RUSH UNIVERSITY SYSTEM FOR HEALTH

HEALTH EQUITY STRATEGIC PLANNING

Phase 3 Presentation

April 25, 2023 (Revised April 28, 2023)
OBJECTIVES

- To present the RUSH Health Equity Strategic Plan and logic model
- To gather feedback
- To provide and discuss guidance for socialization of the plan
AGENDA

- Welcome
- Project Overview
- Theory of Change and Logic Model
- Strategic Plan
- Discussion
- Next Steps
PROJECT OVERVIEW
RUSH seeks a health equity strategic plan that:

- Engages its diverse stakeholders across its local community, government partners, the private sector, and academic community
- Unifies and measures systemwide contributions to health equity
- Is aspirational, but grounded in the realities of health care delivery
- Is grounded in antiracist principles

RUSH seeks to improve the health of the individuals and diverse communities it serves through the integration of outstanding patient care, education, research, and community partnerships.

The results of this project will set the course for RUSH’s health equity work over the next five years while furthering its transformation into an anti-racist institution.

Evan James Consulting has been engaged to conduct a strategic planning process that enables RUSH to unify and advance its health equity efforts.
# SCOPE OF WORK

**Evan James conducted this scope of work in three phases**

<table>
<thead>
<tr>
<th>SCOPE</th>
<th>OBJECTIVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Gather input from diverse RUSH stakeholders</td>
<td>Evan James will establish a steering committee, review existing documents from RUSH, and organize and facilitate working groups with key stakeholders to gather internal and external perspectives.</td>
</tr>
<tr>
<td>2. Conduct analysis and outline potential strategies</td>
<td>Evan James will refine RUSH’S theory of change for its health equity work based on findings from the first phase. Evan James will then conduct an environmental scan with the steering committee and will develop a map of proposed partners. Evan James will also develop a SWOT analysis of RUSH’s health equity work.</td>
</tr>
<tr>
<td>3. Develop a strategic plan and logic model</td>
<td>Evan James will develop RUSH’s strategic plan which will include a refined theory of change, logic model, and strategies that will allow RUSH to enact its vision in the coming five years.</td>
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</table>
PROJECT TIMELINE
EVAN JAMES CONDUCTED THE PROJECT OVER THE COURSE OF 4 MONTHS

2023

JAN  FEB  MAR  APR  MAY
16  23  30  6  13  20  27  6  13  20  27  3  10  17  24  1

- PHASE 1: Data Gathering
- PHASE 2: Analysis
- PHASE 3: Recommendations

Gather and review documents
- Plan and conduct working groups

Refine theory of change
Develop SWOT analysis
Conduct environmental scan

Develop Strategic Plan and Logic Model

- Conduct Kickoff
- Working Groups
- Present Findings
- Environmental Scan (Discussion)
- Present Analysis:
  - Refined Theory of Change
  - SWOT Analysis
  - Potential Strategies
- Present Strategic Plan and Logic Model
# KEY DELIVERABLES

**Evan James Has Provided the Following Deliverables for This Scope of Work**

<table>
<thead>
<tr>
<th>DELIVERABLE</th>
<th>DESCRIPTION</th>
<th>FORMAT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Discovery Findings</strong></td>
<td>Suggested adjustments to RUSH Theory of Change to align more closely with vision and stakeholder priorities</td>
<td>PowerPoint</td>
</tr>
<tr>
<td><strong>Refined Theory of Change</strong></td>
<td>Statement describing RUSH’s approach to affecting change for its community</td>
<td>PowerPoint</td>
</tr>
<tr>
<td><strong>SWOT Analysis</strong></td>
<td>An analysis of RUSH’s strengths, weaknesses, opportunities, and threats in relation to its health equity vision</td>
<td>PowerPoint</td>
</tr>
<tr>
<td><strong>Environment Scan</strong></td>
<td>A summary of the internal and external environment relevant to RUSH’s ability to implement its vision</td>
<td>PowerPoint</td>
</tr>
<tr>
<td><strong>Preliminary Strategic Opportunities</strong></td>
<td>Preliminary strategy opportunities that will enable RUSH to enact its vision</td>
<td>PowerPoint</td>
</tr>
<tr>
<td><strong>Strategic Plan</strong></td>
<td>Roadmap that spans key components of RUSH’s health equity strategy with action steps and milestones</td>
<td>PowerPoint</td>
</tr>
<tr>
<td><strong>Logic Model</strong></td>
<td>Depiction of relationships and key metrics</td>
<td>PowerPoint</td>
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</tbody>
</table>
EXPLANATION OF DOCUMENTS
THE STRATEGIC PLAN IS DESIGNED TO ADVANCE THE THEORY OF CHANGE

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)
THEORY OF CHANGE
RUSH UNIVERSITY SYSTEM FOR HEALTH: ADVANCING HEALTH EQUITY

STRATEGIES
- 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 regardless of language background or ability

- Education & Workforce Development
  - 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
  - Invest in and create a learning environment for RUSH people and the next generation of health care providers, educators and leaders in antiracism and equity competencies
  - Integrate health equity into curricula of Rush University programs

- Community Engagement
  - Increase investments in the communities we serve by investing and spending local
  - Build and strengthen diverse partnerships, staff volunteer opportunities, and bi-directional feedback loops
  - Create bi-directional pathways to facilitate learning with the community

- Research
  - RUSH centers social determinants of health and health equity in community-partnered research
  - Broadly disseminate key findings 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 policies that impact social determinants of health (e.g. housing and environment), health care payment reform, etc.

SHORT TERM OUTCOMES
- Change within RUSH
  - INTERNAL:
    - 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
  - EXTERNAL:
    - The system is aligned and collaborates to advance equity
    - RUSH innovates in payment reform (also external)

INTERMEDIATE
- Systemic and RUSH-level impacts
  - Systematically eliminate inequities in patient health care outcomes
  - RUSH service communities are safe and economically stable, without medical debt

LONG TERM
- Population-level change
- Desired end state
  - Improved community well-being and increased life expectancy, especially among legacy residents, in all geographic areas served by RUSH
  - Contributing to global change in health care as an anti-racist and multicultural institution advancing equity

RUSH’S TRUE NORTH
- Approaches to aligning and advancing RUSH’s health equity agenda

The logic model is an Excel document that includes suggested data points for outputs, outcomes, and impact.

Baseline and goal metrics should be determined as part of the roll-out of this plan to build buy-in.
STRATEGIC PLAN
Strategic Plan

Overview
Introduction

Purpose and Rationale
RUSH seeks to improve the health of the individuals and diverse communities it serves through the integration of outstanding patient care, education, research, and community partnerships. In spring 2023, RUSH embarked on a strategic planning process to develop a plan for its next five years of health equity efforts.

Goals
RUSH’s goals for this planning process were to:

• Engage its diverse stakeholders across its local community, government partners, the private sector, and academic community
• Unify and measure systemwide contributions to health equity
• Be aspirational, but responsive to the realities of health care delivery
• Be grounded in antiracist principles
Participation

Stakeholder Engagement

The planning process was directed by the leadership of RUSH BMO Institute for Health Equity and the Office of Community Health Equity and Engagement, with ongoing guidance from a Steering Committee that included representation from RUSH Medical Center, RUSH Copley, Rush University, West Side United, New Mount Pilgrim Missionary Baptist Church, and RUSH’s Employee Resource Group. Consulting partners Evan James Consulting facilitated the process and created deliverables.

Participating Groups

A diverse set of 71 stakeholders from a broad range of specialties participated 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
- Esperanza Health FQHC*
- Malcolm X Community College
- New Mount Pilgrim Missionary Baptist Church
- West Side United

Participants in one of four stakeholder working groups in February 2023 contributing to an analysis of RUSH's current and desired state for health equity.
Process

Data Gathering
Evan James Consulting conducted four working groups, each grounded in different social determinants of health (SDOH). Participants contributed their vision of RUSH’s impact on SDOH in the coming years, and identified strengths, weaknesses, opportunities, and threats to that vision. Evan James also reviewed organizational documents on prior strategic work by the Racial Justice Action Committee, CHNA/CHIP,* Office of DEI, Anchor Mission team, and others.

Analysis
The findings from data gathering were analyzed and further refined through an environmental scan listening session with leaders from RUSH’s administration, medical and social practice, and the University. Evan James also convened a theory of change refinement session with the stakeholders from the Data Gathering phase.

Recommendations
The strategic plan that follows is a result of the preceding work, and intended to provide a framework for all members of the RUSH community to align and take effective action to advance health equity.

*Community Health Needs Assessment/Community Health Improvement Plan
Building on Strengths

History

RUSH came to this process after many years of dedicated effort in the realm of health equity. In the discovery phase, stakeholders shared and celebrated the long history of advocacy and planning for health equity, community programs, and justice-oriented partnerships.

RUSH is a complex web of dedicated internal and external stakeholders, who are committed to reducing or eliminating the life expectancy gap through quality care, community partnerships, and comprehensive educational opportunities. Prior to this process, it had adopted equity as part of its core strategic initiatives, had developed a health equity impact framework, convened a Racial Justice Action Committee, adopted an anchor mission, and developed a range of collective impact and programmatic initiatives too numerous to fully represent here.
How to Read This Plan

Amplifying current work
The theory of change and strategic plan presented below builds on prior strategic work, and attempts to reflect the breadth of RUSH’s commitments to health equity within a cohesive and usable framework. It is *not* an exhaustive list of current efforts, which are numerous, but rather a “home” for those efforts to live in as the system continues to advance health equity and serve as a field leader.

A framework for alignment and progress
Leaders at all levels of RUSH are currently engaged in incredible work that advances RUSH’s health equity theory of change. The strategies below are time-bound, system-wide projects and goals that are intended to enhance RUSH’s ability *as a system* to increasingly support these disparate efforts and bring them into alignment over time. Additionally, this plan is woven through with the values of *expanding care for all* and *continuous learning*. 
Rationale and Philosophy of Strategies

Rationale
The process surfaced the following additional areas of focus:

• A desire for system-wide awareness of efforts, reduced silos and coordinated health equity efforts
• A desire for the commitment by leaders to health equity to be translated into day-to-day work throughout the system
• A desire for feedback loops and partnership between community, hospitals & clinics, and the university to grow and influence innovation in practice, research, policy, and education
• A desire to see the diversity experienced in the community and frontline positions be reflected in leadership

Antiracism Principles
The steering committee grounded its planning in the following principles:

• Incorporate explicit and shared language of anti-racism internally and externally across RUSH
• Apply an intersectional lens to advance equity
• Build meaningful partnerships and share power with partners, community and patients
• Deepen investments in community
• Foster truth, reconciliation, racial healing and transformation
• Generate leadership buy-in and commitment with dedicated resources, support and funding
• Analyze the data for racial inequities
• Divest from racist practice, policy, and systems
### 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.

#### Domains

<table>
<thead>
<tr>
<th>Patient Care</th>
<th>Education &amp; Workforce Development</th>
<th>Community Engagement</th>
<th>Research</th>
<th>Policy and Advocacy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Short Term Outcomes</strong></td>
<td><strong>Intermediate</strong></td>
<td><strong>Long Term</strong></td>
<td><strong>True North</strong></td>
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<tr>
<td><strong>Change within RUSH</strong></td>
<td><strong>Systemic and RUSH-level impacts</strong></td>
<td><strong>Population-level change</strong></td>
<td><strong>Desired end state</strong></td>
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<td>Expand access to quality care, including primary, pediatric, senior, women’s, maternal and mental health and substance use services</td>
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<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>
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<td>Invest in and create a learning environment for RUSH people and the next generation of health care providers, educators and leaders in antiracism and equity competencies</td>
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<td>Integrate health equity into curricula of Rush University programs</td>
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<td>Increase investments in the communities we serve by investing and spending local</td>
<td>The system is aligned and collaborates to advance equity</td>
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<td>Build and strengthen diverse partnerships, staff volunteer opportunities, and bi-directional feedback loops</td>
<td>RUSH innovates in payment reform (also external)</td>
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<tr>
<td>Create bi-directional pathways to facilitate learning with the community</td>
<td>Patients, consumers, and community trust RUSH</td>
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<tr>
<td>RUSH centers social determinants of health and health equity in community-partnered research</td>
<td>Strong, inclusive, and bi-directional community partnerships drive equity work and investments</td>
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<tr>
<td>Broadly disseminate key findings that advance health equity and establish RUSH as a leader in the field</td>
<td>RUSH influences efforts to protect communities from environmental harm including pollution and toxins</td>
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</tr>
<tr>
<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>Systematically eliminate inequities in patient health care outcomes</td>
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</table>

**Grounding lenses and principles:** trauma-informed care, intersectionality, and antiracism principles
Health Equity Strategic Plan 2023-2028

RUSH identified 6 strategies for focus in the next five years

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

2. **Align the system**’s attention and efforts to advance health equity

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

4. **Innovate fiscally** 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
Health Equity Strategic Plan 2023-2028

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

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

3. Focus 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

All strategies are aligned with RUSH’s Equity strategic initiative.
# A system united for health equity - draft

<table>
<thead>
<tr>
<th>Hospitals &amp; Clinics</th>
<th>University</th>
<th>Community</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Transform culture and climate</strong> to embed antiracist principles and advance health equity</td>
<td>Show leadership, learn, and remove systemic barriers to internal equity</td>
<td>Provide feedback and hold RUSH accountable to sharing power and authentic partnership</td>
</tr>
<tr>
<td>Show leadership, teach, learn, and remove systemic barriers to internal equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>2. Align the system’s attention and efforts to advance health equity</strong></td>
<td>Align departmental strategies and goals to health equity theory of change, ongoing strategy alignment</td>
<td>Provide feedback on strategies and goals, provide community-level data, accountability</td>
</tr>
<tr>
<td>Align departmental strategies and goals to health equity theory of change, ongoing strategy alignment</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>3. Focus data</strong> collection and analysis to reduce inequities and expand care</td>
<td>Centralize patient data and implement improvements</td>
<td>Participate via data sharing and collective impact efforts, community-partnered research</td>
</tr>
<tr>
<td>Support analysis of data and build understanding of tactics to reduce inequities</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>4. Innovate fiscally</strong> to advance transformative payment models &amp; community investment</td>
<td>Internal financial analysis, convene strategic partners</td>
<td>Collaborate on policy agenda</td>
</tr>
<tr>
<td>Research promising approaches and publish influential scientific work and whitepapers</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>5. Leverage pipelines and grow career advancement to increase diversity and community representation at all levels</strong></td>
<td>Workforce pipelines, anchor mission, recruitment, employee experience and wealth building</td>
<td>Participate in workforce programming, partner in recruitment to increase good jobs</td>
</tr>
<tr>
<td>Admissions policies, community researcher pathways, recruitment</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>6. Advance the field of health equity</strong> through research, partnership, and ongoing learning.</td>
<td>Make data and promising practices accessible to University scholars and students</td>
<td>Partner in research efforts and dissemination</td>
</tr>
<tr>
<td>Analyze data to advance research, practice and policy, develop courses in health equity</td>
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</table>
Strategic Plan

Strategy Details
Strategy 1

Transform Culture

Embed tenets of health equity and antiracism throughout RUSH common language, daily practice, and learning.
1. Transform culture and climate 💖

Overview
Transform RUSH culture and climate to embed trauma-informed care, antiracist principles and advance health equity. Embed tenets of health equity and antiracism throughout RUSH common language, daily practice, and learning.

Key Actions

Conduct training and coaching to increase the competency of executives, VPs, and faculty to discuss and teach trauma-informed approaches, health equity and DEI topics and incorporate into their annual goals and workplans

Conduct system-wide assessment and provide trainings and other initiatives (e.g., racial affinity groups) to boost understanding of inclusivity, cultural competency, structural racism, and ways to apply antiracism and intersectionality in daily practice

Conduct annual audit of system policies (HR, fiscal, investment, etc.) to assess systemic barriers to equity, and work with involved staff to develop new policies and processes

Timing

<table>
<thead>
<tr>
<th>Key Actions</th>
<th>Timing</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct training and coaching to increase the competency of executives, VPs, and faculty to discuss and teach trauma-informed approaches, health equity and DEI topics and incorporate into their annual goals and workplans</td>
<td>• 6-12 mos. • Ongoing support and accountability</td>
<td>• Leadership time • Human Resources • Office of DEI</td>
</tr>
<tr>
<td>Conduct system-wide assessment and provide trainings and other initiatives (e.g., racial affinity groups) to boost understanding of inclusivity, cultural competency, structural racism, and ways to apply antiracism and intersectionality in daily practice</td>
<td>• 3 mos. to assess • 6 mos. to design training • 12 mos. to implement</td>
<td>• Human Resources • Office of DEI • Rush University faculty • DEI training consultant • Online training platform</td>
</tr>
<tr>
<td>Conduct annual audit of system policies (HR, fiscal, investment, etc.) to assess systemic barriers to equity, and work with involved staff to develop new policies and processes</td>
<td>• 3 mos. to develop audit practice • 2 mos. to conduct audit annually</td>
<td>• Office of DEI • Human Resources • Finance</td>
</tr>
</tbody>
</table>

Milestones & Indicators
- Increased familiarity and confidence with health equity and DEI topics
- Increased employee, faculty, and student satisfaction
- Improved employee, faculty, and student perception of culture and values alignment
Strategy 2

Align the System

Ensure that all RUSH communities and divisions are united in their vision and efforts for health equity.
2. Align the System

Overview
Integrate the attention and efforts of the RUSH system to advance health equity. Ensure that all RUSH communities and divisions are united in their vision and efforts for health equity.

Key Actions

- Conduct a comprehensive education and awareness campaign to promote the strategic plan with employees, faculty, partners, and the public, emphasizing the critical importance of synergy between practice, research, policy, education, and community partnership

- Conduct strategic check-ins grounded in the RUSH Health Equity Scorecard (see Strategy 3) that include those responsible for strategies for RUSH overall, DEIJ, anchor mission, and health equity and include reports and data from Offices and community partners across the system

- Conduct an annual "State of Health Equity" convening reporting on bright spots and accomplishments in all five petals, emerging trends in health equity and SDOH data and acknowledging work from across the system and partners

Timing

- 6 mos.
- Coordination of planning efforts and curation of resources to disseminate
- 2 mos. to design & schedule
- Bimonthly check-in meetings
- Annual
- 4-6 mos. for planning and preparation

Resources

- Marketing and communication resources created by marketing staff
- Time for check-in meetings
- Implementation committee
- A tool or template for progress updates
- A planning committee
- RUSH leadership
- Data analytics capacity
- Annual report process

Milestones & Indicators

- Widespread familiarity with strategic plan is evident
- Milestones identified from strategic plan and Community Health Needs Assessment/Improvement Plan are reached
- Increased strategic alignment
- Attendance and participation in State of Health Equity event
Strategy 3

Focus Data

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

#### Overview
Focus data collection and analysis to reduce inequities and expand care. Optimize RUSH’s use of data to better advance equity and provide high quality care to its patients and the community.

#### Key Actions

<table>
<thead>
<tr>
<th>Centralize collection and analysis of logic model data points and sources, leveraging AI and data analytics and mapping patient experience to outcomes;*</th>
<th>Timing</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Support each department to develop intra- and cross-departmental goals and strategies for contributing to KPIs</td>
<td>- 6 mos.</td>
<td>- CIO and IT team</td>
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<tr>
<td>- Ongoing improvement</td>
<td>- Health Equity Systems Director</td>
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<td></td>
<td>- AI and human analysis resources/data infrastructure</td>
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</tbody>
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<thead>
<tr>
<th>Improve REAL and SOGI data collection for enhanced analysis and interventions and integrate targeted resources (e.g. shared equity scorecard) to improve outcomes</th>
<th>Timing</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- 6 mos.</td>
<td>- Quality Improvement team</td>
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<td></td>
<td>- Annual refresh</td>
<td>- Planning and Design time</td>
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<td>- Collaboration time with collective impact partners</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Fortify collaboration loops between Rush University, medical centers, and community, engaging faculty and students in the analysis of health equity data, developing targeted recommendations for medical teams, surfacing promising practices across the system, and incorporating community voice</th>
<th>Timing</th>
<th>Resources</th>
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<tbody>
<tr>
<td></td>
<td>- 2-3 yrs.</td>
<td>- University/medical leadership</td>
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<td>- Ongoing effort bolstered by actions in strategy 6</td>
<td>- Platforms or templates</td>
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<td>- Health Equity course alignment</td>
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<td>- Community Advisory Group</td>
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</tbody>
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*Milestones & Indicators
- All logic model data points are mapped to sources and regularly refreshed
- Health equity scorecard created
- Community Health Needs Assessment/Improvement Plan milestones are met
- Contributions to research by practitioners increased
- Contributions to practice by researchers increased

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*Including REAL, SOGI, and SDOH as lens for analyzing patient experience and outcomes
Strategy 4

Innovate fiscally

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

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

**Key Actions**

<table>
<thead>
<tr>
<th>Conduct internal analysis to identify opportunities to balance margin and mission and continue commitment to serving financially vulnerable patients</th>
<th>Timing</th>
<th>Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 2 mos.</td>
<td>• Financial analysis</td>
<td>• CFO/Finance &amp; Gov’t Affairs</td>
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<tr>
<td>• Annual refresh</td>
<td>• Chief Financial Officer (CFO)</td>
<td>• Follow-up work and analysis</td>
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<td></td>
<td>• Rush Health, Strategic Planning, Access teams</td>
<td>• Center for Medicare &amp; Medicaid Innovation</td>
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<td>• IL Dept. of Public Health</td>
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<tr>
<th>Convene and collaborate with strategic partners, such as state public health officials, ACO REACH programs, and federally qualified health centers, to advance equitable payment models and increase access to care</th>
<th>Timing</th>
<th>Resources</th>
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<tbody>
<tr>
<td>• Ongoing effort</td>
<td>• Anchor Mission team</td>
<td>• Financial analysis</td>
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<td>• CFO/Finance &amp; Gov’t Affairs</td>
<td>• Finance team</td>
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<td>• West Side United</td>
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<td>• Rush University</td>
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<tr>
<th>Leverage assets – such as property, investments or university courses –and make catalytic place-based investments (e.g. Sankofa Wellness Village) to improve vulnerable patient outcomes, increase community economic strength, and contribute to population-level SDOH impacts</th>
<th>Timing</th>
<th>Resources</th>
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<tbody>
<tr>
<td>• Ongoing effort</td>
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<td>• Philanthropy team</td>
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<tr>
<th>Ensure financial mechanisms support RUSH’s ongoing commitment to health equity (e.g. funds flow, revenue sources)</th>
<th>Timing</th>
<th>Resources</th>
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<tr>
<td>• Ongoing effort</td>
<td>• Chief Financial Officer (CFO)</td>
<td>• Follow-up work and analysis</td>
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<td>• Center for Medicare &amp; Medicaid Innovation</td>
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<td>• IL Dept. of Public Health</td>
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Strategy 5

Increase diversity

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

Overview

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

Key Actions

Monitor demographic data to determine BIPOC and marginalized group representation and satisfaction at all levels and report on trends

Timing

- 3 mos.
- Annual refresh

Resources

- Human Resources
- DEI staff
- Analytic resources

Implement training and career advancement opportunities throughout the RUSH system, with a focus on increasing the skill set of incumbent workers, developing young & diverse leadership, and supporting wealth building

Timing

- 1 yr.
- Initial expansion
- Ongoing updates

Resources

- Human Resources
- Anchor Mission
- Community Colleges

Expand community workforce pipeline activities to increase the number of local residents entering the RUSH hiring and student pool and ensure adequate support for new local and BIPOC hires and students

Timing

- 2 yrs.
- Initial expansion
- Ongoing improvement

Resources

- Rush Education and Career Hub (REACH)
- Workforce training agencies
- RUSH University
- Budget allocation for new hires

Implement targeted marketing strategies to recruit graduates from HBCU and Hispanic-serving institutions (HSIs) to join the staff, faculty, and student body

Timing

- 1 yrs.
- Initial expansion
- Ongoing improvement

Resources

- Employee resource groups
- Budget allocation for professional development

Milestones & Indicators

- Increased employees from diverse groups and service areas hired & promoted at all levels
- Employees in leadership positions proportionally represent underrepresented groups
- Improvements in culture alignment
- Improved patient experience and health outcomes
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.
# 6. Advance the field

## Overview

Advance the field of health equity through research, partnership, and ongoing learning. Build and nurture RUSH’s thriving research community, expand access to knowledge, and embed collaborative learning throughout the system.

## Key Actions

<table>
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<tr>
<th>Key Actions</th>
<th>Timing</th>
<th>Resources</th>
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<tbody>
<tr>
<td><strong>Expand structures and processes</strong> for University findings to be made accessible to medical center staff and community partners, and for medical center staff and partner perspectives and experiences to contribute to new research</td>
<td>• 2 yrs.</td>
<td>• Leadership time</td>
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<td><strong>Recruit a diverse cohort of new staff and faculty</strong> focused on health equity and community partnered research</td>
<td>• 4 yrs.</td>
<td>• Human Resources</td>
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<tr>
<td><strong>Develop courses and a degree pathway in health equity</strong>, incorporating data analysis, community-partnered research, and other RUSH promising practices, prioritizing accessibility by local residents (e.g., open-source courses/resources, student recruitment)</td>
<td>• 3 yrs.</td>
<td>• Office of DEI</td>
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<tr>
<td><strong>Host (or participate in) biennial health equity translational research conference</strong> in partnership with leading health equity institutions &amp; networks</td>
<td>• 4 yrs.</td>
<td>• ITM, CTSA, CBRN*</td>
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<td>• Ongoing improvement</td>
<td>• Philanthropy team</td>
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<td>• Online training platform</td>
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<td>• Event planning and production budget</td>
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<td>• Staff time for planning</td>
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## Milestones & Indicators

- Improved awareness of RUSH’s health equity research across the system
- Increased engagement with Rush University health equity publications and courses
- Growth in national and global field of health equity (e.g., participants in research conference, total articles published)

*Institute for Translational Medicine, Clinical and Translational Science Award program, Community Based Research Network*
This health equity strategic plan would not have been possible without participation from the following entities:

**Rush Health**
- Rush University Medical Center
  - Community Health Equity and Engagement
- Human Resources
- Finance
- Government Affairs
- Philanthropy

**Rush University Medical Group**
- Social Work & Community Health Services
- The Center to Transform Health & Housing

**Rush Copley Medical Center**
- Rush Oak Park Hospital

**Rush University**
- College of Nursing
- Rush College of Health Sciences
- Rush Community Service Initiatives Program
- Rush Graduate College
- Rush Medical College

**Rush BMO Institute for Health Equity**

**Community Partners**
- Alive Faith Network
- Cara Collective
- Center for Community Health Equity
- Esperanza Health Center
- Malcolm X Community College
- New Mount Pilgrim Missionary Baptist Church
- West Side United
Acknowledgements

This health equity strategic plan would not have been possible without its leadership and guidance:

**Project Leads:**
- Rukiya Curve Johnson
- Anisa Jivani
- Dr. John Rich

**Steering Committee:**
- Dr. David Ansell
- Perpetual Assem
- Robyn Golden
- Dr. Larry Goodman
- Pastor Marshall Hatch, Sr.
- Ayesha Jaco
- Alexander Pope
- Sophia Worobec
DISCUSSION
NEXT STEPS

✓ Phase 3 Presentation
   4/25

Revised Plan

Socialization and Implementation

Steering Committee

- Deliverable/Milestone
- Meeting
# NEXT STEPS

**ALMOST THERE!**

<table>
<thead>
<tr>
<th>RUSH</th>
<th>EVAN JAMES</th>
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<td>• Review in detail and provide consolidated feedback</td>
<td>• Incorporate feedback</td>
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<td>• Develop one-pager for widespread circulation</td>
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THANK YOU!

For questions about this deck, please contact
harry@evanjamesconsulting.com