

RUSH UNIVERSITY MEDICAL CENTER

A Culture of Inclusion



DEPARTMENT OF LABOR HONORS RUSH'S CULTURE OF INCLUSION

Rush University Medical Center is honored to have received the prestigious 2007 Exemplary Voluntary Efforts (EVE) Award from the U.S. Department of Labor. The award recognizes federal contractors for exceptional efforts to increase employment opportunities for minorities, women, individuals with disabilities and veterans.

Rush was one of only three organizations to receive this year's EVE award, and one of only 17 employers out of thousands of federal contractors nationwide that the Department of Labor invited to submit application proposals. Rush is the first Chicago-area organization to receive the award in more than a decade.

We are proud of the Eve Award's acknowledgement of Rush's efforts to promote a culture of inclusion, both in our employment practices and in our patient care, educational and research initiatives, and community service. Rush had the first federally approved affirmative action program of any major medical center in Illinois in the mid-1970s, and we have carried that commitment to equal opportunity in employment and education forward to the point that it is now being widely recognized nationally.

Rush's equal employment opportunity programs include partnerships with area minority, women's and disability rights organizations in order to recruit members of these groups as employees. These efforts have contributed to the diversity of Rush's workforce: More than 50 percent of Rush employees are members of an underrepresented ethnic group, and 72 percent of employees are women. The Medical Center also provides education programs and other benefits to help employees at all levels and backgrounds advance in their careers and to accommodate the special needs of our employees.

In addition to these employment initiatives, Rush's commitment to diversity extends to its community service programs, which help increase access to health care and educational opportunity for the residents of the neighborhoods surrounding the Medical Center.

The EVE award demonstrates that Rush has cultivated a broadly diverse employee base, which in turn translates into culturally sensitive and respectful patient care. We hope you will take a few minutes to read this booklet and learn more about how Rush has developed its culture of inclusion.



"Because we are both an academic medical center and a university, we have a special mandate to ensure that this commitment to an environment of inclusion is evident not just to our community and our patients, but also to our employees, students and physicians."

Larry J. Goodman, MD, Rush President and CEO



Chicago's West Side has seen its share of challenges throughout the decades, from the great Chicago fire of 1871 through the civil rights turmoil of the 1960s. Following the tragic assassination of Dr. Martin Luther King, Jr. in 1968, more than 150 buildings on the West Side were destroyed by violence, leveling whole blocks surrounding the medical center.

Despite the turmoil and the fact that two other medical schools left the West Side for the suburbs in the 1960s, Rush stayed put. From the time we first opened our doors in 1837 we have committed ourselves to serving the diverse and ever-changing communities of the Chicago area. Through good times and bad, Rush has remained an anchor of hope and a provider of expert medical care for its neighbors.

Because we are both an academic medical center and a university we have a special mandate to ensure that this commitment to an environment of inclusion is evident not just to our community and our patients, but also to our employees, students and physicians. Rush was one of the first hospitals in Chicago to adopt a policy and procedures concerning sexual and other harassment. The policy prohibits harassment based on an individual's gender, race, color, sexual orientation, religion, national origin, ancestry, age, marital or parental status, or disability.

It is our great privilege to serve this city, and to do so in an atmosphere of inclusiveness that has been recognized as being outstanding by both the Rehabilitation Institute of Chicago and the University HealthSystem Consortium (UHC). For the third consecutive year, UHC awarded Rush with a perfect score of 100 percent in the category of "equity of care," indicating that Rush's safety and quality of care does not vary regardless of the patient's gender, race or socioeconomic status. We are proud to have received the highest score of any academic medical center — 100 percent — for the equity of care we provide. Behind that score are the approximately 8,000 Rush employees who are dedicated to ensuring that the rich tapestry of differences among ourselves and our patients do not divide us, they make us stronger.

Sincerely,

A handwritten signature in black ink that reads 'Larry Goodman'.

Larry J. Goodman, MD
President and Chief Executive Officer

WORKFORCE DIVERSITY

Since 1837, Rush University Medical Center has opened its doors to a diverse population of patients, employees, and students. Beginning with the first emigrants moving westward, and continuing into the 21st century, Rush has maintained a culture that exemplifies inclusion.

Situated on Chicago's West Side, Rush's immediate neighborhood is ethnically diverse, where more than 67 percent of its residents are minorities. Rush is also located within blocks of Little Italy and Greek town.

Rush's employee and student populations reflect the diversity of its neighborhood:

- 72% of our employees are women
- 50% of our employees are minority
- More than 130 of our employees are veterans
- 46% of all residents and fellows are minority
- 74% of our student body are women, and 28% are minority

Rush University Medical Center is an academic medical center that encompasses a 613-bed hospital serving adults and children, the 61-bed Johnston R. Bowman Health Center and Rush University. Rush University is home to one of the first medical colleges in the Midwest and one of the nation's top-ranked nursing colleges, as well as graduate programs in allied health, health systems management and biomedical research. The Medical Center also offers more than 70 highly selective residency and fellowship programs in medical and surgical specialties and subspecialties.

This unique combination of research and patient care has earned Rush national rankings in 11 specialty areas, as reported in *U.S. News & World Report's* 2007 "America's Best Hospitals" issue. Rush makes a strong commitment to its employees and surrounding community through its mission and values.

MISSION

The Mission of Rush University Medical Center is to provide the very best care for our patients. Our education and research endeavors, community service programs and relationships with other hospitals are dedicated to enhancing excellence in patient care for the diverse communities of the Chicago area, now and in the future.

VALUES

Rush University Medical Center's core values — innovation, collaboration, accountability, respect and excellence — are the roadmap to our mission and vision. These five values, known as our I CARE values, convey the philosophy behind every decision Rush employees make. Rush employees also commit themselves to executing these values with compassion. This translates into a dedication — shared by all members of the Rush community — to providing the highest quality patient care.

RUSH ADA TASK FORCE

The Rush ADA Task Force is a best practice program that has been a pivotal factor in Rush becoming a national leader for empowering employees, students, faculty and patients with disabilities. Founded in 1991, the Rush ADA Task Force has as its mandate not only to implement policies for persons with disabilities, but also to educate other people on how working with and hiring persons with disabilities enriches us all. The ADA Task Force is composed of 58% women, and 23% of its members have a disability.

Since its formation, the Rush ADA Task Force has generated a list of accomplishments. To date, the Task Force has initiated at least 24 programs for improved access and services, as well as 19 disability training, outreach and education programs. One of the Task Force's most prominent achievements has been its work with the State of Illinois to create the brochure, "Parking Programs for Persons with Disabilities: A Guide for Medical Professionals." This brochure outlines the proper issuance of disability parking placards. Located on the Web site for the Illinois Secretary of State (www.cyberdriveillinois.com), this brochure is regularly viewed by thousands who live in Illinois. Internally, the Task Force distributed the brochure to all of Rush's physicians and faculty, and in March 2005, the Association of Academic Physiatrists accepted the brochure for publication in its newsletter, which is sent throughout the nation.

The Rush ADA Task Force led to the formation of the Rush University Disability Team. The team is comprised of five members, one from each of the four colleges, and one from the university overall. This team reviews requests for accommodations from people with disabilities. In the past year, six students have requested and received accommodations. Since 1998, Rush has graduated two students from Rush Medical College who used wheelchairs, and at least four other students with hearing impairments have graduated from other Rush colleges. These achievements are significant because few medical schools in the United States matriculate students with disabilities. Rush University Medical Center has made many structural changes to accommodate these students in order to ensure that they have the same opportunities as students without disabilities.

The pioneering work of the ADA Task Force also resulted in a national symposium on the recruitment of more students with disabilities into nursing, which was sponsored by the Rush College of Nursing in 2003. It was during this symposium that the National Organization of Nurses with Disabilities (NOND) was founded.

In 2004, the Robert Wood Johnson Foundation awarded a \$100,000 grant to leading disabilities rights advocates and organizations to "provide a comprehensive overview of access issues, and highlight the impact on patient safety and patient-centered care for people with disabilities." The report, "It Takes More than Ramps to Solve the Crisis of Healthcare for People with Disabilities," cites the work of Rush University Medical Center and its ADA Task Force. Specifically, it commends Rush's efforts to "extend the concept of cultural competence to include providing disability-competent health care services in an acute care facility," and concludes by saying, "Rush University Medical Center continues to set the standard of excellence in America."

RECOGNITION: TURNING A DISABILITY INTO A POSSIBILITY

Rush has a number of recognition programs for its employees, but one of the most prestigious is the Thonar Award. In keeping with the tenets and spirit of the ADA, Rush annually selects a member of its internal community for the **Eugene J-M.A. Thonar, PhD Award**. The recipient is recognized for efforts that enable Rush to further its commitment of offering opportunities to individuals who are determined to "turn a disability into a possibility."

When Rush established this award in 1992, the administration decided to name it after one of its own employees, Eugene J-M.A. Thonar, PhD, an internationally honored Professor of Biochemistry and Orthopedic Surgery at Rush University Medical Center who has battled ankylosing spondylitis (a chronic inflammation of the spine) since early childhood. Leading disability rights advocates have noted that Rush was one of the earliest members of the national corporate community, and still one of the few, to have such an annual award.



Eugene J-M.A. Thonar, PhD, forefront, is a member of the Rush ADA Task Force.



Eugene J-M.A. Thonar, PhD, helps a child at a recent community health fair for the uninsured. RU Caring, Rush University students' community service program (see p. 11), has been organizing the event for the last three years. More than 500 people, one-third of them children, received health evaluations during the event.

RUSH VALUES ITS VETERANS

Rush values its employees who serve in the United States Armed Forces and actively supports their efforts in fulfilling their military duties, including service. In addition to compliance with federally regulated veteran benefits, Rush's Human Resources Policy provides seven additional days of paid time off (PTO)/vacation time to employees who return to the Medical Center from active duty military leave after more than 180 days. This additional paid vacation time provides additional reimbursed time for returning veterans to spend with their families and readjust to American life.

In accordance with its value of respect, Rush instituted this PTO policy following a request from an employee who returned from the Iraq War as a decorated veteran. SFC Esko Peterson, 3625th Maintenance Company, Illinois National Guard, spent 14 months in Iraq supervising between 30 and 40 troops. Immersion in the routines and culture differences in Iraq made returning to the United States in 2005 a bit disorienting. Peterson remembers "trying to figure out familiar surroundings" and notes, "I didn't want to leave my house too soon." He explained that he needed more adjustment time before returning to Rush in order to work more effectively in his role as a senior human resources consultant in Rush's Recruitment and Career Services department.



Peterson e-mailed a proposal for additional veteran benefits directly to Dr. Larry J. Goodman, president and CEO of Rush. Dr. Goodman responded with enthusiastic approval and called for Human Resources to develop the new veteran PTO policy.

Peterson believes that overall, Rush encourages reservist and veteran efforts and is willing to consider new ways to support their needs. He also notes that Rush management has willingly accepted his ideas that are based on the organizational and training skills he learned while serving in Iraq. "Veterans benefit the hospital," Peterson says, "The PTO benefit brings back a healthy employee."

SFC Esko Peterson, 3625th Maintenance Company, Illinois National Guard, is a senior human resources consultant at Rush who initiated a PTO increase for Rush veterans.

Rush acknowledges the sacrifices of its veteran employees and strives to support them for their continuous efforts. As of March 2007, six of our veterans have returned from foreign service and taken advantage of this policy.

EQUAL OPPORTUNITY EMPLOYMENT EFFORTS

The Rush senior vice president team, led by Dr. Goodman and Executive Vice President and Chief Operating Officer Peter Butler, offers a revealing glimpse into Rush's overall culture of inclusion. Half of the team is comprised of people from protected classes. Working in tandem with the Rush Board of Trustees (which itself is composed of 25% women), the team makes increasing diversity among the highest levels of management an important priority. Among all Rush management, 62% are women and 25% are minorities.

All employees begin their Rush experience with a full day of new employee orientation. One of the segments focuses on diversity. Beginning with a film to jump-start thinking, the session continues with discussions about diversity and inclusiveness. The goal is to sensitize staff from the first day that Rush's employee and patient population is broadly diverse and that only through recognizing, embracing and talking about both our differences and our similarities, will we reinforce an inclusive environment for both our patients and our coworkers.

A UNIVERSITY WITHIN A MEDICAL CENTER

Rush is a world-class medical center and as such, it attracts faculty, residents and students from around the globe. Thanks in large part to the foresight of Beverly Huckman, associate vice president for Equal Opportunity Employment, Rush has kept statistics on the diversity of the University's faculty, residents, and students since 1976. The university incorporates the value of inclusion with its 2006 representation of women and minorities:

- Residents and fellows at Rush University Medical Center are 45% women and 46% minority
- Rush University students are 74% women and 28% minority

Rush University students learn from a diverse faculty that is comprised of more than 46% women and more than 21% minorities.

As evidence of her long-time commitment to diversity, at the 2001 Annual Meeting of the Association of American Medical Colleges, Ms. Huckman received an AAMC Women in Medicine Silver Achievement Award for substantial contributions to the development of women in academic medicine over the past 25 years.

Another action that reinforces Rush's commitment to equal opportunity and disability rights involves the annual message from Dr. Goodman focusing on the prevention of harassment for all protected classes covered by federal, state, and municipal laws and regulations. He sends this memorandum to every member of the Rush community to raise awareness about Rush's anti-harassment policy and to encourage input for how to keep Rush a fair and equitable workplace.

More than 20 years ago, in 1984, Rush adopted its **Policy and Procedures Concerning Sexual and Other Harassment**. Because it has always covered not just sexual harassment, but harassment against all protected classes, this document has become a model for similar policies in medical colleges and health care institutions across the United States.

Rush adopted these affirmative prevention procedures years before the Supreme Court recommendations. Thanks to this initiative, many complaints have been avoided and most issues that occur are settled internally.

CONTINUING EDUCATION: SAW AND LEAP

Rush understands that in order to have a truly inclusive culture, we must continually strive to provide our employees with the tools to advance which in turn will provide them with the resources they need to live the American Dream.

One of our flagship programs, **School at Work (SAW)**, has become a best practice program. It was launched at Rush with support from the U.S. Department of Labor to help combat workforce shortages by educating entry-level workers for advancement in health care careers. The program provides refresher reading, math and communication skills for enrolled participants to prepare them for entry into local certificate or degree programs. SAW lasts for eight months, during which students meet two hours each week. The program provides two courses: Introduction to Healthcare, a rapid refresher course, and Becoming a Healthcare Professional, which covers the basics of various health care topics.

The 2007 SAW class graduated in the spring and included 13 individuals, comprised of 100 percent minorities (60% African American, 33% Hispanic, and 7% Asian American) and 87 percent women.

One hundred percent of the 2006 graduating SAW class was women and three quarters of them were African American. Class of 2005 graduate Janice Deshazier, started at Rush in an entry-level position as a hospitality host for the Dietary Clinical Nutrition Department. Since completing the School at Work program, she has been promoted to a supervisor position at the Central Kitchen for Dietary Clinical Nutrition. Says Deshazier, "It was a really good program. It builds up your confidence and gives you the ability to perform more duties for different jobs."

One of the most effective educational best practice programs at Rush is **Linking Education and Performance (LEAP)**. Not only does LEAP provide more than 200 free educational classes such as English as a Second Language (ESL) and management training programs, it also offers employees tuition reimbursement for approved classes off campus, as well as free tuition at all colleges within Rush University except the Rush Medical College. This benefit has allowed employees to obtain undergraduate and graduate degrees that provide access to management positions within the field of their choice. Paula Brown, who started out as a secretary, used the LEAP program to help her earn her master's degree in business administration; she is now the project coordinator for the Office for Equal Opportunity at Rush.

Supported by the U.S. Department of Labor, School at Work (SAW) was created to help fight workforce shortages by educating entry-level workers about health care careers. The program is designed to develop eligible employees from within the organization to be promoted into patient care positions, in addition to encouraging continuing education. Shown here, the spring 2007 SAW class at a graduation ceremony with their instructor.



PRO-WOMAN, PRO-PARENT WORK ENVIRONMENT

Rush is a pioneer in promoting a pro-woman, pro-parent work environment. In 1971, Rush started one of the first on-site daycare centers in Chicago, the **Laurance Armour Day School (LADS)**. (See p. 10 for more information.)

Rush has instituted other best practice **pro-parent work policies** that allow many part-time employees to receive full-time benefits. In one initiative, employees who choose to work only nine days in a two-week period are still eligible for full-time benefits. Of the 595 employees who use this benefit, 92 percent are women. Another program, called the Weekender RN program, allows registered nurses to work only weekends and still qualify for full-time benefits. This flexible work schedule helps nurses who may be attending school or involved in child care Monday through Friday to qualify for benefits.

ASSISTING EMPLOYEES IN EMERGENCY SITUATIONS

When the unexpected happens, many people do not have the savings to cover catastrophes, such as a house fire or medical emergency. Therefore, in 2006, Rush instituted its best practice **We Care program**. The program provides \$1,000 in emergency funds for employees in need. Reimbursement is not expected.

HELPING EMPLOYEES WITH HOME OWNERSHIP

Home ownership can be an unattainable dream for many. To support the dream of home ownership for its employees, Rush has instituted the **Employer Assisted Housing Program (EAHP)** grant. The EAHP grant is a best practice that provides \$5,000 toward a down payment on a home in Chicago and the loan is completely forgiven over a five-year period providing the employee remains at Rush.

This program also offers the opportunity for employees to live closer to Rush, which means our neighborhood can be further enriched by the good citizenship of Rush staff; and staff can benefit from shorter commutes, leading to more personal time. Since its inception in 2006, five employees have closed on homes, and four more employees expect to close soon. These nine employees are all minorities, and six are women.

AWARD-WINNING DAYCARE PROGRAM SUPPORTS WORKING PARENTS

For nearly 40 years, the **Laurance Armour Day School (LADS)** has been an important part of Rush's commitment to supporting the employees who care for its patients. LADS is a daycare facility and preschool for infants and young children that is funded and operated by Rush University Medical Center.

LADS is a best practice that provides a close and safe environment for the children of Rush employees and students. On occasion, there are openings for children of parents in the surrounding community who work outside of Rush.

LADS celebrated its 35-year anniversary in 2006. In 2007, the program moved to a new and improved facility just a few blocks from the Rush campus. This move has allowed LADS to accept more children and care for them in a beautifully designed space created especially for them.

LADS has the facilities and staff to provide for 11 infants, four months to two years, and for 90 children, ages 2 through 5. This award-winning program also provides after-school care and a summer camp for children up to age 14.

Jane Grady, PhD, associate vice president of Human Resources, has provided more than 35 years of leadership for this program and for the development of infant and child care regulations for the City of Chicago.

LADS is licensed by the State of Illinois Department of Children and Family Services and by the City of Chicago and is accredited by the National Association for the Education of Young Children.



In 2004, 2005 and 2007, LADS received Quality Counts Grants from the Illinois Department of Human Services, which are intended to improve quality and/or increase the capacity of child care programs. LADS also recently won the Rush Volunteer Service Award for regularly placing student volunteers who need to complete community service projects.

Laurance Armour Day School students pose for a group photo. Rush employees and other working community parents enroll their children in this diverse daycare program.



Dr. Larry J. Goodman, president and CEO of Rush, cuts the cake for Laurance Armour Day School's 35th anniversary in July 2006.

RUSH SUPPORTS ITS COMMUNITY

Rush gives back to its community in a variety of ways. One thriving community program is the **Rush Community Service Initiatives Program (RCSIP)**, which was established in 1991. Supported by the faculty, Rush's medical and nursing students provide primary and preventive care to primarily African American and Hispanic community residents through a network of community service programs, including homeless shelters and free health care clinics. RCSIP also staffs a medical outreach van that provides medical care free of charge on the streets of Chicago. This involvement encourages participation in collaborative efforts with community outreach, while promoting an understanding of the underserved populations the students may serve as future physicians. RCSIP serves as a model for academic medical centers in the training of future caregivers in community health.

Student community service efforts continue to grow at Rush, most recently through our **Rush University Caring (RU Caring)** program. This five-year-old program offers basic health services and education to the parents, teachers and students at Webster Elementary School and King Elementary School, just west of the Rush campus, where more than 90 percent of the students are minorities.

RU Caring, which is comprised of more than 300 Rush medical and nursing students, also organizes health fairs that provide free health care, including school physicals, immunizations and education. At the annual health fair that RU Caring has co-sponsored with the Salvation Army at the United Center for the past two years, hundreds of community residents have received free health care screenings and other services. Rush also donated more than 2,100 books to the patients who attended. RU Caring also provides Rush nurses and physicians the opportunity to work with, train and mentor Rush students.

At Rush, we understand that our employees' commitments to volunteer services and organizations are more valuable than simply donating money to an organization. In recognition for all the outreach our employees do, Rush has created a grant program to support employees' volunteer activities. **You Care, the Rush Employee Community Grant Program**, awards grants to not-for-profit, human services organizations where our employees volunteer.

STUDYING WAYS TO HELP MEXICAN AMERICANS WITH DIABETES

Diabetes is a growing problem, and Hispanics, particularly Mexican Americans, are especially hard hit by this illness. As many as 24 percent of Mexican Americans in the United States between the ages of 45 and 74 have diabetes. And Mexican Americans are more likely to die and suffer from diabetes complications, such as kidney failure, heart disease and blindness than non-Hispanic whites. In an ongoing study, researchers at Rush are studying ways to help Mexican Americans with diabetes by investigating whether community health workers recruited from the community and trained to provide culturally appropriate diabetes education can promote greater proactive self-management. The study is charting the progress of community health workers from two predominately Mexican-American neighborhoods on the Southwest Side of Chicago.

THE STUDY OF WOMEN'S HEALTH ACROSS THE NATION

Rush isn't just serving as a leader in women's care today. Rush continues to play a lead role in developing women's health care for the future — and is getting help from more than 3,300 women in Chicago and across the nation to do it. The Study of Women's Health Across the Nation (SWAN) is a multi-center, multiethnic, community-based study designed to characterize the biological, symptomatic and

psychosocial changes that occur during the menopausal transition and the effects of these changes on women's health during and after the transition. The current grant continues to track changes in participants' reproductive hormones, bleeding patterns, symptoms, bone loss, cardiovascular risk factors, blood pressure, body size and other related characteristics. It's also focusing on linking the mid-life experience to age-related outcomes (e.g., cognitive function, urinary incontinence) and chronic diseases (e.g., fractures, diabetes and hypertension). The study, which began in 1994, will help scientists, health care providers and women learn how mid-life experiences affect health and quality of life during aging. It's the first step toward helping women remain vital throughout their "golden" years.

ADDRESSING BEHAVIORAL PROBLEMS IN CHILDREN

Helping parents who are struggling with their children's behavior problems is the goal of the Chicago Parent Program (CPP), a successful parenting skills program developed by faculty of the Rush College of Nursing. In 2006, the CPP received a tremendous boost when the National Institutes of Health awarded Rush a record \$2.9 million grant to study ways to increase participation in the program. The 12-week program, which is offered through daycare centers serving low-income African-American and Latino communities in Chicago, equips parents of two- to four-year-old children with preventive parenting and positive child discipline strategies to help avoid and decrease child misbehavior. The new, five-year study will build on the CPP's success by implementing strategies to increase parent attendance and participation levels in the program. It will look at incentives such as offering the program in Spanish or providing a discount in the parent's portion of the program fee.

PEER BREAST-FEEDING PROGRAM: NATIONAL MODEL TO HELP PREMATURE INFANTS

When Jameca Johnson was 17 years old, she went into pre-term labor at Rush. Her daughter, Jamia, was born at 25 weeks gestation, weighing just 1 pound, 15 ounces. As the first woman in her family to breast-feed, she says that she had no examples to learn from — until she came to Rush. Paula Meier, DNSc, RN, and her program, the Rush Mothers' Milk Club, taught her how important breast-feeding is, especially to premature infants, and gave her encouragement and guidance.

Johnson, who continued to attend club meetings after she brought Jamia home, was such an inspiration to the other mothers in the club that Meier asked her to complete training to become a volunteer breast-feeding peer counselor. Four years later, Meier secured a grant from the Illinois

Children's Healthcare Foundation that made Fabiola Loera and Johnson the nation's first salaried breast-feeding peer counselors in a Neonatal Intensive Care Unit. Rush was the first hospital in the nation to offer this type of peer support program and it now serves as a national model.



Very low birth weight babies are disproportionately born to low income or African American women, and their mothers are among the least likely groups to breast-feed. However, Meier has done research to show the club's support makes a difference, producing higher breast-feeding rates than the national average.

Fabiola Loera (left) and Jameca Benjamin are breastfeeding counselors for the Mother's Milk Program, a lactation support group.

A CULTURE OF INCLUSION NATIONALLY RECOGNIZED

There is no other hospital in Chicago quite like Rush University Medical Center. Rush programs and professionals have been recognized through many prestigious honors and awards, but the ones listed here speak the loudest about our culture of inclusion.

UNIVERSITY HEALTHSYSTEM CONSORTIUM: 100 PERCENT IN EQUITY OF CARE

We believe that our concern for equity regarding our employee population directly relates to the manner in which our employees treat our patients. A testament to this is the University HealthSystem Consortium (UHC) recently ranking Rush among the top 10 academic medical centers in the country in its annual Quality and Accountability Performance Ranking. For the third consecutive year, Rush received a perfect score of 100 percent in the category of "equity of care," indicating that Rush's safety and quality of care does not vary regardless of the patient's gender, race or socioeconomic status. The UHC is an alliance of 97 academic medical centers and 153 of their affiliated hospitals (representing nearly 90% of the nation's non-profit academic medical centers).

Rush's commitment to equality goes beyond our service to patients. We embrace our broadly diverse employee base and see our varied backgrounds as a catalyst to inclusion and empathy.

COMPANIES THAT CARE

Rush's commitment to its employees was affirmed when it was named to the elite 2007 Honor Roll of Companies That Care. This distinction is granted by the national non-profit organization Center for Companies That Care, which was founded to encourage, celebrate and sustain businesses that prize employees and are committed to community service.

This organization noted specifically that Rush:

- Sustains a work environment founded on dignity and respect for all employees
- Makes employees feel their jobs are important
- Cultivates the full potential of all employees
- Encourages individual pursuit of work/life balance
- Enables the well-being of individuals and their families through compensation, benefits, policies and practices
- Develops great leaders, at all levels, who excel at managing people as well as results
- Appreciates and recognizes the contributions of people who work here
- Establishes and communicates standards for ethical behavior and integrity
- Gets involved in community endeavors and/or public policy
- Considers the human toll when making business decisions

The Center for Companies That Care hosts an annual national initiative that focuses on a specific business-oriented issue. The Center chose Rush in a year when its national initiative focuses on how United States companies can improve the quality and length of life and provide financial support to community health clinics that serve low-income and medically underserved communities.

HENRY BETTS, MD, AWARD

Rush University Medical Center and the Rush College of Nursing are the proud recipients of the Henry Betts, MD, Award from the Rehabilitation Institute of Chicago (RIC). This honor is the top corporate award given for the promotion of disability rights and employment for people with disabilities through job training, job placement or advocacy efforts. RIC awards one company a year with this prestigious honor.

Rush participates in the RIC Vocational Rehabilitation Services program that provides consultation, training and job placement for people with physical disabilities. Nearly 90% of job applicants with disabilities find employment through RIC's services with the support of participating employers.

MAGNET NURSING: HIGHEST RECOGNITION FOR NURSING EXCELLENCE

In 2006, Rush University Medical Center received renewal of its Magnet status, the highest recognition given for nursing excellence. The designation recognizes Rush nursing staff for overall excellence and for providing the very best care to patients. The American Nurses Credentialing Center (ANCC) Magnet Recognition Program first awarded Rush the four-year Magnet designation in 2002. Fewer than 50 hospitals in the United States have received Magnet designation twice. Rush is the only hospital in Illinois treating both children and adults to receive the honored designation a second time. To receive Magnet designation, Rush had to demonstrate in a written document and a site visit that we meet their stringent criteria. The criteria include many elements such as:

- Quality leadership where leaders create an environment supporting participation. Feedback is encouraged and valued and is incorporated from the staff at all levels of the organization. Nurses serving in leadership positions are visible, accessible and committed to communicating effectively with staff.
- Significant opportunities for professional growth in administrative and clinical tracks. Personnel policies and programs support professional nursing practices, work/life balance and the delivery of quality care.
- Salaries and benefits are competitive. Creative and flexible staffing models that support a safe and healthy work environment are used. Personnel policies are created with direct care nurse involvement.
- Workplace advocacy where employee rights are safeguarded. The organization fosters a nondiscriminatory climate in which care is delivered in a manner that is sensitive to diversity.
- Attention to cultural competence to enable employees to address the diverse needs of both patients and other employees. Workforce diversity is addressed.
- Career development opportunities are available for organization employees interested in becoming nurses or nurse support staff.

RECRUITMENT EFFORTS FOR THE FUTURE

Rush's efforts to reach out and offer employment opportunities to its community goes beyond assisting adults obtain jobs. Rush also looks at the community's future by introducing children to potential careers in health care. For the past two years, Rush has partnered with the Chicago White Sox, Chicago Bulls, and the American Red Cross to invite neighborhood school children from eight community grammar schools to participate in an essay contest entitled "Celebrating Nursing." In addition to exposing elementary school children to the nursing profession, the program allows Rush to foster positive mentoring relationships with the children, as well as forge long-lasting ones with the principals of the schools in the community.

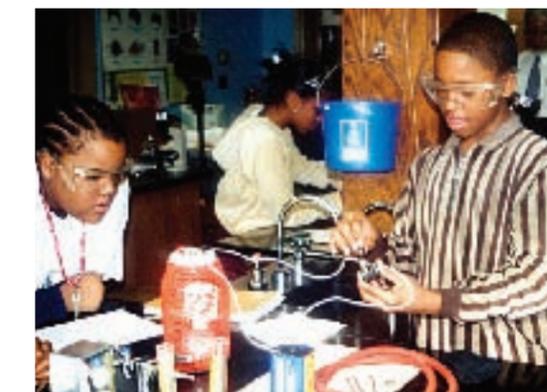


"A Day in the Life of Rush" program provides an opportunity for high school students to learn firsthand about health care careers.

Rush has a strong commitment to ensuring that all children, especially our underserved neighbors, have access to the tools they need to achieve the career they choose. Knowing that science and math are essential, especially to students pursuing careers in health care and research, Rush founded its best practice **Science and Math Excellence (SAME)** Network. Formed in 1990, the SAME Network has provided more than 3,000 students from predominantly African American and Hispanic neighborhood schools the same opportunities to learn math and science in state-of-the-art science facilities as are available to their peers in more affluent areas.

The goal at the time of SAME's formation was to raise community funds to build state-of-the-art science laboratories. Since then, the SAME Network has grown into collaboration between Rush University Medical Center and 45 elementary schools, six high schools, and many Chicago-area businesses.

Knowing that there is nothing like a hands-on approach to learning, the Rush Medical College Director of Multicultural Affairs, Sharon Gates, developed the "A Day in the Life of Rush" program in 2004. Each year an average of 50 students from three high schools from low income, largely African American Chicago communities visit Rush University. They are divided into two groups: one group helping to treat a motor



The Science and Math Excellence (SAME) Network has helped more than 3,000 students from predominantly African American and Hispanic neighborhood schools learn about math and science.

vehicle accident victim, the other helping to care for a victim of a fall who has a broken knee.

The students are then taken to the Rush Emergency Department and shown what their patient would look like. As each group discusses treatment ideas, they begin to bond with one another. The groups are then led to an operating theater and shown what would be needed to repair a broken knee or a chest trauma. "A Day in the Life of Rush" provides an experience that cannot be obtained through a job fair or a tour of the hospital. This "real-life" approach gives a glimpse to the students about what it would be like to have a rewarding and attainable career in health care.

TRANSFORMING OUR NEIGHBORHOOD AND BEYOND

As Chicago's West Side experiences its rebirth, Rush will continue to play a part in its changing landscape. Renewing a commitment that began in 1837, Rush is investing more than \$900 million over the coming years in the West Side, and indeed, in all of Chicago and beyond.

This investment includes a new hospital building, an orthopedic ambulatory center, renovations to existing hospital and outpatient facilities, improved parking and a new central power plant.

It's all part of the Rush Transformation — a term that describes our plans to invest in technology; build new facilities; improve patient care processes; and reorient the entire campus around patients and their families. This represents a new way of thinking about health care and its effect on the community, which is why Rush is seeking Leadership in Energy and Environmental Design (LEED) certification for both the new hospital and outpatient center. Designed to minimize environmental impact and maximize resource efficiency, these facilities will offer patients and visitors numerous places of respite — including a healing garden, family areas and green roofs.

Through our redevelopment plans, which call for pedestrian walkways, green spaces and shade trees, Rush will create a welcoming campus within the Illinois Medical District, as well as a health care setting that is comfortable, comforting and even inspiring.

One of the guiding principles of the Rush Transformation is to design a comfortable environment to support our core values. This includes a commitment to universal design above and beyond mandated standards, ensuring barrier-free accessibility to all our patients, visitors and employee.

In order to assure that universal design is considered in every phase of our planning, a subcommittee has been formed consisting of members of the Transformation's Building Standards Task Force. Comprised of employees from across the medical center, including members of the hospital's ADA Task Force, this group is charged with development of universal design standards.

Already a recognized leader in accessibility, Rush is committed to continuing to set a standard of excellence by significantly exceeding accessibility codes and requirements within its new facilities.

The campus transformation plans will continue our proud tradition of being a good neighbor and community resource. The new campus will carry on Rush's historic role as an anchor on Chicago's West Side and allow Rush to become an even greater resource for our community, city and region.



An architectural rendering of the proposed new Rush University Medical Center building, it will exceed accessibility codes, minimize environmental impact and maximize resource efficiency.



RUSH UNIVERSITY
MEDICAL CENTER

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