

# 2020 Implementation Strategy



Swedish Hospital

Part of  **NorthShore**



# Swedish Hospital Implementation Strategy FY2020-2022

## Introduction

This implementation strategy complements the [2019 Community Health Needs Assessment \(CHNA\)](#) which was developed in partnership with the Alliance for Health Equity (AHE), a collaborative of over 30 hospitals, 7 health departments, and 100 community partners throughout Chicago and Cook County. Using the Mobilizing for Action through Planning and Partnerships (MAPP) model for the CHNA, AHE emphasized the importance of community engagement, partnership development, and the dynamic interplay of factors and forces within the public health system. AHE chose this inclusive, community-driven process to leverage and align with health department assessments and to actively engage stakeholders, including community members, in identifying and addressing strategic priorities to advance health equity. Swedish Hospital will continue to partner with members of AHE and other key community partners within our service area to leverage existing resources and develop strategies which contribute to improving the most pressing health needs of our communities. This implementation plan describes programs Swedish Hospital is undertaking over the next three years to address the prioritized health needs within our community.

Swedish Hospital became a part of NorthShore University HealthSystem on 1/1/20. Together, we're advancing care for the communities we serve. Swedish Hospital has been serving Chicago's diverse north and northwest sides for more than 130 years, providing the full range of comprehensive health and wellness services including an acute care hospital, primary care and specialists in the medical group, strong community outreach programs and Chicago's only certified medical fitness center, Galter LifeCenter.

Swedish Hospital is a 312-bed nonprofit teaching hospital, with more than 600 board-certified doctors and advanced practice providers from top medical schools and residency/fellowship programs in the country. The hospital has continually evolved to offer more than 50 academic-level medical specialties, including advanced robotic and minimally invasive treatments.

The hospital maintains a department dedicated to addressing its outreach objectives of serving the entire community, not only those who come through its doors. Building on a long tradition of service, the Community Relations Department utilizes hospital strengths alongside those of other well-established community partners. This strategy allows Swedish Hospital to better understand and reach the most vulnerable sectors of the community, while meeting pressing healthcare needs. The goal is to improve the community's health status by empowering citizens to make healthy life choices.

## Priority Health Issues to Be Addressed

In consideration of the top health priorities identified through the CHNA process — and taking into account hospital resources and overall alignment with the hospital's mission, goals and strategic priorities — Swedish Hospital is committed to developing and/or supporting strategies and initiatives for the following issues:

- **Addressing Social and Structural Determinants of Health**
  - Violence, Trauma and Community Safety
  - Conditions that Support Healthy Eating and Active Living
  - Housing and the Neighborhood Environment
- **Addressing Chronic Conditions: Risk Factors, Prevention and Management**
  - Diabetes
  - Heart Disease and Hypertension
  - Obesity
  - Cancer
- **Improving Mental Health**
  - Enhancing Access to Resources and Services

These health needs were prioritized due to the fact that they were supported by both primary and secondary data. Additionally, Swedish Hospital's relationships with community partners, clinical expertise, strategic priorities and ongoing commitment to community engagement creates an ideal opportunity to make an impact in the above priority needs, including focused attention within communities of greatest need.

Some additional components of the above broad areas of need were highlighted by AHE as areas of opportunity, however due to various reasons they will not be focused on by Swedish Hospital. They are further discussed below in the section "Needs the Hospital Will Not Address."

## Integration with Operational Planning

The Swedish Hospital Strategic Operating Plan has an unyielding focus on community. It addresses many of the major prioritizations of the Community Benefits plan through the expansion/redesign of the Emergency Department, the robust, ongoing outreach efforts and care delivery within the Mayora Rosenberg Women's Health Center, the long-term integration of services with on-campus partner Galter LifeCenter, the focused attention by Swedish Hospital — including the hospital's medical group — to promote prevention, screenings and healthy lifestyles and the commitment to serve as a key leader in the area of violence prevention (specifically related to domestic violence, human trafficking, sexual assault and trauma-informed care).

## Needs the Hospital Will Not Address

In acknowledging the wide range of priority health issues that emerged from the CHNA process, Swedish Hospital determined that it could only effectively focus on those which it deemed most pressing, most under-addressed, and most within its ability to influence. The following is a list of needs identified through the CHNA process which will not be actively addressed at this time.

Need	Reason it will not be addressed
Within “Addressing Social and Structural Determinants of Health” Broad Area: <ul style="list-style-type: none"> <li>Addressing structural racism and advancing racial equity</li> <li>Policies that advance equity and promote physical and mental well-being</li> </ul>	Due to resource constraints, Swedish is focused on other initiatives within this broad social determinants category (violence, community safety, healthy lifestyles, and housing). However, the hospital is committed to working with other organizations where possible to support these efforts and elevate awareness of these issues.
Reducing Substance Use Disorders	Other local community organizations with whom Swedish partners (including LSSI) are addressing this need, and SCH will continue to partner where appropriate. At this time, Swedish lacks expertise to effectively address the need.
Improving maternal and child health including reducing maternal and infant mortality	Swedish continues to partner with organizations including local FQHCs and the March of Dimes to raise awareness about these issues, however due to resource constraints and lower priority, this need was not selected for further prioritized attention.

## Plans for Priority Health Issues

The following tables outline Swedish Hospital’s plans to address priority health issues chosen for action in FY2020-2022.

Priority Need	Addressing Social and Structural Determinants of Health: Violence, Trauma and Community Safety
How Swedish Hospital intends to address this need	<ul style="list-style-type: none"> <li>Create a culture of safety and awareness where individuals impacted by violence and abuse encounter skilled, trauma-informed and compassionate care.               <ul style="list-style-type: none"> <li>Serve patients impacted by sexual assault, domestic violence or human trafficking with specialized medical care, on-site safety planning and advocacy, safe transportation, and streamlined referrals to culturally-appropriate resources.</li> <li>Display multi-lingual signage with tear-off cards in public washrooms to discreetly provide resources to access help.</li> <li>Sponsor hospital-wide, awareness-raising events on domestic violence, human trafficking and sexual assault.</li> <li>Provide extensive de-escalation, trauma, domestic violence, human trafficking and sexual assault training to medical providers, and staff.</li> <li>Provide trauma-informed medical, dental and mental health services to trauma survivors referred by our domestic violence and human trafficking partner agencies.</li> </ul> </li> <li>Broaden partnership and engagement within the community around topics of domestic violence, sexual assault and human trafficking to elevate awareness and education.               <ul style="list-style-type: none"> <li>Contribute to enhanced law enforcement response to domestic violence, human trafficking and sexual assault through ongoing</li> </ul> </li> </ul>

	<p>engagement, trainings, multi-disciplinary teams and task force/committee representation with law enforcement partners.</p> <ul style="list-style-type: none"> <li>○ Engage in robust partnerships with local domestic violence, sexual assault and human trafficking agencies as well as organizations that provide longer-term services in the areas of mental health, housing and employment.</li> <li>○ Convene a quarterly work group of community partners and internal champions to coordinate and strengthen our responses to domestic violence, human trafficking and sexual assault.</li> <li>● Serve as thought leader and mentor to health professionals and institutions in an effort to build broad health care capacity and awareness around topics of violence, sexual assault and human trafficking. <ul style="list-style-type: none"> <li>○ Present model and learning of Violence Prevention Program at local, regional and national conferences.</li> <li>○ Share program materials and other learnings with other health systems that are seeking to enhance their capacity to respond to domestic violence, human trafficking and sexual assault.</li> <li>○ Mentor medical students and residents in research and quality improvement projects related to domestic violence, human trafficking and sexual assault.</li> </ul> </li> </ul>
<b>Anticipated impact of actions</b>	<ul style="list-style-type: none"> <li>● Increased number of patients impacted by human trafficking, sexual assault and domestic violence who receive skilled, trauma-informed and compassionate care.</li> <li>● Increased awareness and capacity to recognize and respond to domestic violence, human trafficking and sexual assault among health care providers, law enforcement officials and other service providers.</li> </ul>
<b>Resources Swedish Hospital plans to commit to address need</b>	<ul style="list-style-type: none"> <li>● Average of 70 hours per month spent by Swedish Hospital providers and staff attending trainings to improve our care to patients impacted by violence + additional de-escalation training hours for staff, led by Swedish Public Safety Team</li> <li>● Average of 25 hours per quarter spent by Swedish Hospital leaders attending Violence Prevention Program meetings</li> <li>● Office space for 2.5 staff and counseling space for one Apna Ghar counselor</li> <li>● More than \$80,000 in annual funding provided by Swedish Hospital Foundation, and more than \$400,000 in annual funding provided by external funders, including Michael Reese Health Trust, the VNA Foundation and U.S. Department of Justice: Office for Victims of Crime.</li> </ul>
<b>Collaboration between Swedish Hospital and other organizations to address need</b>	<p>Apna Ghar, Between Friends, Centro Romero, KAN-WIN, The Network, Salvation Army Stop-it Program, Resilience, Lutheran Social Services of IL, Hana Center, Jane Addams Resource Center, Sarah's Circle, YWCA of Evanston, Chicago Police Dept. District #20, Cook County State's Attorney's Office, DePaul University, University of Illinois at Chicago School of Public Health, local elected officials, local FQHCs, community centers and cultural organizations</p>

Priority Need	Addressing Social and Structural Determinants of Health: Conditions that Support Healthy Eating and Active Living
<b>How Swedish Hospital intends to address this need</b>	<ul style="list-style-type: none"> <li>• Develop a modified version of Galter LifeCenter’s innovative, multi-week Fundamental Fitness program, to extend fitness and nutrition outreach into underserved communities and explore grant funding for further expansion of Galter LifeCenter programming</li> <li>• Develop and implement one or more pilot programs to better identify food insecurity and increase food access for vulnerable inpatient and/or outpatient populations</li> <li>• Educate the community about the importance of healthy eating and physical activity via free special events and programs</li> <li>• Explore external funding opportunities to enhance offerings related to this priority area at Swedish Hospital</li> <li>• Research best practices for innovative ways Swedish Hospital may enhance programs to support healthy eating, food access and physical activity</li> </ul>
<b>Anticipated impact of actions</b>	<ul style="list-style-type: none"> <li>• Increased community awareness regarding the importance of healthy eating and physical activity</li> <li>• Increased number of individuals identified as being food insecure and subsequently connected to appropriate resources</li> </ul>
<b>Resources Swedish Hospital plans to commit to address need</b>	<ul style="list-style-type: none"> <li>• Average of 7 hours per month spent by Galter LifeCenter specialists on outreach via Fundamental Fitness programming and/or relationship building with prospective or current collaborating organizations</li> <li>• Average of 10 hours per month spent by Swedish Hospital nurses, dietitians and other clinicians on developing and implementing programs to better identify food insecurity and increase food access for vulnerable inpatient and/or outpatient populations</li> <li>• Provision of funds from Swedish Hospital Foundation to staff one subject matter expert and related resources to manage Food Access as a SDOH priority</li> </ul>
<b>Collaboration between Swedish Hospital and other organizations to address need</b>	Erie Family Health, The Friendship Center, Greater Chicago Food Depository, Chicago Park District, Chicago Market Food Co-Op, community centers, cultural organizations and/or social service agencies

*Note: This priority need is tied to another one of our priority needs, **Addressing Chronic Conditions: Risk Factors, Prevention and Management: Obesity.***

Priority Need	Addressing Social and Structural Determinants of Health: Housing and the Neighborhood Environment
<b>How Swedish Hospital intends to address this need</b>	<ul style="list-style-type: none"> <li>• Raise awareness among healthcare team about homelessness being a risk factor to health</li> <li>• Share housing options and resources with healthcare team</li> <li>• Secure funding for supportive housing, and develop agreements with local agencies who provide supportive housing, as well as explore future opportunities for collaboration</li> <li>• Identify frequent users of Swedish Hospital's Emergency Department who are homeless or do not have stable housing</li> <li>• Connect individuals with housing partners and appropriate wraparound services from community partners</li> </ul>
<b>Anticipated impact of actions</b>	<ul style="list-style-type: none"> <li>• Improved health outcomes for those individuals connected to housing options and neighborhood services</li> <li>• Decreased number of Emergency Department visits as a result of housing instability</li> <li>• Successful re-entry into productive living (among individuals connected to housing)</li> <li>• Satisfied staff as a result of awareness/knowledge about resources to address this often overlooked condition</li> </ul>
<b>Resources Swedish Hospital plans to commit to address need</b>	<ul style="list-style-type: none"> <li>• Extensive case management services provided by Emergency Department physicians and medical staff to connect individuals with appropriate medical services within Swedish Medical Group and beyond</li> <li>• Average of 20 hours per month spent by staff on relationship building with prospective or current collaborating organizations, including ongoing meetings with the Alliance for Health Equity committees and participation in other city/regional work groups</li> </ul>
<b>Collaboration between Swedish Hospital and other organizations to address need</b>	Lutheran Social Services of Illinois, MADO Healthcare Centers, The Kennedy Forum of Illinois, Chicago Police Department, local FQHCs, community centers, cultural organizations and/or social service agencies

Priority Need	Addressing Chronic Conditions: Risk Factors, Prevention and Management - DIABETES
<b>How Swedish Hospital intends to address this need</b>	<ul style="list-style-type: none"> <li>• Provide free support groups and education sessions for ongoing diabetes lifestyle management</li> <li>• Embed/streamline process for monitoring and managing diabetic patients and providing appropriate referrals to diabetes resources, including the Diabetes Community Center</li> <li>• Deliver programs to promote community education and awareness of diabetes</li> <li>• Provide free home visits to qualifying diabetic patients post-discharge via the Swedish Transitional Care team</li> <li>• Explore ways to enhance access to certified diabetes educators via community partnerships and collaborations</li> <li>• Research best practices for innovative ways Swedish Hospital may enhance diabetes outreach, education and/or support</li> </ul>
<b>Anticipated impact of actions</b>	<ul style="list-style-type: none"> <li>• Increased community awareness regarding diabetes risk factors, prevention and management</li> <li>• Increased number of individuals accessing Diabetes Community Center (DCC) via counseling services (1-1 or group) or free education/support options</li> <li>• Through the DCC, lowered A1C levels in 75% of patients (who had an A1C level of 8 or above) visiting the DCC for education sessions</li> <li>• Through the DCC, improved eating habits by 50% for at least 75% of patients attending DCC education sessions, based on self-reporting by patients</li> <li>• Through the Swedish Transitional Care Program, increased patients' access to follow-up care and capacity to manage their illness, along with improved chronic condition assessment and management and decreased hospital readmission</li> <li>• Through the Swedish Transitional Care Program, among patients with uncontrolled diabetes pre- and 3 month post-test results, 80% will reduce A1C levels by 20% or more at 3 months post discharge</li> <li>• Increased screening/monitoring rates of diabetic patients within SMG, with a goal of 92% A1C screening for all diabetics and a 72% target of A1C&lt;8 for those managing diabetes.</li> </ul>
<b>Resources Swedish Hospital plans to commit to address need</b>	<ul style="list-style-type: none"> <li>• Average of 5-7 hours per month spent by certified diabetic educators, dietitians or physicians on outreach via community event participation and/or relationship building with prospective or current collaborating organizations</li> <li>• \$200,000+ of in-kind staffing provided via Swedish Transitional Care team (serving a variety of chronic conditions, of which Diabetes is one)</li> <li>• Procurement of annual grant funding via G.A. Ackermann Memorial Fund, which supports Swedish Hospital's ability to offer services to uninsured and underinsured individuals with varying chronic conditions, including diabetes</li> </ul>
<b>Collaboration between Swedish Hospital and other organizations to address need</b>	American Diabetes Association, G.A. Ackermann Memorial Fund, local FQHCs, community and cultural organizations and/or social service agencies



<b>Priority Need</b>	<b>Addressing Chronic Conditions: Risk Factors, Prevention and Management – HEART DISEASE &amp; HYPERTENSION</b>
<b>How Swedish Hospital intends to address this need</b>	<ul style="list-style-type: none"> <li>• Provide community outreach, education and screening related to heart disease and stroke risk factors, warning signs and how to respond in an emergency</li> <li>• Engage with Swedish Transitional Care Team, Wellness Coaches and Rehab Team to provide support and education during and after discharge</li> <li>• Research best practices for innovative ways Swedish Hospital may enhance programs to address risk factors, prevention and management of heart disease and hypertension</li> </ul>
<b>Anticipated impact of actions</b>	<ul style="list-style-type: none"> <li>• Increased number of community members who know the warning signs and risk factors of a heart disease and/or stroke, based on attendance at community awareness events</li> <li>• Increased number of community members who are equipped to respond in a cardiac arrest emergency via Bystander CPR or AED use</li> </ul>
<b>Resources Swedish Hospital plans to commit to address need</b>	<ul style="list-style-type: none"> <li>• Average of 10-15 hours per month spent by Swedish Hospital nurses, dietitians and other clinicians to provide community education, training or screenings, or build relationships with community organizations to promote awareness and education</li> </ul>
<b>Collaboration between Swedish Hospital and other organizations to address need</b>	American Heart Association, American Stroke Association, IL Heart Rescue, local FQHCs, community centers, schools, cultural organizations and social service agencies

<b>Priority Need</b>	<b>Addressing Chronic Conditions: Risk Factors, Prevention and Management - OBESITY</b>
<b>How Swedish Hospital intends to address this need</b>	<ul style="list-style-type: none"> <li>• Provide robust programs and services via Galter LifeCenter (GLC) which support individuals who aim to prevent or manage obesity</li> <li>• Provide limited number of GLC membership scholarships to community members in need</li> <li>• Explore grant funding via Swedish Hospital Foundation to expand GLC programs such as Fundamental Fitness and/or Eat Move Lose to underserved communities and individuals in need</li> <li>• Engage community in annual large-scale wellness/healthy lifestyle event, featuring leadership from Galter LifeCenter and Swedish Hospital along with other community partners</li> <li>• Train and mentor future exercise science specialists via ongoing collaborations with local universities</li> </ul>
<b>Anticipated impact of actions</b>	<ul style="list-style-type: none"> <li>• Increased community awareness regarding the importance of healthy eating and physical activity</li> <li>• Increased number of people engaged in fitness, wellness and healthy lifestyle habits</li> </ul>
<b>Resources Swedish Hospital plans to commit to address need</b>	<ul style="list-style-type: none"> <li>• Average of 5-7 hours per month spent by Galter LifeCenter specialists on fitness programming at various senior/community centers and outreach via Fundamental Fitness programming and/or relationship building with prospective or current collaborating organizations</li> <li>• Average of 3-5 hours per month spent by Swedish Hospital dietitians and other clinicians to provide nutrition and related wellness programming</li> <li>• More than \$70,000 provided by GLC to support 215+ annual fitness membership scholarships (provided to individuals experiencing both financial and medical need, via application process)</li> </ul>
<b>Collaboration between Swedish Hospital and other organizations to address need</b>	Chicago Park District, community centers, local schools, cultural organizations and/or social service agencies

*Note: This priority need is tied to another one of our priority needs, **Addressing Social and Structural Determinants of Health: Conditions that Support Healthy Eating and Active Living**.*

Priority Need	Addressing Chronic Conditions: Risk Factors, Prevention and Management - CANCER
<b>How Swedish Hospital intends to address this need</b>	<ul style="list-style-type: none"> <li>• Provide free and reduced cost screening and diagnostic breast health services to those in need via charity care and grant-funded programs.</li> <li>• Enhance cancer treatment via the Integrated Cancer Care Program (ICCP), which complements standard care with free, comprehensive wellness offerings at Galter LifeCenter, including massage, acupuncture, exercise and other psychosocial supports.</li> <li>• Raise awareness among healthcare providers and community members regarding age-appropriate screenings and vaccinations (ex. colorectal, breast, prostate, lung, HPV vaccinations) via outreach and education events.</li> <li>• Research best practices for innovative ways SCH may enhance cancer outreach, education and/or support</li> </ul>
<b>Anticipated impact of actions</b>	<ul style="list-style-type: none"> <li>• Increased number of women who receive screening mammograms annually</li> <li>• Increased community awareness regarding the importance of cancer screenings</li> <li>• Increased number of individuals accessing psychosocial support and resources provided through the Integrated Cancer Care Program (ICCP)</li> </ul>
<b>Resources Swedish Hospital plans to commit to address need</b>	<ul style="list-style-type: none"> <li>• Average of 10-15 hours per month spent by navigators, physicians or clinicians on outreach via community event participation and/or relationship building with prospective or current collaborating organizations</li> <li>• More than \$150,000 absorbed annually by Swedish Hospital, including in-kind staffing and other unreimbursed expenses in excess of grant funds</li> <li>• More than \$125,000 in annual funding provided by external funders, including Susan G. Komen, National Breast Cancer Foundation and A Silver Lining.</li> <li>• Approximately \$5,000-10,000 in annual funding provided by Swedish Hospital Foundation to help cover uncompensated costs, such as data collection and other cancer support initiatives</li> </ul>
<b>Collaboration between Swedish Hospital and other organizations to address need</b>	American Cancer Society, Susan G. Komen, A Silver Lining, National Breast Cancer Foundation, Equal Hope (formerly Metropolitan Chicago Breast Cancer Task Force), Gilda's Club, Second Act Boutique, Know Your Lemons, Sharsheret, LUNgevity, Look Good, Feel Better, Local FQHCs, community centers, cultural organizations and social service agencies

Priority Need	Improving Mental Health – Enhancing Access to Resources and Services
<b>How Swedish Hospital intends to address this need</b>	<ul style="list-style-type: none"> <li>• Continue and enhance robust partnership with Lutheran Social Services of Illinois, via inpatient acute access and outpatient access on-campus (Project Impact, Welcoming Center and Mobile Crisis Team)</li> <li>• Evaluate pilot program within Swedish Medical Group (SMG), featuring behavioral health integration within primary care setting to provide more comprehensive health to SMG patients.</li> <li>• Educate the community about mental health and access to resources via free special events and programs, along with ongoing communication between Swedish Hospital and community organizations, including local social service agencies</li> <li>• Enhance child and adolescent behavioral mental health offerings available to the community via LSSI robust on-campus partnership, expanding options beyond merely admitting vs. discharging a patient</li> <li>• Raise community awareness regarding resources available via GLC which support mental health</li> <li>• Research best practices for innovative ways Swedish Hospital may enhance programs to support enhancing access to mental health resources and services</li> </ul>
<b>Anticipated impact of actions</b>	<ul style="list-style-type: none"> <li>• Increased community awareness regarding mental health and available resources</li> <li>• Reduced the associated stigma with seeking help for mental health</li> <li>• Decreased number of mentally-ill individuals who present at the Emergency Department for non-emergent or non-medical treatment, as a result of providing the right level of care to mentally-ill individuals, along with proper connections to LSSI and other mental health resources</li> <li>• Reduced ED recidivism for individuals with mental illness</li> </ul>
<b>Resources Swedish Hospital plans to commit to address need</b>	<ul style="list-style-type: none"> <li>• Average of 10 or more hours per month spent by staff on relationship building with prospective or current collaborating organizations, including ongoing meetings with the Alliance for Health Equity’s Mental Health and Substance Use Disorders Committee</li> <li>• Housing options when lack of stable housing is contributing to poor mental health</li> <li>• Increasing number and capacity of mental health providers available to serve community’s needs</li> </ul>
<b>Collaboration between Swedish Hospital and other organizations to address need</b>	Lutheran Social Services of Illinois, MADO Healthcare Centers, The Kennedy Forum of Illinois, Chicago Police Department, local FQHCs, community centers, cultural organizations and/or social service agencies



## Conclusion

**This Implementation Strategy has been reviewed and approved by Swedish Hospital's Board of Director's Finance Committee on February 12, 2020.**

Swedish Hospital values the community health needs assessment process as an opportunity to engage with community leaders and organizations through the Community Leader Engagement Program and Community Ambassador Program and with our colleagues from other healthcare institutions across the County through the Alliance for Health Equity. In partnership with communities, the Chicago Department of Public Health, the Illinois Public Health Institute, and the Alliance for Health Equity, we have taken an in-depth look at the needs and assets in the communities we serve, and we are committed to addressing those needs through implementation strategies in partnership with communities most impacted by health inequities. We undertake this collaborative collective impact approach to community health needs assessment and implementation in order to address the underlying root causes of health disparities and to support greater community health and well-being in the communities we serve. Swedish Hospital makes the Community Health Needs Assessment and Implementation Strategy available at [SwedishCovenant.org/community-benefit](https://SwedishCovenant.org/community-benefit). It is also shared broadly with internal and external stakeholders, including employees, volunteers, physicians, elected officials and members of our community, including the Community Leader Engagement Program.

Please send feedback on this Implementation Strategy or the corresponding Community Health Needs Assessment to the following address:

Swedish Hospital  
Attn: Community Relations  
5145 N. California Ave.  
Chicago, IL 60625

Alternatively, you may fill out our [online form](#) to provide feedback about the CHNA or Implementation Strategy.

To access the full collaborative Community Health Needs Assessment for Chicago and Suburban Cook Counties, please visit <https://alltheequity.org/projects/2019-chna-reports/>.