



Chicago HEAL Initiative

Hospital Engagement, Action, and Leadership

An Action Plan from Chicago Hospitals & U.S.
Senator Richard J. Durbin on Strengthening
Neighborhood Engagement to Reduce Violence
& Improve Health



*Assisted by the University of Chicago
Crime Lab and Civic Consulting Alliance*



Chicago HEAL Initiative
FOREWORD

The staggering toll of gun violence in many Chicago neighborhoods is enough to break your heart. We start too many Monday mornings listening to headlines that sound more like battlefield reports than local news stories. What can be done to stop the bloodshed? It's a question that every person who cares about our city asks with increasing urgency.

We can't arrest our way out of this crisis. Even sensible guns laws—as badly as they are needed (and I am determined to keep pushing for more effective federal gun laws)—will not end the bloodshed. Research shows us that violence that appears to erupt in an instant for seemingly trivial reasons is, in fact, often years in the making and a result of much deeper drivers. To reduce violence in the neighborhoods most plagued by it, we have to address the *root causes* that produce much of the violence: poverty, poor schools, and inadequate health care; a lack of safe, affordable housing and jobs that can support a family. A lack of hope and opportunity.

We must also do more to help young people who are struggling with what experts call “toxic stress”—such as children exposed to violence, poverty, addiction and other threats to their well-being. Twenty years of research makes it clear that these traumatic experiences can cause profound cognitive, emotional, and physical health problems that can last a lifetime and perpetuate the cycle of poverty and violence.

Chicago is fortunate to have so many individuals and organizations already working to find solutions to violence and its root causes. These include faith and community leaders, youth groups, and leaders in government, education, academia, business, philanthropy, and non-profit communities.

But our initiative focuses on one incredible resource in Chicago: our world-class hospitals. These hospitals can be leaders in a comprehensive effort to reduce violence. Not only do they care for physical wounds and mental health, they are very often the largest employers and the most powerful drivers of economic opportunity in their neighborhoods.

This report highlights the critical role of our City's hospitals in reducing violence in our neighborhoods. It is the result of discussions I have convened over many months with leaders of the 10 largest hospitals serving Chicago. I asked these hospitals three questions: What are you doing now to make the neighborhoods surrounding your hospitals safer and to improve the health and economic opportunities for the people and businesses who reside there? What more can you do? And how can I help?

This report highlights their answers, and reflects community feedback on what residents want to see from leading institutions. More importantly, it provides a roadmap for a sustained, coordinated effort to do better. Every hospital involved in this effort is making specific, quantifiable commitments to do more to make their neighborhoods safer, healthier and more prosperous. To assist hospitals in fulfilling this plan, I will work to expand access to health care by protecting the Affordable Care Act, Medicare, and Medicaid, and to increase federal funding to improve mental health, affordable housing, and job training.

These hospitals make heroic efforts in the operating room and in the recovery room to try to save lives shattered by gun violence. They are ready and determined to play a bigger role in preventing violence and illness by addressing the root causes. That is true leadership for which the City and all Chicagoans can be thankful. I certainly am.

Richard J. Durbin
United States Senator



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AT THE FOREFRONT
**UChicago
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UNITED STATES SENATOR
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SECTION I: CHICAGO VIOLENCE, COMMUNITY NEED, AND ROLE FOR HOSPITALS

Hospitals address the most pressing health problems in our communities. They often are the first stop in health emergencies, providing support and care to those facing serious illness, and they play a critical role in how we understand and treat diseases and public health crises. Hospitals are especially crucial in cities like Chicago, where the conditions that adversely affect health and wellness are highly regressive in their impact, shortening lives and eroding their quality for residents in economically marginalized and racially segregated communities.

While the public typically recognizes the central role that hospitals play in response to conditions like heart disease, diabetes, and cancer, there is arguably an even greater role that they play in Chicago. Hospitals are fundamentally important for responding to a public health crisis that devastates families, drives disparities in life expectancy, and inflicts trauma on entire communities: gun violence.

Gun violence affects far too many of Chicago's residents. In 2016, 769 people were murdered, 90 percent with a firearm. Homicides increased by nearly 60 percent that year, driven entirely by an unprecedented rise in gun violence. Additionally, there were 3,886 non-fatal shooting victimizations in 2016, of which 520 were under the age of 18. Levels of violence have declined slightly in 2017 and 2018, but remain too high. Though this violence is concentrated in several economically disadvantaged and racially segregated neighborhoods on the city's South and West sides, the toll of gun violence reaches far beyond these communities.

In addition to the physical health injuries from gun violence, there can be far-reaching emotional and behavioral health consequences. Exposure to violence—whether as a victim, witness, or through a loved one—can over-activate the brain's stress-response system, inflicting neurological harm. Children are especially vulnerable, as early-life adversity—known as Adverse Childhood Experiences (ACEs)—can disrupt healthy brain development and create feelings of helplessness, fear, anger, and difficulty forming healthy relationships. A 2012 study found that when young students in Chicago were examined within a week of a homicide that occurred near their home, the children exhibited lower levels of attention, impulse control, and cognitive skills. In some cases, without the right support, exposure to violence increases the likelihood in the future of an individual perpetrating or being a victim of violence, facing mental health challenges, or misusing substances as a way to cope with the traumatic experience. A 2004 study of the Cook County Juvenile Detention Center found that 92 percent of offending youth



detailed there had experienced trauma. The need in Chicago is staggering—a 2013 study conducted in the neighborhoods most impacted by violence found that nearly 9 out of 10 children ages 15 to 17 had been exposed to some form of violence.

However, the collective response to this epidemic of gun violence and the community trauma it creates has not yet risen to the scale of the problem. In 2017,

Chicago’s nearly 600 victims of gun homicide each lost, on average, 50 years of life; this translates to almost 30,000 years of life lost to gun violence *in one year, in one city*. And this is just the tip of the iceberg, as it does not account for the injuries faced by thousands of non-fatal shooting victims each year, the persistent mental health challenges resulting from gun violence, and the strain that this violence places on loved ones and the entire community.

Hospital Leadership

Hospitals are on the front-line of treating the gun violence epidemic, providing high-quality care to those suffering the physical damage wrought by gun violence. But receiving excellent care in a clinical setting only goes so far, as people spend most of their lives in the community—at home, school, work, and church—and, too often, our communities are not safe. Studies have found that 45 percent of violent injury victims will be re-hospitalized. That is part of the reason why many Chicago hospitals have begun to treat firearm victims more comprehensively; not just providing excellent care in the emergency room for their physical injuries, but also linking victims with a social worker or mental health clinician for long-term support in the community to heal their emotional injuries. A focus on prevention and community engagement is vital to making Chicago safer and healthier, as gun violence has a cascading effect—touching the lives of not only its immediate victims, but also those of their families, friends, neighbors, and coworkers.

Efforts to prevent and reduce gun violence must address the trauma and toxic stress in our communities and address socioeconomic determinants of health. These root, structural factors—such as poor educational and employment opportunities, economic disinvestment, segregation and institutional racism, unsafe and unhealthy homes and neighborhoods, and unaddressed mental health needs—all contribute to disparities in wellbeing. It is how we can begin to tackle the dramatic 16-year difference in average life expectancy for Chicagoans that live just a few “L” stops away from one another.



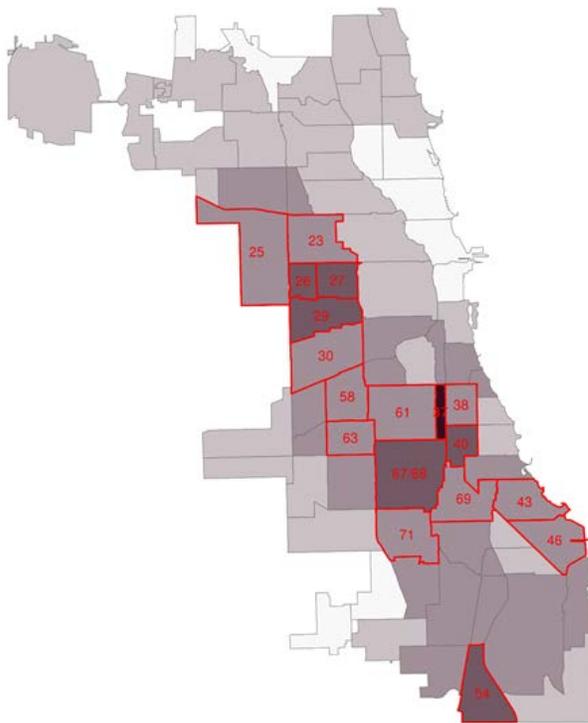
Hospitals are the drivers of local economies and leaders of positive neighborhood initiatives. As anchor institutions for their communities, we believe hospitals and trauma centers have an important opportunity and a responsibility to go beyond treating physical wounds. We must also focus on efforts to prevent violence from happening in the first place and to heal the physical and mental trauma that gun violence inflicts on victims, their families, and communities. Each of the ten hospitals’ Community Health Needs Assessments identify violence as a top health challenge, and according to the American Hospital Association, “violence prevention is aligned with community benefit commitments for not-for-profit hospitals to improve the health of communities and increase access to care.”

The Chicago HEAL Initiative represents a bold first step to bring together leaders from some of Chicago’s largest employers—the major hospital systems—to identify gaps in community services, harness collective resources, and organize a coordinated roadmap to re-imagine—in an upstream, preventive manner—how to reduce gun violence, improve health, and uplift communities.

Eighteen Focus Neighborhoods

By examining rates of unemployment, poverty, and high school graduation, the University of Chicago Crime Lab measured a subset of Chicago communities with the highest levels of social vulnerability, such as neighborhoods with household poverty rates higher than 40 percent. Many of these neighborhoods also have some of the highest rates of gun violence, each with more than 3,000 years of collective life lost in a year due to gun deaths. Health, educational, and broader societal outcomes are intertwined, and efforts to reduce violence in certain communities must address other underlying causes.

NEIGHBORHOOD SOCIAL VULNERABILITY MAP



Note: The social vulnerability index is comprised of four separate measures at the community area level: percent of households below the poverty level (2007-11), percent of persons aged 25 years and older without a high school diploma (2007-11), unemployment rate for persons in the labor force 16 years of age and older (2007-11), and the homicide rate per 100,000 residents (2017). All measures are obtained from the Chicago Data Portal’s [Public Health Statistics](#) page or [Crimes – 2001 to present](#) page. Each measure is normalized, and all four are averaged together within each community area. Darker shades represent community areas with a higher social vulnerability index value. Labeled community areas are those with high social vulnerability index values and large years of potential life lost from gun deaths.

Across these measure, hospitals have a responsibility to channel efforts to the neighborhoods that face the greatest challenges across these measures:

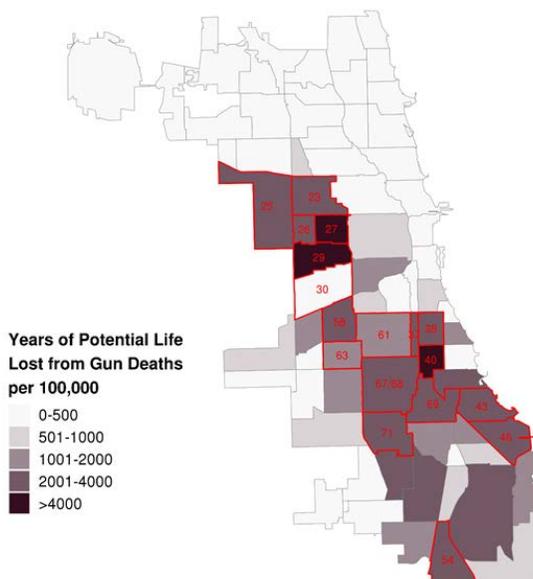
- Auburn Gresham
- Austin
- Brighton Park
- East Garfield Park
- Greater Englewood
- Fuller Park
- Gage Park
- Grand Boulevard
- Greater Grand Crossing
- Humboldt Park
- New City
- North Lawndale
- Riverdale¹
- South Chicago
- South Lawndale/ Little Village
- South Shore
- Washington Park
- West Garfield Park

GUN VIOLENCE HOTSPOT MAP

Of all Chicago communities, these 18 focus neighborhoods rank among the top Chicago neighborhoods in both social vulnerability and years of potential life lost from gun deaths, as analyzed by the University of Chicago’s Crime Lab. The social vulnerability index is comprised of four separate measures at the community area level: percent of households below the poverty level, percent of persons aged 25 years and older without a high school diploma, unemployment rate for persons in the labor force, and the homicide rate per 100,000 residents.

For example, in Austin, on the city’s West side, nearly a third of households live below the poverty line, a quarter of adults lack a high school diploma, and over one fifth of adults are unemployed, while the homicide rate of 82.2 per 100,000 in 2017 was over three times the city average. That heightened homicide rate—due almost entirely to gun violence—resulted in Austin losing 3,758 years of life, per capita, to gun deaths in 2017.

In Englewood, on the city’s South side, almost half of households live below the poverty line, while nearly a third of adults lack a high school diploma. The homicide rate in Englewood of 102.6 per 100,000 in 2017 was over four times the city average, and resulted in Englewood losing 5,162 years of life, per capita, due to gun deaths in 2017.

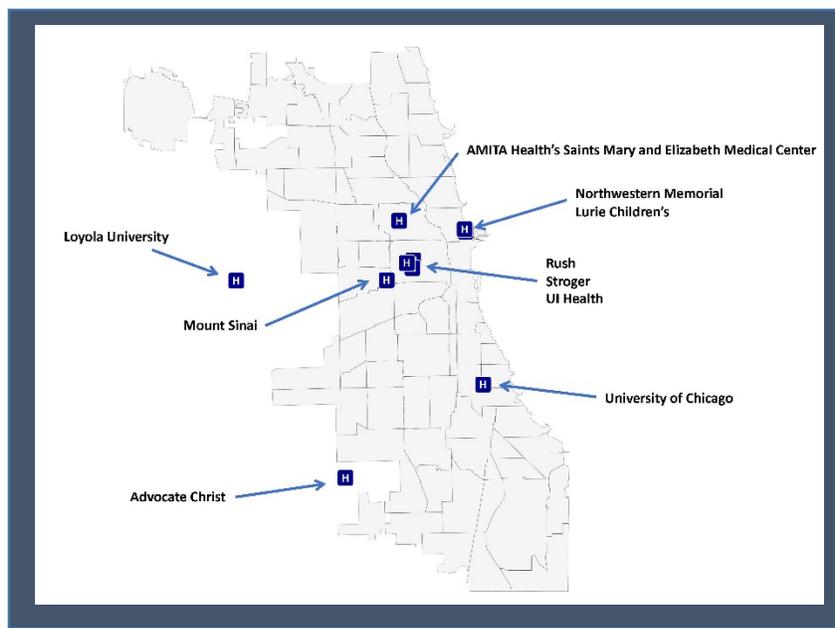


¹ For the purposes of this report, the Riverdale community is comprised of Riverdale, Altgeld Gardens and Eden Green

SECTION II: CURRENT ANCHOR HOSPITAL INITIATIVES TO REDUCE VIOLENCE

Hospitals play a unique and powerful role in Chicago's effort to stem the violence. As the service provider to victims and economic anchors in the community, hospitals recognize this role and have already made reducing violence a top priority. Through Community Health Needs Assessments and accompanying implementation plans, they are currently leading initiatives that contribute to the overall efforts of reducing violence. Below are snapshot examples of the innovative strategies that hospitals are undertaking to improve health and reduce violence in their communities. These represent just a narrow slice of the multi-faceted work each hospital is doing, capturing only a handful of individual and multi-partner initiatives that can be scaled up:

PHYSICAL LOCATIONS OF CHICAGO HEAL INITIATIVE HOSPITALS



Rush University Medical Center: Anchor Mission Strategy

Rush has made reducing health disparities a top priority and has embarked on a multi-pronged strategy that addresses the social determinants of health—including living wage jobs, quality education, and access to food and housing. Recognizing their power as an anchor institution, Rush has embarked on a mission to increase hiring and purchasing from the West Side, along with directing investing and volunteer hours to West Side neighborhoods. Rush has partnered with Cara and Skills for Chicagoland's Future to connect to potential West Siders and is creating career advancement opportunities for current employees. World Business Chicago is helping to connect Rush to West Side businesses. To support students who are interested in the health care fields, Rush has established a partnership with Crane Medical Preparatory High School located on the West Side. Rush provides Crane with a variety of experiences from job shadow days and internships as part of One Summer Chicago to postsecondary supports. Rush is also co-locating its mental health and counseling services with YMCA locations to expand services to youth.

Lurie Children’s Hospital: Strengthening Chicago’s Youth

Based on the impact of violence and trauma in children, Lurie Children’s Hospital has made an institutional commitment towards violence prevention. Lurie Children’s has launched a violence prevention collaborative called Strengthening Chicago’s Youth. The collaborative serves as a catalyst for innovation in developing models for violence reduction, including a new model that gives juvenile offenders a second chance by offering comprehensive services such as workforce development, mentoring, and counseling versus detention. Strengthening Chicago’s Youth also identifies promising practices through research and connects that research to the communities in need. The collaborative also brings hospitals together to advocate for gun legislation. Through the Center for Childhood Resilience, Lurie Children’s is working to ensure that children who need mental health and trauma services receive them by training teachers within Chicago Public Schools (CPS) on trauma-informed practices and resources. For 15 years, Lurie Children’s has partnered with GEAR-UP to provide paid internships and mentoring opportunities for CPS students from low-income neighborhoods. Last year, the hospital provided these internships to more than 200 students.

Cook County Health & Hospital Systems (CCHHS): Healing Hurt People

Research shows that those that are injured due to gun violence are 45 percent more likely to be victims in the future and 75 percent will develop symptoms of Post-Traumatic Stress. To break this cycle of violence, CCHHS has implemented a best practice model established in Philadelphia. Healing Hurt People engages violently injured individuals ages 13-30 in CCHHS’ Level 1 trauma center to provide comprehensive support and mental health service. Immediately following violent injury, CCHHS provides services after victims are admitted. Through licensed clinicians and therapists, youth receive intensive case management, psycho-education, mentoring, and mental health care both in the hospital and after discharge. The program has reached over 500 individuals, and the results from the pilot are promising—87 percent of youth who completed six months of the program have avoided criminal justice involvement and 89 percent have reduced their re-injury rates. Furthermore, 98 percent have not retaliated for their injuries.

Advocate Health Care: Trauma Recovery Center and Workforce Initiative

Advocate Health Care’s Level 1 trauma center at Advocate Christ Medical Center is one of the busiest in all of Illinois, providing round-the-clock surgery and care to trauma patients. To ensure that survivors of intentional violent crime and their impacted families receive coordinated clinical care, comprehensive mental health screening and case management services, that they otherwise would not receive, Advocate is opening the Advocate Trauma Recovery Center. The center is the only one in Cook County and was developed in partnership with the Illinois Criminal Justice Information Authority funded by the Victims of Crime Act. It will serve survivors of intentional violence (e.g., gun violence, physical assault, domestic violence, sexual assault, etc.) ages 14 or older. The center will provide holistic services that respond to survivors emotional, psychological and physical needs to help stabilize their lives. In addition, the center will also provide survivors of crime with a sense of safety, reduce re-victimization and help stop the cycle of violence.

In a parallel effort, Advocate has launched the Advocate Workforce Initiative with funding from JPMorgan Chase & Co. This initiative is an innovative and strategic program aimed at providing skills-based training and job placement to underemployed and unemployed populations in Chicago and its neighboring suburbs. The program has resulted in more than 400 job placements with \$11.5 million potential wages in neighborhoods with high unemployment. Advocate also hosts restorative justice workshops for community leaders, schools, and faith organizations to mitigate conflicts.

University of Chicago Medical Center: New Level 1 Adult Trauma Center

University of Chicago Medical Center (UCMC) is focused on four main areas towards reducing violence in the City and the region. First, they have opened a new adult Level 1 trauma center, the only one on the South side of Chicago, to complement the existing trauma capacity and directly treat the injuries sustained by violence. The adult trauma center along with its pediatric trauma services and burn unit, create comprehensive trauma services on the South side of Chicago. Secondly, they have implemented hospital-based violence interventions (HBVI) in both its adult and pediatric trauma centers. In collaboration with community partners, wrap-around services are extended to victims of violence to meet their holistic clinical, social and emotional needs, with the goal of preventing violent recidivism, reducing re-injury, and promoting physical, emotional, and mental recovery. Third, in partnership with Brightstar Community Outreach, Northwestern Medicine, and the United Way, UCMC is engaged with The Urban Resilience Network (TURN Center) to address violence and trauma in Bronzeville, using multiple interventions including prevention science and trauma-based counseling. Finally, they intend to bring the full scale of the whole University to bear by promoting and conducting rigorous, academic evaluations of what works—and what doesn't—to reduce violence sustainably.



UI Health: Better Health through Housing

UI Health has a special focus on the determinants of health. The University of Illinois Cancer Center and University of Illinois at Chicago School of Public Health, in collaboration with the University of Chicago Medicine, have created The Center for Health Equity Chicago (CHER Chicago). The center is dedicated to researching how social structures and determinants—such as poverty, living in a food desert, lacking safe spaces to play and exercise, discrimination, or growing up with neighborhood violence—can contribute to the development of preventable diseases and conditions, including cancer, cardiovascular disease, diabetes and substance abuse. One particular effort that is beginning to gain traction is around housing for the chronically homeless. This population often show up in emergency rooms for treatment that accounts for a disproportionately large amount of ER-related health care costs. UI Health launched the Better Health through Housing program to reduce costs and provide stability to the chronically homeless. Individuals identified in the ER are moved into supportive housing and provided intensive case management, resulting in positive effects on long-term health. UI Health, in addition to Advocate, Northwestern, and the University of Chicago, also supports the Cure Violence program by partnering with

trained violence interrupters who identify risks, provide mediation support to victims in the hospital and community, and prevent retaliatory violence.

Sinai Health System: Sinai Urban Health Institute

Through the Sinai Urban Health Institute (SUHI), Sinai has taken a leadership role in spearheading research around violence as a public health issue. They are working with other health institutions to conduct in-depth asset mapping of communities hardest hit with violence. They will work to identify those unique factors of each community that are contributing to the prevalence of violence and the requisite resources needed to support thriving neighborhoods. Additionally, they will hold community forums to ensure that the research is grounded in the experiences of residents.

Northwestern Medicine: The Urban Resilience Network

Northwestern Medicine focuses on at least three areas as related to the reduction of violence in the region.

As a premier trauma center, the institution treats victims of the violence in a clinical setting. As a teaching institution, Northwestern



trains clinical professionals focused on the treatment of trauma in individuals—for example, training trauma surgeons. In a strong partnership with Brightstar Community Outreach, Pastor Chris Harris, the University of Chicago Medical Center, and the United Way, Northwestern Medicine is engaged in The Urban Resilience Network (TURN) Center in Bronzeville. TURN is dedicated to serving Chicago with trauma-informed counseling and other social services aimed at minimizing negative factors that cause violence while increasing protective influences that yield positive outcomes. TURN focuses on four core competencies: counseling, mentorship, parenting and workforce development. Northwestern Medicine is also engaged in efforts with CPS to create opportunities for students in inner-city communities to pursue a career in medicine and research. For many years, NMH has partnered with CPS’ Westinghouse College Prep Academy on Chicago’s West Side, Garfield Park community to create the Medical Health Careers Academy, a selective enrollment 4-year program through which enrollees receive mentoring by senior NM faculty members as well as distance learning, ACT preparation, and life and leadership skills development. Approximately 25 Westinghouse students participate annually. Through its Discovery Program, Northwestern Medicine further engages area high school students interested in discovering careers in the medical field by offering mentorship and networking opportunities through a broad range of activities designed to encourage their interest in health care careers, build character and professional development, cultivate life skills, and provide community service and leadership experience. Northwestern Medicine also continues to offer comprehensive internships for high school and college students and post-graduates; and, through CPS’ One Summer Chicago program, has employed interns for the last two summers.

AMITA Health's Saints Mary and Elizabeth Medical Center: Mental Health First Aid Training

AMITA Health believes that community needs are interconnected and as such believes in a multi-faceted approach to addressing social determinants of health and the impact of violence and trauma. A key priority for AMITA is to improve access to mental health. One intervention they are implementing is their Mental Health First Aid program in which they have trained over 1,000 community members to respond to signs of mental illness and substance use disorders using a national, evidence-based curriculum. In order to build economic vibrancy and financial security, AMITA has invested in several workforce initiatives, including a partnership to increase local hiring and working with local high schools to develop pipeline programs that engage students in health careers through exposure and training, summer internships, and apprenticeships. Another workforce initiative is AMITA's partnerships with the Safer Foundation and Cara to find employment opportunities for individuals reentering the workforce after incarceration.

Loyola University Health System: Mothers' Dawn

Loyola University Medical Center convenes Mothers' Dawn—quarterly retreats for mothers who have lost children to gun violence. LUMC takes care to schedule these gatherings in proximity to sensitive holidays, such as Mothers' Day and Christmas, which can be especially difficult for mothers experiencing loss. Through Loyola's Spiritual Care Department, Loyola provides mothers with trauma assessments and an interactive support group to offer participants an opportunity to celebrate the lives of their children and to process their grief. Loyola is also a founding anchor member and grantor of the Proviso Partners for Health (PP4H), a community-based coalition that advances health equity across Proviso Township. Loyola supports PP4H initiatives that improve health and safety, including creating safe spaces for physical activity at schools and in the community. PP4H also focuses on increasing community capacity, particularly through the creation of a Community Leadership Academy that provides community members with training on leadership skills, advocacy and social enterprise development.

Multi-Stakeholder Partnerships across Numerous Hospital Systems

Chicago Anchors for a Strong Economy (CASE)

As an initiative of the public-private liaison, World Business Chicago, CASE's "anchors" include six health care institutions (out of 17 total entities), committed to individually and collectively supporting the vitality of their neighborhoods and promoting sustainable inclusive economic growth, by procuring the products and services they need from small to medium-sized businesses in Chicago. The anchor network is providing spending data for CASE to analyze, to define local zip codes, understand baseline spending within local zip codes, and identify spending categories to shift spending to local suppliers within their target zip codes. Additionally, the CASE business network will have opportunities to connect and build relationships with anchor procurement representatives at CASE-hosted events throughout the year.

Chicagoland Healthcare Workforce Collaborative

The Chicagoland Healthcare Workforce Collaborative (CHWC) unites employers and workforce partners to support an inclusive health care workforce, provide accessibility for Chicagoland's unemployed and underemployed populations, and develop innovative responses to the evolving needs of the health care industry. Over the past two years, World Business Chicago has convened this collaborative to address

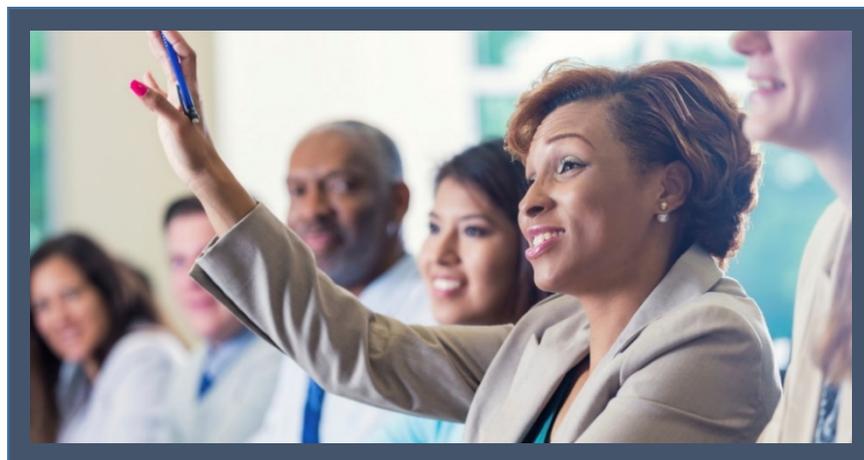
challenges in three focus areas: 1) Retention and Career Advancement; 2) Education Partnerships; and 3) Targeted Hiring Policies. Each focus area is led by Action Teams, subgroups of CHWC members, and relevant strategic partners. Each is charged with creating a work plan for the project, facilitating steps for implementation, identifying key partners, and reporting back to the full Collaborative on progress. In an effort to address retention and career advancement challenges, CHWC, in partnership with Malcolm X College, will launch a Career Pathways pilot program in the fall of 2018, designed to provide a clear and accessible pathway from entry level non-clinical and direct care positions into middle-skill clinical roles. Participating hospitals include Rush University Medical Center, Lurie Children’s Hospital, and University of Chicago Medicine. A cohort of 25 individuals will participate in a Medical Assistant certification program that will include pre-college coursework and ongoing case management to ensure participants have the support they need to successfully complete the program. Participants will continue to work in their current positions and once certified, participants will be offered Medical Assistant positions.

West Side United

West Side United is a collaborative of six hospitals—Ann & Robert H. Lurie Children's Hospital of Chicago, Cook County Health & Hospitals System, AMITA Health, Sinai Health System, Rush University Medical Center, and University of Illinois Hospital and Health Sciences System—who are working together to improve neighborhood health and vitality on the West Side. They are taking a cross-sector approach in developing a place-based strategy that addresses four important areas: health and healthcare, education, economic vitality, and neighborhood and physical environment. With equity as a core principle, West Side United is partnering with residents, community-based organizations, faith leaders, business, education providers, community health clinics, government to coordinate investments and magnify impact.

Alliance for Health Equity

The Alliance for Health Equity is a partnership between the Illinois Public Health Institute, dozens of hospitals, several local health departments, and scores of community-based organizations throughout Chicago and Cook County. The initiative aligns efforts across institutions to identify and aggregate community health needs, coordinate strategies, and share best practices to achieve a greater collective impact. The Alliance includes multiple workgroups to address specific issue areas, such as Community Safety. In August 2018, this workgroup convened an information exchange session for hospitals the Cardiff model to collect data and coordinate stakeholders in order to reduce violence.



SECTION III: DECLARATION OF COMMITMENTS AND SHARED GOALS

Both through individual initiatives and as part of larger frameworks with other public, private, and community partners identified in Section II, Chicago hospitals are currently driving efforts to reduce violence and improve health. By harnessing collective resources, enhancing coordination to focus on 18 key neighborhoods identified in Section I, and increasing our community footprint, we can strengthen our work to drive real improvements and save lives.

The following commitments represent tangible steps to reduce violence and improve health both through short-term and long-term advancements focused in 18 Chicago neighborhoods. Many of the following hospital strategies are already underway or in development, as showcased in Section II. Current joint hospital efforts, such as through the West Side United initiative, already represent a clear steppingstone toward these goals. And many hospitals are already providing hospital-based violence interventions to victims, such as the Healing Hurt People program, and supporting key community-based organizations, such as Cure Violence, to enhance their impact outside of their four walls.

To formalize our commitment to neighborhoods across this great city, as part of the Chicago HEAL Initiative each hospital commits to individually achieve—or partner together and with other stakeholders to collectively address—the following priority targets and best practices over the next three years. Progress toward these goals may look and be defined differently by each hospital, and will be implemented through unique strategies to fit hospital capacity and local needs across the different focus neighborhoods. In furtherance of existing initiatives and organizational priorities, hospitals will undertake many of the following activities on their own, while certain goals may require collaboration and prioritization of resources to make progress together. Working groups will be established to build off respective strengths to ensure implementation of the three primary categories.

Overall, these initiatives constitute a unified platform that will guide our ten hospitals' organizing and structural efforts over the next three years. To showcase our long-term dedication to this project, we will provide annual reports to highlight our progress in reaching these target metrics.



1. Increase Local Workforce Commitment to Reduce Economic Hardship²

- Compared to current levels, target a 15 percent increase in hiring out of the 18 focus communities
- Compared to current levels, target a 20 percent increase in purchasing relevant supplies and services from local suppliers
- Develop career advancement and growth opportunities to foster local workforce retention
- Create additional youth summer employment, workforce development, and apprenticeships programs (including through existing corporate networks and City Colleges) to promote careers in health care fields and paraprofessional roles (e.g., case workers, community health workers) to students in focused on neighborhoods

2. Support Community Partnerships to Improve Health and Safety of Public Environments

- Deliver trauma-informed, community-based counseling and peer support services across all focus neighborhoods, including through home visiting programs, case management, youth mentorship programs, and violence interruption programming
- Promote co-location of behavioral health services, including by partnering with federally qualified health centers and schools to open new clinics in focus neighborhoods
- Improve physical neighborhood vitality by supporting affordable housing pilot programs for the homeless, housing renovations, restoration of vacant lots, and community garden development
- Establish Safe Haven, Safe Passage routes, and gun-free zones surrounding hospital-owned buildings and facilities
- Hold community health fairs and other summer and night-time events at City parks and community centers to increase access to wraparound services and reduce violence

3. Prioritize Key In-Hospital Clinical Practices to Address Unmet Needs

- Train all hospital intake staff and primary care practitioners in behavioral health and trauma screenings, and communicating with patients on firearm safety
- Establish trauma-informed post-injury counseling and community case management programs to support long-term healing for all appropriate victims of violence
- Compared to current levels, reduce opioid prescribing rates by 20 percent—to help prevent potential drug misuse and addiction
- Compared to current levels, increase lead poisoning screening rates for Medicaid/CHIP-eligible children by 15 percent—to mitigate neurological and developmental harms
- Develop common data sharing infrastructure and platforms across hospitals and with relevant stakeholders to coordinate services, identify trends, and improve patient care, including exploration of models with City databases and agencies
- Participate in the Chicago Gun Violence Research Collaborative to expand violence prevention research network and agenda to additional sites with at least five new projects citywide
- Participate in the Illinois Perinatal Quality Collaborative and provide implicit bias and cultural competency training to providers—to help reduce racial disparities in health outcomes and strengthen families

² As permissible pursuant to appropriate legal requirements for, and restrictions, on, public institutions