

Hospital Engagement Action and Leadership



CHAPTER TWO:

Applying Lessons Learned

Strengthening neighborhood engagement
to reduce gun violence and improve health



Ten
Leading
Health
Systems

One
Powerful
Goal

Applying Lessons Learned

Chicago HEAL Initiative Chapter Two

The Chicago HEAL Initiative now has recognized four years of collective hospital action to meaningfully address gun violence.

This project had humble roots: It started with 10 hospital administrators meeting around a table for coffee and donuts on a chilly Saturday morning in January 2018. Our premise was that these hospitals already had a shared experience of treating gunshot victims in the emergency department. But we wanted to do more—together—to reach into the neighborhoods with the highest rates of poverty and violence, to prevent the bloodshed in the first place. As centers of healing and medical expertise with significant economic footprints, we wanted to see how we could better collaborate to engage communities to tackle the root causes of this pain.

Since then, these hospitals have weathered the COVID-19 pandemic and its financial reckoning, experienced the turnover of several executives, and seen the toll of gun violence rise over the years. But we remained undeterred in our commitment to use community-based work to address the trauma and economic disinvestment that fuels the shootings.



U.S. Senator Dick Durbin

HEAL Initiative Chapter One Progress (2018–2021)

Launched in 2018 in partnership with Senator Durbin, the Chicago HEAL Initiative is a historic commitment from the 10 leading hospitals serving Chicago to recognize their roles as community anchors and collaborate on 16 public commitments to reduce violence and health disparities in the 18 Chicago neighborhoods with the highest rates of violence, poverty and inequality. By many measures, this four-year effort has worked effectively—addressing root causes of violence.



21%
Increase in
local hiring



27%
Increase in
procurement
from local
businesses



28%
Increase in
providing
more local
students with
internship and
other pipeline
programs into
health careers



130%
Increase in
serving more
patients with
post-injury
trauma recovery
programs



242%
Increase in
screening
more patients
for social
determinants
of health needs

Above data reflects average increase from 2018 to 2021.

A National Model for Engaging Communities

We have taken our message and mission to the United States Senate, the Director of the Centers for Disease Control and Prevention (CDC), and even the President of the United States. But more importantly, we have brought this strategy to street corners, homes, schools, places of worship, and community centers.

Last year alone, the 10 hospitals:

- ▶ **Partnered with 229 local organizations**
- ▶ **Offered 103 different programs for students**
- ▶ **Served 212 schools**

This includes using trusted messengers to help victims of violence cope with their emotional scars, to ensure a successful return to their neighborhood and prevent retaliatory shootings. Together, these hospitals served more than 17,000 patients with violence recovery programs, including over 3,000 who received intensive trauma-informed case management services. This is an incredible intervention to break the cycle of violence. Without these services, nearly 50 percent of such patients will return to the emergency room with another violent injury within five years, according to national averages.

In my travels across Chicago, I've heard the phrase, "the best way to stop a bullet is with a job." We know that providing economic opportunity, especially for those most at risk of being victims or perpetrators of violence, can reduce the shootings and build hope. The 10 HEAL health systems hired 5,390 people last year from the neighborhoods facing the highest rates of violence and poverty. This will change the trajectory of countless lives.

Supporting Chicago Hospitals

In Washington, I'm working to support the hospitals in this meaningful work. As Chair of the Senate Judiciary Committee, I held a hearing to examine the harm of gun violence on children, which featured a witness from a program run by one of the HEAL health systems. This hearing helped inform our efforts to pass the most significant gun safety reform measure in a generation. The Bipartisan Safer Communities Act, together with the Consolidated Appropriations Act, 2022, resulted in \$10 million for Illinois schools from a grant program I created for trauma-informed care to help students cope with harmful experiences and receive the right services to thrive.

As a senior member of the Senate Appropriations Committee, I worked to ensure the Consolidated Appropriations Act, 2023 included significant resources for programs in Chicago that fund community mental health, housing, job training, and violence prevention. This included a combined \$40 million for youth

HEAL Initiative Chapter Two Commitment

Based upon the progress made during the HEAL Initiative Chapter One and the ongoing need in communities, the 10 hospitals agreed to renew the Chicago HEAL Initiative for 2022 through 2024—called "HEAL Initiative Chapter Two"—with a revised scope that is tailored to other existing efforts and resources. Specifically, the HEAL Initiative Chapter Two is focused on four pillars:

- ▶ **Increase Local Workforce Commitment to reduce economic hardship;**
- ▶ **Support Community Partnerships to improve health and the safety of public environments;**

- ▶ **Increase support and usage of Violence Recovery Programs; and**
- ▶ **Enhance data-sharing efforts across hospitals.**

This fourth-year HEAL report demonstrates the continued progress made in 2022 to strengthen neighborhoods, reduce violence and improve health. The health systems are working on each pillar, with a focus on achieving tangible results on the metrics developed in collaboration with Senator Durbin's staff and compiled into a dashboard with the assistance of the Illinois Health and Hospital Association (IHA).

The 10 HEAL health systems hired 5,390 people last year from the neighborhoods facing the highest rates of violence and poverty. This will change the trajectory of countless lives.

violence and gun violence prevention programs at the CDC and National Institutes of Health. The Fiscal Year 2023 spending bill also included \$256 million that I helped to secure for programs at the CDC and Substance Abuse and Mental Health Services Administration to address mental health, trauma, and Adverse Childhood Experiences in schools and communities. Finally, it also included more than \$6 million in congressionally directed spending requests I secured for Illinois-based projects. This will allow HEAL health systems and their community partners to prevent violence and expand mental health services in our communities.

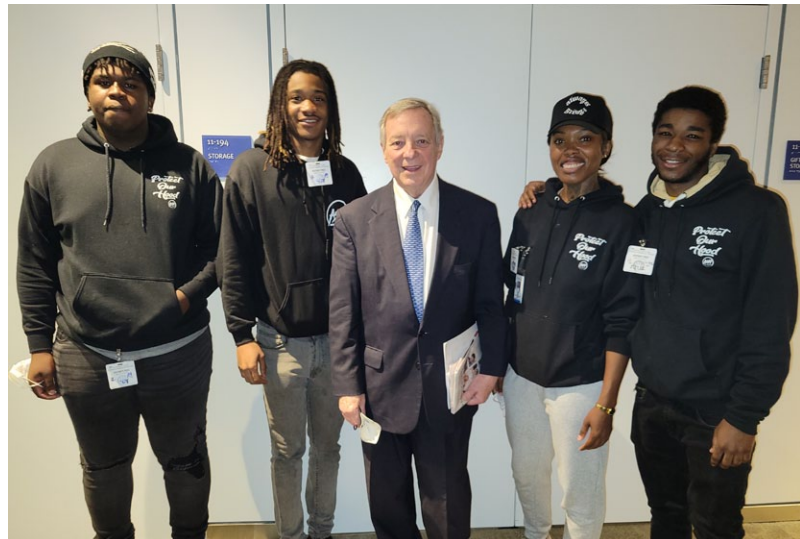
All Stakeholders Need to Be a Part of the Solution

Let's be very clear: The gun violence epidemic in Chicago, and throughout the country, proceeds at unacceptably high levels. **Nationwide, firearms are the leading cause of death for children.** Too many people, especially young people, are shot, injured, and killed in our neighborhoods each week. We need all stakeholders to be a part of the solution.

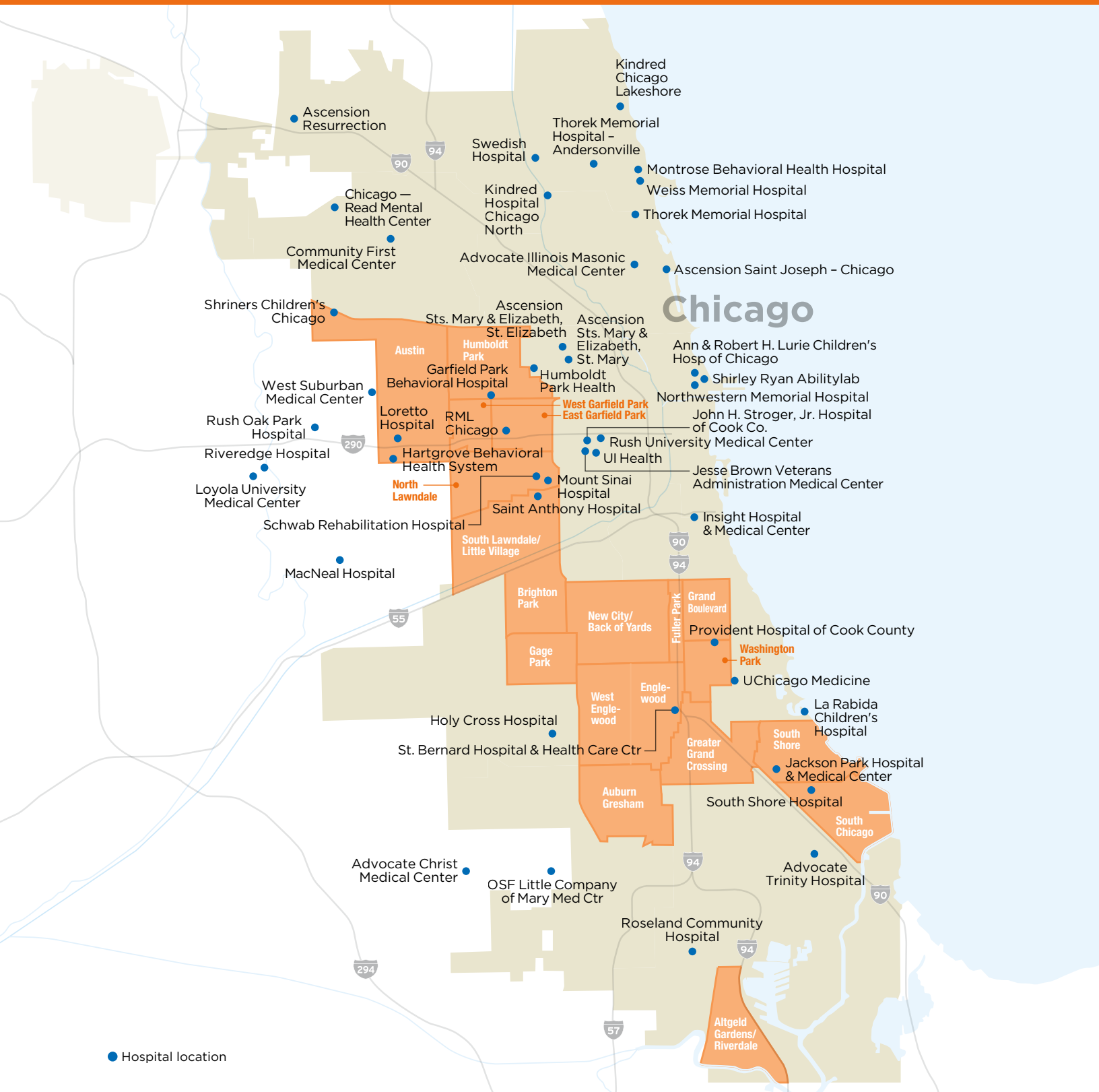
The hospitals participating in the Chicago HEAL Initiative have demonstrated a profound positive commitment to their communities. They are building a national model for engaging communities—but more must be done to stem the tide of violence and suffering.

I am grateful for these efforts, and I encourage more partners to join us as we scale up this framework and embed our lessons across health systems.

Richard J. Durbin
United States Senator



10 Leading Health Systems | 18 Chicago Neighborhoods One Powerful Goal



● Hospital location

HEAL Neighborhood Zip Codes

Auburn Gresham	60620	Gage Park	60609, 60629, 60632, 60636	Riverdale	60827
Austin	60639, 60644, 60651, 60707	Grand Boulevard	60609, 60615, 60653	South Chicago	60617
Brighton Park	60632	Greater Grand Crossing	60619, 60620, 60621, 60637	South Lawndale/Little Village	60608, 60623
East Garfield Park	60612, 60624	Humboldt Park	60622, 60624, 60647, 60651	South Shore	60619, 60637, 60649
Greater Englewood	60621, 60636	New City	60609	Washington Park	60609, 60615, 60621, 60637
Fuller Park	60609	North Lawndale	60608, 60623, 60624	West Garfield Park	60624

HEAL Initiative Chapter Two— Progress Dashboard

Target Status: 3 On target 14 In progress 1 To be addressed 2 To be collected

1: Increase local workforce commitment to reduce economic hardship

Description	2022 Highlights	Status
1.1 Hiring: Compared to 2018 baseline, target a 10% increase in hiring out of the 18 target communities	Hires from target ZIP codes— 2018 Baseline: 2,933 CY 2022: 5,390	●
1.2 Workforce Retention: Develop career advancement and growth opportunities to foster local workforce retention	Employees participating in programs—CY 2022: 819	●
	Previous program participants hired—CY 2022: 281	●
1.3 Workforce Development: Target a 5% increase of high school and college programs combined from 2018 baseline	Number of high school programs—CY 2022: 41	●
	Number of college programs—CY 2022: 62	●
	Number of high school students and college students participating—2018 Baseline: 4,742 CY 2022: 3,639	●

2: Support community and school partnerships to improve health and safety of public environments

Description	2022 Highlights	Status
2.1 Community Partnership: Support community preventive mental health or violence prevention programs	Number of partner organizations supported by hospitals— CY 2022: 229	●
2.2 School Partnership: Engage hospital experts to support student and school staff health	Number of CPS Network Specialists trainings by hospitals— SY 2021–2022: To be addressed	●
	Number of CPS schools engaged with hospital partners— SY 2021–2022: 212	●
2.3 Accessibility: Increase access to care through school-based health centers and mobile health programs	Number of school-based health centers and mobile health programs supported by hospitals—CY 2022: 24	●
	Number of students served by school-based health centers and mobile health programs supported by hospitals— CY 2022: 11,277	●

3: Increase support and usage of violence recovery programs

Description	2022 Highlights	Status
3.1 Violence recovery programs: Establish violence recovery programs within hospitals	Number of hospitals with violence recovery programs— CY 2022: 11 hospitals (6 systems)	●
	Number of individuals served by violence recovery programs— CY 2022: 17,623	●
	Annual budget for the hospitals' violence recovery programs— CY 2022: >\$5M	●
	Number of staff FTEs assigned to violence recovery programs—CY 2022: 204	●
3.2 Violence recovery programs: Serve patients within hospital violence recovery programs	Number of patients enrolled in ongoing case management CY 2022: 3,028	●
	Percent of eligible patients who received referrals to address social determinants of health—CY 2022: 79.6%	●
	Percent of needs assessments completed for eligible patients CY 2022: 59.1%	●
	Number of patients who return to be treated for a different violent injury*	●
	Percentage of patients who return to be treated for a different violent injury*	●

* If feasible, hospitals are encouraged to start reporting data in CY 2022

Increase Local Workforce Commitment to Reduce Economic Hardship

The Healthcare Career Pipelines Working Group supports the mission of Senator Durbin’s HEAL initiative by engaging in healthcare career pipeline development for HEAL-area residents who are high school and college students, community members, and incumbent employees as they begin and advance in healthcare careers. HEAL health systems collectively administer pipeline programs and initiatives such as internship and mentorship programs, apprenticeships, population health career pilots, medical school preparation programs, medical/nursing assistant pathway programs, youth high school development programs, work-based learning, pre-employment support, and externship employment programs.

Key Success Highlights

Our key successes, both collective and individual, are highlighted below:

- ▶ HEAL health systems currently administer over **50 career pipeline programs and initiatives**, serving over 4,000 community members, students and employees annually.
- ▶ HEAL health systems **hired 5,390 employees** from the HEAL target zip codes on Chicago’s South and West sides and **employed 17,577 individuals** from HEAL zip codes.

- ▶ **Advocate Aurora Health** hosted its first Culinary Apprenticeship Signing Day at Advocate Christ Medical Center. Six team members began their U.S. Department of Labor Registered Culinary Apprenticeship. (See local and national media coverage [here](#) and [here](#)).
- ▶ **Ann & Robert H. Lurie Children’s Hospital of Chicago** had 92 participants in the Discovering Healthcare Careers and One Summer Chicago programs, with 54% from HEAL communities. Additionally, Lurie Children’s hired 30 alumni from past programs, 97% of whom identified as historically underrepresented.
- ▶ **Ascension Saint Mary - Chicago** has pathway programs with six local high schools and six area colleges. Over 370 students participated in these programs in 2022.
- ▶ **Northwestern Medicine (NM)** expanded its work-based learning program to support nine roles and 15 participants in 2022. The program, offered in collaboration with the Chicago Cook Workforce Partnership, helps candidates who might not possess the minimum requirements for a particular job at NM to receive on-the-job training. NM increased by over 70% the number of job offers it extended to individuals



Rush Host Preceptor with MedSTEM HS Interns



HIRES FROM TARGET ZIP CODES

2,933

2018 Baseline

5,390

CY2022 Hires

84%↑

Increase

referred by community organizations serving HEAL communities.

- ▶ **Rush University Medical Center** achieved an increase of 388 additional hires in HEAL communities compared to 2021, a 55% increase, due to increased engagement with local workforce partner organizations. Rush also hosted 185 high school and college interns in its pipeline programs, with 76% of these students earning industry-recognized credentials in allied health or information technology, putting them on a path to greater economic mobility.
- ▶ **Sinai Health System** administered four employee pathway programs that resulted in 25 caregivers trained to advance their skills and 18 caregivers hired by Sinai into more advanced roles after program completion.
- ▶ **University of Chicago Medicine (UCM)** partners with Malcolm X College to hire nurses, nursing assistants and medical assistants. Medical assistants who perform clinical rotations at UCM are guaranteed a job after they complete their program at Malcolm X. For nursing, UCM has committed to hiring 10 graduates per year from the Malcolm X associate's degree program. Once hired, UCM provides 100% tuition reimbursement to complete their bachelor's degree at the University of Illinois Chicago.

Frontline Employee Retention

In 2022, the original HEAL metrics for workforce development were stratified to further identify the impact these programs are having on a cross-section of participants from HEAL communities. Looking ahead, the working group will increase our efforts to track retention across HEAL health

systems, especially the retention of frontline employees, and will assess additional opportunities for HEAL health systems to collaborate with major local workforce development initiatives, such as the Chicagoland Healthcare Workforce Collaborative and the Corporate Coalition, which seek to provide inclusive employment accessibility for unemployed and underemployed individuals.



Rush MedSTEM pre-interns in CPR Certification class



Lurie Children's hosts "Discovering Healthcare Careers"

Support Community Partnerships to Improve Health and Safety of Public Environments

Chicago HEAL Initiative hospital leaders believe strongly that it is our responsibility and privilege to work with each other and school and community partners to prevent violence. We do this by developing and implementing evidence-based, community-responsive programs that address the upstream challenges youth face that can lead to violence. We support teachers, school staff and others to ensure they have health-related training and education. And we work to increase access to physical and behavioral health services for children and adolescents through school-based health centers and mobile health programs.

Valuable Partnerships

In 2022, HEAL health systems partnered with 229 community and social service organizations to implement these programs. The organizations we partner with know their communities and the best ways for hospital clinicians, researchers, administrators and public health experts to have the greatest impact. These partnerships take a variety of forms, including trainings, referrals, funding, volunteering and evaluations. HEAL health systems value our partnerships, and have incorporated their programs into our 2023–2025 Community Health Implementation Strategies to ensure they continue to grow and evolve.

HEAL health systems also recognize the connection between health and education in violence prevention. Students need to be as healthy as possible in order to learn, and we are eager to support teachers and staff through health education and programming.

In the 2021–2022 school year, HEAL health systems engaged with 212 schools.

We expect that number to increase in the next several years, thanks to congressionally directed spending championed by Senator Durbin to support Chicago Public Schools (CPS). These funds will

enable CPS to hire network-level health specialists who will better connect schools and hospitals so we can be as responsive to student needs as possible.

Physical and Mental Health Care for Students

In addition, several HEAL health systems are investing in creative models to bring physical and mental health care directly to students in schools. In 2022, HEAL health systems managed 24 school-based health centers (SBHCs) and mobile health programs, which collectively served 11,277 students. Mobile health programs ensure more students are in compliance with health regulations like immunizations and physicals, and give hospital providers a chance to link them to medical homes for ongoing care. SBHCs provide essential prevention and treatment services in schools, maximizing their opportunity to learn and grow.

One graduate from Simpson Academy for Young Women shared the positive impact of an SBHC on her life: “I started at Simpson when I was pregnant in 6th grade. Me and my baby both got care in the SBHC. The staff were so nice and supportive and a big reason why I was able to stick it out and graduate.”

SBHC services are diverse and reflect the unique needs of their communities. Through accessible and tailored services, SBHCs improve health and health equity by centering on marginalized, underserved populations and removing barriers to services. Congressionally directed funding supported by Senator Durbin will provide important opportunities to demonstrate SBHC influence on mental health and educational outcomes by increasing access to social workers and community health workers in SBHCs.



COMMUNITY PARTNERSHIPS TO PREVENT VIOLENCE

229

Community and social service organizations supported by HEAL health systems

24

School-based health centers and mobile health programs

11,277

Students served



A family receiving care at UI Health Mile Square - Davis



A UI Health nurse delivers culturally responsive care



Access to adolescent-centric counseling in the Rush SBHC at Crane Medical Prep High School



Drake student and principal at a HEAL press conference

Increase Support and Usage of Violence Recovery Programs

With nearly 50 percent of gun violence victims likely to return to the emergency department in five years with a similar injury, hospital-based interventions that continue in the community present a golden opportunity to address the cycle of violence.

Treatment After Discharge

Several HEAL health systems have a variety of programs and services that address the needs of individuals who enter our hospitals with violent injuries and that continue to provide treatment even after discharge. Additionally, HEAL health systems that do not currently have formal programs or partnerships have expressed interest in making these resources available to patients.

Key elements of this work included surveying hospitals to better understand their programs and partnerships and reviewing data collection processes. Based on survey results and subsequent discussions, it was clear that infrastructure and resources vary by hospital, and that funding and reimbursement for these services can be key to ensuring success and widespread adoption of successful programs.

Intervention Support

State and local investments in violence prevention have increased, with a focus on community-based violence prevention services administered by nonprofit organizations.

Over the last year, HEAL health systems focused on developing and implementing effective post-injury violence prevention and recovery programs.



Andrew Wheeler, licensed clinical social worker and Patient/Family Support Coordinator (right), speaks with a colleague in the trauma unit at Cook County Health's Stroger Hospital.



INCREASING VIOLENCE RECOVERY PROGRAMS

17,623

Individuals served*

** Hospital definitions of the scope of violence recovery programs may differ.*

3,028

Number of patients enrolled in ongoing case management

65%↑

Increase over 2018

Most recently, the Illinois Department of Public Health announced two grant opportunities to advance training under the Hospital-based Violence Intervention Program (HBVI) pilot project.

One of the awards will provide technical assistance to assist hospitals in developing or expanding the core components of an HBVI program. The second award will allow hospitals to participate in a pilot program to develop or expand the core components of an HBVI program.

Coordinated Reporting

Another key area of focus is determining how to best report on program effectiveness. At this time, hospitals are limited to reviewing and accessing re-injury data within their own organization, as there is not currently a registry or shared data system among HEAL health systems. As we continue this work, HEAL health systems will continue to review opportunities to work with local and state partners, as well as with Senator Durbin's team, to better coordinate and share data on re-injury.



University of Chicago Medicine's Violence Recovery Specialist Christine Goggins provides support to victims of intended violence, as well as their families, both in the emergency department and after discharge.

HEAL Initiative Chapter Two: Applying Lessons Learned



Working Together to Strengthen Neighborhoods, Improve Health and Reduce Violence

In 2018, HEAL health systems answered Senator Durbin's call to improve health and well-being in 18 Chicago Communities. Four years of hard work produced significant results.

In 2022, HEAL health systems re-committed to this work through HEAL Initiative Chapter Two. This fourth-year HEAL report demonstrates how HEAL health systems continue to work to increase local workforce, strengthen community partnerships and support the usage of violence recovery programs.

Just like the communities they serve, **HEAL health systems are driven by a common goal of a better today and a better future for Chicago's HEAL communities.** Their stories—and the lives impacted—provide inspiration and hope.

“ IHA is proud to support the continued work of the HEAL Initiative Chapter Two, as the HEAL health systems partner with Senator Durbin to strengthen the HEAL communities, improve health and reduce violence. ”

— A.J. Wilhelmi, IHA President & CEO

IHA 100 Years
of Service

Illinois Health and Hospital Association



In 2018, HEAL hospitals answered Senator Durbin's call to improve health and well-being in 18 Chicago communities. Four years of hard work has produced significant results. Together, HEAL hospitals are improving individual lives and strengthening communities.

Committed to the call.
Committed to communities.

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