



DIVERSITY, EQUITY & INCLUSION ANNUAL REPORT



Sinai Chicago's values support creating a more equitable organization and building an inclusive culture directly impacting our caregivers, patients, and our community.

**MORE THAN MEDICINE.
IT'S PERSONAL.**

Fiscal Year 2022



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Message from Dr. Ngozi Ezike

President and CEO, Sinai Chicago

Sinai Chicago values the diversity of our caregivers and the unique contributions those caregivers make to our system, our patients and the quality of life in the communities we serve. As I take up the mantle of leadership from Karen Teitelbaum, I could not be more proud to continue our commitment to diversity, equity and inclusion by recognizing the value of all people, no matter who they are or where they come from.

Sinai Chicago is committed to ensuring an equitable and inclusive workforce, where every caregiver feels respected and valued for their contributions. We know that each caregiver has a personal commitment to our mission and living our values of Integrity, Quality, Respect, Safety and Teamwork. In order to fully live those values, it is vital that we promote and embed diversity, equity, and inclusion throughout the organization.

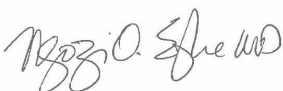
We put together our Executive Diversity, Equity and Inclusion Council (EDEIC) to develop, implement and guide a strategy to create and maintain an atmosphere where every person – caregiver and patient alike – is treated with dignity and fairness. Together, we come together as caregivers to fulfill our mission to our community in an inclusive workplace where diversity and open communication are not just encouraged, but valued and protected.

I am proud of the diversity and the inclusive community we strive to foster at Sinai Chicago. I'm proud to share this report on the work and progress made by the EDEIC, our Caregiver Resource Groups, and leaders and caregiver throughout the system to advance DEI goals and priorities over the past year.

We know that there is still work to do. Moving ahead, I look forward to using our platform as the largest private safety net hospital system in Illinois to advocate for more equitable hiring practices and healthier communities.

We value the unique talents and contributions of every caregiver. Thank you for your personal commitment to our patients, our mission and each other.

Sincerely,



Dr. Ngozi Ezike
President and CEO | Sinai Chicago



Human Resources

Jason Spigner

– Chief Human Resources Officer

Sinai Chicago must differentiate itself with the people we serve – our caregivers, our patients, and our communities. One of the most critical steps to achieving this differentiated service is through a dedication to Diversity, Equity, and Inclusion (DEI). DEI must be ingrained in our culture and permeate in every aspect of our Health System. While we are dedicated to embracing DEI and making Sinai Chicago a place where all people are appreciated, included, and know they belong, we must continue to do the meaningful and necessary work that makes an impactful difference.

In our healthcare system, people from various backgrounds and religions can thrive. We appreciate our differences while adhering to the same values of integrity, respect, quality, safety, and teamwork. Our leaders treat diversity, equity, and inclusion as essential competencies that will help them bring out the best in every one of our caregivers and position them for success.

While we have made significant steps in improving our culture and have exciting achievements in DEI, we are on a journey, and we will continue to improve. We thank each person who has contributed to our past successes. We encourage those who may be less involved to join in and fully commit to building Sinai Chicago as the premier provider of choice and employer of choice.



The Diversity, Equity, and Inclusion (DEI) Team

Nathalie Cordeiro Nunes

- Chief Diversity, Equity, and Inclusion Officer

Nathalie Cordeiro Nunes is the Chief Diversity, Equity & Inclusion Officer for Sinai Chicago. With more than 10 years of experience in DEI, she is responsible for aligning Sinai's growth, business strategy and organizational goals. This includes designing and implementing a DEI strategy from ground up to foster an agile, engaged, innovative and inclusive organization that develops approximately 3,500 leaders and caregivers to perform their best, while supporting our patients and community. Prior to Sinai Chicago, she was responsible for the design, implementation and execution of diversity, equity and inclusion strategy, initiatives and corporate partnerships that supported business goals and values at United Airlines.

Nathalie is fluent in English, German, Portuguese, and Spanish. At age 16, she was accepted to attend the Federal University of Rio de Janeiro, one of the top universities in her field (Nutrition Science) in Brazil. After graduating from university, she went on to earn a Medical Board Health Management Certificate in Berlin, Germany, and a Diversity & Inclusion Professionals Certificate from Cornell University's IRL School in New York City. She graduated from her Executive Master of Business Administration with focus on Leadership and Innovation from Fundação Getúlio Vargas in Brazil and received her Diversity, Equity, and Inclusion Certificate from the University of South Florida in 2021. Nathalie is a member of the Board of Directors of the Illinois Diversity Council. She is also a member of the Board of the Urban Jazz Dance Company, a platform for professional Deaf and other abled artists based in the Bay Area. She is being recognized this year by the National Diversity Council as one of the Top Healthcare Diversity Officers.

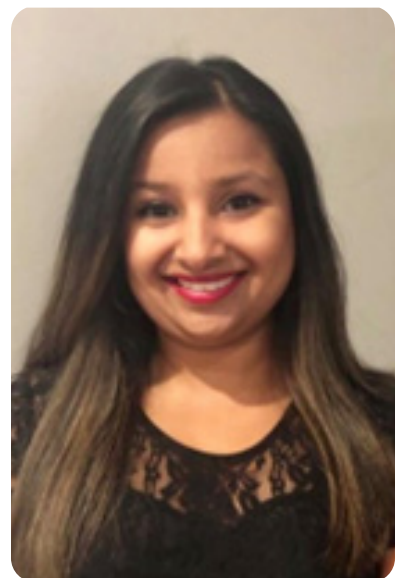


Sheetal Goel

- Manager, Diversity, Equity & Inclusion

Sheetal Goel is the Manager of Diversity, Equity & Inclusion for Sinai Chicago. She has been with the organization since 2017. Sheetal manages the DEI educational engagement awareness events and assists the CDEIO in strategic planning, executing & implementations of DEI plans, goals, and objectives. She is responsible for assisting with overseeing and providing support to launching and managing Caregiver Resource Groups in the areas of caregiver selection process, communications/marketing, and membership tracking. She assists the CDEIO in creating and implementing communication strategies and content management for all DEI communications for leadership, caregivers, events, trainings, surveys, and DEI-related projects to support DEI initiatives on various platforms. Prior to her full-time transition to DEI at Sinai Chicago, Sheetal was in a dual role as the System Manager, Leader Selection & DEI.

She served as the internal recruiting/sourcing consultant to leaders and key stakeholders. She was responsible for all aspects of sourcing, recruitment, and onboarding processes for managers and above. Sheetal assisted leaders become more consistent in Sinai Chicago's focus, sourcing of candidates, and selection of managers and above into the organization. Sheetal was born and raised in Chicago and is fluent in English, Gujarati & Hindi. Over the last 15 years she has held various positions in Human Resources & Healthcare Administration with a strong focus on Talent Management/Acquisition, Succession Planning and Health Care Operations.



DEI History and Development at Sinai Chicago

Sinai Chicago is an organization with a rich history of caring for the underserved. Today, as the largest private safety net system in Illinois, Sinai serves a predominantly African American/Black and Latinx community with vigor and dedication that has only grown stronger over a century of service.



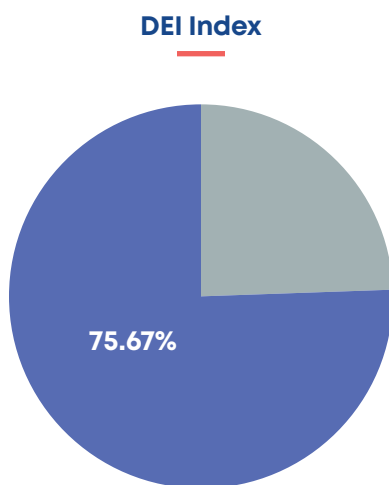
The murder of George Floyd in Minneapolis in May 2020 ignited the country's largest racial justice protests since the Civil Rights Movement. Chicago's largest hospitals and clinics declared racism to be a public health concern. 36 organizations, including Sinai Chicago, committed to promote health equity across the city in an open letter published on Juneteenth, a festival celebrating the end of slavery in the United States. Each organization has committed to:

- Re-examine our institutional policies with an equity lens and make any policy changes that promote equity and opportunity.
- Improve access to primary and specialty care.
- Continue to focus on helping our communities overcome chronic conditions like diabetes, heart disease and asthma.
- Continue to advocate for investments that create innovative solutions to achieve enduring improvements in access, quality, and health outcomes for our communities.
- Continue our commitment to hiring locally and promoting leaders of color.
- Renew and expand our organizations' commitment to providing anti-racism and implicit bias training for our physicians, nurses, and staff.
- Advocate for increased funding for social needs, social services and programs that promote social justice.

With the need to take a solid action towards Diversity, Equity, and Inclusion (DEI), in September 2020 Sinai Chicago hired Nathalie Cordeiro Nunes, Chief Diversity, Equity, and Inclusion Officer with 10+ years' experience in building from ground up a successful DEI function, initiatives, and programs.



As a first step Nunes directed a Diversity, Equity, and Inclusion (DEI) Assessment at Sinai Chicago. This assessment included a survey, where all caregivers were invited to participate, as well as interviews, focus groups, revision of our policies, and data. The goal of this process was to understand the overall standing and perception in the DEI area across our system. This detailed assessment gave us an opportunity to hear our caregivers' voices and assess areas of opportunities for improvement. The overall DEI Index (average score on the survey) was 75.67%.



This score indicated that on average, most survey participants responded positively to survey questions (agreed with the positively worded survey questions). This score represents a 4.5 on a 6-point Likert scale. A Likert scale is widely used to scaling responses in survey research, which responders specify their level of agreement to a statement typically in five points: Strongly disagree, Disagree, Neither Agree nor Disagree, Agree and Strongly Agree. The typical range of first-time DEI survey administration indices is 74% to 85%.

Particular attention was paid to marginalized and minority groups, who reported lower than average scores. Lower scores means that some groups reported less favorable experiences in the organization compared to other groups.

The scores provided by most groups fall close to or above the overall DEI index. The largest variances between groups fall along lines of race/ethnicity, sexual orientation, and work location. Groups within these categories varied from each other by at least 10 percentage points.



Utilizing the results from this assessment, under the Chief Diversity, Equity and Inclusion Officer leadership, Sinai Chicago put together its first DEI strategy. Sinai Chicago's DEI strategy was developed with the understanding of where the organization sits culturally, its values, its opportunities and where Sinai Chicago wants to go. With all these factors combined, the DEI strategy is focused on 4 pillars:

- Attract, develop and retain talent, so our caregivers reflect the communities we serve
- Empower our Caregivers, engaging, recognizing, and giving our caregivers a voice
- Develop leaders to achieve a high performing and culturally competent workforce
- Continue to best serve and support our communities

Several initiatives have been implemented and others are in the implementation process that are strategically aligned into creating a more diverse, equitable and inclusive organization. Some of these initiatives include:

Investment in equitable professional development

- Training and professional development available to caregivers and leaders promoting a culture of professional development through awards and recognition: Implementation of Sinai Stars recognition tool
- Internal learning and development courses for caregivers
- Development of a training/resources guide on reducing biases on performance reviews
- Career Pathways program



Equitable access to opportunities and promotions

- Deep analysis of our workforce data to analyze opportunities
- Review of the pre-employment screening and interview process to ensure qualified hires and mitigate biases
- Talent reviews of managers and above roles, opportunities for growth and succession planning, including growth plans
- Robust analysis of our recruitment data to better understand our gaps and opportunities
- Deliberate efforts to increase our leadership DEI representation
- Diverse interview panels
- Targeting recruitment in the communities we serve through partnerships with SCI, SUHI and translation services teams
- Engagement survey to analyze opportunities and areas of improvement
- DEI lens applied the whole recruitment process
- Unconscious bias training for hiring managers
- Transparency in promotions

Long term investment in DEI training, resources, and dialogue

- Hiring a Chief Diversity, Equity & Inclusion Officer for the Sinai Health System
- Hiring a Vice President -DEI to lead graduate medical education (GME) opportunities in partnership with Blue Cross Blue Shield of Illinois
- Implicit bias and anti-racism training to all leaders, including HR professionals from recruiters to employee relations
- Incorporating DEI into management training programs: allyship and unconscious bias training to all managers and above
- Allyship resources and monthly recommendations
- Formation of the Caregiver Resource Groups (CRGs)
- DEI resources intranet page
- Annual DEI training aligned with compliance
- Regular DEI communications and panel awareness events to increase caregivers' cultural competency
- DEI coaching for leaders
- Schwab Rehabilitation conversations on DEI
- Wellness virtual sessions



The assurance of accountability

- Revision of policies with DEI lenses
- Implementing a reporting system for concerns and ideas
- Leadership skills training
- Caregiver engagement surveys to collect feedback and track progress
- DEI goals “menu” for leaders and caregivers

Expanded definition and scope of DEI

- Integrate DEI into business operations with the support of the Executive DEI Council
- DEI strategy aligned to Sinai Chicago’s values and strategic pillars
- DEI communications
- Development of a 3 - 5-year DEI strategy

Celebration and Acknowledgment

- DEI awareness events: Black History Month, Women’s History Month, National Asian American and Pacific Islander Heritage Month, Juneteenth, Pride Month, Arab-American Heritage Month, National Asian American and Pacific Islander Heritage Month, Women’s Equality Day, Hispanic Heritage Month, World Mental Health Day, National Native American Heritage Month, Transgender Day of Remembrance, International Day for People with Disability, etc.)
- Yearly Health Equity Day in partnership with Illinois Healthcare and Hospitals Association (IHA)
- Sinai Chicago Pride Logo

Strengthening DEI partnerships with other healthcare providers

- DEI committee for America’s Essential Hospitals
- Illinois Health and Hospitals Association (IHA)
- Blue Cross Blue Shield of Illinois



DEI and patient/customer inclusion

- Inclusion of gender identity into patient registrations in process of implementation
- Brand awareness through the partnership with our communities, marketing and social media

More detailed information about these initiatives and programs is described later in this report.

Reaching Sinai Chicago's full potential is fundamental to creating a more inclusive work environment. The DEI Office looks to increase overall awareness, accountability, empathy, and Sinai Chicago's positive impact on health equity. Together, we can create a workplace where we fully live Sinai Chicago's values, bring our full selves to work, and treat each other with respect, dignity, and appreciation. Only when everyone gets the chance to prosper and live a healthy life can our society genuinely flourish. At Sinai Chicago, we intend to work together to achieve our DEI goals.



Our Commitment to Diversity, Equity, and Inclusion

As one of our brand actions, we *embrace diversity* and benefit from the possibilities it fosters. We are committed to creating and maintaining an inclusive environment in all our decisions to ensure the best outcome for all stakeholders involved. We hold our leaders accountable for cultivating a workplace that respects, supports, and appreciates the uniqueness of all caregivers.

Sinai Chicago demonstrates its commitment to diversity within the organization by:

- Actively seeking ways to honor the diverse needs of our patients, families, visitors, customers, and communities we serve.
- Collectively delivering a wide range of high-quality services, as well as many community-based health, research, and social service programs.
- Creating learning opportunities for all caregivers to be culturally competent and equipped with necessary knowledge and skills to better serve our patients.
- Intentionally recognizing and celebrating the traditions and customs of our patients, caregivers, families, and communities.
- Demonstrating by example our Sinai values (*integrity, quality, respect, safety, and teamwork*) to cultivate a shared pride in and commitment to the work that we do.
- Recruiting diverse talents into the organization to foster an innovative and creative workforce.
- Investing in our caregivers by supporting their professional development and personal goals.
- Committing to zero tolerance for discrimination, harassment, and violence throughout Sinai Chicago.

Diversity

At Sinai Chicago, diversity is a key component that drives the purpose of the organization. We are privileged to have a culturally rich and diverse workforce and we are honored to serve, support, and provide services to a diverse



community. With a diversity representation of >75%, we respect and value the cultural differences among one another and we use that to leverage our effectiveness and organizational success.

Our Definition of Diversity

At Sinai Chicago, diversity is an all-inclusive concept. It includes differences among race, gender, age, national origin, ethnicity, disability, religion, culture, socio-economic status, sexual orientation, and other attributes that truly represent an individual or group. We understand that diversity is not only the obvious differences, but the less apparent as well. Individual lifestyles, work/life balance, interpersonal styles, life experiences, talents, and creative passions are all factors that contribute to a person's culture or identity.



Diversity, Equity & Inclusion Vision and Focus

	OUR CAREGIVERS	OUR CUSTOMERS	OUR COMMUNITY
Vision	We foster an inclusive environment where all caregivers are treated with respect and dignity. Inclusion is aligned to cultural competency and supports Sinai Chicago's values.	We foster an inclusive environment where all patients are treated with respect and dignity. We provide the best-in-class service to our customers, being their provider of choice for health care.	We support the various communities in Chicago, where Sinai Chicago is seen as a committed organization and a destination of choice for employment.
Focus	<ul style="list-style-type: none"> Regular reviews of departmental data and opportunities to increase diversity in all levels DEI Talent Acquisition strategy DEI Talent Management strategy Total Rewards and health equity 	<ul style="list-style-type: none"> Equipping caregivers with DEI awareness and education to best serve our customers/patients Enhancing DEI awareness and intercultural competency of all caregivers 	<ul style="list-style-type: none"> Align initiatives to Workforce Development and Community affairs Increase advocacy and awareness on health equity Leverage external partnerships to support the community and expand our brand awareness

Diversity, Equity & Inclusion Strategy

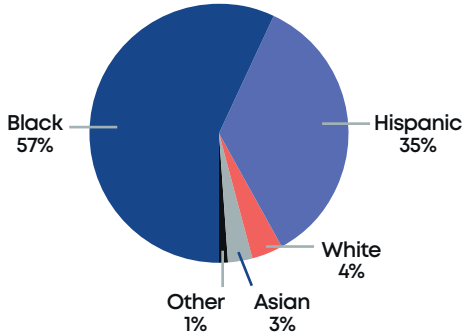
Sinai Chicago's DEI strategy is aligned to the organization's values and its impact on our caregivers, customers, and the community.

Sinai Chicago's Values and Diversity, Equity & Inclusion: creating an Inclusive culture



Sinai Service Area Demographics

Sinai Service Area Demographics



Majority of our patient's zip codes:

Brighton Park:	East Garfield Park:	Auburn Gresham:
60608	60612	60620
60609	60624	60621
60623		60636
60632		

Source: Chicago Health Atlas
 Data includes: Brighton Park (60608,60609, 60623, 60632), East Garfield Park (60612, 60624), and Auburn Graham (60620, 60621, 60616)

Anti- Racism Strategy

Racial injustices and rooted inequities are present in the communities we serve. To support our communities, we need to be able to support the community inside Sinai Chicago, our very own caregivers. We maintain a zero-tolerance policy to workplace discrimination and commit to deliberate action to address the core causes of racial inequality (racism). The DEI team has developed an action strategy to address racial inequities at work and help end systematic racism.

Sinai Chicago's Values: combating racism that is perpetuated by discrimination and prejudice.



Our Anti-Racism Strategy is focused in 4 pillars:

Revision of Policies and Processes

- Identify structural, cultural and policy barriers that foster inequalities and discrimination
- Practical actions across the organization: DEI and health equity lens
- Revision of our non-discrimination and anti-racism policies for caregivers, patients, and visitors

Enforcement of Sinai Chicago's Values

- Build a culture of trust, where employees experiencing racism feel confident to come forward and know that they will be listened to and heard
- Treat allegations of racism (and other –isms) seriously and always take action (zero-tolerance)
- Leverage Leadership Institute and Caregiver training to provide skills and behaviors (decision-making, building trust, respect, accountability, etc.) that support Sinai Chicago's Values

Creating safe spaces

- Caregiver Resource Groups to provide a safe and supportive space for caregivers to connect with each other and share their voice
- DEI awareness events create another “venue” of education and open conversations
- Anti-racism targeted education curriculum to caregivers
- Equip leaders and Human Resources Business Partners with DEI education to help drive culture of respect and inclusion
- Leverage Sinai Stars initiative to promote caregiver recognition
- Identify DEI champions to continue advocating for DEI

Communications

- Regular communications on Sinai Chicago's mission and values, including updates on anti-racism policies
- Tone and voice for positive communication culture
- Listen to each other's culture and promote understanding
- Transparency on overall communications to reach all caregivers
- Information being reinforced by leaders
- Brand ambassadors highlighting Sinai Chicago's values and impactful work for the community on social media



Executive Diversity, Equity, and Inclusion Council (EDEIC)

The Sinai Chicago's EDEIC is focused on growing the diverse representation of our caregivers, promoting an inclusive work environment and equal care for our patients, and combating racism while advocating for health equity. As champions of DEI and health equity, EDEIC members support Sinai's goals of becoming a destination choice for employment and healthcare. The main goals of the EDEIC are:

DIRECT AND LEAD	PARTNER AND SUPPORT	METRICS AND REPORT
<ul style="list-style-type: none"> • Providing executive oversight and guiding Sinai Chicago's DEI strategies • Alignment of DEI and health equity strategies throughout the system • Identify and open doors for DEI collaborations • Embed the DEI function across the system • Wear DEI lenses for business decisions 	<ul style="list-style-type: none"> • Demonstrate commitment through support, actions and visibility • Demonstrate Sinai Chicago's Values • Support of DEI initiatives • Serve as a DEI communications to senior leadership and caregivers across the system • Serve as advocate and champions for DEI and health equity 	<ul style="list-style-type: none"> • Set DEI and health equity goals for their own departments and take action • Monitoring progress • Provide regular updates about DEI progress in their departments

Accomplishments:

- Educational DEI session with Chief DEI Officer from Cargill, Gregory D. Jones, for the Executive DEI Council in November 2021
- Conducted the 1st & 2nd quarterly meetings for all 3 subcommittees in April & June 2022
- Goals & Initiatives identified within all 3 subcommittees



Executive Diversity, Equity, and Inclusion Council Board



Ezike, Dr. Ngozi
President & Chief
Executive Officer



Spigner, Jason
Vice President, Chief
Human Resources Officer



Austin, Donnica
President, Holy Cross
Hospital, VP, Operations
Acute Care



Barrett-Blake, Jean
Chief Nursing Officer, VP,
Patient Care Services



Connolly, Elizabeth
Executive Vice President,
General Counsel



Cordeiro Nunes, Nathalie
Chief Diversity, Equity, and
Inclusion Officer



Fiorella, Dr. Russell
Chief Medical Officer, VP,
Medical Affairs



Krugel, Gary
Executive Vice President,
Chief Financial Officer



Libcke, Julia
President, Schwab
Rehabilitation Hospital/
VP, Post-Acute Care



Margellos, Helen
President, Sinai Urban
Health Institute



Marusarz, Rachael
VP, Development, Chief
Development Officer



Regan, Dan
VP, Communication,
Public Relations &
Marketing



Slawkowski, Ken
Chief Information Officer



Sprowl, Dr. Christopher
President, Sinai Medical
Group/Ambulatory
Enterprise



Steed, Airica
Executive Vice President,
Chief Operating Officer



Wesley, Debra
President, Sinai
Community Institute



Subcommittees Boards – Caregivers, Customer/Patients & Community

Caregivers Subcommittee

- Copeland, Fran - Director, Provider Acquisition
- Cordeiro Nunes, Nathalie – Chief Diversity, Equity, and Inclusion Officer
- Edwards, Menai - Executive Director, Human Resources Operations & Employee Relations
- Figiel, John - Director, Talent Management
- Gabaaque, Petra - Director, Talent Acquisition
- Goel, Sheetal – Manager, Diversity, Equity & Inclusion
- Horeni, Greg – Manager, Nursing Education
- Samuels, Kobie - Leadership Selection Consultant
- Speidel, Scott - Director, Total Rewards
- Spigner, Jason – Vice President, Chief Human Resources Officer

The top two action items decided by the subcommittee as priority are:

1. Equitable benefits analysis and implementation (race, ethnicity, opposite and same gender domestic partnerships)
2. Anti-Racism strategy: revision of policies, influence on culture and training

Customer/Patients Subcommittee

- Copeland, Fran - Director, Provider Acquisition
- Cordeiro Nunes, Nathalie – Chief Diversity, Equity, and Inclusion Officer
- Felts, Robert - Director, Supply Chain
- Goel, Sheetal – Manager, Diversity, Equity & Inclusion
- Guinto, Stephanie - Director, Business Operations & Strategic Planning
- Janousek, Karen – VP, Chief Population Health, and Growth Officer
- Martiny, Phyllis - Director, Case Management
- Morelli-Puricelli, Sue - VP, Care Transformation & Clinical Excellence
- Olusegun, Dr. Ishmael - Associate Chief Medical Officer - SMG (Sinai Medical Group)
- Spigner, Jason – Vice President, Chief Human Resources Officer
- Vega, Stephanie - Director, Patient Access
- Vera, Mireya - Director Community & Patient Relations



- Walker, Denise - VP, Ambulatory and Hospitality Services
- Walton, Dr. Gina - VP, GME Diversity

The top 2 priorities chosen by this subcommittee are:

1. Improved and sustainable collections and reporting of REaL (Race, Ethnicity and Language) and SOGI (Sexual Orientation and Gender Identity) data for patients
2. Training of staff on collection of REaL and SOGI data

For these items, the organization will leverage the implementation of the new software Epic. The project has a targeted go-live date for June 2023.

Community Subcommittee

- Brokop, Diana - Digital Marketing Specialist
- Castaneda, Yvette - Associate Director, SUHI Health Equity and Assessment Research
- Cordeiro Nunes, Nathalie – Chief Diversity, Equity, and Inclusion Officer
- Garcia, Raul - Director, Multicultural Community Relations
- Goel, Sheetal – Manager, Diversity, Equity & Inclusion
- Idrovo, Jennifer - Program Manager, Community Affairs
- Ignoffo, Stacy - Executive Director, SUHI - Community Health Innovations
- Leon, Denisse - VP, Business Development & Physician Enterprise Strategy
- Roesch, Pamela - Director, SUHI Health Equity and Assessment Research
- Shepard, Tondalaya - Director Volunteer & Community Services
- Spigner, Jason – Vice President, Chief Human Resources Officer
- Vera, Mireya - Director Community & Patient Relations

The top priority for this subcommittee is the development of a system-wide Health Equity Strategy, followed by how we can best target recruiting in the communities we serve.



Caregiver Resource Groups (CRGs)

The formation of Caregiver Resource Groups (CRGs) supported by Sinai Chicago started in January 2022. These are volunteer-led organizations with a focus on various diversity dimensions within Sinai Chicago.

In alignment with the organization's values, the Caregiver Resource Groups goals are to:

- Create an opportunity for caregivers to come together to act as a resource for our caregivers and Sinai Chicago
- Provide caregivers with a voice in Sinai Chicago's services, policies, and processes
- Increase overall awareness around cultural competency and inclusion
- Support Sinai Chicago's reputation by being connected and active in the communities that Sinai Chicago serves

Mission of the CRGs

- To create a more inclusive and equitable environment for caregivers, customers/patients, and the communities we serve.

Purpose

- The Caregiver Resource Groups is a vehicle for caregivers to:
 - Speak Up – raise and report concerns
 - Identify and share solutions and ideas
 - Respect and work with differences
- Build an inclusive culture of high performance focused on Sinai Chicago's values of:
 - Integrity
 - Quality
 - Respect
 - Safety and
 - Teamwork
- Position Sinai Chicago as a destination of choice for employment
- Position Sinai Chicago as a provider of choice for healthcare
- Equip caregivers with cultural competency knowledge to best serve our customers/patients

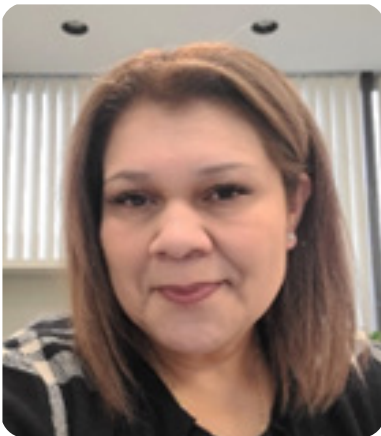


Accomplishments:

- Launched our 1st Caregiver Resource Group – Multicultural in January 2022
- 1st Caregiver Resource Group Event – Multicultural event was hosted in April 2022
- Launched our 2nd Caregiver Resource Group – Women's in March 2022
- Have provided a safe and supportive space for caregivers to connect with each other and have their own voice

Multi-Cultural Caregiver Resource Group - Sinai Together

Sinai Chicago's very first Caregiver Resource Group was formed in January 2022 after an interview process where caregivers could self-nominate for the roles. Interviews were conducted with an interview panel consisting of the DEI office (Chief DEI Officer and DEI Manager), CRG Executive Sponsors and a HR Business Partner. After the placement of the leaders, the board of the CRG was formed:



Co-President – Adriana Guzman

As the System Director of Enterprise Applications, Adriana is responsible for Sinai Chicago's strategic application portfolio. This includes application support and development. The application portfolio consists of both clinical and business systems applications for the enterprise including The Electronic Health Record, Enterprise Resource Planning System, Picture Archiving and Communication System and Human Resources Information System.

The mission of the Multicultural Caregiver Resource Group (CRG) is to unite in recognition of diverse cultures, races, and ethnicities through education and a shared voice. Instill respect for and for multicultural viewpoints, practices, and diversity without prejudice. Practice and demonstrate acceptance and appreciation by example, within Sinai Chicago and the communities in which we live and serve. Our CRG stands for equality with one united voice.

As the Co-President of the Multicultural CRG, Adriana looks forward to sharing her passion for knowledge, education and being a resource to the members of the Multicultural CRG.





Co-President – Erick Nava

As the Lead Medical Case Manager at Sinai Infectious Disease Center (SIDC), Erick is committed to helping end the HIV Epidemic and has been able to truly make an impact on the Southwest side of Chicago, where he grew up. As a gay Latino person of color, Erick has experienced first-hand the challenges faced by individuals with all the odds against them. Conduct social service case management for all HIV+ patients receiving primary care services at Mount Sinai Infectious Disease outpatient clinic

and lead the team in these efforts by providing administrative support to the supervisor of case management. Develop individualized care plans with the intent of improving patient's quality of life through utilization of social services agencies and community-based organizations per Aids Foundation of Chicago guidelines.

Talents: Spanish Speaking (fluent verbally), Public Speaking/Presenting



Chair of Communications Committee – Susan Campbell

Susan Campbell has been at Sinai Chicago for over 3 years and is currently the Lead Annual Giving Manager in the Office of Development - Sinai's fundraising arm working to make a difference in the lives of those living in some of Chicago's most economically challenged community. She is responsible for developing and implementing strategies aligned with Sinai Chicago's overall philanthropy goals. Projects include the annual Caregiver Giving Campaign,

providing an opportunity for caregivers to give back to those served. She serves as the Multicultural Caregiver Resource Group Communications Chair.

Susan's career includes many years in advertising and communications; and working in Washington, D.C. procuring Federal Appropriations from members



of Congress in support of national programs serving underserved children. Her passion for helping others has been at the core of career.

Raised in Los Angeles, Susan speaks Spanish – Los Angeles' second language, and has a passion for the ocean and global travel.



Chair of Community Committee – Lori Ray

As the Executive Administrative Assistant to CIO and the Information System Team, Lori is the key IS person with and point of contact between the executives and internal or external colleagues, organizing meetings and booking meeting rooms, handling correspondence directed to managers, producing reports and presentations.

As the Community Lead of the Multicultural CRG, she looks forward to enhancing communication and awareness of CRG by sharing, staying involved, working hands-on and empowering members of the Multicultural CRG, Caregivers and the Sinai Chicago Community.





Chair of Patients Committee – Jacina Sims

Jacina Sims is the Program Manager for Sinai Infectious Disease Center. Jacina was interested in being part of the CRG to improve the lives of other caregivers. She believes that caregivers feel supported, able to thrive and are informed, provide better services to patients and foster a positive environment in the workplace. She previously worked at Sinai as a Ryan White Medical Case Manager after receiving her Master of Public Health-Community Health from

DePaul University. Jacina is a part of several committees and taskforces that are working to improve the lives of others that are part of underserved and marginalized groups. Her interest in health equity started in adolescence with an interest in sex education, which turned into a love for public health. Her passion for women's health includes HIV prevention and care, reproductive, maternal, and mental health.

Executive Sponsors:

- Elizabeth Connolly - Executive Vice President, General Counsel
- Denisse Leon - VP, Business Development, Physician Enterprise Strategy



Elizabeth Connolly
Executive Vice President,
General Counsel



Denisse Leon
VP, Business Development,
Physician Enterprise Strategy



Mission Statement

The mission of the Multicultural Caregiver Resource Group (CRG) is to:

1. Unite in recognition of diverse cultures, races, and ethnicities through education and a shared voice;
2. Instill respect of and for multicultural viewpoints, practices, and diversity without prejudice; and
3. Practice and demonstrate acceptance and appreciation by example, within Sinai Chicago and the communities in which we live and serve. Our CRG stands for equality with one united voice.

The CRG Board has been meeting on a regular basis, twice a month, to discuss opportunities and set up their strategy and plans for the year. They also hosted their first events during their very first months of formation:

Minority Health Month Tabling Event Resource Group – Multi-Cultural

Tabling event where fellow caregivers received information about the array of health care services available to Sinai patients, caregivers, and the community: Cancer, Heart Disease, Diabetes, Interpreter Services, Women’s Health, HIV, Domestic Violence, Community Services, and other resources and services.



Women's Caregiver Resource Group

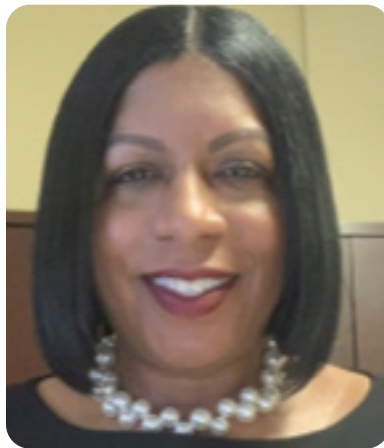
The Women's CRG is in its process of leadership selection. The selection process of the Co-Presidents should be finalized by the end of June. All caregivers in any role are encouraged to self-nominate to be part of the CRG leadership team. Applications are required to obtain direct manager approval prior to selection.

Executive Sponsors:

- Rachael Marusarz - Vice President, Development/Chief Development Officer
- Denise Walker - Vice President, Ambulatory & Hospitality Services



Rachael Marusarz
Vice President, Development/
Chief Development Officer



Denise Walker
Vice President, Ambulatory &
Hospitality Services

Diversity, Equity & Inclusion Educational & Awareness Events

Our DEI Educational & Awareness events serve as catalysts for cultural change that is in line with Sinai Chicago's values. The goals of these events are:

- Develop a better understanding of our own attitudes, perceptions, and sentiments toward various facets of variety
- Examine our own cultural identities and how they influence our interactions with others
- Education and training to all caregivers, including the leadership team



- Make a commitment to learning more about diversity, equity, and inclusion challenges
- Create a greater awareness about health equity
- Strengthening our inclusive environment
- Promote advocacy and allyship

Accomplishments:

- Over 1000 caregivers have attended our DEI awareness events
- Created a venue for education and open conversations
- Increased the overall awareness of the various diversity dimensions
- Each event caters to the alignment of Sinai Chicago's values
- Connected the entire system and facilitated conversations between caregivers and leaders
- Provided education and training to all caregivers

September 2021

Event: Hispanic Heritage Month

Sinai Chicago was proud to celebrate on September 29th, 2021, our first Hispanic Heritage Month which is observed from September 15 to October 15. This month corresponds with Mexican Independence Day, which is celebrated on September 16, and recognizes the revolution in 1810 that ended Spanish dictatorship.

- Theme - Be an Ally
- Panelist:
 - Antonio Arroyo - Care Coordinator
 - Raúl Garcia - Director, Community Relations
 - Catherine Ortiz - Director of Outpatient Behavioral Health
 - Mireya Vera - Director of Community Services & Sinai Interpreter Services

December 2021

Event: Disability Awareness Event

On December 8th, 2021, Sinai Chicago was honored to host its very first International Day of Persons with Disabilities, designed to raise awareness regarding persons with disabilities to improve their lives and provide them with equal opportunity.

- Theme - People with Disabilities
- Guest Speaker: Ryan Podvin - Chief Financial Officer – Mary Free Bed Rehabilitation System.
 - A patient of Mary Free Bed after a traumatic spinal cord injury in 2010, Ryan knows first-hand the challenges and value of exceptional rehabilitation care.



February 2022

Event: Black History Month Event

On February 28th, 2022, Sinai Chicago celebrated its first Black History Month event. February is Black History Month in the United States and Canada. Since 1976, the month has been designated to remember the contributions of people of the African diaspora.

- Theme - Roles Models and Allyship
- Panelist:
 - Donnica Austin - President, Holy Cross Hospital
 - Elizabeth Connolly - Executive Vice President, General Counsel
 - Dr. Olusegun Ishmael - Associate Chief Medical Officer
 - Jason Spigner - VP/Chief Human Resources Officer
 - Airica Steed - Executive Vice President & Chief Operating Officer
 - Debra Wesley - President, Sinai Community Institute

March 2022

Event: Women's History Month Event

On March 30th, 2022, Sinai Chicago was proud to host its first Women's History Month event. Women's History Month started in 1987, recognizes all women for their valuable contributions to history and society.

- Theme - Providing Healing, Promoting Hope
- Panelist:
 - Laura Carlos - SRH Occupational Therapist Staff Practitioner
 - Rachael Marusarz - Vice President, Development/Chief Development Officer
 - Dr. Connie Moreland - OB/GYN Residency Program Director
 - Annie Shutt - Director- HR Shared Services & Analytics
 - Denise Walker - Vice President, Ambulatory & Hospitality Services



Event: Health Equity Action Day – May 13rd, 2022

Sinai Chicago participated in Health Equity Action Day, an annual event hosted by the Illinois Health and Hospital Association (IHA).

The day consisted of two parts:

- **Morning programming:** This year's IHA Health Equity Action Day explored the meaning of health equity and our collective efforts to eliminate disparities and achieve equity.
- **Afternoon Programming:** Our hospital leaders and staff worked together on a health equity-focused activity which included:
 - 90-minute presentation and panel on Sinai's work to conduct community-centered research and offer programs that support neighborhoods in pursuing self-defined goals
 - Video presentation from caregivers on what health equity means to them
 - Presentations including an overview of Sinai Urban Health Institute (SUHI) and its history of working in partnership and solidarity with communities to pursue health equity through research and programming; as well as four project spotlights:
 - The Lawndale Transformation Initiative focused on workforce development
 - Sinai Chicago's ¡Vive Saludable! Plan focused on improving provision of care to Latino communities,
 - Schwab Rehabilitation's work to transition patients back home and into the community; and
 - Sinai Community Institute's collaborative work in North Lawndale to decrease gun violence.
- A 30-minute panel discussion.

Presenters:

- Dr. Yvette Castañeda - Associate Director of Health Equity and Assessment Research
- Yesenia Cervantes - Senior Manager of Community Engagement
- Nathalie Cordeiro Nunes - Chief Diversity, Equity, and Inclusion Officer
- Raúl García - Director Multicultural Community Relations
- Dr. Michelle Gittler - Post-Acute Chief Medical Officer – Schwab Rehabilitation
- Stacy Ignoffo Ignoffo - Executive Director of Community Health Innovations
- Rhonda Lay - SUHI/Sinai Chicago Community Health Worker III



- Helen Margellos-Anast - President of Sinai Urban Health Institute
- Tracie Worthy - Vice President of I AM ABLE

Event: Asian American & Pacific Islander Heritage Month Event

Sinai Chicago was proud to celebrate our second Asian American and Pacific Islander Heritage Month event on May 25, 2022. The month of May was chosen to commemorate the immigration of the first Japanese to the United States on May 7, 1843, and to mark the anniversary of the completion of the transcontinental railroad on May 10, 1869. Most of the workers who laid the tracks on the project were Chinese immigrants.

- Theme - Advancing Leaders Through Collaboration
- Panelist:
 - Dr. Jeen-Soo Chang - ACOMO/Physician Holy Cross Hospital
 - Elizabeth Connolly - Executive Vice President, General Counsel
 - Sheetal Goel - Manager, Diversity, Equity & Inclusion
 - Tejal Goel - Director, Inpatient Pharmacy & Respiratory Services

June 2022

LGBTQ+ Pride Month Event

Sinai Chicago was proud to celebrate our second LGBTQ+ Pride Month event on June 29, 2022. June is Lesbian, Gay, Bisexual, and Transgender Pride Month, established to recognize the impact that gay, lesbian, bisexual and transgender individuals have had on the world. LGBTQ groups celebrate this special time with pride parades, picnics, and parties, memorials for those lost to hate crimes and HIV/AIDS, and other group gatherings. The last Sunday in June is Gay Pride Day.

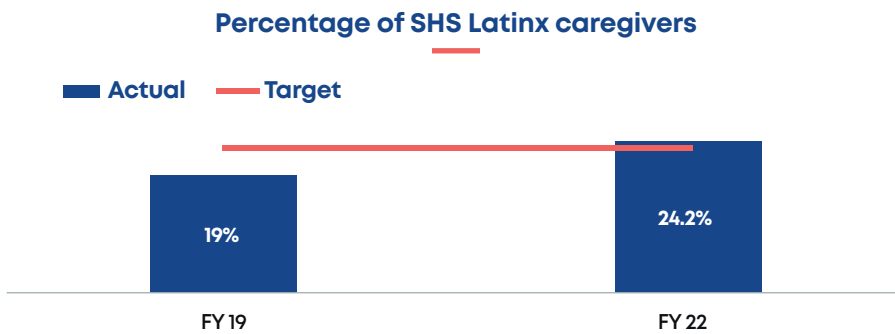
- Theme - Unity Through Diversity - It Begins with Us
- Panelist:
 - Marcos Montes - Behavioral Health Community Liaison
 - Erick Nava Nava - Lead Medical Case Manager
 - Audrey Romito - Domestic Violence Program Coordinator
 - Dr. Lisa Russell - Infectious Disease Physician
 - Jacina Sims - Program Manager



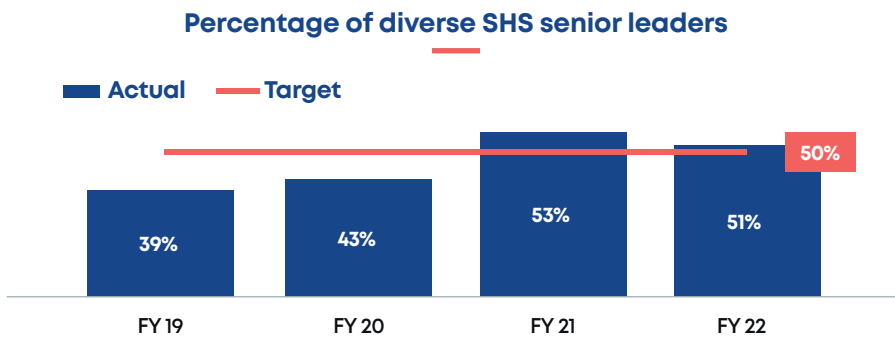
Strategic Workforce Diversity Goals

Caregivers reflecting our community and patients is important in driving the patient quality, safety and engagement outcomes we desire and our patients deserve. Sinai Chicago set strategic workforce and diversity goals to be achieved by the end of the 2022 fiscal year. The key strategy areas included: Reflecting Our Communities, Diversity in Leadership, and Creating Opportunities for Residents in our Communities. Various actions were put in place to ensure the various goals were achieved by June 2022.

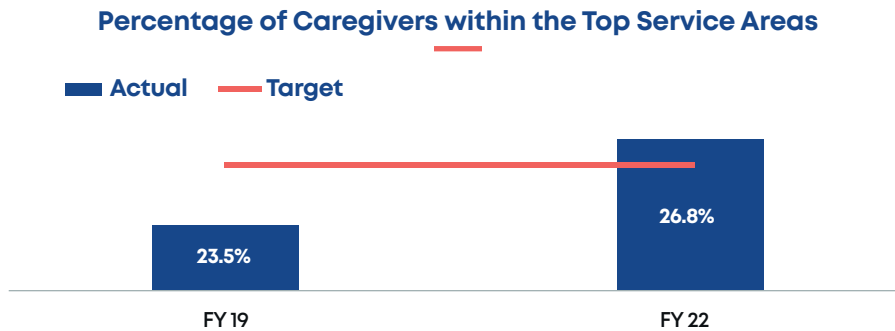
- Reflecting Our Communities Strategic Goal: Increase the percentage of SHS Latinx caregivers from 19% to 23% by June 30, 2022



- Diversity in Leadership Strategic Goal: Increase the percentage of SHS minority senior leaders (director and above) from 39% to 50% by June 30, 2022



- Creating opportunities for Residents in Our Communities Strategic Goal: Increase the percentage of SHS caregivers living within our top 10 service area zip code from 23.5% to 26%.



Diversity of Sinai Chicago Board of Directors

Diversity, Equity, and Inclusion is a priority for the SHS Board of Directors. A diverse board is better able to make decisions by decreasing the chance of “groupthink,” paying greater attention to managing and controlling risks, and having a better grasp of the Sinai Chicago’s customers/patients. A diverse board of directors also supports Sinai Chicago in building up our reputation as an ethical, conscientious health system that respects our local communities and earns the trust of our patients.

Diversity among board members is as follows:

AFRICAN-AMERICAN	WHITE	LATINO/HISPANIC	MEN	WOMEN
24%	64%	12%	46%	54%

Although we have a long way to go, we are being deliberate in recruiting and bringing more diversity to Sinai Chicago’s Board of Directors in order to reflect the communities we serve.



Other DEI Initiatives

Anti-Racism and Implicit Bias Training

This inclusive and interactive virtual session complements our core values and our devotion to respecting, valuing, and celebrating our unique attributes, backgrounds, and perspectives that directly impact our caregivers, our customers, and the communities we serve. The whole leadership team of Sinai Chicago was encouraged to take the training.

Allyship initiative

Sinai Chicago utilizes allyship as a strategy for caregivers to become collaborators and supporters in the workplace, fighting injustice and promoting equity through supportive personal relationships and public acts of sponsorship and advocacy. The goal of our allyship program is to create awareness of what steps caregivers may take to be effective allies. Resources on how to be a better ally to the various diversity dimensions can be found on Sinai Chicago SharePoint > Diversity, Equity, and Inclusion > DEI Resources.

Revision of our policies with a DEI lens

Sinai Chicago is committed to reviewing our policies on a regular basis with a DEI lens to create a more equitable and inclusive environment for all. Several policies have been revised to date.

Measuring and tracking success

We have been conducting a regular in-depth analysis of our recruitment and workforce data. We have also set actionable goals and targets for each priority area to deliver on our commitment. We will track our results, analyze successes and opportunities to continue improving our Diversity, Equity and Inclusion strategy.



Talent & Workforce Development

An engaged, competent, diverse and inclusive workforce, at all levels, is essential for Sinai Chicago to achieve its goals and fulfill its mission to the communities that we serve. The talent and workforce development programs and resources are designed to build and retain a diverse and capable workforce using a three part strategy:



John Figiel
System Director Talent

- Develop and maintain a competent and confident leadership community via the following:
 - Leadership Development training and professional development
 - Individual leadership coaching
 - New leader onboarding program
 - Leader Talent Management review
 - Emerging minority leader development program – “Rise Higher”
- Non-leader caregiver training and professional development programs and resources
 - Targeted caregiver Skill Paths
 - Sinai Culture Value learning curriculums
 - Career development and upskilling program – “EVOLVE”
- Targeted Programs to Hire Members of the Sinai Community and Individuals With Disabilities
 - Careers in healthcare program focused on engaging and hiring members of the Sinai Community – “Healthcare Forward”
 - Disability Inclusion Coordinator Demonstration Project



Leadership Development

The purpose and objective of Sinai's leadership development program is to build strong, confident leaders who create diverse, engaged teams that deliver results aligned with Sinai's strategic objectives. The programs below are designed to achieve this objective:

Leadership Development Training and Professional Development

Sinai leaders participate in two leadership development tracks:

- The **Sinai Leadership Institute** provides monthly training sessions focused on providing leaders with the skills and competencies to be effective in their current role and to grow and advance as a professional leader. Topics include "Providing Effective Feedback", "Leading Difficult Conversations", "Interview Skills" and "Effective Project Management"
- The **Sinai Leadership Development Confidence Series** provides training on leadership topics that are aligned with Sinai's strategic objective of building a High Performance Culture. Examples of topics are effective goal setting and writing and conducting performance reviews

Every topic and training session in both tracks are aligned with and support the Sinai Cultural values.

Individual Leadership Coaching

The purpose of the leadership coaching program is to provide Sinai leaders with individual support/resources for the purpose of development and improvement in their current role or preparation for the next role. The goals of the Coaching Program are to:

- To assist leaders in building awareness and skill around individual leadership gaps and behaviors
- Guide supervisors of leaders through process and model coaching skills for them to take on themselves



The coaching program focuses on four specific tracks:

1. Going from Good to Great

- a. Leader is doing well, and has the capacity to do more
- b. Coaching will help to take their performance to the next level

2. Fast Track for Success

- a. Help new leaders develop skill and build engagement
- b. Select specific behavior/skill enhancements early on to help these leaders succeed

3. Leadership for the Future

- a. Focused on high potential leaders identified through talent management process
- b. Those slated for a larger scope who need additional support

4. Sustain and Build the Organization

- a. Individuals who have been put into leadership interim roles
- b. Help these leaders develop a plan to maintain continuity in the organization while they are in place

New leader Onboarding Program

The Sinai New Leader Onboarding program provides a structured, 90 day experience with one-on-one support for all new leaders. The program is focused on delivering three specific outcomes:

1. Mission and Culture

- Leader engagement and acculturation: understanding of “how we do things around here” and feel a part of the community
- Leader retention: the onboarding process increases the desire to stay and build a career at Sinai

2. Operations and Administration

- Becoming an effective leader: successfully navigating the administrative/operational aspects needed to be an effective leader at Sinai



- Accelerated productivity: using tools/knowledge to quickly navigate the organization

3. Compliance

- Completion of the required training and activities

Leader Talent Management Review

The Sinai Leader Talent Management Review is a business strategy focused on the hiring, retention, performance, development and succession of the leader “talent” that is required to achieve business and operational goals and objectives. The review is focused on all leaders and caregivers who are identified as emerging leaders.

The goals of the process are:

- Build leader pipeline to fill future vacancies
- Identify leaders with potential to fill greater roles & “different” roles
- Identify leader professional & career development opportunities
- Identify & address retention risks
- Assess the leader diversity profile and identify issues and opportunities

During the review every Sinai leader is assessed on their performance, potential and retention risk. In addition, individual professional development opportunities are identified along with specific actions to address them.

A special focus is placed on caregivers who are emerging leaders and identifying actions to develop and prepare them to move into formal leadership positions. During the last talent management review cycle, 36 caregivers were identified as emerging leaders. Of these, 91% are in a minority classification. This represents a strong pipeline of diverse leaders and succession candidates to move into leadership roles. These emerging leaders will be candidates to participate in Sinai’s new program for emerging minority leaders – “Rise Higher”.



Emerging Minority Leader Development Program – “Rise Higher”

In September 2022 Sinai will launch a new career pathways program for emerging minority leaders called RISE HIGHER. RISE HIGHER is a program designed to identify, develop and support non-leader minority caregivers who may not otherwise be considered candidates for leadership roles. The goal of this program is to equip these caregivers with the fundamental technical training and mentorship needed to advance into leadership positions. The program will consist of 12 weeks of virtual active learning, with participants attending a weekly three-hour class. Participants will be matched with an executive mentor who will provide guidance and support professional development throughout the course of the program.

Taken together, the Leadership Development programs enhance and support Sinai’s Diversity, Equity and Inclusion Pillars by strengthening our leader’s skills and capabilities to build and maintain diverse teams and an inclusive culture and by identifying, supporting and championing a diverse pipeline of caregivers who will become Sinai’s future leaders.

Non-leader Caregiver Training and Professional Development

Sinai is committed to the professional growth and development of all of our caregivers. We know that professional growth and career development are critical factors in building engagement and retaining our diverse caregiver workforce. We also know that we must provide ongoing, best practice training resources that will provide our caregivers with the awareness, knowledge and skill to build a culture of mutual respect and inclusion. There are three areas of focus designed to build caregiver skills and capabilities:

Targeted Caregiver Skill Paths

The Caregiver Skill Paths are focused on providing self-paced, just in time training resources for in demand skills for caregivers across Sinai. The Skill Paths focus on delivering the following results:

- Improve caregiver performance in current role
- Improve caregiver skills to compete for higher level positions



- Improve caregiver interpersonal and relationship skills
- Improve caregiver engagement and retention through professional growth opportunities

There are three Skill Paths currently available to all Sinai Caregivers:

COMMUNICATION	PROFESSIONAL	ORGANIZATIONAL
Listening Interpersonal Networking Written Communication Presentation	Conflict Resolution Decision Making Problem Solving Critical Thinking Creativity	Time Management Strategic Thinking Goal Setting Adaptability Resiliency

A fourth Skill Path focused on Customer Service will be launched in the summer of 2022.

Sinai Culture Value Learning Curriculums

Every Sinai caregiver is expected to know and demonstrate the Sinai Cultural Values and are assessed on their demonstration of these values in their annual review. The values are the foundation for how we work with and interact with our community, our patients and with each other. The Culture Value Curriculums provide training modules targeted specifically to increase awareness and competency for each of the five values. The Curriculums for Teamwork, Respect, Safety, Respect and Quality have been created. The Integrity curriculum will be launched in July 2020.

TEAMWORK	RESPECT	SAFETY	QUALITY
Characteristics of teamwork Value of teamwork	Creating an environment based on respect How to be respected Working with dislike Show respect	Safety culture practical workplace safety tips for employees Workplace safety for office professionals	Introduction to quality improvements (PDCA) Work process basics producing quality work



Career Development and Upskilling Program

“EVOLVE”

In October of 2021 Sinai launched a new career pathways program for Sinai caregivers called EVOLVE. The purpose of EVOLVE is to enhance the upward mobility of current Sinai caregivers who are in frontline positions by providing them a six-week training program and resources to prepare them to apply for and take on roles of greater responsibility. Below is a description of the EVOLVE program. To date, four caregivers have successfully completed the program and three are currently enrolled.

EVOLVE Program Components:

- Career Interest and Workplace Skills Assessments with individual coaching
- Medical Terminology Training
- Microsoft Office Suite Training
- Mock Interviews with Sinai Recruiters

The EVOLVE program advances Sinai’s Diversity goals by providing caregivers in frontline positions the opportunity to advance to higher responsibility, higher paying positions in the system.




Targeted Programs to Hire Members of the Sinai Community and Individuals With Disabilities

Careers in Healthcare Program – “Healthcare Forward”

Members of the communities that Sinai serves have limited exposure to healthcare jobs and careers and limited support and access to prepare for or pursue these jobs. In November of 2021 Sinai launched “Healthcare Forward” with two other hospital systems to promote careers in healthcare to residents of the south and west sides of Chicago.

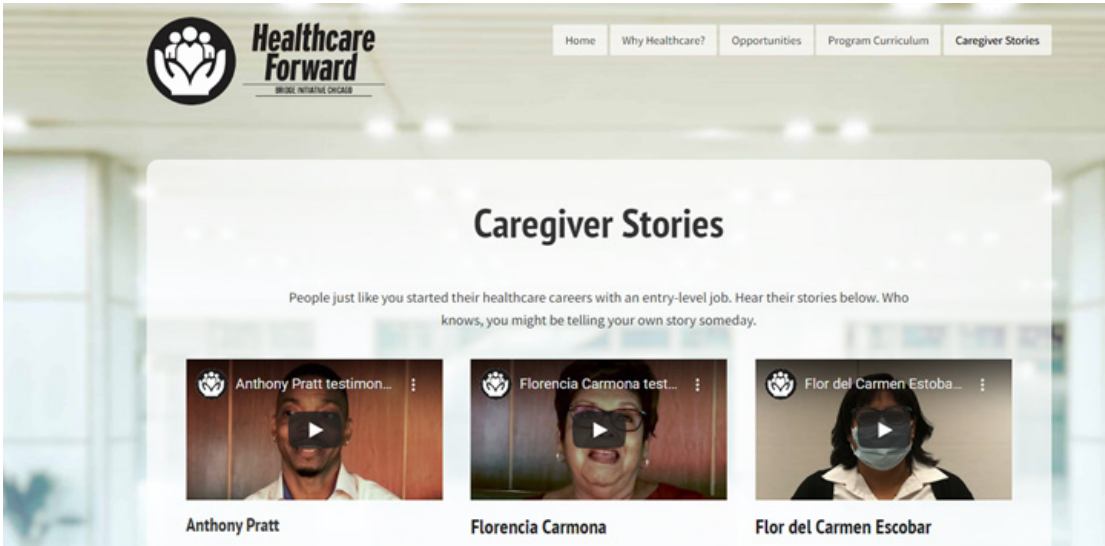
Healthcare Forward’s goal is to hire 90 members of the community by December 2022. To achieve this goal the program is focused on four key activities:

- Increasing the awareness and excitement of members of the community about job opportunities in healthcare through an aggressive marketing and communication campaign
- Providing specific information about the types of jobs and the experience of working in healthcare through an interactive website (below):



The screenshot shows the homepage of the Healthcare Forward website. The header includes a navigation menu with links for Home, Why Healthcare?, Opportunities, Program Curriculum, and Caregiver Stories. The main content area features the Healthcare Forward logo (a stylized heart with three figures) and the text "We Need You in Healthcare!". Below this, it states "Six Hours That Can Change Your Life" and provides information about the program's goal to hire 90 members by December 2022. A prominent red button labeled "REGISTER BELOW!" is visible. On the right side, there is a large circular image of a diverse group of healthcare professionals smiling. At the bottom right, a contact email address is provided: "Contact Us: info@healthcareforwardchicago.org".





- Provide a six-hour healthcare orientation and skills-building course. The course is free and all participants who complete the program are guaranteed an interview at one of the three hospital systems. The Healthcare Forward course includes information about:
 - Strategies to reflect on one’s own professional “purpose” and how it can shape career decision-making.
 - The personal traits that contribute to a successful career in a healthcare setting.
 - The fast-paced and problem-solving nature of the healthcare setting.
 - The nature and importance of teamwork in the healthcare setting.
 - Working in healthcare is about making a difference while making a living.
 - The range of entry-level job opportunities available within each system.
 - Specific steps to apply to specific jobs within each organization.
 - Best practices in performing well in a job interview.
- Direct connection to a recruiter to interview for a position at one of the three hospital systems and support in navigating the interview process.

To date 216 members of the Sinai community have completed the six hour training program and 14 have been hired.

The Healthcare Forward program provides members of Sinai’ community with job and career opportunities that they would otherwise not have access to. Hiring members of our community supports and promotes our Diversity Pillars by hiring individuals who reflect the population that we serve.



In addition to hiring members of the community that Sinai serves, the Healthcare Forward program promotes and champions diversity and inclusion through the partnerships that it has developed and maintained. Specifically, Sinai intentionally sought out and hired a communication and marketing consulting firm, Wyn-Win Communications to create and conduct the community marketing and communications plan. Wyn-Win Communications is a Chicago-based minority- and woman-owned business enterprise offering strategic communications, stakeholder engagement and social responsibility consulting to clients and has extensive experience working on projects that directly impact individuals living in the south and west sides of Chicago and focus on causes like social justice, economic empowerment, criminal justice and policing, and diversity, equity and inclusion.

Disability Inclusion Coordinator Demonstration Project

Increasing Representation of Individuals with Disabilities in the Sinai Workforce

The Anixter Center of Chicago was awarded a two year \$400,000 Grant from the Kessler Foundation to launch “The Inclusive Pathways Chicago: Healthcare” demonstration project designed to assist healthcare workforce employers in implementing equity, diversity, and inclusion strategies that will result in reducing barriers to employment for people with disabilities. Sinai Chicago is one of two Healthcare organizations in Chicago selected to be an employer partner for this demonstration project. There are over 400,000 working age individuals with disabilities living in the Chicago region and almost 75% are unemployed. The goal of this project was to demonstrate the value of introducing the role of “Disability Inclusion Coordinator” into the traditional candidate sourcing and recruiting process to act as a facilitator and employment coach between organizations who provide job readiness assistance for individuals with disabilities and healthcare organization’s committed to hiring individuals with disabilities.

Working with the Disability Inclusion Coordinator, Sinai created and implemented a direct employment pathway for individuals with disabilities to increase their awareness of employment opportunities at Sinai and provide a



process to be a candidate for those opportunities that accommodated their specific needs. This pathway resulted in the hiring of 12 individuals who have disabilities. The demonstration project recently ended and Sinai is now working with the Anixter Center to create a “permanent” partnership to continue hiring individuals with disabilities. The results and success of the demonstration project will be shared by the Kessler Foundation with healthcare organizations across the United States.

Anixter Center

Lester and Rosalie Anixter Center’s mission is to provide an array of services and supports for people with disabilities and related challenges to live, learn, work and play in the community. Incorporated in 1919, Anixter currently serves over 6,000 individuals of all ages annually in more than 35 programs in least 30 locations throughout the Chicago metropolitan area in five service areas: 1) community support; 2) education; 3) pre-employment/employment; 4) health and behavioral health; and 5) housing and residential support. For more information, visit anixter.org.

Kessler Foundation

Kessler Foundation, a major nonprofit organization in the field of disability, is a global leader in rehabilitation research that seeks to improve cognition, mobility and long-term outcomes, including employment, for people with neurological disabilities caused by diseases and injuries of the brain and spinal cord. Kessler Foundation leads the nation in funding innovative programs that expand opportunities for employment for people with disabilities.

Diversity and our Vendors

The Legal team is also making a conscious effort to promote hiring within our community among our vendors/outsourced agreements. We have begun inserting a clause into the vendor contract indicating that it is our expectation that our vendors make efforts to hire from within our community.



Talent Acquisition

Recruitment – (Non - Management/ Leadership Roles)

Aligned to the DEI strategy to attract, develop and retain diverse talent with the objective of Sinai Chicago’s representation to reflect the communities we serve, the Recruitment team filled 1806 requisitions, including 1365 external hires (226 hires from Caregiver referrals); 441 internal transfers.



Patronella Gabaake
Director Talent Acquisition

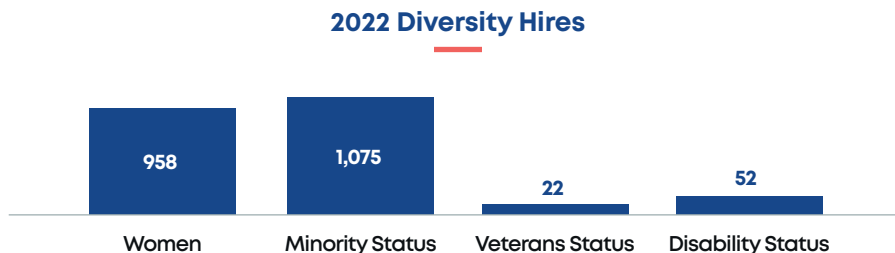
We held 47 hiring events and with welcomed over 1300 new caregivers (66 from our community partners; 29 hires from school partnerships)

Other major accomplishments in 2022 were:

- International Nurse Recruitment: 10 International Nurses have recently started; 28+ are currently in process
- RESIDENTS: Onboarding 37 residents
- Community Partnerships: Expanded our community partnerships, the latest being Centers of New Horizons, Chicago Bilingual Nurse Consortium, Southwest Suburban Cook County American Job Center (SERCO) and National Latino Education Institute (NLEI) and Chicago Works

FY22 New Hires

We welcomed 1,353 new hires this year. A diversity breakdown is noted as follow:



Note: there were hires that did not disclose this information.



Employer Brand

During FY22, we implemented a new employer brand to highlight Sinai Chicago as an attractive employer for diverse candidates. Sample messaging is noted below:

Make a REAL difference at Sinai Chicago

“At Sinai Chicago, we do more than serve patients. We serve a community that reflects the real Chicago, bringing real life challenges as well as unbelievable triumphs through our doors. When you join the team at Sinai Chicago you get more than just a job, you get real life, real experience and real Chicago”.

Investing in improving our competitive position via influential branding messages such as this one has helped us to attract a diverse applicant pool whilst also retain our current caregivers.

We also connect our employer brand to the value proposition (*to get applicants/passive candidates interest, share what it is like to be Sinai Chicago, what is in it for applicants/candidates*) and especially to our core values.

Since today’s job seekers want to know what we are doing, not just saying to build a diverse and inclusive workforce, we also updated our other Sinai Chicago websites, such as Glassdoor and Indeed, to call out our DEI programs and initiatives.

Recruitment Marketing “Organizational Presence”:

We looked through the DEI lens when we developed our marketing and communication to potential applicants, in terms of tone, context, language and imagery that resonates with a broader population. We also went beyond the value proposition. We ensured that we promoted the health and welfare of the community we serve, highlighted what Sinai Chicago does to promote access and delivery of healthcare and the fact that we get involved with the community. Our online and printed recruiting collateral convey that:



- Sinai Chicago creates an environment that represents differing opinions and values diverse lived experiences (*Caregiver Stories/Testimonials*);
- Sinai Chicago invites caregivers to contribute ideas and perspectives (*Shared Governance Council, Caregiver Referral Program, Process Improvements Focus Groups, etc.*);
- We include pictures of actual caregivers and leaders; and
- We highlight diversity and inclusion efforts (*Employee Resource Groups*) in our materials.

We post a variety of our jobs in new and different places (job board, student associations, and social media). We have ensured that our recruitment marketing collateral showcase the diverse talent that we are seeking to recruit -- be it on social media campaigns, billboards, job boards, etc. In conjunction with our employer brand, we want the talent pool to know upfront that they are welcome at Sinai Chicago. Our goal is to create a visual and textual representation of what it is like to work and thrive at Sinai Chicago in a powerful storytelling narrative.

Expanded Our Diverse Candidate Pools by:

1. Caregiver Referrals:

We created a new Caregiver Referral Program. Our caregivers headed our call to action by referring great people within their network to us. We also held caregiver referral “drives” and competitions to help promote this program. As a result, for FY22, **224** hires came from our caregiver referrals.

2. Community Partnerships:

Community outreach and partnerships with the likes of North Lawndale Employment Network, Park Douglas, Centers of New Horizon, Metro Family Services, Chicago Works, SERCO, Chicago Housing Authority, Safer Foundation, Cara Chicago, Chicago Bilingual Nurse Consortium, NEIU, Employer Employee Services, Cicero Community Collaborative, Erie House, and Lumity STEM Works enabled us hire , **49** candidates during FY22. We continue to reach out, attend, belong, and insert ourselves within these community groups. Eight of these community partnerships were started during FY22.



3. College Outreach/Student Associations Partnerships:

As a result of the following college partnerships, we were able to hire **61** new caregivers during FY22. Partners include Instituto Del Progreso, National Latino Education Institute, Morton College, Malcolm X College, DePaul University, Midwestern Career College, Dominican University, Harper College, National Latino Edu Institute, and St. Augustine College. We are also in talks with Triton College, Aurora University and Chicago State University and look forward to initiating a partnership with them in the near future.

4. Externships

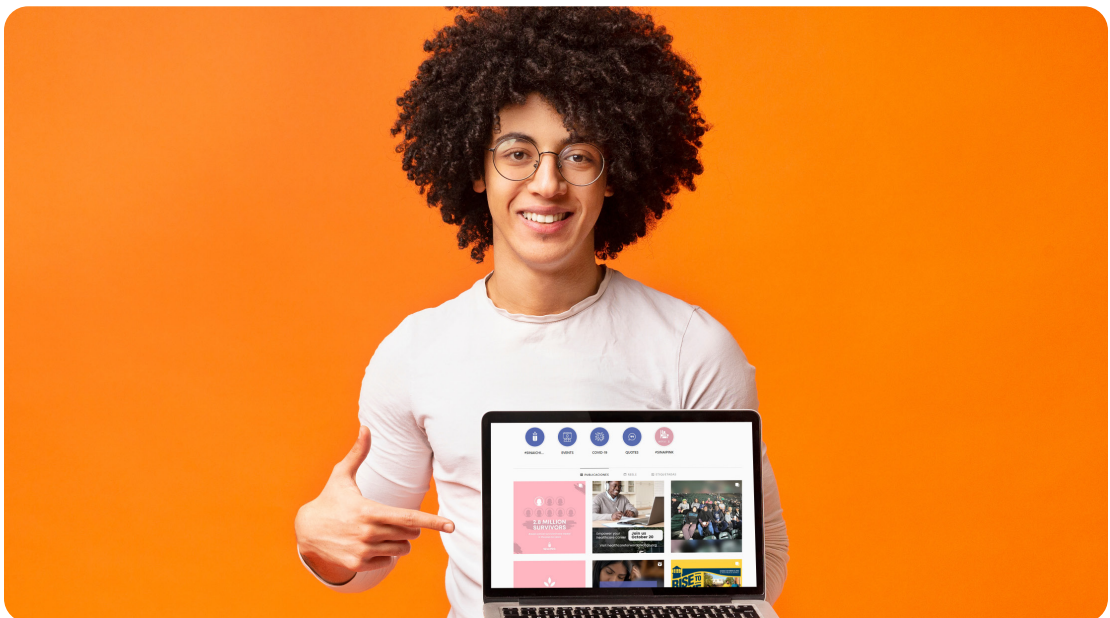
Additionally, we currently have **19** students completing their externships with us in units such as OR, Labor & Delivery, Respiratory Therapy and Imaging. The goal is to hire them into permanent roles within the system upon graduation.

5. Career Fairs

We hosted and attended more than **65** virtual and in-person events focusing on diverse candidates during FY22.

6. Social Media Campaigns

We created and launched story telling through social media campaigns focused on highlighting diverse caregivers. Recruiting in diverse communities themselves via Facebook, Instagram, LinkedIn, and other social media platforms.



Pipeline with Diverse Candidates:

We continually work on de-biasing our diversity recruitment processes, by having intentional actions that allow us to understand the gaps in our processes, course correct where there is a need to do so and hold each other accountable. We also continually walk through our processes from beginning to end in order to:

- Identify moments where decisions are made and where bias can potentially shape those decisions;
- Look at how we are showing up on the talent space and whether or not the way we are is attracting or deterring candidates; and
- Look at whether we have created an environment where our actions convey diverse candidates will be valued and will thrive once they join Sinai Chicago

Where possible, we use a “*two in the pool effect*” where we schedule more than one minority candidate as a method to help overcome unconscious biases during the interview and selection process. We also use an A/B job posting method which ensures that our job postings:

- Are gender neutral (*using inclusive job descriptions*)
- Do not include age-based language
- Do not accept “overqualified” as a reason to disqualify a candidate

We also call out our DEI information and resource groups on our job postings and career site to help create an equitable employment application process.

Additionally, our jobs postings also call out the fact that we welcome everyone to apply by including an EOE/M/F/D/V/SO disclaimer.

International Nurse Recruitment:

Sinai Chicago has welcomed **14** internationally trained nurses thus far in 2022, with an additional **27** immigrant visa petitions currently in process. We plan to continue to onboard more. These nurses are employed directly by Sinai Chicago with an initial three-year employment commitment. The goal being to retain them for much longer. As we onboard them, we partner with them to ensure a seamless acculturation and assign a designated person “buddy” to support them as they settle both within Sinai Chicago and within Chicago area.



Educated Our Hiring Leaders

Our hiring leaders completed an Interview Skills Training. A build of this training module covered the importance of diversity hiring and unconscious biases to be mindful of during the hiring/interviewing process. This training helped to create structure and rigor around hiring decision-making.

Pre-Hire Staff Assessments:

We also use a predictive pre-hire online, behavioral-based staff assessment designed to:

- Increase new hire retention;
- Identify applicants in terms of culture fit (applicants with the same skills/traits already existing within Sinai Chicago);
- Identify applicant in terms of culture add (applicants with new skills that align with Sinai Chicago's strategy)
- Provide interviewers with a structured, behavioral-based interview process; and
- Most importantly focus on facts and not rely on opinions or unconscious biases of the interviewers

This pre-hire staff assessment is offered in different languages, can be paper and pencil based, and can be completed via audio as well.

Artificial Intelligence (AI) Sourcing Software:

We are currently leveraging AI to match candidates. Our AI platform prioritizes building a diverse talent pipeline through niche advertising partnerships and targeted outreach to self-identified diversity candidates.

Sourcing Resources for Diversity & Inclusion:

We post/advertise our job postings on different sourcing sites as a way to increase our diversity pool targeting the likes of; advancing the careers of women, diversity nursing, older workforce, people with disability, veterans, to mention a few. We continue to intentionally seek out underrepresented groups.

Regular Communication Cadence:

We have weekly status meetings with hiring managers with active requisitions/open jobs to ensure that we are on the same page at any given point. We also round regularly on the units. To ensure that we keep the entire system abreast of our recruitment activities, we also send a regular email to all caregivers.



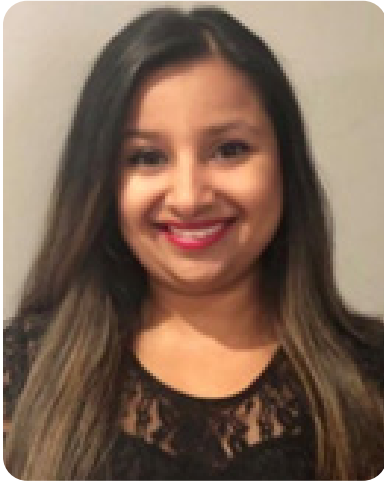
Candidate Experience:

As we have entered an era of candidate consumer marketing, we have been working diligently to revamp our career site and promote our DEI initiatives. We will also have a talent community section, which will be promoting that veterans, older workers, people with disabilities, and military spouses, to mention a few, are welcome to apply.

In closing, for FY23, the plan is to solidify/enhance what we already have in place and also leverage caregivers on the Employee Resource Groups. Storytelling is a powerful tool and we will be looking to do career paths stories in partnership with these ERGs and use them as our talent advocates.



Leadership/Management Selection



Sheetal Goel
DEI Manager



Kobie Samuels
Leadership Selection Consultant

In January 2018, Sinai Chicago created the Management/Leadership Selection function to serve as an internal recruiting/sourcing resource to leaders and key stakeholders to effectively lead all aspects of the leadership recruitment process. Additionally, this function supports our creation and implementation plans to promote diversity and inclusion throughout Sinai Chicago. The team has been providing strong and effective leadership, direction, and professional expertise in all areas of leader (manager and above) sourcing, recruiting, selecting, and onboarding for Sinai Chicago.

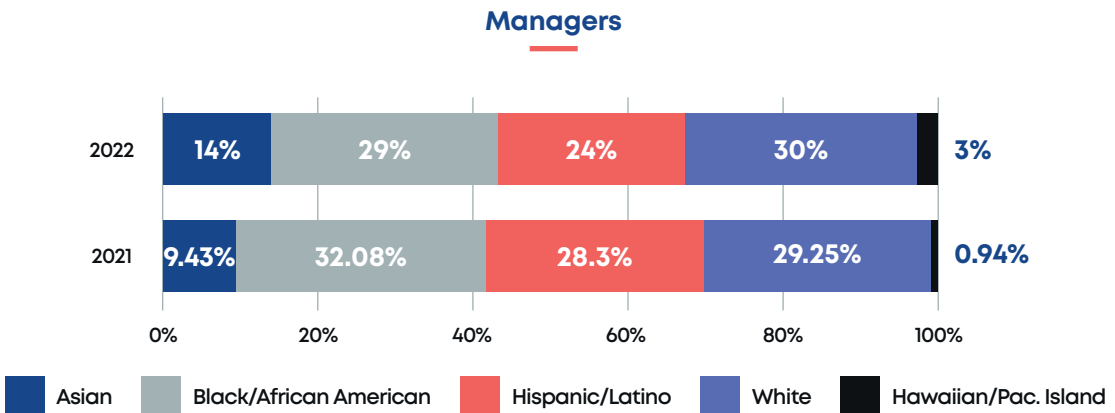
The Management/Leadership recruiting team lead by Sheetal Goel and Kobie Samuels. They are focused on strategies consisting of building and fostering an employment brand that would attract key leadership talent to the organization while maintaining candidate slates and building pipelines. The team also partnered with organization senior leaders to identify future leadership talent goals and to drive key goals such as succession, diversity, and pipeline movement through promoting a high standard for leadership talent, continuing to raise the bar, and introducing new ways to think creatively about leadership acquisition. Researching, advising, and supporting the delivery of solutions, interventions or tactics for diversity and inclusion issues and creating programs, training, and values around DEI was the focus during all intake meetings.



FY22 Highlights & Achievements

- Hired and on-boarded over 75 leaders which consisted of managers, directors, and executives throughout the system
- Partnered with senior leadership regarding department restructuring and reorganization, topics advised and assisted on recruitment, employee relations, benefits, compensation, and retention
- Supported and partnered with senior leadership with creation of new job descriptions to find the right fit
- Acted as the ambassador of the process and methodology and ensured that hiring managers are following the method and process
- Created and maintained D&I metrics dashboard and report out to HR and Leadership Team on a monthly, quarterly, and annual basis
- Participating and key member in 2021 - 2023 HR Strategic Imperatives
- The Legal team is also making a conscious effort to promote hiring within our community among our vendors/outsourced agreements. We have begun inserting a clause into the vendor contract indicating that it is our expectation that our vendors make efforts to hire from within our community.

Leadership Diversity Dashboard



Graduate Medical Education Diversity & Inclusion

Sinai Chicago joined the first cohort of the Blue Cross Blue Shield of Illinois (BCBSIL) Health Equity Hospital Quality Pilot Program in 2021. Some of the requirements of the BCBSIL program in the first year are that participating hospitals submit both patient and provider demographic data, establish a role of VP for Graduate Medical Education Diversity & Inclusion, implement a holistic review process in GME, and follow health outcomes for patients with regards to COVID-19 and maternal health, for example. The BCBSIL program also requires that participating hospitals actively increase the amount of underrepresented in medicine minorities (URiM) across residency and fellowship training programs, as well as within the physician staff.



Dr. Gina Walton
Vice President GME, Diversity and Inclusion

Dr. Gina Walton was hired as the inaugural Vice President for Graduate Medical Education Diversity & Inclusion to help lead these efforts. Dr. Walton is a Harvard-trained Physical Medicine & Rehabilitation physician who has worked extensively in advocacy for patients with physical disabilities to ensure equitable conditions and help them achieve their highest quality of life. Additionally, Dr. Walton's work has focused on not only coaching patients in lifestyle management, but also coaching, advising, and mentoring the next generation of physicians. Having many lived experiences as a Black woman and physician, Dr. Walton's passion is to inspire underrepresented in medicine minority students to become physicians. The goal is to train and retain doctors who are dedicated champions for health equity that will serve communities like Sinai Chicago and be committed to training the next generation of physicians who will help improve the health of the people we serve.

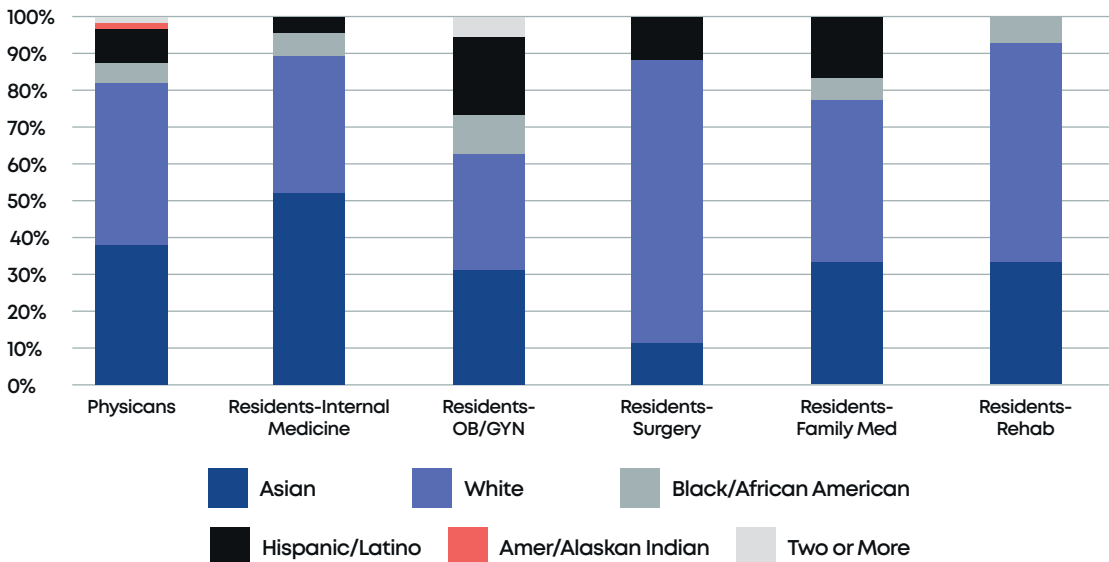
An immediate priority was to address the issue of increasing Physician-Patient concordance starting at the GME level. Research shows that patients have improved health outcomes when they receive care from physicians who are racially and ethnically concordant. One study shows that when black



patients had the opportunity to have a visit with a black physician that these patients were more likely to have preventative screenings done, bring up more medical concerns, and seek advice from these black doctors (Alsan et al. 2019). Additionally, the Black-White newborn mortality gap is smaller when Black doctors provide care for Black newborns than when White doctors do (Greenwood et al. 2020).

Sinai Chicago serves a community that is approximately 60% black and 35% Latino. However, our resident and employed physician staff are comprised of only about 6% Black doctors and 11% Latino doctors. Nearly 38% of Sinai Chicago staff physicians identified as Asian and 44% identified as White in 2021, while the service area during this time was comprised of only 3% Asian and 4% White. We recognized that this significant discordance in ethnicity between the community that we serve and the physician workforce at Sinai was an opportunity to improve health equity by being more deliberate and committed to recruiting medical students who are racially, culturally, and ethnically concordant with our patient population to join our residency programs at Sinai Chicago and ultimately recruit them to stay on as staff physicians at Sinai.

Physician & Residents Demographic Breakdown



The approach to recruiting more students who come from backgrounds like our largely Black and Latino patient population first required Sinai Chicago to attract these candidates to apply for our residency programs and, secondly, to implement a more mission-based, holistic residency selection process in GME.



Recruitment of URiM Residents at Sinai Chicago 2021-2022

Several challenges in attracting URiM (*Underrepresented in Medicine*) medical students to Sinai Chicago residency programs existed in previous years and still exist at present. One of the widely known issues within GME is that there simply is not a large enough “pipeline” or “pathway” of URiM students beginning with early STEM-learners through medical school. Although US medical schools saw an increase in URiM students entering medical school in 2021, Black and Latino medical students still made up only about 11%, in each group, of the incoming US medical students last year.

Additionally, Sinai is a small, community-based hospital without a medical school. We compete for this small candidate pool with larger academic institutions who have more resources available to enhance the educational experience of their residents. In fact, Sinai Chicago’s five residency programs are located just one mile outside of the Illinois Medical District where there are two medical schools, who seek to recruit their own medical students for residency, and more than 120 residency and fellowship training programs between Rush and UIC alone.

A third significant challenge to recruitment is the crime rate in Chicago which is approximately 168% higher than the national crime rate. North Lawndale, where Mt. Sinai Hospital is located, is one of the topmost violent communities in the city. A higher percentage of URiM students are from communities like Sinai than their non-URiM classmates and some will have the desire to return to these communities to train and work. However, for URiM students who may have only recently left from communities that are underserved educationally and have high crime rates they often look forward to an educational opportunity in a safer community with more generously funded residency programs and hospitals.

Despite these recruiting challenges within our URiM population, we recognized that we needed to enhance our marketing strategy and target it towards our audience of mostly mid-20 medical students. We considered that the first opportunity for students to “meet” Sinai Chicago, during a digital age and pandemic, would be through our residency website. Our five residency programs had non-uniform sites that ranged from having an abundance of information, pictures, and homemade resident videos to only having a welcome paragraph on a white background. We invested 20,000 in the



redesign of the Sinai Chicago Residency programs' website. We understood that it would be important to project to our future physicians that we put care into how we present ourselves and will put care into their education and training in the same manner.

We used this opportunity to poll medical students of color about what would draw them to our website to read more about our programs and what specifically they were looking for in a residency program. The overwhelming response was that URiM students wanted to view a site that was aesthetically pleasing and well organized with the pertinent program features laid out simply. They responded that they wanted to go to a program that had other Black and Latino residents, staff physicians, and leadership. In fact, many said that the first thing that they do when they look at a residency program is scan the hospital leaders' and physicians' pictures to see how many Black and Latino doctors and leaders there are at a program. We contracted with a Black-owned healthcare web design company to bring our vision of a sleekly designed residency website that appeals to our predominant age demographic of medical students, and we were deliberate to include images and language that speaks to URiM medical students. The web designers we worked with were from the North Lawndale community and surrounding Spanish speaking communities and spoke Spanish themselves. Some examples of speaking to the audience of URiM students are our opening on the landing page that reads as follows:

“You are the best person to address health inequities. And not the “you” you think you have to be, but the real you. The way you communicate, your passion for medicine – and even the way you talk, dress, and wear your hair.”

This specifically is addressing the concern that so many Black and Latino students have about not been able to be themselves and feeling constantly like they must conform to the majority standards of what a doctor “should” look like and how they “should” speak and dress. Twenty years ago, and still today, Black students often find it necessary to change from more natural hair styles common in the Black community, such as braids, curls, and locks, in order to “look professional” to their mostly non-URiM interviewers.



Native Spanish-speaking students are often self-conscious about the possible detection of an accent that may identify them as someone who is a sequential English/Spanish language learner or as one whose first language is Spanish. URiM students often find themselves adapting styles of dress that are considered “professional” by the standards of the majority population while at work to be accepted and included, then switching to a more culturally comfortable style when they leave work. These are examples of “code switching” in language or style.

In the diversity commitment on the new website Dr. Walton speaks her vision directly to the URiM students, in English and Spanish, who have been challenged with the task of getting a medical education and navigating exclusionary environments. It states that residents in our program will not be asked to code-switch, we will talk about racism, and we will support our residents through their training because our patients’ lives depend on it.

The website landing page, <https://residency.sinaichicago.org>, features a Sinai Chicago OBGYN resident, who is Black, next to her Internal Medicine colleague, who is Mexican and has a lapel pin that is a combination of a Mexican flag and

Chicago flag. We also set up photo sessions to make sure that we had pictures of all GME physicians on the website and specifically encouraged our Black and Latino staff physicians to have their pictures taken for the website since URiM students stated that seeing Black and Latino doctors on the website increased their chances of applying to a program.

Additionally, we made videos of the program directors and VP of GME Diversity & Inclusion to include on the website where each leader speaks discusses their program and vision. We organized another website photo shoot to capture images of Sinai Chicago patients as well as our Black and Latino leadership. Lastly, we designed inclusive contact forms that allowed visitors to identify their race, ethnicity, culture, and gender-identity in a free text manner, rather than a checkbox only format. This tool allowed us to connect with students who were interested in speaking more about Diversity & Inclusion or wanted more information about a specific program. We also built a feedback section after the diversity commitment where students left several positive responses to the commitment.

After our new website went live in September 2021, we had 86% more page views on the site in September



2021 when compared to September 2020. In 2021, prior to the new website launch, the old website had less than half of the visits during its best month when compared to the new site during even its lowest visited month.

In addition to the website updates, we hosted virtual residency information sessions where the VP of GME Diversity & Inclusion was introduced and discussed the goals of Sinai Chicago's residency programs and reached out individually to URiM applicants who attended to connect one-on-one. These virtual events were marketed to the major Black and Latino medical student organizations such as SNMA and LMSA, respectively, as well as to the historically black college and university (HBCU) medical schools. Many of the attendees who were present at the virtual event-maintained communication with Dr. Walton throughout the application season and Dr. Walton connected them with the program directors, as well as current URiM residents and staff in the specialty that each applicant was applying for.

Sinai Chicago attended SNMA's annual medical conference and had an exhibit table showcasing newly designed promotional merchandise that was intended to connect with the audience of URiM students. For example, we had mirror/chapstick

compacts that read "Reflect Your Community." We were intentional, again, about working with a minority owned, LGBTQ+ certified business to produce our promotional merchandise. Recruitment was also done, very directly, by Dr. Walton being present in the hospital and having weekly round table lunch conversations with the students to discuss residency at Sinai, as well as common issues that affect students of color. Dr. Walton also did several virtual and in person talks with residency programs and medical schools in the area, targeting their SNMA and LMSA organizations, as well as many one-on-one mentoring sessions with URiM applicants.

Introducing Mission-Based Holistic Review to Sinai Chicago GME

In order to begin to understand the changes towards a more holistic residency application review process it is first important to understand the historic context in which recruitment has been done through GME, both at Sinai Chicago and more broadly across the country.

When a student is applying to a residency program during medical school one of the most widely used forms for programs to start their review is to first look at what scores the applicant achieved on their





USMLE Step 1 & Step 2. These standardized tests taken during medical school are intended to test the knowledge of the students and the requirement to advance to the next phase of training is simply to complete the test with a passing score.

However, over the years, it has become common practice, among residency selection committees, to evaluate how high or low the applicant scores on these tests as a measure of how “qualified” they are, rather than simply using the fact that they passed the test as the qualifier. This is often done because there are so many applications to review with so few staff to review them.

Our residency programs at Sinai Chicago were not an exception to this practice. Many programs have filters set up in the application database that set a particular score as their cutoff. Students who score below this cutoff, despite passing the test, are filtered out and their application is not advanced to the next stage of review. This practice often filters out many URiM students, who may not have had the highest scores in their cohort. As a result, by the time we get to the step where we manually review the application by reading the personal statement and reviewing the CV and letters of recommendation, we have a very small number of remaining applicants who are mission based URiM remaining in the applicant pool. Additionally, once we calculate affinity bias into the formula, a larger potential to screen out more URiM candidates lowers the number of URiM candidates in the selection pool.

For example, we have a natural bias towards people who are like us in some way. Most of our GME residency programs did not have any Black or Latino



people on their selection committees as a result of having very few Black and Latino staff physicians.

In order to address these concerns, we embarked on a process of change that asked our programs to use a more holistic approach to reviewing residency applications that did not rely so heavily on test scores from the outset. We met with the programs to discuss holistic review and did both pre-recorded video and live, GME-specific unconscious bias training. We then asked our programs to increase the number of physicians in their selection committee so that applications could be manually reviewed from the beginning so that we did not screen out such a high proportion of mission based URiM candidates based simply on test scores. Some programs did exactly this, like OBGYN, while other programs, like surgery, lowered the score cutoff so that more URiM applicants could be manually reviewed.

For the OBGYN department, increasing the number of people on the selection committee also increased the number of Black and Latino people on their selection committee since OBGYN has the largest number of Black and Latino doctors on their staff at Sinai Chicago. We emphasized the importance of not using test scores as the program's most important means to evaluate candidates by discussing that this does not determine who would be a good doctor in our Sinai community. Programs were asked to consider race, ethnicity, and lived cultural experiences as factors that could allow these students to potentially better care for underserved communities. We asked that they look at Spanish speaking, cultural familiarity, shared lived experiences with



our patients, desire to work in an underserved community, and passion towards health equity as important qualifying factors to determine who would best serve our patient's needs and help improve health outcomes.

During this phase of selection our VP of GME Diversity & Inclusion, Dr. Walton, often brought the applications of URiM students, who had not been advanced to the interview phase, before the program directors to advocate for candidates who met this holistic set of qualifications to be considered for a residency interview with the program. During the interview phase, we understood that it was important for URiM candidates to see other URiM staff physicians on interview day. However, some of our programs did not have even one Black or Latino physician that they could invite to conduct interviews so Dr. Walton, who is a

Black woman, offered to interview candidates in all specialties and focus on understanding their desire to work in our community and their knowledge of health inequities. Some of the programs invited Dr. Walton to interview, such as OBGYN and Internal Medicine, while others did not. After the interview stage, we had URiM residents and attendings reach out to URiM candidates personally to find out if they had any questions about our programs. We then hosted a URiM virtual "second-look" where Dr. Walton provided welcoming remarks and then the URiM residents took over the session and the applicants were given the opportunity to engage in medical student-resident only conversation.

The next phase in residency selection, after interviews, was ranking our candidates in each program. The candidates that each of our five residency programs wanted most



were at the top of each list. Dr. Walton offered to participate in each rank list meeting, to provide perspective on potential URiM candidates, and was invited to participate in the OBGYN rank list meeting. We attempted to obtain data related to race/ethnicity of those ranked at the tops of each programs rank list but were not provided complete information. However, some highlights of Sinai Chicago's 2022 Match are as follows:

- **OBGYN:** 50% increase in URiM students matched. The entire class of 4 incoming residents are URiM. Also, during recruitment season Dr. Connie Moreland was promoted to Program Director and is a Black woman who is mission aligned.
- **Family Practice:** 46% increase in URiM students compared to last year.
- **Internal Medicine:** 35% increase in URiM compared to last year. Internal Medicine also recruited an additional second year resident recently who is Mexican and Spanish-speaking.
- **Surgery:** No change in URiM, they did not match any new URiM students to their program. However, they kept the one Latina resident who was doing a preliminary surgery year, on for an additional year. The surgery interviewed 4 times more URiM candidates this season compared to the previous season.
- **PM&R:** They recruited 1 URiM candidate this year, which is a decrease from last year when they recruited 2 out of 5 URiM students.

Building A Pathway to Medicine Through Programming & Mentorship In GME:

As previously discussed, some of the challenges with recruiting URiM residents and physicians to Sinai Chicago is that the pool of URiM candidates is small. Sinai is currently not a large, well-known program with its own medical school.

For this reason, we have developed a relationship with University of Illinois-Chicago College of Medicine. We began building connections with the Urban Health Program (UHP) and the Hispanic Center of Excellence (HCOE) early after becoming part of the BCBSIL program. We have done several lectures for



UIC-COM students in order that their URiM student population is exposed to Sinai Chicago early in their medical school careers. Dr. Walton has lectured to and built relationships with their post-baccalaureate students who are URiM students completing a year-long program after college that will allow them to be more competitive as medical school applicants. Dr. Walton also is a speaker for the Summer Pre-Matriculation Program at UIC which is a 6-week summer preparatory program for URiM students who have been accepted to UIC-COM and will begin in the fall. Relationships have also been built in the same manner by lecturing to the SNMA and LMSA groups at UIC and providing paid employment opportunities for UIC students to develop programs with our GME Diversity & Inclusion physician faculty.

This summer, a new pilot program has been developed specifically for URiM students at UIC who will complete their first year of medical school in June 2022. This is the only summer that medical students have off. Most students



choose to do some form of research project that will help them be more competitive for residency selection. However, many students, particularly URiM students, enjoy work that involves directly working in the community or mentoring other URiM students.

For this reason, we developed the Sinai Summer Scholars Program-Community Health Immersion (3SP-CHI). This program will provide the scholars with a paid opportunity to choose research and/or community engagement projects to begin working on during the 6 weeks. All participants will be matched with a resident and attending physician mentor. Each medical student will also be paired with an undergraduate or high school mentee so that we are strengthening the pathway for careers as physicians.



3SP-CHI scholars will have the option to participate in clinical exposure during the 6 weeks and all will participate in didactic programming related to health equity.

Lastly, our scholars will engage in activities designed to help them get to know the North Lawndale/ Little Village culture and community. We have partnered with Sinai Urban Health Institute and Sinai Community Institute to truly make this a collaborative effort of community health immersion. Interacting with students and providing this opportunity early in their medical career allows us to develop a longitudinal relationship with them in hopes that they will apply to our residency programs and tell their classmates to do the same. We also are enthusiastic about collaborating with this group of URiM medical students because they can help

guide us in better understanding what URiM students are looking for in a residency program and a career in health equity advocacy. Our goal is to use this information to help implement these strategies into our GME training programs.

Taking it back a step sooner in the pathway to medicine, we have also partnered with the Urban Health Program at UIC to participate in events that prepare undergraduate students to interview for medical school. This spring we brought attending and resident physicians from Sinai Chicago, who are also alumni from the UIC-COM, to speak with a group of Latino high school graduating seniors from various Chicago high schools. The students are part of a program with the Hispanic Center of Excellence at UIC that actively seeks to mentor Latino students who are interested in becoming doctors.

Dr. Walton also leads similar panels at high schools where we arrange for a college student, medical student, resident, and attending to virtually meet with high school science classes to discuss each step towards becoming a doctor. Our next goal is to take it back a step further to connect with middle schools and junior high schools in the community.



GME Diversity & Inclusion Community Connections:

One of the missions of our GME Diversity & Inclusion work is to help our physician community at Sinai Chicago build relationships outside of the hospital with our community.

Patient-physician concordance is only one piece of the puzzle. We have many physicians at Sinai Chicago who are committed to providing the best, most compassionate care for our patients. Most of our staff physicians and resident physicians currently do not come from ethnic or racial backgrounds like our patients. However, by having our physicians get to know the community, in the community, we hope to build patient-physician trust that will allow our patients to share more and our physicians to understand more about the people they are treating.

In the fall of 2021, we recruited more than 20 medical students, resident physicians, and staff physicians to join Sinai Community Engagement at the “We Walk in Lawndale” event. We designed T-shirts that said “I’m A Proud Sinai Chicago Doctor” on one side and “Estoy Orgulloso De Ser Doctor en Sinai Chicago” on the other side. We worked with a minority-owned business, again, to produce these T-Shirts, which



are now a very coveted item of our resident physicians. Not only did our Sinai Chicago doctors come out and talk with our community, but they even culminated with our doctors dancing the Cupid Shuffle with many community members.

GME Diversity & Inclusion has also developed community connections with Taller de José by attending and donating to the organization at their annual Builder’s Day Celebration, which was sponsored by Sinai Community Institute. Physician members attended this event and made additional community connections and personally donated to this cause.

We partnered with UIC URiM medical students to support the Mercy Home, in conjunction with Sinai Community Institute, at their annual fund-raising event. In addition to providing a



financial donation, Sinai also brought a group of eight URiM medical students together to connect at this upscale event where further relationships and community connections were built. Dr. Walton also attended the I Am Able Foundation gala and brought a medical student as her guest and the following weekend Dr. Walton also exhibited, on behalf of Sinai Chicago, at the I Am Able mentoring conference held at Rush Medical Center.

Building Pathways to Medicine in 2022:

We were pleased with the match results obtained during this first year of using a mission-based holistic review during residency recruitment.

Our plan for the 2023 match is to solidify best practices for URiM recruitment from last season and operationalize this holistic approach across all residency training programs. A very legitimate concern of our residency program leaders is that if our students do not have high scores on their Step 1 and Step two examinations that they may also have difficulty passing their specialty boards at the end of residency. We are required to have an 80% first time pass rate by the residency accrediting institution. This year we paid for board review courses for our residents who requested assistance with this. GME Diversity and Inclusion has also hired an academic learning specialist to work with students on their test taking skills, and even wellness and mental health considerations, when taking big tests such as licensing examinations.

We are also mapping out a plan to invest in our physician educators who will have more time and credit to engage in clinical teaching. To help our residents be successful who may test well but do not know our community well, we plan to roll out the community health rotation that family medicine does as part of all residency programs.

We have also budgeted for a GME research director who will support our residents looking to do clinical health equity research. We are planning our series of medical health equity grand rounds as a lunch and learn with the residents and GME faculty and will continue DEI rounds with Dr. Walton. We started a resident health equity group that will be ramping up this coming year to include resident health equity ambassadors at the start of our new year this July. With residency recruitment systems falling into place our focus this year



will be on reaching back to our young future Black and Latino doctors, as well as, connecting with our staff physicians in a meaningful way that supports their growth at Sinai Chicago.

Illinois Health and Hospital Association (IHA) - Progress Report

In June 2021, the Illinois Health and Hospital Association (IHA) launched the Racial Equity in Healthcare Progress Report - a critical part of IHA's effort to assist organizations' efforts to address racial health disparities.

IHA urged every Illinois hospital to submit the Progress Report survey by September 2021. Hospitals that meet this deadline had received an analytic report of their results that would serve as a compass to action for their organization by mid-October 2021. Learning opportunities and resources (e.g., collaborative, playbooks, best practices) to support organizations pursue common opportunities for growth identified by the Progress Report would be available for those who submit by the deadline.

The Progress Report was a long-term accountability tool to document progress toward achieving racial health equity. It was meant to promote collective improvement, not to drive competition. It provides for a baseline self-assessment and then an opportunity to measure progress, assess implementation of key strategies, understand provider and community assets in racial equity work, and identify areas of improvement. IHA did not share individual hospital data submitted for the Progress Report with anyone outside of the submitting organization without its permission.

Working together, Illinois hospitals and health systems have the opportunity to dismantle systemic racism in a way that no single individual organization can. The Progress Report aimed to highlight the important progress that organizations have already made, as well as the work ahead.

Sinai Chicago with its leaders participated in the completion and submission of the Progress Report along with 120 other health care organizations.

The analytics outlined below consisted of 10 composite metrics represented in the Progress Report and highlight where our institution stands for each metric.





Additionally, the report detailed the Illinois state averages for each composite metric to see how our organization compares to others in the state. Our analytic report would serve as a compass to action for our organization on its racial health equity journey, allowing our organization to create a data driven approach to prioritizing our racial health equity work in the upcoming year. A brief breakdown of what these analytics captured is below:

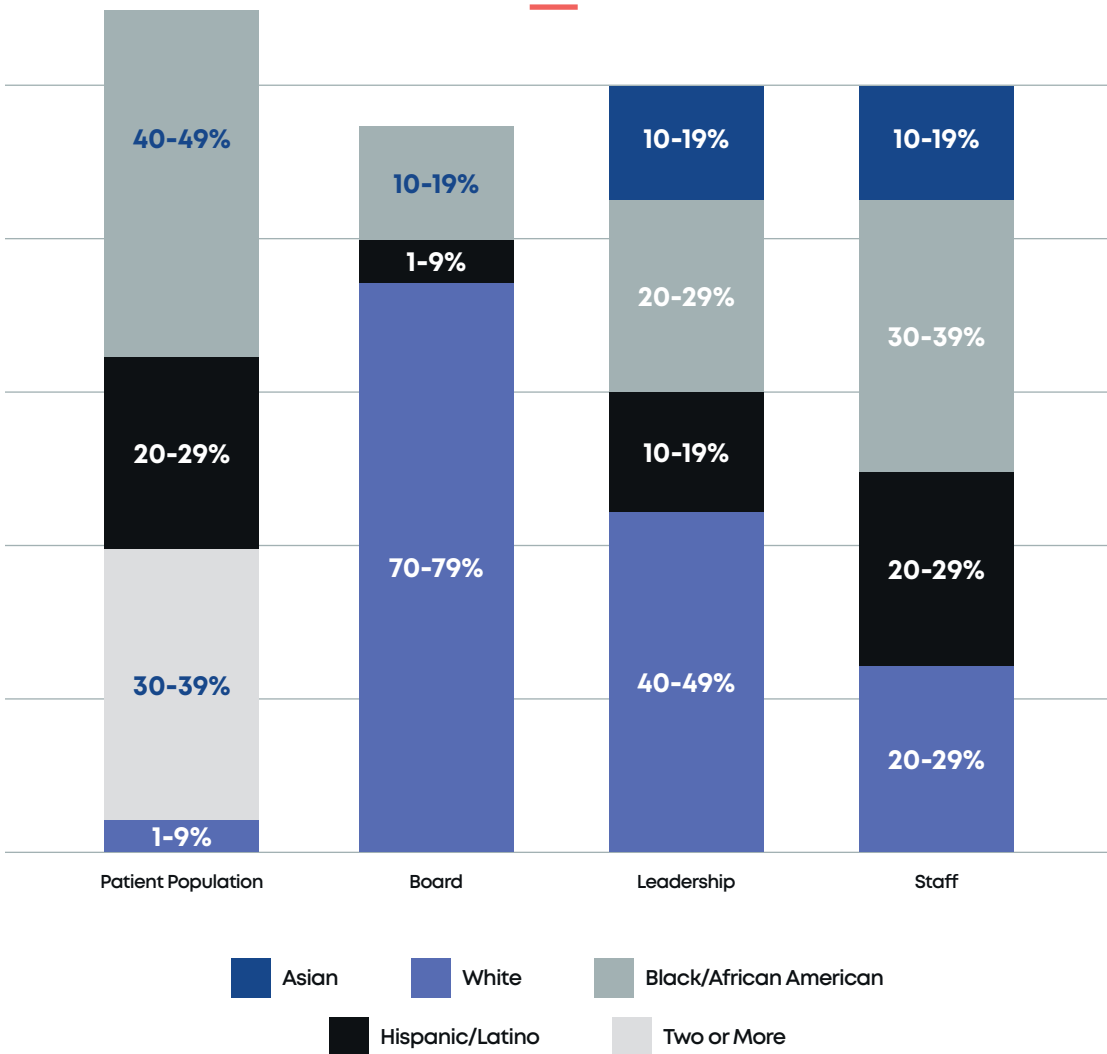
- **Demographic Profile** - The report is representative of composite metrics 1 & 2 and demonstrates our organization's (Board/Senior Leadership Team/Patient Facing Staff) racial demographics compared to our patient population.
- **Composite Metric Dashboard** - The dashboard illustrates how our organization scores for composite metrics 3-10, what our implementation status is, and how we compare to all others in the state that submitted a Progress Report.
- **Statewide Composite Metric Implementation Status** - The dashboard gives us a more granular look at where hospitals across the state are falling under each composite metric.
- **Statewide Composite Metric Benchmarking** - The report enables us to see how our organization stacks up on a composite metric average to all other organizations that submitted a Progress Report. When IHA rolled up composite metrics 3-10 for all respondents they found that the state average was 2.98 and Sinai Chicago was at 3.48.



RACIAL EQUITY IN HEALTH CARE PROGRESS REPORT

Select Organization Type Hospital Health System	Hospital or System Name Sinai Chicago	System Name Sinai Chicago
Population All	Race All	
<p>Demographic Profile</p> <p>Composite Metric 1. Board, Management & Workforce resemble our community (Progress Report Questions 1, 2)</p> <p>Composite Metric 2. Patient Demographics (Progress Report questions 3, 4, 5)</p> <p>Racial Distribution: Patient Population vs. Board, Leadership and Workforce</p>		

Sinai Chicago



RACIAL EQUITY IN HEALTH CARE PROGRESS REPORT

Select Organization Type	Hospital or System Name	System Name
Hospital Health System	Sinai Chicago	Sinai Chicago

SINAI CHICAGO Composite Metric Implementation Status out of 8 Composite Metrics

3-Piloting	4-Implementation	5-Best Practice
3	3	2

SINAI CHICAGO								ALL RESPONDENTS		
Metric	Metric Description	Progress Report Questions	# of Questions within each Composite Metric	Highest Possible Score	Possible Score	Your Scale Score	Implementation Status	Metric	All Respondent Scale Score (Average)	Implementation Status
Composite Metric 3	Diversity and inclusion training in our workforce	6, 7, 8, 9, 10, 11	38	190	115	3.03	4-Implementation	Composite Metric 3	2.18	3- Piloting
Composite Metric 4	Leadership practices to Advance Racial Equity	13, 14, 15	15	75	49	3.27	4-Implementation	Composite Metric 4	2.07	3- Piloting
Composite Metric 5	Patient Assessment	16, 17, 18	8	40	22	2.75	3- Piloting	Composite Metric 5	2.63	3- Piloting
Composite Metric 6	Patient Supports for Social Determinants of Health	19, 20, 21	11	55	44	4.00	4-Implementation	Composite Metric 6	3.18	4-Implementation
Composite Metric 7	Quality Improvement Practices	22, 23, 24, 25, 26	18	90	40	2.22	3- Piloting	Composite Metric 7	1.99	2 - Initiation
Composite Metric 8	Access to Free and Discounted Care	27	2	10	10	5.00	5- Best Practices	Composite Metric 8	4.84	5- Best Practices
Composite Metric 9	Investment in the Community	28, 29, 30	10	50	26	2.60	3- Piloting	Composite Metric 9	2.35	3- Piloting
Composite Metric 10	Partnerships with Patients and Community	31	1	5	5	5.00	5- Best Practices	Composite Metric 10	4.60	5- Best Practices

SINAI CHICAGO vs. ALL RESPONDENTS Average Composite Score (Composite Metrics 3-10 Combined)

Your Average	3.48
All Respondents Average	2.98



Caregiver Health and Wellness

Sinai supports the health and wellness of all Caregivers through testing, vaccines, and providing support through internal and external programs and resources including but not limited to the following:

- Burnalong - Sinai's wellness partner offers over 50 wellness categories that cover multiple levels and meet people where they are in their wellness journey.
- Allonehealth, Sinai EAP, Employee Resource System, provides support, resources, and training for caregivers.
- Care of the Caregiver Program through Sinai's Behavioral Health team provides first touch emotional support to caregivers.
- Monthly Mental Health Webinars hosted by Sinai's Behavioral Health Program.



Dawn Laurin

Director Caregiver Health, Wellness and Services

LGBTQ+ Community Webinar was hosted on May 23rd, 2022

- This online seminar focused on looking at the LGBTQIA population and the difference between sexual orientation and gender identification. Individuals received an in-depth look at gender expression and sexuality. There were discussions regarding the importance of using pronouns and what the implications are for avoiding them or trying to ignore them. Individuals also had an opportunity to learn how to state their own pronouns and how to ask for others' pronouns.

In FY 2022, six workstation evaluations were coordinated through Employee Health and completed by Sinai's Therapy Department, 121 ADA, Americans with Disabilities Act Leaves were approved for caregivers as an accommodation, and we continue to explore additional ways to support our caregivers.



Diversity, Equity & Inclusion System Wide Communications

August

Event: Women's Equality Day Communication

- Commemorates the August 26, 1920, certification of the 19th Amendment to the U.S. Constitution that gave women the right to vote. Congresswoman Bella Abzug first introduced a proclamation for Women's Equality Day in 1971. Since that time, every president has published a proclamation recognizing August 26 as Women's Equality Day.

week in October as "National Employ the Physically Handicapped Week". In 1998, the week was extended to a month and renamed. The annual event draws attention to employment barriers that still need to be addressed.

Event: National Coming Out Day Communication

- October 11: National Coming Out Day (U.S.). For those who identify as lesbian, gay, bisexual or transgender, this day celebrates coming out and the recognition of the 1987 march on Washington for gay and lesbian equality.

October

Event: National Disability Employment Awareness Month Communication

- October is National Disability Employment Awareness Month. This observance was launched in 1945 when Congress declared the first

January

Event: Martin Luther King Jr Day Communication

- Martin Luther King Jr. Day commemorates the birth of Martin



Luther King Jr., the recipient of the 1964 Nobel Peace Prize and an activist for nonviolent social change until his assassination in 1968.

February

Event: Lunar New Year Communication

- Lunar New Year, one of the most sacred of all traditional Chinese holidays, a time of family reunion and celebration. The Lunar New Year is also celebrated in China, Korea, Vietnam, Singapore, Malaysia, and Mongolia to name a few countries.

March

Event: International Women's Day Communication

- International Women's Day (March 8) is a worldwide commemoration of women's historical, cultural, and political accomplishments. The day is in support of global action against gender inequality. It provides an opportunity to reflect on the progress accomplished, advocate for change, and to honor women who have made great contributions to the history of their countries and communities.

April

Event: Celebrate Diversity Month Communication

- April is Celebrate Diversity Month, started in 2004 to recognize and honor the diversity surrounding us all. By celebrating differences and similarities during this month, organizers hope that people will get a deeper understanding of each other.
- Video presentation from some of our caregivers about what Diversity, Equity, and Inclusion means to them and their roles at Sinai Chicago

June

Event: The Importance of Gender Identity and Pronouns Communication

- In honor of Pride Month caregivers were encouraged and informed why the importance of gender identity and use of pronouns are crucial to be courteous.



DEI Communications & Marketing



Dan Regan

Vice President Communications, PR and Marketing



Diana Brokop

Digital Marketing Specialist

Sinai Chicago's Communications and Marketing team worked closely with members of the DEI team, as well as others from SCI, SUHI, Human Resources, and other leaders to share messages and communications focused on diversity, equity, and inclusion across multiple channels. These included both written and video content produced and distributed via caregiver email blasts, social media posts on Facebook, Instagram, Twitter, and LinkedIn.

Some highlights include:

- For Black History Month in February 2022, we highlighted SCI President Debra Wesley and HCH (Holy Cross Hospital) President Donnica Austin-Cathey in two videos that touched on why the Black community is important to Sinai Chicago, and how we embrace diversity. We also featured caregiver Brittany Green of Better Birth Outcomes as the Sinai Spotlight for the month. Green stressed the importance of her role as a case manager with the SCI program in guiding expecting mothers, many of whom are women of color, on their birth journey.
- During Diversity Month in April 2022, the team helped to develop and share several items promoting DEI content. These included a diversity awareness blog on Sinai Chicago's HealthHub website page, a diversity video featuring a selection of leaders and caregivers, and a caregiver email blast to wrap



up the month. Our Sinai Spotlight for April highlighted SCI's Jennifer Idrovo, a Latinx woman and West Side native discussing the importance of community outreach and engagement in her work for the Sinai Community Relations team.

- In May, IHA hosted its second annual Health Equity Action Day on May 13. The MarCom team produced a video piece on diversity and equity featuring leaders and caregivers talking about what it means to them and why it is important. This was shared via email blast across the system on the morning of May 13th.

DEI Emails List

1. July 1, 2021: Health Equity
2. August 26, 2021: Women's Equality Day
3. August 30 & September 21, 2021: CRGs Membership
4. September 3, 15, 22, & 28, 2021: Hispanic Heritage Month Event
5. September 15, 2021: Hispanic Heritage Month Event
6. September 22, 2021: Sinai Spotlight with Violeta Barba (Hispanic Heritage Month)
7. October 11, 2021: Coming Out Day
8. October 13 & 20, 2021: Sinai Stars Intro-Coming Soon
9. October 28, 2021: Disability Awareness Month
10. November 2, 9, 18, 23 & 29, 2021: Bea CRG Leader
11. November 3 & 19, 2021: Introducing Sinai Stars
12. November 30, 2021: Disability Awareness Month Event
13. December 2, 2021: Download Sinai Stars App
14. December 7, 2021: Disability Awareness Month Event
15. January 17, 2021: MLK Day
16. January 31, 2022: Lunar Calendar Year
17. February 1, 10, 18, & 23 2022: Black History Month
18. February 15, 2022: Sinai Spotlight Interview with Debra Wesley (Black History Month)
19. February 28, 2022: Sinai Spotlight Interview with Donnica Austin (Black History Month)
20. February 28, 2022: CRG Sign-ups-Volunteer Opportunity
21. March 1, 2022: Women's History Month
22. March 8, 2022: International Women's Day
23. March 11, 24, 29, 2022: Women's Month Event
24. March 30, 2022: Women's CRG-Volunteer Opportunity
25. April 1, 2022: Celebrate Diversity Month
26. April 7, 2022: IHA Health Equity Day Save the Date
27. April 8 & 25, 2022: Multicultural CRG Group-Volunteer Opportunity
28. April 11, 2022: Women's CRG-Volunteer Opportunity
29. April 28, 2022: Diversity Month Video and Blog
30. May 2, 2022: Asian Pacific American Month
31. May 3 & 12, 2022: IHA Health Equity Action Day Save the Date
32. May 13, 2022: IHA Health Action Day Video
33. May 18 & May 24, 2022: Asian American and Pacific Islander Heritage Month Event
34. May 19, 2022: Gender Identity-Pronouns
35. June 1, 2022: LGBTQ+ Pride Month

+50 DEI Caregiver Emails



DEI Emails

This row contains seven email newsletters. From left to right:
 1. **Health Equity**: Focuses on the importance of health equity and includes a video thumbnail.
 2. **Women's Equality Day**: Celebrates the 100th anniversary of the 19th Amendment and features a video thumbnail.
 3. **Bring your ideas and voice to our Caregiver Resource Groups!**: Invites caregivers to share their experiences.
 4. **NATIONAL HISPANIC HERITAGE MONTH**: Celebrates Hispanic heritage with a video thumbnail.
 5. **NATIONAL HISPANIC HERITAGE MONTH**: Another newsletter for Hispanic Heritage Month featuring a video thumbnail.
 6. **NATIONAL HISPANIC HERITAGE MONTH**: A third newsletter for Hispanic Heritage Month featuring a video thumbnail.
 7. **Join Sinai Chicago in Celebrating National Coming Out Day!**: Celebrates the LGBTQ+ community with a video thumbnail.

This row contains seven email newsletters. From left to right:
 1. **Coming Soon!**: Announces an upcoming event or resource.
 2. **Coming Soon!**: Another announcement for an upcoming event.
 3. **NATIONAL DISABILITY AWARENESS MONTH**: Celebrates the month dedicated to disability awareness.
 4. **BE A VOLUNTEER LEADER**: Encourages individuals to take on leadership roles in volunteering.
 5. **Volunteering Opportunity**: Lists specific opportunities for community service.
 6. **Join Sinai Chicago in Celebrating National Coming Out Day!**: Celebrates National Coming Out Day.
 7. **Join Sinai Chicago in Celebrating National Coming Out Day!**: Another newsletter for National Coming Out Day.

This row contains seven email newsletters. From left to right:
 1. **JOIN SINAI CHICAGO IN CELEBRATING THE LUNAR NEW YEAR!**: Celebrates the Lunar New Year.
 2. **BLACK HISTORY MONTH SINAI SPOTLIGHT**: Features a spotlight on Black history.
 3. **BLACK HISTORY MONTH Save the Date!**: Announces a date for a Black History Month event.
 4. **BLACK HISTORY MONTH SINAI SPOTLIGHT**: Another spotlight on Black history.
 5. **BLACK HISTORY MONTH SINAI SPOTLIGHT**: A third spotlight on Black history.
 6. **WOMEN'S HISTORY MONTH Save the Date!**: Announces a date for a Women's History Month event.
 7. **WOMEN'S HISTORY MONTH Save the Date!**: Another announcement for Women's History Month.

This row contains seven email newsletters. From left to right:
 1. **NATIONAL DAY OF THE GIRL**: Celebrates the National Day of the Girl.
 2. **WOMEN'S HISTORY MONTH Save the Date!**: Announces a date for a Women's History Month event.
 3. **VOLUNTEERING OPPORTUNITY**: Lists volunteering opportunities.
 4. **APRIL is Diversity Month!**: Celebrates the month of diversity.
 5. **SAVE THE DATE! HEALTH EQUITY DAY MAY 13**: Announces Health Equity Day.
 6. **SAVE THE DATE! NATIONAL HISPANIC HERITAGE MONTH**: Announces Hispanic Heritage Month.
 7. **APRIL is Diversity Month! BRATE by Month!**: Celebrates diversity with a 'BRATE by Month' theme.

This row contains five email newsletters. From left to right:
 1. **ASIAN AMERICAN & PACIFIC ISLANDER HERITAGE MONTH**: Celebrates Asian American and Pacific Islander heritage.
 2. **JOIN US! HEALTH EQUITY DAY MAY 13**: Announces Health Equity Day.
 3. **ASIAN AMERICAN & PACIFIC ISLANDER HERITAGE MONTH**: Another newsletter for Asian American and Pacific Islander Heritage Month.
 4. **GENDER IDENTITY**: Focuses on gender identity issues and resources.
 5. **LGBTQ+ PRIDE MONTH**: Celebrates the LGBTQ+ community during Pride Month.



Social Media Posts

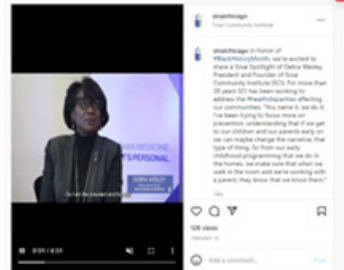
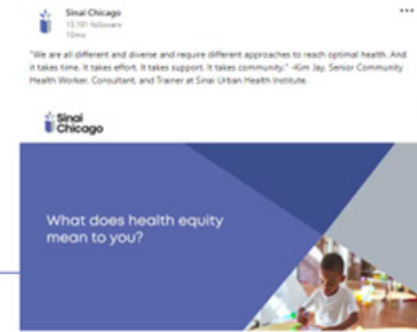


For over 100 years, Sinai Chicago has stood as a safe haven for underserved residents. We've been a proud partner with those in our communities who work to ensure access and opportunity for all.



Sinai Chicago is proud to be a champion and advocate for equity and respect for all. This means recognizing and appreciating the diversity of cultures in our communities and remembering that our patients are people with hopes and dreams and fears and needs.

Sinai Chicago se orgullece encabezar la lucha por la igualdad y el respeto para todos. Esto implica reconocer y apreciar la diversidad de culturas en nuestras comunidades, así como recordar que nuestros pacientes son personas con esperanzas y sueños, con temores y necesidades.



Schwab Rehabilitation Hospital

The Case for Diversity in Healthcare

Demographic results- race, life expectancy, educational attainment, unemployment rate, housing, violence/ crime rate, uninsured population.

Culture & Diversity Mission Statement



Julia Libcke
President Schwab Administration

Sinai Chicago is a safety net health care system on Chicago's West and Southwest Sides that provides services to all, regardless of insurance or citizenship status.

Our hospitals – Mount Sinai Hospital (MSH), Sinai Children's Hospital (within MSH), Holy Cross Hospital (HCH), and Schwab Rehabilitation (SRH) – as well as our system entities, Sinai Medical Group (SMG), Sinai Community Institute (SCI), and Sinai Urban Health Institute (SUHI) – are committed to improving the health of the individuals and communities that we serve.

The Sinai Chicago service area largely comprises communities of color that face historic disinvestment and marginalization, oftentimes due to racist policies and practices. This history has resulted in staggering differences in health between the communities we serve and our well-resourced neighbors.

As a longstanding health care system, we also understand the incredible resilience of the people and organizations within our communities. We know that despite the immense challenges, these groups continue to address housing and economic inequities, mend the fractures, and grow their communities to make them whole, thriving places of wellness, where everyone can flourish.

The following report highlights the many challenges faced within our communities. Tackling these challenges and pursuing wellness for all is not



an easy task, but our system has pursued this endeavor alongside our community partners for the past 100 years. Looking forward, we reiterate our commitment to this effort, and strive to strengthen our work to build thriving communities and individuals. We see this Community Health Needs Assessment (CHNA) and subsequent Community Health Improvement Plan (CHIP) as our commitment to work with community residents and organizations as resilient partners, fighting back against injustices, which threaten the overall wellbeing of those we serve. We focus this assessment and our improvement plan around treating the whole person, across the whole lifespan, within whole communities. We focus overall because no one can reach complete wellbeing if we only treat one part. As we work to pursue this wholeness, we also recognize that our city too must be made whole. Chicago cannot flourish and thrive when many of its communities are left out.

When we treat the whole person, we not only consider their physical wellness and absence of disease, but also their psychological, social, and spiritual wellbeing. When we provide care across the whole lifespan, we consider unique approaches to addressing health issues from infancy to adolescence to middle age to senior hood. Underlying these

efforts is our commitment to working with residents and local partners to build whole communities – to find innovative and multi-faceted solutions that end community violence, to ensure that affordable and nutritious food is accessible to all, to dismantle unjust policies that disproportionately incarcerate fathers, brothers, and sons.

Community Health Needs Assessment: Areas Of Focus

The Schwab CHNA is our first step to identifying the ways we seek to treat the whole person, across the whole lifespan, within whole communities. While the challenges are great, we will not stand down in this time of need. We will work alongside our communities to treat, heal, grow, and ensure that all are made whole, and that all can thrive in wellness. To achieve these aims, we will focus our efforts on five key areas:

1. We will leverage our community and professional partnerships to collaboratively address the social determinants of health, such as financial security and economic opportunity, healthy food access and affordability, and freedom from injustice.
2. In confluence with our first area of focus, we will seek out multi-sector



solutions that create safe communities, free from violence, and address the trauma caused by past violence.

3. We will ensure that quality, age, and ability appropriate health care is accessible to all, regardless of race, ethnicity, zip code, income, involvement with the justice system, gender identity, sexual orientation, or citizenship status.
4. We will work to prevent the onset of infectious and chronic disease and provide excellence in care when community members fall ill.
5. We will ensure we treat the whole person by focusing on mental health and substance use disorders, providing timely and culturally sensitive care to those in need.

It is with these priorities in mind that we will enter the coming years dedicated to pursuing community wellbeing and wholeness. We will accomplish this, in part, by continually improving the cultural competence of Schwab Rehabilitation Hospital, our staff, and our services, and empowering all stakeholders in their unique cultural backgrounds. For the purposes of this plan, ***cultural competence*** refers to an ability to interact effectively with people of different cultures and socio-economic backgrounds, particularly in the context of human resources, non-profit organizations, and government agencies whose employees work with persons from different cultural/ethnic backgrounds. Cultural competence is comprised of four components: **(a)** Awareness of one's own cultural worldview, **(b)** Attitude towards cultural differences, **(c)** Knowledge of different cultural practices and worldviews, and **(d)** Cross-cultural skills. Developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures. [Source: Wikipedia]

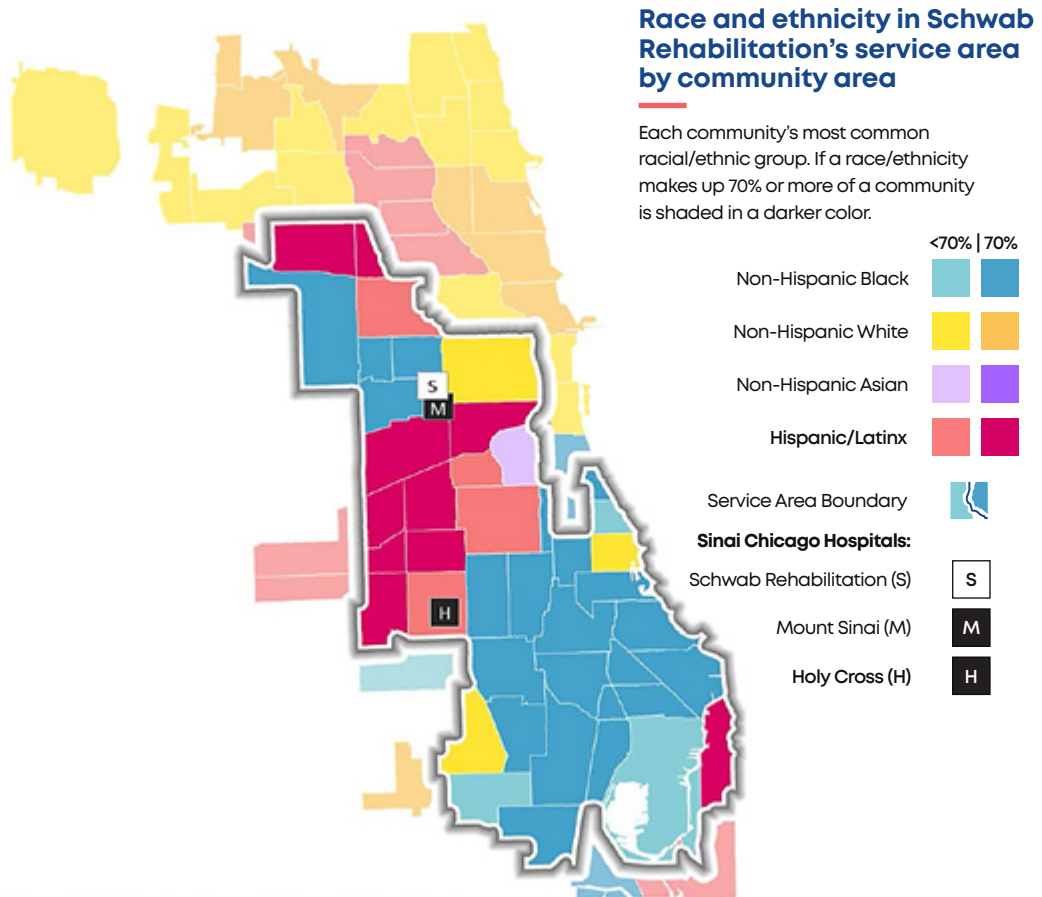
Schwab Rehabilitation Hospital Culture & Diversity

Schwab Rehabilitation Hospital provides health care services to, and employs all persons regardless of age, race, ethnicity, gender, spiritual beliefs, sexual orientation, socioeconomic status, language, or disability. Also provided is this same level of respect for all customers, vendors, families, and visitors of Schwab Rehabilitation Hospital. Our mission and values call us to respect, appreciate and show consideration for ALL people. All clinical patients will be informed of their rights and responsibilities by the health care system upon admission, as will all employees upon hire. New employees are oriented to the importance



of respect for cultural differences during orientation. This orientation includes our mission and values and specific accommodations that are available for food preferences, language, religion, etc. In spite of the predominantly English-speaking population, all language preferences are accommodated.

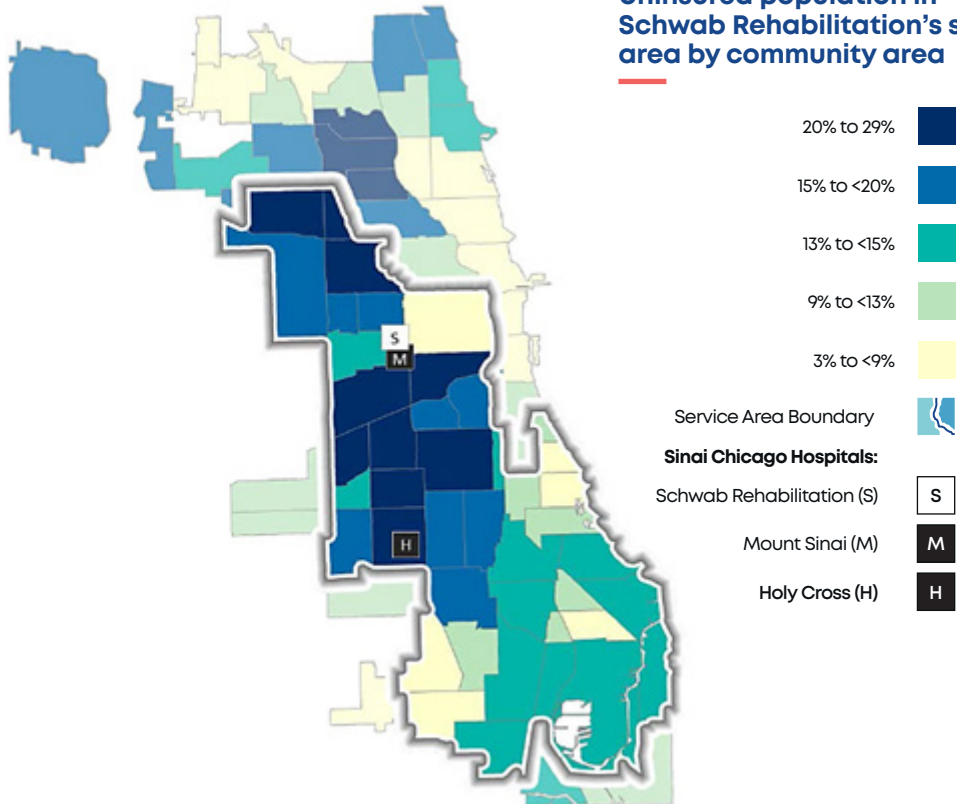
It is our policy to provide equal access to and equal participation in health care decision for persons with limited English proficiency, for persons who are deaf, and for persons with physical and/or cognitive limitations. The Inpatient Rehabilitation hospital is privileged to have bilingual staff on our team. Telephone interpretation service is available 24 hours a day, 7 days a week for more than 170 languages. Martii (Video interpreter) is always available; this works especially well for American Sign Language. We also have a Sorenson VRS Video phone booth available for outpatients.



Source: 2016, American Community Survey 5-Year Estimates



Uninsured population in Schwab Rehabilitation's service area by community area



Source: 2016, American Community Survey 5-Year Estimates

Plan for Cultural and Diversity Competency Assessment

Schwab Rehabilitation Hospital believes in the uniqueness of everyone; the spirit of cultural diversity that drives each unique person and family to communicate, to practice well-being and health prevention, and interact within the world of health care delivery systems. It is our mission, as health care providers, to serve equally each unique individual with respect to their cultural beliefs while maintaining a positive environment that strengthens, fosters, and invites each person served and their family/friends/visitors to express and participate. The annual plan addresses the person served, personnel and any other stakeholders as identified by program leadership or the rehabilitation team.

Schwab Rehabilitation Hospital will annually assess the health provider's cultural competency to ensure our organization maintains and strives to serve the ever-changing culturally diverse population. Leadership may also choose



to conduct an assessment during a staff or rehabilitation team meeting utilizing a question/answer format.

Leadership will consider the following when addressing the cultural diversity annual plan:

- Culture
- Age
- Gender
- Sexual Orientation
- Spiritual
- Socioeconomic
- Language

Process:



Plan: Schwab Rehabilitation Hospital will update the Cultural Assessment and Training Plan annually and as needed based on emergent needs. Training needs will be integrated into the overall annual staff educational plan.

Review: This plan will be reviewed and evaluated annually by Schwab Rehabilitation Hospital leadership.



Achievements for Cultural & Diversity Competence 2021-2022

ACHIEVEMENTS
Developed a Cultural and Diversity Competency and rolled out across all campuses.
SRH has developed a caregiver-led Diversity, Equity, and Inclusion Journal Club that focuses on awareness of implicit biases and privileges and improving cultural and diversity competence in the workplace.
Initiation of the Diversity, Equity, & Inclusion Awareness Event Series that offers caregivers the opportunity to develop a better understanding of diversity, equity, and inclusion challenges in the healthcare setting.
Center for CHW Research, Outcomes, and Workforce Development (CROWD) through SUHI works to increase workforce development as it relates to diversity and inclusion in our communities.
SHS has partnered with community organizations and groups to launch ¡Vive Saludable! Is a 3-year system-wide and community-driven effort to enhance the health and wellness of Latino communities on Chicago's West and Southwest sides.
SRH participated in the BCBSIL Health Equity Hospital Pilot Program which focuses on increasing the number of providers that reflect our community and tracking outcomes related to race, ethnicity, gender, and sex.
The SRH resident physicians participate in SHS's Resident Health Equity Committee (part of the GME program) as well as the Black Medical Student Organization at Mount Sinai Hospital.

Goals for Cultural & Diversity Competence 2021-2022

GOALS	TARGET DATE/COMPLETION DATE
Obtain input from caregivers on perception of the cultural and diversity competency of the organization.	August 2023
Achieve 100% completion by caregivers of the Annual Cultural and Diversity Competency.	November 2023
Collaborate with Sinai Urban Health Institute (SUHI) on completion of the Triennial Community Health Needs Assessment.	Summer 2022



Media Literacy Club

As of 2022, meetings are held every other month, the 2nd Thursday of the month. We encourage all caregivers to participate and lead a meeting.

Since October 2020, the inaugural meeting of the DEI Media Club. We have been working hard to bring something new to Schwab. We proudly present the Diversity, Equity, and Inclusion Media Literacy Club. We invite you to attend our presentation to learn more about what this club is, the purpose, and benefits to improve our clinical practice and evolve into more culturally competent caregivers. Details: Explanation of Club: Explore, analyze, evaluate various sources of media (including literature), and engage in thoughtful conversations, self-reflection for the betterment of our therapy staff. Date: Monday October 5th, 2020

- 1. July 2021 Topic:** “Black Women Try to Avert Medical Racism by Searching for Black Doctors.” From NPR, reporting by Veronica Zaragovia, interviewing Adrienne Hibbert, owner of website “Black Doctors of South Florida.” (From May 27, 2021) It’s a 4-minute listen, or you can read the transcript. Both are free here: <https://www.npr.org/2021/05/27/1000780657/black-women-try-to-avert-medical-racism-by-searching-for-black-doctors>
- 2. August 2021 Topic:** “De-escalating Disability aims to explore the intersectionality of race, policing, and disability – specifically, Autism Spectrum Disorder (ASD). Hosted by Gavin Jackson, this podcast interviews with police officers, legal professionals, and other subject matter experts, breaking down the myths surrounding ASD and examining what police may or may not be doing when responding to those with disabilities. It also includes audio from incidents that have taken place both here in South Carolina and around the country, involving members of law enforcement and individuals with ASD.” How: It is a 16-minute listen. I will bring a speaker and play some important parts for those you don’t get a chance to listen ahead of time. De-escalating Disability: https://cpa.ds.npr.org/wltr/audio/2021/02/deescalating_disability_episode_02.mp3?sc=siteplayer&siteplayer=true
- 3. October 2021 Topic:** Article “Why disabled Americans remain second-class citizens,” as October is National Disability Employment Awareness Month. A discussion will follow regarding how it pertains to our roles at Schwab.



Link to article: <https://www.washingtonpost.com/outlook/2019/07/23/why-disabled-americans-remain-second-class-citizens/>

4. **November 2021 Topic:** New York Times Article BIPOC or POC? Equity or Equality? The Debate Over Language on the Left:

<https://www.nytimes.com/2021/11/01/us/terminology-language-politics.html>

5. **December/Jan 2021-2022 Topic:** URBAN HEALTH: Combating Disparities with Local Data

Authors: Steven W hitman, Ami M. Shah, Maureen R. Benjamins. How: Review and discuss chapters from the book. I have attached section/chapter 1: Introducing the Sinai Model for Reducing Health Disparities and improving health & section/ chapter 2: A history of the Movement to address Health Disparities.

Medical Library - Urban Health_ Combating Disparities with Local Data.pdf - All Documents (sharepoint.com)

6. **February 2022 Topic:** The DEI Media Health Literacy Club will be hosting a group watch to attend the Black History Month Event created by Sinai's DEI Office. 2/28/22 (screening)

7. **March 2022 Topic:** Addressing Bias and Discrimination in the Workplace. Purpose: We will review language associated with bias and discrimination and strategies that may be implemented within the workplace to effectively address these issues. Hand out can be provided.

8. **May 2022 Topic:** DEI Media Health Literacy Club will be hosting a conversation/ presentation on Neurodiversity. "Neurodiversity-Affirming Approaches to Social & Emotional Learning with Katrina Martin and Kat Harhai." Two sides of the Spectrum:

<https://two-sides-of-the-spectrum.simplecast.com/episodes/neurodiversity-affirming-approaches-to-social-emotional-learning>

Grand Rounds – Diversity, Equity & Inclusion

November 17, 2021

- Presenter: Dr. Gina Walton
- Title: Diversity, Equity, and Inclusion in Residency Selection

April 20, 2022

- Presenter: Dr. David McIntosh
- Title: Diversity, Inclusion, and Anti-Racism



Sinai Community Institute (SCI) / SHS (Sinai Health System) Community Relations:



Debra Wesley
SCI President



Raul Garcia
Director Multicultural Community Relations

Sinai Chicago is located and serves the west and southwest sides of Chicago, communities that are comprised of African American and Latino populations. Through SCI/Community Relations, Sinai partners on an array of services that include:

- Sinai works with a variety of partners to disseminate education on Covid-19, as well as prevention, testing, vaccinations, and other resources. Additionally, Sinai developed a communication strategy of printed flyers, emails, social media, radio and TV interviews, and virtual calls to provide information related to the pandemic and how to prevent contagion. A Covid-19 hotline with bilingual services (English and Spanish) was created to assess this need. SCI conducted year-round contact tracing and canvased neighborhoods on the greater west side of Chicago to provide Covid-19 updates, vaccine education and to assist residents in scheduling Covid-19 vaccines. SCI has also hosted bilingual vaccine town hall meetings and provided vaccine education and outreach at popup vaccine clinics and local events and joined the City of Chicago Covid-19 Race Equity Rapid Response team.
- SCI/Community Relations works closely with partners to design and implement community wellness plans that include not only health initiatives, but also focus on issues such as violence prevention, immigration, education,



financial stability, and economic development. Sinai has a strong presence as a leading institution on the west and southwest sides of Chicago through task forces, coalitions, and Quality of Life Plans in neighborhoods within the Mount Sinai and Holy Cross hospitals service areas.

- Sinai is an advocate for patients' rights and friendly services/ environments to all cultures and backgrounds, working closely with regional and local organizations to support policies that expand access to healthcare and that address racial disparities. Community Relations created an Immigration Guide for Sinai Patients and Clients, in English and Spanish, in collaboration with partners. More than 2,500 printed copies were distributed at Sinai facilities and through community partners. Some allies on these efforts are Sargent Shriver National Center on Poverty Law, IL Business Immigration Coalition, IL Coalition for Immigrant and Refugee Rights, Jewish United Fund, Healthy IL, ACLU, and others.
- SCI has a history of developing effective community-based health and social service programs to improve the health and well-being of its clients, mostly African American and Latinos, addressing social, economic, and environmental factors.

Approximately 14,000 families each year benefit from SCI's variety of local, state, and federal services and programs, from infants to adolescents to adults.

The Community Relations department continued collaborating with coalitions in service areas, mainly the North Lawndale Community Coordinating Council (NLCCC), the Marshall Square Resource Network (MSRN), the Brighton Park Neighborhood Council (BPNC), the Little Village Covid-19 Response Coalition, the Pilsen Neighbors Council CBOs Stakeholders, and the South West Organizing Project (SWOP), among others, to address health disparities and causes of underlying conditions that affected our communities during the pandemic.

During FY2022, Community Relations actively engaged in the Health IL Campaign against healthcare access discrimination against undocumented immigrants. Sinai supported the proposed legislation to provide coverage for all low-income immigrants in Illinois and participated in a press conference on February 28 in support of the bills. Three pieces of legislation have been approved in 2021 and 2022 that will expand Medicaid-like insurance to cover undocumented immigrants 42 years and older, starting on July 1st, 2022. On May 27, Governor



Pritzker signed the Medicaid Omnibus bill HB4343 which includes the Health Benefits for Immigrant Adults coverage expansion.

The health inequities have been highlighted in the wake of COVID-19. Thousands of Covid-19 hospitalizations and deaths on the Southwest Side were directly related to patients with underlying chronic conditions such as type 2 diabetes, cardiovascular and heart disease, pulmonary condition, and obesity. Our service areas showed the highest COVID-19 positivity and death rates in the State. Immigrants who are not eligible for health insurance face a heightened risk for delay in diagnosis of serious illness. Many of our patients come to Sinai's hospitals for the first time through our emergency rooms because they do not have access to insurance coverage and therefore are not always receiving regular, preventive care.

- Some of the outcomes of Community Relations during FY2022 (until April) are:
- Coordination of Sinai's departments and programs in 139 community events.
- 3,580 community members received a health screening, participated in a presentation by Sinai's staff members, in English and Spanish, or were informed one-on-one

assessments about our services and programs.

- More than 100 potential patients were referred to Sinai's clinical or non-clinical services
- 679 health screenings were provided (290 glucose, 188 cholesterols, and 201 blood pressure)
- 15+ active partnerships, coalitions, task forces, boards, council
- Thousands of social media impressions and engagements with community outreach content

Vive Saludable

Sinai Chicago envisions a Chicago where all community members live long, healthy lives. However, many residents face challenges to achieving their optimal health and longevity because of racist policies and systems that create inequitable barriers to wellness. As a part of Sinai's strategic response to these challenges, we partnered with community organizations and groups to develop and launch ¡Vive Saludable!, or ¡Vive!, a three-year system-wide and community-driven effort to enhance the health and wellness of Latino communities on Chicago's West and Southwest Sides. The ¡Vive! The Implementation Plan places Sinai's community members at the forefront of our work by providing a safe and welcoming place of care



for all and ensuring the highest quality care possible. We strive for our Latino community members to feel en casa, or “at home,” whenever they are at Sinai by acknowledging and supporting their unique social, cultural, and linguistic needs.

In addition to being one of the fastest growing demographic groups in the city, Latino populations are a principal driver of economic growth in Chicago. However, despite these factors, many Latino communities face inequitable access to health care and socioeconomic resources that negatively impact their overall wellbeing. Discrimination, racism, and anti-immigrant political rhetoric pose additional threats

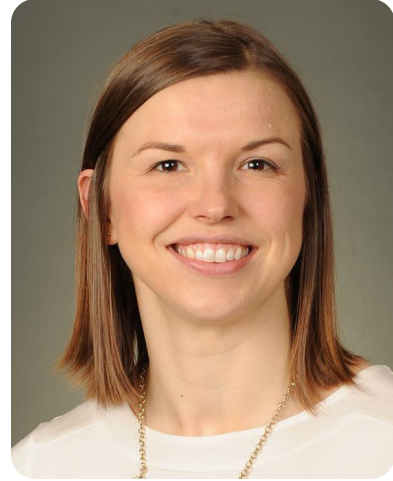
to the mental health and physical wellbeing of Latino residents. Undocumented Latino individuals face specific barriers to health and wellbeing, including a lack of access to adequate health insurance, frequent wage theft and fewer workplace protections, and a resulting fear of law enforcement. As many households have mixed immigration statuses, the barriers posed by a lack of documentation can affect the health and wellbeing of entire families. As a health care system serving Chicago’s West and Southwest Sides for over 100 years, Sinai understands the incredible resilience of the people and organizations within our communities despite these barriers.



Sinai Urban Health Institute (SUHI) Overview



Helen Margellos
SUHI President



Pam Roesch
Director Health Equity and Assessment Research

Sinai Urban Health Institute (SUHI) is Sinai Chicago's nationally recognized community-driven research center. Established in 2000, SUHI uses a community-driven process to understand and address health inequities in some of Chicago's most socially and economically challenged communities. Our mission is to achieve health equity among communities through excellence and innovation in data-driven research, interventions, evaluation, and collaboration.

We conduct award-winning research that has led to the design, implementation, and enhancement of high-impact, cost-saving, and community-based intervention strategies. We align our programs with our mission by implementing three key strategies: identifying and unpacking health inequities, addressing these inequities, and rigorously evaluating the effectiveness of our work.

SUHI's Health Equity and Assessment Research (HEAR) strategy collects community health information and translates it into actionable knowledge by incorporating community context, employing a social determinants framework, and providing capacity building to help partner organizations and community members interpret findings and prioritize issues. HEAR initiatives focus on innovative ways to maximize the usefulness of data for communities.





Our Community Health Innovations (CHI) strategy addresses health inequities with innovative solutions, aiming to reduce barriers faced by residents in accessing and managing their health care.

We have become nationally recognized for our expertise in implementing the Community Health Worker (CHW) model, which is central to our strategy. Our Evaluation and Technical Assistance (ETA) strategy implements best practices both internally and externally to assess the effectiveness of health programs and empower community-based organizations through capacity building and technical assistance. ETA aims to shift evaluation planning to the forefront of any new project so that the logic, structure, and tools are in place to measure success.

SUHI was founded on health equity – that every person has the right to achieve “his or her full health potential.” SUHI’s mission is informed by the neighborhoods it serves, and its team is dedicated to authentic community collaboration. SUHI embodies HCF’s priorities: we improve access to health care for vulnerable populations, address social determinants in our research and interventions, advocate through collaboration and by elevating community voices, and build capacity by creating data by, for, and with communities and by consulting with organizations to deploy the CHW model.



Center for CHW Research, Outcomes, and Workforce Development (CROWD)

SUHI addresses health inequities with innovative solutions, reducing barriers patients face in accessing and managing their health care. SUHI/CROWD is nationally recognized for its expertise in the CHW model. As front-line public health workers and trusted community members, CHWs (Community Health Workers) provide services that improve health care access and promote understanding and navigation of the health care system. CHWs advance health equity by providing culturally appropriate education, serving as a link between health care and community, raising awareness about inequities, advocating for the community and patients, and facilitating patient-provider communication. CHWs have been especially critical during the pandemic.

SUHI's CHW team addresses inequities in COVID-19, asthma, cancers, diabetes, and other diseases, through education, assessments, navigation, addressing social needs, and care coordination. SUHI focuses on scaling and integrating successful CHW models, testing utility in new settings (schools) and areas (e.g., behavioral health), and growing the impact and reach of its Center

for CHW Research, Outcomes, and Workforce Development (CROWD). CROWD supports organizations and community-based initiatives in identifying, hiring, and training CHWs, and provides consulting services, quality assurance, and evaluation support. CROWD is at the forefront of training and supporting Chicago's COVID-19 Community Response Corps, leading "Earn and Learn" workforce development opportunities, developing strategies to grow the public health workforce, and expanding its work to pilot a population health career pathway program.

Chicagoland CEAL Collaborative

SUHI is a proud member of the Chicagoland CEAL Collaborative, an NIH-sponsored partnership of community health inequities experts working together to address COVID-19 in Chicago communities. Chicagoland CEAL focuses on bolstering research and outreach to help communities disproportionately affected by COVID-19 – specifically by identifying, co-implementing, and evaluating the effect of community-based strategies to boost vaccine uptake among Black and Latinx populations in Chicagoland, along with enhancing access to testing, COVID-19 trials, and other COVID-19 supports.





Within CEAL, SUHI leads the Community Health Worker Collaborative Core, which is following an iterative process to develop a comprehensive and adaptive CEAL CHW training program, including optimal content and design and cultural competency/humility. Through this work, we are taking an enhanced focus on building out a network of CHW trainers ready to provide the CEAL-developed training to others, expanding our training's reach across the Chicagoland area. We also examine the effects of the CHW Training Program and associated learning collaborative on CHW self-efficacy and knowledge when addressing COVID-19 vaccination inequities and in establishing community partnerships and mobilization.

Pandemic Response Core

SUHI is a lead collaborator along with several Chicago organizations (Chicago Cook Workforce Partnership, Chicago Department of Public Health, University of Illinois at Chicago, Malcolm X College, and NORC at the University of Chicago) in the formation of a COVID-19 Community Response Corps aimed at mobilizing communities to address the disproportionate impact of COVID-19 on Black and Latinx Chicagoans. SUHI, through CROWD (the Center for CHW Research, Outcomes, and Workforce Development) led the training and ongoing support and skills building for the 600-person workforce, all community members hired directly from 31 community-based organizations in Chicago neighborhoods that were designated high economic hardship areas and disproportionately impacted by COVID-19.



SUHI provided these community-based contact tracers with weekly office hours, booster sessions to augment contact tracing trainings, and monthly Communities of Practice focused on building skills and development of a diverse public health workforce. SUHI's CHWs establish trust and open communication through culturally competent training that has been fundamental in providing an employment pathway into the public health arena to build a more equitable workforce.

Additionally, CROWD provided about 130 participants with specialized training in CHW Core skills, with some participants selected to transition into '*Promotoras de Salud*' or on the ground CHW roles. These CHWs focus on Black and Latinx populations to address low vaccination rates.

The Community Transformation Initiative

The Community Transformation Initiative is a Chicago partnership collaboration between SUHI, North Lawndale Community Coordinating Council (NLCCC), and Enlace Chicago (Enlace) to assess, innovate and amplify the work of CHWs working in North and South Lawndale and to create a collective of community-based organizations (CBOs) and Federally Qualified Health Centers (FQHCs) to elevate the coordinating efforts among the ample and diverse CHW agencies in these communities.

In collaboration, SUHI, NLCCC and Enlace seek to bring critical health services and capacity into community settings and to equip CHWs to help their neighbors better navigate healthcare and increase their access to preventive services, health education, social services, and broader wellness resources. The initiatives seek to do this by building a community-wide, integrated health services and training network for the CHWs working in North and South Lawndale. The aim is to improve the healthcare experience, provide ease of care navigation, and enhance quality of life for community members served by CHWs, and to lower healthcare costs for the low-income communities Sinai serves while providing a model and template for similar community-engaged, coordinated efforts nationwide.



Population Health Career Pathway

The Population Health (PH) Career Pathway initiative aims to build a more equitable, inclusive healthcare workforce in Chicago by expanding career development opportunities for Latinx job seekers with a high school diploma. The aim is to open new career pathways for local Latinx residents and increase access to bilingual, bi-culturally competent health care in Chicago via a well-trained bilingual PH workforce.

This innovative model works in close collaboration with the Chicago Cook Workforce Partnership, the largest workforce development system in the country as well as with West Side United (WSU) and Esperanza Health Centers. A diverse advisory board community has been established to help guide and inform the conceptualizing and development of advanced and specialized career pathways for CHW.

As of today, three unique CHW career tracks of training are being developed: behavioral health, system navigation, and health education. All paths support career progression within and across healthcare settings (FQHC (Federally Qualified Health Center), managed care, home healthcare, and acute, rehabilitative, emergency, and ambulatory care). The CHW pathways teach core and specialty competencies. We aim to provide at least one-track specific certification as well as mentorship for all cohort students.

Each training path includes: (1) comprehensive curricula developed in partnership with professionals in the field and subject matter experts (for example, SUHI is working closely with Sinai's Behavioral Health team in creating this curriculum), (2) advanced core and transferable skills instructions for CHW, (3) mid- to high- skilled training specific to each track that will lead to stackable credentials for career advancement and pathways.



Sodexo Transition – Attention to English Interpretation and Sign Language Interpretation

Recently, Sinai made a decision to subcontract all workers on all campuses holding positions in housekeeping, food service, and patient transport to Sodexo. We recognized that the caregivers within that workforce were diverse in various ways and that impacted the way we communicated and paid attention to caregivers who needed additional assistance understanding the process.



Donnica Austin
Holy Cross Hospital President

Specifically, we had caregivers who needed English interpretation and those that needed sign language interpreters to assist with the messaging and to ensure that the caregivers received the same information we shared with all other caregivers. We made time to address them and ensured that they were fully informed in the process.

The transition impacted nearly 300 caregivers on all campuses. The project included a cross-functional team of senior leaders, department leaders, and Human Resources teams from both campuses. Team included, Airica Steed, Jason Spigner, Donnica Austin, Bruce Brassler, Julia Libcke, Ben Frimpong, Menai Edwards, Scott Speidel, Annie Shutt, Dawn Laurin, Gina Ciabattari, Agnes Eloby, Jeff Jackson Sylvia White, and Candice Collier.

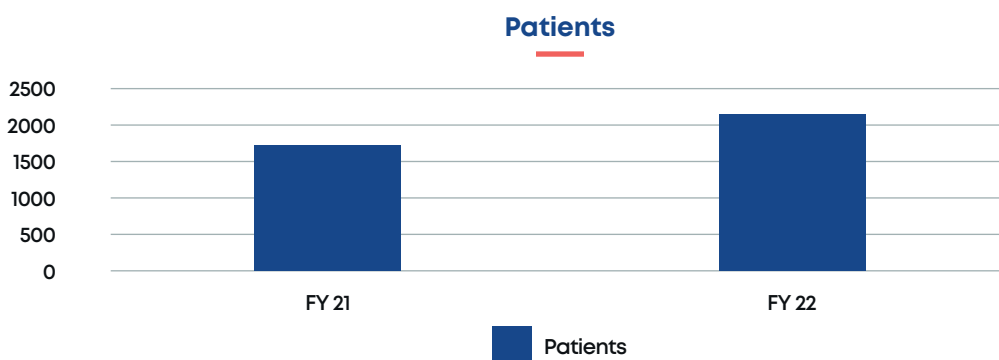
Antillas Health Center

The Antillas Health Center is the largest Refugee screening clinic in the State of Illinois. For 50 years the clinic has provided medical screening and follow-up care to America's most marginalized people. It has provided tens of thousands of medical screenings along with hundreds of thousands of follow-up visits for its patients. Many former refugees continue to receive care decades after medical screening.



The key to its long-term success is the diversity of staff at the clinic. The clinic uses refugees and former refugees as key staff to provide interpretation and culturally competent care to the patients it serves. In its current form, it has 22 languages spoken in-house by the staff. From Rohingya and Kinyarwanda, to Arabic and Pashtu the clinic is well equipped to welcome everyone regardless of their background. More than just interpretation, the clinic prides itself on healthcare delivery. Many of its patients have never been to a physician much less had screening tests and preventative medicine services. These tests can feel quite foreign to its patients. It is clearly because its empathetic staff connect with patients, they become comfortable with the recommended evaluations. Due to this connection numerous cancers have been caught in early stages and countless lives have been saved.

Below is a 2021/2022 comparison of number of patients who went through medical screening at the Antillas Health Center:



Recognizing the patients often speak languages difficult to find, the clinic has also brought different specialties in-house to create a central hub for most of the patient's needs. Current disciplines are Internal Medicine, Pediatrics, Family Medicine, O.B.-Gyne, Psychiatry, Ophthalmology, adult G.I. and Peds Infectious Disease. A clinical pharmacist is also present to provide medication evaluation and education. A collated dentist also manages the dental needs of the patients.

The clinic has been under the leadership of Dr. Gary Kaufman for the past 15 years. At the clinic he has treated executives and patients with unstable living situations. His philosophy is to break down barriers by having people of all ages, ethnic backgrounds, income levels receive exceptional care next to each other. It is hoped that with contact comes the realization we are all humans and have vastly more in common than differences.



Business Development & Physician Enterprise Strategy

In FY22, the Business Development Team has strongly focused on engaging most FQHCs (Federally Qualified Health Centers), extending awareness, and offering services at Sinai Chicago Hospitals. In addition, we have engaged private referral partners (Non-FQHCs) to refer patients to our specialty services with great success. The strength of Sinai Chicago is its dedication to serving the communities as the largest Safety-Net Hospital in the City of Chicago.



Denisse Leon
Vice President Business Development &
Provider Enterprise Strategy

The population served by our referring partners is culturally diverse. They are dedicated to servicing patients regardless of their immigration status, insurance status, and ability to pay by offering Charity Care and a sliding scale to ensure access to care and addressing the Social Determinants of Health in our service area. Sinai Chicago is an excellent system to support their specialty needs because we share the same mission of serving our communities. We serve a prominent African American and Latin-X population by providing on-site translation services and concierges to accompany our patients during their visits. Transportation services are also a way to address access to care. With the diverse population we serve, the team has created posters and promotional materials in multiple languages, such as Spanish and Chinese. This past year we partnered with Community Relations and presented (in Spanish) to Community Health Workers from various organizations in our community about our specialty services.

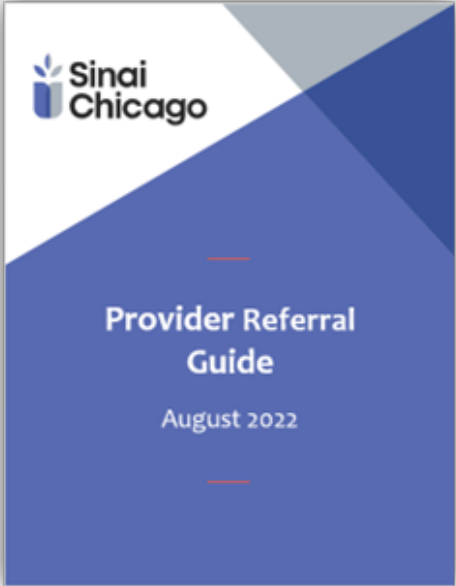
The Business Development Team has established a bi-monthly meeting cadence with over seventeen referring partners; we address their needs and concerns while providing information about Sinai Chicago's Hospital and Specialty Services. We, too, assist with urgent appointments and introduce our specialty providers at the Partner Meetings while assessing for growth opportunities such as embedding our specialists within those centers.



A “*Provider Referral Guide*” and an “*All Services Brochure*” were developed listing all our specialists and clinic locations as well as other programs, including all our services provided within our system, which has been very popular. Our virtual monthly Lunch & Learns showcasing our SMG Providers presenting to the referring partners is well attended. The team not only meets with Provider Partner Leadership but also conducts regular meetings with referring providers and referral coordinators.

This year we have engaged eleven new referring partners to align with Sinai Chicago. The Business Development Team has established a trusting rapport with external referral partners and is constantly communicating to serve their needs. This FY showed an increase of 31% in kept ambulatory care appointments.

EXTERNAL PARTNER KEPT VOLUME	FY 2021	FY 2022	CHANGE %
Total	108,991	142,309	31%





Sinai Chicago
CARDIOLOGY SERVICES

At Sinai Chicago Our Cardiology Specialists take your Heart Health personal, by offering a variety of treatments to manage heart disease.

Los Especialistas de Cardiología en Sinai Chicago toman personal su Salud del Corazón al ofrecer una variedad de tratamientos para controlar la enfermedad cardíaca.

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Office: 773-684-7920 | Fax: 773-684-4961

IMQ Medicine at Beigle
2433 W Ogden Ave, Floor 3, Chicago, IL 60608
Office: 773-257-4840 | Fax: 773-257-2142

IMQ The Heart Specialist
9906 S Archer Ave, Chicago, IL 60632
Office: 773-767-8375 | Fax: 773-767-8522

CARDIAC TESTING


- Electrocardiogram
- Cardiac Nuclear Myocardial and Heart Rhythm Monitoring
- Cardiac Stress Testing and Nuclear Cardiology Testing
- Cardiac Cath Lab for Heart Catheterization and Angioplasty
- Echocardiography
- Stress/Echocardiography of Heart
- Stress/Echocardiogram
- Echocardiography TEE

PROCEDURES

- Block of heart or nerves to relieve discomforts
- Electrophysiology (EP) and Heart Rhythm Restoration
- Cardiac Pacemaker
- Cardiac/thoracic (CT) Surgery
- Interventional Coronary Invasive options to unblock arteries
- Management of Advanced Heart Failure

sinai-chicago.org

MORE THAN MEDICINE. IT'S PERSONAL. **Sinai Chicago**



Sinai Chicago
PULMONOLOGY SERVICES

Helping You Breathe Easier
Ayudándole A Respirar Mejor

Sinai Chicago offers comprehensive pulmonary medicine, spanning from diagnosis to maintenance and optimization of respiratory health. We offer specialty care for many respiratory diseases.

Sinai Chicago ofrece medicina pulmonar integral, que abarca desde el diagnóstico hasta el mantenimiento y la optimización de la salud respiratoria. Ofrecemos atención especializada para muchas enfermedades respiratorias.

- Asthma
- Bronchiectasis
- Chronic Respiratory Failure
- COPD
- Cough
- CPAP/BiPAP Titration
- Home and in-Lab Sleep Testing
- Interstitial Lung Disease
- Lung Biopsy
- Lung Cancer
- Lung Nodules
- Oxygen Titration
- Pulmonary Function Tests
- Sleep Apnea

- Asma
- Bronquiectasia
- Insuficiencia Respiratoria Crónica
- EPOC
- Tos
- Valoración de CPAP/BiPAP
- Pruebas de Sueño en el Hogar y Laboratorio
- Enfermedad Pulmonar Intersticial
- Biopsia de Pulmón
- Cáncer de Pulmón
- Nódulos Pulmonares
- Titulación de Oxígeno
- Pruebas de Función Pulmonar
- Apnea del Sueño

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Chicago, IL 60608
Office: 773-684-7920 | Fax: 773-684-8046

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MORE THAN MEDICINE. IT'S PERSONAL. **Sinai Chicago**



Spot A Stroke
Detecta Un Derrame Cerebral

ARE YOU ARE HAVING A STROKE? CALL 9-1-1 IMMEDIATELY!

F.A.S.T. is an easy way to remember the sudden signs of stroke. When you can spot the signs, you'll know that you need to call 9-1-1 for help right away. F.A.S.T. is:

- F (FACE) Drooping** - Does one side of the face droop or is it numb? Ask the person to smile. Is the person's smile uneven?
- A (ARM) Weakness** - Is one arm weak or numb? Ask the person to raise both arms. Does one arm drift downward?
- S (SPEECH) Difficulty** - Is speech slurred? Is the person unable to speak or hard to understand? Ask the person to repeat a simple sentence. Is "The sky is blue" in the sentence repeated correctly?
- T (TIME) to call 9-1-1** - If someone shows any of these symptoms, even if the symptoms go away, call 9-1-1 and get the person to the hospital immediately. Check the time so you'll know when the first symptoms appeared.

¿CÓMO SE ESTÁ SUFRIENDO UN DERRAME CEREBRAL? LLAME AL 9-1-1 INMEDIATAMENTE!

F.A.S.T. es una forma fácil de recordar los signos repentinos de un derrame cerebral. Cuando pueda detectar los signos, sabrá a 9-1-1 para obtener ayuda de inmediato. F.A.S.T. es:

- F (FACE) DROPEO CABEZA** - ¿Está caída o adormecida un lado de la cara? Pídale a la persona que sonría. ¿La sonrisa es desigual?
- A (ARM) BRAZO DÉBIL** - ¿Siente un brazo débil o adormecido? Pídale a la persona que levante ambos brazos. ¿Uno de los brazos se desliza hacia abajo?
- S (SPEECH) DIFICULTAD PARA HABLAR** - ¿Juzgamos extraño del habla y las palabras son más pronunciadas? Pídale a la persona que repita una simple frase como "El cielo es azul". ¿La frase es repetida correctamente?
- T (TIME) TIEMPO DE LLAMAR AL 9-1-1** - Si alguien muestra alguno de estos síntomas, incluso si los síntomas desaparecen, llame al 9-1-1 y lleve a la persona al hospital inmediatamente. Revise el tiempo para que sepa cuándo aparecieron los primeros síntomas.

KNOW THE SUDDEN SIGNS.

CONOZCA LAS SEÑALES REPENTINAS.

sinai-chicago.org

MORE THAN MEDICINE. IT'S PERSONAL. **Sinai Chicago**



Sinai Chicago

筛查和早期检测的重要性

您是否了解为您推荐的健康筛查?

结肠镜检查 筛查结肠癌和息肉。	子宫腔镜检查 筛查子宫内膜癌。
前列腺筛查 前列腺癌。用于确定心脏健康的测试。	新发筛查 针对 65 至 80 岁之间具有某些危险因素的人群。
糖尿病筛查 筛查糖尿病。筛查听力筛查。筛查听力筛查。	前列腺筛查 筛查前列腺癌。筛查听力筛查。筛查听力筛查。
乳房 X 光检查 筛查乳腺癌的早期发现。筛查听力筛查。筛查听力筛查。	骨质疏松筛查 一种可以检测骨质疏松的骨骼密度测试。筛查听力筛查。

立即拨打电话。让我们为您安排预防性筛查!
联系 DANNY CHOY 博士和 SZE KIN WONG 博士

2323 S Wentworth Ave
312.567.2900





Thanks for all of your support and commitment to Diversity, Equity and Inclusion. We, together, can create a workplace where we fully live our Sinai Chicago's values, bring our full selves to work, treat each other with respect, dignity, and appreciation.

If you would like to get involved and engaged in our initiatives, or if you have any questions or suggestions, please contact the Diversity, Equity and Inclusion Team:

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Diversity, Equity & Inclusion Annual Report

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