

# Chicago HEAL Initiative

Hospital Engagement, Action and Leadership



A one-year interim 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.

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# Chicago HEAL Initiative

We launched the Chicago HEAL Initiative one year ago with the premise that Chicago’s leading centers of healing—our world-class hospitals—can, and must, help 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.



When I convened the CEOs of Chicago’s major hospitals to embark on this initiative, I knew a few important things. I knew that these hospitals 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 a year ago was just how committed these ten hospitals were to making profound, structural changes within their own internal operations, which would pave the way for years of progress outside of their walls.

Over the past year, I have visited programs and health clinics run by all ten 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.

I’ve worked to support the hospitals in meeting their 16 commitments under the Chicago HEAL Initiative by passing sweeping new 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 health care by defending the Affordable Care Act, Medicare, and Medicaid. I also brought U.S. Surgeon General Jerome Adams to Chicago to showcase this incredible partnership, and I have held more than two dozen community events, speeches, town halls, and meetings to highlight the incredible commitment of these ten hospitals and enlist more support.

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## Chicago HEAL Initiative

Our efforts under the Chicago HEAL Initiative are only just beginning, but I am optimistic about the impact we will have together across Chicago. The persistent and tragic news about more shootings almost every weekend lays bare the grim reality we confront. But from economic efforts to hire, train, and spend more in the community, to new mental health programs that increase support for our neighbors, the Chicago HEAL Initiative is well underway toward meeting the priorities of our communities to reduce our 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



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# Ten Leading Health Systems

## One Powerful Goal

One year ago this month (October 2018), U.S. Senator Richard J. Durbin (D-IL) challenged 10 leading health systems in Illinois to join forces to reduce violence and improve health in 18 of Chicago’s most vulnerable neighborhoods. No small task, but the stakes were too high to ignore.

Chicago HEAL—Hospital Engagement, Action and Leadership—is a bold three-year initiative to make a measurable difference in the well-being of Chicago residents and specifically in the following neighborhoods that have been particularly hard hit by violence: Auburn Gresham, Brighton Park, Greater Englewood, Fuller Park, Gage Park, Grand Boulevard, Greater Grand Crossing, New City/Back of the Yards, Altgeld Gardens, South Chicago, South Shore, Washington Park, Austin, East Garfield Park, Humboldt Park, North Lawndale, South Lawndale/Little Village and West Garfield Park.

Illinois health systems participating in the Chicago HEAL Initiative are:

- Advocate Aurora Health
- AMITA Health
- Ann & Robert H. Lurie Children’s Hospital of Chicago
- Cook County Health
- Loyola University Health System
- Northwestern Medicine
- Rush University Medical Center
- Sinai Health System
- University of Chicago Medicine
- University of Illinois Health

These health systems were investing in these communities before Senator Durbin convened hospital leaders together in 2018, but Senator Durbin’s call to action further inspired them to redouble their efforts, outline specific and public commitments, and work together in even more collaborative ways.

# This interim report of the Chicago HEAL Initiative shows the initial progress being made on three priority 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

### In the past 12 months, their work has been impressive.

The hospitals' narratives in this report offer a glimpse of the projects already underway—including, violence recovery programs, home renovations to reduce asthma, hiring and workforce retention, bridge housing to address homelessness, and so much more.

Not only do Chicago's world-class hospitals care for the physical wounds and mental health challenges inflicted by violence, they are very often the largest employers and the most powerful drivers of economic opportunity in their communities.

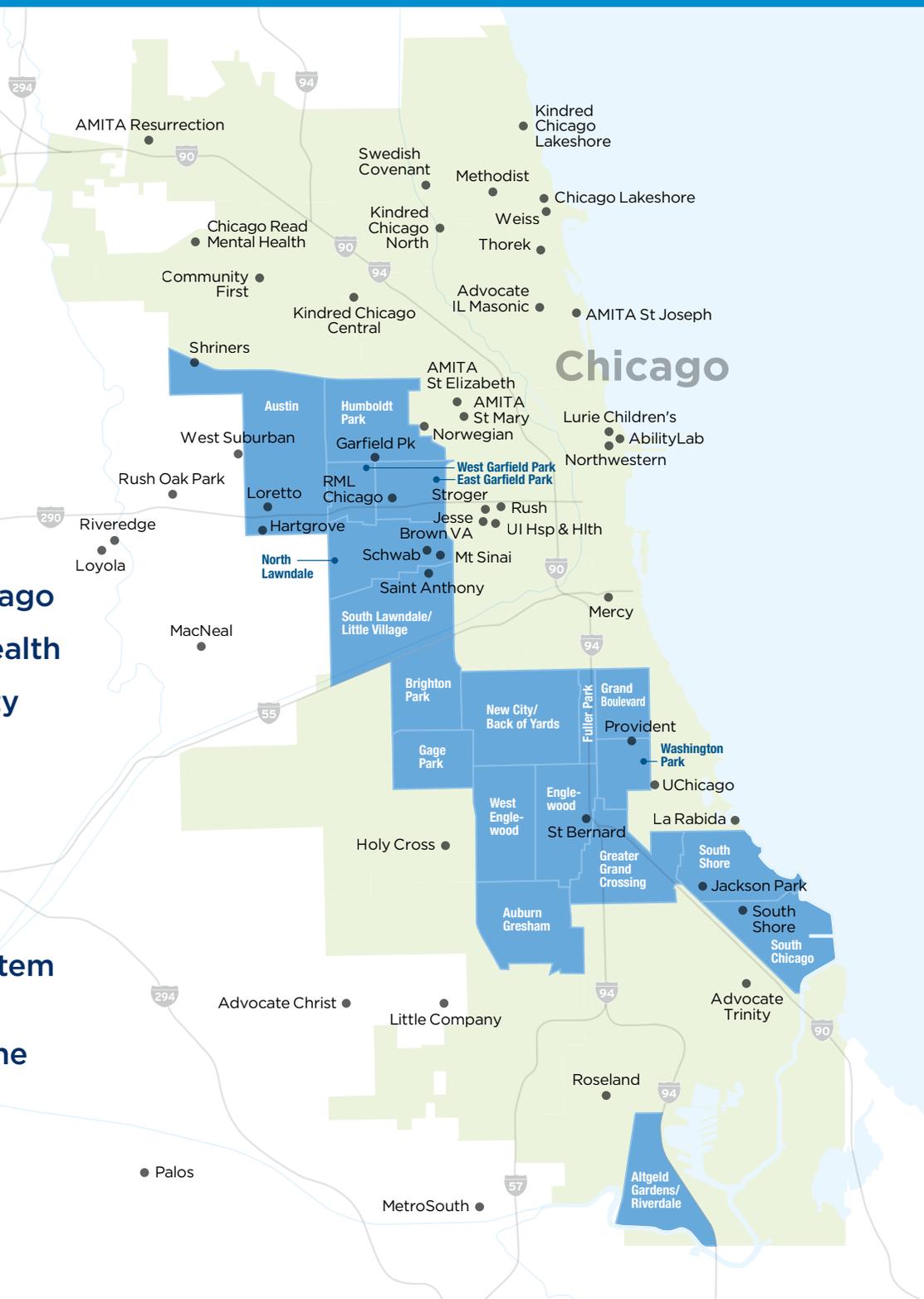
The Illinois Health and Hospital Association supports the work of the 10 health systems as the hospital community continues, individually and collaboratively, to advance healthcare for all Illinois residents and enhance communities' well-being. We look forward to delivering the Chicago HEAL Initiative's report on the first year of the HEAL initiative in the spring of 2020.



## HEALTH SYSTEMS:

- Advocate
- Aurora Health
- AMITA Health
- Ann & Robert H. Lurie Children's Hospital of Chicago
- Cook County Health
- Loyola University Health System
- Northwestern Medicine
- Rush University Medical Center
- Sinai Health System
- University of Chicago Medicine
- University of Illinois Health

● Hospital location



### HEAL Neighborhood Zip Codes

Auburn Gresham	60620
Austin	60644, 60639, 60651, 60707
Brighton Park	60632
East Garfield Park	60624, 60612
Greater Englewood	60621, 60636
Fuller Park	60609

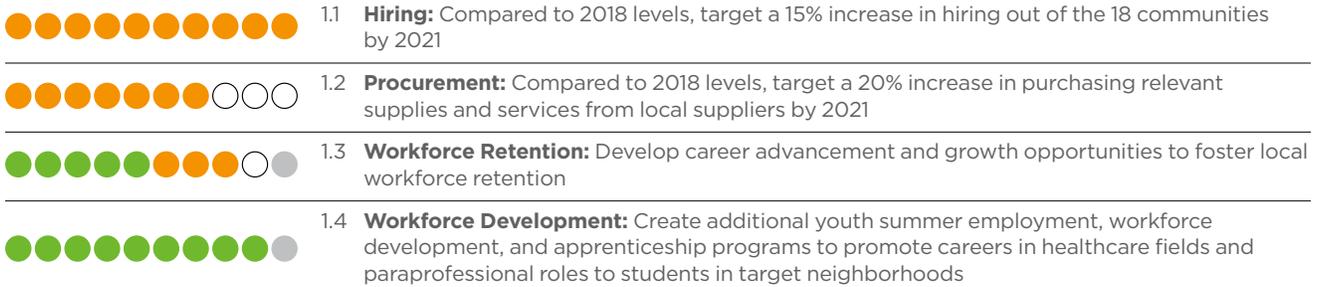
Gage Park	60609, 60629, 60632, 60636
Grand Boulevard	60609, 60615, 60653
Greater Grand Crossing	60619, 60620, 60621, 60637
Humboldt Park	60622, 60624, 60647, 60651
New City	60609
North Lawndale	60608, 60623, 60624

Riverdale	60827
South Chicago	60617
South Lawndale/Little Village	60623, 60608
South Shore	60649, 60637, 60619
Washington Park	60637, 60621, 60615, 60609
West Garfield Park	60624

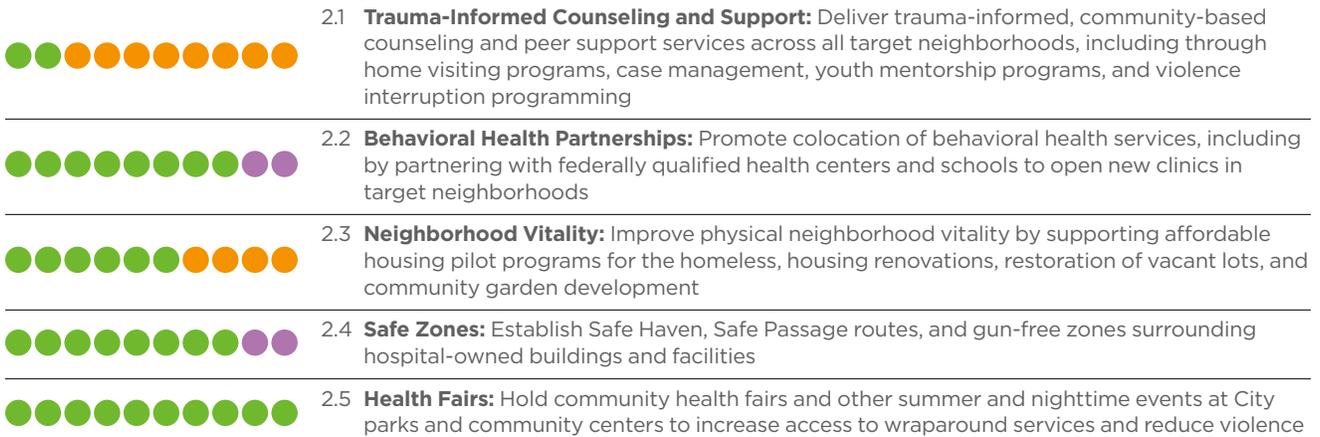
# HEAL Initiative Progress Dashboard

Each circle represents an individual hospital's status for each metric. Hospitals are not listed in the same order for each measure. For example, Hospital A may be represented in the 1<sup>st</sup> circle (green) in measure 1.3, but represented by the 10<sup>th</sup> square (gray) in measure 1.4.

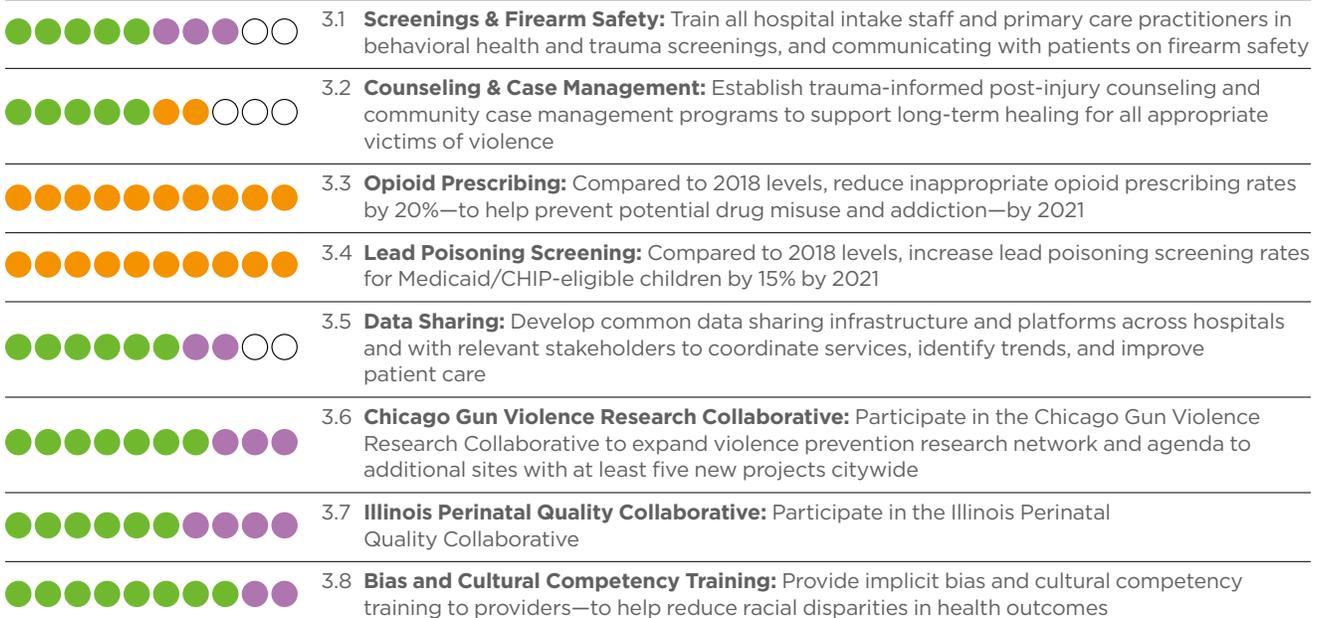
## Increase Local Workforce Commitment to Reduce Economic Hardship



## Support Community Partnerships to Improve Health and Safety of Public Environments



## Prioritize Key In-Hospital Clinical Practices to Address Unmet Needs



**Legend:** ● On target ● In progress ● To be addressed ○ Data not yet available ● Not applicable

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# Executive Summary

When Senator Richard J. Durbin (D-IL) challenged Illinois' leading health systems in October 2018 to redouble their efforts to help curb violence and improve health in 18 vulnerable Chicago neighborhoods<sup>1</sup>, they were already engaged in initiatives to improve health and economic vitality in these neighborhoods and across Chicago and Cook County.

But, Sen. Durbin's personal appeal and leadership particularly resonated with their leaders as they saw first-hand the effects of gun violence in their emergency rooms. As anchor institutions for their communities, they immediately saw the power of working together more closely. It's what makes HEAL so powerful.

Chicago HEAL—Hospital Engagement, Action and Leadership—is a bold, three-year initiative of 10 leading health systems working together to reduce violence and improve health through neighborhood engagement. Driven by the leadership of Senator Durbin, HEAL health systems have come together to share best practices and identify ways to collaborate to address the social determinants of health impacting vulnerable communities in Chicago.

The projects of the 10 participating Chicago HEAL health systems are organized around three pillars identified by the initiative. All of the health systems are working on each pillar, with a focus on achieving tangible results on 16 metrics developed by Senator Durbin's staff and compiled into a dashboard with the assistance of the Illinois Health and Hospital Association. Preliminary aggregate results for 2018 include:

- **14,170 individuals** from HEAL neighborhoods were employed by the HEAL institutions.
- **3,212 individuals** from the HEAL neighborhoods were hired by the HEAL institutions.
- **2,450 high school students** participated in career development programs with HEAL institutions.
- **2,224 college students** participated in career development programs with HEAL institutions.
- **80 programs** operated to deliver trauma-informed, community-based counseling and support services.
- **544 health fairs, summer and night events** were held to increase access to wraparound services and reduce violence.
- **75,542 patients** received social determinant of health screenings.

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## Executive Summary

While the compendium of system narratives at the end of this report provides a full description of each organization's HEAL activities, this interim report briefly highlights some of the most current work being done around each of the pillars since the HEAL initiative launched in the fall of 2018.

### 1 Increase local workforce commitment to reduce economic hardship

Studies show that up to 40% of health outcomes may be attributed to nonmedical factors like income, housing, and access to sufficient healthy food<sup>2</sup>.

One facet of reducing violence and improving health is ensuring that residents in these communities have economic opportunities, including access to good-paying jobs, opportunities for advancement, and more youth summer employment. Chicago hospitals—some of which have been doing so for years and others who have recently redoubled their efforts—are working to increase the local workforce.

#### Examples include:

##### West Side United

For Chicagoans living in the Loop, the average life expectancy is 82 years old—on the city's West Side, it's 69 years old.

West Side United, a community group dedicated to building community health and economic wellness, is a partnership of six healthcare organizations, residents, educators, non-profits, businesses, government agencies, faith-based institutions and other organizations. The participating healthcare institutions include:

- Rush University Medical Center;
- AMITA Health;
- Cook County Health;
- Ann and Robert H. Lurie Children's Hospital of Chicago;
- Sinai Health System; and
- University of Illinois Health.

The group also focuses on eliminating inequalities in education, economic vitality and their patients' physical environment.

Before the collaborative launched, they hosted hundreds of listening sessions for West Side residents to identify their most pressing concerns. Residents discussed four main problems:

- Better education for young people;
- More job opportunities;
- Safer neighborhoods; and
- Increased access to healthcare.

As part of its work to date, West Side United has supported community health and mental health services, offered summer internships for high school students, held joint recruitment and hiring

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## Executive Summary

events, developed a food access strategy for the West Side, invested in community development projects, and awarded micro-grants to seven small businesses. Community leaders and residents are engaged in the planning and implementation of all West Side United projects.

### Local Hiring and Workforce Retention

All Chicago HEAL health systems have been working to expand pipeline projects and hire more individuals from under-resourced neighborhoods.

Examples include:

#### Chicago Anchors for a Strong Economy

As an anchor institution in the Chicago Anchors for a Strong Economy (CASE) program, Northwestern Medicine (NM) helps identify opportunities to increase hiring from vulnerable populations, including the HEAL communities. In 2018, nearly one in five employees in NM's Chicago workforce was from a HEAL community. NM also spent millions of dollars on supplies and services from companies based in one of the HEAL communities in 2018. CASE is a unique public-private partnership that includes several HEAL health systems (Advocate-Aurora, AMITA, Lurie Children's, Northwestern, Rush and University of Illinois Health).

#### Advocate Workforce Initiative

The Advocate Workforce Initiative, a program funded by JP Morgan Chase, partners with community-based organizations to provide training and education in middle-skills healthcare careers in Chicago HEAL communities. In 2018, there were 250 participants enrolled in the career pathways program and 82% of participants completed training. Of those who completed training, 48% were placed in jobs in healthcare. Advocate established partnerships and strategic alliances with City Colleges of Chicago, CHICAT, Instituto Del Progreso Latino, Phalanx Family Services, Polish American Association, National Latino Education Institute, Kinzie Industrial Development Corporation, South Suburban College, Jewish Vocational Services and the Chicago Cook Workforce Partnership.

#### Local Purchasing

In 2019, Rush University Medical Center engaged with Concordance Healthcare Solutions, a medical-surgical supply distributor, to locate their distribution center in one of Rush's Anchor Mission neighborhoods and commit to hiring warehouse staff from the local communities.

### 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

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## Executive Summary

### 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 are key factors in overall well-being.

### Examples include:

#### Southland RISE

The University of Chicago Medical Center and Advocate Christ Medical Center have two of the busiest trauma centers in the state. In April 2019, the two providers announced the formation of Southland RISE (Resilience Initiative to Strengthen and Empower) to integrate their existing violence recovery and trauma care services for the South Side of Chicago and south suburbs.

The collaboration arose from Senator Durbin's HEAL initiative launched in October 2018.

Southland RISE is:

- Aligning and coordinating both medical centers' services;
- Providing rapid grant funding for grassroots violence prevention and recovery programs;
- Developing trauma-informed training and a toolkit for community partners; and
- Planning a joint community summit on violence prevention.

In July 2019, the program granted \$100,000 to 14 South Side violence recovery and prevention programs. One organization, Chicago Eco House, works with youth to transform vacant lots into fruit, vegetable and flower plots. Another organization, the Re-entry Project, provides post-release education and support for ex-offenders and at-risk teens and young adults.

#### Trauma Trainings to Support Youth

Experts from Lurie Children's Center for Childhood Resilience (CCR) partner with schools and community organizations to share social-emotional learning strategies and practices, including training more than 1,000 school personnel and providing implementation support and technical assistance. They helped Chicago Public Schools expand Behavioral Health Teams district-wide to over 180 schools and have implemented a train-the-trainer model with CPS Network-level champions, including the development of curriculum toolkit and ongoing coaching support.

#### Healthy Homes Asthma Pilot

Through a partnership with the Green & Healthy Homes Initiative, AMITA Health Saints Mary and Elizabeth Medical Center Chicago developed a program to remediate in-home environmental triggers for asthma. Hospital funding pays for renovation, as well as health and safety interventions in patients' homes. As a result, the hospital saw an 80% reduction in emergency department visits related to asthma for the first 20 participating patients and their families.

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## Executive Summary

### Chicago Neighborhood Rebuild Pilot Program and Other Investments

Rush University Medical Center invested \$2.78 million between July 2017 and June 2019. These investments include \$1 million in Chicago Neighborhood Rebuild Pilot Program, which aims to acquire and rehabilitate 50 vacant homes in Chicago neighborhoods that need investment and jobs. Rush invested \$1 million in the Hatchery project, a local food incubator in Garfield Park, and \$80,000 to purchase two vacant lots near Harvest Homes, with the long-term plan to expand the Harvest Homes affordable housing development. Rush also invested \$700,000 in six community development projects on the West Side. Rush, Lurie Children's and AMITA awarded small grants totaling \$85,000 to seven small businesses to accelerate growth.

#### 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

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

Underserved communities require a holistic approach to understanding what's missing in the fabric of healthcare.

#### Examples include:

##### Chicago Gun Violence Collaborative

Sinai Health System and the Illinois Public Health Institute convened the Chicago Gun Violence Research Collaborative to mobilize Chicago's top academic researchers and community engagement experts in reducing and preventing gun violence. In addition to university participants, Ann & Robert H. Lurie Children's Hospital of Chicago, Cook County Health and Sinai Health System are members of the collaborative.

##### 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 at the University of Illinois Cancer Center and the UIC School of Public Health in collaboration with the University of Chicago Medicine. CHER is dedicated to researching how social structures and determinants impact the health of marginalized groups. CHER aims to eliminate the effects of structural violence on health inequalities among racial, ethnic, and sexual and gender minorities.

## Executive Summary

### Gateway Emergency Room Partnership

Loyola University Health System partnered with Gateway Foundation to establish recovery coaches and counselors in its three emergency rooms for a “warm handoff” of patients who present with heroin or other opioid use. Emergency medicine doctors can 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.

Pillar 3 Metrics			
<p><b>Train</b> hospital intake staff and primary care physicians in behavioral health/trauma screenings</p>	<p><b>Establish</b> trauma-informed post-injury counseling and community case management programs</p>	<p><b>Reduce</b> opioid prescribing rates by 2021</p>	<p><b>Increase</b> lead poisoning screening rates for low-income children</p>
<p><b>Develop</b> data sharing infrastructure and platforms across hospitals and others</p>	<p><b>Participate</b> in the Chicago Gun Violence Collaborative</p>	<p><b>Participate</b> in the Perinatal Quality Collaborative and provide implicit bias/cultural competency training</p>	

<sup>1</sup> The eighteen HEAL neighborhoods consist of the following zip codes: 60608, 60609, 60612, 60615, 60617, 60619, 60620, 60621, 60622, 60623, 60624, 60629, 60632, 60636, 60637, 60639, 60644, 60647, 60649, 60651, 60653, 60707, 60827.

<sup>2</sup> Health Research & Educational Trust. (2017, August). *Social determinants of health series: Housing and the role of hospitals.*

## **Collective Commitment**

These stories of progress are a sampling of what this interim report covers. The breadth of the 10 Chicago HEAL Initiative health systems demonstrates their collective commitment, work, energy and focus on making the 18 HEAL neighborhoods stronger, healthier and more vibrant.

**Read their full stories in the compendium.**

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# Compendium

## Advocate Aurora Health

1

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

### **Advocate Workforce Initiative**

Advocate Aurora Health knows that employment is critical to ending the plague of violence in our city. Advocate Aurora Health 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, like a certified medical assistant, radiographer or surgical technologist in the rapidly growing healthcare industry. These jobs are a pathway to the middle class. We have enrolled 835 participants and 546 graduates of the program over the last few years. Training is provided in partnership with the City Colleges of Chicago and non-profits across the region. We also established NAVIGATE, a program for current team members to grow their current skills and earning potential, which has had nearly 250 participants.

Further, we know that jobs are the first step, but wages are critical. That is why last year, Advocate Aurora Health committed to advancing our minimum wage across Illinois and Wisconsin, reaching \$15 an hour in 2021, well ahead of the state’s new law.

### **Advocate Pathways to Health Careers Youth Workforce Program**

The Pathways to Health Careers program engages and supports adolescents and young adults (11 to 25 years old) from marginalized communities in South Side Chicago neighborhoods and south/southwest suburban Cook County. The communities of focus are identified as among the most socially vulnerable served by Advocate Health Care. The students attend Chicago Public School in areas characterized by poverty, unemployment and violent crime. As a major employer

**Advocate provides opportunities for youth to understand the range of health careers, and to build skills and leadership so they can follow a self-directed career path.**

and critical infrastructure for the South Side, Advocate leaders are committed to community partnerships that foster diversity, inclusion and 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 therefore seeks to provide opportunities for youth to understand the range of health careers that may be attainable and to build skills and leadership so that they can follow a self-directed career path.

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## Compendium: Advocate Aurora Health

### 2

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

#### Advocate Trauma Recovery Center

Last year, Advocate Aurora Health opened the Advocate Trauma Recovery Center—a healthcare-based violence intervention program that provides quality services and resources to survivors of intentional trauma with compassion, respect and care. Our purpose 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 are serving—responding to the unique needs of each survivor and their family. Since the clinic opened its doors in September, we have had more than 470 patient touches in the community.

**We aid 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 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 south suburban communities. Together we treated 6,600 adult trauma patients in 2018. In the next 18 months 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 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 and beyond; and
- Host a joint community summit on violence prevention, involving healthcare providers, community-based organizations, policymakers, and civic, community and academic leaders to mobilize towards solutions for violence recovery.

#### Healthy Living Food Farmacy

Access to fresh, affordable food is a key ingredient in the recipe to address social determinants of health—and in keeping the community healthy. In August 2018, Advocate 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 the biweekly events for a free dose of healthy food—making their selections from tables of

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## Compendium: Advocate Aurora Health

assorted fresh produce and low-sodium, shelf-stable proteins. The program aims to impact the health of the community by providing access to healthy food options for food-insecure patients. 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.

### 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 also committed to doing our part to end the opioid crisis and reduce overdoses. To meet the chronic need, Advocate Christ 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 might save them from another overdose. We are the first hospital in Chicagoland to provide these lifesaving kits. As of May 1, over the last few months, we have given out over 200 doses of naloxone in our emergency department and inpatient psych 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.

**Advocate Christ began distributing free naloxone kits to patients and families.**

#### Primary Care Connection: Community Health Workers

In 2016, Advocate embarked on a quality improvement project to engage and educate patients seen in the Advocate Christ Medical Center Emergency Department on appropriate level of care options available to patients. The main objectives of the Primary Care Connections intervention are to use 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.

#### Project H.E.A.L.T.H.

Advocate Trinity Hospital's Project H.E.A.L.T.H. (Healing Effectively After Leaving the Hospital) uses CHWs who 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.

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.

# AMITA Health

1

## Increase local workforce commitment to reduce economic hardship

AMITA Health utilizes its position as an anchor institution to drive investment in vulnerable communities by focusing on workforce development in the HEAL communities. Our local workforce commitment includes:

### Healthcare Workforce Collaborative

A series of partnerships aimed at aligning available healthcare jobs and the skills of current job seekers.

### School-Based Career Pipeline (Achieving Dreams)

We work with our academic partners to provide exposure and training for students interested in healthcare careers.

### Youth Summer Employment

This Program employs at-risk youth (ages 16 to 24) in summer jobs and apprenticeships. We engage the following partners in these programs in the HEAL communities: Safer Foundation, Cara, Instituto del Progreso Latino, One Million Degrees, CASE, emergency medical technicians and first responders, CPS high schools, and Evanston high schools.

### Achieving Dreams

Achieving Dreams is one of AMITA's workforce development programs, located at AMITA Health Saint Joseph Hospital Chicago. In collaboration with Chicago Public Schools, Achieving Dreams includes site visits, job shadow days and a six-week paid summer internship at the hospital. Our internship also provides mentoring as well as job readiness training. It encourages the student interns to graduate high school, attend college or pursue employment and increases the number of students who enter the local health-related job market.

**Achieving Dreams includes site visits, job shadow days and a six-week paid summer internship at the hospital.**

### Further Impact

We have set a human resources target to have our front-line workforce reflect the diversity of our neighborhoods by targeting outreach to minority job candidates in disadvantaged communities such as the HEAL communities.

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## Compendium: AMITA Health

### 2

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

Mental Health First Aid (MHFA) is our key program supporting trauma awareness and community-based counseling. Other programs support safe and healthy environments around our hospital campuses.

#### Mental Health First Aid

Mental Health First Aid is a certificate-based program using a national, evidence-based full-day curriculum that teaches the skills to respond to the signs of mental illness and substance use disorders. AMITA Health partners with Trilogy, Association House, Linden Oaks Behavioral Health, and the Helen Wheeler Center to provide MHFA trainings throughout the Chicagoland area. Our instructors, including a full-time AmeriCorps fellow, conducted 36 trainings in CY 2018 for 1,011 certified participants, including librarians, teachers, police officers, aldermanic staff and social workers. MHFA provides these participants with the ability to respond appropriately to mental health crises in their communities and increases awareness of mental health stigma.

**Our instructors conducted 36 trainings in 2018 for 1,011 certified participants, including librarians, teachers, police officers, aldermanic staff and social workers.**

#### Farmers Markets

AMITA Health Saints Mary and Elizabeth Medical Center Chicago has launched a series of farmers markets that features locally grown and community-sensitive fruits and vegetables. We provide vouchers and offer points of sale discounts to SNAP participants in West Town/Wicker Park. Expanding access to healthy foods promotes physical activity behaviors and combats childhood obesity by ensuring availability of affordable, nutritious food and guidance.

#### Healthy Homes Asthma Pilot

AMITA Health Saints Mary and Elizabeth Medical Center Chicago has developed a program in partnership with the Green & Healthy Homes Initiative that remediates in-home environmental triggers for asthma by using hospital funds to pay for renovation and health and safety interventions in patients' homes. After providing services to the first 20 participating patients and their families, we have seen an 80% reduction in emergency department visits related to asthma, and all 20 patients report that their asthma is much better controlled.

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## Compendium: AMITA Health

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

AMITA Health lives out its anchor mission by continually improving clinical practices, procedures and screenings to address the unmet needs of our patients and our communities—especially needs related to social, economic and structural determinants of health.

#### Aunt Bertha

In CY 2018, AMITA Health rolled out Aunt Bertha, a system-wide strategy to screen patients at the point of entry for social determinants needs and provide referrals to community-based services. This is a Screen-Refer-Treat framework that provides a coordinated and cost-effective approach to early identification and intervention by involving both clinical and community providers. Through Aunt Bertha, we launched a software platform that links various electronic health records with a consistently updated directory of social services (housing, food, transportation, financial support, etc.). In CY 2018, we screened over 20,000 patients through Aunt Bertha, connecting many of them to community resources such as food banks, shelters, medical transportation and rent assistance.

#### Diabetes Prevention

A linchpin in our strategy to address chronic disease is our A-List program, pioneered at Saint Francis Hospital in Evanston. A-List is a diabetes screening and education program that focuses on preventing the onset of Type 2 diabetes. Established in 2011, it combines diabetes prevention education strategies and medical nutrition therapy concurrently. Participants meet with a diabetes educator for an individual initial assessment to determine the plan of care. Participants then attend eight 1.5-hour workshops and two individual medical nutrition therapy sessions.

**Participants attend eight 1.5-hour workshops and two individual medical nutrition therapy sessions.**

#### Cultural Competency Training

We are expanding a program to train our emergency department associates in cultural competency, including language assistance, diversity and inclusion, and trauma-informed care. In 2018, we trained 50 associates at our AMITA Health Saint Joseph Hospital Chicago campus, along with another 100 associates at Chicagoland campuses outside of the HEAL communities.

# Ann & Robert H. Lurie Children's Hospital of Chicago

## 1 Increase local workforce commitment to reduce economic hardship

Ann & Robert H. Lurie Children's Hospital of Chicago increased its commitment to career pipeline programs with Chicago Public Schools, set and achieved new goals related to hiring from under-resourced Chicago communities, and joined several collaborative efforts to advance efforts to become an anchor institution in 2018.

### Workforce Education, Internships and Mentorship

For more than 20 years, Lurie Children's has partnered with Chicago Public Schools and other community organizations to ensure that youth from under-resourced communities have access to opportunities in healthcare careers. We have developed 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 Chicago public high schools. All of these internships include mentoring, skills training and job readiness activities. In 2018, over 200 students participated in internships and to date, more than 70 former interns have become employees of Lurie Children's. In addition, together with other hospitals and community organizations, Lurie Children's piloted a new Career Pathways program to provide existing entry-level employees the opportunity and support to transition to a medical assistant role in 2018.

**In 2018, over 200 students participated in internships and to date, more than 70 former interns have become employees of Lurie Children's.**

### Targeted Hiring from Under-Resourced Communities

Approximately 13% of Lurie Children's current employees live in Chicago communities identified as low or very low on the Child Opportunity Index. In 2018, we set an institutional goal to hire at least 15% of new employees from these neighborhoods. Our Human Resources team partnered with leaders across the hospital to host more hiring fairs and targeted efforts. As a result of these efforts, 17% of new Lurie Children's employees hired in 2018 live in these neighborhoods.

### Piloting New Economic Development Initiatives to Address Social Determinants of Health

Together with other hospitals engaged in West Side United, Lurie Children's piloted new impact investing and small business grant support initiatives in 10 under-resourced communities on Chicago's West Side in 2018. This included collective investments of \$1.7 million in community development projects through loans and \$85,000 in one-time capital grants to seven small businesses. In order to increase alignment and impact, both of these programs included significant input from community leaders on the West Side.

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## Compendium: Ann & Robert H. Lurie Children’s Hospital of Chicago

### Joining Collaborative Efforts

In addition to the Chicago Hospital Engagement, Action and Leadership (HEAL) Initiative, Lurie Children’s is proud to play leadership roles in key collaborative efforts in Chicago that are beginning to “move the needle” on reducing economic hardship in Chicago. Since 2017, we have been part of West Side United, a group of hospitals, funders, technical and community organizations working together on economic vitality, population health and community-driven initiatives to improve the health of individuals who live on the West Side of Chicago. Lurie Children’s serves in leadership positions on the Anchor, Communications, Community Hiring/Human Resources and Food Access Committees, and is actively engaged in the Operations, Education, Investments, Metrics, Procurement and Career Pathways Committees. Lurie Children’s is also actively engaged in the [Alliance for Health Equity](#), a partnership between the Illinois Public Health Institute, hospitals, health departments and community organizations across Chicago and Cook County. As part of Lurie Children’s extensive involvement in the Alliance, the organization serves on the community safety, trauma-informed hospital, food insecurity and steering committees. In 2018, Lurie Children’s became the third children’s hospital in the country to join the Democracy Collaborative’s [Healthcare Anchor Network](#), a group of hospitals and health systems committed to building more inclusive and sustainable local economies. This group shares innovative ideas and best practices to expand hospitals’ role as anchor institutions by expanding community hiring, procurement and investment opportunities.

**Lurie Children’s is proud to play leadership roles in key collaborative efforts, including West Side United, Alliance for Health Equity, and Democracy Collaborative’s Healthcare Anchor Network.**

## 2

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

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.

#### 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 strategies and practices, including training more than 1,200 school personnel and providing implementation support and technical assistance in 2016-2018. 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, composed of over 120 public, private, clinical, research, advocacy and educational institutions, and the Illinois Children’s Mental

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## Compendium: Ann & Robert H. Lurie Children’s Hospital of Chicago

Health Partnership, 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 recommend innovative solutions to improve children’s mental health in Illinois.

### 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 2018, SCY provided educational opportunities and trainings to more than 900 violence prevention partners and continues to share resources and information with over 4,000 partners across Illinois. SCY is leading the public health component of Building a Safe Chicago, a multi-sector coalition of juvenile justice and gun violence prevention advocates. SCY was instrumental in developing the public health-related language for the SAFE Act; key concepts of the SAFE Act were incorporated as the “Restore, Reinvest, Renew (R3) Program” in the adult-use cannabis bill passed in 2019. In 2018, SCY released a [catalog](#) of publicly available violence data sources with tutorials and examples.

**SCY provided educational opportunities and trainings to more than 900 violence prevention partners and continues to share resources and information with over 4,000 partners across Illinois.**

### Juvenile Justice Collaborative

Since 2017, the [Juvenile Justice Collaborative](#) (JJC), a program led by SCY to coordinate access to support services for youth in the justice system, has conducted 267 intakes and connected 213 youth to services. Of those, 144 youth successfully completed the program. In the JJC’s pilot year, no 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: 18% of youth who completed the JJC in 2017 were re-referred to court within one year, compared to 32% of all diverted youth in Chicago.

### Violence- and Opioid-Related Mortality Surveillance

The Illinois Violent Death Reporting System (IVDRS) and the Statewide Unintentional Drug Overdose Reporting System, both housed at Lurie Children’s, pool information about the “who, when, where and how” of violent and overdose deaths to provide a more complete picture and develop insight into “why” they occur. This information provides the foundation for building successful policies and programs to prevent violence and drug overdose across all Illinois communities.

**These systems provide the foundation for building successful policies and programs to prevent violence and drug overdose across all Illinois communities.**

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## Compendium: Ann & Robert H. Lurie Children's Hospital of Chicago

In 2016-2018, IVDRS published seven data briefs and 16 county reports for all participating counties. The data briefs were:

- *Homicides in Chicago: 2005, 2010 and 2015;*
- *Suicides in Chicago Decline from 2005 to 2015;*
- *Intimate Partner Homicides in Illinois: 2005 through 2010;*
- *The Role of Alcohol in Homicide: 2015;*
- *Homicides in Chicago Community Areas 2007-2015: Concentrated Risk and Stable Rates;*
- *Suicide Rate Rises Among Illinois Youth Ages 10 to 17; and*
- *Elder Suicides 2015.*

In addition, IVDRS had six manuscripts accepted for publication and 14 abstracts accepted for presentation at six national and international conferences, and also delivered 61 presentations and completed 55 data requests.

### Safe Kids Chicago

Safe Kids Chicago, coordinated by Lurie Children's Injury Prevention & Research Center (IPRC), distributed 60 baby boxes, 3,320 home safety bags and 2,043 targeted home safety products (e.g., smoke/carbon monoxide detectors, window stops and furniture straps) in 2016-2018. During this time, IPRC experts conducted 155 playground inspections utilized by over 25,644 youth through the Chicago Activate Neighborhood Environment for Health and Wellness initiative funded by Kohl's Cares. IPRC also partnered with Bank of America to build a new playground in Chicago Lawn.

**Safe Kids Chicago distributed 60 baby boxes, 3,320 home safety bags and 2,043 targeted home safety products.**

## 3

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

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.

#### Integrated Care for DCFS Youth in Care

In 2018, at the request of the Department of Children and Family Services (DCFS), Aunt Martha's Health & Wellness and Lurie Children's launched a pilot program using an integrated care model for DCFS youth in care and families. This joint effort aims to improve the health outcomes and the care experience for DCFS-involved children, caregivers and families. Built around the patient-centered model, the program features integrated primary care, behavioral healthcare and care coordination services to remove barriers and improve access to care.

## Compendium: Ann & Robert H. Lurie Children's Hospital of Chicago

### Expanding Access to Mental Healthcare 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 if they were to wait for treatment with an individual provider. In 2018, TARGET served 70 families and contributed to reduced wait times for outpatient services in the Department of Psychiatry by more than 40%. Preliminary group outcomes indicate that 50% of patients who have completed TARGET groups have been determined to need no 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.

**Preliminary group outcomes indicate that 50% of patients who have completed TARGET groups have been determined to need no further psychotherapy following 12 weeks of TARGET group.**



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## Compendium: Ann & Robert H. Lurie Children's Hospital of Chicago

### Expanding Care Coordination Services

Lurie Children's provides care coordination services to 750 medically complex patients annually. Care coordination continues to be provided through Blue Cross Community and Lurie Children's Health Partners Clinically-Integrated Network. Care coordination services were added for DCFS patients and families and neonatal intensive care unit patients in 2018.

### Sexual Assault Identification and Response

Lurie Children's emergency department has a staff of seven nurse practitioners who provide care to victims of sexual assault. Annually, these experts complete approximately 225 assessments at Lurie Children's. In addition, they provide continuing education to physicians, advanced practice providers and nurses both internally and externally.

### Child Maltreatment Identification, Training and Treatment

Lurie Children's Child Abuse Pediatrics hosts the annual Child Maltreatment Symposium to share emerging research and established best practices. In 2016-2018, 519 participants attended the symposium. Lurie Children's Protective Services Team also hosts intensive trainings led by a multidisciplinary team of social workers, sexual assault nurse examiners, child abuse pediatricians, DCFS investigators and police focused on psychosocial assessment screening tool (PAST), policy and follow-up. The team incorporates the education simulation lab (Kids STAR Simulation Lab) for PAST to provide a real-world training experience. Since 2016, this team has trained over 750 nurses about child abuse and the role of social work as part of the new nurse orientation.

Since 2016, Lurie Children's Protective Services Team has trained over 750 nurses about child abuse and the role of social work as part of the new nurse orientation.

### Food Security and Health

In 2018, Lurie Children's primary care clinic in the Uptown community, in collaboration with the Greater Chicago Food Depository, launched Chicago's first on-site food pantry in a pediatric clinic, serving families that identify as food insecure. In its first year, we have distributed 104 bags of healthy, shelf-stable fruits, vegetables, legumes, grains and cereal to 82 unique patient families.

# Cook County Health

## About Cook County Health

For over 180 years, Cook County Health (CCH) has provided care to all Cook County residents, regardless of their ability to pay, insurance status or immigration status.

CCH provides healthcare through our locations in Chicago and Cook County:

- Two hospitals;
- Regional outpatient centers;
- Community-based health centers;
- The CORE Center, the largest provider of comprehensive HIV care in the Midwest; and
- The Cook County Jail and Juvenile Temporary Detention Center (correctional health).

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, the largest Medicaid managed care plan for Cook County Medicaid beneficiaries.

### 1

## Increase local workforce commitment to reduce economic hardship

CCH has more than 6,300 employees. As a public healthcare 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 2018, 27% of CCH's employees were identified as having a zip code from one of the priority communities in the HEAL initiative.

**At the end of the 2018, 27% of CCH's employees were from one of the priority communities in the HEAL initiative.**

Through a grant from the Michael Reese Health Trust, CCH hired a workforce development coordinator in our Human Resources Department who has helped establish Connecting Adolescents to Resources Education/Employment (C.A.R.E). C.A.R.E provides local youth mentorship and internship opportunities on the CCH Central Campus. C.A.R.E. began in summer 2019 and partners with One Summer Chicago delegate agencies and Year Up. We look forward to reporting our progress to date in subsequent reports.

CCH must also adhere to specific procurement rules and regulations, as directed by the Cook County ordinance. However, we continue to work with organizations like World Business Chicago and its Chicago Anchors for Strong Communities initiative to see what opportunities for alignment there may be in the future.

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## Compendium: Cook County Health

CCH is also an active member of West Side United, which seeks to leverage hospitals serving Chicago's West Side to address inequality through a cross-sector, place-based strategy that also includes leveraging local hiring and procurement opportunities.

### 2

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

Cook County Health has a robust Community Affairs department that staffed more than 350 events throughout Chicago and suburban Cook County in 2018. The events include:

- Health fairs;
- Back-to-school events;
- Job and resource fairs;
- Faith-based gatherings; and
- Other community-based programs where CCH shared information about our health services, financial counseling and Medicaid redetermination assistance, and CountyCare Medicaid health plan.

**Cook County Health staffed more than 350 events throughout Chicago and suburban Cook County on 2018.**

Addressing behavioral health needs is a key priority for CCH. We have made efforts to integrate behavioral health services into our community health centers by hiring and placing social workers and psychologists at our sites, as well as using “e-Consult” to more rapidly allow for consultations with psychiatrists who can provide advice and help triage patients appropriately. CCH has also helped strengthen the broader behavioral health network throughout Chicago and Cook County by supporting the Behavioral Health Consortium (BHC), which includes 12 community behavioral health providers that collaborate and share best practices to maximize available resources. CCH staffs a Behavioral Health Hotline that connects patients seeking services with a provider who can meet their needs in their community.

BHC members include:

- Bobby E. Wright Comprehensive Behavioral Health Center, Inc.;
- Community Counseling Centers of Chicago (C4);
- Family Guidance Centers, Inc.;
- Habilitative Systems, Inc.;
- Haymarket Center;
- Heartland Health Outreach;
- Human Resources Development Institute, Inc.;
- Lutheran Social Services of Illinois;

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## Compendium: Cook County Health

- Metropolitan Family Services;
- Pillars Community Health;
- Sinai Health System; and
- The South Suburban Council on Alcoholism and Substance Abuse.

CCH has also been engaged in efforts to identify and address various social determinants of health, including housing insecurity. CCH is a key partner and investor in the City-County Flexible Housing Pool, which connects persistent users of crisis systems, including emergency departments and jails, with access to permanent supportive housing. We have also partnered with Housing Forward on several state and federal grants to connect patients and CountyCare members with housing units and supportive services.

**CCH is a key partner and investor in the City-County Flexible Housing Pool**

Healing Hurt People (HHP) continues to operate in the CCH Trauma Unit. HHP engages violently injured individuals and provides them with intensive case management, mentoring, comprehensive support and mental health services both in the inpatient setting and in their community post-discharge. HHP services were recently expanded to include individuals up to the age of 30 years (previous HHP interventions were limited to individuals up to 18 years of age).

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

Cook County Health's Integrated Care Department provides multi-disciplinary, provider-based care management. Nurses, social workers and community health workers collaborate to support patients and CountyCare Medicaid health plan members in their path to improved health. This often starts with a health risk screen that collects self-reported health information and social determinants, including food, housing, safety and social isolation. Individuals who screen positive for social determinants are connected with and/or referred to public benefits, legal resources, food pantries and other community-based resources.

**Nurses, social workers and community health workers support individuals in their path to improved health.**

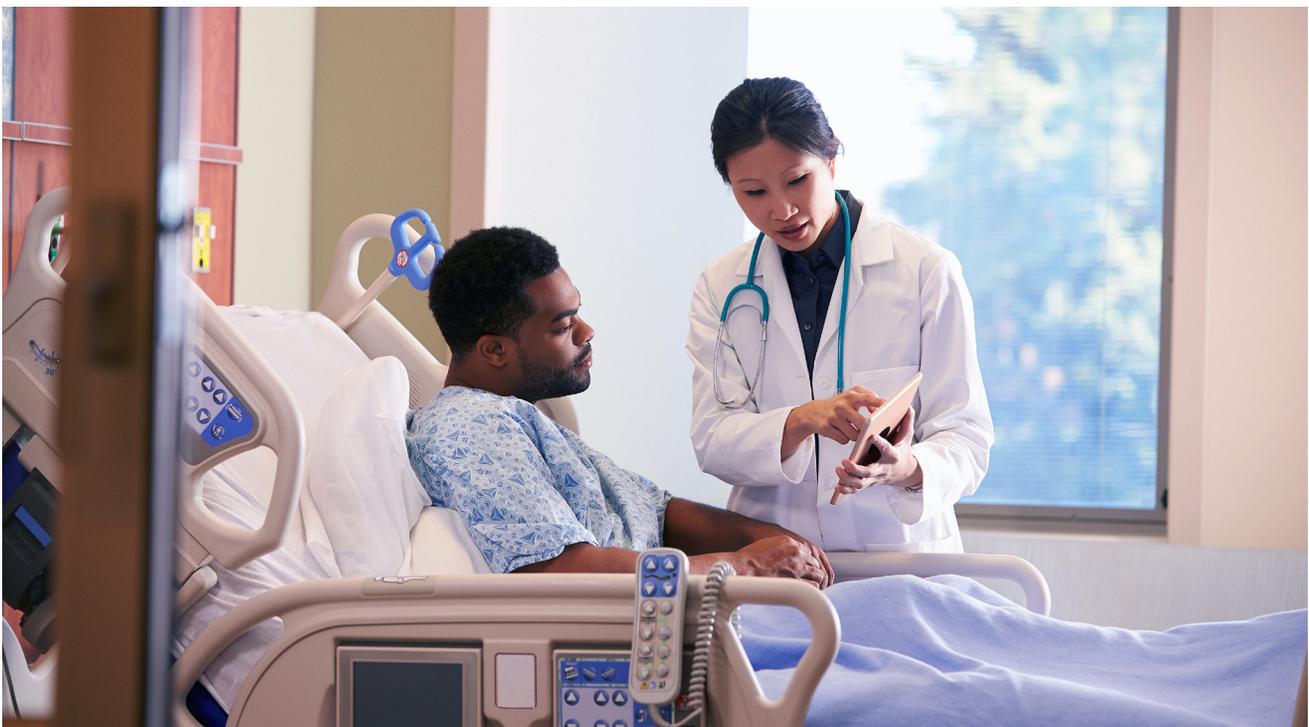
Since 2014, CCH has partnered with the Greater Chicago Food Depository (GCFD) to connect food-insecure patients with no-cost fresh produce at or near CCH community health centers. As a result, more than 200 visits to GCFD's Fresh Truck have provide 26,900 individuals with 550,000 pounds of fresh fruits and vegetables.

## Compendium: Cook County Health

Healing Hurt People illustrates a comprehensive program that addresses physical, mental and social needs of patients, specifically those who have been violently injured and treated in CCH's Trauma Department. Healing Hurt People seeks to reduce re-injury, retaliation and criminal justice involvement among participants and to have a positive impact on trauma recovery, mental health, drug use, achieving independence, work, education and creating a strong future.

Health equity and elimination of health disparities is a priority of CCH, and efforts towards these goals are throughout our refreshed strategic plan, Impact 2023. In addition to establishing programs and strengthening partnerships to better address the comprehensive social needs of our patients, we must also ensure that staff receive appropriate training. To this end, cultural competency and unintended bias training is embedded into CCH's annual training requirements. CCH is also in the process of rolling out a more detailed and comprehensive training that will be required of all employees.

**Healing Hurt People seeks to have a positive impact on trauma recovery, mental health, drug use, achieving independence, work, education and creating a strong future.**



# Loyola University Health System

1

## Increase local workforce commitment to reduce economic hardship

### 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. As the final steps in the state approval process are being completed, Loyola nurse leaders have collaborated with support departments such as Dietary, Environmental Services and Patient Transport to recruit staff members with an interest in patient care into the first cohort of PCT trainees. 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.

### 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 to 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.

All students involved in the Loyola Medicine work-study program have matriculated to four-year colleges.

### Proviso Partners for Health’s Community Leadership Academy

Proviso Partners for Health (PP4H) is a community-driven, multi-sector coalition promoting community health, health equity and transformational systems change in the Proviso communities of Maywood, Bellwood, Broadview and Melrose Park. Loyola Medicine is an anchor member of PP4H whose mission is to build capacity to address racial, health and economic inequities through partnership while leveraging community assets and wisdom. Through the PP4H Economic Justice Hub, community residents and coalition partners implement a peer-led Community Leadership Academy (CLA) to develop resident leaders and incubate local entrepreneurs. The CLA collaborates with community residents, community organizations

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## Compendium: Loyola University Health System

and stakeholder organizations and offers four peer learning tracks, including the Community of Solutions Leadership track, which involves residents with lived experience of racial and economic injustice learning advocacy for policy, systems and environmental change. The Social Enterprise track provides capacity-building expertise to community-based entrepreneurs and has helped incubate several community-based small businesses.

### 2

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

### Sojourner House

Loyola Medicine's MacNeal Hospital has 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 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.

**Sojourner House provides a limited-time housing alternative to shelters or streets that are not conducive to healing and recovery.**

### VeggieRx

Through a partnership with Chicago Botanic Garden-Windy City Harvest's Connecting Urban Farmers program, 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 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.

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## Compendium: Loyola University Health System

### Smart Routes to School

In collaboration with local parents, PP4H, and local non-profits Strengthening Proviso Youth (SPY) and the Coalition 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 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.

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

### 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.

**Provide training on naloxone mist to more than 30 Cook County police departments and over 5,000 officers.**

### Gateway Foundation Emergency Room Partnership

Loyola University Health System 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 a Drug Abuse Screening Test. 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.

# Northwestern Medicine

1

## Increase local workforce commitment to reduce economic hardship

### Local Hiring

Northwestern Medicine (NM), in partnership with the Chicago Anchors for a Strong Economy (CASE), has been working to identify opportunities to increase hiring from the target HEAL communities. In 2018, NM had 499 total hires from the HEAL zip codes, thus accounting for 11.5% of the total number of NM hires for positions based in Chicago, which includes the Northwestern Memorial Hospital (NMH) campus and outpatient care centers. Including these new hires, 19% of NM's total Chicago workforce were from the target HEAL communities in 2018. Also in 2018, NM launched its Diversity Council to help lead NM's effort to increase the percentage of those who live in the target HEAL communities by 15% by 2021.

**In 2018, NM had 499 hires from HEAL zip codes—11.5% of NM hires for positions in Chicago. The 2018 total of NM's Chicago workforce from HEAL communities was 19%.**

### Local Purchasing

NM spent millions of dollars on supplies and services purchased from companies based in one of the target Chicago HEAL zip codes in CY 2018. Also, NM continued to work with CASE and its vendors to identify ways to achieve the targeted 20% increase for this metric by 2021.

### Workforce Retention

In 2018, three NM employees who live in the target HEAL communities received promotions at NM. Also, NM implemented 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
- Determine the leading causes of employee turnover.

### Workforce Development

NM continues to support employment, workforce development and apprenticeship programs to promote careers in healthcare and para-professional fields for students in the target Chicago HEAL zip codes. This includes comprehensive on-the-job training and youth programs that expose high school students to potential healthcare careers; and, internships and fellowships in both the clinical and administrative settings for college students and post-graduates.

### NM Scholars

NM Scholars is a partnership with Chicago Public Schools (CPS) and Westinghouse College Prep Academy that prepares students for college and a career in the health sciences. The program

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## Compendium: Northwestern Medicine

includes mentoring, an intensive summer program, distance learning, ACT test preparation, and leadership and life skills development. Sixteen of the 17 participants were from HEAL zip codes.

### NM Discovery Program

The NM Discovery Program encourages students to further their interest in health careers, foster character and professional development, cultivate life skills, and engage in community service. A select number of NM Discovery students are offered summer internships in various departments throughout NMH. In FY 2018, 49 students participated in the program, two of whom lived in HEAL zip codes. NM is in the process of trying to reach more students in vulnerable communities.

## 2

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

In 2018, NM supported programs that provide home visiting, case management, youth mentorship and/or violence interruption services.

#### Acclivus

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. NM engaged and supported Acclivus, Inc., previously known as “Ceasefire,” to reduce retaliatory actions following violent trauma via home visits and social services and supports to vulnerable persons living in Chicago. Through this collaboration, Acclivus’ intervention services are integrated into NM’s treatment protocol for appropriate violent trauma cases.

#### Stop the Bleed

In January 2017, Mamta Swaroop, MD, a trauma surgeon at NMH, created the Chicago South Side Trauma First Responders Course after having multiple patients die from blood loss before they arrived at the hospital. The course is the first of its kind in Chicago, is offered to the public, and gives participants the skills to provide rapid first aid to trauma victims. To date, the lifesaving skills offered by the course have been taught to more than 150 adults and teens.

**More than  
150 adults and  
teens learned  
rapid first aid  
lifesaving skills.**

#### Behavioral Health Partnerships

In 2018, NM continued to engage in partnerships with its federally qualified health center (FQHC) partners to promote the colocation of behavioral health services. Through these efforts, NM seeks to help bridge the gap for patients who need help stabilizing both their medical and life needs.

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## Compendium: Northwestern Medicine

### Colocating Primary and Behavioral Care

In 2018, NM's Transitional Care Clinic handled more than 3,000 visits for those who did not have a medical home. The clinic's services were also expanded to include integrated behavioral health, thus enabling patients with psychosocial needs to receive care in one location.

Also in 2018, NMH provided funding to evaluate the feasibility of offering primary care services within the Norman and Ida Stone Institute of Psychiatry outpatient clinic. NM is now collecting baseline data and anticipates that increased engagement around preventable risk factors will enhance the overall health and well-being among this patient population.

**The clinic now offers integrated behavioral health, enabling patients with psychosocial needs to receive care in a single location.**

### Impacting the Homeless

In 2018, NM engaged in pilot programs with Thresholds and the Center for Housing and Health (CCH)—Chicago-based social, mental health and housing services providers—to link homeless patients with supportive housing, case management and additional support services.

### NM Housing Initiatives

NM's Transitional Care Clinic collaborated in 2018 on two housing pilots with CHH and Thresholds. Through these pilots, for which NM provided funding, eligible patients are provided with supportive housing, ongoing case management and additional support services. In 2018, six patients experiencing homelessness were linked to bridge housing (four of whom have been transitioned to permanent, supportive housing).

### Operation Warm Blanket

Operation Warm Blanket (OWB) is another pilot program between NMH, Thresholds and the Lawson House through which NMH provides funding to support two beds at the Lawson House, which are then managed by Thresholds. Willing patients are brought to NMH's Transitional Care Clinic for an intake assessment. Thresholds staff then screens patients for housing at the Lawson House and follows-up social work referrals.

### Safe Haven and Gun-Free Zones

NM continued to serve as a Safe-Haven hospital and, pursuant to state law, maintain itself as a gun-free campus (which includes NMH hospital and all clinic locations).

### Community Health Fairs

#### Health Resource Fairs

In 2018, NM partnered with community-based organizations to conduct three community health fairs and 16 farmers markets in the West Humboldt Park community, the goals of which were to help increase knowledge of and access to wraparound services, and provide a safe space for residents to interact and socialize, which helps to reduce violence. These resource fairs

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## Compendium: Northwestern Medicine

reached approximately 400 attendees each, and the farmers markets reached approximately 650 attendees.

### Keep Your Heart Healthy

Also in 2018, NM supported the Keep Your Heart Healthy (KYHH) initiative, which identifies Chicago residents most at risk for developing heart disease and links them with healthcare services and medical homes to control health risk factors. A 2018 evaluation found that from August 2013 through December 2016, KYHH reached 48,862 community residents through 1,534 screening events held across 27 Chicago community areas.

**KYHH reached 48,862 community residents through 1,534 screening events.**

## 3

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

#### Trauma-Informed Hospital

In 2018, a trauma-informed hospital workgroup was established at NMH and a “current state” assessment was launched to identify trauma-informed practices, screenings and related policies.

#### Trauma-Informed Post-Injury Counseling and Mindfulness Training

In 2018, NM engaged in trauma-informed post-injury counseling and community-based management programs to support long-term healing for all appropriate victims of violence. Through these programs, more than 5,000 individuals, students and teachers were served.

#### Acclivus

NM partners with Acclivus to reduce retaliatory actions following violent trauma. This collaboration integrates Acclivus’ violence interruption and intervention services into NM’s 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 supports trauma counseling and resilient experience training in the greater Bronzeville community. This initiative includes the BSCO Trauma Helpline. In 2018, 52 callers and more than 250 total calls were assisted through the helpline.

#### Calm Classroom

NM collaborates with Calm Classroom and Network 9 of the Chicago Public Schools (CPS) to provide mindfulness strategies to the classroom. The goal of this initiative is to teach students techniques that can be easily practiced and promote self-awareness, mental focus and emotional resilience. With support

**Over 5,000 CPS students and teachers in greater Bronzeville participated in 2018.**

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## Compendium: Northwestern Medicine

from NM, more than 5,000 CPS students and teachers across eight CPS schools in the greater Bronzeville community participated in this initiative in 2018.

### **Resilience Partnership**

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

### **Opioid Reduction**

In 2018, NM launched its opioid reduction initiative, the goal of which is to reduce opioid prescribing to NM surgical patients. NM also hosted community take-back programs at NMH.

### **Collaborations and Data Sharing**

In 2018, NM worked 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**

In 2018, NM participated 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. Looking ahead, the hospital community's efforts in this area will increase as a result of the passage of Illinois House Bill 2895, which requires the IPQC to develop practices for implicit bias training and education in cultural competency that will be used by birthing facilities throughout Illinois.



# Rush University Medical Center

## 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 necessary, reverse refer candidates to other partners for employment.

### 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 its distribution center in one of Rush's Anchor Mission (AM) communities and commit to hiring their warehouse staff from the local communities. In 2019, Rush engaged with Fooda for cafeteria services, with a goal of increasing spending in the AM communities. Rush is part of the West Side Anchor Committee with five other hospitals and health systems to share best practices and increase the use of local vendors.

### Career Pathway Program

Rush has launched a two-year Medical Assistant career pathway program for full-time employees. The program is in partnership with four other hospitals as employers and five training and funding partners. Additionally, Rush has launched a pathway for youth between the ages of 18 and 26 to become patient care technicians in partnership with Skills for Chicagoland's Future.



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## Compendium: Rush University Medical Center

### Health IT Program

With funding from JPMorgan Chase, the Health IT program provides students with training, skills development, internship and certification opportunities for Epic. Ten college students who participated in the program as high school seniors have been hired as part-time employees to work in the information technology (IT) department.

### MedSTEM Pathway

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.

### College Workforce Development Program

The College Workforce Development Program provides college students with internships and/or research experience focused on community health equity.

### Rush-Malcolm X College (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 various allied health professions.

### Rush-City Colleges Apprenticeship Program

Rush implemented an apprenticeship program with MXC, where students can “earn while they learn.” Through the apprenticeship program, students are hired into jobs at Rush, where they have the opportunity to integrate classroom instruction with real-world experiences.

## 2

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

### Rush’s Adverse Childhood Experiences-Home Visiting Program

Rush’s Adverse Childhood Experiences-Home Visiting program is an initiative 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.

### School-Based Health Centers

Rush has sponsored two school-based health centers (SBHCs) since 1996 located at Richard T. Crane Medical Prep High School and Rezin Orr Academy High School. In 2011, Rush opened a third SBHC at 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)

## Compendium: Rush University Medical Center



has funded colocation of behavioral health services on the West Side. WSU awarded a total of \$125,000 to support colocation and behavioral health services on the West Side of Chicago. Esperanza Health received \$25,000, Access Health received \$40,000 and Community Health received \$60,000.

### Chicago Neighborhood Rebuild Pilot Program

Rush invested a total of \$2.78 million between July 2017 and June 2019. These investments have included \$1 million in Chicago Neighborhood Rebuild Pilot Program, which aims at acquiring and rehabilitating 50 vacant homes in Chicago neighborhoods that need investment and jobs. Rush invested \$1 million in the Hatchery project, a local food incubator in Garfield Park and \$80,000 to purchase two vacant lots near Harvest Homes, with the long-term plan to expand the Harvest Homes affordable housing development. Rush invested \$700,000 in six projects on the West Side and partnered with other hospitals to award a total of \$85,000 in small grants to seven small businesses on the West Side of Chicago between July 2018 and June 2019.

**Rush invested  
a total of  
\$2.78 million  
between July 2017  
and June 2019.**

### Better Health Through Housing

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 who are utilizing healthcare services predominantly because they do not have access to appropriate housing.

### 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;

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## Compendium: Rush University Medical Center

- 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.

### 3

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

### Collaborative Care Team

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

### Trauma-Informed Hospital Collaborative

Rush has been participating in the Trauma-Informed Hospital Collaborative convened by Alliance for Health Equity for approximately 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 annual Linking Education and Performance (LEAP) education for providers on prescribing opioids and has taken several actions to ensure appropriate prescribing of opioids, including:

- Directly linking the state Prescription Monitoring Program to its electronic medical record (EPIC);
- Creating best practice alerts in EPIC for prescriptions over seven days in opiate-naïve patients; and
- Sending alerts for morphine equivalents higher than 20 MME for opiate-naïve patients.

Rush is currently testing new best practice alerts for patients on higher doses of chronic opioids.

### 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. American Academy of Pediatrics guidelines are followed for elevated lead levels. All elevated levels are reported automatically from the Quest lab to the Illinois Department of Public Health, per law.

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## Compendium: Rush University Medical Center

### Medical Home Network Portal

The Medical Home Network (MHN) Portal is for CountyCare patients with a primary care physician, and Rush receives utilization notifications from the MHN Portal. MHNConnect continues to offer live Admit-Discharge-Transfer feeds whenever a CountyCare patient is hospitalized or seen in the ED at any of the portal partner hospitals. The Chicago Area Patient Centered Outcomes Research Network 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.

### 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 co-founded the Center for Community Health Equity. Rush provided faculty support in developing and implementing the CGVRC Fellowship program last year as the only program without a public health school.

### Illinois Perinatal Quality Collaborative

Rush is part of the Illinois Perinatal Quality Collaborative and is working with the collaborative on caring for opiate-exposed newborns. The Rush obstetrics team is establishing protocols for antenatal consults, rooming infants with mothers, providing care if the infant requires prolonged hospitalization and updating the neonatal intensive care unit medication protocol for treatment for withdrawal.

### Implicit Bias and Cultural Competency Training

Rush leaders are required to complete implicit bias and cultural competency training. Between January 2018 to December 2018, 509 employees (including leaders and individual contributors) have completed the training. Between January 2019 and June 2019, 699 employees (including leaders and individual contributors) have completed the training.

**509 employees  
have completed  
Implicit Bias  
and Cultural  
Competency  
Training.**

# Sinai Health System

## 1 Increase local workforce commitment to reduce economic hardship

### Workforce

Sinai Health System member institutions have made significant contributions toward engagement of residents in these communities and their employment. During Sinai's FY 2018, 63 employees (almost 5% of the 1,291 total hires) were hired from these communities. Of greater consequence was Sinai's historical commitment prior to that date. Of Sinai's 3,928 employees, 958, or 24.4%, resided in these communities.

**24.4% of Sinai's 3,928 employees reside in HEAL communities.**

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

Between January 1 and July 1, 2019, Sinai hired 576 people, of whom 26, or 4.5%, are residents of the target communities.

### Purchasing

Sinai purchases of services and supplies from these communities totaled \$7,278,769.

### Career Advancement and Growth Opportunities

Sinai has implemented two programs with the support of local foundations to advance common interests in area workforce development and retention.

- As part of the Chicago Healthcare Workforce Collaborative, the Safer Foundation is working with Sinai in a technical assistance effort to review workforce policies, procedures and practices and to assist in the development of recommendations that encourage hiring of persons with arrest and criminal records. The Safer Foundation and Sinai met on March 18, 2019 and began an eight-week process involving interviews, document collection and review, reporting and recommendations.
- In collaboration with the Anixter Center, the Safer Foundation, Southside Occupational Academy and the University of Chicago Medicine, Sinai embarked on the launch of a Kessler Signature Employment Grant titled "Inclusive Pathways Chicago" on January 19, 2019. In this two-year demonstration project, Sinai and other participants will:
  - Examine barriers and increase hiring and retention of persons with disabilities including those with prior justice system involvement;

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## Compendium: Sinai Health System

- Create and deliver education tools;
- Attempt to establish training and referral pipelines;
- Eliminate gaps in service and employment opportunities.

Sinai Community Institute has partnered with the University of Chicago to provide 17 youth with summer employment. The MAPS Corps (Meaningful Active Productive Science in Service) trains and employs local high school students to map community assets and gather valuable information on neighborhood businesses and organizations.

The Sinai Pathway Community Retention Program has been assisting 33 entry-level caregivers residing in communities surrounding Sinai hospitals to remain employed for 360 days or more. Sinai partners with the Southside Occupational Academy, a transition center for Chicago Public School students with disabilities ages 18 to 21; up to 15 students can volunteer in various departments up to four days a week. Currently, Mount Sinai employs seven former students in food services and environmental services.

**Sinai enables up to 15 students with disabilities to volunteer in various departments up to four days a week.**

## 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 home visiting programs, case management, youth mentorship programs and violence interruption programming**

Sinai Health System has a variety of programs, often government grant-funded, that support various trauma-informed services for special populations as well as community residents in the targeted communities and within the general Sinai service area. Examples include:

- Sinai Community Institute (SCI), the non-profit community and social services organization, conducts home visits to seniors. SCI has periodically managed city senior centers and currently is seeking to manage four centers where seniors gather outside the home;
- Mount Sinai Hospital, Holy Cross Hospital and Schwab Rehabilitation Hospital offer case management programs, with Mount Sinai and Holy Cross particularly interested in complex chronic illnesses and behavioral health;
- Schwab Rehabilitation Hospital addresses the special case management needs for persons with disabilities. SCI offers case management focused on families (predominantly mothers and youth);
- SCI offers youth mentorship programming to at-risk adolescents identified through local schools as part of a Mayor's Mentoring Initiative, and has also offered these services for youth touched by the judicial system;

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## Compendium: Sinai Health System

- Sinai's Mount Sinai Hospital and its Level I Trauma Center works with the Ceasefire program providing violence interruption services; and
- 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 Hospitals offers an array of trauma-informed services through its crisis stabilization, outpatient, intensive outpatient and acute inpatient services.

### **Promote colocation of behavioral health services, including by partnering with federally qualified health centers (FQHCs) and schools to open new clinics in target neighborhoods**

Sinai's Under the Rainbow has conducted school-based programs in various CPS schools near Mount Sinai and Holy Cross. Sinai does not colocate services with FQHCs (many of which have behavioral health services), but does referrals with FQHCs for mental health, opioid medication-assisted treatment and substance use services.

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

Sinai has worked closely with the Chicago Housing Authority (CHA) in the Park Douglas and other mixed-income housing developments, as well as offering some services like adult asthma prevention and mitigation in CHA complexes.

Sinai is currently working with other area business to develop the Ogden Commons project, which will provide:

- 266 CHA mixed-income rental housing units;
- 18,500 square feet of retail space;
- 45,000 square feet of commercial space; and
- Streetscape improvements that will reconnect communities.

### **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**

The Sinai Community Institute (SCI) conducts or participates in over 20 health fairs in parks and community centers (with several focusing on violence reduction) and collaborates with other local community organizations such as the I AM ABLE Center for Family Development and the Trauma Response and Intervention Movement program.

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

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

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

**Sinai sees on average 150 new clients each month. Approximately 85% of these patients have been victims of trauma.**

Sinai will seek funding and partners to develop several broad areas of competency among our program caregivers. These would include:

- 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 that the client engages and sustains their participation in care;
- Knowledge about signs, symptoms and manifestations of trauma coping skills for trauma that may be reflected as problematic behavior; and
- Skills and abilities needed to provide trauma-informed care.

#### **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 a decade. The Domestic Violence Program reaches individuals in need of services through internal referrals and community outreach. Since 2009, Schwab has provided support services for people with disabilities who experience domestic violence. 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 and over 500 victims have received direct services. Domestic

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## Compendium: Sinai Health System

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.

### **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**

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

Sinai has mobilized a number of partners, including:

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



# University of Chicago Medicine

The University of Chicago Medical Center (UCMC) is focused on accomplishing violence reduction in our communities. Senator Durbin's Chicago HEAL (Hospital Engagement, Action and Leadership) initiative is a groundbreaking collaboration focused on reducing violence and improving health in Chicago's most underserved neighborhoods. Senator Durbin's program has provided a key focus and momentum for our activities.

Major elements of UCMC's HEAL activities include:

## 1 Increase local workforce commitment to reduce economic hardship

### Employment and Procurement

Building on our award-winning minority hiring and supplier diversity efforts, we are focused on enhancing employment and procurement opportunities for local residents in our local communities. We are focusing our efforts on the South Side of Chicago. These areas coincide with the communities that we focus on in our community health needs assessment and our programs to improve population health.

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

### Trauma Prevention/Violence Interruption

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 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.

**In the past year we have engaged over 900 patients and 390 families in our violence recovery program.**

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

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## Compendium: University of Chicago Medicine

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.

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 medical center, and continuing through discharge and recovery, even extending into the home, school and neighborhood—through a network of community resources.

### 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.

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.

**Our research team was recently awarded a \$17 million grant by the National Institute on Drug Abuse.**

#### 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.

**Southland RISE awarded grants to 14 grassroots violence prevention programs on the South Side.**

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## Compendium: University of Chicago Medicine

### 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 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 aftereffects of violence.

**TURN Center is focused on providing trauma counseling to community residents affected by violence.**



# University of Illinois Health

1

## Increase local workforce commitment to reduce economic hardship

### CHAMPIONS NETWork

The CHAMPIONS NETWork is an innovative, community-based program that 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, thereby creating the next generation of health researchers and clinicians.

Students receive a stipend to complete a six-week summer training program where they develop community organizing skills, learn about health professions and gain new knowledge about prevalent health conditions in their communities. After the six-week 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 High School;
- 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.

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

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## Compendium: University of Illinois Health

### Urban Health Program

The mission of UIC's Urban Health Program is to increase 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.

**More than 7,000 UIC Urban Health Program alumni now work in health-related fields.**

The 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.

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 in fifth through 12<sup>th</sup> grades through educational enrichment in the core content areas of reading, math and science.

## 2

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

#### Better Health Through Housing

Better Health Through Housing aims to reduce healthcare costs and provide stability for the chronically homeless by moving individuals 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, and refers them 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, 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, health education, and behavioral health 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

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## Compendium: University of Illinois Health

school staff. Our school health center staff includes 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 are able to receive healthcare services at school and return back to learning in their classrooms. Caregiver adults do not need to take time off work in order 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.

These are all located in Chicago public, charter or contract schools:

- 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 Centerin.

### 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 are offered monthly at Mile Square Health Center.

Wellness House programs are free for all those affected by cancer. Programming includes support groups and counseling, stress management, and exercise and nutrition.

**More than  
40 programs are  
offered monthly  
at Mile Square  
Health Center.**

### UI Health Pilsen Food Pantry

The UI Health Pilsen Food Pantry strives to serve vulnerable Chicagoans through reducing food insecurity. The Food Pantry aims to address health and social outcomes through the direct distribution of 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.

### 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 offer 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, attention-deficit/hyperactivity disorder, and developmental disabilities.

**Children as young as two years of age are seen with their parents to enhance the parent-child relationship via trauma-informed, Parent-Child Interaction Therapy.**

Children as young as two years of age 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 an 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 the development of specific mental and behavioral health problems including substance use into adulthood.

The behavioral health team at Mile Square not only strives to meet patients where they are in their own community in an effort to decrease stigma and increase accessibility of quality healthcare, but also to promote prevention and early intervention via evidence-based psychotherapy. Reducing environmental risk factors has the potential to promote emotional health early in the life cycle, which is expected to have lifelong effects on the nervous, endocrine and immune systems.

#### The Center for Health Equity Research (CHER) Chicago

The Center for Health Equity Research (CHER) Chicago is a National Institutes of Health-funded Center of Excellence, based out of the University of Illinois Cancer Center and the UIC School of Public Health and in collaboration with the University of Chicago Medicine, dedicated to researching how various social structures and determinants contribute to the health of marginalized groups. The mission of CHER Chicago is to make transformative contributions toward the elimination of structural violence through collaborative community partnerships, innovative research, and 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.