Rush University System for Health

Health Equity Strategic Plan
FY 2024-2029
Health Equity | Built into RUSH Strategy

**1980s to 2016**
Commitment to our Community Through RUSH’s Community Affairs and RCSIP programs, Diversity Leadership Council; university-based activities and specific departments

**2016**
RUSH Community Strategy Four interrelated priorities to advance mission. The RUSH System will serve as a catalyst to measurably impact each of our communities

**2017**
Anchor Mission Invest human and economic capital in West Side communities

**2018**
Hospital Anchor Network Founded RUSH is a founding member of national healthcare anchor mission collaborative

**2020**
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

**2021**
Racial Justice Action Committee Advance social and racial justice along with health equity inside of RUSH

**2023**
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

RUSH Builds Health Equity Strategy
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
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

- Growth & Reach
- Quality & Value
- Financial Strength
- Equity
- People
RUSH identified 6 strategies for focus in the next five years. This plan advances RUSH’s core strategic initiatives.

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

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All strategies are aligned with RUSH’s Equity strategic initiative.
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
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
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
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
Strategy 5

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

- Conduct strategic plan education and awareness campaign
- Conduct strategic check-ins
- Plan and prepare report for State of Health Equity
  - Conduct "State of Health Equity" report out
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

(*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.

<table>
<thead>
<tr>
<th>STRATEGIES</th>
<th>SHORT TERM OUTCOMES</th>
<th>INTERMEDIATE</th>
<th>LONG TERM</th>
<th>TRUE NORTH</th>
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</thead>
<tbody>
<tr>
<td>STRATEGIES</td>
<td>Approaches to advance health equity</td>
<td>Change within RUSH</td>
<td>Systemic and RUSH-level impacts</td>
<td>Population-level change</td>
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<tr>
<td>PATIENT CARE</td>
<td>Expand access to quality care, including primary, pediatric, senior, women’s, maternal and mental health and substance use services</td>
<td>RUSH sustains a people first culture</td>
<td>Improved community well-being and increased life expectancy, especially among legacy residents, in all geographic areas served by RUSH</td>
<td>Contributing to global change in health care as an anti-racist and multicultural institution advancing equity</td>
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<td>EDUCATION &amp; WORKFORCE DEVELOPMENT</td>
<td>Partner with community, develop health care career pathways for community, and hire local to ensure that the diversity of RUSH people reflects the populations we serve</td>
<td>RUSH graduates excel in core skills to advance health equity</td>
<td>Systematically eliminate inequities in patient health care outcomes</td>
<td>RUSH service communities are safe and economically stable, without medical debt</td>
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<tr>
<td>COMMUNITY ENGAGEMENT</td>
<td>Increase investments in the communities we serve by investing and spending local</td>
<td>RUSH is a magnet for and develops diverse and exceptional talent from its communities and beyond</td>
<td>Communities that are safe and economically stable, without medical debt</td>
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<tr>
<td>RESEARCH</td>
<td>RUSH centers social determinants of health and health equity in community-partnered research</td>
<td>RUSH people have high well-being, across all job groups</td>
<td>Communities that are safe and economically stable, without medical debt</td>
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<td>POLICY AND ADVOCACY</td>
<td>Establish RUSH as a convener, partner and advocate to pursue health care payment reform and policies that impact social determinants of health (e.g. housing and environment), positive health outcomes, and life expectancy</td>
<td>RUSH learns and shares in authentic community partnerships and community-engaged research</td>
<td>Communities that are safe and economically stable, without medical debt</td>
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Grounding lenses and principles: trauma-informed care, intersectionality, and antiracism principles