

Rush System for Health

# A Case Study for Health Equity

**The National Academies**  
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# Equity was adopted as a Rush strategy in 2016

## Mission:

The Mission of Rush is to improve the health of the individuals and diverse communities we serve through the integration of outstanding patient care, education, research and community partnerships.

## Vision:

Rush will be the leading academic health system in the region and nationally recognized for transforming health care.

## Values:

- Innovation
- Collaboration
- Accountability
- Respect
- Excellence



# Rush Strategic Priorities

**People:**  
The Rush System will be a **destination of choice for health care education**, training, career growth and employment.

**Programs:**  
We will develop **centers of distinction** that will be highly coordinated across the Rush System.



**Reach:**  
We will **extend the reach and brand of Rush across the region** through innovation, partnerships and a highly integrated delivery network.

**Community:**  
The Rush System will **serve as a catalyst to measurably impact** each of our communities.

# There is up to a 16-year gap in life expectancy between the Loop and West Side neighborhoods



# Rush identified five key initiatives that fall under our Anchor Strategy focused on the West Side

## Change levers

### Hire locally and develop talent



- Employment preference initiative
- Career ladder development
- Skills training
- Mentoring and coaching

### Utilize local labor for capital projects



- Local labor for capital projects
- Apprenticeship
- Diversity hiring and contracts

### Buy and source locally



- Local purchasing program
- Gift shop procurement
- Prime vendor engagement

### Invest locally



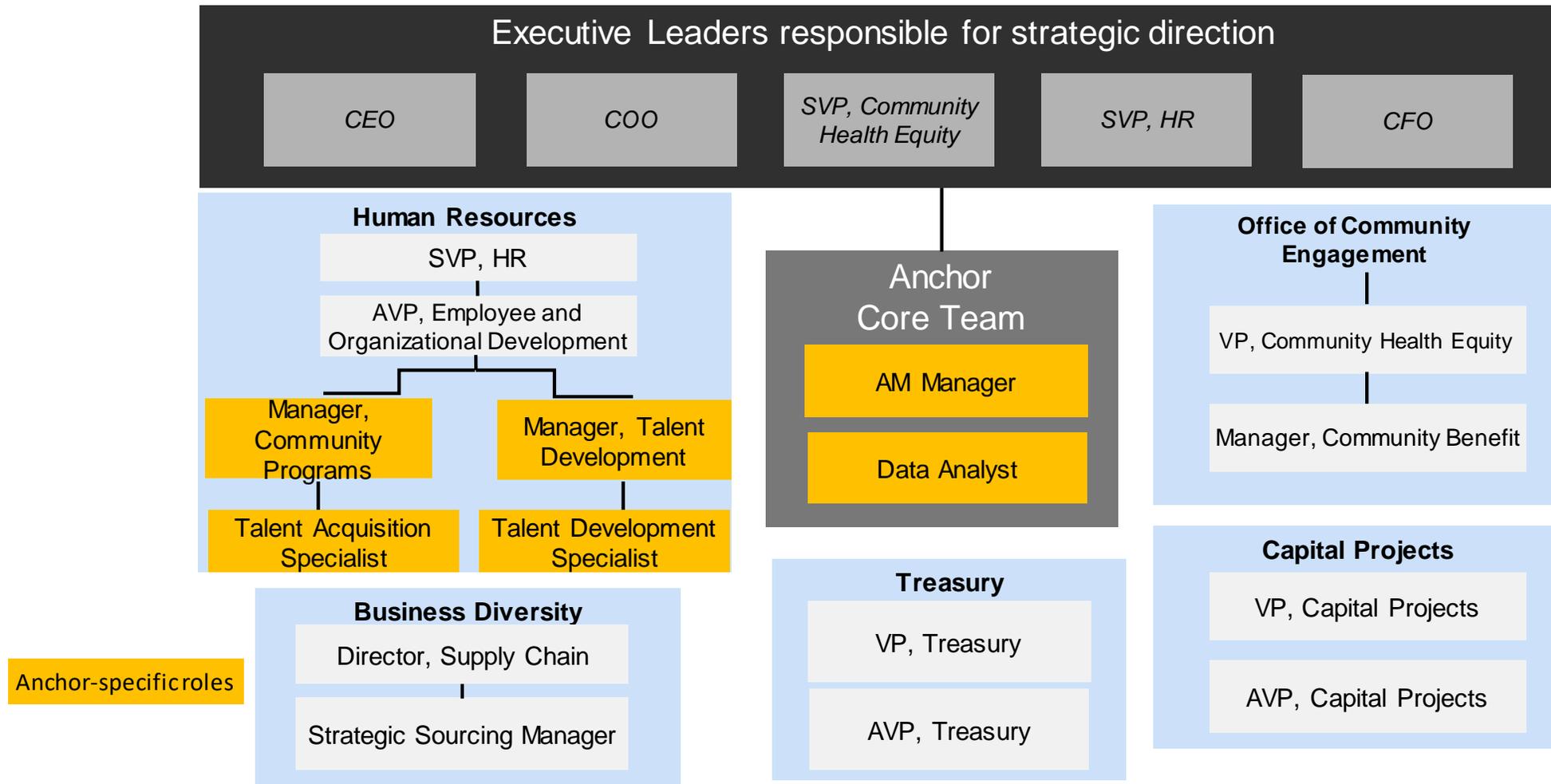
- Impact investing in local communities
- Local business incubation to fulfill sourcing needs

### Volunteer and support community building



- Employee engagement in local communities
- Leveraging employee expertise (e.g., teaching skills class)

# Rush Invested in the organizational structure





# ***MANY VOICES...ONE WEST SIDE***

**WEST SIDE UNITED**

# West Side United, a collaborative of 6 hospital institutions and community partners was formed to address health inequities across the West Side



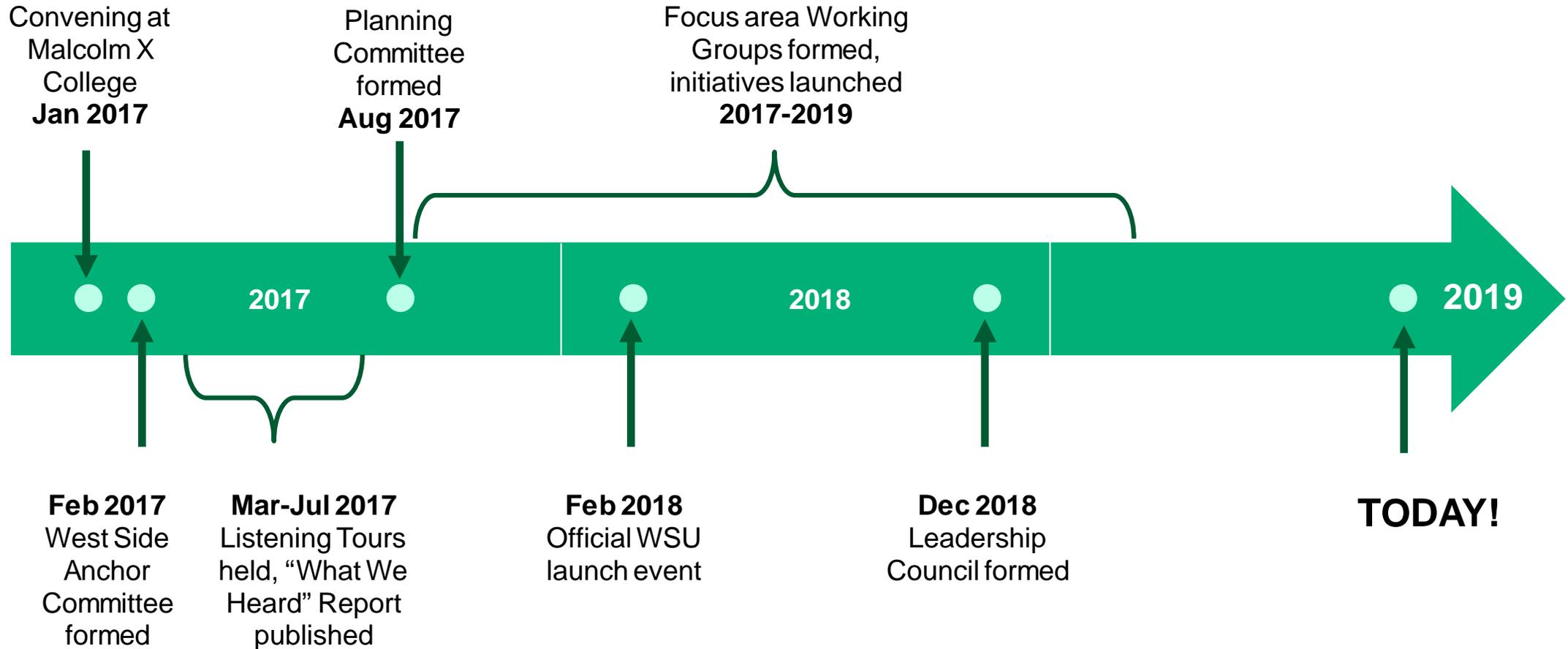
**Mission:** To build community health and economic wellness on Chicago's West Side and build healthy, vibrant neighborhoods.

**Vision:** To improve neighborhood health by addressing inequities in healthcare, education, economic vitality and the physical environment using a cross-sector, place-based strategy.

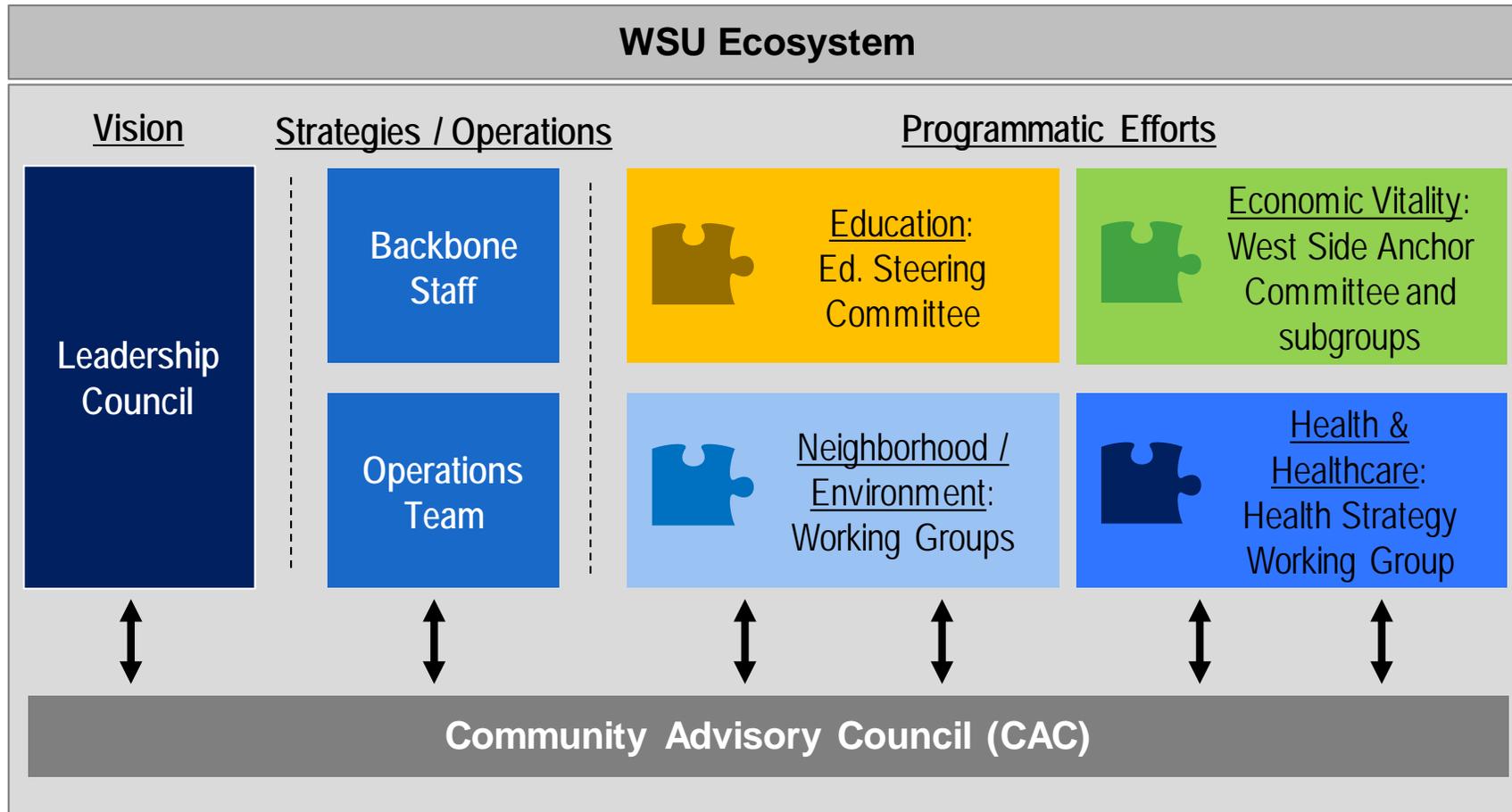
**Partners:** Will include other healthcare providers, education providers, the faith community, business, government and residents that work together to coordinate investments and share outcomes.

**Aim:** To reduce the life expectancy gap between the Loop and Westside neighborhoods by 50% by 2030.

# Our Journey to Date



# The Community Advisory Council (CAC) will play an important role in the entire West Side United ecosystem



The 18-member CAC was selected in June and is composed of West Side residents and people who serve the West Side through non-profit, advocacy, and healthcare organizations. The CAC will serve as the communities voice and ensure that community feedback is integrated in each program and level of governance.

# Local Hiring

## June 2019: Collective West Side Hiring Fair

- Provided residents access to local employment, helped institutions connect with qualified, pre-screened candidates for high-demand job titles
- Results:
  - 139 candidate interviews at the fair
  - 41 second interviews offered, candidates flagged for further review 95 times
  - Post-fair: 18 job offers extended, 10 accepted; 41 candidates remain under consideration



### Participating Institutions



CHICAGO COOK  
WORKFORCE PARTNERSHIP



# Employee Professional Growth

## 2019: Scaling Pathway Programs to New Fields

### Medical Assistant

- ~20 participants enrolled in Cohort 2

### Nursing Assistant

- 20 people completed or are participating (as of August 2019)
- Pilot cohorts comprised of Youth for Rush
- Incumbent pathway in development, to be launched in 2020

### Health IT

- Info. Tech. roles (e.g., Help Desk) with potential for competency-based hiring, certificate-based career ladders
- Hospital IT systems differences may require customization

### Nursing

- Stackable CNA-to-ADN and ADN-to-BSN pathway
- Requires internal systems change at hospitals that don't currently hire ADN's

### Pathway Readiness

- Wrap-around services to prepare candidates for pathways
- In development: programming to be based on participant profile, employer requirements

# Small Business Grant Program

2019: Expanding X5

## 2019 Small Business Grant Program

- Increased grant pool to \$500K
- Goal: award 20 – 30 grants, \$15K - \$30K each
- Engaged +20 community-based organizations and chambers of commerce as partners
- Applicants will be selected based on strength of their business, importance of the business to the surrounding community, and proposed use of grant funds

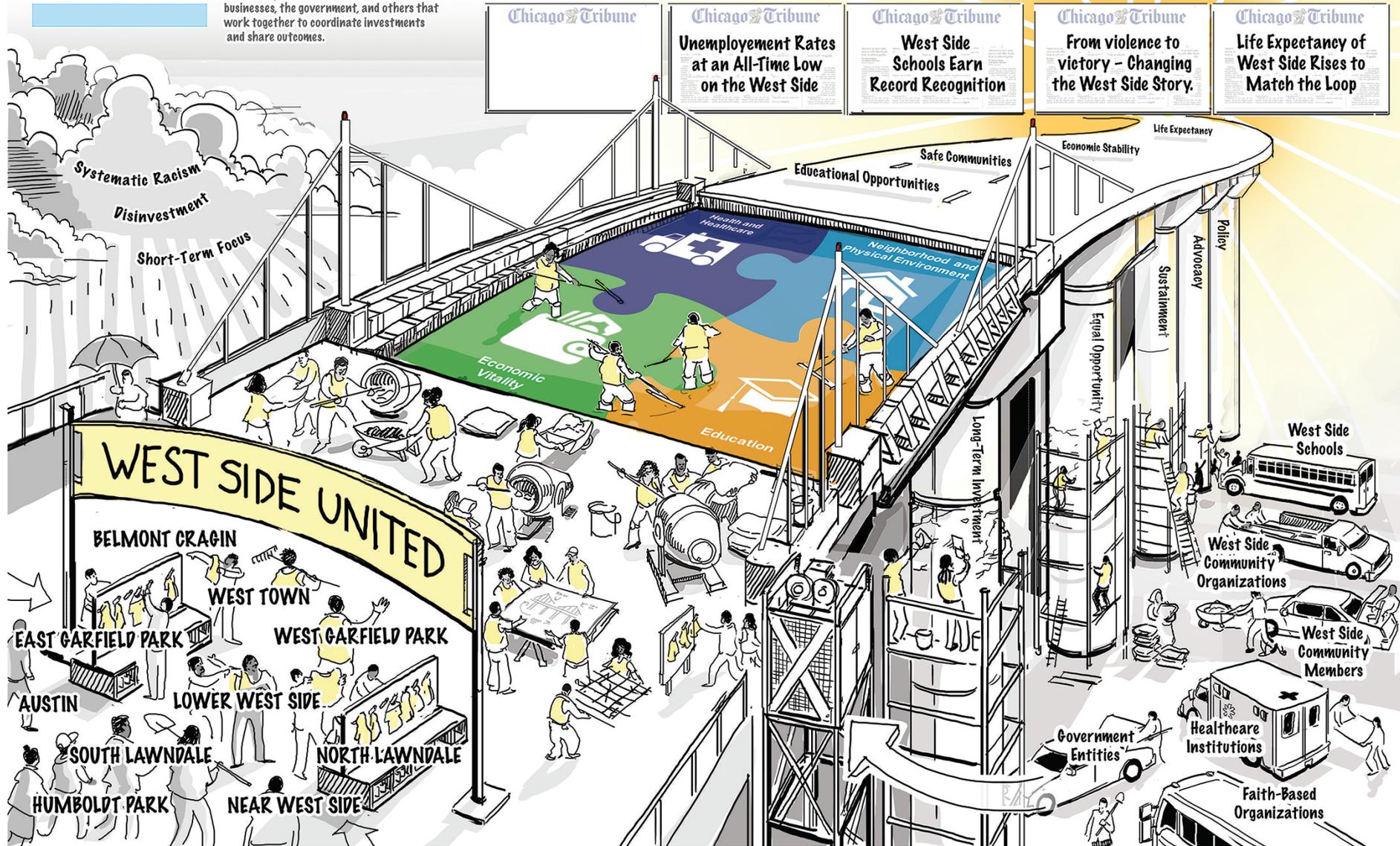
July	August	September	October	November	December
Plan info sessions, develop marketing materials and content, and engage community organizations		9/9 - Launch application and host 1 <sup>st</sup> info session	9/9 – 10/25 - Host 7 info sessions (~1/week), 3 in Spanish	10/31 - Application Deadline	Select grantees and disburse funds

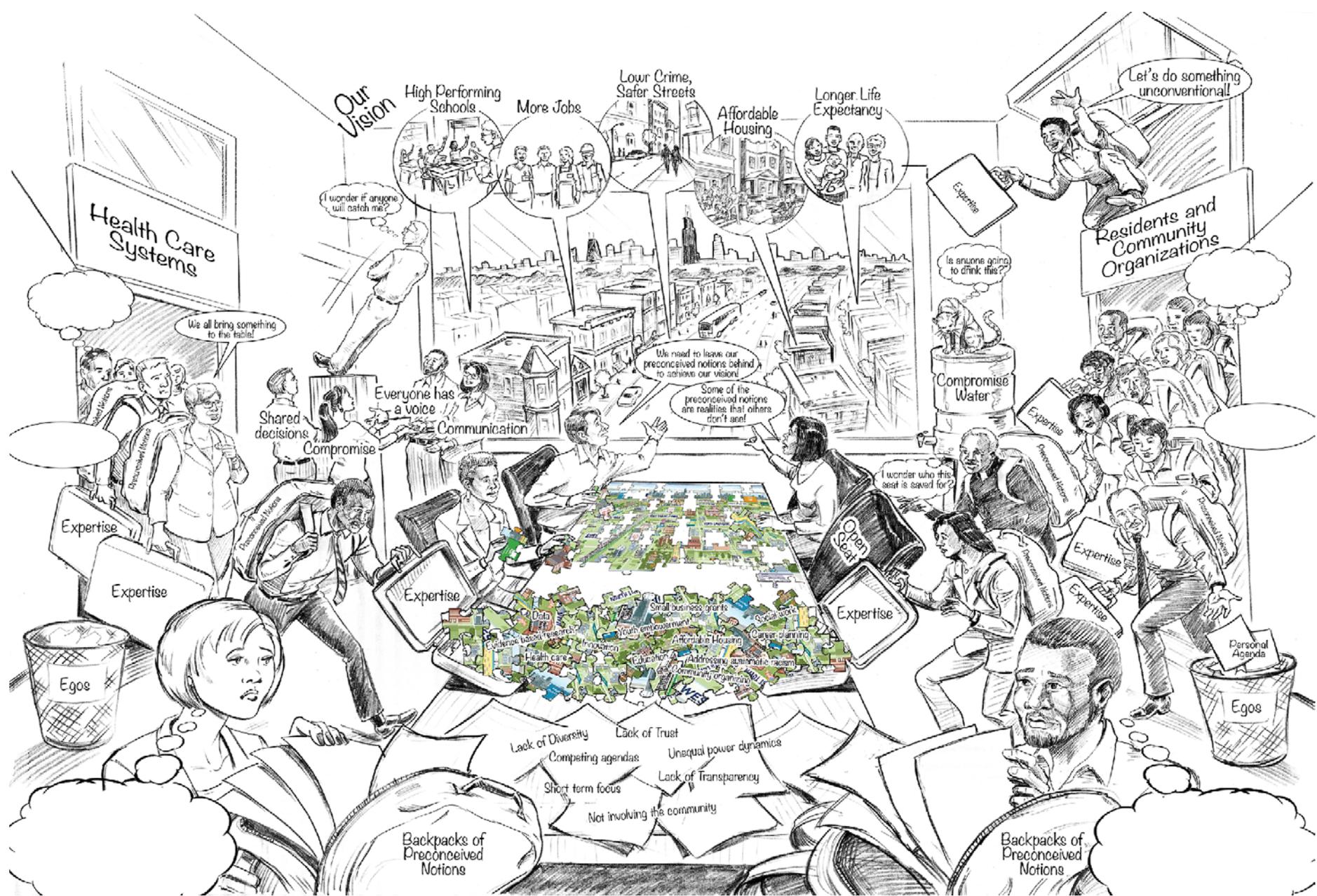


# WEST SIDE UNITED

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Vision: To improve neighborhood health by addressing inequality in healthcare, education, economic vitality, and the physical environment using a cross-sector, place-based strategy.

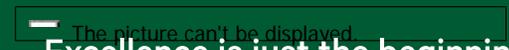




# DISCUSSION.



Rush University Medical Center



**Excellence is just the beginning.**