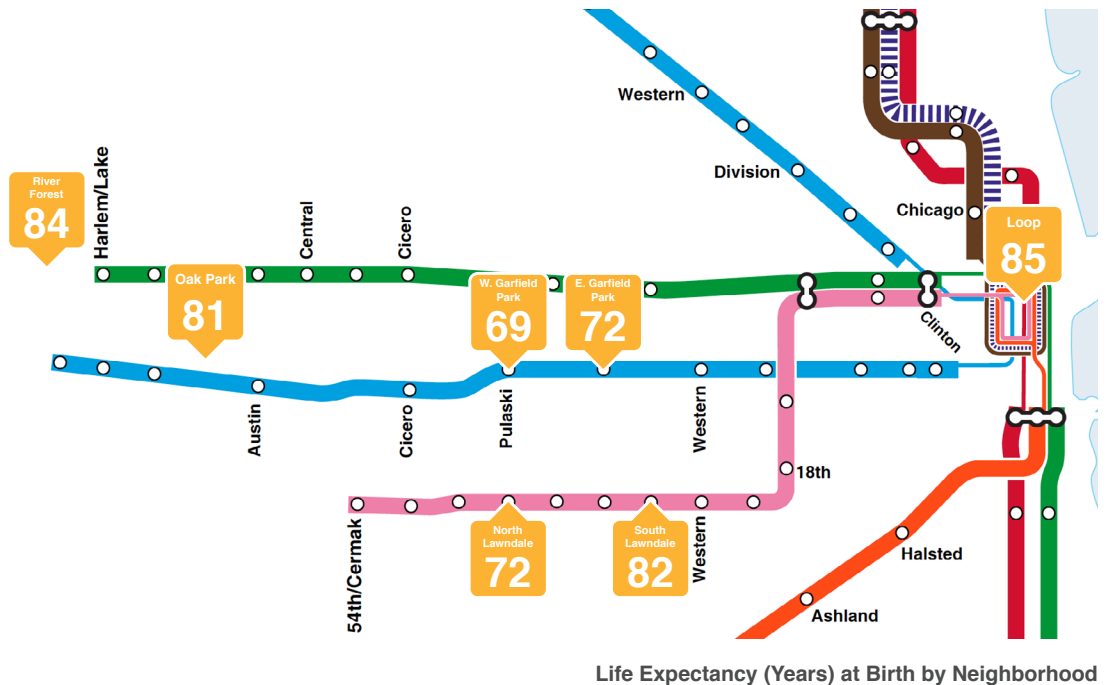


Case Study 2017 Rush Anchor Mission Initiative



Introduction:

Take the 15 minute, three-mile ride on the CTA Blue Line from the Chicago Loop to the West Side, and from a public health perspective, it will be as if you travelled back in time. After just six stops, residents are more than twice as likely to die from cancer and more than four times as likely to die from diabetes than those who live where the ride started. The life expectancy for a resident of downtown Chicago is 85 years. In West Garfield Park, life expectancy is 69 years (see map above). In the nation as a whole, life expectancy surpassed 69 years in 1946 for women and 1976 for men. Long-term disinvestment, structural unemployment, racial discrimination, and inequitable access to goods and services in the West Side of Chicago have blocked residents from the full benefits of decades' worth of advances in medical care and public health infrastructure that are enjoyed by many other Chicagoans. Some of the nation's leading hospitals call the West Side home, but the uncomfortable truth is that not all of these institutions have historically realized a vision of equitable health outcomes in their own backyard.

This **16-year "death gap"** between Chicago's Loop and West Side came to the attention of Rush University Medical Center senior leaders and researchers in 2016 through their

Community Health Needs Assessment—an analysis of community health required under the Affordable Care Act. Energized and alarmed by the findings, CEO Larry Goodman and his team decided to confront the structural inequality by realigning institutional resources to better meet community needs. That year, and with the overwhelming support of their Board of Trustees, Rush revised its mission statement from "Be the Best in Patient Care" to "Improve Health," embracing its role as an anchor institution for the eight Community Areas that make up the West Side. The revised mission statement required Rush to broaden its focus from individual patient care to addressing the **social determinants** of health, including factors like employment opportunity, education levels and educational opportunity, and the quality of housing stock and infrastructure. This bold reimagining of the hospital's role widened its service community from the patients occupying the hospital's 664 beds to the roughly 550,000 residents of the West Side, and within a year would lead to significant changes in Rush's core business operations. From the start, Rush's leadership also resolved to document their strategy and execution so that, if successful, the approach could be replicated nationwide.

What is an anchor institution?

The Democracy Collaborative defines an "anchor institution" as an enterprise such as a university or hospital that is rooted in its local community by mission, invested capital, or relationships to customers, employees, and vendors.

Pro Bono Partner:

BAIN & COMPANY 

Planning:

Rush CEO Larry Goodman—a member of the Civic Committee of the Commercial Club of Chicago and the Civic Consulting Alliance Board and Executive Committee—approached Civic Consulting Alliance with a request to develop strategies and organize resources around this Anchor Mission initiative. Beginning in September 2016, Civic Consulting Alliance led several roundtable discussions, through which Rush executive management and local community representatives identified five initiatives for Rush’s Anchor Mission:



Shortly after taking on the project, Civic Consulting Alliance engaged a five-person *pro bono* team from Bain & Company to assist with strategy, data analytics, and progress tracking. Bain and Civic Consulting Alliance prioritized initiatives, and established baseline metrics to measure efficacy. Rush cemented its long-term commitment to the initiative by assembling a dedicated internal team for the Anchor Mission led by a full-time project manager.

"The Civic Consulting Alliance played a major role in making it clear to all of the partners that we were all serious about achieving the vision of this program. People are interested in joining because they want to be a part of something successful in such an important area. Bringing structure to amorphous blobs and translating a goal into a series of clear steps is what the Civic Consulting Alliance does better than anyone."

—Dr. Larry Goodman CEO, Rush University Medical Center and Rush System

Early Successes:

Since 2016, Rush made great strides in its Anchor Mission initiatives, examples of which are below.

Hire Locally and Develop Talent:

Rush worked with non-profit organizations, including Skills for Chicagoland’s Future and Cara, which refer qualified candidates and provide wraparound support services. Rush increased the percentage of new hires from West Side communities by almost 20% compared to the baseline from previous years. Rush also launched the Talent Development Initiative, which creates targeted career pathway programs for employees to advance their careers. Beginning in July 2018, and in collaboration with Civic Consulting Alliance and multiple partner organizations, Rush dedicated resources to launch two incumbent worker pathway programs—Medical Assistant Pathway Program (MAPP) and Patient Care Technician (PCT)—to provide access to high growth potential careers for low-wage hospital workers. MAPP offers an opportunity for full-time employees to complete a Medical Assistant certification program at Malcolm X College. The program launched with 25 available slots, but the first cohort size was increased to 29 following strong demand—300 applications

from across four participating hospitals (Rush, Lurie Children’s Hospital, NorthShore University Health System, and the University of Chicago Medicine). In 2018, the first cohort of PCTs completed their training and certification. 86% of individuals who completed the program were hired, and the average time participating hospitals took to fill an open PCT position was reduced by 30 days. Rush also established partnerships with Working Credit and Fifth Third’s e-Bus to deliver financial wellness and retirement readiness training to 800 employees.

Employ Local Labor for Capital Projects:

The Anchor Mission team at Rush now reviews all contracts for construction and capital projects undertaken by the hospital, and, for the first time, has included goals for Anchor Mission local hiring, percent of spend with local businesses, and percent of construction hours worked by residents from Anchor Mission zip codes in the contract language, depending on the size of the project. The first project under these commitments has already been completed—a clinic in the South Loop, which contributed \$261K in salaries to Anchor Mission community families.

“Business of the Week” and “Shop the West Side” Vendors:

- [Arise Creations](#)
Youth entrepreneurship program
- [Accessorize Me](#)
Jewelry and handbags
- [Against the Grain Designs](#)
Watches and glasses
- [At Her Leisure](#)
Travel accessories and wearable art
- [Catering Out of the Box](#)
Food services
- [Chicago Lighthouse Industries](#)
Home goods and appliances
- [Inspiration Kitchens](#)
Food services
- [iPromo](#)
Promotional services
- [SS Media 7](#)
Promotional services

Buy and Source Locally

In 2018, Rush took several steps to increase its local purchasing and sourcing by:

- Increasing spending in the Anchor Mission communities by more than \$1M in target spend categories including food/ catering, landscaping, promotional items, informational services, etc.
- Identifying vendors at the hyper local level, engaging Together Chicago and [Chicago Anchors for a Strong Economy](#) to work on contract opportunities.
- Engaging with Concordance Healthcare Solutions, a medical distributor, to locate their distribution center in one of Rush’s Anchor Mission zip codes and commit to hiring their warehouse staff from Rush’s Anchor Mission zip codes.
- Engaging with Foda for cafeteria services with goals to increase the number of restaurants and spend in the Anchor Mission communities.
- Working with internal business units to facilitate sourcing decisions that include local vendors through the “Business of the Week” and “Shop the West Side” initiatives, and providing them with a list of local caterers.

Invest Locally in Projects:

In 2017, Rush invested more than \$2 million in local social impact projects with the long-term goal of improving the social determinants of health:

- Chicago Neighborhood Rebuild Pilot Program: A \$6 million program aiming to rehabilitate 50 vacant West Side homes and provide transitional jobs and training opportunities for at-risk youth and ex-offenders. Rush is among several partners, including the City of Chicago and the Chicago Community Loan Fund.
- East Garfield Park neighborhood development: Rush worked with People’s Community Development Association of Chicago to acquire land for future neighborhood development in East Garfield Park.
- The Hatchery: Rush invested \$1 million in the non-profit food and beverage incubator in East Garfield Park dedicated to helping local entrepreneurs build

and grow successful businesses. The Hatchery officially opened for business in December 2018 and is projected to generate 25 new businesses annually and 900 jobs through 2023.

Rush continues to invest locally today. In 2019, the hospital invested \$700K in six projects on the West Side, in partnership with other hospitals serving the West Side. Projects include Austin Coming Together, Enlace Chicago, Youth Outreach Services, Carole Robertson Center for Learning, Cook County Land Bank Authority, and Austin Rising Initiative.

Volunteer and Support Community Engagement

Rush developed a pilot volunteer program to match Rush employees with West Side volunteer opportunities based on interest and desired level of involvement. The program boasts more than 350 volunteers across Chicago and the suburbs.

Expanding Impact:

What began as Rush’s internally-focused Anchor Mission Initiative expanded in 2017 into [West Side United](#), the largest place-based, cross-sector collaborative in the country addressing the social determinants of health. Rush and Civic Consulting Alliance codified the learnings from the Anchor Mission project in an [Anchor Mission Playbook](#), which was published by The Democracy Collaborative to support similar initiatives by peer hospitals nationwide. Several major Chicago institutions and dozens of community organizations have joined Rush in its effort to improve neighborhood health by addressing inequality in healthcare, education, economic vitality, and the physical environment. Healthcare partners including the Cook County Health and Hospital Systems, Lurie Children’s Hospital, Presence Health (now part of AMITA Health), Sinai Health System, and UI Health have committed to building healthy, vibrant communities on Chicago’s West Side.

After completing the engagement with Rush’s Anchor Mission initiative, Civic Consulting Alliance transitioned its support to West Side United and continues to provide critical backbone support for that collaborative while augmenting various initiatives with staff and *pro bono* teams alike. Although more than three years have passed since the Community Health Needs Assessment that brought the death gap to the urgent attention of Rush’s senior leadership, the efforts to bring health equity to the West Side are still growing in scope and ambition.