

Hospital Engagement Action and Leadership

2020 Report to Stakeholders



A one-year report from Illinois health systems and U.S. Senator Richard J. Durbin on strengthening neighborhood engagement to reduce violence and improve health.



18 vulnerable neighborhoods. One powerful goal.



Ten Leading Health Systems One Powerful Goal

Chicago HEAL Initiative

We launched the Chicago HEAL Initiative in October 2018 with the premise that Chicago’s leading centers of healing—our world-class hospitals—can play a more direct role in helping to alleviate our staggering toll of gun violence by using their economic and community footprint to address the root causes of violence in their surrounding neighborhoods.



What we have seen in just the first year of this effort is a real commitment from these leading hospitals to making structural changes within their internal operations, which have paved the way for progress outside of their walls. The results outlined in this report speak for themselves. They are a testament to the dedication that these 10 hospitals have to their neighborhoods and the people they serve.

I’ve worked to support the hospitals in meeting their 16 commitments under the Chicago HEAL Initiative by passing sweeping federal legislation to provide new funding to address childhood trauma.



Advocate Christ Medical Center—October, 2019



Ann & Robert H. Lurie Children's Hospital of Chicago—May, 2019



IGROW—July, 2019



Deborah's Place—October, 2019

During the first year, I have visited programs run by all 10 hospitals to understand how they are collaborating with stakeholders and community members to tackle health disparities, address trauma and prevent violence. I toured hospital-led programs that are placing social workers in libraries, providing housing for the chronically homeless and addressing hunger needs through community gardens. We've also seen new initiatives emerge from our agenda, which have helped to grow the impact these hospitals are having. These efforts are putting the Chicago HEAL Initiative into action, with real results.

This notion of hospitals as anchors of their communities has only taken greater significance during the unprecedented challenge posed by the novel coronavirus (COVID-19) pandemic.

I've worked to support the hospitals in meeting their 16 commitments under the Chicago HEAL Initiative by passing sweeping federal legislation to provide new funding to address childhood trauma. As a member of the Senate Appropriations Committee, I am also working to bring new funding to Chicago to support community mental health, housing, job training and violence prevention programs. And I am fighting to support hospitals and protect access to healthcare by defending the Affordable Care Act, Medicare and Medicaid. A few of my achievements:

Brought U.S. Surgeon General Jerome Adams to Chicago to showcase this incredible partnership

Hosted a Chicago student who was engaging in a HEAL-led program as my guest for the State of the Union Address

Held more than two dozen community events, speeches and town hall meetings to enlist support

These hospitals and their heroic frontline workers—from physicians and nurses, to janitors and lab techs—are facing incredible strains and hardship.

The racial and ethnic health disparities that we have strived to address through the Chicago HEAL Initiative have only been magnified by this new health crisis. And the role of our leading hospitals to reach these vulnerable populations and address health inequity through an understanding of trauma, stigma, historical bias and cultural competency has never been clearer. At the same time, these hospitals and their heroic frontline workers—from physicians and nurses, to janitors and lab techs—are facing incredible strains and hardship.

Our efforts under the Chicago HEAL Initiative are only beginning, but the economic impacts and community programs reflected in this report demonstrate meaningful progress toward addressing health disparities and reducing the epidemic of gun violence.

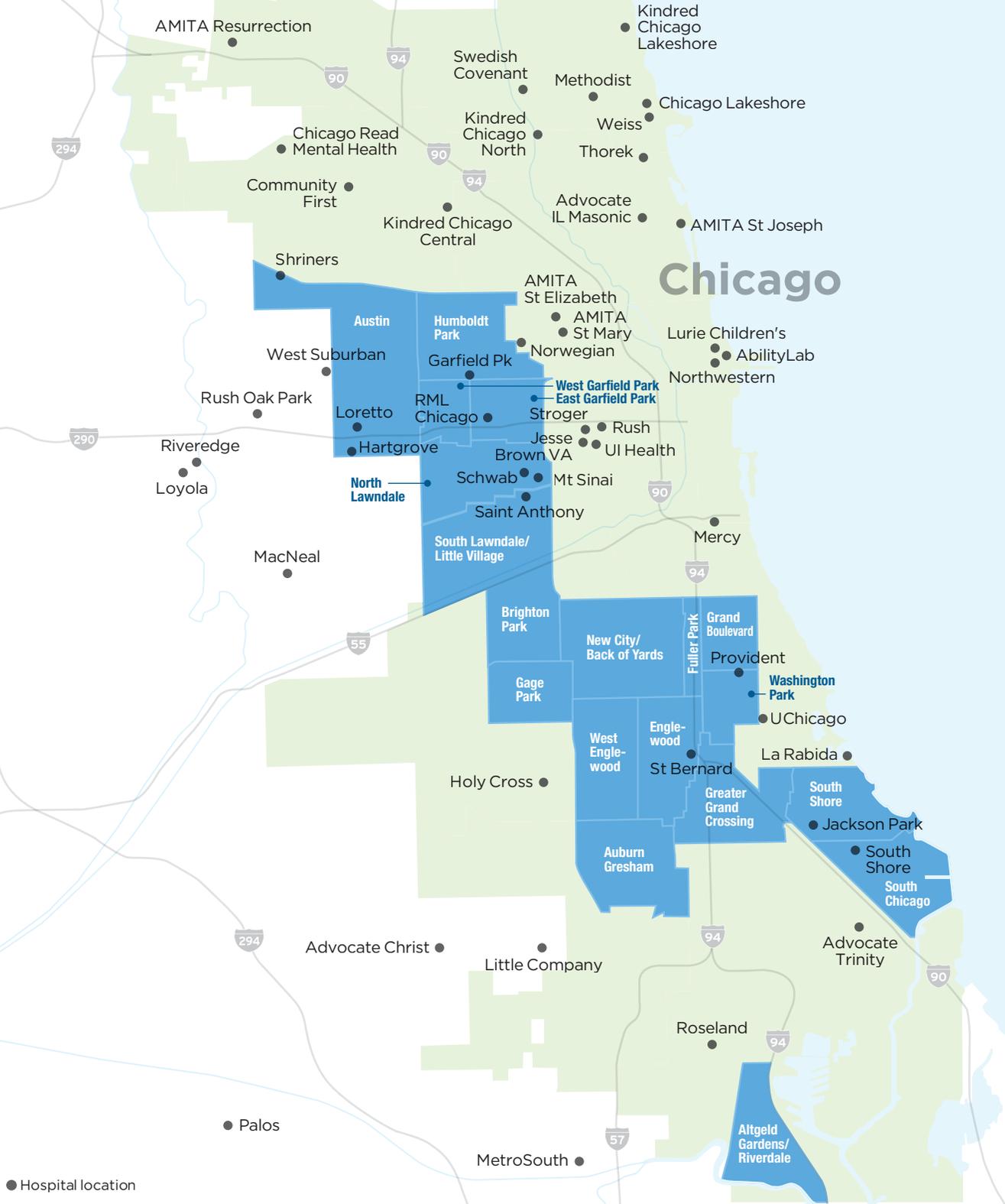
I am thankful for all community leaders and stakeholders who have joined these dedicated hospitals in improving their service to their neighborhoods, and I encourage more partners to join us in the coming years.

Richard J. Durbin
United States Senator



West Side United—April, 2019

18 Vulnerable Neighborhoods



● Hospital location

HEAL Neighborhood Zip Codes

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

Ten Leading Health Systems

One Powerful Goal

In October 2018, U.S. Senator Richard J. Durbin (D-IL) challenged 10 leading Illinois health systems to join forces and use their organizations' economic and community footprint to redouble their efforts to curb violence and improve health in 18 vulnerable Chicago neighborhoods. Nineteen months have now passed since Senator Durbin's call to action, and the Chicago HEAL hospitals have some initial impressive results to share.

Chicago **HEAL**— **H**ospital **E**ngagement, **A**ction and **L**eadership—is a bold, three-year initiative to reduce violence and improve health through neighborhood engagement.

“When I convened the CEOs of Chicago's major hospitals and health systems to embark on this initiative in 2018, I knew they were already engaged in community efforts to address social determinants of health. I also knew that the hospitals wanted to collaborate further and engage deeper with their communities. But what I did not know was just how committed these 10 health systems were to making profound, structural changes within their own internal operations, paving the way for years of progress externally in their communities.”

—Senator Richard J. Durbin

Driven by the leadership of Senator Durbin, Chicago HEAL hospitals have come together to share best practices and identify ways to collaborate to address the social determinants of health impacting vulnerable communities in Chicago.

CHICAGO HEAL IS ORGANIZED AROUND THREE PILLARS

1

INCREASE LOCAL WORKFORCE COMMITMENT

to reduce economic hardship

2

SUPPORT COMMUNITY PARTNERSHIPS

to improve health and safety of public environments

3

PRIORITIZE KEY IN-HOSPITAL CLINICAL PRACTICES

to address unmet needs

All of the health systems are working on each pillar, with a focus on achieving tangible results on 16 metrics developed in partnership with Senator Durbin’s staff and compiled into a dashboard with the assistance of the Illinois Health and Hospital Association (IHA). Following are year one highlights:

1 Increase local workforce commitment to reduce economic hardship

One facet of reducing violence and improving health is ensuring that residents in vulnerable communities have economic opportunities, including access to good-paying jobs, increased local spending in supplies and services, and more youth employment.

In just one year:

- **3,742** individuals from the HEAL neighborhoods were newly hired by the HEAL institutions in 2019, compared to **3,197** new hires from the HEAL neighborhoods in 2018.
- Increased local spending in supplies and services by **41.4%—\$134.3 million** in 2019 compared to **\$95 million** in 2018.
- Increased summer and apprenticeship programs for high school and college students by **150%**. In 2019, **11,688** students from targeted neighborhoods participated in workforce development programs to promote careers in healthcare fields and paraprofessional roles compared to **4,674** in 2018.

PILLAR 1 METRICS



INCREASE

hiring from the 18 HEAL neighborhoods by 15% by 2021



INCREASE

procurement from local suppliers in the HEAL neighborhoods by 20% by 2021



DEVELOP

career advancement and growth opportunities to foster local workforce development



CREATE

more youth summer employment, workforce development and apprenticeship programs

INVESTMENT IN HEAL COMMUNITIES: PROCUREMENT

The procurement of supplies and services from businesses located in the HEAL neighborhoods provides both a direct economic benefit, in addition to an indirect economic benefit as these dollars cycle through the local economy.

41.4%

from 2018 to 2019



2

Support community partnerships to improve health and safety of public environments

Improving health gets at the heart of what hospitals do every day. Physical health, though, no longer stands alone. Mental health, including the emotional scars of trauma and a feeling of safety, is a key factor in overall well-being.

In just one year, HEAL hospitals:

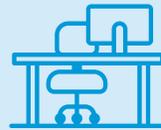
- Paired **5,177** patients with trauma-informed, post-injury counseling services in 2019, compared to **1,828** patients linked to such services in 2018.
- Improved physical neighborhood vitality by supporting affordable housing pilot programs for the homeless, housing renovations, restoration of vacant lots and community garden development with **ALL 10** HEAL hospitals offering neighborhood vitality programs in 2019.
- Held **481** health fairs and summer and night events to increase access to wraparound services and reduce violence.

PILLAR 2 METRICS



DELIVER

trauma-informed, community-based counseling/peer support services



COLOCATE

behavioral health services, e.g., open clinics with Federally Qualified Health Centers and schools



SUPPORT

affordable housing pilot programs for the homeless and community gardens



ESTABLISH

safe havens, safe passage routes and gun-free zones



HOLD

health fairs and events to increase access to wraparound services and reduce violence

RUSH REACH INTERNSHIP LEADS TO CAREER: IN LEOSHAY'S WORDS

“As a first-generation college student pursuing a human services degree, I wasn't aware of how important and effective an internship during college could be. I was told that internships were a waste of time. In reality, an internship can help an individual get their foot in the door and guide them on the right path. That being said, I took the internship route, and I recognize that having an internship is what brought me to where I am today.

In the summer of 2019, I started interning in Human Resources (HR) at Rush University Medical Center (RUMC) through the **Rush Education and Career Hub – College Career Pathways program** ✨. I was nervous; I didn't know what to expect given that I was an upcoming third-year college student without much experience. As time passed, I was excited to attend my internship every day.



Name	Leoshay Dobbs
Neighborhood	Garfield Park
Position	Park-time Support Associate
Hospital	Rush University Medical Center
Program	Rush REACH

“I was told that internships were a waste of time. In reality, an internship can help an individual get their foot in the door and guide them on the right path.”

The Rush HR recruitment team was like a family—very helpful and full of knowledge and wisdom. They have helped me grow personally and professionally. I know by the time I graduate, I will be fully capable because of the experiences I've had. I am confident in using the skills I have learned in my career.

I went back to school in the fall of 2019 and was wondering how I could use the skills from my internship to find more opportunities like this. In the winter of 2019-2020, I was accepted back to RUMC's HR recruitment department. I was extremely excited because it showed my hard work and dedication had paid off.

I learned more in this field and I networked with many community-based organizations. Two days before my winter internship ended, I got a call from my direct manager stating they would like to offer me a part-time position that would work around my school schedule.

This was the best news I had heard in a while. I was shocked, but most of all grateful. The part that stood out to me was: 'We will work around your school schedule.' This shows that Rush's values align with their employees' growth and development. This internship that led to a job is just the beginning of my own pursuit of excellence.

Thank you, Rush University Medical Center. ”

3

Prioritize key in-hospital clinical practices to address unmet needs

Underserved communities require a holistic approach in order to understand what's missing in the fabric of their healthcare needs. A critical first step in implementing effective clinical strategies to combat health inequities and improve health outcomes is conducting social determinant of health screenings that look at the environment where patients live, work and play.

In 2019, HEAL hospitals:

- Provided **75,625** social determinant of health screenings, an increase over the prior year. In addition **1,099** intake staff and primary care practitioners were trained in behavioral health and trauma screenings and communicating with patients on firearm safety—a **40%** increase from 2018.
- Established **25%** more trauma-informed, post-injury counseling programs to support the long-term healing for all victims of violence and paired **5,177 patients** with these services as compared to **1,828** in 2018—a **183%** increase.

PILLAR 3 METRICS



TRAIN

hospital intake staff and primary care physicians in behavioral health/trauma screenings



ESTABLISH

trauma-informed, post-injury counseling and community case management programs



REDUCE

opioid prescribing rates by 2021



INCREASE

lead poisoning screening rates for low-income children



DEVELOP

data sharing infrastructure and platforms across hospitals and others



PARTICIPATE

in the Chicago Gun Violence Collaborative



PARTICIPATE

in the Perinatal Quality Collaborative and provide implicit bias/cultural competency training

OPIOID STEWARDSHIP IN COOK COUNTY

37%

lower than national average

Reduction ranges of:

25%–60%

for prescriptions written

21%–70%

for pills prescribed

30%–36%

for MME prescribed

Opioid stewardship has been a focus of Cook County healthcare organizations for many years. According to the latest opioid prescribing data from the Centers for Disease and Prevention (CDC), Cook County prescriptions per 100 population are 37% lower than the national average. From 2014 to 2017 (last four years of available CDC data), Cook County has seen prescribing drop by 18%. This drop can largely be attributed to the clinical efforts of HEAL hospitals. HEAL hospitals have made significant progress in decreasing prescribing of opioids.

HEAL hospitals have devoted significant resources to opioid stewardship and appropriate opioid prescribing. For most HEAL hospitals, opioid-focused quality improvements began in 2015, with baseline measurements to track progress obtained in 2016, 2017 or 2018—and compared to 2019 metrics. Each hospital has a unique way of addressing Chicago's opioid epidemic. Internal measurements developed in each HEAL hospital depend on the patient population, specialty expertise and departments targeted for intervention (e.g., emergency department, outpatient, inpatient and perioperative services). Opioid stewardship measurements among the hospitals include prescriptions written and filled, pill counts and morphine milligram equivalents (MME) per day.



HEAL Initiative Progress Dashboard

Target Status: 5 On target 11 In progress 1 To be addressed

1 Increase local workforce commitment to reduce economic hardship

Description	2018 & 2019 Highlights	Status
1.1 Hiring: Compared to 2018 levels, target a 15% increase in hiring out of the 18 communities by 2021	Hires from the HEAL neighborhoods CY 2018: 3,197 CY 2019: 3,742	*
1.2 Procurement: Compared to 2018 levels, target a 20% increase in purchasing relevant supplies and services from local suppliers by 2021	Dollars spent on supplies & services from HEAL neighborhoods CY 2018: \$95 million CY 2019: \$134.3 million Overall, 41.4% increase in local spending in supplies and services.	*
1.3 Workforce Retention: Develop career advancement and growth opportunities to foster local workforce retention	CY 2018: 116 students hired CY 2019: 580 students promoted or advanced	*
1.4 Workforce Development: Create additional youth summer employment, workforce development and apprenticeship programs to promote careers in healthcare fields and paraprofessional roles to students in target neighborhoods	Number of high school and/or college student participants CY 2018: 4,674 CY 2019: 11,688	*

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

Description	2018 & 2019 Highlights	Status
2.1 Trauma-Informed Counseling and Support: Deliver trauma-informed, community-based counseling and peer support services across all target neighborhoods, including through home visiting programs, case management, youth mentorship programs and violence interruption programming	Number of programs CY 2018: 86 CY 2019: 96	
2.2 Behavioral Health Partnerships: Promote colocation of behavioral health services, including by partnering with Federally Qualified Health Centers and schools to open new clinics in target neighborhoods	% of hospitals engaged in partnerships CY 2018: 80% CY 2019: 80%	
2.3 Neighborhood Vitality: Improve physical neighborhood vitality by supporting affordable housing pilot programs for the homeless, housing renovations, restoration of vacant lots and community garden development	% of hospitals engaged with programs CY 2018: 90% CY 2019: 100%	
2.4 Safe Zones: Establish Safe Haven, Safe Passage routes and gun-free zones surrounding hospital-owned buildings and facilities	Number of partnerships CY 2018: 25 CY 2019: 27	
2.5 Health Fairs: Hold community health fairs and other summer and nighttime events at city parks and community centers to increase access to wraparound services and reduce violence	Number of health fairs CY 2018: 544 CY 2019: 481	

*Less than 10 hospitals reporting.

3 Prioritize key in-hospital clinical practices to address unmet needs

Description	2018 & 2019 Highlights	Status
3.1 Screenings & Firearm Safety: Train all hospital intake staff and primary care practitioners in behavioral health and trauma screenings and communicating with patients on firearm safety	CY 2018: 75,542 patients screened & 786 employees trained CY 2019: 75,625 patients screened & 1,099 employees trained	* 
3.2 Counseling & Case Management: Establish trauma-informed, post-injury counseling and community case management programs to support long-term healing for all appropriate victims of violence	CY 2018: 1,828 patients paired with services & 12 programs CY 2019: 5,177 patients paired with services & 15 programs	* 
3.3 Opioid Prescribing: Compared to 2018 levels, reduce inappropriate opioid prescribing rates by 20%—to help prevent potential drug misuse and addiction—by 2021	HEAL hospitals report a 25–60% reduction in prescriptions between 2016–2018. In addition, Cook County’s prescribing rate is 37% lower than the national average, according to latest CDC data available.	
3.4 Lead Poisoning Screening: Compared to 2018 levels, increase lead poisoning screening rates for Medicaid/CHIP-eligible children by 15% by 2021.	To be addressed – establishing potential partnership with Chicago Department of Public Health to increase screenings in appropriate settings	
3.5 Data Sharing: Develop common data sharing infrastructure and platforms across hospitals and with relevant stakeholders to coordinate services, identify trends and improve patient care	Number of data platforms CY 2018: 17 CY 2019: 17	
3.6 Chicago Gun Violence Research Collaborative: 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	% of hospitals participating in the collaborative CY 2018: 70% CY 2019: 60%	
3.7 Illinois Perinatal Quality Collaborative: Participate in the Illinois Perinatal Quality Collaborative (ILPQC)	% of hospitals participating in ILPQC CY 2018: 60% CY 2019: 60%	
3.8 Bias and Cultural Competency Training: Provide implicit bias and cultural competency training to providers—to help reduce racial disparities in health outcomes	% of hospitals providing bias and competency training CY 2018: 80% CY 2019: 70%	

* Less than 10 hospitals reporting.

“ IHA is proud to support the work of the Illinois hospital community as they work together individually and collaboratively with Senator Durbin to advance healthcare for all Illinois residents and enhance community well-being. ”

— A.J. Wilhelmi, IHA President & CEO



The Illinois Health and Hospital Association supports the work of the 10 health systems as the hospital community continues, individually and collaboratively, to advance healthcare for all Illinois residents and enhance communities' well-being.

Touching Individual Lives

Some are starting out in life. Others have fallen on tough times. Still others are plagued by the violence surrounding them.

These are the individual lives touched by HEAL, whose health systems launch career paths, get people back on their feet and provide safe transportation.

One powerful goal.

So many lives changed.

NAVIGATE Program

Advocate hospitals help build skills to increase local workforce and reduce economic hardship

As a food services retail associate, Alicia Appleton enjoyed meeting new people on the job at Advocate Trinity Hospital in Chicago. She liked her Food and Nutrition team members, yet she still felt stuck. Alicia wanted something more for herself.

She found it through the hospital's NAVIGATE program, offered to employees to grow their current skills—and earning potential—in new healthcare career paths. Alicia is one of over 300 employees who've participated in the program so far.

“NAVIGATE gave me the confidence to do something different and give me the social skills to go out and do it,” said Alicia, who joined NAVIGATE in 2017 and participated in its first class.



“NAVIGATE gave me the confidence to do something different and give me the social skills to go out and do it.”



“I can't express the gratitude I have for this program. I'd recommend it to anyone who's looking to advance their career to the next level.”

As part of the program, Alicia attended weekly seminars over a four-month period and went on to earn a certificate in sterile processing. Today, Alicia is a central services technician at Advocate South Suburban Hospital in Hazel Crest, where she sterilizes equipment, replenishes crash carts, delivers IV pumps and poles to units, and rounds to ensure providers have the equipment they need to care for patients.

Like Alicia, NAVIGATE graduate Ron Reaver, Jr. expanded his career trajectory and earnings. Ron, a Navy veteran, was hired as an engineer at Advocate Illinois Masonic Medical Center in Chicago in 2016. He couldn't afford college so he completed an operating engineer apprenticeship before he landed the job.

The NAVIGATE program, which he completed in 2018, gave Ron the skills needed to earn a promotion to lead engineer and become the first African American chosen for the position.

“It taught me areas of critical thinking, conflict resolution and effective communication that I have been able use in my professional life, as well as my personal life,” Ron said of NAVIGATE. “I can't express the gratitude I have for this program. I'd recommend it to anyone who's looking to advance their career to the next level.”

Name	<i>Alicia Appleton</i>
Position	<i>Central Services Technician</i>
Hospital	<i>Advocate South Suburban Hospital</i>
Program	<i>NAVIGATE</i>

Name	<i>Ron Reaver, Jr.</i>
Position	<i>Lead Engineer</i>
Hospital	<i>Advocate Illinois Masonic Medical Center</i>
Program	<i>NAVIGATE</i>

Internships and Mentorships

Ann & Robert H. Lurie Children’s Hospital of Chicago increases local workforce commitment

Janet Tapia is a first-generation American who attended Benito Juarez Community Academy and participated in one of Lurie Children’s internship and mentoring programs in 2001. She went on to Robert Morris College and worked in a pediatrician’s office. As of 2019, she is now back at Lurie Children’s as a full-time employee, working as a medical assistant in the Division of Nephrology. Janet is interested in continuing her growth and development by taking business classes with a focus on health management.

For more than 20 years, Lurie Children’s has partnered with Chicago Public Schools (CPS) and other community organizations to ensure that youth from under-resourced communities, such as Janet, have access to opportunities in healthcare careers. Our long-standing commitment to this work has evolved into the development of several internship programs to meet unique needs, including summer intensive internships, participation in One Summer Chicago, a program for former patients with chronic health conditions, and programs during the school year for youth attending medically specialized CPS high schools. All of these internships include mentoring, skills training and job readiness activities. In 2019, 185 students participated in internships. To date, more than 75 former interns, including Janet, have become employees of Lurie Children’s.



Name	<i>Janet Tapia</i>
Position	<i>Medical Assistant</i>
Hospital	<i>Ann & Robert H. Lurie Children’s Hospital</i>
Program	<i>Internship & Mentoring</i>

Lurie Children’s is helping ensure that youth from under-resourced communities have access to opportunities in healthcare careers.

Sojourner House

Loyola Medicine’s MacNeal Hospital and partners provide bridge housing and medical respite for individuals experiencing homelessness in the western suburbs

Sojourner House, a partnership between Housing Forward, MacNeal Hospital and numerous other community partners, is the first medical respite program of its kind in suburban Cook County. Since 2019, Sojourner House provides bridge housing and medical respite for individuals experiencing homelessness in the western suburbs.

Andrew had been homeless for more than three years before he became Sojourner House’s first resident in September 2019. A former business owner, Andrew ran antique shows and accumulated enough wealth to own a plane and a vacation home. However, later in life, he experienced a financial decline and became homeless. As Andrew waited for a housing placement, his health deteriorated and he underwent one major heart procedure—and then another. Discharge from the hospital to the streets or a shelter would have been detrimental to Andrew’s recovery. He needed a safe place to heal.

The coordinated care transition between Loyola Medicine’s MacNeal Hospital and Housing Forward allowed Andrew to move into a housing unit upon discharge. The unit included a newly renovated space with a bed, kitchen and bathroom. Andrew said upon arrival to Sojourner House: “This is the first time in a long time I’ve felt like a real person.”

Approximately two months after moving into Sojourner House, Andrew signed a lease on his own apartment in the area. Andrew’s life story once again has more “ups” than “downs.”

This is what ending homelessness looks like.



“This is the first time in a long time I’ve felt like a real person.”

Name	Andrew
Hospital	MacNeal Hospital
Program	Sojourner House

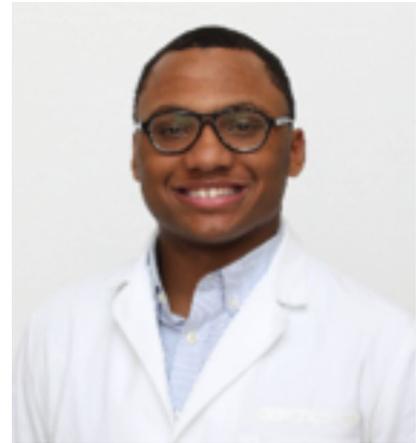


Sojourner House provides bridge housing and medical respite for individuals experiencing homelessness in the western suburbs.

Northwestern Medicine Scholars Program

A partnership with Chicago Public Schools, Westinghouse College Prep and Northwestern Medicine reduces economic hardship

De'Andre Wilborn is a 17-year-old student from the Austin neighborhood on the West Side of Chicago. He is a senior at George Westinghouse College Prep, where he is a member of the Northwestern Medicine (NM) Scholars Program, captain of the Westinghouse football and wrestling teams, a Chicago Cubs Scholar, and a member of the National Honors Society. Following his graduation from high school this spring, De'Andre plans to continue his education at Georgetown University on a full football scholarship. He received offers from more than 24 colleges, including Yale, Harvard and West Point. He has ambitions to study sports medicine and give back to his community.



Name	<i>De'Andre Wilborn</i>
Age	<i>17</i>
Neighborhood	<i>Austin</i>
Hospital	<i>Northwestern Medicine</i>
Program	<i>Scholars</i>

Reflecting on being part of the program throughout his high school career, De'Andre stated, "The NM Scholars Program has taught me what it means to be a professional and all that medicine has in store for me as a career. Being a young black man in a neighborhood filled with disparities, the NM Scholars has opened my eyes and introduced me to important black leaders such as Dr. Clyde Yancy and Dr. James Hill. They give me hope that I can make it in the field of medicine. I have also learned valuable lessons about professionalism and carrying myself in a place like Northwestern Memorial Hospital. Getting the direct opportunity to work with the NM staff has been amazing for me, especially being a child from the West Side of Chicago where there aren't the same positive influences available. The NM Scholars program allows me time away from where I am now, but also the chance to change the depiction and culture of the Austin community and hopefully come back someday to do that in medicine."



De'Andre Wilborn and Sen. Durbin

Now in its 10th year, the NM Scholars Program recruits freshmen from Westinghouse each year for a rigorous four-year program, which includes year-round opportunities to learn from hospital leaders and staff, individual faculty mentors, a four-week summer intensive each year for three years, and college visits and preparation courses. This is just one part of NM's commitment to its future workforce pipeline throughout the region.

CHAMPIONS NETWork

UI Health enables high school students to help at-risk populations

The CHAMPIONS NETWork is an innovative, community-based program spearheaded by the University of Illinois of Illinois Hospital & Health Sciences System (UI Health).

“CHAMPIONS has taught me the importance of becoming a health advocate in our underrepresented communities,” said Hooriya, age 16. “It has given me the opportunity to not only make a change, but become a change. I have really enjoyed working with the CHAMPIONS because I get to not only experience the clinical side, but the people around me are great influences in relation to being goal-oriented.”

Guadalupe, age 17, enjoyed learning about nutrition, pathology and prevention. “Being part of this program made me feel even more motivated to become a neonatal nurse,” she said.

Another student, Jesus, age 17, is interested in studying chemistry in college before continuing on to medical school. He said he “learned how important it was to maintain a healthy lifestyle and how that could greatly impact both your quality and length of life.”

Learn more about the Champions NETWork on page 66.

“CHAMPIONS has given me the opportunity to not only make a change, but become a change.”

— Hooriya

“I learned how important it is to maintain a healthy lifestyle and how that could greatly impact both the quality and length of my life.”

— Jesus



Empowering Chicago youth to become community leaders.

Violence Recovery Specialists

University of Chicago Medicine

Robert, a 30-year-old Chicago man, suffered a gunshot wound while on the CTA, Chicago’s public transportation system. Fearing that his assailant was still at large, he did not feel safe using the CTA to travel to UChicago Medicine’s free follow-up trauma clinic. He also did not have access to a car and was unable to afford taxi fare. Having built a trusting relationship with violence recovery program staff, Robert called to ask for help. In response, staff coordinated rides for Robert, transporting him safely to and from his follow-up appointment.

The program has even helped patients relocate to other cities to avoid ongoing threats of violence.

“Working with the Chicago Police Department, we’ve been able to move patients directly from the hospital to other areas,” said Brenda Battle, who oversees the medical center’s community health programs. “By connecting with family members and friends, we’ve gotten patients out of danger and kept them safe going forward.”



Name	<i>Brenda Battle, MBA, BSN</i>
Position	<i>Vice President, Urban Health Initiative and Chief Diversity, Inclusion and Equity Officer</i>
Hospital	<i>UChicago Medicine</i>

“We’ve been able to collaborate with workforce programs in and around Chicagoland and on the South Side to get people connected to jobs.”

—Brenda Battle

Violence recovery specialists also help connect patients to workforce development programs and ensure they stay in school.

“We’ve been able to collaborate with workforce programs in and around Chicagoland and on the South Side to get people connected to jobs,” Battle said. “In another situation, we worked with a student who was shot at school. She was enrolled in a training program with rigid participation requirements, and her main concern was being able to return to school to finish the program. Violence recovery specialists communicated directly with school administrators to explain the situation and ensure that she could complete the program without missing a beat.”

Better Health Through Housing

UI Health supports community partnerships to improve health and safety

For most of her life, Jeraldine, a petite, 60-year-old-woman, was among the over 80,000 Chicagoans experiencing homelessness. Although there were several contributing factors, she believes her challenges with housing instability stem from when she started drinking alcohol.

80k+
CHICAGOANS EXPERIENCE
HOMELESSNESS

“I see now how insane it was. It got to the point where I thought that I was losing my mind.”

—Jeraldine

Jeraldine was able to hold down a steady job working for the Department of Housing and Urban Development for a few years and was making a good living for herself. Her growing dependence on alcohol and other drugs led to Jeraldine losing her job and her home.

Jeraldine thought she would spend the rest of her life jumping between shelters. With nowhere else to turn, she decided to start using hospital emergency rooms as a place of refuge.

“Thinking back it’s like, ‘Jerry, what were you doing?!’ It got to the point where I thought that I was losing my mind. I thought that I was really going nuts,” Jeraldine recalled.

Although Jeraldine has chronic obstructive pulmonary disease, she would often exaggerate or fake an injury or illness just so she could get a hospital bed to sleep in at night. Otherwise, her last resort was to find a secluded area at a park to sleep. This went on until December 2017.

Jeraldine did not know it at the time, but a contact at UI Health was connecting her to the BHH program. Since its inception, BHH has helped lower healthcare system costs by reducing emergency department usage among BHH clients and providing housing interventions for over 90 people throughout Chicago. BHH provides stability for chronically homeless individuals by moving them directly from hospital emergency rooms into stable, supportive housing with intensive case management. Case managers help clients schedule medical appointments and manage money, and refer them to other services.

Jeraldine now has a primary care doctor and is vigilant about making sure she stays on top of all her doctor’s visits. She is determined to move out of her current apartment and become even more independent.

Collective Commitment

The far-reaching efforts of the 10 HEAL health systems demonstrate their collective commitment, energy and focus on making the 18 HEAL neighborhoods stronger, healthier and more vibrant.

Read their stories.

PILLAR 1 Increase local workforce commitment to reduce economic hardship

Advocate Workforce Initiative

Advocate Aurora Health (Advocate Aurora) knows that employment is critical to ending the plague of violence in our city. In 2019, Advocate Aurora continued the Advocate Workforce Initiative—a healthcare-focused, skills-based training initiative that connects Chicagoland’s underemployed and unemployed residents with high-quality, in-demand jobs in the rapidly growing healthcare industry, such as certified medical assistant, radiographer or surgical technologist. These jobs are a pathway to the middle class. The program has hosted over 991 participants and 776 graduates in the last few years. Training is provided in partnership with the City Colleges of Chicago and other non-profits across the region. We also established the NAVIGATE program for current Advocate Aurora team members to grow their existing skills and earning potential. Over 300 employees have participated so far.



Advocate Pathways to Health Careers Youth Workforce Development Program

The Pathways to Health Careers program engages and supports adolescents and young adults (11 to 25 years old) from marginalized communities in south Chicago neighborhoods and south/southwest suburban Cook County. The communities involved are identified as among the most socially vulnerable that Advocate Aurora serves. Students attend Chicago Public Schools in neighborhoods characterized by poverty, unemployment and violent crime. As a major employer and critical infrastructure for the South Side, Advocate Aurora leaders are committed

to community partnerships that foster diversity and inclusion and to community workforce development as investments in the future. Furthermore, health systems are among the few growth industries that will need a skilled labor force in the short term. Advocate Aurora seeks to provide opportunities for youth to understand the range of attainable health careers and to build skills and leadership so they can follow a self-directed career path.

Imani Green Health Advocates Partnership

The Imani Green Health Advocates (IGHA) apprenticeship program promotes nature and health in Chicago's South Side neighborhoods. IGHA is part of Imani Works!, a career development program. Now in its second year, IGHA—which targets young adults ages 18 to 25—operationalizes the belief that a healthy, whole community is one where both nature and people thrive. To achieve this goal, a team of collaborators, collectively referred to as the IGHA Leadership Team, established IGHA to provide health-based careers to young adults, especially those with barriers to employment.

The team is composed of representatives from:

- Trinity United Church of Christ;
- Advocate Trinity Hospital (of Advocate Aurora);
- The Nature Conservancy;
- University of Illinois at Chicago;
- The Morton Arboretum; and
- United States Forest Service.

IGHA prioritized community-based tree-planting in high-need areas within Advocate Trinity Hospital's PSAs.

In the 2019 apprenticeship year, IGHA program participants and trainees conducted a comprehensive evaluation of both the social determinants of health and ecological determinants of health of Advocate Trinity Hospital's primary service area (PSA). The foundation for this evaluation was Advocate Trinity Hospital's community health needs assessment, which included an urban tree health assessment of a representative sample of trees across Advocate Trinity Hospital's PSAs. Based upon the findings of tree health, IGHA prioritized community-based tree-planting in high-need areas within Advocate Trinity Hospital's PSAs. In addition to training in urban forestry, the program also trained the "Advocates" as community health workers who assist in community health projects and are members of the Project Health and the Food Farmacy teams.

PILLAR 2

Support community partnerships to improve health and safety of public environments

Advocate Trauma Recovery Center

In 2019, Advocate Aurora opened the Advocate Trauma Recovery Center—a healthcare-based violence intervention program that provides quality services and resources to survivors of intentional trauma, treating them with compassion, respect and care. Our goal is to aid individuals who have experienced trauma in rebuilding, restoring and strengthening their sense of safety by ending the cycle of violence. We provide access to trauma-informed care by acknowledging how past and present traumatic experiences and stress may impact the individuals and families we serve—responding to the unique needs of each survivor and their family. Since the clinic opened its doors in 2019, we have had more than 489 patient touches in the community.

489
PATIENT TOUCHES

Aiding individuals who have experienced trauma in rebuilding, restoring and strengthening their sense of safety by ending the cycle of violence.

Southland RISE

Advocate Christ Medical Center in Oak Lawn has partnered with University of Chicago Medicine to form Southland RISE—a new collaborative designed to better care for individuals, families and communities on the South Side and in south suburban communities. In 2020, we will:

- Align services provided through our respective violence recovery programs to better serve the Southland population impacted by violence.
- Coordinate wraparound services to support the holistic emotional, behavioral and social needs of the Southland population impacted by violence.
- Provide rapid-cycle grant funding for grassroots violence prevention and recovery programs in the Southland population to support community organizations over the summer.
- Develop trauma-informed care training and a toolkit that can be utilized by community partners throughout the Southland population and beyond.
- Host a joint community summit on violence prevention, involving healthcare providers, community-based organizations, policymakers, and civic, community and academic leaders to mobilize toward solutions for violence recovery.

Healthy Living Food Farmacy

Access to fresh, affordable food is a key ingredient in the recipe for addressing social determinants of health—and in keeping the community healthy. Advocate Aurora launched an innovative pilot program—Healthy Living Food Farmacy—at Advocate Trinity Hospital to make a positive impact on patients facing socioeconomic barriers to better health. Patients are invited to attend bi-weekly events for a free dose of healthy food, making their selections from tables of assorted fresh produce and low-sodium, shelf-stable proteins. The program aims to impact the health of the community by providing food-insecure patients with access to healthy food options. The Healthy Living Food Farmacy is supported by a partnership with the Greater Chicago Food Depository, Advocate Trinity Hospital's leadership, volunteers and community health department. In 2019, we engaged over 300 patients who completed 1,380 visits to the Food Farmacy.

1,380
PATIENT VISITS

PILLAR 3 Prioritize key in-hospital clinical practices to address unmet needs

Opioid Crisis

In addition to helping end the violence plaguing the communities we serve, Advocate Aurora is committed to doing our part to end the opioid crisis and reduce overdoses. To meet the chronic need, Advocate Christ Medical Center began distributing free naloxone kits for patients and families to take home. Patients treated for opioid overdoses are now leaving our facilities with medication that could save them the next time they overdose. We are the first hospital in Chicagoland to provide these life-saving kits. As of May 1, 2019, the program has given out several hundred doses of naloxone in our emergency department and inpatient psychiatric unit. We are also changing our opioid prescribing guidelines to limit our patients' exposure to prescription opioids, while understanding our duty to treat patients who suffer from chronic pain.



Primary Care Connection/Project H.E.A.L.T.H.— Community Health Workers

In 2016, Advocate Aurora embarked on a quality improvement project to engage and educate patients seen in Advocate Christ Medical Center’s emergency department on appropriate level of care options available to patients. The Primary Care Connections intervention deploys Community Health Workers (CHWs) to educate and navigate patients and families and address specific social determinants of health, including barriers to medical care, housing insecurity, utility needs, food insecurity and interpersonal violence. Advocate Trinity Hospital’s Project H.E.A.L.T.H. (Healing Effectively After Leaving the Hospital) uses CHWs to support effective healing and self-care, including:

- Wellness calls post-discharge;
- Assistance with scheduling follow-up appointments with physicians;
- Educating patients regarding available community resources; and
- Coaching patients on self-management of chronic diseases.

Project H.E.A.L.T.H. deploys Community Health Workers to educate and navigate patients and families and address specific social determinants of health.

CHWs also work to connect residents to resources, including but not limited to housing, transportation, disability application approval, medication refill and mental health counseling services.





PILLAR 1 Increase local workforce commitment to reduce economic hardship

Safer Foundation

In partnership with the Safer Foundation, AMITA Health has hired approximately 20 individuals within the last two years in clinical and non-clinical positions, including environmental services, food services and certified nursing assistants.

The Safer Foundation creates programs for clients re-entering the workforce after incarceration. It also provides evidence-based programs geared toward addressing barriers to employment and providing services that support client re-entry efforts, specifically for youth and adults with criminal records.

Creating programs for clients re-entering the workforce after incarceration.

Utilizing a pre-screening methodology, the Safer Foundations determines clients' program eligibility, interests, credentials, employment history, criminal background and barriers to employment, such as childcare, transportation, clothing, and drug testing. The Safer Foundation ensures its clients complete an intake process and create an Individual Career Plan to inform staff and clients of participants' desired pathway and career interests.

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

Social Worker in the Library Initiative

The [Chicago Public Library](#)  has partnered with AMITA Health to provide a social worker, who splits time between two Uptown library branches, paid for by AMITA Health. The social worker is funded through donations from employees and money set aside for community programs. The goal of the social work intervention is to help connect people with housing, mental and physical healthcare, and food.

Farmers Markets

AMITA Health Saints Mary and Elizabeth Medical Center Chicago has launched a series of farmers markets that feature locally grown and community-sensitive fruits and vegetables. We provide vouchers and offer point-of-sale discounts to SNAP participants in West Town/Wicker Park. Expanding access to healthy foods supports a healthy lifestyle and helps combat childhood obesity by ensuring the availability of affordable, nutritious food with nutritional guidance.

October 2019 Letter from Farmer Vendor to AMITA Community Health Program Leader

“ Last Thursday, October 31, you turned Halloween into a harvest party and one of the most beautiful market experiences since I’ve been a vendor. Thank you!

When I’m asking people to try something new to them, they have to trust me to tell them the truth about whatever it is they’re going to give up their dollars for. Trusting in relationships and food go together. The most fundamental thing in families is done through food, from nursing a baby to planning a menu for a wedding to Thanksgiving meals. Families and cultures are brought together through food.

I’ve been doing farmers markets since 1988 and creating relationships with the people at a market has been very important to me—food for the soul, not just the body. What we are doing through this market is creating family and bridging cultures. I really felt that had been accomplished at this last market.

It’s why I came through that really horrible and dangerous weather last week to get to the market—my family was waiting. That’s why people showed up last Thursday—you were creating a family event with that harvest party for all of us. It was easy to pick-up on your energy and help with your intention.

I gave a little girl a pumpkin as a gift the week before. She brought a gift back, a drawing she did for me. Her name is Annabelle and she wants to be a ballerina when she grows up. She showed me her ballerina moves. She’s four. Food for my soul—it works both ways.

Thanks again for one of the best market experiences I’ve ever had. ”



PILLAR 3 Prioritize key in-hospital clinical practices to address unmet needs

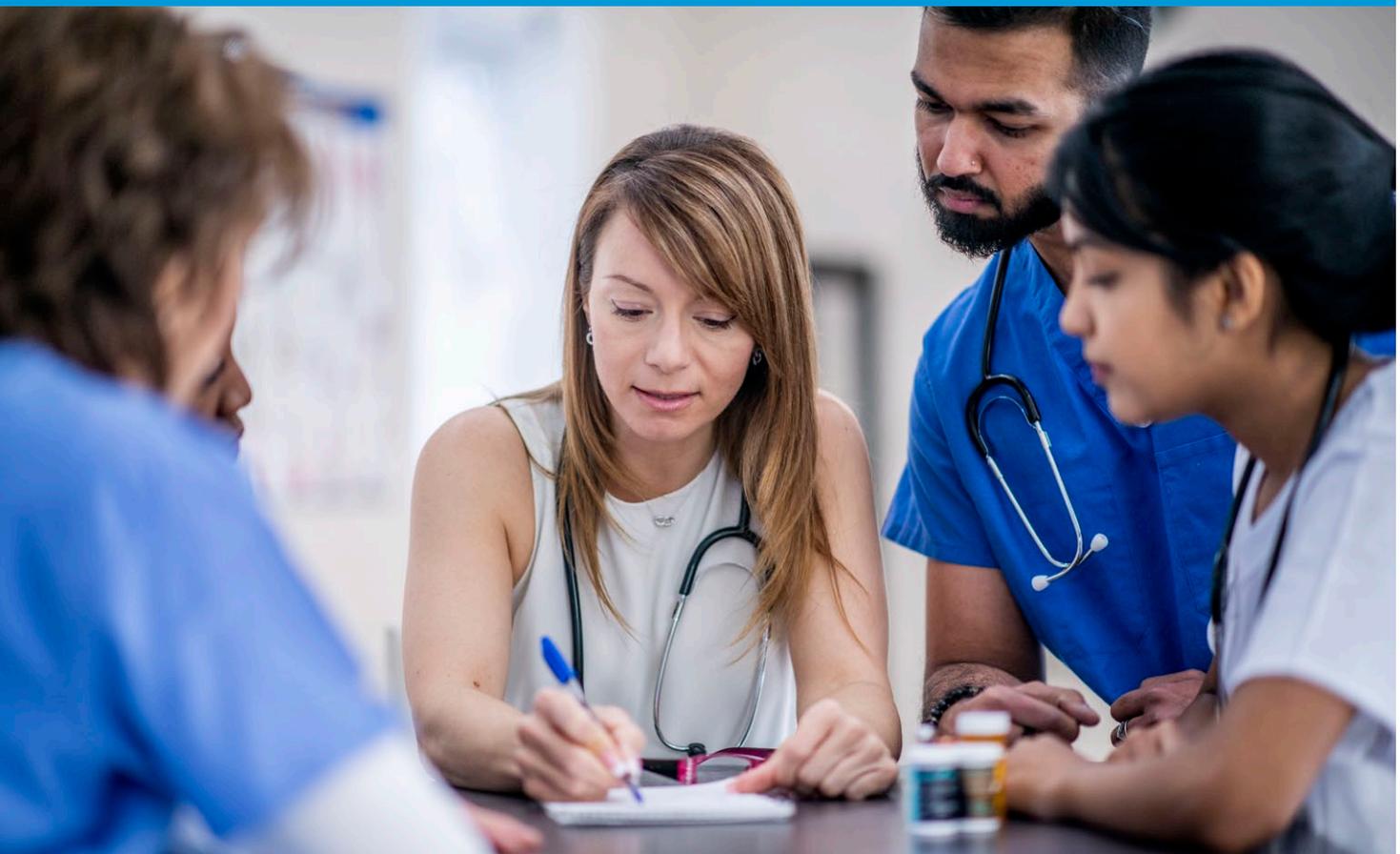
Cultural Competency/Humility Training

We are expanding a program to train our emergency department associates and other key clinical and non-clinical stakeholders in cultural competency, humility and unconscious bias. In 2019, training sessions included over 100 resident physicians at AMITA Health Saint Francis Hospital Evanston, approximately 50 care management leaders from AMITA Health and over 150 associates at AMITA Health Resurrection Medical Center Chicago.

150
ASSOCIATES TRAINED

100
PHYSICIANS TRAINED

Program expansion to train stakeholders in cultural competency, humility and unconscious bias.



PILLAR 1 Increase local workforce commitment to reduce economic hardship

Workforce Education, Internships and Mentorship

For more than 20 years, Lurie Children's has partnered with Chicago Public Schools (CPS) and other community organizations to ensure that youth from under-resourced communities, such as Janet, have access to opportunities in healthcare careers. Our longstanding commitment to this work has evolved into the development of several internship programs to meet unique needs, including summer intensive internships, participation in One Summer Chicago, a program for former patients with chronic health conditions, and programs during the school year for youth attending medically specialized CPS high schools. All of these internships include mentoring, skills training and job readiness activities. In 2019, 185 students participated in internships. To date, more than 75 former interns, including Janet, have become employees of Lurie Children's.

185

2019 INTERNSHIPS

75

HAVE BECOME
EMPLOYEES

Lurie Children's increased its commitment to career pipeline programs with CPS, set and achieved new goals related to hiring from under-resourced Chicago communities, and joined several collaborative initiatives to advance efforts to become an anchor institution in 2019.

Targeted Hiring from Under-Resourced Communities

Approximately 16% of Lurie Children's employees live in Chicago HEAL communities. We are proud to share that in FY 2019, 22% of new Lurie Children's employees—a total of 291 individuals—live in these neighborhoods. This number reflects our commitment to hiring employees who better reflect the population of children we serve.

291

NEW EMPLOYEES
(2019) LIVE IN HEAL
NEIGHBORHOODS

Economic Development Initiatives to Address Social Determinants of Health

Given the strong connection between economic vitality and health, together with other hospitals engaged in *West Side United*, Lurie Children's engaged in impact investing and small business grant support initiatives in 10 under-resourced communities on Chicago's West Side. Collectively, Lurie Children's invested \$1.7 million in community development projects through loans and \$85,000 in one-time capital grants to seven small businesses. Additionally, Lurie Children's is working to add more of these small businesses into our supply chain. For example, [Amazing Edibles](#) ✨, a wonderful minority- and woman-owned catering business, is one of [West Side United's small business grantees](#) ✨ providing service to Lurie Children's.

\$1.7m
INVESTED IN COMMUNITY
DEVELOPMENT PROJECTS

PILLAR 2

Support community partnerships to improve health and safety of public environments

Trauma and Mental Health Trainings Coalitions

Experts from Lurie Children's Center for Childhood Resilience (CCR) partner with schools and community organizations to share social-emotional learning (SEL) strategies and practices, including training school personnel and providing implementation support and technical assistance. CCR has supported CPS' expansion of Behavioral Health Teams district-wide to over 180 schools and has implemented a train-the-trainer model with CPS network-level champions, including the development of a curriculum toolkit and ongoing coaching support. CCR also houses and staffs the Illinois Childhood Trauma Coalition (ICTC), composed of over 120 public, private, clinical, research, advocacy and educational institutions, and the Illinois Children's Mental Health Partnership (ICMHP), created by the Children's Mental Health Act in 2003 to convene the child-serving state agencies, parents, youth, policymakers, providers and advocates to identify needs and gaps and to recommend innovative solutions to improve children's mental health in Illinois.

180+
SCHOOLS SUPPORTED

Lurie Children's partners with communities across Chicago to develop and implement evidence-based initiatives to improve the health and safety of children and families.



Strengthening Chicago's Youth

Lurie Children's Strengthening Chicago's Youth (SCY), the largest violence prevention collaborative in Chicago, serves as a catalyst for innovative ideas to prevent violence using a public health approach. In 2019, SCY provided educational opportunities and trainings to more than 1,000 violence prevention partners.

SCY also shares resources and information with over 4,000 partners across Illinois. SCY was instrumental in developing the public health-related language for the SAFE Act and key concepts of the SAFE Act were incorporated as the "Restore, Reinvest, Renew (R3) Program" in the adult-use cannabis bill passed in 2019.

\$1.7m
INVESTED IN COMMUNITY
DEVELOPMENT PROJECTS

Juvenile Justice Collaborative

The Juvenile Justice Collaborative (JJC) is an SCY program for youth in the justice system. Since 2017, JJC has conducted 267 intakes and connected 213 youth in the justice system to support services. Of those, 144 youth successfully completed the program. In the JJC's pilot year, none of the youth connected to services were re-arrested during their participation in the program. Further, JJC youth have a lower recidivism rate than overall diverted youth: Only 18% of youth who completed the JJC were re-referred to court within one year, compared to 32% of all diverted youth in Chicago.

267
YOUTH INTAKES

Unintentional Injury Prevention

In 2019, Safe Kids Chicago distributed 16 portable cribs, 225 safe sleep kits, 350 home safety bags, 1,089 car seats, 1,160 bicycle helmets and 525 targeted home safety products (e.g., smoke/carbon monoxide detectors, window stops and furniture straps). The program is coordinated by Lurie Children's Injury Prevention & Research Center (IPRC). During this time, IPRC experts inspected 64 playgrounds utilized by over 25,981 youth through the Chicago Activate

Neighborhood Environment for Health and Wellness initiative funded by Kohl's Cares. We also began a Safety Ambassador train-the-trainer program in Belmont Cragin focused on window fall prevention and safe sleep practices.

Employees Volunteering in Our Communities

In 2019, more than 195 Lurie Children's employees and physicians dedicated more than 5,000 hours of volunteer service to over 23 events and opportunities throughout the city. This included "Day of Service" events with partners in Belmont Cragin and Washington Park, public health education at 13 summer festivals, and weekly tutoring and mentoring with Chicago Youth Programs.

5,000
VOLUNTEER HOURS

PILLAR 3 Prioritize key in-hospital clinical practices to address unmet needs

Integrated Care for Kids Grant Award

In late 2019, Lurie Children's was notified that we are one of only eight recipients in the U.S. to receive up to \$16 million over seven years from the Centers for Medicare & Medicaid Services to develop Integrated Care for Kids—a new model of care that aims to improve health outcomes and reduce costs of care for children covered by Medicaid and then Children's Health Insurance Program (CHIP). Lurie Children's, in partnership with the Illinois Department of Healthcare and Family Services (HFS) and many neighborhood organizations, will create a socially and clinically integrated network to serve 43,000 children, up to 21 years of age, living in the Belmont Cragin and Austin neighborhoods (zip codes 60639 and 60651). The network will bring together local pediatricians, specialists, behavioral health providers, and community organizations and institutions to address the medical and social needs of children and their families.

43k
CHILDREN SERVED

Lurie Children's has prioritized innovative and evidence-based in-hospital practices and programs that address social determinants of health and expand integration of physical and behavioral health services in recent years.

New Mobile Health Program

In October 2019, Lurie Children's new mobile health unit began providing free clinical services to children in Chicago HEAL Initiative communities, including Austin. A team of physicians, nurse practitioners, registered nurses and medical assistants are partnering with schools and

organizations to provide school and sports physicals, immunizations, and well-child visits. To maximize efficiency and flexibility, the hospital worked with its transport partner, MedEx Ambulance Service, to refurbish an ambulance for this program. Our Mobile Health Program is working to create better patient experiences closer to home, address gaps in healthcare access, reduce emergency department visits for non-urgent care, increase health literacy and health knowledge, and connect community residents to community resources.

Expanding Access to Mental Health Care Services

Thanks to funding from an anonymous foundation, Lurie Children's developed and implemented a high-volume behavioral health group therapy model (TARGET Program) that helps kids, adolescents and teens get connected to mental health treatment more quickly than waiting for treatment with an individual provider. To date, 40% of patients who have completed TARGET groups do not need further psychotherapy following 12 weeks of TARGET group. In addition, Lurie Children's is building capacity of primary care physicians to provide these services through a Mood, Anxiety, ADHD Collaborative Care program. To date, 66 community-based pediatricians across 16 practices are completing education and participating in monthly phone conferences about mental health assessment, medication management and treatment monitoring.

40%

OF TARGET PROGRAM PATIENTS NO LONGER NEED PSYCHOTHERAPY



Food Security and Health

Lurie Children's primary care clinic in Uptown, in collaboration with the Greater Chicago Food Depository, launched Chicago's first on-site food pantry in a pediatric clinic in June 2018, serving families that identify as food-insecure. Between June 2018 and December 2019, we distributed 195 bags of healthy, shelf-stable fruits, vegetables, legumes, grains and cereal to 107 unique patient families.



For over 180 years, Cook County Health (CCH) has provided care to all Cook County residents, regardless of their income, insurance or immigration status. CCH provides healthcare through our two hospitals, regional outpatient centers and community-based health centers located throughout Chicago and Cook County; at the CORE Center, the largest provider of comprehensive HIV care in the Midwest; and correctional health at the Cook County Jail and Juvenile Temporary Detention Center. CCH also includes the Cook County Department of Public Health, a state-certified public health department that serves most of suburban Cook County. We also own and operate CountyCare, one of the largest Medicaid managed care plans for Cook County Medicaid beneficiaries.

PILLAR 1 **Increase local workforce commitment to reduce economic hardship**

CCH has more than 6,000 employees. As a public hospital system that is part of Cook County government, CCH must adhere to specific policies and guidance as part of a court mandate for our recruitment and hiring process. At the same time, CCH understands the value of ensuring that our workforce is representative of the communities that we serve.



At the end of 2019, 28% of CCH employees were identified as having a zip code from one of the priority communities in the HEAL initiative, a slight increase from 2018.

Through a grant from the Michael Reese Health Trust, CCH hired a workforce development coordinator in our human resources department who has helped establish the Connecting Adolescents to Resources Education/Employment (CARE) program.

CARE is a workforce initiative designed to introduce and develop a diverse workforce pipeline with key community partners to provide opportunities for youths ages 14-25 to access entry- to mid-level healthcare careers.

CARE consists of two internship pathways: Investigators and Trailblazers. The Investigators Path is a six-week internship that provides youth with career exploratory activities, experiential learning opportunities and on-the-job training. The Trailblazers Path is a six-month internship that develops a qualified, knowledgeable, skilled and confident group of young healthcare professionals who serve as a talent pipeline for employment at Cook County Health.

The Explorers Path is an outreach component that expands knowledge of future healthcare professionals by giving them the opportunity to explore a range of healthcare pathways while engaging with professionals who reflect their communities through off-site Cook County Health Speakers Bureau speaking engagements and on-site CARE Days (career days).

PILLAR 2

Support community partnerships to improve health and safety of public environments

CCH's Community Affairs team staffed more than 300 events throughout Chicago and suburban Cook County in 2019. Over two-thirds of these events took place in or near HEAL communities. The events included:

- Health fairs;
- Back-to-school events;
- Job and resource fairs;
- Faith-based gatherings; and
- Other community-based programs.

200+

COMMUNITY EVENTS IN HEAL NEIGHBORHOODS

30k+

COMMUNITY MEMBERS RECEIVED FRESH FRUITS AND VEGETABLES

Our other community-based programs provide information about our health services, financial counseling and Medicaid redetermination assistance, as well as the CountyCare Medicaid health plan.

In 2019, CCH continued to build new linkages and strengthen existing partnerships to identify and address social determinants of health, with full expansion of our partnership with the Greater Chicago Food Depository's Fresh Truck mobile produce distribution to all 13 CCH community health centers. Seven of these sites are in HEAL communities. Nearly 200,000 pounds of fresh fruits and vegetables were distributed to more than 30,700 CCH food-insecure patients and community members in 2019.



To foster greater engagement with the community, CCH formed Community Advisory Councils (CACs) comprised of patients and community leaders who give feedback on health initiatives and services.

CACs are up and running at our Englewood, Robbin, Cottage Grove and Arlington Heights health centers. CCH will be adding new CACs in the Near South Side and North Riverside in 2020.

Healing Hurt People Chicago (HHPC) is a hospital-based violence intervention program and partnership between CCH and UChicago Medicine. HHPC serves patients who have injuries from community violence. It was expanded last year to serve individuals aged 30 years and younger (previously limited to those up to 18 years old) who are patients of the Trauma, Burn & Rehabilitation Unit at John H. Stroger, Jr. Hospital of Cook County.

HHPC seeks to reduce reinjury, retaliation and justice-system involvement, as well as ensure a successful recovery process. Patients are engaged in the immediate aftermath of the traumatic event, with staff offering crisis intervention, emotional and spiritual support, psychoeducation for trauma recovery and healing, and safety planning for patients and family members. HHPC also offers long-term therapeutic engagement with trauma intervention specialists through intensive case management and individual and group psychoeducation, support and counseling.

CCH also partners with Acclivus, Inc. (formerly CeaseFire), which provides a community-based, hospital-linked violence intervention program. Acclivus receives referrals from CCH's trauma unit to work with violently injured persons of all ages. Acclivus focuses on violence interruption services in the community, assesses patients for safety risk and other needs, and makes referrals for other services such as employment, education and housing.

CCH hosted two community forums in Lawndale and Englewood for residents to learn more about CCH's trauma unit work both inside and outside Stroger Hospital, including groundbreaking research. The forums also included Stop the Bleed® trainings administered by CCH clinical staff, which teach non-clinicians how to control bleeding until emergency services arrive.

PILLAR 3 Prioritize key in-hospital clinical practices to address unmet needs

Cook County has not been immune to the opioid crisis' devastating consequences for individuals, families and communities. CCH has undertaken broad-based efforts to address this problem at all levels, including supporting the Westside Community Triage and Wellness Center in West Garfield Park and the Roseland Community Triage Center. Both locations provide 24/7/365 access for urgent behavioral health needs and serve as an alternative to arrest for police officers who encounter someone in a crisis situation. CCH also offers medication-assisted treatment in our community health centers, emergency department, inpatient settings and through Cermak

Cook County Health

Health Services, which provides comprehensive care to detainees at Cook County Jail. Additionally, since this work started in 2016, more than 6,500 detainees at Cook County Jail have been educated on naloxone, with more than 4,800 kits distributed upon discharge.

4.8k

**NALOXONE KITS DISTRIBUTED
TO COOK COUNTY JAIL
DISCHARGEES SINCE 2016**

Cook County Health partners with Legal Aid Chicago on a medical-legal partnership that provides no-cost, civil legal aid to patients referred by the CCH care coordination team. When a patient presents with a complex issue that could benefit from legal advice or intervention, a referral is made to a Legal Aid Chicago attorney dedicated to receiving CCH referrals. The attorney works with the patient and provides appropriate assistance, ranging from general counseling to full representation. In 2019, 378 patients were referred to Legal Aid Chicago on issues related to public benefits access, education, employment, immigration and housing.

As part of CCH's commitment to addressing housing insecurity, in 2019 we hired a director of housing to oversee and lead system-wide efforts to connect patients with housing resources. CCH also pledged a contribution of \$1 million toward the Chicago-Cook County Flexible Housing Pool (FHP), which seeks to connect persistent high utilizers of crisis systems, including CCH's emergency department, Cook County Jail and the homeless system, with affordable housing and individualized, supportive services. FHP housed its first resident in 2019 and housed 71 individuals by year end, with 24 additional individuals in the process of being housed.

71/24

**71 INDIVIDUALS HOUSED IN
2019, PLUS 24 MORE IN THE
PROCESS**





LOYOLA MEDICINE

PILLAR 1 Increase local workforce commitment to reduce economic hardship

Minimum Wage Increase

On January 5th, 2020, Loyola adopted a \$15 an hour minimum wage. This increase is well above the Illinois state minimum wage and combined with the adjustments due to salary compression, positively impacted over 28 percent of our workforce. These 2,300 colleagues are now better able to care for themselves and their families.

Patient Care Technician Training Program

Loyola nurse leaders have developed an in-house curriculum to train and state-certify nursing assistants, known at Loyola as “Patient Care Technicians” (PCTs). There are many PCT job vacancies but the high cost of obtaining the required certification—typically around \$1,500—often serves as a barrier to would-be PCTs. This in-house PCT certification program will create subsidized access to the required training and will confer nursing assistant certification valid for jobs at Loyola and across the state of Illinois. The first cohort of trainees currently in class is comprised of internal Loyola staff from support departments such as Dietary, Environmental Services, and Patient Transport who would like to change careers or explore a patient care role. Loyola also received a \$250,000 AmeriCorps grant to support training and living stipends for PCT candidates selected from the community. Human Resources and partner organizations will work together to develop a pipeline program that identifies and prepares interested community members to enter future cohorts of the PCT training and become members of Loyola patient care teams.

\$250k
AMERICORPS GRANT RECEIVED
TO SUPPORT PCT TRAINING

Cristo Rey Work Study Program

Cristo Rey is a national network of 35 Jesuit high schools that provide education and professional work experience to children of families with significantly limited financial means. This network is known for their work-study program that offsets tuition costs by creating one-day-a-week work opportunities in professional settings during which students learn interpersonal and professional employment skills. Loyola Medicine is one of the longest standing partners of the Cristo Rey program, employing 10-15 students at a time. All students involved in the Loyola Medicine work-study program have matriculated to four-year colleges and some graduates have gone on to work at Loyola Medicine.

100%
LOYOLA MEDICINE WORK-STUDY
PROGRAM STUDENTS ARE
COLLEGE-BOUND

PILLAR 2

Support community partnerships to improve health and safety of public environments

Sojourner House

Patients experiencing homelessness are often discharged from the emergency department because they are either no longer sick enough to continue their stay at the hospital or they do not qualify to be sent to a skilled nursing facility. As a result, they return to the streets or shelters with unresolved acute or subacute conditions and are subsequently more likely than other patients to return to the ED. This results in higher hospital and ambulatory costs, longer length of stays and higher readmission rates.



Loyola Medicine’s MacNeal Hospital recently partnered with Housing Forward, the Oak Park Housing Authority, and the Oak Park Residence Corporation to open transitional housing for homeless patients who need additional time to recuperate in a supportive environment after hospital discharge. Known as “medical respite,” Sojourner House provides a limited-time housing alternative to shelters or streets that are not conducive to healing and recovery. Sojourner House offers five separate apartments and a coach house unit and is open to men, women, and families facing homelessness after hospital discharge. MacNeal provides any additional follow up clinical care that the patients may need and community partners connect the patients to permanent supportive housing and appropriate social services.

Since opening in August, 2019, Sojourner House has been full, with several patients subsequently becoming stably housed as a result of their stay.



VeggieRx

Through a partnership with Chicago Botanic Garden-Windy City Harvest’s Connecting Urban Farmers program, Proviso Partners for Health (PP4H) and Loyola University Health System are delivering VeggieRx to SNAP clients in West Suburban Cook County. The Chicago Botanic Garden’s Windy City Harvest secured a four-year (2018-2022) Food Insecurity and Nutrition Incentive (FINI) grant from the U.S. Department of Agriculture.

Serving residents of Maywood and other Proviso communities experiencing food insecurity since launching in 2018, the program has now expanded to clinics and hospitals within the Loyola University Health System network, including the Elmwood Park clinic. The three-pronged strategy improves dietary habits by educating SNAP recipients with diet-related disease about the health benefits of a plant-rich diet, increasing the purchase and consumption of fresh, locally produced fruits and vegetables using SNAP benefits, and promoting SNAP participants' self-efficiency to prepare plant-based meals through nutrition education and cooking demonstrations.

Smart Routes to School

In collaboration with local parents, Proviso Partners for Health and local nonprofits Strengthening Proviso Youth (SPY) and the Center for Spiritual and Public Leadership, Loyola Medicine successfully advocated for municipal funding of the "Smart Routes to School" program. SPY has hired a coordinator and eight part-time staff members from the community who will be trained and remain present and vigilant along popular student walking routes that historically lack formal adult supervision. The initiative began with four primary walking routes to and from District 89's Irving Middle School in August 2019.

PILLAR 3 Prioritize key in-hospital clinical practices to address unmet needs

Trauma Recovery Center

Loyola Medicine has joined Heartland Alliance, Rush University Medical Center, the Institute for Nonviolence Chicago, Metropolitan Family Services, and other partners to develop a Trauma Recovery Center (TRC) service model for the Austin and West Garfield Park neighborhoods of Chicago. Originating at the University of California San Francisco (UCSF) Medical Center, the Trauma Recovery Center model comprises a coordinated network of intensive outreach, case management, and evidence-based mental health services for survivors of violent crime. The Illinois Criminal Justice Information Authority (ICJIA) recently awarded the consortium a planning grant. With guidance from local experts, ICJIA, and UCSF, this partnership will aim to help crime victims heal and disrupt the cycle of violence that can result from unresolved trauma.

The TRC model addresses both the psychological and tangible needs of violent crime victims and their families, particularly those in underserved groups. The model uses coordinated and comprehensive clinical case management to provide trauma-informed, evidence-based mental health services. Research indicates violent crime victims have a significant need for specialized mental health treatment and psychological services. For some victims, debilitating symptoms emerge and persist for years, impacting their overall functioning and quality of life. Trauma symptoms, such as a fear of leaving one's home, may cause financial burden, emotional distress, or social isolation that impact long-term safety and stability. These symptoms, as well as stereotypes about mental health, shame and embarrassment, or fears about being believed, can create a reluctance to engage in services, specifically mental health treatment. Vulnerable and

underserved populations, such as young people of color, the homeless, LGBTQ+ people, people with chronic mental health issues and/or substance use disorders, non-English speaking people, and those living in poverty, also face substantial barriers to treatment access. These barriers include, but are not limited to, a lack of transportation or childcare, language accessibility, and social stigma or norms about seeking help. An ICJIA victims needs assessment confirmed these barriers to treatment, and identified a lack of services that are sensitive to the needs of vulnerable victims.

Naloxone Mist Training for First Responders

Loyola Medicine's Emergency Medicine Department has partnered with Cook County's Department of Homeland Security to provide training on Naloxone mist to first responders throughout the western suburbs of Cook County. To date, more than 30 Cook County police departments and over 5,000 officers have been trained. The nasal spray dosage used by first responders is higher and more effective than the over-the-counter version. Additionally, compared with an injectable version, the nasal spray is easier to use, costs less, absorbs as quickly and triggers a milder reaction on patients. Loyola's training program is one of the first in the state to have direct medical oversight.

Gateway Foundation provides education, creates continuing care plans, and makes firm community referrals once individuals are released from the hospital.

Gateway Foundation Emergency Room Partnership

LUHS has partnered with Gateway Foundation to establish recovery coaches and counselors in our three Emergency Rooms for a "warm handoff" of patients that present with heroin or other opioid use. The emergency medicine doctors are able to immediately connect these patients to Gateway's coaches to provide education, create a continuing care plan, and make firm community referrals once the individual is released from the hospital. Severity of substance use and appropriate level of post-release care is identified through Drug Abuse Screening Test (DAST). Coaches follow up with patients on their resource referrals or make subsequent attempts to engage patients who initially refuse assistance after release from the hospital.



PILLAR 1 Increase local workforce commitment to reduce economic hardship

Local Hiring

Northwestern Medicine (NM) continues to participate as an anchor institution in the Chicago Anchors for a Strong Economy (CASE) program to identify opportunities to increase hiring from vulnerable populations, including the target HEAL communities. In 2019, NM had 459 total hires from the HEAL zip codes. This accounted for nearly 22.5% of the total number of new hires for all NM positions in its Chicago campus (which includes the Northwestern Memorial Hospital (NMH) campus as well as its physician offices and immediate care centers). Overall, 19.2% of NM's total Chicago workforce were from the target HEAL communities in 2019. Looking ahead, NM and its Diversity Council will continue working towards the goal of increasing the percentage of its workforce who live in the target HEAL communities by 15% by 2021.

459

TOTAL HIRES FROM HEAL NEIGHBORHOODS IN 2019

Local Purchasing

NM continued to work with CASE and its vendors to identify ways to achieve the targeted 20% increase for this metric by 2021. In FY 18, NM spent \$11.2 million on supplies and services purchased from companies based in one of the target Chicago HEAL zip codes. As of the date of this report, 2019 data was not yet available from CASE.

Workforce Retention

NM continued to support efforts for career advancement and growth opportunities to foster local workforce retention. NM continued to: (i) implement strategies to further engage its employees and increase their ability to access the training, career advancement and growth opportunities provided via the NM Academy, and (ii) engage in strategies to determine the leading causes of employee turnover. In 2019, 505 NM employees living in the target HEAL communities received promotions at NM, a 5.2% increase over the previous year.

505

EMPLOYEES FROM HEAL NEIGHBORHOODS RECEIVED PROMOTIONS IN 2019

Workforce Development

NM continued to support youth summer employment, workforce development and apprenticeship programs to promote careers in the healthcare field and para-professional roles to students in the target Chicago HEAL zip codes. This includes ongoing, comprehensive on-the-job

training and youth programs that expose high school students to potential healthcare careers. Additionally, comprehensive internships and fellowships for college students and post-graduates are offered in both clinical and administrative settings.

NM Scholars

NM partners with Chicago Public Schools (CPS) and Westinghouse College Prep Academy through which NM clinicians serve as mentors to: (i) prepare participating students for college, and (ii) provide the tools necessary to further these students' interest in a career in the health sciences. The program includes mentoring, an intensive summer program, distance learning, ACT test preparation, and leadership and life skills development. There were 18 participants in the program in Fiscal Year (FY) 2019, and more than 56 students have participated in the program since it was established 10 years ago.

56

STUDENT PARTICIPANTS

The NM Scholars program includes mentoring, an intensive summer program, distance learning, ACT test preparation, and leadership and life skills development.

NM Discovery Program

In the NM Discovery Program, students participate in activities that encourage their interest in health careers, foster character and professional development, cultivate life skills and engage in community services. Throughout the two-year program, students are exposed to a broad range of activities designed to encourage their interest in healthcare careers. In FY 2019, 52 students participated in the NM Discovery Program. Additionally, each summer a select number of NM Discovery students are offered internships in various NMH departments. In FY 2019, NMH hosted eight summer interns from the Discovery Program.

52

STUDENT PARTICIPANTS

PILLAR 2

Support community partnerships to improve health and safety of public environments

NM continues to support programs that provide home visiting, case management, youth mentorship and/or violence interruption services.

Stop the Bleed

Recognizing the potential of empowering trauma bystanders to become first responders, Mamta Swaroop, MD, a trauma surgeon at NMH, created, in January 2017, the Chicago South Side Trauma First Responders Course. The course aims to teach Chicagoans how to stop the bleeding

of a gunshot or stabbing victim, while maintaining safety in dangerous situations. Dr. Swaroop devised the idea after having multiple patients die from blood loss before they arrived at the hospital. She noticed that many wounds, specifically to a victim's arms or legs, may have been survivable had they been properly bandaged.

The Chicago South Side Trauma First Responders Course is the first of its kind in Chicago. The free, three-hour course is offered to the general public and gives participants the skills, knowledge and confidence they need to provide rapid and effective first aid to trauma victims. Participants learn how to tie a tourniquet with a T-shirt or scarf, put unconscious individuals in the side-tilt recovery position, safely transport people who cannot walk on their own, and other simple, but essential, techniques that can save the victim precious minutes. So far, the lifesaving skills offered by the course have been taught to more than 150 adults and teens.

150

ADULTS AND TEENS TAUGHT
LIFESAVING SKILLS

NM continues to engage in strategies to help bridge the gap for patients who need help not only in stabilizing their medical needs, but also in their life needs.

Behavioral Health Partnerships

NM continues to engage in partnerships with its Federally-Qualified Health Center (FQHC) partners—Erie Family Health Centers (Erie) and the Near North Health Services Corporation (Near North)—to promote the co-location of behavioral health services. Through these efforts, NM helps bridge the gap for patients who need help stabilizing both their medical and life needs.



Co-locating Primary and Behavioral Care

NM continues to engage in strategies to help bridge the gap for patients who need help not only in stabilizing their medical needs, but also in their life needs. In 2019, NM's Transitional Care Clinic treated 52 patients who live in HEAL designated zip codes. These patients were seen in NMH's ED and had no medical home. The clinic's services include integrated behavioral health, thus enabling patients with psychosocial needs to receive care in one location. This has particularly helped our homeless patients, who often suffer from serious mental health issues.

52

HEAL NEIGHBORHOOD
PATIENTS TREATED

The Norman and Ida Stone Institute of Psychiatry outpatient clinic launched in January 2019 and focused on increased primary care coordination for individuals with serious mental illness.

In 2019, NMH continued to support the delivery of primary care services within the Norman and Ida Stone Institute of Psychiatry outpatient clinic. The goal of this initiative is to improve access to primary care and care coordination for individuals with serious and persistent mental illness; promote healthy lifestyles including counseling on healthy eating, exercise, and tobacco cessation; and, implement guideline-based screening for common medical disorders in a chronically mentally ill population. The pilot launched in January 2019 and focused on increased primary care coordination for individuals with serious mental illness. NM is in the process of collecting baseline data and anticipates increased access and engagement around preventable cardiac disease risk factors such as weight reduction, tobacco cessation and lipid control will enhance the overall health and well-being among this patient population.

Collaborative Behavioral Health Program

In 2019, NM continued to support the Collaborative Behavioral Health Program (CBHP) at 12 Northwestern Medical Group (NMG) primary care clinics (PCPs), the goal of which is to strengthen the linkage between primary care and mental health by improving access and reducing obstacles to mental health services. The program brings psychiatric care to patients by embedding behavioral health screenings and services within the primary care setting. If the patient is a fit for the program based on depression screening scores and symptoms, the PCP refers the patient to a behavioral healthcare manager, who then coordinates treatment with the consulting psychiatrist and communicates the plan to both the PCP and the patient. Initial data shows that PCPs in CBHP clinics are screening for depression at a rate 57% greater compared to PCPs in clinics without CBHP; and, patients who engage in CBHP demonstrate, on average, a 44% improvement in their depression symptoms.

44%

IMPROVEMENT IN PATIENT
SYMPTOMS

Impacting the Homeless

NM Housing Initiatives

One basic and powerful social determinant of health is access to safe, quality housing and the supports necessary to maintain that housing. To help address this need, NM's Transitional Care Clinic continued to collaborate on two housing pilots with the Center for Housing and Health (CHH) and Thresholds, which are Chicago-based social, mental health and housing service providers.

Through these pilots, eligible patients are provided with supportive housing, ongoing case management and additional support services.

Operation Warm Blanket

Operation Warm Blanket (OWB) was a joint pilot program between NMH, Thresholds and the Lawson House. Through this program, willing patients are brought to NMH's Transitional Care Clinic from the emergency department for an intake assessment, warm breakfast and an introduction to the clinic. Staff then screen patients for housing at the Lawson House and make referrals to shelters, food pantries, soup kitchens, clothing outlets, substance use treatment programs and community mental health resources. Given the positive impact of this pilot, NMH has decided to continue Operation Warm Blanket and once construction of Lawson House is complete, plans to purchase additional beds for eligible patients. Over 265 patients have to date been cared for via this program.

265
PATIENTS CARED FOR

Safe Haven & Gun Free Zones

NM continued to serve as a Safe-Haven hospital and, pursuant to State law, maintain itself as a gun-free campus.

Community Health Fairs

Health Resource Fairs

In 2019, NM continued to partner with community-based organizations to conduct three community health fairs in the West Humboldt Park community—the goals of which are to help increase knowledge of and access to wraparound services, as well as to provide a safe space for residents to interact and socialize, which helps to reduce violence. In 2019, these resource fairs reached approximately 1,200 attendees.

1,200
HEALTH FAIR ATTENDEES
IN 2019

PILLAR 3 Prioritize key in-hospital clinical practices to address unmet needs

Trauma-Informed Hospital

NMH identified “Violence and Community Safety” as a priority need within its 2019 Community Health Needs Assessment (CHNA) and adopted “Trauma-Informed Care” as a strategy for NMH’s 2019 CHNA Implementation Strategy. NM’s trauma-informed hospital workgroup continued membership on the Trauma-Informed Working Group of the Alliance for Health Equity (co-led by the Health & Medicine Policy Research Group and CDPH). The effort consists of 19 Chicago-area hospital systems working to become trauma-informed and strategically advance the City of Chicago’s goal to make Chicago a trauma-informed city.

Trauma-Informed Post-Injury Counseling

NM continued to engage in and support trauma-informed post-injury counseling and community based management programs to help bring healing to victims of violence. Through these programs, more than 40,000 individuals have been touched.

40k
INDIVIDUALS TOUCHED
BY NM PROGRAMS

Acclivus

NM partners with Acclivus, previously known as Cure Violence or CeaseFire, to reduce retaliatory actions following violent trauma. As one of only five level I trauma centers in Chicago, NMH provides care to hundreds of Chicago residents who have violence-related traumatic injuries each year. This collaboration integrates Acclivus’ intervention services into the treatment protocol for appropriate violent trauma cases.

TURN (The Urban Reliance Network)

Together with BrightStar Community Outreach (BSCO), the University of Chicago Medicine, Sinai Health System and the United Way, NM continued to support trauma counseling and resilient experience training in the greater Bronzeville community—a community plagued by persistent violence. This includes the BSCO Trauma Helpline, which was successfully launched in July 2017 and to date has received 400 calls. Also, BSCO continues to build capacity and has completed training of a second cohort of faith and community leaders capable of staffing the Trauma Helpline and has trained an extensive network of Community Ambassadors who directly engage with community members impacted by trauma by holding prayer circles and providing information about available trauma services. To date, BSCO’s Ambassadors have touched more than 40,000 community members. Additionally, BSCO has worked with CPS Network 9, the Chicago Police Department (CPD), local funeral staff and other neighborhood entities to build resilience and trauma-informed counseling within the community.

400
TRAUMA HELPLINE
CALLS SINCE 2017

Resilience Partnership

NM partners with Resilience (formerly known as Rape Victims Advocate) to provide services to survivors of sexual assault and domestic violence cared for in the hospital Emergency Department and OB triage/delivery unit.

Opioid Reduction

NM continued to implement its opioid reduction initiative, the goal of which is to reduce opioid prescribing to NM surgical patients. In 2019, guideline-adherent post-operative prescribing increased to 73% (compared to 17% for the previous year); over 1,900 NMH providers completed the clinician education modules and 64% of learners indicated they intend to make clinical practice changes due to the module. Through the National Prescription Drug Take Back Days hosted at various NM hospital sites, more than 1,300 pounds of prescription drugs were collected from community members. The Take Back Day also involved extensive media coverage and publicity, increasing awareness about prescription drug safety throughout neighboring communities.

73%

GUIDELINE-ADHERENT
PRESCRIBING IN 2019

1,300+

POUNDS OF PRESCRIPTION
DRUGS COLLECTED

NM is currently adapting strategies implemented in General Surgery, in addition to other surgical specialties across the health system, to reduce opioid prescribing levels.

Collaborations and Data Sharing

NM continued to work with the Alliance for Health Equity to develop a common data sharing infrastructure and platform across hospitals and relevant stakeholders, the goal of which is to coordinate services, identify trends and improve patient care.

Chicago Gun Violence Research Collaborative

In 2018, NM participated in the Chicago Gun Violence Research Collaborative.

Illinois Perinatal Quality Collaborative

NM continued to participate in the Illinois Perinatal Quality Collaborative (IPQC) as both a member and sponsor (the IPQC is housed at NM's Institute for Public Health and Medicine). Also, NM continued to provide bias and competency training to its clinical staff.

PILLAR 1 Increase local workforce commitment to reduce economic hardship

Local Hiring

Rush has established an organizational goal to increase local hiring from the West Side and has a dedicated West Side hiring manager. Rush collaborates with two community-based partners (Skills for Chicagoland's Future and Cara) to increase local hiring for entry-level positions. Rush also partners with other organizations to source local talent and, when appropriate, reverse refer candidates to other partners for employment. In CY 2019, Rush expanded its efforts to include job readiness workshops and résumé reviews at 11 organizations on the West Side.

Local Purchasing

Rush has organizational goals to increase purchasing from the West Side. Rush has partnered with Together Chicago and Chicago Anchors for a Strong Economy to identify and contract with vendors at the hyper-local level. In CY 2019, Rush engaged with Concordance Healthcare Solutions, a medical-surgical supply distributor, to locate their distribution center in Rush's Anchor Mission (AM) community and commit to hiring its warehouse staff from local communities. In 2019, Rush engaged with Fooda for cafeteria services with goals to increase spend in the AM communities.

Career Pathway Program

Rush has launched a two-year Medical Assistant (MA) career pathway program for full-time employees to fill high-demand medical assistant jobs. The program is in partnership with



community groups and public institutions. Rush has launched a pathway for underemployed youth between the ages of 18 and 26 to become patient care technicians (PCT) in partnership with Skills for Chicagoland's Future.

Health IT Program

The Health IT program provides students with training, employability skill development, and internship and certification opportunities for Epic, an electronic medical records system that is used by many hospitals and healthcare providers nationally.



MedSTEM Pathway and College Workforce Development Program

The MedSTEM Pathway program provides high school students with academic enrichment, employability skills, personal development and internships. This is both an academic year and summer program. The College Workforce Development Program provides college students with internships and/or research experience focused on community health equity.

Rush-MXC Summer Enrichment Program

The Rush-MXC Summer Enrichment Program is an eight-week program to provide experiential learning opportunities to health sciences-bound students at Malcolm X College (MXC) through exposure to the various allied health professions.

Rush-City Colleges Apprenticeship Program

The Rush-City Colleges Apprenticeship Program is for students enrolled in degree programs at City Colleges to “earn while they learn,” accelerating their careers and providing the opportunity to integrate real-world experiences with classroom instruction.

PILLAR 2

Support community partnerships to improve health and safety of public environments

Rush’s Adverse Childhood Experiences-Home Visiting Program

Rush developed the program to bridge pregnant and parenting women who have experienced childhood adversity to evidence-based home visiting and doula programs in their own communities. This program was developed with the support of the Illinois Maternal Infant Early Childhood Home Visiting program, the Ounce of Prevention Fund and seven West Side community-based home visiting programs. Rush has been selected as one of the four pilot hospitals to participate in Family Connects Chicago, a service that will provide free nurse home visits to Chicago mothers of newborns.

School-Based Health Centers

Rush has sponsored three school-based health centers (SBHCs) since 1996, including Richard T. Crane Medical Prep High School, Rezin Orr Academy High School and recently, in 2011, Simpson Academy for Young Women. In the 2018-19 school year, Rush SBHCs launched a new program of behavioral health services at each of its three sites that colocated and integrated behavioral health providers and services at each site. West Side United (WSU) has funded Esperanza Health, Access Health and Community Health to colocate behavioral health services on the West Side.

Chicago Neighborhood Rebuild Pilot Program and Better Health Through Housing

Rush invested a total of \$2.8 million between July 2017 and December 2019, including in the Chicago Neighborhood Rebuild Pilot Program, the Hatchery project, and Harvest Homes. Rush has committed to investing \$3.25 million in CY 2020 in West Side

projects. Rush partnered with other hospitals to award a total of \$585,000 in small grants to small businesses on the West Side of Chicago between July 2018 and January 2020. Rush has partnered with the Center for Housing and Health on its Better Health Through Housing initiative to house six of our chronically homeless patients in this pilot initiative.

\$3.25m

INVESTMENT COMMITMENT BY
RUSH FOR CY 2020

Safe Havens and Safe Passage Zones

Rush met with the Chicago Public Schools Chief of Safety and Security and determined that the greatest need is for partnership around violence prevention and mental health services support. Rush worked with school-based health centers to offer referral services for behavioral health needs and set up a plan to offer mental health first aid training to educators and parents in two partner schools.

Health and Wellness Fairs/Community Outreach

Rush has a longstanding commitment to health and wellness fairs and other community outreach activities on the West Side of Chicago, including: our city-wide back-to-school health fair, heart health screenings, first ladies health screenings, certifying youth on CPR and health education, respiratory health screenings, the 5+1=20 Youth Service Corps, and West Side Wellness Walks.

PILLAR 3 Prioritize key in-hospital clinical practices to address unmet needs

Collaborative Care Team

The Collaborative Care Team (CCT) is a payer-agnostic multipronged approach that assists patients identified with depressive symptoms in the clinic setting to gain access to mental health services. The CCT is composed of social work care managers, licensed clinical social worker psychotherapists and consulting psychiatrists who collaborate with the primary and specialty care teams.

Trauma-Informed Hospital Collaborative

Rush has been participating in the Trauma-Informed Hospital Collaborative convened by Alliance for Health Equity for about two years. From this work, a Trauma-Informed Learning Collaborative looked at best practices for frameworks and actions for becoming a trauma-informed organization. More information will be added in a follow-up report.

Prescribing Opioids

Rush has Linking Education and Performance programs for providers every year on prescribing opioids and has taken several actions around this topic. Rush has made significant intentional strides in the past three years in reducing both the frequency and overall number of prescribed opiates in our primary care clinics and emergency department settings.

Lead Levels

Children’s healthcare providers at Rush (pediatrics, family medicine) routinely screen all children at well-child health visits at either their nine- or 12-month visit, and again at either their 18- or 24-month visit. In CY 2019, Illinois Department of Public Health revised its recommendations to include screening for lead at age 3, even if previously tested as recommended, if the child resides in the City of Chicago.

Age 3
REVISED LEAD SCREENING AGE

Medical Home Network Portal (MHN) and Chicago Area Patient Centered Outcomes Research Network (CAPriCORN)

Rush partners with MHN and utilizes MHNConnect, which provides live Admit-Discharge-Transfer feeds whenever a CountyCare patient is hospitalized or seen in the emergency department at any of the portal partner hospitals. CAPriCORN is a partnership of research institutions, clinicians, patients and patient advocates with a mission to develop, test and implement policies and programs that will improve healthcare quality, health outcomes and health equity for the richly diverse populations of the metropolitan Chicago region and beyond. Rush is one of the partners of this network.

Chicago Gun Violence Research Collaborative

From an early stage, Rush has been engaged with the Sinai Urban Health Institute’s Chicago Gun Violence Research Collaborative (CGVRC). Rush and DePaul University cofounded the Center for Community Health Equity. Rush provided faculty support in developing and implementing the CGVRC Fellowship program as the only program without a public health school.

Illinois Perinatal Quality Collaborative

Rush is part of the Illinois Perinatal Quality Collaborative and has established protocols for antenatal consults, rooming infants with mothers, and prolonged hospitalization if required and for opiate-exposed infants which have reduced length of stay.

Implicit Bias and Cultural Competency Training

Rush leaders are required to complete implicit bias and cultural competency training as part of Rush’s five-year diversity and inclusion strategy. Overall, 509 employees in CY18 and 699 employees in CY19 have completed the training.

699
EMPLOYEES TRAINED IN 2019

PILLAR 1 Increase local workforce commitment to reduce economic hardship

Workforce

Sinai Health System-member institutions have made significant contributions toward engagement of residents in HEAL communities and their employment. During Sinai's 2018 fiscal year, 63 employees—almost 5% of Sinai's 1,291 new hires—were hired from HEAL communities. Of greater consequence was Sinai's historical commitment prior to that date. Of Sinai's 3,928 employees, 958, or 24.4%, reside in these communities.

24.4%
OF SINAI EMPLOYEES LIVE IN
HEAL NEIGHBORHOODS

In West Chicago communities near Sinai's north campus and Mount Sinai Hospital, over 370 employees, or over 9.4% of our workforce, were residents. In southwest communities shared between Mount Sinai and Holy Cross Hospital, over 10% were residents. In south Chicago communities closer to the Holy Cross campus, 4.5% were residents. We suspect this smaller percentage reflects the greater distance of those communities from Holy Cross and its smaller employee base.

In 2019, Sinai hired 576 people, with 26 residents, or 4.5%, from the target communities.

Career Advancement and Growth Opportunities

Sinai has implemented two programs to advance common interests in area workforce development and retention and is starting new initiatives with the support of local foundations. As part of the Chicago Healthcare Workforce Collaborative (CHWC), the Safer Foundation is providing technical assistance to review Sinai's workforce policies, procedures and practices and to assist in developing recommendations that encourage hiring of persons with arrest and criminal records. Safer and Sinai met on March 18, 2019 and began an eight-week process involving interviews, document collection and review, reporting, and recommendations. Sinai began a medical assistant pathway program with Malcolm X Community College—with three people enrolled in the two-year program. A new cohort enrolled in the spring of 2020. A certified nursing assistant pathway program started in the spring.

In collaboration with the Anixter Center, the Safer Foundation, Southside Occupational Academy and UChicago Medicine, Sinai launched a Kessler Signature Employment Grant titled "Inclusive Pathways Chicago" on January 19, 2019.

Sinai Health System

In this two-year demonstration project, Sinai and other participants are examining barriers and have begun to:

- Increase hiring and retention of persons with disabilities, including those with prior justice system experience;
- Create and deliver education tools;
- Establish training and referral pipelines; and
- Eliminate gaps in service and employment opportunities.

The Sinai Pathway Community Retention Program serves caregivers in the HEAL zip codes by connecting them with entry-level positions and tracking their first year of employment at 30, 60 and 90 days, then again at one year. Workshops address basic skills, disputes, time management, dressing for work, etc. Twenty-eight individuals were engaged by July 2019 and 47 are enrolled so far for 2020. Sinai sought and received a JPMorgan Chase Challenge Grant to promote health system collaboration for underserved individuals and expand pathway and other initiatives. UChicago Medicine, Advocate Aurora Health and Sinai are identifying pathways in the HEAL communities to prepare residents for careers in healthcare.

47

CAREGIVERS ENROLLED
SO FAR FOR 2020

PILLAR 2

Support community partnerships to improve health and safety of public environments

Deliver trauma-informed, community-based counseling and peer support services across all target neighborhoods, including through home visiting programs, case management, youth mentorship programs and violence interruption programming.

Sinai has a variety of programs that support various trauma-informed services for special populations and community residents in the targeted communities and within Sinai's service area. Examples include:

- Sinai Community Institute (SCI), a non-profit community and social services organization, conducts home visits to seniors.
- SCI offers youth mentorship programming to at-risk adolescents identified through local schools as part of a mentoring initiative created by former Chicago Mayor Rahm Emanuel.
- Each Sinai hospital offers case management programs, with Mount Sinai and Holy Cross particularly focused on complex chronic illnesses and behavioral health. Schwab Rehabilitation Hospital addresses special case management needs for persons with disabilities.
- Mount Sinai's Under the Rainbow Child and Adolescent Behavioral Health program offers trauma-informed counseling with a team of psychologists, psychotherapists and social

workers. Sinai's Adult Behavioral Health program located in both Mount Sinai and Holy Cross offers trauma-informed services through its crisis stabilization, outpatient and acute in-patient services.

In late 2019, Sinai was approved to develop and implement a new Trauma Recovery Center building on Sinai's Level I Trauma Center, as well as varied behavioral health programs.

As part of this implementation, in 2020 we will:

- Introduce a broad advisory and coordination group;
- Adapt a protocol pioneered in San Francisco for Chicago;
- Deploy a broader array of assessment tools;
- Select and train specialists for the Trauma Center;
- Develop linkages that address social determinants of health; and
- Provide victims with access to primary care, medical supplies and emergency funds.

Sinai community health workers have screened patients entering Mount Sinai Hospital's emergency department for food insecurity, housing insecurity, transportation challenges, utility needs, and access to primary care and insurance coverage.

Sinai and the Sinai Urban Health Institute are engaged in the leadership of West Side United's ConnectED, a population health management initiative that enhances connection between the healthcare and social service systems and more strongly aligns medical, public health and social systems. ConnectED standardizes social determinants screening within West Side United's member emergency departments (EDs), thus increasing connections between EDs and community-based organizations, connecting patients to support services, and collecting essential data to identify the social and health needs of West Side patients and gaps in community resources. Since April 2019, Sinai community health workers have screened patients entering Mount Sinai Hospital's ED for food insecurity, housing insecurity, transportation challenges, utility needs, and access to primary care and insurance coverage. ConnectED has four participating health systems and over 50 community-based organizations to which patients with social or medical issues are connected.

Train all hospital intake staff and primary care practitioners in behavioral health and trauma screenings and communicating with patients on firearm safety.

Sinai's Behavioral Health Department sees on average 150 new clients each month, and approximately 85% of these patients have been victims of trauma. All clinicians employed in the department have been trained to deal with victims of trauma utilizing dialectical behavior

150
NEW CLIENTS SEEN
EACH MONTH

therapy skills for both individual and group sessions. Clinicians are also trained to engage clients utilizing the Trauma Recovery and Empowerment (TREM) model for men and women. Sinai has utilized the TREM model for the past 10 years and regularly provides training for new clinicians as part of the onboarding process. Seeing that such a large percentage of clients served face trauma, clinical supervision is a crucial aspect of therapeutic practice for Sinai.

Sinai will seek funding and partnerships to develop several broad areas of competency among our program caregivers, including:

- Values and attitudes of the caregivers;
- Competency in communications with fellow caregivers, clients, families and other providers;
- Modeling of appropriate behavior for the clients and others;
- Creation of trust, respect and cultural sensitivity so the client engages and sustains their participation in care;
- Improvement in knowledge about signs, symptoms and manifestations of trauma coping skills that may be reflected as problematic behavior; and
- Improvement in skills and abilities needed to provide trauma-informed care.

Sinai's Schwab Rehabilitation Hospital offers victims emotional support, individual and group counseling, crisis intervention and safety planning, legal and other systems advocacy, crisis hotline, life skills training, information about their rights, and support in securing accessible transportation.

Establish trauma-informed post-injury counseling and community case management programs to support long-term healing for all appropriate victims of violence.

Sinai's Schwab Rehabilitation Hospital has offered domestic violence and post-injury counseling and community case management program for over a decade. The program offers victims emotional support, individual and group counseling, crisis intervention and safety planning, legal and other systems advocacy, crisis hotline, life skills training, information about their rights, and support in securing accessible transportation. The domestic violence program has provided support and information to thousands through a hotline. Over 500 victims have received direct services. Domestic violence coordinators focus on the emotional and psychological impact of violence on clients and families and offer them an opportunity to discuss the trauma they experienced in a safe, non-judgmental environment.

500+
**VICTIMS HAVE RECEIVED
DIRECT SERVICES**

Improve physical neighborhood vitality by supporting affordable housing pilot programs for the homeless, housing renovations, restoration of vacant lots and community garden development.

In 2019, Sinai committed and is currently constructing an Ogden Commons project, which will provide 266 Chicago Housing Authority mixed-income rental housing units, 18,500 square feet of retail space, 45,000 square feet of commercial space and streetscape improvements in Lawndale.

266

NEW MIXED-INCOME
RENTAL HOUSING UNITS

Sinai is establishing councils to address maternal and child health issues and serve as a foundation for impacting workforce development, housing and trauma.

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.

Sinai and the Illinois Public Health Institute convened the Chicago Gun Violence Research Collaborative to mobilize Chicago's top academic researchers and community engagement experts to reduce and prevent gun violence.

In 2019, Sinai mobilized a number of partners, including:

- ACCESS Community Health Network;
- Chicago-Kent College of Law;
- Cook County Health & Hospitals System;
- DePaul University;
- Illinois Institute of Technology;
- Loyola University Chicago;
- Ann & Robert H. Lurie Children's Hospital of Chicago;
- National Louis University;
- School of the Art Institute of Chicago;
- Syracuse University;
- University of Illinois at Chicago.

Sinai is energetically seeking to expand linkages across its service area, including the HEAL zip codes, in 2020. It has already sought funding in collaboration with Federally Qualified Health Centers, West Side United, Southwest Organizing Project and others to establish Family Connects Chicago Pilot: Regional Community Alignment Councils in west and southwest community areas. The councils will address maternal and child health issues and serve as a foundation for impacting workforce development, housing and trauma.



AT THE FOREFRONT
UChicago
Medicine

PILLAR 1 Increase local workforce commitment to reduce economic hardship

As an engaged, anchor institution, UChicago Medicine puts tremendous focus on advancing economic and social progress in neighboring communities, particularly through employment. UChicago Medicine is committed to improving the economic health of its surrounding communities by providing better access to career opportunities through dedicated local hiring and workforce development efforts.

Targeted Local Hiring

UChicago Medicine has 12 targeted zip codes in the South Side that define UChicago Medicine’s Service Area (UCMSA). As of July 2019, approximately 21% of UChicago Medicine’s current employee population resides within the UCMSA. During UChicago Medicine’s 2019 fiscal year, 334 people were hired from these communities, almost 13% of total hires. In addition, UChicago Medicine maintains a one-year retention rate of 90.25% for hires sourced from the 12 targeted zip codes. In regards to HEAL’s targeted neighborhoods, UChicago Medicine hired 522 people from HEAL communities in 2019, representing 28% of total hires.

UChicago Medicine continues to invest in local hiring strategies and partnerships with community based organizations, such as Skills for Chicagoland’s Future and the Cara Program. On average, UChicago Medicine welcomes up to 100 hires annually through Skills for Chicagoland’s Future, of which 68% are sourced from UChicago Medicine’s 12 targeted zip codes. In 2019, UChicago Medicine was awarded the “Good Neighbor Award” for the University of Chicago and UChicago Medicine’s involvement with the Cara Program. Annually, 50-60 undergraduates of The University of Chicago participate in social purpose experiences with Cara through the Summer Business Scholars program. In addition, The University of Chicago Booth School of Business students attend Cara board meetings and work on a strategic project with Cara through the Board Fellows program. In 2019, UChicago Medicine made 26 job placements, of which 73% reside in the UCMSA. This included a partnership with Cara Connects to hire candidates on a contract basis for the recently launched adult trauma program, providing temporary opportunities for around 18 Cara graduates, some of whom went on to permanent roles. Roles range from entry-level clinical to administrative, support services and ambulatory.

21%

**OF UCHICAGO MEDICINE’S
EMPLOYEES LIVE IN UCMSA
NEIGHBORHOODS**

28%

**OF 2019 NEW HIRES LIVE IN
HEAL NEIGHBORHOODS**

73%

**OF 2019 UCHICAGO
MEDICINE’S JOB
PLACEMENTS LIVE IN
UCMSA NEIGHBORHOODS**

UChicago Medicine also supports local hiring through outreach and community events. In 2019, UChicago Medicine participated in a UChicago Local-led job fair that hosted over 300 local South Side residents. In addition, in 2019 UChicago Medicine participated in a job skills training event with Skills for Chicagoland's Future to support the local community.

Healthcare Career Pathways

In 2019, UChicago Medicine entered its third year as the co-chair of the Chicago Healthcare Workforce Collaborative, a consortium of healthcare employers and strategic partners committed to solving shared workforce challenges to improve the economic hardships of the underserved in our local communities. From this collaborative the Medical Assistant Pathway Program (MAPP), a fully funded career pathway program for current full-time employees was launched. In 2019, UChicago Medicine employee participants of MAPP began their last semester of the program, a 16-week externship on the UChicago Medicine campus. Upon graduation, MAPP employee participants will be qualified to join one of the fastest growing job fields in the country as a Certified Medical Assistant at UChicago Medicine.

Medical Assistant Pathway Program employee participants will be qualified to join one of the fastest growing job fields in the country as a Certified Medical Assistant at UChicago Medicine.

Further, in 2019, UChicago Medicine, in partnership with two other health systems, was awarded the Chicago Workforce Challenge Grant, presented by JP Morgan Chase. This collaboration with two other hospitals located in the South Side, is designed to positively impact one of the social determinants of health—employment—through a three-tiered workforce development solution. This two-year project will expand and enhance our collective workforce programs to further ensure successful placement of new hires and advancement of incumbents within our local communities.

In early 2019, UChicago Medicine, in partnership with the Anixter Center of Chicago, kicked off the Inclusive Pathways project, an employment grant-based program funded by the Kessler Foundation. Anixter Center is a 100-year-old non-profit organization serving individuals with disabilities throughout Chicagoland. This two-year demonstration project is designed to produce a sustainable and replicable disability inclusion hiring and retention model, resulting in long-term systems change for the healthcare industry and disability service systems. One of the main objectives of the project is to establish referral pipelines for programs serving people with disabilities and obtain new sources of quality candidates within our local communities, specifically UChicago Medicine's 12 targeted zip codes.



Youth Workforce Development and Internships

UChicago Medicine offers a youth internship program with the Southside Occupational Academy (SOA) aimed at providing real on-the-job experience for students with varying disabilities. Students work in tandem with our healthcare professionals and learn about various healthcare occupations, in both clinical and non-clinical areas. In 2019, UChicago Medicine hosted over 10 students, whom are now a part of our pipeline referral program through the Inclusive Pathways Grant with the Anixter Center of Chicago.

UChicago Medicine also partners with Cristo Rey, a national network of over 37 Jesuit high schools that provide education and professional work experience to children of families with limited financial means. In 2019, UChicago Medicine hosted over 20 students across clinical and non-clinical functions, offering college-bound teens the opportunity to gain valuable job experience and help to finance their tuition.

PILLAR 2

Support community partnerships to improve health and safety of public environments

Trauma Prevention/Violence Interruption

University of Chicago Medical Center (UCMC) operates Level I pediatric and adult trauma centers on the South Side of Chicago. We currently employ seven violence recovery specialists whose jobs are exclusively focused on interacting with victims of trauma (including community members who are physically injured, as well as family members, friends and associates who are impacted

900+
PATIENTS ENGAGED IN 2019

by violence). We expect to increase the number of case managers over the course of the next 12 months. In the past year we have engaged over 900 patients and 390 families in our violence recovery program. We have established partnerships with 25 community-based organizations that we work with on a regular basis to provide appropriate services for our patients and families impacted by violence.

UCMC has recently focused on creating a unique approach to provide an ecosystem of trauma-informed care for children and their families who are critically injured or exposed to violence on the South Side of Chicago.

Our efforts received a big boost, thanks to a \$9.1 million gift by the Ellen & Ronald Block Family Foundation and the Hassenfeld Family Foundation. The gift will integrate and expand clinical and community services under the Block Hassenfeld Casdin (BHC) Collaborative for Family Resilience to help young patients and their families recover from the immediate and long-lasting effects of trauma caused by gun, domestic or sexual violence, or child abuse.

\$9.1m
GIFT WILL INTEGRATE AND
EXPAND CLINICAL AND
COMMUNITY SERVICES

The BHC Collaborative for Family Resilience is based on the premise that trauma caused by violence is best treated holistically—starting with personalized care of the child and family in the hospital, and continuing through discharge and recovery, even extending into the home, school and neighborhood—through a network of community resources.

PILLAR 3 Prioritize key in-hospital clinical practices to address unmet needs

Opioid Crisis

UCMC is moving forward with leading-edge research and community strategies related to the opioid crisis. Our research team was recently awarded a \$17 million grant by the National Institute on Drug Abuse.

\$17m
GRANT AWARDED FOR
SCIENTIFIC SOLUTIONS TO
STEM THE OPIOID CRISIS

The Justice Community Opioid Innovation Network grant is part of the National Institutes of Health's (NIH) Helping to End Addiction Long-Term initiative, an aggressive, trans-agency effort to speed scientific solutions to stem the national opioid public health crisis. Launched in April 2018, the NIH Initiative is focused on improving prevention and treatment strategies for opioid misuse and addiction and enhancing pain management.

Our faculty will oversee nearly a dozen research sites nationally and will conduct opioid overdose prevention studies on people transitioning through the criminal justice system. The research sites, which are mainly composed of other academic medical institutions, will collaborate with at least six criminal justice entities and programs across the United States, including prisons, parole and

reentry systems, and community-based treatment providers, to improve treatments for opioid addiction as well as pain management.

Southland RISE

As a result of Senator Durbin's HEAL Initiative, we have partnered with Advocate Christ Medical Center to combat violence on the South Side of Chicago. UCMC and Advocate Christ both offer Level I adult trauma services. We recently announced grants to 14 grassroots violence prevention programs on the South Side.

TURN Center

In 2014, Chicago Pastor Chris Harris launched The Urban Resilience Network, or TURN Center, which provides trauma counseling to community residents affected by violence. It was a concept he first witnessed during a 2012 trip to Israel.

UCMC, along with Northwestern Medicine, United Way and other partners, is a lead supporter of the TURN Center. This program is focused on providing trauma counseling to community residents affected by violence. The TURN Center is drawing on the model used by NATAL's Israel Trauma and Resiliency Center, which helps residents of communities affected by war and terrorism cope with and reverse the traumatic after effects of violence.





PILLAR 1 Increase local workforce commitment to reduce economic hardship

CHAMPIONS NETWork

The CHAMPIONS NETWork is an innovative, community-based program spearheaded by the University of Illinois of Illinois Hospital & Health Sciences System (UI Health). The program advances health equity by using the untapped resource of high school students from underserved communities to act as health screeners and advocates for at-risk populations. The CHAMPIONS NETWork improves population health at the grassroots level with an impact on saving lives and improving health in hard-to-reach communities. The program also creates a pathway to college and professional health careers for underserved youth, creating the next generation of health researchers and clinicians.

Students receive a stipend to complete a six-week summer training program to learn about community organizing skills, health professions and prevalent health conditions in their communities. After the program, students partner with peers and community members through school and community events to disseminate their health knowledge through high-risk communities.

CHAMPIONS NETWork has partnered with:

- Benito Juarez Community Academy;
- Dunbar Vocational Career Academy;
- Farragut Career Academy;
- Instituto Health Science Career Academy;
- Nicholas Senn High School;
- Paul Robeson High School;
- Roberto Clemente Community Academy;
- TEAM Englewood Community Academy; and
- UIC College Prep.

The CHAMPIONS NETWork improves population health at the grassroots level with an impact on saving lives and improving health in hard-to-reach communities.

Urban Health Program

The mission of the University of Illinois at Chicago's (UIC) Urban Health Program is to increase the number of minorities within the health sciences and health professions. The program provides programming, resources and support for pre-health and health professional students, is dedicated to addressing persistent health disparities in minority populations, and is committed to improving the quality and availability of healthcare in underserved urban areas. Urban Health Program resources for students include a comprehensive orientation for health professional programs, an academic seminar series, test preparation, individualized monitoring, career planning and networking opportunities. The program began in 1978 and has recruited, retained and graduated traditionally underrepresented students. More than 7,000 UIC Urban Health Program alumni now work in health-related fields.

7k+

UIC URBAN HEALTH PROGRAM
ALUMNI WORK IN HEALTH-
RELATED FIELDS SINCE 1978

Additionally, since 1981 the Urban Health Program Early Outreach Program has served as an academic pipeline program that facilitates the development of underrepresented minority students between fifth and 12th grade through educational enrichment in the core content areas of reading, math and science.

PILLAR 2

Support community partnerships to improve health and safety of public environments

Better Health Through Housing

Better Health Through Housing (BHH) aims to reduce healthcare costs and provide stability for chronically homeless individuals by moving them directly from hospital emergency rooms into stable, supportive housing with intensive case management. Along with housing, individuals are assigned a case manager who helps them with scheduling medical appointments and managing money. The case manager also refers these individuals to other needed services. The initiative's combination of healthcare, housing and human services fosters a sense of home, independence and self-determination to help individuals' reintegration into the community; promote long-term health; and reduce overall healthcare costs.

Better Health Through Housing helps individuals' reintegration into the community; promotes long-term health; and reduces overall healthcare costs.



Mile Square Community School Health Centers

Mile Square Community School Health Center staff provide a full range of physical and behavioral health, health education and wellness services to students so they can avoid health-related absences and achieve greater academic success. School health centers may also provide a wide array of wellness integrated healthcare services for families, community residents and school staff. Our school health center staff include licensed, registered and certified health professionals who are trained and experienced in community and school health and who have a knowledge of health promotion and illness prevention strategies for children, adolescents and adults.

School health centers reduce barriers to care that have historically prevented youth and their families from seeking the health services they need. Students receive healthcare services at school and return to learning in their classrooms. Caregiver adults do not need to take time off work to transport the sick student to a healthcare provider. In fact, all family members may access high-quality comprehensive healthcare services in one central location.

Our school health centers integrate primary care services with mental health and behavioral healthcare interventions to provide holistic health services to students and their families. Our programs offer supportive services that are culturally sensitive and developmentally appropriate. The National Teachers Academy Health Center, Bronzeville Health Center, Hope Institute Learning Academy Health Center, Davis Health Center, Auburn Gresham Health Center and Dr. Cynthia Barnes-Boyd Health Center are located in a Chicago public, charter or contract school.

Wellness House at Mile Square

The UI Health Cancer Center has partnered with Wellness House to provide programs and classes to help meet the emotional, physical and spiritual needs of cancer patients and their families. More than 40 programs a month are offered at Mile Square Health Center. Wellness House programs—free for all those affected by cancer—include support groups and counseling, stress management, and exercise and nutrition.

40+
MONTHLY PROGRAMS
FOR CANCER PATIENTS

UI Health Pilsen Food Pantry

The UI Health Pilsen Food Pantry strives to reduce food insecurity among vulnerable Chicagoans. The Food Pantry aims to address health and social outcomes by distributing high-quality and culturally appropriate foods. Multiple community partners support daily operations, including the Greater Chicago Food Depository, Trader Joe's, Imperfect Produce and Fresh Thyme.

PILLAR 3 Prioritize key in-hospital clinical practices to address unmet needs

Behavioral Health at Mile Square

Mile Square's behavioral health team uses psychologists who are board-certified in clinical child and adolescent psychology and offers culturally sensitive, trauma-informed assessment and intervention via individual and family therapy. The behavioral health team also provides psychological testing to children, adolescents and families struggling with abuse histories, parent-child conflict, attachment concerns, depression, anxiety, oppositionality and defiance, ADHD, and developmental disabilities.

Children as young as 2 are seen with their parents to enhance the parent-child relationship via trauma-informed Parent-Child Interaction Therapy (PCIT). PCIT works in part to interrupt parent-child violence and teach parents how to appropriately respond to their child when the child is engaged in unwanted or inappropriate behavior. Interventions that target social-emotional skills, behavioral concerns and attachment have a positive impact on a child's IQ, academic achievement, language development, self-regulation and attachment to caregivers, while increasing safety behaviors and decreasing the likelihood of developing specific mental and behavioral health problems, including substance use, into adulthood.

Parent-Child Interaction Therapy works in part to interrupt parent-child violence and teach parents how to appropriately respond to their child when the child is engaged in unwanted or inappropriate behavior.

The Mile Square behavioral health team strives to meet patients where they are in their own community in an effort to decrease stigma and increase access to quality healthcare—as well as to promote prevention and early intervention via evidence-based psychotherapy. Reducing environmental risk factors has the potential to promote emotional health early in life, which is expected to have lifelong effects on the nervous, endocrine and immune systems.

The Center for Health Equity Research is dedicated to researching how various social structures and determinants contribute to the health of marginalized groups.

The Center for Health Equity Research Chicago

The Center for Health Equity Research (CHER) Chicago is a National Institutes of Health-funded Center of Excellence based in the UI Health Cancer Center and the UIC School of Public Health, in collaboration with UChicago Medicine. CHER is dedicated to researching how various social structures and determinants contribute to the health of marginalized groups. CHER Chicago’s mission is to make transformative contributions toward eliminating structural violence through collaborative community partnerships, innovative research, and the development and growth of researchers. CHER Chicago aims to eliminate the effects of structural violence on health inequalities among racial, ethnic, and sexual and gender minorities.



Making Progress Toward the Future

There is no stronger drive than making sure the communities you serve are healthy. Chicago hospitals and health systems share that vision with Senator Durbin. Working together, we are making a measureable impact on the HEAL initiative's 18 target communities. Importantly, we are improving individual lives.

**There's more work to do,
more progress to make.**

Ten Leading
Health Systems
18 Vulnerable
Neighborhoods
One
Powerful
Goal

