

**Rush University System for Health** 

# Health Equity Strategic Plan FY 2024-2029

## **Health Equity | Built into RUSH Strategy**

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









## **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

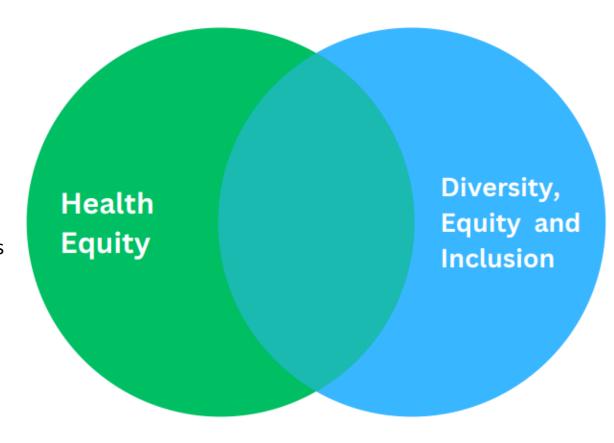
- Cara Collective
- The Center to Transform Health & Housing
- Diversity Leadership Council
- Esperanza Health FQHC\*
- Malcolm X Community College
- New Mount Pilgrim Missionary Baptist Church
- West Side United



### **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





 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









### **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



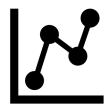
GROWTH & REACH



#### 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.

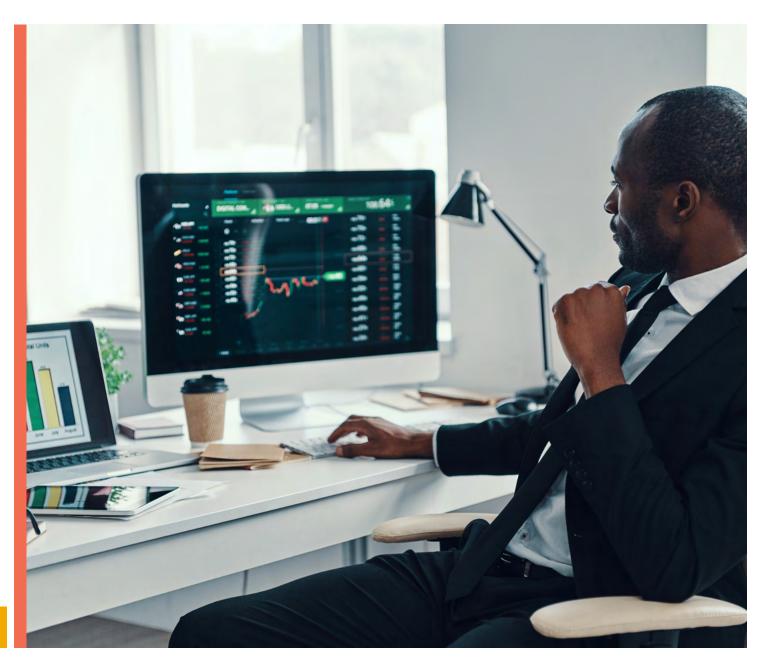


#### Actions:

- 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



## 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.



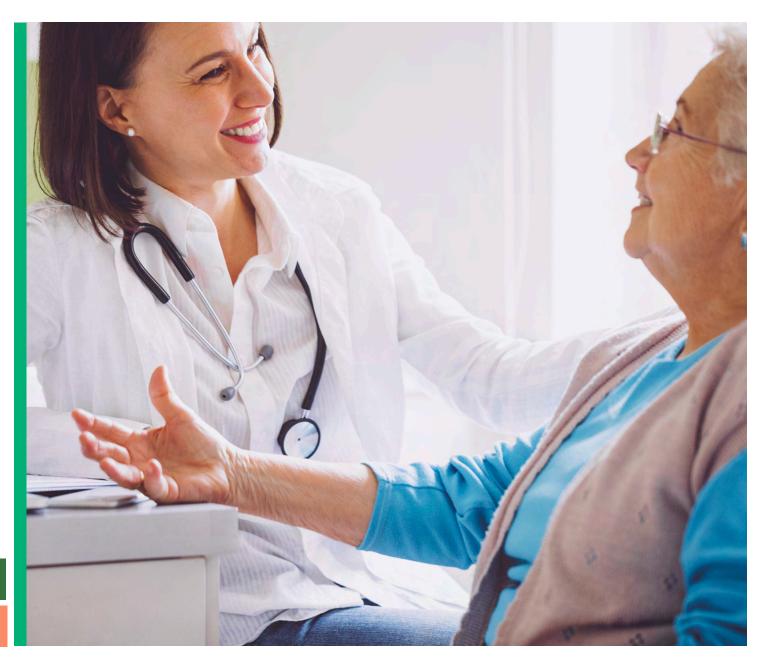
#### Actions:

- 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





### 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



PEOPLE





### **RUSH Health Equity | Impact & Measurement**

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

**2022 Community Health Needs** 



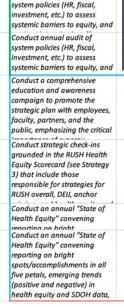
Conduct strategic check-ins

Plan and prepare report for

Conduct "State of Health

Equity" report out

C 2C State of Health Equity



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Conduct annual audit of





2022 Impact Report





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## 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

## **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

STRATEGIES	SHORT TERM OUTCOMES	INTERMEDIATE	LONG TERM	TRUE NORTH
Approaches to advance health equity	Change within RUSH	Systemic and RUSH-level impacts	Population-level change	Desired end state
PATIENT CARE	Expand access to quality care, including primary, pediatric, senior, women's, maternal and mental health and substance use services  Ensure language access and culturally responsive care in communities that we serve	RUSH sustains a people first culture RUSH graduates excel in core skills to advance health equity RUSH is a magnet for and develops diverse and exceptional talent from its communities and beyond RUSH people have high well-being, across all job groups RUSH learns and shares in authentic community partnerships and community-engaged research The system is aligned and collaborates to advance equity RUSH innovates in payment reform (also external) Patients, consumers, and community trust RUSH Strong, inclusive, and bi-directional community partnerships drive equity work and investments	Systematically eliminate inequities in patient health care outcomes  RUSH service communities are safe and economically stable, without medical debt	expectancy, especially among legacy residents, in all geographic areas served by RUSH  Contributing to global change in health care
EDUCATION & WORKFORCE DEVELOPMENT	Partner with community, develop health care career pathways for community, and hire local to ensure that the <b>diversity</b> of RUSH people reflects the populations we serve Invest in and create a learning environment for RUSH people and the next generation of <b>health care providers</b> , <b>educators and leaders</b> in antiracism and equity competencies Integrate <b>health equity into curricula</b> of Rush University programs			
COMMUNITY ENGAGEMENT	Increase investments in the communities we serve by <b>investing and spending local</b> Build and strengthen diverse <b>partnerships</b> , staff volunteer opportunities, and bidirectional feedback loops  Create bi-directional pathways to facilitate <b>learning with the community</b>			
RESEARCH	RUSH centers social determinants of health and health equity in <b>community-partnered research</b> Broadly <b>disseminate key findings</b> that advance health equity and establish RUSH as a leader in the field			
POLICY AND ADVOCACY	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	RUSH influences efforts to protect communities from environmental harm including pollution and toxins		

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

