"SCIENCE and EVERYDAY LIFE CANNOT and SHOULD NOT BE SEPARATED."

Rosalind Franklin, PhD
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{2016-2017 Year in Review}
The conditions in which we’re born, grow, live, work and age — the social determinants of health as defined by the World Health Organization — play an outsized role in our health and wellness. Our life circumstances and the complex interplay of other economic and social forces affect our ability to make healthy decisions and access medical care. They can drive patterns of disease across populations. But set right, they can create a new culture of health.

Rosalind Franklin University embraces and seeks to expand its responsibility to help improve the deeply intertwined health, education and economy of our local communities. We affirm our commitment to the interprofessional education of future health professionals who will work to address and prevent health inequities — a professional ethos that will help transform health and wellness and help solve systemic social problems.

This “Year in Review” is dedicated to the many ways our university and communities are working together to build a new culture of health. Our collaboration with the Lake County Health Department and Community Health Center, especially under the Live Well Lake County initiative; our efforts to tap into the power of diversity and expand opportunity through the Health Professions Education Consortium; and the construction of our new Innovation and Research Park, where scientists will focus on finding ways to treat and prevent the chronic disease that plagues so many, are examples of the power of our community engagement.

Working together and sharing knowledge across sectors — education, health care, business, industry and state and local government — we can change the trajectory of the health of our most underserved communities.

We continue to be inspired and renewed by the dedicated efforts of our students and faculty. Their work in our Interprofessional Community Clinic and mobile health coach, in local underserved schools and through outreach efforts among at-risk populations by our nearly 100 student-led clubs and organizations, is improving lives. We’re committed to elevating our model of interprofessional, team-based health professions education through curricular innovations that build on the lessons we’re both learning and teaching through our community partnerships and initiatives.

Rosalind Franklin University’s rising national reputation, the value we offer to the public and private partners who support our mission and the bridges we’re building through our community outreach cannot and should not be separated from our daily efforts to serve, educate and discover in the name of human health.

K. Michael Welch, MB, ChB, FRCP
President and CEO

Frank H. Mynard
Chair, Board of Trustees
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RFU is working with its community in a multitude of ways to improve the health and well-being of the population, in the context of everyday life, with a special focus on those who bear unequal burdens of disease.

Rosalind Franklin University of Medicine and Science stands at a stark divide. To its south, along Chicago’s North Shore, live and work some of the healthiest, wealthiest, most educated people in the nation. But a short drive to its north, life spans are shorter by a full 12 years, 83 percent of students live in low-income households and just 19 percent of residents hold a bachelor degree or higher.

The connection between income, education and health is clear.

“The health disparities in this country are tremendous and Lake County is a microcosm of that,” said Provost Wendy Rheault, PT, PhD. “We can’t ignore that some of our closest communities have some of the worst health outcomes in the state. We have a moral imperative to intervene. We want to be a catalyst for helping these communities and a bridge to involvement and investment by our healthier neighbors.”

RFU’s institutional response to the health inequities that are set in motion before birth has never been stronger. We’re leading and partnering on bold actions based on thoughtful, coordinated planning with community stakeholders. We’re educating our students about the social determinants of health — the conditions in which people are born, live and work — and the social forces and systems that shape lives of populations and that account for an estimated 70 percent of health outcomes, according to a 2012 study by the Bipartisan Policy Center.

We’re helping our students understand and embrace their responsibility as future health professionals to improve both the health of their patients and their communities.

“I can’t emphasize strongly enough how important it is to our students and for our students to work with and serve our communities,” Dr. Rheault said. “We’re training practitioners who want to give back, for whom it’s imperative to give back. We want to encourage them to work in areas where there’s the greatest need. But even if they work in an area where outcomes are good and access to care is great, they will volunteer their time on behalf of those in need.”

Our drive to directly engage with our local communities is part of a national and international trend in higher education. The World Health Organization’s (WHO) Commission on Social Determinants of Health in its 2008 report, “Closing the Gap in a Generation,” urged the healthcare sector to take a “stewardship role” for health equity. The commission recommended the inclusion of social determinants, prevention and health promotion in health professions training. It also advocated for a reorientation in the skills, knowledge and experience of health professionals toward prevention, wellness and health literacy, in addition to increased opportunities for interdisciplinary professional training.

IMPERATIVE: COMMUNITY HEALTH

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IMPERATIVE: COMMUNITY HEALTH

“RFU is giving them the blueprint for giving back.”

— Wendy Rheault, PT, PhD

OPPOSITE PAGE: Provost Wendy Rheault, PT, PhD
The university embraced and in some instances presaged WHO’s recommendations, transforming them into powerful points of action that include a pioneering model of interprofessional team-based education, clinical care and collaborative practice.

“Our concentrated efforts include: the addition of programs in population health management, a strategy that targets the root causes of chronic disease, which accounts for 86 percent of total healthcare costs in the United States, according to the Centers for Disease Control; collaboration with the Lake County Health Department and Community Health Center, including our membership in the Live Well Lake County Steering Committee, which helped drive a county-wide health improvement plan; the establishment of student pipelines and career pathways to strengthen local health professions workforce development and improve access to care; strong community health outreach to the underserved, including interprofessional, team-based care through our clinics and myriad student- and faculty-led initiatives; the acceleration of our research into marketable therapeutics for the treatment and prevention of chronic diseases that impose unequal burdens on disadvantaged populations; and approval of our new Innovation and Research Park, an economic engine for our local community and region.

RFU students bring their commitment to community, their belief in the power of teams and collaboration to solve systemic problems wherever they go.

“What actually makes us healthy”


88% Medical services
4% Healthy behaviors
8% Other

50% Healthy behaviors
20% Environment
20% Genetics
10% Access to care

“We don’t live in a bubble,” said Bruce Neimeyer, PhD, RFU vice president, who oversees outreach efforts. “As a health professions university, it’s really important to pay attention to the community in which we live, to be not just interested but vitally invested in its health.”

RFU shares and also gains knowledge, information and understanding through engagement with our community, a process that provides real-life experiences for students and faculty that deepen and inspire learning, teaching and research. The work demands cooperation, respect and problem-solving, all qualities needed to reach across professional, political and cultural divides. Working within and across communities we can share our culture of service and civility, our spirit of inquiry and our dynamic, interprofessional approach to health professions education and patient care.

“The work we’re doing in the community can help us better evaluate patient outcomes associated with interprofessional (IP) care,” said Nancy L. Parsley, DPM ’93, MHPE, vice president for academic affairs and dean of Dr. William M. Scholl College of Podiatric Medicine. “When we demonstrate improved patient outcomes as a result of IP education, team-based care and IP collaborative practice, we can influence other health professionals to adopt the IP model in working with their own local communities.”

RFU is determined to educate health practitioners who will see, give voice to and, at the urging of visionary health leaders, “bear witness to the ethical imperative” of working toward systemic solutions in the cause of good health.

“We’re educating a generation that grew up in service and who are eager to serve,” Dr. Riechardt said. “RFU is giving them the blueprint for giving back.”

ABOVE: Francisca Palada, CHP ’18, a first-year physician assistant student, takes a blood pressure during a community health fair sponsored by the YWCA in Round Lake.
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WHAT WE SPEND ON HEALTH

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
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<tr>
<td>88%</td>
<td>Medical services</td>
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<tr>
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<td>Healthy behaviors</td>
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<td>8%</td>
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WHAT ACTUALLY MAKES US HEALTHY

<table>
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<tr>
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<tr>
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SHARE our KNOWLEDGE
Tu Anh Vo’s first-ever job, pharmacy tech, offered a glimpse into the daily struggle of 117 million people in the United States who cope with one or more chronic health conditions — nearly half of all adults, according to the Centers for Disease Control (CDC).

“I saw the same drugs over and over, the same customers over and over,” she said. “We developed a relationship. When you’re in the community, you get that connection with patients.”

Tu Anh was a third-year pharmacy student when she used her Franklin Fellowship to tackle the most insidious of chronic diseases — diabetes. She organized a screening and awareness event at one of the area’s largest African-American churches. Following Sunday services, hundreds of people visited glucose screening stations and information tables staffed by an interprofessional team of 11 RFU students.

Her outreach showed a keen understanding of diabetes in the African-American community, which suffers from the disease at twice the rate of non-Hispanic whites, and where support from social networks is key to self-management of chronic conditions.

“There is a surprising number of patients who need follow-up care based on their glucose levels but who don’t get it,” said Tu Anh, who along with other pharmacy, medical and dental research students chatted with screening participants about eating, exercise and “what’s going on in their lives.”

Born in Vietnam, Tu Anh was a toddler when she arrived in the United States. It was a new start for her refugee family but the end of a profession for her father, a former pharmacist who survived four years in a brutal re-education camp after the fall of Saigon.

Tu Anh identifies with people who lack the financial resources and knowledge that could keep them healthy and with those who are struggling to make a new life in a new land.

“The Franklin Fellowship changed my life,” Tu Anh said. “It made me more aware of the community around me and that so many people need information and education on disease prevention and management. I want to do more to help.”

Tu Anh Vo, COP ’18

6% diagnosed with diabetes
14% diagnosed with prediabetes
Up to 28% don’t know they have diabetes

Source: Lake County Health Department Community Health Status Survey, 2015
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**LAKES COUNTY ADULTS**

- 6% diagnosed with diabetes
- 14% diagnosed with prediabetes
- Up to 28% don’t know they have diabetes

Source: Lake County Health Department Community Health Status Survey, 2015
RFU’s latest expansion will bring positive impact to the health, education and economy of its local communities and region.

RFU’s new Innovation and Research Park, set to begin construction by early spring, exemplifies our commitment to the health of our community, nation and world.

Anchored by our solid foundation of federally-funded basic and applied research, the new park will serve as a hub for a bio-startup ecosystem in Lake County, the heart of Illinois’ life science industry. It will provide a platform for innovation and commercialization, which will in turn power an economic engine that will attract new investments, fuel entrepreneurship and create highly desirable and well-paid jobs.

We envision a synergy that will bring new opportunities to nearby low-income neighborhoods and help revitalize local communities, including North Chicago and Waukegan, that are struggling to recover from loss of industry and economic decline.

Nonprofit Lake County Partners estimates that the $50 million investment in the research park will create an estimated 498 direct new jobs and a total economic regional impact of $117 million per year. Job creation, job training programs and internships are also components of the vision for the park.

“The life sciences are a core part of our history and our economy,” said Kevin Considine, Lake County Partners president and CEO. “Pharmaceuticals, medical products, technology and health care are in Lake County’s DNA and we’re ready to assist businesses in these industries through our strong network of stakeholders, which includes Rosalind Franklin University.”

The research park, to be completed by summer 2019, is rooted in a public-private partnership, which in addition to RFU includes the City of North Chicago, Lake County, the Illinois Department of Commerce and Economic Opportunity and developer not-for-profit TUFF, The University Financing Foundation.

“No single entity can do the heavy lifting that will make this idea a reality,” said Michael Rosen, MBA, consultant on the project. “Working together, we’re placing the science park on solid financial footing so that it can benefit RFU, its local communities and region for generations to come.”

RFU is dedicated to scientific research that is relevant to the human condition and to the community in which we live. We’re focusing our discovery of new knowledge on disease — diagnostics, therapeutics and prevention.

“We feel particularly driven to study diseases that affect our population, including cancer, diabetes and Alzheimers,” said Executive Vice President for Research Ronald Kaplan, PhD. “We’re a health sciences university and our home borders an area of Lake County burdened with significant health disparities. We can’t move our science forward and leave our community behind.”

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INNOVATION AND RESEARCH PARK

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Share Our Knowledge

“Innovation and Research Park

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OPPOSITE PAGE, FROM TOP

Innovation and Research Park, architectural rendering. A ceremonial groundbreaking on Sept. 8 included remarks by, from left: Trustee Rosalind Franklin, niece of the university’s namesake; Board Chair Frank H. McNair; Executive Vice President for Research Ronald Kaplan, PhD; President and CEO Dr. K. Michael Welch; and North Chicago Mayor Leon Rockingham, Jr.
The research park will help the university move its science and intellectual property out of the lab and into the marketplace to improve human health. It will spur creative collaborations among academic and industry scientists, innovators and entrepreneurs.

“We will be providing our researchers — the current generation and the next generation — with state-of-the-art facilities, where they can push that science beyond the bench toward real-life applications,” Dr. Kaplan said. “There’s world-class scientific talent and expertise at RFU and in research labs around our region. We can save lives and improve quality of lives by working smarter and with industry, accelerate the development of new diagnostics and therapeutics based on our fundamental discoveries.”

RFU’s latest expansion has earned strong support from state, county and local government.

“It’s an important project for the university and Lake County,” said Lake County Board Chair Aaron Lawlor. “Investments in cutting-edge facilities like this help us build on the county’s strength in the life sciences and provide greater opportunities for collaboration, innovation and economic development.”

“We’re really excited by the culture that we expect to grow up around the Innovation and Research Park,” Mr. Considine said. “The potential impacts and effects are greater than any of us can really conceive.”

“Investments in cutting-edge facilities like this help us build on the county’s strength in the life sciences and provide greater opportunities for collaboration, innovation and economic development.” — Aaron Lawlor

New disease-focused research structures within the Innovation and Research Park will promote increased collaboration and synergy, facilitate external funding and enhance philanthropic opportunities. In addition, the new structures will enable the formation of industrial affiliate programs, strategic faculty recruitment and interior space design of the building.
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RFU is part of a county-wide movement that is listening to communities as part of a bold plan to identify, target and act to lift the burden of preventable chronic disease. Together, we’re improving lives and shaping a healthier future.

RFU is committed to improving the health of its most vulnerable neighbors, especially those in urgent need of health education and medical intervention. The Community Care Connection, a mobile health coach operated by Rosalind Franklin University Health Clinics (RFUHC), visits approximately 25 sites per month in North Chicago, Waukegan, Zion and the Round Lake area to offer health screenings, education and referrals for care. Volunteer students from campus groups including Salud Ofrecida a Latinos, Outreach 4 Health and New Life Volunteering Society are often aboard.

“The mobile clinic allows our students to see the impact of our work in the community where they’re learning,” said John Nylen, MBA, RFUHC president. “The people that RFUHC serves need care and health education and it’s our moral responsibility to provide both. That’s a lesson we want all of our students to understand at the deepest level.”

RFUHC, its Community Care Connection mobile health coach and Interprofessional Community Clinic are dedicated partners in the local health department’s Community Health Improvement Plan, offering screening, treatment, education and referrals for medical care and social services in support of the plan’s top four health priorities: cardiovascular disease/hypertension, obesity, behavioral health and diabetes.

“We’re working together — through the community,” said Michael Smith, RFUHC director of community health engagement, who noted that RFU is one of more than 20 members of the Live Well Lake County steering committee. “We want to coordinate our efforts to make sure we’re supporting Live Well’s priorities and also addressing the social determinants, including lack of time, money and transportation that have such a big impact on health.”

Patients who visit the mobile clinic can receive same-day or next-day appointments at one of the health department’s six federally-qualified health centers under an agreement with RFUHC.

“That access is huge, because we travel all over Lake County,” Mr. Smith said. “When it comes to barriers to health, the data shows that zip codes really matter. We rely on Live Well’s data to set our visit locations and to reassess those decisions.”

The mobile clinic is a vital partner for the Waukegan Public Library, where groups of Latino adults, including many immigrants from Mexico and Honduras who have received chronic disease diagnoses, participate in intensive 10-week health education programs led by volunteer community health workers (CHWs). The coach provides
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| SHARE OUR KNOWLEDGE |

EDUCATION AND PREVENTION

“OPPOSITE PAGE: Kelsey Barth, CHP ’19, a first-year physician assistant student, takes a blood pressure during a health screening in Round Lake.”

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1,741 individual patients screened by the Community Care Connection in fiscal year 2016-2017.
baseline screenings, makes referrals to medical homes and, at the end of the course, conducts more screenings to measure the progress of each participant.

“We know for a fact that our podiatry clinics are preventing amputations. Our primary care is addressing threats to heart health and ensuring immunizations are up-to-date. This is true prevention at work.”

— Kathleen Stone, DPM ’85

“The Latino community can be really complex,” said Manny Hernandez, the library’s first CHW and now its functional health literacy coordinator. “If people were born here, we just have to present the information and help them understand their risk. But immigrants have to be coaxed to prioritize health. They’re often coming from countries where finding the money to eat and live is a struggle and where access to medical care is limited. There’s also a language barrier. We have to educate people about how to access care, but we also have to convince them to act and how to communicate with their providers.”

A leader on Live Well’s action team for health literacy, RFUHC trains CHWs and the patients they work with in sessions offered by the library.

“We’re helping people understand that if you pay attention to your body, if you take action to improve your health, you will have a better quality of life,” Mr. Hernandez said. “And you will pass that knowledge to the next generation. If you eat healthy, follow your treatment plan, take your medications, exercise, your kids see that and are influenced by that.”

RFUHC is also increasing capacity at its clinics, now in four locations, with expansions in family practice and podiatry and a newly added ophthalmology clinic.

“We’re extremely focused on prevention, particularly within at-risk groups,” said Kathleen Stone, DPM ’85, RFUHC board chair. “We don’t wait until they’re in crisis. We want them to come in on a routine basis for treatment. We know for a fact that our podiatry clinics are preventing amputations. Our primary care is addressing threats to heart health and ensuring immunizations are up-to-date. This is true prevention at work.

“It’s more difficult for physicians to treat problems that have advanced untreated,” Dr. Stone said. “It’s easier to stop a health problem before it happens. I find in my practice that prevention is 90 percent of treatment.”

1 in 4 diagnosed with high blood pressure among Community Care Connection patients previously reporting normal blood pressure in fiscal year 2016-2017.

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FORGE NEW PATHS

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Chicago Medical School student Estefan Beltran didn’t decide to become a physician until after he became a teacher in a racially segregated, low-income high school in Miami Gardens, FL, where students lacked basic knowledge — of good health practices, of the risks of substance misuse, of the path to a good job and a better life.

“I began to see my students’ health as the result of interactions between their bodies and a very stressful social environment, where earning money trumps self-care and stress takes a toll both physically and mentally,” Estefan said. “Being born and raised in a high-poverty community is a risk factor for poor health. I saw the inequality of physical resources — lack of grocery stores, green space, etc. I saw the deeper consequence of a history of systemic oppression. Outside prejudice manifested as negative self-perception in my students. It led to high burnout rates among veteran teachers and an overall complacency with sub-par academic performance.”

A first-generation American, Estefan hopes one day to found a clinic for the underserved. He sees health professionals, health systems and universities as tremendous resources for struggling communities.

“Healthcare providers should build relationships with other professionals and community partners, like social workers and schools, to create a healthier environment for patients,” Estefan said. “Real-life interactions between health professionals and students, especially those from similar backgrounds, can foster positive feelings in students about their own communities and can ultimately help them refocus their efforts for a healthy future.”

Estefan’s Cross-Age Training in Science (CATS) project employed RFU students to mentor underserved North Chicago Community High School students and help them design science experiments and presentations to perform for the fourth grade class at nearby A.J. Katzenmier (AJK) Elementary School. Ideally, Estefan noted, AJK students will become CATS demonstrators in high school.

“We wanted to provide a sense of community across the school system, foster creativity and mentorship between students at all levels, and encourage underserved students to start thinking about the health professions and to understand the steps to get there,” Estefan said. “My hope is to inspire students at a young age to pursue careers in science and health and to show them that they have great resources in their own community.”

IN LAKE COUNTY

1 in 8 live in poverty
14.5% are uninsured
60% higher rate of obesity among communities with a lower median income.

Source: Community Action Plan for Behavioral Health in Lake County, Illinois; 2016-2020 Live Well Lake County Health Improvement Plan
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RFU is helping students overcome obstacles to entry and advancement in the fields of health care and biomedical science. What started with our highly recognized pipelines (including the multi-track academic enrichment Pre-matriculation Program; INSPIRE, a summer applied research and mentoring initiative; and the Healthcare Career Pathways at North Chicago Community High School (NCCHS)), has broadened to include local and regional leadership of workforce development initiatives under the RFU-driven Health Professions Education Consortium (HPEC).

“We're implementing programs that provide opportunities for all levels of individuals from early education, to career change, to single parents who need to provide for their families,” said Bruce Neimeyer, PhD, vice president for strategic enrollment management. “The work we're doing through HPEC to help these individuals find career pathways in healthcare professions will in turn make our communities healthier.”

Recent grant-funded work by HPEC includes Pathways to Prosperity, a career exploration effort that brought more than 300 students from 13 area high schools into RFU's simulation and gross anatomy labs. Students also learned about interprofessional healthcare teams and in-demand workforce skills, including critical thinking and collaboration, in addition to burgeoning career opportunities in health informatics.

Funding for the project came via HPEC's leadership in the 60 by 25 Network, a statewide effort administered by the Education Systems Center at Northern Illinois University (NIU) working to help 60 percent of Illinois adults attain a college degree or credential by 2025.

Catalyst for Educational Alignment

“RFU is an exemplary model for the role higher education can play as a catalyst for stronger alignment between high school and postsecondary institutions.” — Edith Njuguna, MS, the center’s director of policy and programs. “It’s really remarkable and we applaud RFU for its work as an intermediary, bringing folks together under HPEC to develop a shared vision for career pathways and workforce development.”

President and CEO Dr. K. Michael Welch has been a driving force behind HPEC, a public/private partnership among 60 leaders in education, health care, government and industry.

“HPEC has helped our collective community group define our workforce development efforts and better coordinate those efforts,” Dr. Neimeyer said. “We've had a significant impact, from early education exposure to getting students into the pathway, to helping with retention and graduation of underrepresented students in the health sciences career pathways. It's all about helping our partners have a collective impact on health careers with the Lake County population.”
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OPPOSITE PAGE: Chandra Griffo, CMS ‘21, visits students at North Chicago Community High School’s Healthcare Career Pathway, from left: Jocelyn Millan, Michelle Garcia and Salma Hernandez.

FORGE NEW PATHS

PIPELINES AND PATHWAYS

RFU is a lead partner in the Health Professions Education Consortium, which is working to align workforce needs by ensuring access to educational opportunities in the healthcare professions within our community.
HPEC initiatives also include student and institutional assessments of the College of Lake County and McHenry County College, providing important data on RFU partner institutions’ capacity to serve adult learners in the healthcare pathways, work funded by USA Funds and administered through the Illinois Board of Higher Education and the Council for Adult and Experiential Learning. HPEC is working with Legacy Healthcare and the Lake County Health Department and Community Health Center to upscale workers’ skills under the Telligin Community Initiative grant.

“Workforce development is so important because it creates generational opportunities for career advancement and access to care.”

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“Healthcare offers very strong, well-defined career pathways, which is key when talking to high school students and young adults,” Ms. Serino said. “As the industry grows and changes, it’s critical we stay on top of what employers need and to communicate that to the talent pipeline.”

**Bridging the Gap to Workforce**

“The employers we work with know the value of education, but it’s hard to bridge the gap to workforce,” Ms. Serino said. “HPEC creates a dialogue, a relationship, and builds trust among professionals and educators in the healthcare arena. It’s also using data to make decisions around workforce, which has been one of its most significant contributions — leading to better assessment and creating stronger partnerships for training.”

HPEC is succeeding, according to Kevin Considine, president and CEO of economic development corporation Lake County Partners, because it aligns partners around a shared mission and vision.

“We understand that health care is a key industry and major economic driver for Lake County,” he said. “Developing a pipeline of highly skilled talent to support the industry is a strategic imperative. We’re bringing the right partners to the table to make sure that businesses have what they need to succeed and our workforce is prepared to take on rewarding careers. Our efforts address training at all levels.”

The need for a trained healthcare workforce is urgent. Healthcare support occupations are expected to grow by nearly 23 percent by 2022, according to the Bureau of Labor Statistics. Demand for practitioners and other highly skilled healthcare workers is also strong, with a growth rate of 14 percent.

Mr. Considine points to RFU’s INSPIRE and the Healthcare Careers Pathway at NCCHS as model pipeline efforts.

“They’re both really innovative approaches that could help solve some intractable problems and have a multiplier effect on health, education and, ultimately, quality of life,” he said.

**Healthcare Careers Pathway**

As NCCHS, where 98 percent of students belong to groups underrepresented in medical and healthcare fields, 17 of the 25 recently graduated students in the first pathway cohort plan to pursue careers in health care via four-year or associate degrees, certificate programs or the military.

“As they come back and visit or email updates on what they’re doing, it creates a trickle-down effect for our students, who see ‘Wow, that’s really attainable,’” said Jeff Hollenstein, MA, pathway lead teacher.

The program, which recruits 30 students each year, includes a guided curriculum, the opportunity to gain industry-recognized credentials, participation in community health fairs, tutoring and mentoring through the RFU student-led Future Health Professionals Club and visits to RFU that include hands-on experience in a simulation lab. All this, according to Mr. Hollenstein, “suddenly makes health care seem less scary.”

Students also gain confidence as they begin to see the different pathways into the professions, said Mr. Hollenstein, who is working with RFU’s Interprofessional Healthcare Workforce Institute to define career clusters and map career paths.

“We want to show students and their families this is what an entry-level position looks like — that a certified nursing assistant can work his or her way up to a registered nurse and into advanced nursing,” he said.

William “Bill” Rudman, PhD, executive director of the institute, expects HPEC’s efforts to expand health services that better meet the needs of Lake County’s underserved communities, including primary care, women’s health, addiction treatment and violence counseling.

“The truth is, we can’t get enough professionals to go into underserved areas,” Dr. Rudman said. “We’re creating pipelines to get talent and pathways to educate people. If we’re not recruiting in underserved areas, how do we put professionals in those areas?”

RFU’s leadership in workforce development, education and training will ultimately create and multiply positive health outcomes.

“Workforce development is so important because it creates generational opportunities for career advancement and access to care,” Dr. Rudman said. “As you create these workforce opportunities, you not only impact economic development of the community, but also health outcomes and population health.”

**Source:** North Chicago Community High School Healthcare Careers Pathway 2016-2017 cumulative data

**HEALTHCARE CAREERS PATHWAY**

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<thead>
<tr>
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<th>Before the pathway</th>
<th>In the pathway</th>
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<tr>
<td><strong>ATTENDANCE</strong></td>
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<td>Cohort II (jrs)</td>
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Jennifer Serino, director of Lake County Workforce Development, said working with HPEC has allowed her to see how educational institutions are transforming to include pipelining and pathways.

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Source: North Chicago Community High School Healthcare Careers Pathway 2016-2017 cumulative data
RFU’s nationally recognized mentorship and applied summer research program for first-generation Latino students is looking to expand the pipeline.

Maria Colunga, parent liaison for Round Lake area schools, where 74 percent of students are Latino and more than half are low-income, believes in the power of RFU’s pipeline program INSPIRE.

“Some of our students don’t have access to tutoring, mentoring or internships,” Ms. Colunga said. “Some parents don’t fully understand the complicated college process. RFU is offering valuable information parents need. It’s showing us there’s a world of opportunity for our kids in the healthcare and science fields.”

INSPIRE is an eight-week summer mentoring and applied research program that follows highly motivated, first-generation Latino students and their parents through high school and into higher education, and works to spark interest in science and biomedical careers.

While students are typically recruited from high schools in nearby Waukegan and North Chicago, this year, one student from Round Lake High School (RLHS), a 30-minute drive from RFU, is among the newest INSPIRE cohort of 18.

“Our first INSPIRE student is inspiring us; she’s showing commitment and gratitude,” said Merced Alfaro, president of the Bilingual Parent Advisory Council, whose members convinced their district to remove a barrier to the program at RLHS by providing transportation to and from RFU.

“It’s one student,” Ms. Colunga said. “But this one student will help transform her family, and that family can help transform the community.”

All three communities now served by INSPIRE bear unequal burdens of preventable diseases like diabetes and obesity, according to the Lake County Health Department’s Live Well Lake County Community Health Assessment and Improvement Plan. People in Round Lake, Waukegan and North Chicago are poorer, with life expectancies that on average are 12 years shorter than their more affluent neighbors.

Lack of education and access to culturally competent care contribute to those inequities. INSPIRE, like other RFU pipelines, is based on research that shows that students who come from underrepresented communities, when stewarded into health and science career pathways, are more likely to return to those communities to serve.

“Improving the health of our communities is at the very heart of INSPIRE,” said Jesus Ruiz, MAEd, director of INSPIRE. “We’re making a coordinated effort to tear down barriers to higher education for immigrant students and their communities,” Mr. Ruiz said.

A first-generation American, Mr. Ruiz was among the first students from groups underrepresented in scientific research brought into RFU and paid modest stipends to work in basic science labs beginning in 1997.

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of physiology and biophysics, with seed money from the American Chemical Society. The next year, when the grant fell through, Dr. Raagasdo-Flores paid Mr. Ruiz from his lab budget, and he continued to foster him as, summer after summer, he returned to work with a PhD student who was studying cell volume regulation.

“I was coming out of Waukegan High School and had no idea how to get to college,” Mr. Ruiz said. “The most impactful thing about working at RFU was the relationship with Dr. Raagasdo-Flores, his wife Cecilia Peña-Raagasdo [also a researcher at RFU] and the PhD student. It was the exposure to scientists from my own culture. Seeing myself in them made me realize what was possible. It ignited my passion for education.”

The arrival of President and CEO Dr. K. Michael Welch in 2002 brought new investment and expansion of the program.

“Dr. Welch shared his vision that the university had to be a vital part of the community and, to do that, we needed to build strong connections with many more students in the community,” said Dr. Raagasdo-Flores, who serves as INSPIRE chair.

Strong support from RFU administration and faculty, including numerous research department chairs and financial support from community partners, currently Takeda Pharmaceuticals, Steans Family Foundation and the Gorter Family Foundation, has strengthened INSPIRE.

“What a mitzvah we’re doing by helping these high school kids improve their circumstance in a fundamental way,” said Ronald Kaplan, PhD, executive vice president for research, who welcomes INSPIRE students to his lab in the Department of Biochemistry and Molecular Biology. “Our scientists have a service mission and one way we express that is teaching these young people about inquiry, the self-confidence to ask questions, the fun of doing science and the many paths that are open to them.”

One of many RFU initiatives and network of activities aimed at introducing elementary through high school students to concepts and careers in health and science, INSPIRE is designed to help smooth the way into and through higher education.

“INSPIRE is offered at the crux of decision-making for students in terms of their future,” said Rebecca Durkin, MA, vice president for student affairs, diversity and inclusion. “We offer education and awareness opportunities at the youngest possible level, which serves to impact both the health of our community and choices about education.

“Ultimately, our pipelining efforts are about approaching the idea of developing better health outcomes and a more diverse healthcare workforce. INSPIRE opens a world of opportunities.”

— Rebecca Durkin, MA

“INSPIRE opens a world of opportunities,” Ms. Colunga said. “We see that we are partners: the parents, the university, our schools. We are all working together toward a common goal: helping our community.”

100% matriculated into higher education
16 out of 16 eligible 2016 INSPIRE students matriculated into higher education, compared to 43% of North Chicago High School students and 52% of Waukegan High School students.

63% pursuing careers in STEM fields
comparing to 8% of Latino students nationally.

Sources: Rosalind Franklin University, Division of Student Affairs, Diversity and Inclusion; U.S. Department of Education, National Center for Education Statistics-IPEDS, 2009-2010, Completion Survey

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Molly “Mo” Steelman knows what it's like not to be seen.

While the Affordable Care Act, as of 2016, prohibits sex discrimination in any hospital or health program that receives federal funds, the LGBTQ population still faces significant barriers to sensitive, knowledgeable care, including interactions with clinicians who neglect to broach gender identity and sexual orientation.

“When I'm not asked, I feel pressure to share the information with my provider so we don't have that awkward conversation when we get to sexual history,” said Mo, who identifies as transmasculine. “Or maybe they don’t ask and don’t know how to treat me. I feel embarrassed.

“A patient’s needs can’t be met as long as they’re invisible,” she added. “Learning how to identify us is the first step in equitable health care for LGBTQ people.”

Many healthcare professionals and systems are committed to increasing access to competent, compassionate, gender-related care. Mo, president of the RFU student group OUTpatients, encountered an eager audience at the Lake County Health Department (LCHD) and its community health clinics for a series of informational presentations she and 14 other RFU students delivered on “Essentials of Non-Binary Health Care.”

“We walked in the door and they were waiting to ask questions,” Mo said. “They know there’s a lot to learn and that the knowledge of non-binary care applies across the entire clinic.”

A cutting-edge concept, non-binary is a more inclusive term for all variants of gender identity, including those who identify as transgender and those born with differences/disorders of sex development or DSD.

Mo’s presentations were designed under the mentorship of Robert Saqueton, MD, LCHD chief medical officer, long-time practitioner and educator in LGBTQ and HIV primary care and a 1992 Chicago Medical School graduate. They include practical measures and best practices that create inclusive and welcoming environments, like gender-neutral restrooms, the posting of non-discrimination policies and two-step sex and gender identification on intake forms, preferably online.

“We have to overcome the reluctance and hesitance, practice using gender-neutral pronouns, get trained in the basics and create a safe environment for all of our patients,” said Mo, who shares a mantra with Dr. Saqueton: “Providers have to understand how a patient relates to their body. You can’t rely on assumptions. You have to ask the patient directly and let the patient define themselves, so you can move forward and work together.”

2015 U.S. TRANSGENDER SURVEY

33% reported at least one negative experience with a healthcare provider in the past year related to being transgender.

23% did not see a doctor when they needed to because of being mistreated.

25% denied coverage for transition-related hormone therapy in the past year.

Source: www.transequality.org
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RFU is working with the Lake County Health Department to improve the well-being of its community, with a particular focus on those who suffer inequities in health and education.

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“We recognize the health disparities within our community, and we’re compelled to act,” said President and CEO Dr. K. Michael Welch.

We continue to deepen our collaboration with the Lake County Health Department and Community Health Center (LCHD), one of more than 1,400 safety-net, federally-qualified health centers that serve 25 million people. Together, we’re redefining health and health care as our nation struggles to advance beyond treatment to prevention of disease, health promotion and addressing the social determinants of health.

RFU has formed an interprofessional Community Health Advisory Group to strengthen lines of collaboration and to guide and sustain service, research and information-sharing projects with our local health department.

“We’re coordinating our efforts and providing services the health department wants and needs,” said RFU Assistant Professor Kimberly Elliott, PhD, chair, Health Services Administration. “But the collaboration goes both ways. They’re helping us develop cutting-edge curriculum and offer real-world expertise to our students as they move into care.”

“There’s a natural fit between RFU and LCHD,” said Peter Corcoran, MPH, research director for the university’s population health program. “We’re working together to increase the local community public health capacity.”

Mr. Corcoran partnered with LCHD data specialists to offer a fresh perspective on health problems identified through the department’s Live Well Lake County community health assessment and improvement plan. He used their data from the plan for application in population health courses, student practicums and capstone projects that will be presented to LCHD. The numbers show the power of health assessment, how it reveals scope and burden of disease and how, if isolated by zip code, at-risk populations can be identified and helped through carefully designed interventions — like the RFU-led health literacy action team, whose members are providing health information in highly visible and simple formats and in relevant languages while raising awareness of insurance options and preventive care benefits.

“The data we’re sharing isn’t just numbers on a page,” Mr. Corcoran said. “There are communities behind these numbers and the differences between them are stark.”
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“My goal is to have a tremendous amount of overlap between public health knowledge and clinical health knowledge to make the most contemporary practitioners we can,” Mr. Kendall said. “We’re trying to bring our classroom outside the walls of RFU, to inform the community about who we are and what we do, but also to have them inform us about how best to treat patients and to learn about the context in which they live, work and play, which accounts for 80 percent of health outcomes.”

RFU’s Health Services Administration and physician assistant program and the Chicago Medical School (CMS) are spearheading and prioritizing instruction in the social determinants of health.

“Understanding the health of the community is key to understanding our individual patient’s needs,” Mr. Kendall said. “We want to continue to grow this coursework. It’s a movement in which the community informs us as clinicians, in which we’re mindful and practice with a sense of cultural awareness.”

The health department’s chief medical officer, Robert Saqueton, MD ’92, FACP, who also serves as CMS assistant professor for medical education, innovation and humanities, wants more health professions schools to follow RFU and dive into the social determinants in an effort to produce the scholarship, clinical innovations and coalition building that will create healthier communities.

“No one institution or organization alone is going to solve the challenges of social determinates of health in Lake County or anywhere else in the nation,” Dr. Saqueton said. “We need to create walkable communities where everyone, regardless of socioeconomic status, has access to fresh air, clean water, good food and exercise.”

Research collaborations between RFU and LCHD are taking a decidedly environmental approach. An interprofessional team of RFU faculty is working to evaluate the effectiveness of the Lake County Opioid Initiative’s A Way Out program, under which drug misusers can visit a designated police station and be immediately connected to treatment. The program is showing early signs of success. But data collection and analysis, led by David Kosson, PhD, professor of psychology, are crucial for potential funding and replication.

The initiative and its strategy to increase access to treatment through more effective referrals closely align with LCHD’s community action plan for behavioral health. The university is also helping LCHD reduce wait times for mental health treatment with the help of four RFU psychiatry residents who are engaged in a powerful, yearlong, longitudinal patient experience.

In another research collaboration, RFU’s Department of Psychology is working with LCHD and Lake County public schools to understand the severity of childhood obesity.

“Understanding the severity might lead to integrating changes into schools that will be helpful for children, parents and school professionals,” said Kristin Schneider, PhD, associate professor of psychology. “We don’t see this as a targeted intervention for kids with obesity, but as a lifestyle intervention to help improve eating habits and decrease sedentary activity throughout the school.”

The project aligns with LCHD’s action plan to fight obesity, a disease that data shows is closely related to lower levels of educational attainment and household income.

A member of the Live Well! Lake County steering committee, RFU has helped analyze health data, identify health priorities and design evidence-based interventions — action plans that are informed by social determinants of specific communities.

“RFU could have quit there,” said Mark Pfister, MSES, LCHD executive director. “But they said, ‘No. This is important to us.’”

Mr. Pfister hailed RFU’s efforts to increase health literacy, which at North Chicago High School place students on a trajectory to college and careers in health and science; through its clinics, improve health outcomes among the community’s most vulnerable residents; and within its own university community, help students to contextualize the patient — and the place — behind the symptoms.

“RFU and LCHD are both looking at the issues our population is struggling with and, together, we’ve developed an improvement plan with identified priorities.” — Mark Pfister, MSES

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“Understanding the severity might lead to integrating changes into schools that will be helpful for children, parents and school professionals,” said Kristin Schneider, PhD, associate professor of psychology. “We don’t see this as a targeted intervention for kids with obesity, but as a lifestyle intervention to help improve eating habits and decrease sedentary activity throughout the school.”

The project aligns with LCHD’s action plan to fight obesity, a disease that data shows is closely related to lower levels of educational attainment and household income.

A member of the Live Well: Lake County steering committee, RFU has helped analyze health data, identify health priorities and design evidence-based interventions — action plans that are informed by social determinants of specific communities.

“RFU could have quit there,” said Mark Pfister, MSES, LCHD executive director. “But they said, ‘No. This is important to us.’”

Mr. Pfister hailed RFU’s efforts to increase health literacy, which at North Chicago High School place students on a trajectory to college and careers in health and science; through its clinics, improve health outcomes among the community’s most vulnerable residents; and within its own university community, help students to contextualize the patient — and the place — behind the symptoms.

“RFU and LCHD are both looking at the issues our population is struggling with and, together, we’ve developed an improvement plan with identified priorities.”

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“RFU and LCHD are both looking at the issues our population is struggling with and, together, we’ve developed an improvement plan with identified priorities,” Mr. Pfister said. “But the reality is, if we don’t change the root causes, we’re not going to change outcomes. Obesity will continue to rise. Diabetes will continue to rise. Drug overdose will continue to cut lives short. It all comes back to making changes in the social determinants of health.”
The Interprofessional Community Clinic (ICC), where RFU students and faculty work together to treat the uninsured, is a training ground for interprofessional (IP) healthcare teams and a proving ground for their ability to affect the social determinants of health. Students from seven disciplines — medicine, physician assistant, pharmacy, physical therapy, psychology, podiatric medicine and nursing (under RFU’s Alliance for Health Sciences with DePaul University) — work in small teams to assess each patient’s needs, take a health history and perform a physical while also gathering information on their concerns. The initial patient interaction lasts about 30 minutes.

“It’s a very educationally focused encounter,” said Claire Ziemba, CMS ’20, president of the student group that runs the clinic, which is overseen by Rosalind Franklin University Health Clinics, DeWitt C. Baldwin Institute for Interprofessional Education and Division for Student Affairs, Diversity and Inclusion — modeling the IP team approach of shared roles and responsibilities.

After conducting the physical, the IP student team meets to discuss their findings and offer their perspectives before presenting the case to an IP team of attending faculty providers and creating a care plan.

“We see a lot of chronic disease, like hypertension and diabetes,” Claire said. “We’re filling the gap for people who fall through the cracks in the healthcare system.”

The ICC’s dual focus on providing patient care while providing training and education for RFU students adds a rich diversity of professional perspectives around patient care.

“When you come to RFU, you hear a lot about IP,” said Noor Siddiqi, CMS ’20, vice president of the clinic’s Executive Officer Board. “To put all that theoretical IP into practice makes it come alive. It’s very meaningful.”

Claire and Noor are gaining both administrative experience and deep insights into the predominantly Spanish-speaking patient population that relies on the ICC. In the process, they’re learning how to offer responsive, compassionate, primary care for approximately 300 individual patients.

Noor, who said a patient will “tell you their diagnosis if you take a good history,” recalls a man who complained of a burning sensation in his shins.

“We were concerned,” she said. “He was presenting with diabetes. His HbA1c was off the charts.”

2,800 patient visits
and 500 unique patients seen at the Interprofessional Community Clinic since 2013.

3 top diagnoses by the ICC:
- hypertension
- diabetes
- hyperlipidemia.
The ICC is training RFU students to listen, to connect and to offer interprofessional team-based care that recognizes and confronts the social determinants of health.

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But conversation with the patient revealed that he laid floor tiles for a living. The team suggested kneepads.

“You have to put the symptoms into the context of the patient’s lifestyle,” Noor said. “That’s like seeing in HD.”

Claire and Noor also see the deeper issues behind the chronic illnesses they treat: stress, lack of nutrition, lack of money, language barriers. They have both learned to speak with patients through medical interpreters, a huge need and an important skill.

In another patient encounter late last winter, a 24-year-old woman, in otherwise good health, presented with severe stomach pain and a seven-pound weight loss. The team probed on possible sources of stress. Did they need to schedule a psychology consult? Then the patient revealed the problem.

“Is DACA do you know DACA?” the woman asked. She was referring to the Deferred Action for Childhood Arrivals program, which protects from deportation some young people who as children entered the United States illegally.

“What could we tell her, what health care could we offer her for what is entirely a political issue,” Noor said. “It can be overwhelming to understand that some health issues are so deeply rooted in society and the need for justice.”

“Getting your patient to trust you is huge,” Claire said. “I’ve seen it through shadowing. The best physicians take the time to establish a connection. They talk less, and listen more.”

The ICC integrates primary and behavioral health services, offering patients both kinds of care in the same visit. Behavioral health is a top priority in the health assessment and improvement plan designed by the Lake County Health Department, which has also adopted the integrated model of care at two of its clinics.

“It’s hard to pull mental health out from primary care because it’s so intertwined with disease, the health choices you make, your stress levels,” Claire said.

The ICC offers psychology consults entirely in Spanish. This past summer, it implemented a new care component, a team of patient navigators, students who conduct more in-depth conversations with new patients in an effort to learn if basic needs are being met: food, housing, clothing, jobs. Patients in need are connected to community resources.

A 2016 study conducted by the American Association of Medical Colleges found that students who volunteered in free clinics during their medical school education are more likely to commit to practicing in underserved areas.

“My goal is to serve a vulnerable population,” Noor said. “The ICC is an opportunity for me to practice.”

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BUILD RESILIENCE

We discover strength, purpose and well-being in community. Working interprofessionally as part of the healthcare team, we build respect, gain new perspective and together, shoulder the responsibility of improving our patients’ health.
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When Sofia Hossain’s mother was diagnosed with acute myeloid leukemia, a team of healthcare professionals, including her physician, nurses, a hospital pharmacist and clinical psychologist, delivered excellent, supportive care.

“The psychologist provided critical therapy techniques that helped my mom navigate her intense emotions,” Sofia said. “That gave her the mental strength to endure some really difficult treatments.”

Both Sofia, then a student at Cornell University in Ithaca, NY, and her younger brother, then a student at Stevenson High School in Lincolnshire, IL, took advantage of mental health counseling offered by their schools for help in coping with their family trauma.

“At first, I participated in counseling as a way to role model for my brother,” Sofia said. “But as I continued on with the process, I experienced improvements in my mental health and my ability to cope with stress.”

While she and her family benefited from easy access to behavioral health care when they needed it most, Sofia is keenly aware that they are the exception, not the rule. In delving into local data from community health assessment and improvement plans, she found a growing need for behavioral health services and a capacity that can’t keep up with demand.

In response, she designed her fellowship project in line with a Lake County Health Department strategy to increase access to behavioral health services for children and adolescents with behavioral health needs.

Sofia and four other RFU podiatry and allopathic medical students, working in partnership with the Boys & Girls Club of Lake County, facilitated weekly programs emphasizing positive mental health for Waukegan and North Chicago students ages 10 to 17, including conflict resolution and coping behaviors for anxiety.

“Mental health is so intertwined with physical health,” Sofia said. “I want to always remember that. Every time I meet a patient, I want to look at them as a whole and recognize that social factors are as important to understanding their story as physical factors.”

Toward the end of her project, Sofia discovered that she had formed a bond with the club kids, some who, facing stressors she has yet to face, are “mature beyond their years.”

“They knew I was in their corner, rooting for them,” Sofia said. “I hope that my future patients feel the same way.”

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15- TO 24-YEAR-OLDS IN LAKE COUNTY

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<th>1%</th>
<th>30%</th>
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<td>of the population</td>
<td>of emergency department behavioral health visits</td>
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Source: Community Action Plan for Behavioral Health in Lake County, 2016-2020
SOPHIA HOSSAIN, SCPM ’20

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15- TO 24-YEAR-OLDS IN LAKE COUNTY

- 1% of the population
- 30% of emergency department behavioral health visits

Source: Community Action Plan for Behavioral Health in Lake County, 2016-2020
We can’t improve the health of our neighbors without tending to our own family. RFU is working to enhance resilience among future healthcare professionals who have chosen a demanding but fulfilling path.

RFU is working to create a supportive environment that promotes the personal, academic and professional success of students as they prepare to enter practice at a time of great change and innovation in the U.S. healthcare system.

More than half of medical students and physicians report symptoms of burnout, according to numerous studies, and while little is known about other disciplines, according to the National Academy of Medicine, data shows that nurses and physician assistants also suffer burnout at high rates. It’s a trend that threatens the health of the nation and achievement of transformative goals under the Triple Aim: improved safety and quality of care, health of populations and reduced per capita costs.

A 2014 paper in the Annals of Family Medicine sparked a push for a fourth goal — and a Quadruple Aim — “improving the work life of health care providers, including clinicians and staff.”

RFU initiatives aimed at enhancing and building resilience throughout our community include: skills development around stress management and boundary setting; modeling professional practice; building professional and personal networks; and achieving work/life balance. Many factors contribute to resilience, including optimism, social support, role models, facing fear, meaning and purpose, religion and spirituality, and physical exercise.

“Resilience is a concept we want to promote rather than just well-being, which is a state of psychological comfort,” said psychiatrist Nutan Vaidya, MD, Chicago Medical School (CMS) senior associate dean for academic learning environment. “Resilience is the ability to bounce back from adversity. In physicians and other health professionals, we cannot expect to be in a state of well-being all the time. When a patient dies, we need to feel sad. When things go wrong, we should feel angry. Everything cannot be in balance all the time. That’s why we’re focused on the ability to bounce back and recognizing the qualities that requires.”

CMS is addressing burnout in the academic learning environment at all levels and has instituted an assessment process of the clinical environment at each of its affiliates.

“We talk about stress and burnout with students, residents, faculty and staff,” Dr. Vaidya said. “We want to make sure our affiliates are also addressing stress and burnout for their physicians and if they’re not doing it, we will offer our seminars.”

“Putting your health and wellness first can actually improve academic performance.”
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Healthy U!, the university’s community health promotion and wellness initiative, works to build a culture of healthy behaviors and wellness in students, faculty and staff. Easy access to student mental health counseling, fitness assessments and organized physical activity, yoga and meditation, student coaching, reinforcement of academic integrity and programming around nutrition and sleep all aim to build resilience.

“We do a lot of things within Healthy U! to help create balance,” said Jeffrey A. Damaschke, MS ’03, DPT ’04, PhD, associate dean of student affairs. “We know our students have stress. There’s pressure to excel; lots of studying to do. Our students come from the top tier of achievement, but at RFU, everybody’s at the top — a realization that can create stress. Putting your health and wellness first can actually improve academic performance.”

RFU frames the context of its educational programs to reinforce resilience, according to Rebecca Durkin, vice president of the Division of Student Affairs, Diversity and Inclusion.

“We work to build patterns and habits,” she said. “We tell students as they come through orientation, ‘Take the opportunity we’re offering to build a healthy lifestyle.’ We encourage the behaviors. We encourage the practice, so they learn as they progress in their professions what it takes for them to be balanced, what it takes for them to be resilient and what they need to do in order to ensure that for themselves.

“Graduate education is a critical time for personal development,” Ms. Durkin added. “Our students are learning some of the foundations of who they will be for their entire future as professionals.”

Dr. Vaidya and Dr. Damaschke agree that people who demonstrate resilience have a strong network of support, including friends, family and mentoring relationships.

“One of the biggest predictors of resilience is community,” Dr. Vaidya said.

Vanessa Rose, CMS ’19, said support from her mother, caring faculty and administrators and four close friendships she formed in the post-baccalaureate Pre-matriculation Program have been key to her success.

“It’s easy to doubt yourself and feel alone on this journey,” Vanessa said. “My friends and I say it all the time: It really helps to have each other for support.”

Vanessa offers one more rule for resilience.

“If you have a problem, don’t keep it to yourself,” she said. “That leads to failure. Whether it’s personal or academic, address it right away. Seek help if you need help. That’s been a huge life lesson.”

Source: Rosalind Franklin University Healthy U!

“One of the biggest predictors of resilience is community.”
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30,133 miles walked by 2,356 RFU participants during the 2017 Walking Challenge.

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OPPOSITE PAGE: RFU’s annual Discovery Dash 5K/10K Run/Walk was held Sept. 9. Proceeds from the event go to support the Interprofessional Community Clinic.

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ROSALIND FRANKLIN UNIVERSITY
2016-2017 Year in Review

RFU’s Executive Student Council promotes unity among the university’s five colleges and provides a strong foundation for student development, resilient leadership and community service.

The Executive Student Council (ESC) is responsible for RFU’s 90 student organizations, and year after year it serves as a collective voice of the student body, the framework through which the university’s future health professionals propel the thriving community service and engagement that help support RFU’s interprofessional mission.

The council consists of one board and a student dean’s cabinet with representation from each college. Each month, student leaders from all colleges and organizations come together to talk about pertinent issues across the student environment. Student-led initiatives in recent years include the addition of a student representative on the Board of Trustees, paving and lighting of the walking path for the campus’s Woodlands Apartments, a reflection room and nap station.

Current ESC President Timothy Nguyen, CMS ’20, helped bring the idea for the nap station forward while serving as a student dean for the College of Health Professions, where he earned a master’s in biomedical sciences.

“This is a community that cares,” Timothy said. “I’ve seen the change we can bring with our voice and organizations. I participated in the process, the drawing up of the proposal, the discussion, the presentation before the ESC board. That’s what made me want to run for president. When someone has an idea for positive change, they can do it. It’s just a matter of making the right connections.”

The communication, teamwork and compromise within ESC foster resilient leadership, said Rebecca Durkin, vice president of the Division of Student Affairs, Diversity and Inclusion.

“It’s these student self-directed activities that tend to be a very dynamic exercise for our students professionally and developmentally,” Ms. Durkin said. “Resilience is largely reliant on an individual’s knowledge of self and understanding about what sustains them, what their boundaries may be and what their resources are. The ability for our students to, first, impact this community in the way it’s structured, the ability of this community to help sustain them, the ability of students to link to their peers and colleagues and to learn more from each other, are all critical to building resilient leaders. That skill and those networks will feed them for the rest of their professional and personal lives.”

Kristina Hoque, MD, PhD ’09, MS ’08, who completed a fellowship in neuroradiology at Los Angeles County/USC Medical Center this year, didn’t campaign for the ESC presidency, but in 2008 was elected by write-in.

“Serving ESC built my whole understanding of what leadership is and the type of leader I want to be,” said Dr. Hoque, who holds several national leadership roles including with the American College of Radiology. Recently appointed to the ACR’s council steering...
RFU’s Executive Student Council promotes unity among the university’s five colleges and provides a strong foundation for student development, resilient leadership and community service.

The Executive Student Council (ESC) is responsible for RFU’s 90 student organizations, and year after year it serves as a collective voice of the student body, the framework through which the university’s future health professionals propel the thriving community service and engagement that help support RFU’s interprofessional mission.

The council consists of one board and a student dean’s cabinet with representation from each college. Each month, student leaders from all colleges and organizations come together to talk about pertinent issues across the student environment. Student-led initiatives in recent years include the addition of a student representative on the Board of Trustees, paving and lighting of the walking path for the campus’s Woodlands Apartments, a reflection room and nap station.

Current ESC President Timothy Nguyen, CMS ’20, helped bring the idea for the nap station forward while serving as a student dean for the College of Health Professions, where he earned a master’s in biomedical sciences.

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“Serving ESC built my whole understanding of what leadership is and the type of leader I want to be,” said Dr. Hoque, who holds several national leadership roles including with the American College of Radiology. Recently appointed to the ACR’s council steering
committee, she meets frequently with leadership in Washington, D.C., to help shape the national discussion on health care.

“Very few schools have an overarching governing body where different members of the healthcare team and so many interest groups have to learn to work together,” Dr. Hoque said. “That, in and of itself, calls for emotional intelligence and problem-solving. There’s a lot of brainpower around the table and if you can harvest it, you can accomplish a lot.”

Dr. Hoque, who learned to lead the ESC by carefully listening to different perspectives and acting to allocate resources “in a synergistic way rather than compromising everyone’s goals,” said universities are responsible for fostering future physicians during medical school and should work to “strengthen students’ sense of self-worth and value and pride so they can weather the storms when they begin to practice."

“As a woman, you do face discrimination, deferential treatment and other challenges,” she added. “RFU supported me and believed in me, which gave me my confidence and voice in fields dominated by men. The university in general has been excellent in supporting women and diversity in medicine and science.”

Nicole Buuck (Sarpa), PharmD ’16, and Patrick Kent, MD ’17, became good friends through their ESC service.

“There’s more to life than pharmacy, and getting involved with ESC was my way to make connections with people in other programs and still be involved with the university as a whole,” said Dr. Buuck, who completed a one-year residency in clinical in-patient pharmacy in Minnesota and now works as a clinical pharmacist at St. Francis Regional Medical Center outside the Twin Cities.

“Ultimately, when you start practicing, you have to work with people outside of your program,” said Dr. Buuck, who, in addition to serving as ESC parliamentarian for two years, also volunteered with the student Oncology Interest Group. “RFU and ESC helped me learn about the concerns and needs of other disciplines, how to have a good, working interprofessional relationship.”

“Dr. Kent, the second RFU student trustee in the university’s history, began an internal medicine residency this past summer at Greenville Health System/University of South Carolina, where he is involved in the House Staff Senate, the self-governing body of residents and interns.

“I’ve already recognized some systems and roles that can be improved,” he said. “There’s an opportunity to improve knowledge of how different professions work and how they can be used to leverage each other’s strengths and specialties to improve care. I’m excited to see how I can use the experience I gained from ESC and the Board of Trustees to help accomplish that.”

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— Kristina Hoque, MD, PhD ’09, MS ’08

OPPOSITE PAGE: Orientation Week, Activities Fair.
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“The diversity of ESC was really crucial,” said Dr. Kent, a former ESC president. “We had different mindsets and different styles of leadership. The importance of diversity of experience and diversity of opinion was very apparent to me.”

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The practice of health care and biomedical research offers the opportunity to discover, heal and lead. Your support helps Rosalind Franklin University expand access to the highest quality education and training, in turn expanding access to the highest quality care, and improving our collective health and well-being.
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Rosalind Franklin University’s Board of Trustees is the governing body of our institution, responsible for our mission as well as the financial health and welfare of the University. Our Trustees bring a vast range of knowledge of higher education, medicine, health care, business, law, government, the U.S. military, nonprofit management and marketing. The Board provides leadership and guidance to RFU while shaping its goals, policies and practices.

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GOOD HEALTH.
CONTINUE TO LEAD, ADAPT AND DISCOVER IN THE PURSUIT OF SUSTAINED BY YOUR GENEROSITY AND TRUST, WE WILL AND HEALTH PROFESSIONS EDUCATION.

OUR INSTITUTION AND PURSUED EXCELLENCE IN BIOMEDICAL PRECEDING GENERATIONS WHO BELIEVED AND INVESTED IN TOGETHER, WE ARE BUILDING ON THE PROGRESS OF STAFF, ELECTED OFFICIALS AND VOLUNTEERS. INCLUDING OUR TRUSTEES, STUDENTS, FACULTY, ALUMNI, STRENGTH, TALENT AND COMMITMENT OF SO MANY PEOPLE, MANY DEDICATED SUPPORTERS. WE RELY ON THE COLLECTIVE PROUDLY SHARES THIS YEAR’S ACCOMPLISHMENTS WITH OUR ROSALIND FRANKLIN UNIVERSITY OF MEDICINE AND SCIENCE BUILDING ON OUR LEGACY { UNIVERSITY LEADERSHIP }

BUILDING ON OUR LEGACY

BOSALIND FRANKLIN UNIVERSITY OF MEDICINE AND SCIENCE PROUDLY SHARES THIS YEAR’S ACCOMPLISHMENTS WITH OUR MANY DEDICATED SUPPORTERS. WE RELY ON THE COLLECTIVE STRENGTH, TALENT AND COMMITMENT OF SO MANY PEOPLE, INCLUDING OUR TRUSTEES, STUDENTS, FACULTY, ALUMNI, STAFF, ELECTED OFFICIALS AND VOLUNTEERS.

TOGETHER, WE ARE BUILDING ON THE PROGRESS OF PRECEDING GENERATIONS WHO BELIEVED AND INVESTED IN OUR INSTITUTION AND PURSUED EXCELLENCE IN BIOMEDICAL AND HEALTH PROFESSIONS EDUCATION.

SUSTAINED BY YOUR GENEROSITY AND TRUST, WE WILL CONTINUE TO LEAD, ADAPT AND DISCOVER IN THE PURSUIT OF GOOD HEALTH.

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Sustainability

Rosalind Franklin University of Medicine and Science proudly shares this year’s accomplishments with our many dedicated supporters. We rely on the collective strength, talent and commitment of so many people, including our trustees, students, faculty, alumni, staff, elected officials and volunteers. Together, we are building on the progress of preceding generations who believed and invested in our institution and pursued excellence in biomedical and health professions education.

Sustained by your generosity and trust, we will continue to lead, adapt and discover in the pursuit of good health.
BUILDING ON OUR LEGACY

ROSALIND FRANKLIN UNIVERSITY OF MEDICINE AND SCIENCE PROUDLY SHOES THIS YEAR’S ACCOMPLISHMENTS WITH OUR MANY DEDICATED SUPPORTERS. WE RELY ON THE COLLECTIVE STRENGTH, TALENT AND COMMITMENT OF SO MANY PEOPLE, INCLUDING OUR TRUSTEES, STUDENTS, FACULTY, ALUMNI, STAFF, ELECTED OFFICIALS AND VOLUNTEERS.

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SUSTAINED BY YOUR GENEROSITY AND TRUST, WE WILL CONTINUE TO LEAD, ADAPT AND DISCOVER IN THE PURSUIT OF GOOD HEALTH.
FINANCIAL REPORT

Fiscal year ended June 30, 2017

OPERATING REVENUES  TOTAL ALL FUNDS

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount ($ millions)</th>
<th>Percentage</th>
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<tr>
<td>Patient care</td>
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<tr>
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<td>Contributions</td>
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<tr>
<td>Other</td>
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<tr>
<td><strong>Total</strong></td>
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OPERATING EXPENSES  TOTAL ALL FUNDS

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<thead>
<tr>
<th>Category</th>
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<th>Percentage</th>
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<td>Research</td>
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<tr>
<td>Excess over expenses</td>
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$ in millions

Change in Total Net Assets

Reflects, on an annual basis, the increase or decrease of assets minus liabilities.

Research Awards

* Actual awards as of Sept. 30, 2017

Student Enrollment

Realized and unrealized gains and losses on investments.
FINANCIAL REPORT

Fiscal year ended June 30, 2017

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<thead>
<tr>
<th>TOTAL ALL FUNDS</th>
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<tr>
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EXCESS OVER EXPENSES

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STUDENT ENROLLMENT

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OPERATING EXPENSES

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<thead>
<tr>
<th>TOTAL ALL FUNDS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$68.0</td>
</tr>
<tr>
<td>Research</td>
<td>17.3</td>
</tr>
<tr>
<td>Patient care</td>
<td>10.1</td>
</tr>
<tr>
<td>Institutional support</td>
<td>19.5</td>
</tr>
<tr>
<td>Total</td>
<td>$114.9</td>
</tr>
<tr>
<td>Excess over expenses</td>
<td>$3.2</td>
</tr>
</tbody>
</table>

$ in millions

Excludes nonoperating revenues and expenses, including realized and unrealized gains and losses on investments.

EXCESS OVER EXPENSES

<p>| |</p>
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<tbody>
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<td>$3.2</td>
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$ in millions

CHANGE IN TOTAL NET ASSETS

Reflects, on an annual basis, the increase or decrease of assets minus liabilities.

STUDENT ENROLLMENT

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FINANCIAL REPORT

Fiscal year ended June 30, 2017

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<tr>
<th>TOTAL ALL FUNDS</th>
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</thead>
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</tr>
<tr>
<td>Grants and contracts</td>
<td>13.5</td>
</tr>
<tr>
<td>Patient care</td>
<td>10.0</td>
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<td>Endowment support</td>
<td>4.2</td>
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<td>Contributions</td>
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LEADERSHIP GIVING

Leadership is both a calling and a gift. At Rosalind Franklin University, it's also community. Our leaders come together to empower our students and faculty, supporting scholarship aid, educational enrichment experiences, groundbreaking research, health services and more.

LEADERSHIP GIVING SOCIETY
recognizes donors of annual gifts at the following levels:

DEANS’ CIRCLE $10,000+ per year
INNOVATOR $5,000-$9,999 per year
FELLOW $2,500-$4,999 per year
MEMBER $1,000-$2,499 per year

LIFETIME GIVING SOCIETY
celebrates cumulative giving of $100,000 or more

LEGACY GIVING SOCIETY
celebrates the generosity and vision of planned giving donors

THANK YOU to our most generous supporters who are setting a new standard of loyalty and commitment for the Rosalind Franklin University community.

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advancement@rosalindfranklin.edu
or online at rosalindfranklin.edu/support-rfu
SCIENCE and EVERYDAY LIFE

"SCIENCE and EVERYDAY LIFE CANNOT and SHOULD NOT BE SEPARATED."
Rosalind Franklin, PhD