

“While access to health care services and the quality of those services are important, other factors—environmental, genetic, lifestyle choices and socioeconomic—collectively have far greater impact (around 90 percent) in determining the health status of individuals and population groups...to improve the overall health of given communities and populations, excellent communications and cooperation among health delivery organizations, public health agencies, employers, school systems and other key community stakeholders are essential.” (The Leadership Role of Nonprofit Health Systems in Improving Community Health. American Hospital Association. 2017).

The AHA’s 2017 report documents how leading health care organizations and their boards, in collaboration with other community partners, are beginning to expand efforts to address the myriad of social determinants that significantly affect the health of their communities. For Sinai Health System in Chicago, taking an active role to improve the health and quality of life in the neighborhoods it serves is not new work. The system, comprised of Mount Sinai Hospital, Holy Cross Hospital, Sinai Children’s Hospital, Schwab Rehabilitation Hospital, Sinai Medical Group, Sinai Community Institute and Sinai Urban Health Institute, has long cared for people living in the most underserved communities on Chicago’s west and southwest sides. Many of these residents are disproportionately affected by illness, poverty and other social challenges. Today, Sinai serves 1.5 million people, some 93 percent of whom are insured by Medicare or Medicaid or are uninsured.

For Sinai, serving this population is “mission work” that extends beyond providing medical care. Over the past 20 years, the system and its governing board have increasingly focused outside the hospital to bring to life a core mission commitment to take “an aggressive, hands-on and proactive approach to promoting community health.”

The Board Connection

In 2016, board involvement in this work was formalized through establishing the Sinai Health System board’s Campus and Community Development Committee. The committee is responsible for overseeing creation and implementation of a strategic plan for campus and community development encompassing all of Sinai’s service areas. The committee’s scope of work includes Sinai Tomorrow (approximately \$100 million of campus development work funded through public/private partnerships), acquisitions, advocacy efforts, partnerships with developers, engagement with community stakeholders and

coordination of government relations (see committee charter below).

Key development initiatives and accomplishments include:

- Ogden Commons, with 400 housing units, 100,000 square feet of commercial and 50,000 square feet of retail space
- Streetscape redevelopment project adjacent to the Mount Sinai Hospital campus to make the area more pedestrian-friendly and improve public safety
- The \$5 million GADS Hill Childcare Center
- Renovation of an inpatient unit at Mount Sinai Hospital
- The new Seigle Outpatient Center
- Development of an inpatient behavioral health unit at Holy Cross Hospital
- Securing \$31 million in tax increment financing support from the city of Chicago

Key partners in much of the system's community development work include the city of Chicago, the state of Illinois, and other health care providers, such as Federally Qualified Health Centers. Specific projects also involve additional partners. For example, The Habitat Company, Cinespace (a movie production company) and the Chicago Housing Authority also are involved in development of the Ogden Commons project.

The Board's Role

The board's Campus and Community Development Committee consists of six members. The committee seeks members with experience and expertise in development, architecture, engineering and government relations. Sinai's system director for Sinai Tomorrow, Government and External Affairs and Campus and Community Development, staffs the committee.

Each month the committee meets to review, vet and evaluate development projects. For each project, the committee helps to identify and assess Sinai's role and commitment to proceed and then communicates its findings and recommendations to the Sinai Health System board.

According to Jesse Green, system director, Sinai Tomorrow, Government and External Affairs and Campus and Community Development, the committee uses three main criteria to evaluate development projects:

- Does the project fit with the system’s strategic plan?
- Will it help address an unmet community need?
- Does it address a life safety issue?

“Our committee’s role is not to micromanage, but to act as a resource and sounding board for staff,” says committee chair Mark Frisch. “We also report back to the full board and engage board members in further inquiry and discussion to help ensure plans and projects are fully vetted before the board approves them.”

Committee member Abraham Morgan says, “We review each development project with an eye toward the needs of the community as a whole. Our mission is centered on the health, education and welfare of the people we serve.”

Green emphasizes that the committee’s work goes far beyond oversight. The committee works closely with Sinai’s government relations team; and committee members are actively involved in outreach efforts, such as participating directly in meetings with public officials. Community engagement also is an important component of the committee’s efforts. For major projects, committee members participate in community meetings designed to inform and educate local stakeholders and collect community feedback. Some projects include community user group sessions where local residents offer insight and ideas on the design and planning process of clinics and other spaces to ensure effective use by community members.

The committee also is responsible for ensuring the Sinai board’s inclusion policy is implemented for all development projects. The policy requires that:

- 26 percent of the dollar value of all construction projects goes to minority business enterprise firms;
- 6 percent to women business enterprise firms; and
- 28 percent of all hires are local residents.

The committee evaluates the impact and performance of the work it oversees based on the number of projects completed and how they contribute to better patient experiences. Success is equated with improving system assets and expanding access to resources to ensure better health, safety and quality of life for community residents.

On the Horizon

Several projects now in development are targeted at revitalizing the system’s Chicago west side service area, including:

- Completion of the first Crisis Stabilization Unit in Chicago at Holy Cross Hospital in spring 2018
- Groundbreaking for the Ogden Commons project in fall 2018
- Groundbreaking in spring 2019 for the Lawndale Gateway, a streetscape project with extensive community engagement

Additional efforts will focus on workforce development and decreasing health disparities among the populations Sinai Health System serves.

The Campus and Community Development Committee also envisions a growing partnership with the board's Strategic Planning Committee to collaboratively evaluate how health and health care delivery models are evolving and where the system should be positioned to have the greatest impact as an urban health care provider.

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**Sinai Health System Board
Campus and Community Redevelopment Committee
Charter**

The Board Campus and Community Redevelopment Committee is responsible for oversight of Sinai Health System's strategy for campus and community redevelopment. This includes Sinai Tomorrow, acquisitions, advocacy and partnership with developers and alliances with other community stakeholders.

Committee's Goals:

- **Campus and Community Redevelopment strategic plan:** The committee will oversee the development and implementation of a strategic plan for campus and community development that includes all of Sinai Health System's service areas.
- **The committee will monitor the strategy for key governmental relationships related to campus and community development.**
- **Campus development initiatives:** The committee will provide oversight and monitor all major campus development which will include, but not be limited to, the north and south campuses as well as all satellite sites.
- **Community development initiatives:** The committee will provide oversight and approval of Sinai's involvement in community development initiatives that impact Sinai's strategy.
- **Development partnerships:** The committee will provide oversight and make recommendations for strategic partnerships with developers.
- **Community engagement:** The committee will monitor community engagement activities related to campus and community development.
- **Community hiring:** The committee will provide oversight and monitoring to ensure diversity inclusion in all campus development projects.