

HOSPITAL ENGAGEMENT ACTION AND LEADERSHIP



Chapter Two: The Power of Collaboration

Strengthening neighborhood engagement
to **reduce gun violence** and **improve health**

18 Vulnerable Chicago Neighborhoods
10 Leading Health Systems

One Powerful Goal



THE POWER OF COLLABORATION

Chicago HEAL Initiative

From the hearing room of the Senate Judiciary Committee, to national summits hosted by the American Hospital Association and the Department of Justice, the Chicago HEAL Initiative has been recognized over the past year as a national example. We are showing how hospitals can collaborate and engage the community to prevent and address local health issues such as gun violence.



U.S. Senator Richard J. Durbin, IL

Sharing the Work

In these meetings, I have sought to elevate the role of these 10 leading hospitals in how they are collectively tackling the epidemic of gun violence with a new strategy: reaching outside their walls—and partnering together—to address issues of economic insecurity and exposure to trauma in their neighborhoods.

But the most profound and meaningful way that this work is being shared is directly with the community.

As part of the Chicago HEAL Initiative, I've had the pleasure of participating in discussions with local middle and high school students about their life experiences, the challenges they face, and their vision of the future. Young people who have been victims themselves, or who never knew that this large medical building offered more than just a

place for treatment—but a possible career path. Faced with too many stories of hopelessness, fear, and tragedy, they have participated in programs supported by HEAL hospitals to positively shape their trajectory—creating hope, sparking an interest, and providing the skills and resources to thrive.

Signs of Success

The HEAL hospitals are now partnering with more than 250 Chicago Public Schools, providing health services to 7,600 students, and offering 4,400 local students shadowing and career pipeline programs.

It is becoming clear that the Chicago HEAL Initiative is creating a standard. We are identifying and deeply committing to successful strategies to reach into the neighborhoods with the highest rates of poverty and violence to prevent the bloodshed in the first place.

2023 HEAL Initiative Achievements



250
Chicago Public
Schools are
HEAL partners



7,600
Students
receive health
services



4,400
Student
shadowing and
career pipeline
programs



2,600
Victims
utilized case
management
and support
programs



4,402
People hired
by HEAL
hospitals



Senator Durbin met with Austin community youth leaders at Ann & Robert H. Lurie Children's Hospital on Wednesday, March 27, 2024

Programs Designed to Heal

One pillar of this work involves hospital-based trauma recovery programs, which pair victims of violence with trusted, qualified healers to help patients cope with traumatic events to ensure a successful return to their neighborhood and prevent retaliatory shootings. Last year, the hospitals provided more than 2,600 victims of violence with these ongoing case management and support programs—a 43 percent increase from 2018. With federal funding I helped to secure, one hospital's violence recovery program has been able to dramatically expand its reach, while another hospital is using a new federal grant to open its own program and serve approximately 200 additional patients.

The success of these programs is paving the way for more sustainable, long-term funding for these

interventions. It also is laying the foundation for a future partnership with the Chicago Department of Public Health to appropriately share firearm injury data to improve our understanding of the challenge. This will help to better tailor interventions to prevent violence, enhance services for victims, and coordinate efforts.

In total, the HEAL hospitals hired 4,402 people last year from the neighborhoods facing the highest rates of violence and poverty. This will change the trajectory of so many lives and families in our city.

We know that providing economic opportunity, especially for those most at risk of being victims or perpetrators of violence, can reduce the shootings

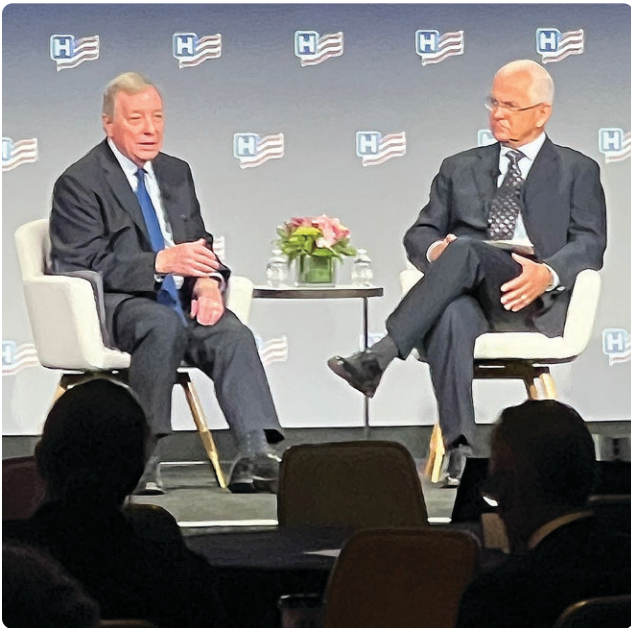
and build hope. The 10 HEAL hospitals have strengthened their partnerships with community organizations, community colleges, and other stakeholders to invest in new career pathways while retaining and fostering upward growth for their current employees.

Federal Support

In Washington, I'm working to support the hospitals in this meaningful work. As Chair of the Senate Judiciary Committee, I held a hearing to examine the harm of gun violence on children, which featured a witness from a program run by one of the HEAL hospitals. And as a senior member of the Senate Appropriations Committee, I worked to ensure the Further Consolidated Appropriations Act, 2024 included significant resources for programs in Chicago that fund community mental health, housing, job training, and violence prevention. This included a combined \$43 million for youth violence and gun violence prevention programs at the Centers for Disease Control and Prevention (CDC) and National Institutes of Health. The Fiscal Year 2024 spending bill also included more than \$250 million for programs at the CDC and Substance Abuse and Mental Health Services Administration to address mental health, trauma, and Adverse Childhood Experiences in schools and communities. Finally, it also included more than \$4 million in congressionally directed spending requests I secured that will allow HEAL hospitals and their community partners to prevent violence and expand mental health services in our communities.

A National Solution

Let's be very clear: the gun violence epidemic in Chicago and throughout the country proceeds at



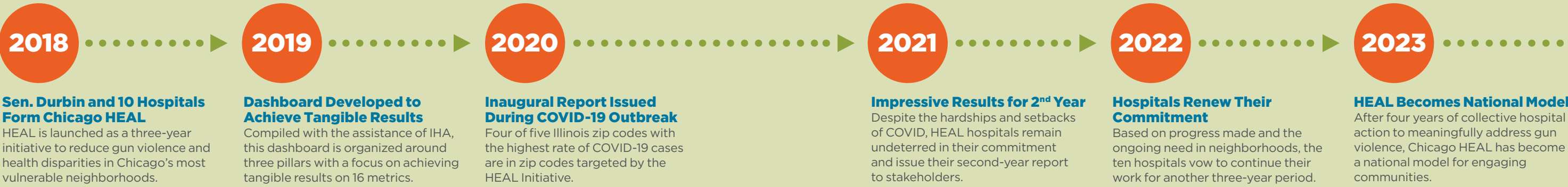
U.S. Sen. Durbin headlines the American Hospital Association's Annual Conference in Washington, D.C. in April. During his remarks, Sen. Durbin highlighted the Chicago HEAL Initiative. Following his remarks, Durbin fielded questions from Jim Pister, President and CEO of RML Specialty Hospital in Chicago (right)

unacceptably high levels. Nationwide, firearms are the leading cause of death for children. Too many people, especially young people of color, are shot, injured, and killed in our neighborhoods each week. We need all stakeholders to be a part of the solution.

The hospitals participating in the Chicago HEAL Initiative have demonstrated a positive commitment to their communities. They are building a national model—but more must be done to stem the tide of violence and suffering. I am grateful for these efforts, and I encourage more partners to join us as we scale up this framework and embed our lessons across health systems.

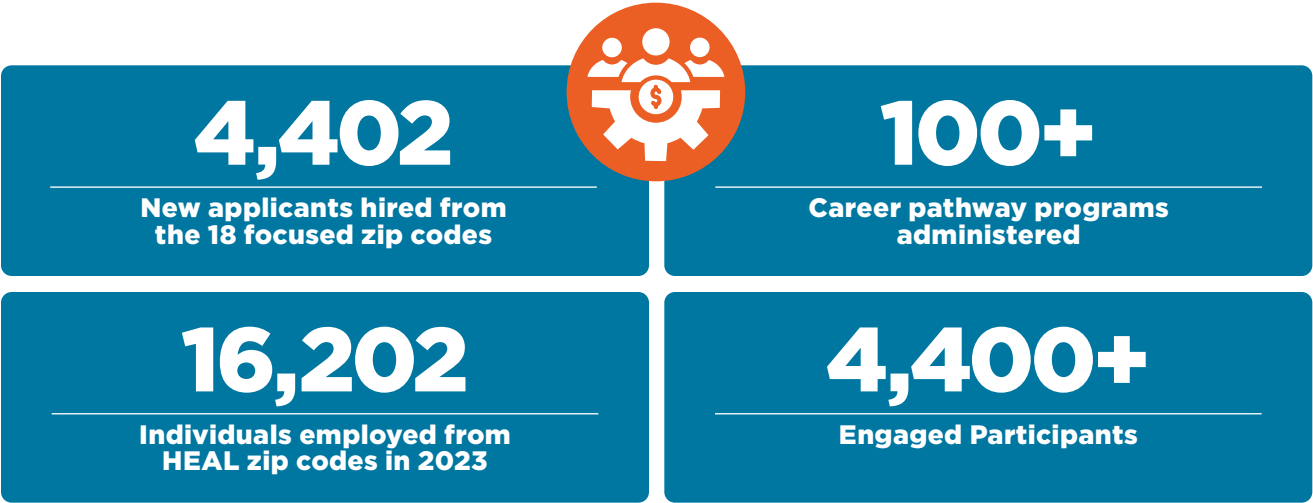
Richard J. Durbin
United States Senator

Chicago Hospital Engagement Action and Leadership (HEAL) Milestones



LOCAL WORKFORCE

Increase Local Workforce Commitment to Reduce Economic Hardship



The Healthcare Career Pipelines Work Group supports the mission of Sen. Durbin’s HEAL initiative by developing healthcare career pipelines for HEAL-area middle school, high school and college students, community members, and incumbent employees as they begin and advance in healthcare careers. In 2023, the hospitals collectively hired 4,402 new applicants and employed 16,202 individuals from HEAL zip codes. They also administered over 100 career pathway programs

that engaged over 4,400 participants. In addition to local hiring and workforce development initiatives, member hospitals have spent the past two years of the HEAL initiative developing dedicated efforts to comprehensively support employees after they have been hired into full-time roles.

HEAL member hospitals partnered with 261 community-based organizations in 2023.



The current class of Northwestern Medicine Scholars Program (Northwestern Medicine Scholars Program Inspires a New Generation of Physicians and Scientists - News Center), including students from the CPS’ Westinghouse and DuSable high schools.



Reach STEM Pathways Summer ECG Program Fundamentals



Collective and Individual Key Successes

Advocate Health Care provides full time corporate internships each summer for 20 undergraduate college students. Most recently the Corporate Internship Program is prioritizing and actively recruiting students from HEAL zip codes. Since July 2023, Advocate has added 13 more interns, in both full and part time positions throughout the academic year. An additional 20 interns are expected in summer 2024.

Ann & Robert H. Lurie Children’s Hospital of Chicago engaged 714 students in Mentorship



Reach Phlebotomy at Rush

and Workforce Development programs in CY23: 293 middle school, 284 high school, and 137 college students. Nearly 87% of students were from HEAL zip codes. During this same period, 23 program alumni were hired in medical roles at Lurie Children’s. Over 50% of these hires were from HEAL zip codes.

Ascension Saint Mary – Chicago created additional youth summer employment, workforce development, and apprenticeships programs to promote careers in healthcare fields and paraprofessional roles for students in target

LOCAL WORKFORCE continued

neighborhoods with the goal of reaching students or other individuals seeking exposure to healthcare careers. In CY23, these programs reached 206 participants in eight area high schools, up from 143 the prior year, and 241 participants in four college programs.

Cook County Health, along with Cook County government, established the Provident Scholarship Fund to support future healthcare professionals who are from, and dedicated to serving, underrepresented communities in Cook County. Since the program first launched in 2022 with support from the Cook County Health Foundation, 91 scholarships totaling over \$1.3M have been awarded; recruitment efforts have been targeted to HEAL zip codes with 79% of recipients identifying as Black or Latino/a.

Northwestern Medicine offered six in-house certification programs, including Certified Nursing Assistant, Doctor of Medical Science, Medical Assistant, Nuclear Medicine, Radiation Therapy

and Radiology. NM graduated nearly 50 students and matched engagement and wellness staff to coach hiring managers on how to help employees advance.

Rush University Medical Center hired 900 HEAL applicants into full-time roles in 2023 and administered over 15 pathway programs, with 68% of program participants hired into full-time roles at Rush.

Sinai Urban Health Initiative (SUHI), part of Sinai Chicago, graduated 61 students from its Population Health Career Pathway Program’s cohorts. Sinai also hired 269 caregivers, accounting for 25% of all Sinai new hires in 2023, and employed 719 caregivers from local communities.

The University of Chicago Medicine partnered with City Colleges of Chicago on a project that will create new jobs for residents of the south side of Chicago. The partnership involves a new learning center for Malcolm X College where up

to 800 students will be trained as clinical lab technicians at our new facility.

The working group also partnered with the **Chicagoland Healthcare Workforce Collaborative** (CHWC), and in 2023, CHWC concluded a study facilitated in partnership with five HEAL member hospitals to survey frontline workers. The study sought to identify and articulate career pathways for Certified Nursing Assistants, Medical Assistants and Patient Service Representatives and ways in which healthcare systems can help facilitate the movement of incumbent workers into roles that offer wealth-building wages. Building upon the findings from the study, member hospitals have refined their approach to retention, employee engagement and employee advancement in 2023, with plans to begin tracking retention rates and employee advancement metrics in 2024.

—Local Workforce Workgroup



Workforce Hire: Brian Stewart and a new employee hired via NM’s community hiring program.



Lurie’s CPR



Job Fair: Brian Stewart, NM’s Manager for Recruiting and Community Services, with NM employees at a community hiring event

SCHOOL AND COMMUNITY PARTNERSHIPS

Support Community Partnerships to Improve Health and Safety of Public Environments

253

School partnerships to prevent violence



19%↑

Increase since 2022



In 2023, Chicago HEAL Initiative hospitals partnered with 253 schools—a 19% increase since 2022—to co-develop and implement initiatives to prevent violence and keep students, teachers and staff safe and healthy. These partnerships are wide-ranging, and include school-based health centers, mobile health programs, training and education sessions, mental health and resilience support, policy revisions and youth development activities.

HEAL hospitals worked with Chicago Public Schools throughout 2023 to finalize goals, plans and job descriptions for new network-level health specialists as well. These new roles, supported by funding championed by Senator Durbin, will help schools implement health and wellness policies and programs; and will strengthen the connections

between schools and hospitals to enhance these important partnerships.

In addition to school partners, HEAL hospitals partnered with 261 community and social service organizations on violence prevention programs and activities. These partnerships include trainings, referrals, funding, volunteering and evaluations. They bring together the expertise of community members with lived experience and hospital clinicians, researchers and public health professionals.

In September 2023, through funding supported by Senator Durbin, the University of Illinois Health and Hospital System (UI Health) and RUSH hospitals expanded existing services in their School-Based

Health Center (SBHC) programs to directly address the impact of community violence and toxic stress. Creating Opportunities for Personal Empowerment in School-Based Health Centers (COPEs) is an integrated primary care behavioral health approach, using Licensed Behavioral Health Clinician and Community Health Worker (CHW) dyads operating through each hospital’s SBHC program. SBHC behavioral health clinicians use an evidence-based, trauma-informed, healing-centered curricula and strategies to provide psychoeducation and behavioral health interventions. CHWs support students and families in accessing resources to meet basic needs.

into their interactions with patients and clients to build personal empowerment and resilience. A high school senior, who started therapy with a RUSH SBHC social worker after a family member was shot and killed, reported no physical altercations in the months since she started therapy, a significant decrease compared with others undergoing the same experience. While the student continued to report trauma symptoms, she indicated that her SBHC therapy had been helpful in learning new skills to manage her reaction and not act on strong emotions she was experiencing.

COPEs staff are also providing training for other staff working with those whose lives have been touched by violence. In these trainings, staff learn the techniques employed by CRM for personal and professional use, adding an additional layer of worker support and resilience. Through the networking opportunities provided by Senator Durbin’s HEAL initiative, COPEs staff will be disseminating CRM skills by providing training to other HEAL hospitals. This UI Health and RUSH partnership is working to increase both individual and community-wide resilience, prevent violence, and improve health outcomes.

To date:

- **Behavioral health clinicians** have provided services to **700 individuals in 1,499 visits**
- **Community health workers** have served **375 individuals** and families across a total of **404 visits**

The behavioral health clinician-CHW dyads are trained in the Community Resilience Model (CRM), which teaches self-regulation skill-building. COPEs staff trained in CRM embed skill-building techniques

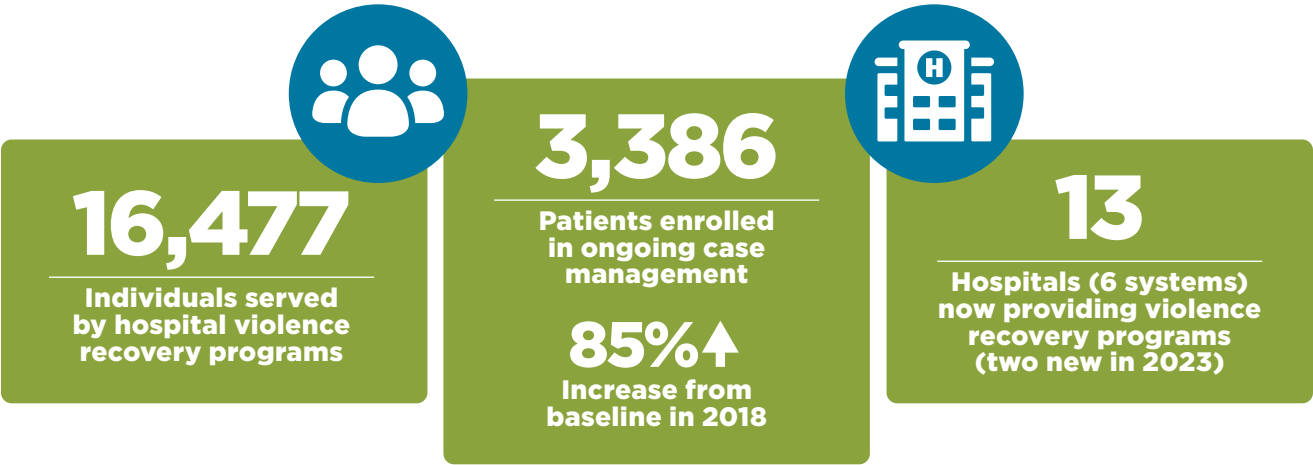
— School and Community Partnerships



UI Health Mile Square Davis Health and Wellness Center at Nathan S. Davis Elementary School

TRAUMA RECOVERY

Increase Support and Usage of Violence Recovery Programs



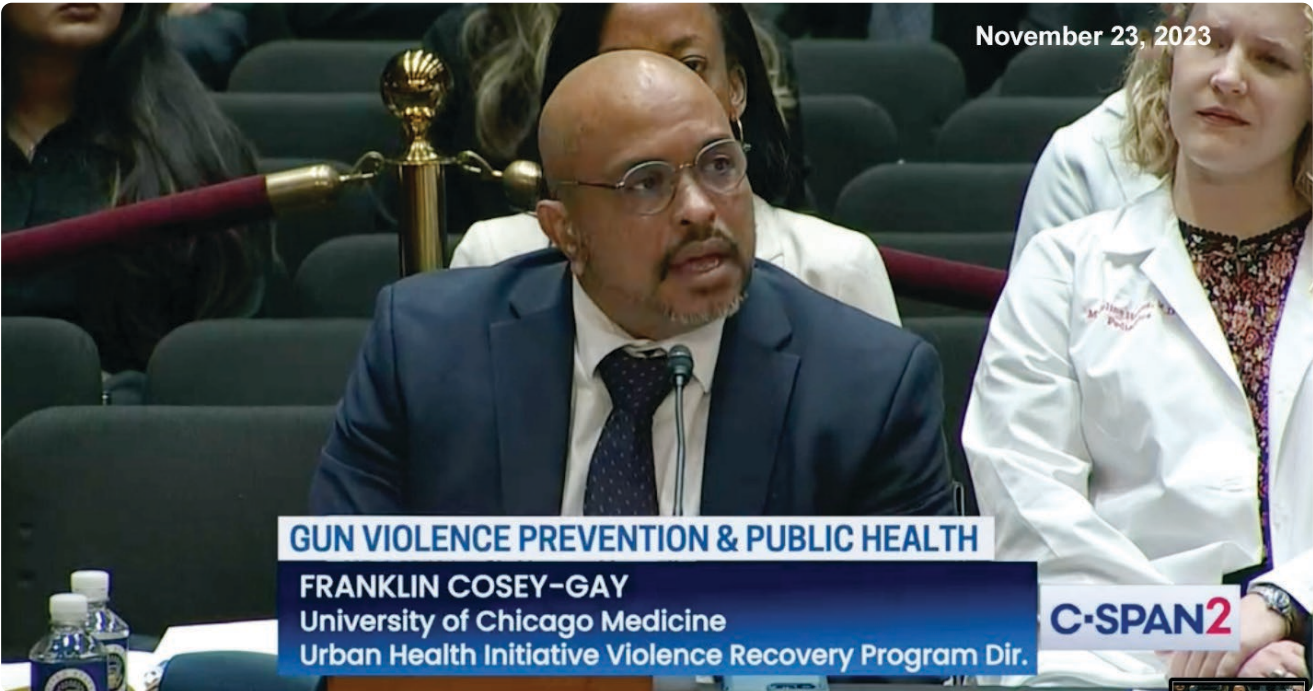
In the past year the Violence Recovery Workgroup has focused on promoting greater collaboration among hospitals that offer trauma recovery/violence prevention programs.

Our discussions have focused on sharing best practices and thinking through how data may be more effectively shared among hospitals.

Dr. Franklin Cosey-Gay—Director, University of Chicago Medicine’s Violence Recovery Program, Urban Health Institute, and a member of our

work group—testified before the U. S. Senate Judiciary Committee on November 23, 2023 regarding violence recovery initiatives in Chicago. He described how violence recovery specialists use intensive case management and partner with community organizations to ensure comprehensive recovery and reduce occurrences of re-injury after discharge from the hospital.

Several members of our Work Group have also participated in discussions hosted by the Chicago Department of Public Health.



Intersection of U.S. Gun Violence and Public Health: Dr. Franklin Cosey-Gay—Director, University of Chicago Medicine’s Violence Recovery Program and a member of the HEAL Violence Recovery Work Group—testifies before the U.S. Senate Judiciary Committee on November 23, 2023.



University of Chicago Medicine’s Violence Recovery team outside the University of Chicago Comer Children’s Emergency Department

Senator Durbin’s HEAL initiative has supported our work group and led to productive discussions and improved approaches in the following areas:

- 1. **Effective techniques for violence recovery specialists;**
- 2. **Improved practices related to interaction with survivors of violence and other stakeholders; and**
- 3. **Better coordination with community service agencies.**

HEAL hospitals focused on developing and implementing effective post-injury violence prevention and recovery programs. Key elements of work included surveying hospitals to better understand their programs and partnerships and reviewing data collection processes. Based on survey results and subsequent discussions, it was clear that infrastructure and resources vary by hospital, and that funding and reimbursement for

these services can be key to ensuring success and widespread adoption of successful programs.

A key area of success promoted by HEAL is the creation of a forum for collaboration among hospital violence recovery specialists. Our staffs have developed best practices for avoiding retaliatory violent activity. These include training programs for paraprofessionals, 24/7 – 365 day per year programs, and providing alternative housing options in some cases.

Our areas of focus in 2024 will include staying involved in discussions related to Medicaid reimbursement for hospital-based trauma recovery/violence prevention services, including opportunities through the State of Illinois’ pending 1115 Medicaid waiver, data coordination, and general program refinements geared towards improved outcomes.

—Trauma Recovery Workgroup

Tracking Collective Data Sharing to Prevent Firearm Injuries and Re-injury

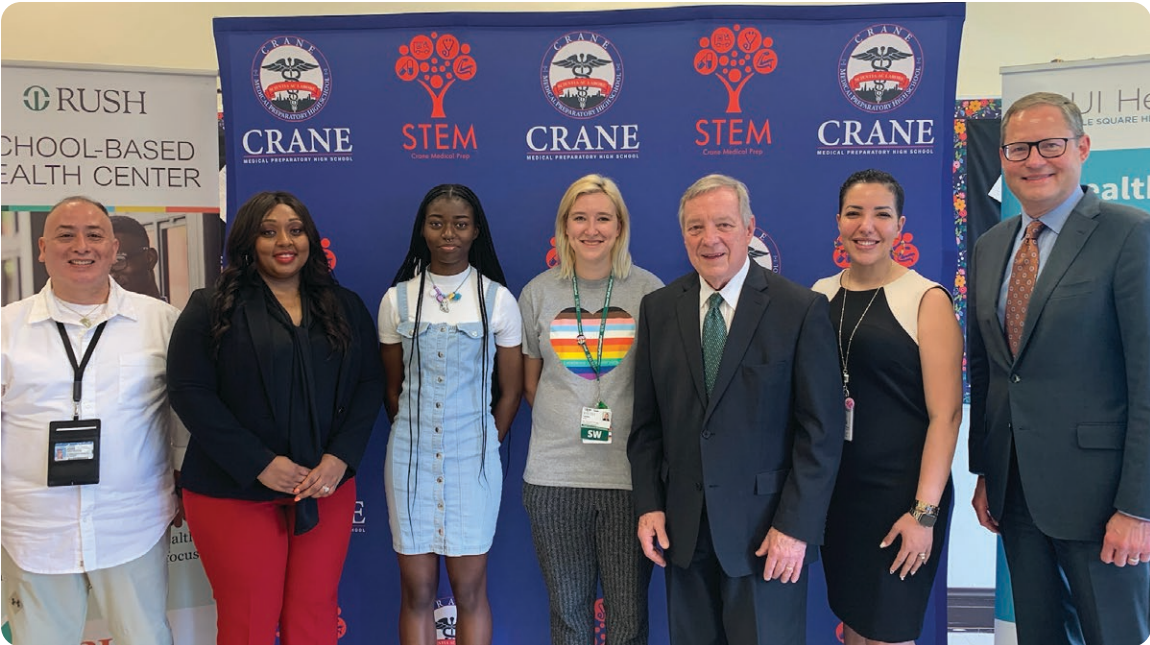
Several HEAL hospitals are now beginning to track patients who return to Emergency Departments for a different violent injury. This is an important first step in collective data sharing initiatives with Senator Durbin’s office, Chicago Department of Public Health and HEAL hospitals to prevent firearm injuries and re-injury.

BREAKING THE CYCLE OF GUN VIOLENCE

“ Whether it be as a parent, grandparent, extended family, teacher, healthcare provider, mentor, or legislator, **positively impacting a child’s life is the most important gift we can give.** This is what gives us meaning; and, more importantly, meaning to the lives who depend on us. For almost six years now, I have witnessed the powerful collaboration between Chicago’s largest hospitals and Sen. Durbin in breaking the cycle of gun violence among Chicago’s most vulnerable.

It is an honor to support both Sen. Durbin and the commitment of the Chicago HEAL hospitals and health systems. ”

— A.J. Wilhelmi, CEO and President
Illinois Health and Hospital Association



June 5, 2023 HEAL Press Conference



TRACKING OUR PROGRESS
HEAL Initiative 2.0 Dashboard

Target Status: 6 On target 11 In progress 1 To be addressed

| 1: Increase local workforce commitment to reduce economic hardship | | |
|---|--|--------|
| Description | 2023 Highlights | Status |
| 1.1 Hiring: Compared to 2018 baseline, target a 10% increase in hiring out of the 18 target communities | Hires from target ZIP codes— 2018 Baseline: 2,933 CY 2023: 4,402 | ● |
| 1.2 Workforce Retention: Develop career advancement and growth opportunities to foster local workforce retention | Employees participating in programs— CY 2022: 819 CY 2023: 918 | ● |
| | Previous program participants hired— CY 2022: 281 CY 2023: 210 | ● |
| 1.3 Workforce Development: Target a 5% increase of high school and college combined from 2018 baseline | Number of high school and college programs— CY 2022: 103 CY 2023: 119 | ● |
| | Number of high school students and college students participating— 2018 Baseline: 4,742 CY 2022: 3,639 CY 2023: 4,403 | ● |
| 2: Support community and school partnerships to improve health and safety of public environments | | |
| Description | 2023 Highlights | Status |
| 2.1 Community Partnerships: Support community preventive mental health or violence prevention programs | Number of partner organizations supported by hospitals— CY 2022: 229 CY 2023: 261 | ● |
| 2.2 School Partnerships: Engage hospital experts to support student and school staff health | Number of CPS Network Specialists trainings by the hospital— SY 2022-2023: To be addressed | ● |
| | Number of CPS schools engaged with hospital partners— SY 2021-2022: 212 SY 2022-2023 253 | ● |
| 2.3 Accessibility: Increase access to care through school based health centers and mobile health programs | Number of school based health centers and mobile health programs supported by the hospital—CY 2022: 24 CY 2023: 16 | ● |
| | Number of students served by school based health centers and mobile health programs supported by the hospital— CY 2022: 11,277 CY 2023: 7,599 | ● |
| 3: Increase support and usage of violence recovery programs | | |
| Description | 2023 Highlights | Status |
| 3.1 Violence recovery programs: Establish violence recovery programs within hospitals | Number of hospitals with violence recovery programs— CY 2022: 11 CY 2023: 13 hospitals | ● |
| | Number of individuals served by violence recovery programs— CY 2022: 17,623 CY 2023: 16,477 | ● |
| | Annual budget for the hospitals’ violence recovery program— CY 2022: >\$5M CY 2023: >\$5M | ● |
| | Number of staff FTEs assigned to violence recovery programs—CY 2022: 204 CY 2023: 188 | ● |
| 3.2 Violence recovery programs: Serve patients within hospital violence recovery programs | Number of patients enrolled in ongoing case management 2018 Baseline: 1,828 CY 2023: 3,386 | ● |
| | Percent of eligible patients who received referrals to address SDOH—CY 2022: 79.6% CY 2023: 84.1% | ● |
| | Percent of needs assessments completed for eligible patients CY 2022: 59.1% CY 2023: 65.5% | ● |
| | Percentage of patients who return to be treated for a different violent injury—CY 2023: 2.9% | ● |

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

Ten Leading Health Systems One Powerful Goal

