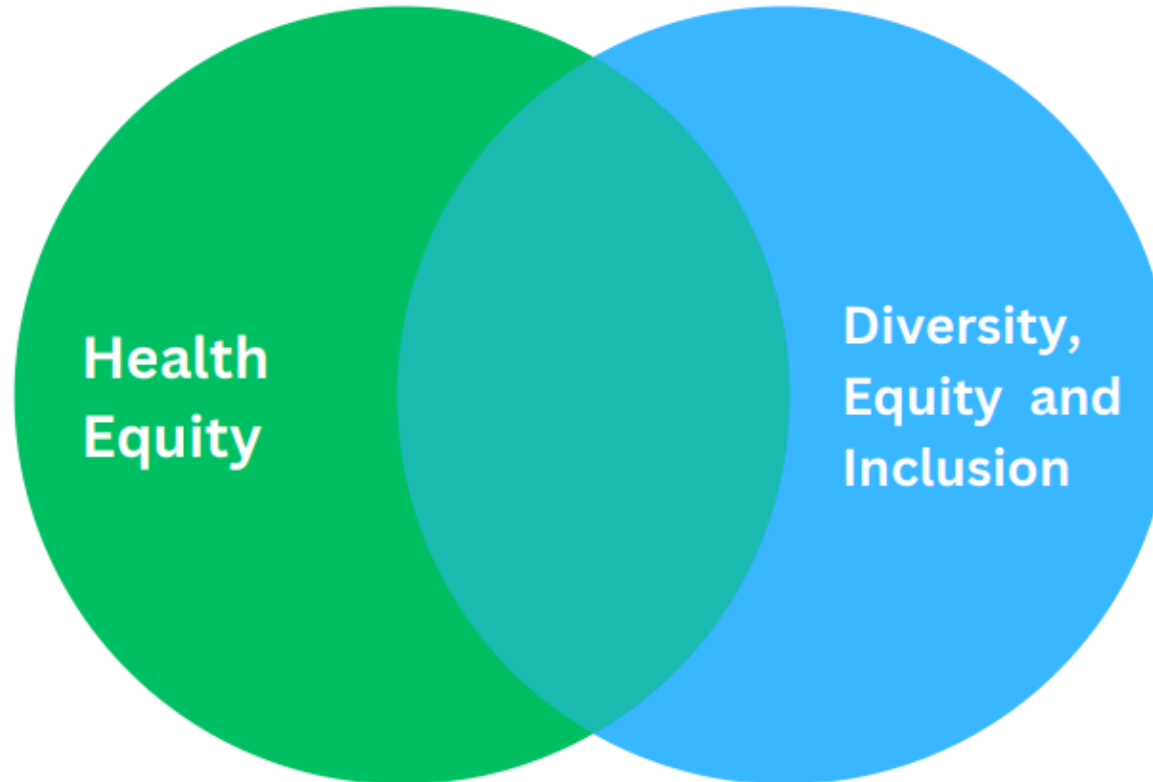
- Rush Health
- Rush University Medical Center
- Rush Copley Medical Center
- Rush Medical Group
- Rush Oak Park Hospital
- Rush University
- Alive Faith Network
- Cara Collective
- The Center to Transform Health & Housing
- Diversity Leadership Council
- Esperanza Health FQHC*
- Malcolm X Community College
- New Mount Pilgrim Missionary Baptist Church
- West Side United



RUSH | Interrelated Efforts

Health Equity

- Defined as everyone having a fair and just opportunity to attain their highest level of health
- Requires an ongoing and societal effort to address historical and structural challenges social determinants of health that contribute to outcomes
- Focus on eliminating preventable health disparities
- ***Focus is societal/community***



Diversity, Equity and Inclusion

- Diversity refers to who is represented in the workforce
- Equity refers to the fair treatment of all people so the norms, practices and policies ensure that identity is not predictive of opportunities for success
- Inclusion encompasses the degree to which the organizations embrace all employees no matter who they are and enables them feel valued and to make a meaningful contribution.
- ***Focus is organizational and institutional.***

RUSH Health Equity Strategic Plan | FY2024-2029

RUSH identified 6 strategies to focus on over the next five years.



1. Transform culture and climate to embed antiracist principles and advance health equity



2. Integrate the system's actions to advance health equity across RUSH, our communities, people, learners and patients



3. Focus and leverage data collection and analysis to reduce inequities and expand care



4. Innovate models of care to advance transformative payment models & community investment



5. Leverage pipelines and grow career advancement to **increase diversity and community representation** at all levels



6. Advance the field of health equity through research, partnership, and ongoing learning



RUSH Strategic Pillars



RUSH Health Equity Strategic Plan | FY2024-2029

RUSH identified 6 strategies for focus in the next five years. This plan advances RUSH’s core strategic initiatives.



PEOPLE

1. Transform culture and climate to embed antiracist principles and advance health equity



GROWTH & REACH

2. Integrate the system's actions to advance health equity across RUSH, our communities, people, learners and patients



QUALITY & VALUE

3. Focus and leverage data collection and analysis to reduce inequities and expand care



GROWTH & REACH
FINANCIAL STRENGTH

4. Innovate models of care to advance transformative payment models & community investment



PEOPLE

5. Leverage pipelines and grow career advancement to **increase diversity and community representation** at all levels



GROWTH & REACH
PEOPLE

6. Advance the field of health equity through research, partnership, and ongoing learning



Strategy 1

Transform Culture

Embed tenets of health equity and antiracism throughout RUSH common language, daily practice, and learning.



Actions:

- Standardize policy reviews with equity lens
- Implement anti-racism training across RUSH
- Grow employee and staff belonging and wellbeing



PEOPLE



Strategy 2

Integrate the System

Integrate RUSH's actions and efforts to advance health equity across the system, our communities, people, learners and patients

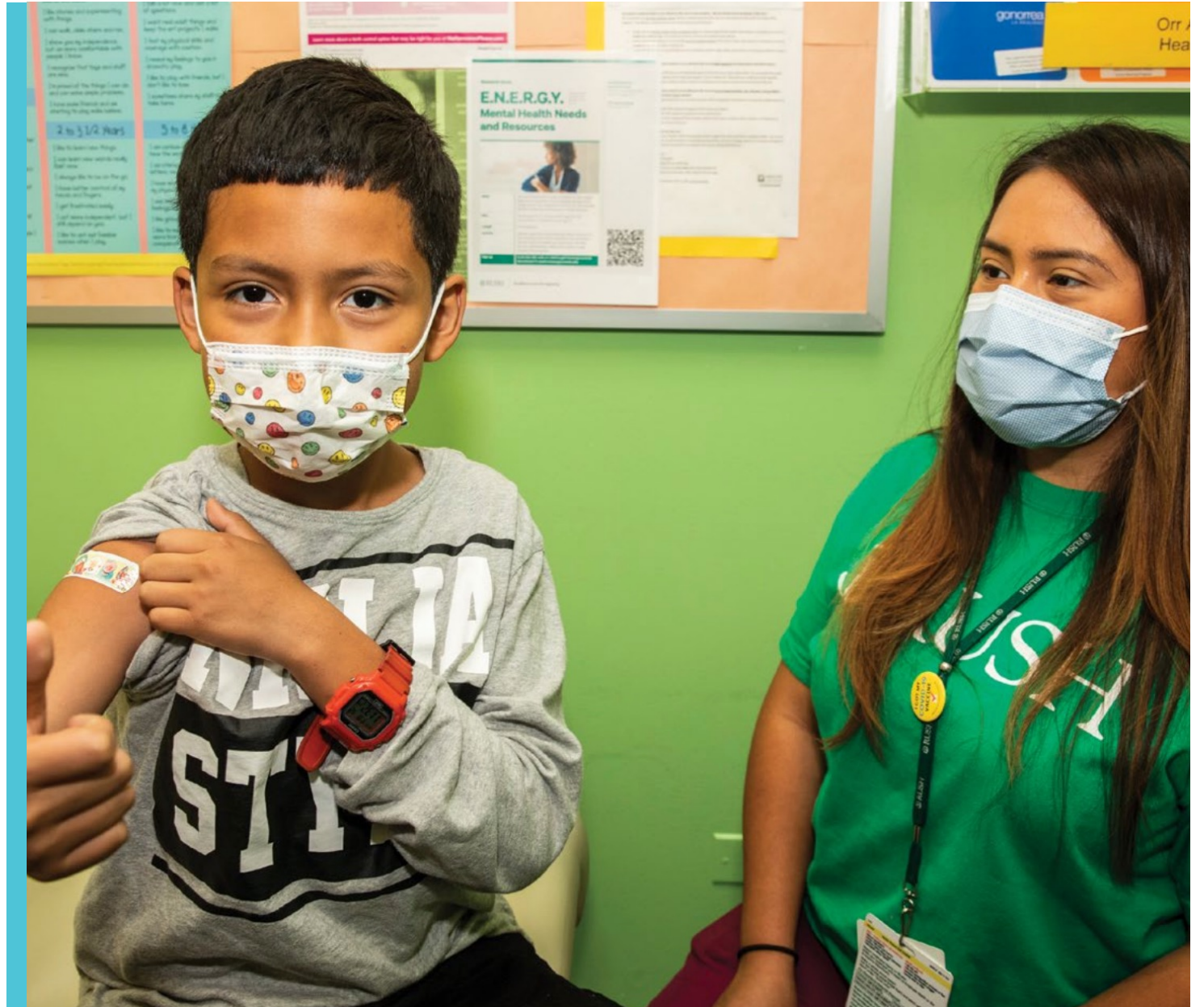


Actions:

- Broaden anchor mission
- Align on common equity goals
- Strengthen community engagement



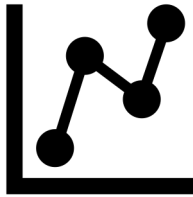
**GROWTH &
REACH**



Strategy 3

Focus & Leverage Data

Optimize RUSH's use of data to better advance equity and provide high quality care to its patients and the community.



Actions:

- Improve data collection related to Race Ethnicity and Language (REAL) and Sexual Orientation, Gender Identity (SOGI) with audits to improve patient experience and outcomes
- Build Health Equity improvement projects across all sites, in partnership with Rush Health



QUALITY &
VALUE

Strategy 4

Innovate models of care

Innovate models of care to advance community investment and transformative payment models to expand access to care and improve outcomes for communities in which RUSH serves.



Actions:

- Improve access and integrate care networks with FQHC partnerships
- Pilot Medicaid transformation projects
- Strengthen community clinical practices and home-based care

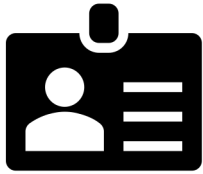
GROWTH &
REACH

FINANCIAL
STRENGTH



Increase diversity

Leverage workforce and recruitment pipelines, career advancement, and inclusivity to attract and retain a diverse and exceptional talent pool at all levels that is reflective of the community RUSH and invests in the local talent pipeline.



Actions:

- Set goals for operational leadership community representation for managers and above including faculty, students



PEOPLE



Strategy 6

Advance the field

Nurture RUSH's thriving research community, expand access to knowledge, and embed collaborative learning throughout the system to advance the field of health equity.



Actions:

- Expand our voice - national thought leadership efforts including papers, educational sessions, editorials
- Grow research

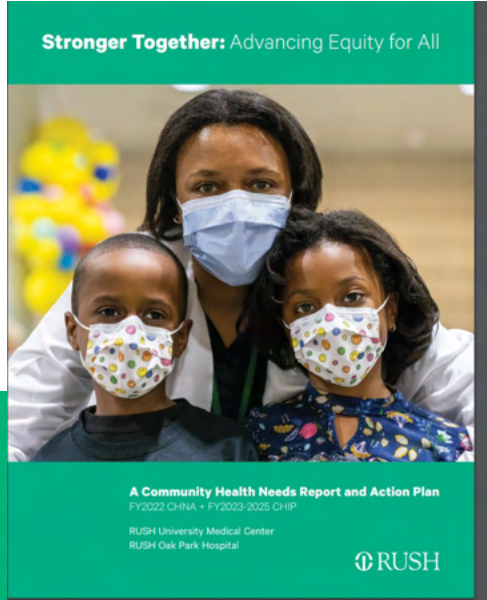
GROWTH &
REACH

PEOPLE



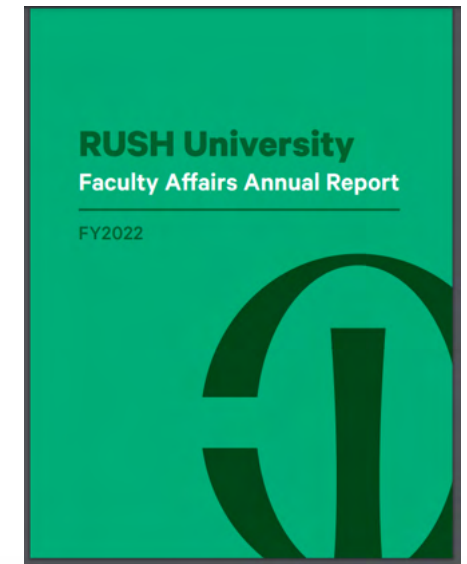
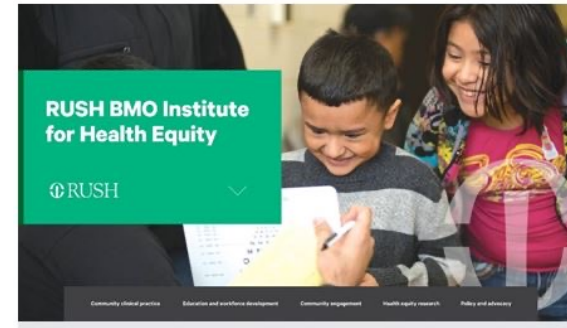
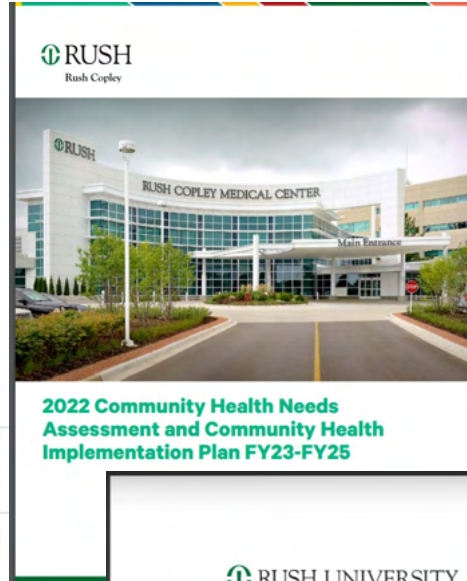
RUSH Health Equity | Impact & Measurement

Some examples of reporting, data collection that will help inform measures of success of the health equity strategy



original learning us well us
racial affinity groups to
enhance and deepen
Conduct annual audit of
system policies (HR, fiscal,
investment, etc.) to assess
systemic barriers to equity, and

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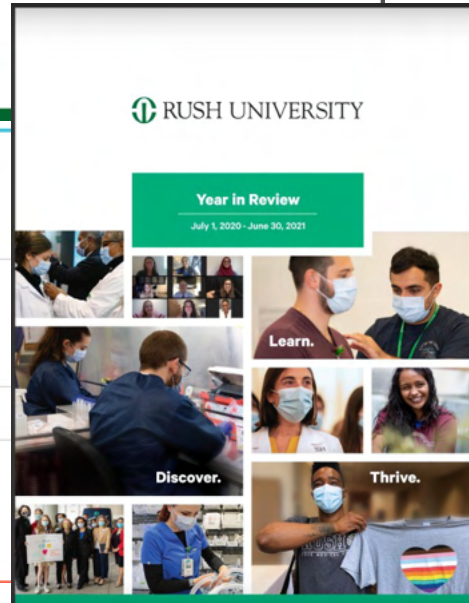
2022 Impact Report

1				
2	A	2A	Conduct strategic plan education and awareness campaign	
2	B	2B	Conduct strategic check-ins	
2	C	2C	Plan and prepare report for State of Health Equity convening Conduct "State of Health Equity" report out	2C
2	D	2D		

Conduct a comprehensive education and awareness campaign to promote the strategic plan with employees, faculty, partners, and the public, emphasizing the critical

Conduct strategic check-ins grounded in the RUSH Health Equity Scorecard (see Strategy 3) that include those responsible for strategies for RUSH overall, DEI, anchor

Conduct an annual "State of Health Equity" convening reporting on bright spots/accomplishments in all five petals, emerging trends (positive and negative) in health equity and SDOH data,



Appendix



Theory of Change

Statement of RUSH's vision for achieving health equity
Does not change substantively over time*

Logic Model

Measures progress along key indicators
Framework for goal setting

Strategic Plan
2023 – 2028

Strategic Plan
2028 – 2033

Strategic Plan
2033 - 2038

Refresh strategy periodically
to maintain progress toward
equity and improvement in
key indicators

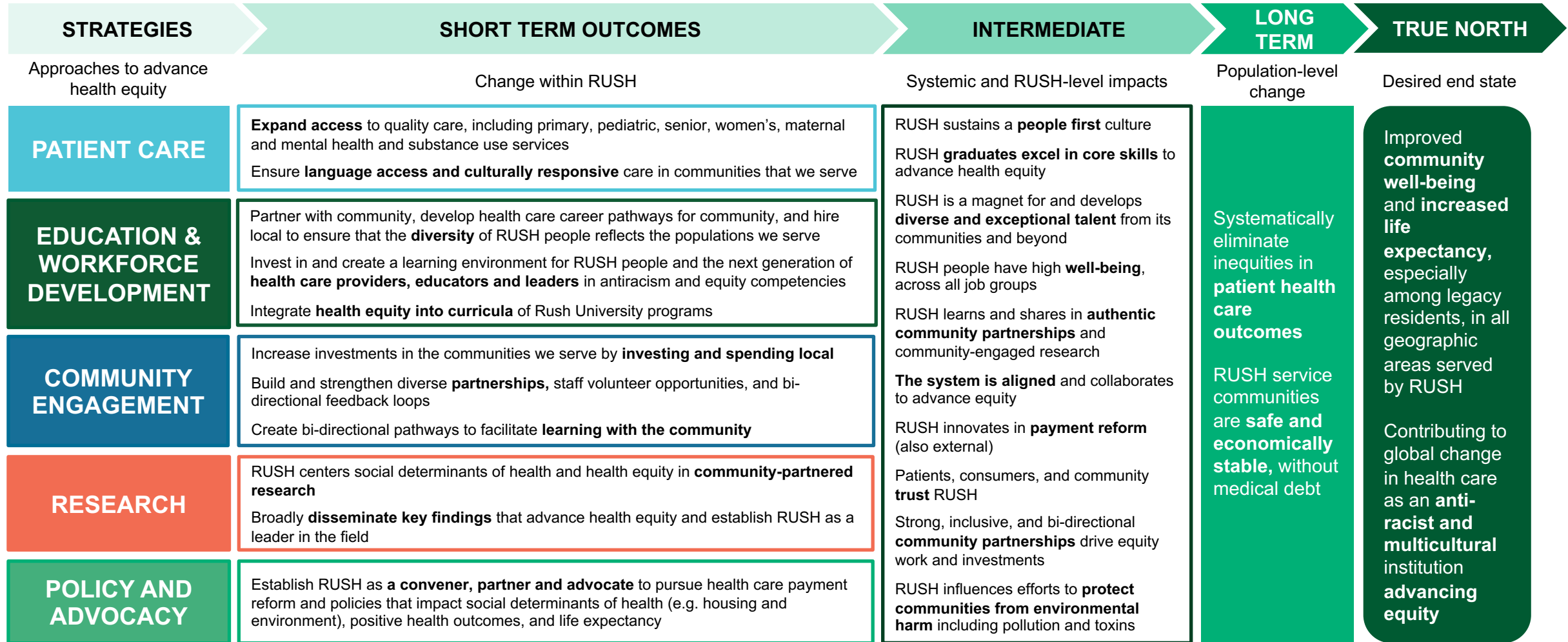
Provided

Future

(*unless new research disproves assumptions or shows a better approach)

RUSH Health Equity Theory of Change

The strategic plan advances this theory of change, which is a representation of RUSH's health equity approach and vision



Grounding lenses and principles: trauma-informed care, intersectionality, and antiracism principles