

ORIGINAL

13-002

ILLINOIS HEALTH FACILITIES AND SERVICES REVIEW BOARD
APPLICATION FOR PERMIT

RECEIVED

SECTION I. IDENTIFICATION, GENERAL INFORMATION, AND CERTIFICATION

JAN 08 2013

This Section must be completed for all projects.

HEALTH FACILITIES &
SERVICES REVIEW BOARD

Facility/Project Identification

Facility Name:	Skokie Hospital		
Street Address:	9600 Gross Point Road		
City and Zip Code:	Skokie, IL 60076		
County:	Cook	Health Service Area	VII
		Health Planning Area:	A-06

Applicant /Co-Applicant Identification

[Provide for each co-applicant [refer to Part 1130.220].

Exact Legal Name:	NorthShore University HealthSystem d/b/a Skokie Hospital
Address:	9600 Gross Point Road Skokie, IL 60076
Name of Registered Agent:	Gerald P. Gallagher
Name of Chief Executive Officer:	Kristen Murtos, President
CEO Address:	9600 Gross Point Road Skokie, IL 60076
Telephone Number:	847/933-6002

Type of Ownership of Applicant/Co-Applicant

☒ Non-profit Corporation	☐ Partnership
☐ For-profit Corporation	☐ Governmental
☐ Limited Liability Company	☐ Sole Proprietorship
	☐ Other

- Corporations and limited liability companies must provide an Illinois certificate of good standing.
- Partnerships must provide the name of the state in which organized and the name and address of each partner specifying whether each is a general or limited partner.

APPEND DOCUMENTATION AS ATTACHMENT-1 IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

Primary Contact

[Person to receive all correspondence or inquiries during the review period]

Name:	Kristen Murtos
Title:	President
Company Name:	Skokie Hospital
Address:	9600 Gross Point Road Skokie, IL 60076
Telephone Number:	847/933-6002
E-mail Address:	kmurtos@NorthShore.org
Fax Number:	847/933-6012

Additional Contact

[Person who is also authorized to discuss the application for permit]

Name:	
Title:	
Company Name:	
Address:	
Telephone Number:	
E-mail Address:	
Fax Number:	

**ILLINOIS HEALTH FACILITIES AND SERVICES REVIEW BOARD
APPLICATION FOR PERMIT**

SECTION I. IDENTIFICATION, GENERAL INFORMATION, AND CERTIFICATION

This Section must be completed for all projects.

Facility/Project Identification

Facility Name:	Skokie Hospital		
Street Address:	9600 Gross Point Road		
City and Zip Code:	Skokie, IL 60076		
County:	Cook	Health Service Area	VII Health Planning Area: A-06

Applicant /Co-Applicant Identification

[Provide for each co-applicant [refer to Part 1130.220].

Exact Legal Name:	NorthShore University HealthSystem
Address:	1301 Central Street Evanston, IL 60201
Name of Registered Agent:	Gerald P. Gallagher
Name of Chief Executive Officer:	Mark R. Neaman, CEO
CEO Address:	1301 Central Street Evanston, IL 60201
Telephone Number:	847/657-5800

Type of Ownership of Applicant/Co-Applicant

☒ Non-profit Corporation	☐ Partnership
☐ For-profit Corporation	☐ Governmental
☐ Limited Liability Company	☐ Sole Proprietorship ☐ Other
- o Corporations and limited liability companies must provide an Illinois certificate of good standing. - o Partnerships must provide the name of the state in which organized and the name and address of each partner specifying whether each is a general or limited partner.	
APPEND DOCUMENTATION AS ATTACHMENT-1 IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.	

Primary Contact

[Person to receive all correspondence or inquiries during the review period]

Name:	Kristen Murtos
Title:	President
Company Name:	Skokie Hospital
Address:	9600 Gross Point Road Skokie, IL 60076
Telephone Number:	847/933-6002
E-mail Address:	kmurtos@NorthShore.org
Fax Number:	847/933-6012

Additional Contact

[Person who is also authorized to discuss the application for permit]

Name:	
Title:	
Company Name:	
Address:	
Telephone Number:	
E-mail Address:	
Fax Number:	

Additional Contact

[Person who is also authorized to discuss the application for permit]

Name:	Honey Jacobs Skinner
Title:	Partner
Company Name:	Sidley & Austin
Address:	1 South Dearborn Chicago, IL 60603
Telephone Number:	312/853-7577
E-mail Address:	mskinner@sidley.com
Fax Number:	312/853-7036

Additional Contact

[Person who is also authorized to discuss the application for permit]

Name:	Jacob M. Axel
Title:	President
Company Name:	Axel & Associates, Inc.
Address:	675 North Court Suite 210 Palatine, IL 60067
Telephone Number:	847/776-7101
E-mail Address:	jacobmaxel@msn.com
Fax Number:	847/776-7004

Post Permit Contact

[Person to receive all correspondence subsequent to permit issuance-THIS PERSON MUST BE EMPLOYED BY THE LICENSED HEALTH CARE FACILITY AS DEFINED AT 20 ILCS 3960]

Name:	Alexis Washa
Title:	Senior Director, Finance
Company Name:	NorthShore University HealthSystem
Address:	1301 Central Street Evanston, IL 60201
Telephone Number:	847/570-5230
E-mail Address:	awasha@NorthShore.org
Fax Number:	847/570-5240

Site Ownership

[Provide this information for each applicable site]

Exact Legal Name of Site Owner:	NorthShore University HealthSystem
Address of Site Owner:	1301 Central Street Evanston, IL 60201
Street Address or Legal Description of Site:	9600 Gross Point Road Skokie, IL 60076
Proof of ownership or control of the site is to be provided as Attachment 2. Examples of proof of ownership are property tax statement, tax assessor's documentation, deed, notarized statement of the corporation attesting to ownership, an option to lease, a letter of intent to lease or a lease.	
APPEND DOCUMENTATION AS ATTACHMENT-2, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.	

Operating Identity/Licensee

[Provide this information for each applicable facility, and insert after this page.]

Exact Legal Name:		NorthShore University HealthSystem d/b/a Skokie Hospital	
Address:		9600 Gross Point Road Skokie, IL 60076	
☒	Non-profit Corporation	☐	Partnership
☐	For-profit Corporation	☐	Governmental
☐	Limited Liability Company	☐	Sole Proprietorship
		☐	Other
- Corporations and limited liability companies must provide an Illinois Certificate of Good Standing. - Partnerships must provide the name of the state in which organized and the name and address of each partner specifying whether each is a general or limited partner. - Persons with 5 percent or greater interest in the licensee must be identified with the % of ownership.			
APPEND DOCUMENTATION AS ATTACHMENT-3, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.			

Organizational Relationships

Provide (for each co-applicant) an organizational chart containing the name and relationship of any person or entity who is related (as defined in Part 1130.140). If the related person or entity is participating in the development or funding of the project, describe the interest and the amount and type of any financial contribution.

APPEND DOCUMENTATION AS ATTACHMENT-4, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

Flood Plain Requirements

[Refer to application instructions.]

Provide documentation that the project complies with the requirements of Illinois Executive Order #2005-5 pertaining to construction activities in special flood hazard areas. As part of the flood plain requirements please provide a map of the proposed project location showing any identified floodplain areas. Floodplain maps can be printed at www.FEMA.gov or www.illinoisfloodmaps.org. **This map must be in a readable format.** In addition please provide a statement attesting that the project complies with the requirements of Illinois Executive Order #2005-5 (<http://www.hfsrb.illinois.gov>).

APPEND DOCUMENTATION AS **ATTACHMENT -5**, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

Historic Resources Preservation Act Requirements

[Refer to application instructions.]

Provide documentation regarding compliance with the requirements of the Historic Resources Preservation Act.

APPEND DOCUMENTATION AS **ATTACHMENT-6**, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

DESCRIPTION OF PROJECT

1. Project Classification

[Check those applicable - refer to Part 1110.40 and Part 1120.20(b)]

Part 1110 Classification: ☒ Substantive ☐ Non-substantive	Part 1120 Applicability or Classification: [Check one only.] ☐ Part 1120 Not Applicable ☐ Category A Project ☒ Category B Project ☐ DHS or DVA Project
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2. Narrative Description

Provide in the space below, a brief narrative description of the project. Explain **WHAT** is to be done in **State Board defined terms**, **NOT WHY** it is being done. If the project site does **NOT** have a street address, include a legal description of the site. Include the rationale regarding the project's classification as substantive or non-substantive.

The proposed project addresses the “discontinuation” of Skokie Hospital’s open heart surgery program, and therefore is categorized as “substantive”.

NorthShore University HealthSystem (NorthShore) is committed to providing exceptional cardiovascular services in our region. Our Cardiovascular Institute (CVI) integrates multidisciplinary programs, coordinated care, physician and care team expertise, and a robust research and academic agenda to provide the best care to our patients throughout the region. The CVI service offerings will span seven sites throughout the area, with five advanced sub-specialty programs, including General and Preventative Cardiology, Structural Heart, Complex Arrhythmia, Aortic Multi-Disciplinary Program, and a Heart Failure and Circulatory Support Program.

In support of this plan, NorthShore, we are proceeding with the consolidation of the open heart surgery program at Skokie Hospital, into an integrative CV Surgical program located at Evanston Hospital. This consolidated approach provides ease of access for the patient, and supports coordination of care and advancement of sub-specialization for all of our patients.

NorthShore’s progressive efforts mirror a national trend of providing enhanced, sub-specialty cardiac surgery care within a continually evolving and centralized model. This integration further enhances NorthShore’s best-in-class cardiovascular program, and allows an additional level of sub-specialization that positions NorthShore as a premier provider of cardiovascular services.

Project Costs and Sources of Funds

Complete the following table listing all costs (refer to Part 1120.110) associated with the project. When a project or any component of a project is to be accomplished by lease, donation, gift, or other means, the fair market or dollar value (refer to Part 1130.140) of the component must be included in the estimated project cost. If the project contains non-reviewable components that are not related to the provision of health care, complete the second column of the table below. Note, the use and sources of funds must equal.

Project Costs and Sources of Funds			
USE OF FUNDS	CLINICAL	NONCLINICAL	TOTAL
Preplanning Costs			
Site Survey and Soil Investigation			
Site Preparation			
Off Site Work			
New Construction Contracts			
Modernization Contracts			
Contingencies			
Architectural/Engineering Fees			
Consulting and Other Fees*			
Movable or Other Equipment (not in construction contracts)			
Bond Issuance Expense (project related)			
Net Interest Expense During Construction (project related)			
Fair Market Value of Leased Space or Equipment			
Other Costs To Be Capitalized			
Acquisition of Building or Other Property (excluding land)			
TOTAL USES OF FUNDS*	\$0	\$0	\$0
SOURCE OF FUNDS	CLINICAL	NONCLINICAL	TOTAL
Cash and Securities			
Pledges			
Gifts and Bequests			
Bond Issues (project related)			
Mortgages			
Leases (fair market value)			
Governmental Appropriations			
Grants			
Other Funds and Sources			
TOTAL SOURCES OF FUNDS*	\$0	\$0	\$0

NOTE: ITEMIZATION OF EACH LINE ITEM MUST BE PROVIDED AT ATTACHMENT 7, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

*The administrative expenses associated with the discontinuation will be expensed by the applicants.

Related Project Costs

Provide the following information, as applicable, with respect to any land related to the project that will be or has been acquired during the last two calendar years:

Land acquisition is related to project ☐ Yes ☒ No

Purchase Price: \$ _____

Fair Market Value: \$ _____

The project involves the establishment of a new facility or a new category of service

☐ Yes ☒ No

If yes, provide the dollar amount of all **non-capitalized** operating start-up costs (including operating deficits) through the first full fiscal year when the project achieves or exceeds the target utilization specified in Part 1100.

Estimated start-up costs and operating deficit cost is \$ not applicable

Project Status and Completion Schedules

Indicate the stage of the project's architectural drawings:

☒ None or not applicable

☐ Preliminary

☐ Schematics

☐ Final Working

Anticipated project completion date (refer to Part 1130.140): December 31, 2012

Indicate the following with respect to project expenditures or to obligation (refer to Part 1130.140):

☐ Purchase orders, leases or contracts pertaining to the project have been executed.

☐ Project obligation is contingent upon permit issuance. Provide a copy of the contingent "certification of obligation" document, highlighting any language related to CON Contingencies

☒ Project obligation will occur after permit issuance.

APPEND DOCUMENTATION AS ATTACHMENT-8, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

State Agency Submittals

Are the following submittals up to date as applicable:

☒ Cancer Registry

☒ APORS

☒ All formal document requests such as IDPH Questionnaires and Annual Bed Reports been submitted

☒ All reports regarding outstanding permits

Failure to be up to date with these requirements will result in the application for permit being deemed incomplete.

Cost Space Requirements

Provide in the following format, the department/area **DGSF** or the building/area **BGSF** and cost. The type of gross square footage either **DGSF** or **BGSF** must be identified. The sum of the department costs **MUST** equal the total estimated project costs. Indicate if any space is being reallocated for a different purpose. Include outside wall measurements plus the department's or area's portion of the surrounding circulation space. **Explain the use of any vacated space.**

Dept. / Area	Cost	Gross Square Feet		Amount of Proposed Total Gross Square Feet That Is:			
		Existing	Proposed	New Const.	Modernized	As Is	Vacated Space
REVIEWABLE							
Medical Surgical							
Intensive Care							
Diagnostic Radiology							
MRI							
Total Clinical							
NON REVIEWABLE							
Administrative							
Parking							
Gift Shop							
Total Non-clinical							
TOTAL							

APPEND DOCUMENTATION AS ATTACHMENT-9, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

Facility Bed Capacity and Utilization

Complete the following chart, as applicable. Complete a separate chart for each facility that is a part of the project and insert following this page. Provide the existing bed capacity and utilization data for the latest **Calendar Year for which the data are available**. Include observation days in the patient day totals for each bed service. Any bed capacity discrepancy from the Inventory will result in the application being deemed **incomplete**.

FACILITY NAME: Skokie Hospital			CITY: Skokie		
REPORTING PERIOD DATES: From: January 1, 2011 to: December 31, 2011					
Category of Service	Authorized Beds	Admissions	Patient Days	Bed Changes	Proposed Beds
Medical/Surgical	173	6,214	30,156		173
Obstetrics					
Pediatrics	2	0	0		2
Intensive Care	20	960	3,826		20
Comprehensive Physical Rehabilitation					
Acute/Chronic Mental Illness					
Neonatal Intensive Care					
General Long Term Care					
Specialized Long Term Care					
Long Term Acute Care					
Other ((identify))					
TOTALS:	195	7,174	33,982		195

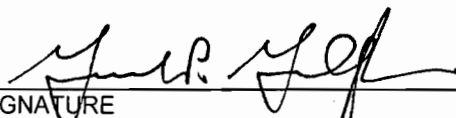
* Skokie Hospital was granted approval to discontinue its 42-bed acute mental illness category of service on June 8, 2010 (Permit # 10-008).

CERTIFICATION

The application must be signed by the authorized representative(s) of the applicant entity. The authorized representative(s) are:

- in the case of a corporation, any two of its officers or members of its Board of Directors;
- in the case of a limited liability company, any two of its managers or members (or the sole manager or member when two or more managers or members do not exist);
- in the case of a partnership, two of its general partners (or the sole general partner, when two or more general partners do not exist);
- in the case of estates and trusts, two of its beneficiaries (or the sole beneficiary when two or more beneficiaries do not exist); and
- in the case of a sole proprietor, the individual that is the proprietor.

This Application for Permit is filed on the behalf of **NORTHSHORE UNIVERSITY HEALTHSYSTEM*** in accordance with the requirements and procedures of the Illinois Health Facilities Planning Act. The undersigned certifies that he or she has the authority to execute and file this application for permit on behalf of the applicant entity. The undersigned further certifies that the data and information provided herein, and appended hereto, are complete and correct to the best of his or her knowledge and belief. The undersigned also certifies that the permit application fee required for this application is sent herewith or will be paid upon request.

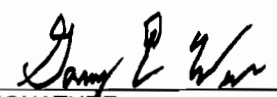

SIGNATURE

Gerald P. Gallagher

PRINTED NAME

Chief Operating Officer

PRINTED TITLE


SIGNATURE

Gary E. Weiss

PRINTED NAME

Treasurer and CFO

PRINTED TITLE

Notarization:

Subscribed and sworn to before me
this 2nd day of January 2013



Signature of Notary

Seal



*Insert EXACT legal name of the applicant

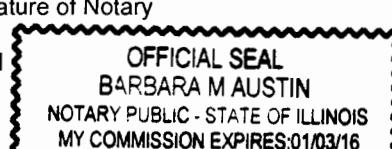
Notarization:

Subscribed and sworn to before me
this 2nd day of January 2013



Signature of Notary

Seal

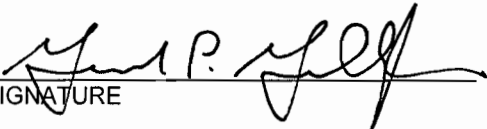


CERTIFICATION

The application must be signed by the authorized representative(s) of the applicant entity. The authorized representative(s) are:

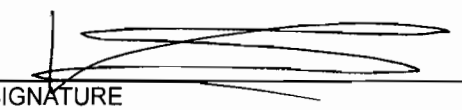
- in the case of a corporation, any two of its officers or members of its Board of Directors;
- in the case of a limited liability company, any two of its managers or members (or the sole manager or member when two or more managers or members do not exist);
- in the case of a partnership, two of its general partners (or the sole general partner, when two or more general partners do not exist);
- in the case of estates and trusts, two of its beneficiaries (or the sole beneficiary when two or more beneficiaries do not exist); and
- in the case of a sole proprietor, the individual that is the proprietor.

This Application for Permit is filed on the behalf of **NORTHSHORE UNIVERSITY HEALTHSYSTEM d/b/a SKOKIE HOSPITAL*** in accordance with the requirements and procedures of the Illinois Health Facilities Planning Act. The undersigned certifies that he or she has the authority to execute and file this application for permit on behalf of the applicant entity. The undersigned further certifies that the data and information provided herein, and appended hereto, are complete and correct to the best of his or her knowledge and belief. The undersigned also certifies that the permit application fee required for this application is sent herewith or will be paid upon request.


SIGNATURE

Gerald P. Gallagher
PRINTED NAME

Chief Operating Officer
PRINTED TITLE


SIGNATURE

Kristen Murtos
PRINTED NAME

President, Skokie Hospital
PRINTED TITLE

Notarization:

Subscribed and sworn to before me
this 2nd day of January 2013

Notarization:

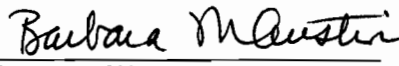
Subscribed and sworn to before me
this 2nd day of January 2013


Signature of Notary

Seal



*Insert EXACT legal name of the applicant


Signature of Notary

Seal



SECTION II. DISCONTINUATION

This Section is applicable to any project that involves discontinuation of a health care facility or a category of service. **NOTE:** If the project is solely for discontinuation and if there is no project cost, the remaining Sections of the application are not applicable.

Criterion 1110.130 - Discontinuation

READ THE REVIEW CRITERION and provide the following information:

GENERAL INFORMATION REQUIREMENTS

1. Identify the categories of service and the number of beds, if any that is to be discontinued.
2. Identify all of the other clinical services that are to be discontinued.
3. Provide the anticipated date of discontinuation for each identified service or for the entire facility.
4. Provide the anticipated use of the physical plant and equipment after the discontinuation occurs.
5. Provide the anticipated disposition and location of all medical records pertaining to the services being discontinued, and the length of time the records will be maintained.
6. For applications involving the discontinuation of an entire facility, certification by an authorized representative that all questionnaires and data required by HFSRB or DPH (e.g., annual questionnaires, capital expenditures surveys, etc.) will be provided through the date of discontinuation, and that the required information will be submitted no later than 60 days following the date of discontinuation.

REASONS FOR DISCONTINUATION

The applicant shall state the reasons for discontinuation and provide data that verifies the need for the proposed action. See criterion 1110.130(b) for examples.

IMPACT ON ACCESS

1. Document that the discontinuation of each service or of the entire facility will not have an adverse effect upon access to care for residents of the facility's market area.
2. Document that a written request for an impact statement was received by all existing or approved health care facilities (that provide the same services as those being discontinued) located within 45 minutes travel time of the applicant facility.
3. Provide copies of impact statements received from other resources or health care facilities located within 45 minutes travel time, that indicate the extent to which the applicant's workload will be absorbed without conditions, limitations or discrimination.

APPEND DOCUMENTATION AS ATTACHMENT-10, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

SECTION III – BACKGROUND, PURPOSE OF THE PROJECT, AND ALTERNATIVES - INFORMATION REQUIREMENTS

This Section is applicable to all projects except those that are solely for discontinuation with no project costs.

Criterion 1110.230 – Background, Purpose of the Project, and Alternatives

READ THE REVIEW CRITERION and provide the following required information:

BACKGROUND OF APPLICANT

1. A listing of all health care facilities owned or operated by the applicant, including licensing, and certification if applicable.
2. A certified listing of any adverse action taken against any facility owned and/or operated by the applicant during the three years prior to the filing of the application.
3. Authorization permitting HFSRB and DPH access to any documents necessary to verify the information submitted, including, but not limited to: official records of DPH or other State agencies; the licensing or certification records of other states, when applicable; and the records of nationally recognized accreditation organizations. **Failure to provide such authorization shall constitute an abandonment or withdrawal of the application without any further action by HFSRB.**
4. If, during a given calendar year, an applicant submits more than one application for permit, the documentation provided with the prior applications may be utilized to fulfill the information requirements of this criterion. In such instances, the applicant shall attest the information has been previously provided, cite the project number of the prior application, and certify that no changes have occurred regarding the information that has been previously provided. The applicant is able to submit amendments to previously submitted information, as needed, to update and/or clarify data.

APPEND DOCUMENTATION AS ATTACHMENT-11, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM. EACH ITEM (1-4) MUST BE IDENTIFIED IN ATTACHMENT 11.

PURPOSE OF PROJECT

1. Document that the project will provide health services that improve the health care or well-being of the market area population to be served.
2. Define the planning area or market area, or other, per the applicant's definition.
3. Identify the existing problems or issues that need to be addressed, as applicable and appropriate for the project. [See 1110.230(b) for examples of documentation.]
4. Cite the sources of the information provided as documentation.
5. Detail how the project will address or improve the previously referenced issues, as well as the population's health status and well-being.
6. Provide goals with quantified and measurable objectives, with specific timeframes that relate to achieving the stated goals as appropriate.

For projects involving modernization, describe the conditions being upgraded if any. For facility projects, include statements of age and condition and regulatory citations if any. For equipment being replaced, include repair and maintenance records.

NOTE: Information regarding the "Purpose of the Project" will be included in the State Agency Report.

APPEND DOCUMENTATION AS ATTACHMENT-12, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM. EACH ITEM (1-6) MUST BE IDENTIFIED IN ATTACHMENT 12.

ALTERNATIVES

- 1) Identify ALL of the alternatives to the proposed project:

Alternative options must include:

- A) Proposing a project of greater or lesser scope and cost;
 - B) Pursuing a joint venture or similar arrangement with one or more providers or entities to meet all or a portion of the project's intended purposes; developing alternative settings to meet all or a portion of the project's intended purposes;
 - C) Utilizing other health care resources that are available to serve all or a portion of the population proposed to be served by the project; and
 - D) Provide the reasons why the chosen alternative was selected.
- 2) Documentation shall consist of a comparison of the project to alternative options. The comparison shall address issues of total costs, patient access, quality and financial benefits in both the short term (within one to three years after project completion) and long term. This may vary by project or situation. **FOR EVERY ALTERNATIVE IDENTIFIED THE TOTAL PROJECT COST AND THE REASONS WHY THE ALTERNATIVE WAS REJECTED MUST BE PROVIDED.**
 - 3) The applicant shall provide empirical evidence, including quantified outcome data that verifies improved quality of care, as available.

APPEND DOCUMENTATION AS ATTACHMENT-13, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

The following Sections DO NOT need to be addressed by the applicants or co-applicants responsible for funding or guaranteeing the funding of the project if the applicant has a bond rating of A- or better from Fitch's or Standard and Poor's rating agencies, or A3 or better from Moody's (the rating shall be affirmed within the latest 18 month period prior to the submittal of the application):

- Section 1120.120 Availability of Funds – Review Criteria
- Section 1120.130 Financial Viability – Review Criteria
- Section 1120.140 Economic Feasibility – Review Criteria, subsection (a)

VIII. - 1120.120 - Availability of Funds

The applicant shall document that financial resources shall be available and be equal to or exceed the estimated total project cost plus any related project costs by providing evidence of sufficient financial resources from the following sources, as applicable: Indicate the dollar amount to be provided from the following sources:

	a)	Cash and Securities – statements (e.g., audited financial statements, letters from financial institutions, board resolutions) as to:
	1)	the amount of cash and securities available for the project, including the identification of any security, its value and availability of such funds; and
	2)	interest to be earned on depreciation account funds or to be earned on any asset from the date of applicant's submission through project completion;
	b)	Pledges – for anticipated pledges, a summary of the anticipated pledges showing anticipated receipts and discounted value, estimated time table of gross receipts and related fundraising expenses, and a discussion of past fundraising experience.
	c)	Gifts and Bequests – verification of the dollar amount, identification of any conditions of use, and the estimated time table of receipts;
	d)	Debt – a statement of the estimated terms and conditions (including the debt time period, variable or permanent interest rates over the debt time period, and the anticipated repayment schedule) for any interim and for the permanent financing proposed to fund the project, including:
	1)	For general obligation bonds, proof of passage of the required referendum or evidence that the governmental unit has the authority to issue the bonds and evidence of the dollar amount of the issue, including any discounting anticipated;
	2)	For revenue bonds, proof of the feasibility of securing the specified amount and interest rate;
	3)	For mortgages, a letter from the prospective lender attesting to the expectation of making the loan in the amount and time indicated, including the anticipated interest rate and any conditions associated with the mortgage, such as, but not limited to, adjustable interest rates, balloon payments, etc.;
	4)	For any lease, a copy of the lease, including all the terms and conditions, including any purchase options, any capital improvements to the property and provision of capital equipment;
	5)	For any option to lease, a copy of the option, including all terms and conditions.
	e)	Governmental Appropriations – a copy of the appropriation Act or ordinance accompanied by a statement of funding availability from an official of the governmental unit. If funds are to be made available from subsequent fiscal years, a copy of a resolution or other action of the governmental unit attesting to this intent;
	f)	Grants – a letter from the granting agency as to the availability of funds in terms of the amount and time of receipt;
	g)	All Other Funds and Sources – verification of the amount and type of any other funds that will be used for the project.
\$0	TOTAL FUNDS AVAILABLE	

APPEND DOCUMENTATION AS ATTACHMENT 39, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM

IX. 1120.130 - Financial Viability not applicable, no project cost or external financing

All the applicants and co-applicants shall be identified, specifying their roles in the project funding or guaranteeing the funding (sole responsibility or shared) and percentage of participation in that funding.

Financial Viability Waiver

The applicant is not required to submit financial viability ratios if:

1. All of the projects capital expenditures are completely funded through internal sources
2. The applicant's current debt financing or projected debt financing is insured or anticipated to be insured by MBIA (Municipal Bond Insurance Association Inc.) or equivalent
3. The applicant provides a third party surety bond or performance bond letter of credit from an A rated guarantor.

See Section 1120.130 Financial Waiver for information to be provided

APPEND DOCUMENTATION AS ATTACHMENT 40, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

The applicant or co-applicant that is responsible for funding or guaranteeing funding of the project shall provide viability ratios for the latest three years for which audited financial statements are available and for the first full fiscal year at target utilization, but no more than two years following project completion. When the applicant's facility does not have facility specific financial statements and the facility is a member of a health care system that has combined or consolidated financial statements, the system's viability ratios shall be provided. If the health care system includes one or more hospitals, the system's viability ratios shall be evaluated for conformance with the applicable hospital standards.

Provide Data for Projects Classified as:	Category A or Category B (last three years)			Category B (Projected)
Enter Historical and/or Projected Years:				
Current Ratio				
Net Margin Percentage				
Percent Debt to Total Capitalization				
Projected Debt Service Coverage				
Days Cash on Hand				
Cushion Ratio				

Provide the methodology and worksheets utilized in determining the ratios detailing the calculation and applicable line item amounts from the financial statements. Complete a separate table for each co-applicant and provide worksheets for each.

2. Variance

Applicants not in compliance with any of the viability ratios shall document that another organization, public or private, shall assume the legal responsibility to meet the debt obligations should the applicant default.

APPEND DOCUMENTATION AS ATTACHMENT 41, IN NUMERICAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

X. 1120.140 - Economic Feasibility not applicable, no project cost

This section is applicable to all projects subject to Part 1120.

A. Reasonableness of Financing Arrangements

The applicant shall document the reasonableness of financing arrangements by submitting a notarized statement signed by an authorized representative that attests to one of the following:

- 1) That the total estimated project costs and related costs will be funded in total with cash and equivalents, including investment securities, unrestricted funds, received pledge receipts and funded depreciation; or
- 2) That the total estimated project costs and related costs will be funded in total or in part by borrowing because:
 - A) A portion or all of the cash and equivalents must be retained in the balance sheet asset accounts in order to maintain a current ratio of at least 2.0 times for hospitals and 1.5 times for all other facilities; or
 - B) Borrowing is less costly than the liquidation of existing investments, and the existing investments being retained may be converted to cash or used to retire debt within a 60-day period.

B. Conditions of Debt Financing

This criterion is applicable only to projects that involve debt financing. The applicant shall document that the conditions of debt financing are reasonable by submitting a notarized statement signed by an authorized representative that attests to the following, as applicable:

- 1) That the selected form of debt financing for the project will be at the lowest net cost available;
- 2) That the selected form of debt financing will not be at the lowest net cost available, but is more advantageous due to such terms as prepayment privileges, no required mortgage, access to additional indebtedness, term (years), financing costs and other factors;
- 3) That the project involves (in total or in part) the leasing of equipment or facilities and that the expenses incurred with leasing a facility or equipment are less costly than constructing a new facility or purchasing new equipment.

C. Reasonableness of Project and Related Costs

Read the criterion and provide the following:

1. Identify each department or area impacted by the proposed project and provide a cost and square footage allocation for new construction and/or modernization using the following format (insert after this page).

COST AND GROSS SQUARE FEET BY DEPARTMENT OR SERVICE									
Department (list below)	A	B	C	D	E	F	G	H	Total Cost (G + H)
	Cost/Square Foot New	Mod.	Gross Sq. Ft. New	Circ.*	Gross Sq. Ft. Mod.	Circ.*	Const. \$ (A x C)	Mod. \$ (B x E)	
Contingency									
TOTALS									
* Include the percentage (%) of space for circulation									

D. Projected Operating Costs

The applicant shall provide the projected direct annual operating costs (in current dollars per equivalent patient day or unit of service) for the first full fiscal year at target utilization but no more than two years following project completion. Direct cost means the fully allocated costs of salaries, benefits and supplies for the service.

E. Total Effect of the Project on Capital Costs

The applicant shall provide the total projected annual capital costs (in current dollars per equivalent patient day) for the first full fiscal year at target utilization but no more than two years following project completion.

APPEND DOCUMENTATION AS ATTACHMENT -42- IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

XI. Safety Net Impact Statement

Skokie Hospital

SAFETY NET IMPACT STATEMENT that describes all of the following must be submitted for **ALL SUBSTANTIVE AND DISCONTINUATION PROJECTS:**

1. The project's material impact, if any, on essential safety net services in the community, to the extent that it is feasible for an applicant to have such knowledge.
2. The project's impact on the ability of another provider or health care system to cross-subsidize safety net services, if reasonably known to the applicant.
3. How the discontinuation of a facility or service might impact the remaining safety net providers in a given community, if reasonably known by the applicant.

Safety Net Impact Statements shall also include all of the following:

1. For the 3 fiscal years prior to the application, a certification describing the amount of charity care provided by the applicant. The amount calculated by hospital applicants shall be in accordance with the reporting requirements for charity care reporting in the Illinois Community Benefits Act. Non-hospital applicants shall report charity care, at cost, in accordance with an appropriate methodology specified by the Board.
2. For the 3 fiscal years prior to the application, a certification of the amount of care provided to Medicaid patients. Hospital and non-hospital applicants shall provide Medicaid information in a manner consistent with the information reported each year to the Illinois Department of Public Health regarding "Inpatients and Outpatients Served by Payor Source" and "Inpatient and Outpatient Net Revenue by Payor Source" as required by the Board under Section 13 of this Act and published in the Annual Hospital Profile.
3. Any information the applicant believes is directly relevant to safety net services, including information regarding teaching, research, and any other service.

A table in the following format must be provided as part of Attachment 43.

Safety Net Information per PA 96-0031			
CHARITY CARE			
Charity (# of patients)	CY2009*	CY 2010	CY 2011
Inpatient	165	289	323
Outpatient	393	1,110	1,540
Total	558	1,339	1,863
Charity (cost in dollars)	CY2009	CY 2010	CY 2011
Inpatient	\$341,816	\$1,019,058	\$1,225,777
Outpatient	\$282,915	\$655,656	\$1,222,892
Total	\$624,731	\$1,674,714	\$2,448,669
MEDICAID			
Medicaid (# of patients)	CY2009*	CY 2010	CY 2011
Inpatient	457	460	416
Outpatient	14,788	13,391	9,527
Total	15,245	13,851	9,943
Medicaid (revenue)	CY2009	CY 2010	CY 2011
Inpatient	\$5,067,594	\$6,801,876	\$7,391,223
Outpatient	\$1,646,348	\$2,643,846	\$2,924,994
Total	\$6,713,942	\$9,445,722	\$10,316,217

APPEND DOCUMENTATION AS ATTACHMENT-43, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

* FY 2009 data is for 9 months post NorthShore acquisition of Skokie Hospital

XI. Safety Net Impact Statement**Highland Park Hospital**

SAFETY NET IMPACT STATEMENT that describes all of the following must be submitted for ALL SUBSTANTIVE AND DISCONTINUATION PROJECTS:

1. The project's material impact, if any, on essential safety net services in the community, to the extent that it is feasible for an applicant to have such knowledge.
2. The project's impact on the ability of another provider or health care system to cross-subsidize safety net services, if reasonably known to the applicant.
3. How the discontinuation of a facility or service might impact the remaining safety net providers in a given community, if reasonably known by the applicant.

Safety Net Impact Statements shall also include all of the following:

1. For the 3 fiscal years prior to the application, a certification describing the amount of charity care provided by the applicant. The amount calculated by hospital applicants shall be in accordance with the reporting requirements for charity care reporting in the Illinois Community Benefits Act. Non-hospital applicants shall report charity care, at cost, in accordance with an appropriate methodology specified by the Board.
2. For the 3 fiscal years prior to the application, a certification of the amount of care provided to Medicaid patients. Hospital and non-hospital applicants shall provide Medicaid information in a manner consistent with the information reported each year to the Illinois Department of Public Health regarding "Inpatients and Outpatients Served by Payor Source" and "Inpatient and Outpatient Net Revenue by Payor Source" as required by the Board under Section 13 of this Act and published in the Annual Hospital Profile.
3. Any information the applicant believes is directly relevant to safety net services, including information regarding teaching, research, and any other service.

A table in the following format must be provided as part of Attachment 43.

Safety Net Information per PA 96-0031			
CHARITY CARE			
Charity (# of patients)	CY2009	CY 2010	CY 2011
Inpatient	424	429	453
Outpatient	2,155	1,950	2,055
Total	2,579	2,379	2,508
Charity (cost in dollars)	CY2009	CY 2010	
Inpatient	\$3,099,363	\$1,481,803	\$1,585,349
Outpatient	\$4,430,577	\$1,803,820	\$2,305,642
Total	\$7,529,940	\$3,285,623	\$3,890,991
MEDICAID			
Medicaid (# of patients)	CY2009	CY 2010	CY 2011
Inpatient	732	854	767
Outpatient	10,795	11,824	9,517
Total	11,527	12,678	10,284
Medicaid (revenue)	CY2009	CY 2010	CY 2011
Inpatient	\$2,674,028	\$4,018,962	\$3,463,346
Outpatient	\$1,264,146	\$1,638,149	\$1,951,131
Total	\$3,938,074	\$5,657,111	\$5,414,477

APPEND DOCUMENTATION AS ATTACHMENT 43, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM

* FY 2009 data is for 9 months post NorthShore acquisition of Skokie Hospital

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XI. Safety Net Impact Statement

Evanston Hospital

SAFETY NET IMPACT STATEMENT that describes all of the following must be submitted for **ALL SUBSTANTIVE AND DISCONTINUATION PROJECTS**:

1. The project's material impact, if any, on essential safety net services in the community, to the extent that it is feasible for an applicant to have such knowledge.
2. The project's impact on the ability of another provider or health care system to cross-subsidize safety net services, if reasonably known to the applicant.
3. How the discontinuation of a facility or service might impact the remaining safety net providers in a given community, if reasonably known by the applicant.

Safety Net Impact Statements shall also include all of the following:

1. For the 3 fiscal years prior to the application, a certification describing the amount of charity care provided by the applicant. The amount calculated by hospital applicants shall be in accordance with the reporting requirements for charity care reporting in the Illinois Community Benefits Act. Non-hospital applicants shall report charity care, at cost, in accordance with an appropriate methodology specified by the Board.
2. For the 3 fiscal years prior to the application, a certification of the amount of care provided to Medicaid patients. Hospital and non-hospital applicants shall provide Medicaid information in a manner consistent with the information reported each year to the Illinois Department of Public Health regarding "Inpatients and Outpatients Served by Payor Source" and "Inpatient and Outpatient Net Revenue by Payor Source" as required by the Board under Section 13 of this Act and published in the Annual Hospital Profile.
3. Any information the applicant believes is directly relevant to safety net services, including information regarding teaching, research, and any other service.

A table in the following format must be provided as part of Attachment 43.

Safety Net Information per PA 96-0031			
CHARITY CARE			
Charity (# of patients)	CY2009	CY2010	CY 2011
Inpatient	1,110	947	1,093
Outpatient	6,133	6,075	6,733
Total	7,243	7,022	7,826
Charity (cost in dollars)	FY2009	FY 2010	CY 2011
Inpatient	\$4,791,184	\$4,879,925	\$5,026,843
Outpatient	\$5,507,087	\$6,654,187	\$7,498,839
Total	\$10,298,271	\$11,534,112	\$12,525,682
MEDICAID			
Medicaid (# of patients)	CY2009	CY2010	CY 2011
Inpatient	2,024	2,047	2,022
Outpatient	38,787	40,601	40,394
Total	40,811	42,648	42,416
Medicaid (revenue)	CY2009	CY 2010	CY 2011
Inpatient	\$16,104,258	\$21,464,998	\$20,000,218
Outpatient	\$3,771,651	\$4,211,084	\$5,275,483
Total	\$19,875,909	\$25,676,082	\$25,275,701

APPEND DOCUMENTATION AS ATTACHMENT 43, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

* FY 2009 data is for 9 months post NorthShore acquisition of Skokie Hospital

XI. Safety Net Impact Statement

Glenbrook Hospital

SAFETY NET IMPACT STATEMENT that describes all of the following must be submitted for ALL SUBSTANTIVE AND DISCONTINUATION PROJECTS:

1. The project's material impact, if any, on essential safety net services in the community, to the extent that it is feasible for an applicant to have such knowledge.
2. The project's impact on the ability of another provider or health care system to cross-subsidize safety net services, if reasonably known to the applicant.
3. How the discontinuation of a facility or service might impact the remaining safety net providers in a given community, if reasonably known by the applicant.

Safety Net Impact Statements shall also include all of the following:

1. For the 3 fiscal years prior to the application, a certification describing the amount of charity care provided by the applicant. The amount calculated by hospital applicants shall be in accordance with the reporting requirements for charity care reporting in the Illinois Community Benefits Act. Non-hospital applicants shall report charity care, at cost, in accordance with an appropriate methodology specified by the Board.
2. For the 3 fiscal years prior to the application, a certification of the amount of care provided to Medicaid patients. Hospital and non-hospital applicants shall provide Medicaid information in a manner consistent with the information reported each year to the Illinois Department of Public Health regarding "Inpatients and Outpatients Served by Payor Source" and "Inpatient and Outpatient Net Revenue by Payor Source" as required by the Board under Section 13 of this Act and published in the Annual Hospital Profile.
3. Any information the applicant believes is directly relevant to safety net services, including information regarding teaching, research, and any other service.

A table in the following format must be provided as part of Attachment 43.

Safety Net Information per PA 96-0031			
CHARITY CARE			
Charity (# of patients)	CY2009	CY2010	CY 2100
Inpatient	370	410	433
Outpatient	2,311	2,064	2,232
Total	2,681	2,474	2,665
Charity (cost in dollars)	CY2009	CY 2010	CY 2011
Inpatient	\$2,001,588	\$1,722,472	\$2,471,594
Outpatient	\$1,572,524	\$1,981,618	\$2,559,671
Total	\$3,574,112	\$3,704,090	\$5,031,265
MEDICAID			
Medicaid (# of patients)	CY2009	CY2010	CY 2011
Inpatient	245	273	314
Outpatient	8,576	9,963	6,917
Total	8,820	10,236	7,231
Medicaid (revenue)	CY2009	CY 2010	CY 2011
Inpatient	\$1,679,254	\$3,574,224	\$2,386,242
Outpatient	\$949,627	\$1,679,254	\$1,864,119
Total	\$2,628,881	\$5,253,478	\$4,250,361

APPEND DOCUMENTATION AS ATTACHMENT 43, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

* FY 2009 data is for 9 months post NorthShore acquisition of Skokie Hospital

XII. Charity Care Information**Skokie Hospital**

Charity Care information **MUST** be furnished for **ALL** projects.

1. All applicants and co-applicants shall indicate the amount of charity care for the latest three **audited** fiscal years, the cost of charity care and the ratio of that charity care cost to net patient revenue.
2. If the applicant owns or operates one or more facilities, the reporting shall be for each individual facility located in Illinois. If charity care costs are reported on a consolidated basis, the applicant shall provide documentation as to the cost of charity care; the ratio of that charity care to the net patient revenue for the consolidated financial statement; the allocation of charity care costs; and the ratio of charity care cost to net patient revenue for the facility under review.
3. If the applicant is not an existing facility, it shall submit the facility's projected patient mix by payer source, anticipated charity care expense and projected ratio of charity care to net patient revenue by the end of its second year of operation.

Charity care" means care provided by a health care facility for which the provider does not expect to receive payment from the patient or a third-party payer. (20 ILCS 3960/3) Charity Care **must** be provided at cost.

A table in the following format must be provided for all facilities as part of Attachment 44.

CHARITY CARE			
	CY2009	FY 2010	CY2011
Net Patient Revenue	\$117,669,423	\$170,156,474	\$151,174,359
Amount of Charity Care (charges)	\$1,980,078	\$5,447,396	\$7,734,346
Cost of Charity Care	\$624,731	\$1,674,714	\$2,448,669

APPEND DOCUMENTATION AS **ATTACHMENT-44**, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

* FY 2009 data is for 9 months post NorthShore acquisition of Skokie Hospital

XII. Charity Care Information**Highland Park Hospital**

Charity Care information **MUST** be furnished for **ALL** projects.

1. All applicants and co-applicants shall indicate the amount of charity care for the latest three **audited** fiscal years, the cost of charity care and the ratio of that charity care cost to net patient revenue.
2. If the applicant owns or operates one or more facilities, the reporting shall be for each individual facility located in Illinois. If charity care costs are reported on a consolidated basis, the applicant shall provide documentation as to the cost of charity care; the ratio of that charity care to the net patient revenue for the consolidated financial statement; the allocation of charity care costs; and the ratio of charity care cost to net patient revenue for the facility under review.
3. If the applicant is not an existing facility, it shall submit the facility's projected patient mix by payer source, anticipated charity care expense and projected ratio of charity care to net patient revenue by the end of its second year of operation.

Charity care" means care provided by a health care facility for which the provider does not expect to receive payment from the patient or a third-party payer. (20 ILCS 3960/3) Charity Care **must** be provided at cost.

A table in the following format must be provided for all facilities as part of Attachment 44.

CHARITY CARE			
	CY2009	CY 2010	CY 2011
Net Patient Revenue	\$208,296,248	\$210,381,851	\$221,647,470
Amount of Charity Care (charges)	\$7,529,940	\$10,687,251	\$12,290,051
Cost of Charity Care	\$2,375,759	\$3,285,623	\$3,890,991

APPEND DOCUMENTATION AS ATTACHMENT 44. IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

* FY 2009 data is for 9 months post NorthShore acquisition of Skokie Hospital

XII. Charity Care Information**Evanston Hospital**

Charity Care information **MUST** be furnished for **ALL** projects.

1. All applicants and co-applicants shall indicate the amount of charity care for the latest three **audited** fiscal years, the cost of charity care and the ratio of that charity care cost to net patient revenue.
2. If the applicant owns or operates one or more facilities, the reporting shall be for each individual facility located in Illinois. If charity care costs are reported on a consolidated basis, the applicant shall provide documentation as to the cost of charity care; the ratio of that charity care to the net patient revenue for the consolidated financial statement; the allocation of charity care costs; and the ratio of charity care cost to net patient revenue for the facility under review.
3. If the applicant is not an existing facility, it shall submit the facility's projected patient mix by payer source, anticipated charity care expense and projected ratio of charity care to net patient revenue by the end of its second year of operation.

Charity care" means care provided by a health care facility for which the provider does not expect to receive payment from the patient or a third-party payer. (20 ILCS 3960/3) Charity Care **must** be provided at cost.

A table in the following format must be provided for all facilities as part of Attachment 44.

CHARITY CARE			
	CY2009	CY 2010	CY 2011
Net Patient Revenue	\$453,496,414	\$444,577,256	\$488,956,865
Amount of Charity Care (charges)	\$32,640,263	\$37,517,375	\$39,563,518
Cost of Charity Care	\$10,298,271	\$11,534,112	\$12,525,682

APPEND DOCUMENTATION AS ATTACHMENT 44, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

* FY 2009 data is for 9 months post NorthShore acquisition of Skokie Hospital

XII. Charity Care Information**Glenbrook Hospital**

Charity Care information **MUST** be furnished for **ALL** projects.

1. All applicants and co-applicants shall indicate the amount of charity care for the latest three **audited** fiscal years, the cost of charity care and the ratio of that charity care cost to net patient revenue.
2. If the applicant owns or operates one or more facilities, the reporting shall be for each individual facility located in Illinois. If charity care costs are reported on a consolidated basis, the applicant shall provide documentation as to the cost of charity care; the ratio of that charity care to the net patient revenue for the consolidated financial statement; the allocation of charity care costs; and the ratio of charity care cost to net patient revenue for the facility under review.
3. If the applicant is not an existing facility, it shall submit the facility's projected patient mix by payer source, anticipated charity care expense and projected ratio of charity care to net patient revenue by the end of its second year of operation.

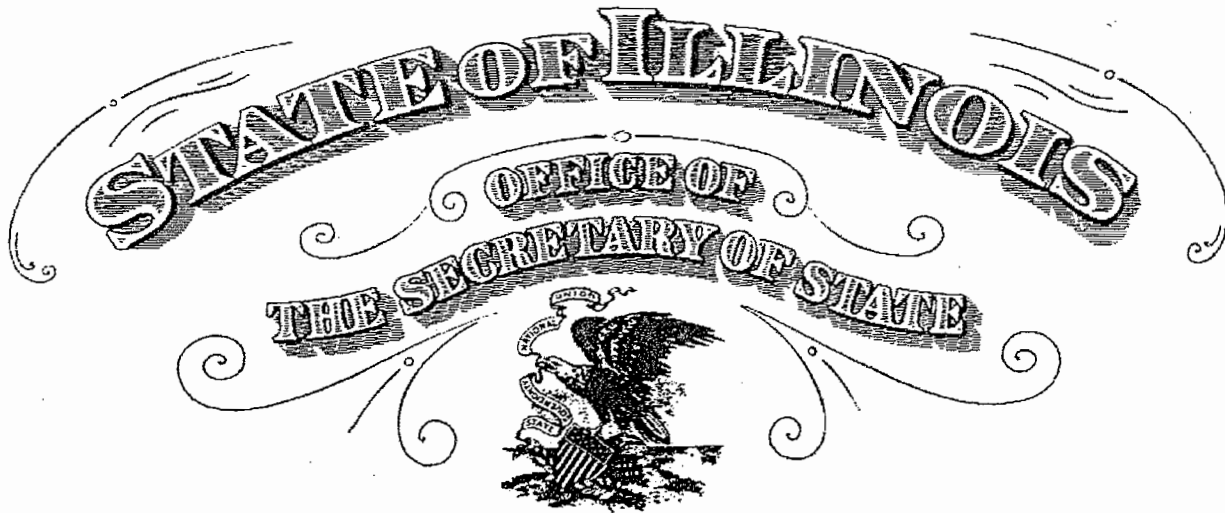
Charity care" means care provided by a health care facility for which the provider does not expect to receive payment from the patient or a third-party payer. (20 ILCS 3960/3) Charity Care **must** be provided at cost.

A table in the following format must be provided for all facilities as part of Attachment 44.

CHARITY CARE			
	CY2009	CY 2010	CY 2011
Net Patient Revenue	\$223,587,677	\$226,448,964	\$246,754,212
Amount of Charity Care (charges)	\$11,328,113	\$12,048,413	\$15,891,712
Cost of Charity Care	\$3,574,112	\$3,704,090	\$5,031,265

APPEND DOCUMENTATION AS ATTACHMENT-44, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

* FY 2009 data is for 9 months post NorthShore acquisition of Skokie Hospital



To all to whom these Presents Shall Come, Greeting:

I, Jesse White, Secretary of State of the State of Illinois, do hereby certify that

NORTHSHORE UNIVERSITY HEALTHSYSTEM, A DOMESTIC CORPORATION, INCORPORATED UNDER THE LAWS OF THIS STATE ON DECEMBER 04, 1891, APPEARS TO HAVE COMPLIED WITH ALL THE PROVISIONS OF THE GENERAL NOT FOR PROFIT CORPORATION ACT OF THIS STATE, AND AS OF THIS DATE, IS IN GOOD STANDING AS A DOMESTIC CORPORATION IN THE STATE OF ILLINOIS.



Authentication #: 1233101590

Authenticate at: <http://www.cyberdriveillinois.com>

In Testimony Whereof, I hereto set my hand and cause to be affixed the Great Seal of the State of Illinois, this 26TH day of NOVEMBER A.D. 2012 .

Jesse White

SECRETARY OF STATE

ATTACHMENT 1

The Zurich Edge - Healthcare



Policy Number

ZMD 3588826-10

Named Insured and Mailing Address

NorthShore University HealthSystem

1301 Central Street

Evanston, IL 60201

NorthShore University HealthSystem and any subsidiary, and NorthShore University HealthSystem interest in any partnership or joint venture in which NorthShore University HealthSystem has management control or ownership as now constituted or hereafter is acquired, as the respective interest of each may appear. All hereafter referred to as the "Insured", including legal representatives.

Insurance is provided by the following Stock Company

American Guarantee and Liability Insurance Company

hereafter referred to as the "Company",

Producer

Marsh USA Inc.

500 West Monroe Street

Chicago, IL 60661

Policy Period

Coverage begins 04/01/2010 at 12:01 AM; Coverage ends 04/01/2011 at 12:01 AM

Proportionate Share of Company for Loss or Damage

This Policy's proportionate share of loss or damage after the application of any deductible amount is:

100% Quota Share: Being \$800,000,000 part of a \$800,000,000 primary loss layer

Annual Policy Premium
\$797,100.00

Surcharges, Taxes & Fees
0

Total Policy Premium
\$791,100.00

EDGE-D-102-A (06/08)

1D
ATTACHMENT 2

SECTION I - INSURING AGREEMENT

A. COVERAGE

The Company will pay for direct physical loss of or damage caused by a **Covered Cause of Loss** to Covered Property, at an Insured Location described in the Declarations. All subject to the terms, conditions and exclusions stated in this Policy.

B. POLICY PERIOD

Coverage under this Policy applies to covered loss or damage that begins during the Policy Period stated on the Declarations Page.

C. TERRITORY

Coverage under this Policy applies to all covered loss or damage that takes place in the United States of America, its territories and possessions, including the District of Columbia and the Commonwealth of Puerto Rico.

SECTION II - DECLARATIONS

A. INSURED LOCATION

1. The Coverages under this Policy apply to an Insured Location unless otherwise provided. An Insured Location is a **Location**:
 - a). Listed on Statement of Values on file with Company dated 02/11/2010 which has been received, filed and accepted by us.
 - b). Covered as a Miscellaneous Unnamed Location; and
 - c). Covered under the terms and conditions of the Newly Acquired Coverage or Errors and Omissions Coverage.

B. CURRENCY

All amounts, including deductibles and limits of liability, indicated in this Policy are in USD unless otherwise indicated by the three-letter currency designator as defined in Table A.1 Currency and Funds code list, International Standards Organization (ISO) 4217, edition effective at inception of this Policy.

C. POLICY LIMITS OF LIABILITY

The Policy Limit is **\$800,000,000** for the total of all coverages combined. This includes any insured Time Element loss, regardless of the number of **Locations** involved subject to the following provisions:

1. The Company will pay no more in any one (1) **Occurrence** than its proportionate share of the Policy Limit.
2. Limits of Liability stated below or elsewhere in this Policy are part of, and not in addition to, the Policy Limit.

3. Limits of Liability in an Occurrence apply to the total loss or damage, including any insured Time Element loss, at all Locations and for all Coverages involved, subject to the following provisions:
- a). The Company will pay no more in any one (1) Occurrence than its proportionate share of the applicable Location Limit when a Location Limit is specified, except as provided in 1) and 2) below for loss or damage at a Location listed on the Schedule of Locations-Description of Location and Location Limit.
 - 1). When Special Coverages are provided, the Special Coverage limits are in addition to the specified Location Limits.
 - 2). The most the Company will pay at a Location is the lesser of:
 - i). The specified Location Limit plus any applicable Special Coverage limit(s);
 - ii). The Described Causes of Loss Limit; or
 - iii). The Described Causes of Loss Limit at that specific Location.
 - b). The most the Company will pay in an Occurrence caused by a Described Cause of Loss is the Limit of Liability for that Described Cause of Loss.
 - c). When an Annual Aggregate Limit of Liability is shown, the Company's maximum amount payable will not exceed such Limit of Liability during the policy year regardless of the number of Locations, Coverages or Occurrences involved.

4. Limits of Liability

The following are the Limits of Liability in an Occurrence unless otherwise shown:

The following Special Limitation(s), for premises described per Schedule dated as of 02/11/2010 that has been reported, filed and accepted by us, are made a part of this policy.

1. This limitation is part of and not in addition to the stated Limit of Insurance. We will pay no more in any one occurrence than our proportionate share of \$800,000,000 for the total of all coverage(s) combined including any applicable limited covered cause of loss and only for the following premises:

Evanston Hospital, 2650 Ridge Ave, Evanston, IL 60201.

Coverage is for Property Damage/Time Element (BI)
Premises Limit: \$800,000,000

2. This limitation is part of and not in addition to the stated Limit of Insurance. We will pay no more in any one occurrence than our proportionate share of \$550,000,000 for the total of all coverage(s) combined including any applicable limited covered cause of loss and only for the following premises:

Highland Park Hospital, 777 Park Ave West, 767 Park Ave West and 757 Park Ave West, Highland Park, IL 60035.

Coverage is for Property Damage/Time Element (BI)
Premises Limit: \$550,000,000

EDGE-D-102-A (06/08)

ATTACHMENT 2

3. This limitation is part of and not in addition to the stated Limit of Insurance. We will pay no more in any one occurrence than our proportionate share of **\$335,000,000** for the total of all coverage(s) combined including any applicable limited covered cause of loss and only for the following premises:

Glenbrook Hospital, 2100 Pfingsten Rd., 2050 Pfingsten Rd., and 2150 Pfingsten Rd., Glenview, IL 60025

Coverage is for Property Damage/Time Element (BI)
Premises Limit: \$335,000,000

4. This limitation is part of and not in addition to the stated Limit of Insurance. We will pay no more in any one occurrence than our proportionate share of **\$335,000,000** for the total of all coverage(s) combined including any applicable limited covered cause of loss and only for the following premises:

Skokie Hospital, 9600 Gross Point Rd., 9669 North Kenton and 9700 North Kenton, Skokie, IL 60076

Coverage is for Property Damage/Time Element (BI)
Premises Limit: \$335,000,000

5. This limitation is part of and not in addition to the stated Limit of Insurance. We will pay no more in any one occurrence than our proportionate share of **\$75,000,000** for the total of all coverage(s) combined including any applicable covered cause of loss and only for the following premises:

Research Office Building, 1001 University Ave, Evanston, IL 60201

Coverage is for Property Damage/Time Element (BI)
Premises Limit: \$75,000,000

6. This limitation is part of and not in addition to the stated Limit of Insurance. We will pay no more in any one occurrence than our proportionate share of **\$60,000,000** for the total of all coverage(s) combined including any applicable covered cause of loss and only for the following premises:

4901 N. Searle Parkway, Skokie, IL 60077

Coverage is for Property Damage/Time Element (BI)
Premises Limit: \$60,000,000

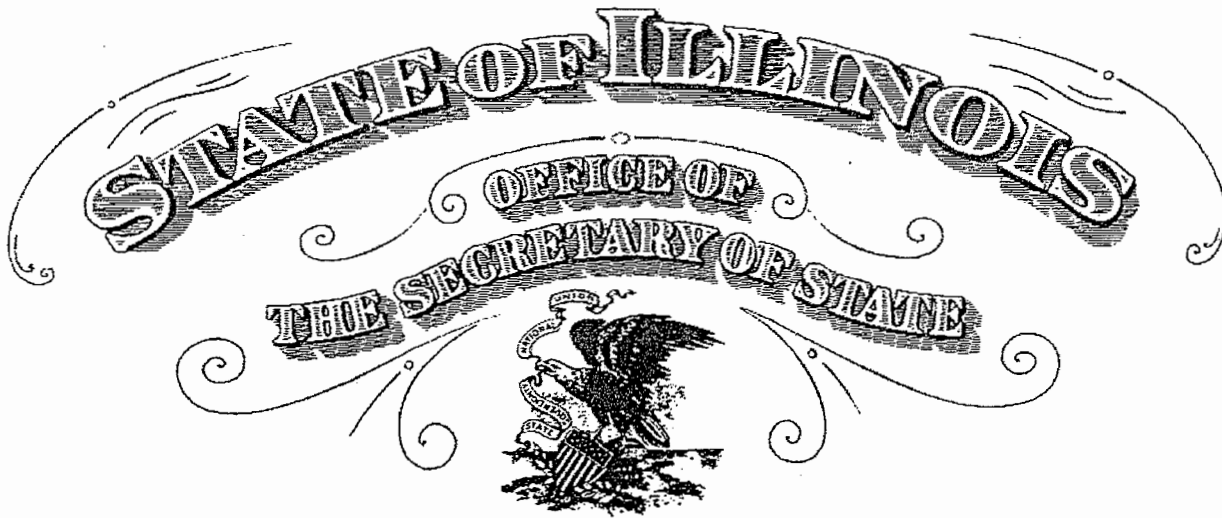
7. This limitation is part of and not in addition to the stated Limit of Insurance. We will pay no more in any one occurrence than our proportionate share of **\$50,000,000** for the total of all coverage(s) combined including any applicable covered cause of loss and only for the following premises:

Corporate Offices, 1301 Central Street, Evanston, IL 60201
Coverage is for Property Damage/Time Element (BI)
Premises Limit: \$50,000,000

EDGE-D-102-A (06/08)

4D

ATTACHMENT 2



To all to whom these Presents Shall Come, Greeting:

I, Jesse White, Secretary of State of the State of Illinois, do hereby certify that

NORTHSHORE UNIVERSITY HEALTHSYSTEM, A DOMESTIC CORPORATION, INCORPORATED UNDER THE LAWS OF THIS STATE ON DECEMBER 04, 1891, APPEARS TO HAVE COMPLIED WITH ALL THE PROVISIONS OF THE GENERAL NOT FOR PROFIT CORPORATION ACT OF THIS STATE, AND AS OF THIS DATE, IS IN GOOD STANDING AS A DOMESTIC CORPORATION IN THE STATE OF ILLINOIS.



Authentication #: 1233101590

Authenticate at: <http://www.cyberdriveillinois.com>

In Testimony Whereof, I hereto set my hand and cause to be affixed the Great Seal of the State of Illinois, this 26TH day of NOVEMBER A.D. 2012

Jesse White

SECRETARY OF STATE

ATTACHMENT 3

DISCONTINUATION
GENERAL INFORMATION REQUIREMENTS

Skokie Hospital's proposed discontinuation is limited to its open heart surgery category of service, and will not impact any of the hospital's other services.

The discontinuation will occur within sixty days of receipt of a Permit to do so from the Illinois Health Facilities and Services Review Board.

Due to the nature of the service to be discontinued, only the single operating room designated as a "cardiovascular operating room" will be impacted, and that operating room will be re-designated as a "general operating room".

The medical records of all patients treated through the hospital's open heart surgery service will be retained at the hospital, consistent with all licensure requirements, and in a manner consistent with the hospital's retention of all medical records.

REASONS FOR DISCONTINUATION

Skokie Hospital was acquired by NorthShore University Health System's predecessor Evanston Northwestern Healthcare in late 2008, and among the categories of service provided through the hospital at the time of the change of ownership, was open heart surgery. The applicants propose to discontinue the open heart surgery category of service, which is also provided by two of the hospital's nearby sister facilities, and to consolidate Skokie Hospital's open heart surgery program into NorthShore's program at Evanston Hospital.

As is the case with many hospitals' open heart surgery programs, the utilization of Skokie Hospital's program has diminished in recent years, due in part to advances in both the medical treatment of cardiac disease as well as the enhanced capabilities of angioplasty procedures. As a result, Skokie Hospital's open heart surgery program is operating significantly below the minimum utilization target identified in Section 1100.610. Of the 120 open heart surgery procedures performed at Skokie Hospital in 2011 (approximately 2.3 procedures per week), only 48 (fewer than one per week) required the use of a pump, and those procedures required only 306 hours of operating room time, or 20% of the target utilization of one operating room.

With such a low volume of cardiovascular surgery, Skokie Hospital has been unable to maintain a cardiovascular surgery team—operating room nurses, operating room technicians, etc.—assigned exclusively to cardiovascular cases, as is the practice in most hospitals having a sufficient volume of cases to do so. As a result, personnel assigned to cardiovascular surgery cases spend the majority of their time supporting other types of surgery. Upon the discontinuation of the open heart surgery program, and as a result of projected increases in non-cardiovascular surgical procedures projected at the hospital, staff typically assigned to open heart surgery procedures will be absorbed into the operating room's staff, and no employees are anticipated to be displaced as a result of the proposed discontinuation.

IMPACT ON ACCESS

NorthShore University HealthSystem's ("NorthShore") proposed discontinuation of open heart surgery services at Skokie Hospital will not have an adverse effect on the ability of residents of the hospital's service area to access open heart surgery services. NorthShore operates four hospitals in the northern suburbs, three of which currently provide open heart surgery services.

As noted in Section I. 2. of this application, NorthShore is organizing a multidisciplinary Cardiovascular Institute (CVI), and the intent to consolidate Skokie Hospital's open heart surgery program into the much larger program operated at NorthShore's Evanston Hospital, is absolutely consistent with the envisioned Cardiovascular Institute. Skokie Hospital and Evanston Hospital are located approximately fourteen minutes apart, and with Evanston Hospital serving as the System's tertiary care provider, patient transfers from the other NorthShore hospitals to Evanston Hospital are commonplace.

Certified letters, consistent with the requirements of Section 1110.130 were sent on December 3, 2012 to all hospitals providing open heart surgery services and located within a 45-minute drive of Skokie Hospital, requesting that the receiving hospital identify the impact of the proposed discontinuation on their facility, and their ability and

willingness to accept patients from Skokie Hospital's market area. A sample of the letter, a list of the hospitals to which the letter was sent, proof of delivery, and photocopies of responses received prior to the filing of this application are attached. Should additional responses be received following the filing of this application, those responses will be forwarded to IHFSRB staff.

Axel & Associates, Inc.

MANAGEMENT CONSULTANTS

by Certified Mail

December 3, 2013

Mr. Douglas Silverstein
President
Evanston Hospital
2650 Ridge Avenue
Evanston, IL 60201

Dear Mr. Silverstein:

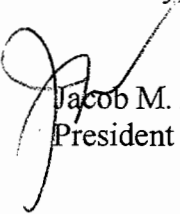
NorthShore University HealthSystem is preparing a Certificate of Need application to be filed with the Illinois Health Facilities and Services Review Board ("IHFSRB"), addressing the discontinuation of its open heart surgery program at Skokie Hospital. The hospital is located at 9600 Gross Point Road in Skokie, Illinois. The discontinuation is scheduled to occur following IHFSRB approval, in Spring, 2013.

Over the past two years, the hospital has averaged approximately 53 open heart surgery procedures per year.

As part of the discontinuation process, and consistent with the requirements of Section 1110.130.c), you are hereby asked to, within fifteen days, identify what impact, if any, the proposed discontinuation of the open heart surgery category of service at Skokie Hospital will have on your operations; whether your facility has the available capacity to accommodate a portion or all of Skokie Hospital's open heart surgery caseload, and whether your facility operates with any restrictions or limitations that would preclude providing service to residents of Skokie Hospital's market area.

Thank you for your prompt attention to this request.

Sincerely,



Jacob M. Axel
President

Recipients of Impact Letters

Advocate Condell Medical Center
Advocate Lutheran General Hospital
Advocate Illinois Masonic Medical Center
Alexian Brothers Medical Center
Evanston Hospital
Gottlieb Memorial Hospital
Highland Park Hospital
Lurie Children's Hospital of Chicago
Mercy Hospital and Medical Center
Mount Sinai Hospital
Northwest Community Hospital
Northwestern Memorial Hospital
Resurrection Medical Center
Rush University Medical Center
Saint Joseph Hospital
St. Mary of Nazareth Hospital
Swedish Covenant Hospital
University of Illinois Medical Center
Vista Medical Center-East
Weiss Memorial Hospital
Westlake Hospital



University Health System

Evanston Hospital

Douglas M. Silverstein, FACHE
President

2650 Ridge Avenue
Evanston, IL 60201
www.northshore.org

(847) 570-2006
(847) 570-2940 Fax
dsilverstein@northshore.org

December 5, 2012

Mr. Jack Axel
Axel and Associates
675 N. Court Suite 210
Palatine, IL 60067

Dear Mr. Axel:

Evanston Hospital, as part of NorthShore University HealthSystem's plans to consolidate its cardiovascular services, anticipates treating many of the patients that have looked to Skokie Hospital for open heart surgery services in the past. Evanston Hospital has the capacity to accommodate all of Skokie Hospital's open heart surgery patients, and does not operate with any restrictions or limitations that would preclude the hospital from providing those services to the residents of Skokie Hospital's market area.

Thank you.

Sincerely,

Doug Silverstein
President
Evanston Hospital

DS: jrr



Swedish Covenant Hospital
The science of feeling better

Via Postal Mail

December 17, 2012

Ms. Kristen Murtos
President and CEO
Skokie Hospital
9600 Gross Point Road
Skokie, IL 60076

Dear Ms. Murtos

This letter is in response to a letter I received from Jacob M. Axel dated December 3, 2012 requesting Swedish Covenant Hospital (SCH) comment on the effect of the discontinuation of the open heart surgery program at Skokie Hospital.

Per the letter I received, Skokie Hospital has an average of 53 open heart procedures per year; Swedish Covenant Hospital has the capacity and is willing to absorb these patients without conditions, limitations, or discrimination.

Sincerely,

Mark Newton
President and CEO

Cc. Ms. Courtney Avery, IHFSRB
Mr. Jacob M Axel, Axel & Associates, Inc. ✓

December 21, 2012

Jacob M. Axel
President
Axel & Associates, Inc.
675 North Court, Suite 210
Palatine, IL 60067

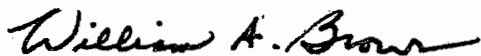
Dear Mr. Axel:

I am writing in response to your December 03, 2012 letter regarding NorthShore University HealthSystem's Certificate of Need application to discontinue its open heart surgery program at Skokie Hospital located at 9600 Gross Point Road in Skokie, IL.

Vanguard Westlake Hospital does not expect any impact on its program as a result of this discontinuation of services.

Please contact me if you have any questions.

Sincerely,



William A. Brown, FACHE
Chief Executive Officer

WAB/III

SENDER: COMPLETE THIS SECTION		COMPLETE THIS SECTION ON DELIVERY	
Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. Article Addressed to: usan Wordstrom Lopez advocate Illinois Masonic Medical Center 36 W. Wellington Ave. Chicago, IL 60657		A. Signature X <i>[Signature]</i> ☐ Agent ☐ Addressee B. Received by (Printed Name) <i>SR</i> C. Date of Delivery <i>12/7/12</i> D. Is delivery address different from item 1? ☐ Yes If YES, enter delivery address below: ☐ No	
		3. Service Type ☒ Certified Mail ☐ Express Mail ☐ Registered ☐ Return Receipt for Merchandise ☐ Insured Mail ☐ C.O.D.	
		4. Restricted Delivery? (Extra Fee) ☐ Yes	
Article Number (Transfer from service label) 7009 1410 0000 7633 5105			
Form 3811, February 2004		Domestic Return Receipt 102595-02-M-1540	

SENDER: COMPLETE THIS SECTION		COMPLETE THIS SECTION ON DELIVERY	
Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. Article Addressed to: Sheila Lyne Mercy Hospital and Medical Center 525 S. Michigan Ave. Chicago, IL 60616		A. Signature X <i>[Signature]</i> ☐ Agent ☐ Addressee B. Received by (Printed Name) <i>Stanley B. B...</i> C. Date of Delivery <i>DEC 05 2012</i> D. Is delivery address different from item 1? ☐ Yes If YES, enter delivery address below: ☐ No	
		3. Service Type ☒ Certified Mail ☐ Express Mail ☐ Registered ☐ Return Receipt for Merchandise ☐ Insured Mail ☐ C.O.D.	
		4. Restricted Delivery? (Extra Fee) ☐ Yes	
Article Number (Transfer from service label) 7009 1410 0000 7633 5198			
Form 3811, February 2004		Domestic Return Receipt 102595-02-M-1540	

SENDER: COMPLETE THIS SECTION		COMPLETE THIS SECTION ON DELIVERY	
Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. Article Addressed to: William Brown Westlake Hospital 225 Lake St. Melrose Park, IL 60160		A. Signature X <i>[Signature]</i> ☐ Agent ☐ Addressee B. Received by (Printed Name) <i>M...</i> C. Date of Delivery D. Is delivery address different from item 1? ☐ Yes If YES, enter delivery address below: ☐ No	
		3. Service Type ☒ Certified Mail ☐ Express Mail ☐ Registered ☐ Return Receipt for Merchandise ☐ Insured Mail ☐ C.O.D.	
		4. Restricted Delivery? (Extra Fee) ☐ Yes	
Article Number (Transfer from service label) 7011 0470 0003 2487 8088			
Form 3811, February 2004		Domestic Return Receipt 102595-02-M-1540	

ATTACHMENT 10C

SENDER: COMPLETE THIS SECTION

Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
Print your name and address on the reverse so that we can return the card to you.
Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

John Baird
Resurrection Medical
Center
1435 W. Talcott Ave.
Chicago, IL 60631

Article Number

(Transfer from service label)

7011 0470 0003 2487 8101

Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X *Eve Morte*

☐ Agent

☐ Addressee

B. Received by (Printed Name)

C. Date of Delivery

12-3-12

D. Is delivery address different from item 1? ☐ Yes

If YES, enter delivery address below:

☐ No

3. Service Type

☒ Certified Mail

☐ Express Mail

☐ Registered

☐ Return Receipt for Merchandise

☐ Insured Mail

☐ C.O.D.

4. Restricted Delivery? (Extra Fee)

☐ Yes

SENDER: COMPLETE THIS SECTION

Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
Print your name and address on the reverse so that we can return the card to you.
Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Mark Newton
Wedish Covenant
Hospital
145 N. California Ave.
Chicago, IL 60625

Article Number

(Transfer from service label)

7009 1410 0000 7633 5143

Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X *Thomas Carr*

☒ Agent

☐ Addressee

B. Received by (Printed Name)

C. Date of Delivery

12-4-12

D. Is delivery address different from item 1? ☐ Yes

If YES, enter delivery address below:

☐ No

3. Service Type

☒ Certified Mail

☐ Express Mail

☐ Registered

☐ Return Receipt for Merchandise

☐ Insured Mail

☐ C.O.D.

4. Restricted Delivery? (Extra Fee)

☐ Yes

SENDER: COMPLETE THIS SECTION

Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
Print your name and address on the reverse so that we can return the card to you.
Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

John Werrbach
Lexian Brothers
Medical Center
50 Biesterfield Rd.
1k Grove Village, IL
60007

Article Number

(Transfer from service label)

7011 0470 0003 2487 8118

Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X *ABAC*

☐ Agent

☐ Addressee

B. Received by (Printed Name)

C. Date of Delivery

12-4-12

D. Is delivery address different from item 1? ☐ Yes

If YES, enter delivery address below:

☐ No

3. Service Type

☒ Certified Mail

☐ Express Mail

☐ Registered

☒ Return Receipt for Merchandise

☐ Insured Mail

☐ C.O.D.

4. Restricted Delivery? (Extra Fee)

☐ Yes

ATTACHMENT 10C

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
Print your name and address on the reverse so that we can return the card to you.
Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

Renneth Fishbain
Bohlieb Memorial
Hospital
101 West North Avenue
Melrose Park, IL
60160

Article Number
(Transfer from service label)

7011 0470 0003 2487 8064

Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X

☐ Agent
☒ Addressee

B. Received by (Printed Name)

Tom Strain

C. Date of Delivery

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☒ No

3. Service Type

☒ Certified Mail ☐ Express Mail
☐ Registered ☐ Return Receipt for Merchandise
☐ Insured Mail ☐ C.O.D.

4. Restricted Delivery? (Extra Fee)

☐ Yes

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
Print your name and address on the reverse so that we can return the card to you.
Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

esse Peterson Hall
Highland Park Hospital
77 Park Avenue
Highland Park, IL
60035

Article Number
(Transfer from service label)

7009 1410 0000 7633 5099

Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X

☒ Agent
☐ Addressee

B. Received by (Printed Name)

JOE PANKINIA

C. Date of Delivery

12/4/12

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type

☒ Certified Mail ☐ Express Mail
☐ Registered ☐ Return Receipt for Merchandise
☐ Insured Mail ☐ C.O.D.

4. Restricted Delivery? (Extra Fee)

☐ Yes

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
Print your name and address on the reverse so that we can return the card to you.
Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:

ominica Tallarico
Advocate Condell
Medical Center
101 S. Milwaukee Ave.
Libertyville, IL
60048

Article Number
(Transfer from service label)

7011 0470 0003 2487 8095

Form 3811, February 2004

Domestic Return Receipt

102595-02-M-1540

COMPLETE THIS SECTION ON DELIVERY

A. Signature

X

☐ Agent
☒ Addressee

B. Received by (Printed Name)

Steve Nieng

C. Date of Delivery

120512

D. Is delivery address different from item 1? ☐ Yes
If YES, enter delivery address below: ☐ No

3. Service Type

☒ Certified Mail ☐ Express Mail
☐ Registered ☐ Return Receipt for Merchandise
☐ Insured Mail ☐ C.O.D.

4. Restricted Delivery? (Extra Fee)

☐ Yes

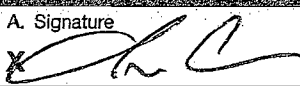
ATTACHMENT 10C

SENDER: COMPLETE THIS SECTION

Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
 Print your name and address on the reverse so that we can return the card to you.
 Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:
 Patrick Magoon
 urie Children's
 Hospital of Chicago
 125 E. Chicago Ave.
 Chicago, IL 60611

COMPLETE THIS SECTION ON DELIVERY

A. Signature  ☐ Agent ☐ Addressee
 B. Received by (Printed Name) J. Correa C. Date of Delivery 12-4-12
 D. Is delivery address different from item 1? ☐ Yes
 If YES, enter delivery address below: ☐ No

3. Service Type
☒ Certified Mail ☐ Express Mail
☐ Registered ☐ Return Receipt for Merchandise
☐ Insured Mail ☐ C.O.D.

4. Restricted Delivery? (Extra Fee) ☐ Yes

Article Number 7009 1410 0000 7633 5112
 (Transfer from service label)
 Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

SENDER: COMPLETE THIS SECTION

Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
 Print your name and address on the reverse so that we can return the card to you.
 Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:
 Margaret McDermott
 St. Mary of Nazareth
 Hospital
 131 N. Claremont Ave.
 Chicago, IL 60622

COMPLETE THIS SECTION ON DELIVERY

A. Signature  ☐ Agent ☐ Addressee
 B. Received by (Printed Name) M. M. M. C. Date of Delivery
 D. Is delivery address different from item 1? ☐ Yes
 If YES, enter delivery address below: ☐ No

3. Service Type
☒ Certified Mail ☐ Express Mail
☐ Registered ☐ Return Receipt for Merchandise
☐ Insured Mail ☐ C.O.D.

4. Restricted Delivery? (Extra Fee) ☐ Yes

Article Number 7009 1410 0000 7633 5174
 (Transfer from service label)
 Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

SENDER: COMPLETE THIS SECTION

Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
 Print your name and address on the reverse so that we can return the card to you.
 Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:
 Dan M. Harrison
 Western Memorial
 Hospital
 51 E. Huron St.
 Chicago, IL 60611

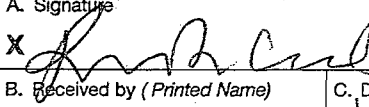
COMPLETE THIS SECTION ON DELIVERY

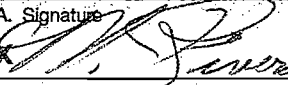
A. Signature  ☐ Agent ☐ Addressee
 B. Received by (Printed Name) 12/4/12 C. Date of Delivery
 D. Is delivery address different from item 1? ☐ Yes
 If YES, enter delivery address below: ☐ No

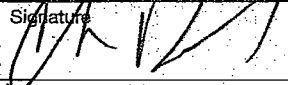
3. Service Type
☒ Certified Mail ☐ Express Mail
☐ Registered ☐ Return Receipt for Merchandise
☐ Insured Mail ☐ C.O.D.

4. Restricted Delivery? (Extra Fee) ☐ Yes

Article Number 47
 (Transfer from service label)
 Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

SENDER: COMPLETE THIS SECTION		COMPLETE THIS SECTION ON DELIVERY	
Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits.		A. Signature  ☐ Agent ☐ Addressee B. Received by (Printed Name) <u>Anthony Armada</u> C. Date of Delivery <u>12-4-06</u> D. Is delivery address different from item 1? ☐ Yes If YES, enter delivery address below: ☐ No	
Article Addressed to: Anthony Armada Advocate Lutheran General Hospital 775 Dempster St. Park Ridge, IL 60068		3. Service Type ☒ Certified Mail ☐ Express Mail ☐ Registered ☐ Return Receipt for Merchandise ☐ Insured Mail ☐ C.O.D. 4. Restricted Delivery? (Extra Fee) ☐ Yes	
Article Number (Transfer from service label) <u>7009 1410 0000 7633 5204</u>			
Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540			

SENDER: COMPLETE THIS SECTION		COMPLETE THIS SECTION ON DELIVERY	
Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits.		A. Signature  ☐ Agent ☐ Addressee B. Received by (Printed Name) <u>M. P. Rivero</u> C. Date of Delivery <u>12-5-12</u> D. Is delivery address different from item 1? ☐ Yes If YES, enter delivery address below: ☐ No	
Article Addressed to: Bruce Crowther Northwest Community Hospital 600 W. Central Rd. Arlington Heights, IL 60005		3. Service Type ☒ Certified Mail ☐ Express Mail ☐ Registered ☐ Return Receipt for Merchandise ☐ Insured Mail ☐ C.O.D. 4. Restricted Delivery? (Extra Fee) ☐ Yes	
Article Number (Transfer from service label) <u>7009 1410 0000 7633 5211</u>			
Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540			

SENDER: COMPLETE THIS SECTION		COMPLETE THIS SECTION ON DELIVERY	
Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits.		A. Signature  ☐ Agent ☐ Addressee B. Received by (Printed Name) <u>Douglas Silverstein</u> C. Date of Delivery <u>12-5-12</u> D. Is delivery address different from item 1? ☐ Yes If YES, enter delivery address below: ☐ No	
Article Addressed to: Douglas Silverstein Vanston Hospital 650 Ridge Avenue Vanston, IL 60201		3. Service Type ☒ Certified Mail ☐ Express Mail ☐ Registered ☐ Return Receipt for Merchandise ☐ Insured Mail ☐ C.O.D. 4. Restricted Delivery? (Extra Fee) ☐ Yes	
Article Number (Transfer from service label) <u>7009 1410 0000 7633 5075</u>			
Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540			

48

SENDER: COMPLETE THIS SECTION		COMPLETE THIS SECTION ON DELIVERY	
Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits.		A. Signature ☒ <i>Richard Banks</i> ☐ Agent ☐ Addressee	
B. Received by (Printed Name) <i>Richard Banks</i>		C. Date of Delivery <i>12-5-12</i>	
D. Is delivery address different from item 1? ☐ Yes If YES, enter delivery address below: ☒ No		3. Service Type ☒ Certified Mail ☐ Express Mail ☐ Registered ☐ Return Receipt for Merchandise ☐ Insured Mail ☐ C.O.D.	
Article Addressed to: <i>Roberta Luskin - Hawk St. Joseph Hospital 2900 North Lake Shore Dr. Chicago, IL 60657</i>		4. Restricted Delivery? (Extra Fee) ☐ Yes	
Article Number (Transfer from service label) 7009 1410 0000 7633 5136			
Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540			

SENDER: COMPLETE THIS SECTION		COMPLETE THIS SECTION ON DELIVERY	
Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits.		A. Signature ☒ <i>[Signature]</i> ☐ Agent ☐ Addressee	
B. Received by (Printed Name) <i>[Signature]</i>		C. Date of Delivery <i>[Signature]</i>	
D. Is delivery address different from item 1? ☐ Yes If YES, enter delivery address below: ☐ No		3. Service Type ☒ Certified Mail ☐ Express Mail ☐ Registered ☐ Return Receipt for Merchandise ☐ Insured Mail ☐ C.O.D.	
Article Addressed to: <i>Alan Channing Mount Sinai Hospital California Avenue at 15th Street Chicago, IL 60608</i>		4. Restricted Delivery? (Extra Fee) ☐ Yes	
Article Number (Transfer from service label) 7009 1410 0000 7633 5150			
Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540			

SENDER: COMPLETE THIS SECTION		COMPLETE THIS SECTION ON DELIVERY	
Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits.		A. Signature ☒ <i>[Signature]</i> ☐ Agent ☐ Addressee	
B. Received by (Printed Name) <i>180 Simmons</i>		C. Date of Delivery <i>12-6-12</i>	
D. Is delivery address different from item 1? ☐ Yes If YES, enter delivery address below: ☐ No		3. Service Type ☒ Certified Mail ☐ Express Mail ☐ Registered ☐ Return Receipt for Merchandise ☐ Insured Mail ☐ C.O.D.	
Article Addressed to: <i>Barbara J. Martin Santa Medical Center - East 324 N. Sheridan Rd. Evanston, IL 60085</i>		4. Restricted Delivery? (Extra Fee) ☐ Yes	
Article Number (Transfer from service label) 7009 1410 0000 7633 5082			
Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540			

ATTACHMENT 10C

SENDER: COMPLETE THIS SECTION

Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
 Print your name and address on the reverse so that we can return the card to you.
 Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:
 Jeffrey Steinberg, M.D.
 Leiss Memorial
 Hospital
 646 N. Marine Dr.
 Chicago, IL 60640

COMPLETE THIS SECTION ON DELIVERY

A. Signature
 X *E. Brown* ☐ Agent ☐ Addressee
 B. Received by (Printed Name) *E. Brown* C. Date of Delivery *2/5/04*
 D. Is delivery address different from item 1? ☐ Yes ☐ No
 If YES, enter delivery address below:

3. Service Type
☒ Certified Mail ☐ Express Mail
☐ Registered ☐ Return Receipt for Merchandise
☐ Insured Mail ☐ C.O.D.
 4. Restricted Delivery? (Extra Fee) ☐ Yes

Article Number **7009 1410 0000 7633 5228**
 (Transfer from service label)
 Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

SENDER: COMPLETE THIS SECTION

Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
 Print your name and address on the reverse so that we can return the card to you.
 Attach this card to the back of the mailpiece, or on the front if space permits.

Article Addressed to:
 Larry S. Goodman, M.D.
 Rush University
 Medical Center
 53 W. Congress Pkway
 Chicago, IL 60612

COMPLETE THIS SECTION ON DELIVERY

A. Signature
 X *C. Ihwin* ☐ Agent ☐ Addressee
 B. Received by (Printed Name) *C. Ihwin* C. Date of Delivery
 D. Is delivery address different from item 1? ☐ Yes ☐ No
 If YES, enter delivery address below:

3. Service Type
☒ Certified Mail ☐ Express Mail
☐ Registered ☐ Return Receipt for Merchandise
☐ Insured Mail ☐ C.O.D.
 4. Restricted Delivery? (Extra Fee) ☐ Yes

Article Number **7009 1410 0000 7633 5167**
 (Transfer from service label)
 Form 3811, February 2004 Domestic Return Receipt 102595-02-M-1540

1301 Central Street
Evanston, IL 60201
www.northshore.org

(847) 570-5151
(847) 570-5179 Fax
jgallagher@northshore.org

December 11, 2012

Ms. Courtney Avery
Illinois Health Facilities
And Services Review Board
525 West Jefferson
Springfield, IL 62761

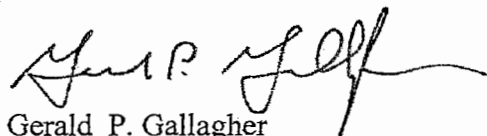
Dear Ms. Avery:

In accordance with Review Criterion 1110.230.b, Background of the Applicant, we are submitting this letter assuring the Illinois Health Facilities and Services Review Board that:

1. NorthShore University HealthSystem does not (nor did its predecessor, Evanston Northwestern Healthcare Corporation, also commonly known as Evanston Northwestern Healthcare) have any adverse actions against any facility owned and operated by the applicant during the three (3) year period prior to the filing of this application, and
2. NorthShore University HealthSystem authorizes the State Board and Agency access to information to verify documentation or information submitted in response to the requirements of Review Criterion 1110.230.b or to obtain any documentation or information which the State Board or Agency finds pertinent to this application.

If we can in any way provide assistance to your staff regarding these assurances or any other issue relative to this application, please do not hesitate to call me.

Sincerely,



Gerald P. Gallagher
Chief Operating Officer

← DISPLAY THIS PART IN A CONSPICUOUS PLACE

REMOVE THIS CARD TO CARRY AS AN IDENTIFICATION



State of Illinois 2085125
Department of Public Health

LICENSE PERMIT CERTIFICATION REGISTRATION

This person (firm or corporation) has been registered in the records of the Department of Public Health of the State of Illinois. The registration is valid for the period indicated on the license as indicated below.

NAME NORTHSHORE UNIVERSITY HEALTHSYSTEM	EXPIRATION DATE 12/31/12	REGISTRATION NO. 0005917
---	------------------------------------	------------------------------------

ADDRESS
NORTHSHORE UNIVERSITY HEALTHSYSTEM
5600 GROSS POINT ROAD
SKOKIE, IL 60076

State of Illinois 2085125
Department of Public Health

LICENSE PERMIT CERTIFICATION REGISTRATION

NAME NORTHSHORE UNIVERSITY HEALTHSYSTEM	EXPIRATION DATE 12/31/12	REGISTRATION NO. 0005917
---	------------------------------------	------------------------------------

ADDRESS
NORTHSHORE UNIVERSITY HEALTHSYSTEM
5600 GROSS POINT ROAD
SKOKIE, IL 60076

11/08/11

NORTHSHORE UNIVERSITY HEALTHSYSTEM
5600 GROSS POINT ROAD
SKOKIE, IL 60076

FEE RECEIPT NO.

DISPLAY THIS PART IN A
CONSPICUOUS PLACE

REMOVE THIS CARD TO CARRY AS AN
IDENTIFICATION

State of Illinois 2065041
Department of Public Health

LICENSE, PERMIT, CERTIFICATION, REGISTRATION

The person, firm or corporation whose name appears on this certificate has complied with the provisions of the Illinois Statutes and/or rules and regulations and is hereby authorized to engage in the activity as indicated below.

CRAIG CONOVER, P.D.
ACTING DIRECTOR
Issued under the authority of
The State of Illinois
Department of Public Health

EXPIRATION DATE	CATEGORY	ID NUMBER
12/31/12	EGED	0000646
FULL LICENSE		
GENERAL HOSPITAL		
EFFECTIVE: 01/01/12		

BUSINESS ADDRESS

EVANSTON HOSPITAL
2650 RIDGE AVENUE
EVANSTON

IL 60201
The face of this license has a colored background. Printed by Authority of the State of Illinois • 4/97 •

State of Illinois 2065041
Department of Public Health

LICENSE, PERMIT, CERTIFICATION, REGISTRATION

EXPIRATION DATE	CATEGORY	ID NUMBER
12/31/12	EGED	0000646

FULL LICENSE
GENERAL HOSPITAL
EFFECTIVE: 01/01/12

11/08/11

EVANSTON HOSPITAL
2650 RIDGE AVENUE

EVANSTON IL 60201

FEE RECEIPT NO.



State of Illinois 2065107
Department of Public Health

LICENSE, PERMIT, CERTIFICATION, REGISTRATION

The person, firm or corporation whose name appears on this certificate has complied with the provisions of the Illinois Statutes and/or rules and regulations and is hereby authorized to engage in the activity as indicated below.

CRAIG CONOVER, M.D.
ACTING DIRECTOR

Issued under the authority of
The State of Illinois
Department of Public Health

EXPIRATION DATE	CATEGORY	ID NUMBER
12/31/12	BCBD	0003483
FULL LICENSE		
GENERAL HOSPITAL		
EFFECTIVE: 01/01/12		

BUSINESS ADDRESS

GLENBROOK HOSPITAL
2100 PFINGSTEN ROAD

GLENVIEW

IL 60025

The face of this license has a colored background. Printed by authority of the State of Illinois • 4/97 •

← DISPLAY THIS PART IN A
CONSPICUOUS PLACE

REMOVE THIS CARD TO CARRY AS AN
IDENTIFICATION



State of Illinois 2065107
Department of Public Health

LICENSE, PERMIT, CERTIFICATION, REGISTRATION

GLENBROOK HOSPITAL

EXPIRATION DATE	CATEGORY	ID NUMBER
12/31/12	BCBD	0003483

FULL LICENSE

GENERAL HOSPITAL

EFFECTIVE: 01/01/12

11/08/11

GLENBROOK HOSPITAL
2100 PFINGSTEN ROAD

GLENVIEW

IL 60025

FEE RECEIPT NO.

← DISPLAY THIS PART IN A
CONSPICUOUS PLACE

REMOVE THIS CARD TO CARRY AS AN
IDENTIFICATION

State of Illinois 2065122
Department of Public Health

LICENSE, PERMIT, CERTIFICATION, REGISTRATION

The person, firm or corporation whose name appears on this certificate has complied with the provisions of the Illinois Statutes and/or rules and regulations and is hereby authorized to engage in the activity as indicated below.

CRAIG CONOVER, M.D.
ACTING DIRECTOR
Issued under the authority of
The State of Illinois
Department of Public Health

EXPIRATION DATE 12/31/12	CATEGORY HGBD	ID NUMBER 0005066
FULL LICENSE GENERAL HOSPITAL EFFECTIVE: 01/01/12		

BUSINESS ADDRESS

HIGHLAND PARK HOSPITAL
777 PARK AVENUE WEST

HIGHLAND PARK IL 60035
The face of this license has a colored background. Printed by authority of the State of Illinois • 4/97 •

State of Illinois 2065122
Department of Public Health

LICENSE, PERMIT, CERTIFICATION, REGISTRATION

HIGHLAND PARK HOSPITAL

EXPIRATION DATE 12/31/12	CATEGORY HGBD	ID NUMBER 0005066
------------------------------------	-------------------------	-----------------------------

FULL LICENSE

GENERAL HOSPITAL

EFFECTIVE: 01/01/12

11/08/11

HIGHLAND PARK HOSPITAL
777 PARK AVENUE WEST
HIGHLAND PARK IL 60035

FEE RECEIPT NO.



January 25, 2012

Kristen Murtos
President
NorthShore University HealthSystem-Skokie
Hospital
9600 Gross Point Road
Skokie, IL 60076

Joint Commission ID #: 7429
Program: Hospital Accreditation
Accreditation Activity: 60-day Evidence of
Standards Compliance
Accreditation Activity Completed: 01/25/2012

Dear Ms. Murtos:

The Joint Commission would like to thank your organization for participating in the accreditation process. This process is designed to help your organization continuously provide safe, high-quality care, treatment, and services by identifying opportunities for improvement in your processes and helping you follow through on and implement these improvements. We encourage you to use the accreditation process as a continuous standards compliance and operational improvement tool.

The Joint Commission is granting your organization an accreditation decision of Accredited for all services surveyed under the applicable manual(s) noted below:

Comprehensive Accreditation Manual for Hospitals

This accreditation cycle is effective beginning November 18, 2011. The Joint Commission reserves the right to shorten or lengthen the duration of the cycle; however, the certificate and cycle are customarily valid for up to 36 months.

Please visit Quality Check® on The Joint Commission web site for updated information related to your accreditation decision.

We encourage you to share this accreditation decision with your organization's appropriate staff, leadership, and governing body. You may also want to inform the Centers for Medicare and Medicaid Services (CMS), state or regional regulatory services, and the public you serve of your organization's accreditation decision.

Please be assured that The Joint Commission will keep the report confidential, except as required by law. To ensure that The Joint Commission's information about your organization is always accurate and current, our policy requires that you inform us of any changes in the name or ownership of your organization or the health care services you provide.

Sincerely,

Ann Scott Blouin RN, PhD

Ann Scott Blouin, RN, Ph.D.
Executive Vice President
Accreditation and Certification Operations

ATTACHMENT 11



The Joint Commission

February 23, 2012

Re: #7343

CCN: #140010

Program: Hospital

Accreditation Expiration Date: February 19, 2015

Mark R. Neaman
CEO
NorthShore University HealthSystem
1301 Central Street, Suite 300
Evanston, Illinois 60201

Dear Mr. Neaman:

This letter confirms that your November 14, 2011 - November 18, 2011 unannounced full resurvey was conducted for the purposes of assessing compliance with the Medicare conditions for hospitals through The Joint Commission's deemed status survey process.

Based upon the submission of your evidence of standards compliance on February 07, 2012 and February 17, 2012, the areas of deficiency listed below have been removed. The Joint Commission is granting your organization an accreditation decision of Accredited with an effective date of February 17, 2012. We congratulate you on your effective resolution of these deficiencies.

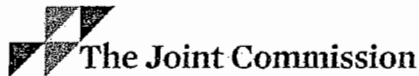
§482.11 Condition of Participation: Compliance with Federal, State and Local Laws
§482.13 Condition of Participation: Patient's Rights
§482.24 Condition of Participation: Medical Record Services
§482.25 Condition of Participation: Pharmaceutical Services
§482.26 Condition of Participation: Radiologic Services
§482.41 Condition of Participation: Physical Environment
§482.42 Condition of Participation: Infection Control
§482.51 Condition of Participation: Surgical Services
§482.52 Condition of Participation: Anesthesia Services

The Joint Commission is also recommending your organization for Medicare certification effective February 17, 2012. Please note that the Centers for Medicare and Medicaid Services (CMS) Regional Office (RO) makes the final determination regarding your Medicare participation and the effective date of participation in accordance with the regulations at 42 CFR 489.13. Your organization is responsible for notifying the State Survey Agency that a recommendation for Medicare certification has been made. Please provide your State agency with a copy of your accreditation report, accreditation award letter, and this Medicare recommendation letter.

www.jointcommission.org

Headquarters
One Renaissance Boulevard
Oakbrook Terrace, IL 60181
630 792 5000 Voice

ATTACHMENT 11



The Joint Commission

This recommendation also applies to the following locations:

Blum Urology
750 Green Bay Road, Winnetka, IL, 60093

Deerfield South
190B N. Waukegan, Deerfield, IL, 60015

Dermatology - Old Orchard
9933 Woods Drive, Skokie, IL, 60077

Evanston Medical Office Building
1000 Central Street, Evanston, IL, 60201

Evanston Township High School Clinic
1600 Dodge Ave, Evanston, IL, 60201

Glenbrook Medical East
1007 Church St., Suite 100, Evanston, IL, 60201

Glenbrook Medical West
2550 Waukegan Road, Suite 100, Glenview, IL, 60025

Glenbrook Professional Building
d/b/a ENH Medical Group
2050-2100 Pfingsten Rd., Glenview, IL, 60025

Lake Forest Internal Medicine
810 Waukegan Rd, Lake Forest, IL, 60045

Medical Imaging
680 Lake Shore Drive, Chicago, IL, 60611

Medical Imaging
1182 Northbrook Court, Northbrook, IL, 60062

MG - Highland Park Elm Place
480 Elm Place, Suite 200, Highland Park, IL, 60035

Mount Prospect Primary Care
1329 Wolf Road, Mount Prospect, IL, 60056

Neurosurgery,Physiatry,Neurology
1200 S. York Road, Suite 3160, Elmhurst, IL, 60126

www.jointcommission.org

Headquarters
One Renaissance Boulevard
Oakbrook Terrace, IL 60181
630 792 5000 Voice

ATTACHMENT 11

58



The Joint Commission

Neurosurgery,Physiatry,Neurology
71 W. 156th Street, Harvey, IL, 60426

Neurosurgery,Physiatry,Neurology
2073 Clyborn Avenue, Chicago, IL, 60614

NorthShore University HealthSystem Glenbrook Hospital
2100 Pfingsten Road, Glenview, IL, 60025

NorthShore University HealthSystem Highland Park Hospital
767 Park Avenue West, Highland Park, IL, 60035

NorthShore University HealthSystem Evanston Hospital
2650 Ridge Avenue, Evanston, IL, 60201

NS - General Surg
9669 Kenton Avenue, Suite 204, Skokie, IL, 60076

NS - GI Specialists
9700 Kenton Avenue, Suite 302, Skokie, IL, 60076

NS - Internal Medicine
9701 Knox Avenue, Suite 102, Skokie, IL, 60076

NS - Lincolnwood Primary Care
6810 N. McCormick, Lincolnwood, IL, 60712

NS - Medical Group - Bannockburn Cardiology
2151 Waukegan Road, Suite 100, Bannockburn, IL, 60015

NS - Medical Group - Highland Park Cardiology
767 Park Avenue West, Suite 340, Highland Park, IL, 60035

NS - Medical Group - Skokie Cardiology
9669 Kenton Avenue, Skokie, IL, 60076

NS - Rheum
9700 Kenton Avenue, Suite K404, Skokie, IL, 60076

NS - Skokie Family Medicine
9669 N. Kenton, Suite 406, Skokie, IL, 60076

NS - Urology
9711 Skokie Blvd., Suite H, Skokie, IL, 60077

www.jointcommission.org

Headquarters
One Renaissance Boulevard
Oakbrook Terrace, IL 60181
630 792 5000 Voice

ATTACHMENT 11



The Joint Commission

NS - Vernon Hills
830 West End Court, Vernon Hills, IL, 60061

NS at Nordstrom
77 Old Orchard Shopping Center, Skokie, IL, 60077

NS Highland Park Primary Care
757 Park Avenue West, Highland Park, IL, 60035

NS Highland Park Specialty Care Center
757 Park Avenue West, Highland Park, IL, 60035

NS Medical Group
650 Lake Cook Road, Buffalo Grove, IL, 60089

NS Medical Group - Deerpath Physician Group
731 S. IL Route 21, Suite 130, Gurnee, IL, 60031

NS Medical Group - Glenview
1435 Waukegan Road, Glenview, IL, 60025

NS Medical Group - Maine Ridge Medical Associates
9301 Golf Road, Suite 302, Des Plaines, IL, 60016

NS Medical Group Plastics/ENT
501 Skokie Blvd, Northbrook, IL, 60062

NS Medical Group-Eye & Vision Center
1000 Central Street, Suite 610, Evanston, IL, 60201

NS Mundelein Primary Care
1136 Maple Avenue, Mundelein, IL, 60060

NS Northbrook Family Medicine
1885 Shermer Road, Northbrook, IL, 60062

NS Primary Care
15 Tower Court, Gurnee, IL, 60031

NS Rehabilitation Service
1000 Central Street, Evanston, IL, 60201

NS Rehabilitation Services, Evanston Athletic Club
1729 Benson Ave, Evanston, IL, 60201

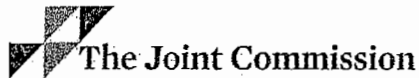
www.jointcommission.org

Headquarters

One Renaissance Boulevard
Oakbrook Terrace, IL 60181
630 792 5000 Voice

ATTACHMENT 11

LD



NS Rehabilitation Services, Highland Park Hospital Fitness
1501 Busch Pkwy, Buffalo Grove, IL, 60089

NS Rehabilitation Services, Old Orchard
9977 Woods Drive, Skokie, IL, 60077

NS Rehabilitation Services, Park Center
2400 Chestnut, Glenview, IL, 60026

NS Rehabilitation Services, Pediatric Therapy Clinic
9811 Woods Drive, Skokie, IL, 60077

Park Center Specialty Suite
2400 Chestnut Ave Suite A, Glenview, IL, 60026

Prairie Glen Primary Care
2550 Compass Drive, Suite A & B, Glenview, IL, 60026

Professional Building
d/b/a ENH Medical Group/Psychiatry
909 Davis Street, Evanston, IL, 60201

Professional Building
d/b/a ENH Medical Group/Old Orchard
9977 Woods Dr., Skokie, IL, 60077

~~Psychiatry - Glenview~~
2300 Lehigh, Suite 215, Glenview, IL, 60025

Pulmonary/Critical Care - Sleep Medicine
2151 Waukegan Road Suite 160, Bannockburn, IL, 60015

~~Signature Medicine Bannockburn~~
2151 Waukegan Road Suite 160, Bannockburn, IL, 60015

Skokie Obstetrics and Gynecology
9669 N. Kenton Suite 550, Skokie, IL, 60076

~~Skokie Women's Centre~~
9700 North Kenton, Suite 100, Skokie, IL, 60076

Vernon Hills Specialty Care Center
225 N Milwaukee Ave, Vernon Hills, IL, 60061

www.jointcommission.org

Headquarters
One Renaissance Boulevard
Oakbrook Terrace, IL 60181
630 792 5000 Voice

ATTACHMENT 11



Wound Care Center
767 Park Avenue West, Suite B100, Highland Park, IL, 60035

We direct your attention to some important Joint Commission policies. First, your Medicare report is publicly accessible as required by the Joint Commission's agreement with the Centers for Medicare and Medicaid Services. Second, Joint Commission policy requires that you inform us of any changes in the name or ownership of your organization, or health care services you provide.

Sincerely,

Ann Scott Blouin RN, PhD

Ann Scott Blouin, RN, Ph.D.
Executive Vice President
Accreditation and Certification Operations

cc: CMS/Central Office/Survey & Certification Group/Division of Acute Care Services
CMS/Regional Office 5/Survey and Certification Staff



February 23, 2012

Mark R. Neaman, FACHE
CEO
NorthShore University HealthSystem
1301 Central Street, Suite 300
Evanston, IL 60201

Joint Commission ID #: 7343
Program: Behavioral Health Care Accreditation
Accreditation Activity: 60-day Evidence of
Standards Compliance
Accreditation Activity Completed: 02/22/2012

Dear Mr. Neaman:

The Joint Commission would like to thank your organization for participating in the accreditation process. This process is designed to help your organization continuously provide safe, high-quality care, treatment, and services by identifying opportunities for improvement in your processes and helping you follow through on and implement these improvements. We encourage you to use the accreditation process as a continuous standards compliance and operational improvement tool.

The Joint Commission is granting your organization an accreditation decision of Accredited for all services surveyed under the applicable manual(s) noted below:

- Comprehensive Accreditation Manual for Behavioral Health Care

This accreditation cycle is effective beginning November 15, 2011. The Joint Commission reserves the right to shorten or lengthen the duration of the cycle; however, the certificate and cycle are customarily valid for up to 36 months.

Please visit Quality Check® on The Joint Commission web site for updated information related to your accreditation decision.

We encourage you to share this accreditation decision with your organization's appropriate staff, leadership, and governing body. You may also want to inform the state or regional regulatory services, and the public you serve of your organization's accreditation decision.

Please be assured that The Joint Commission will keep the report confidential, except as required by law. To ensure that The Joint Commission's information about your organization is always accurate and current, our policy requires that you inform us of any changes in the name or ownership of your organization or the health care services you provide.

Sincerely,

Ann Scott Blouin RN, PhD

Ann Scott Blouin, RN, Ph.D.
Executive Vice President
Accreditation and Certification Operations



February 23, 2012

Mark R. Neaman, FACHE
CEO
NorthShore University HealthSystem
1301 Central Street, Suite 300
Evanston, IL 60201

Joint Commission ID #: 7343
Program: Home Care Accreditation
Accreditation Activity: 60-day Evidence of
Standards Compliance
Accreditation Activity Completed: 02/22/2012

Dear Mr. Neaman:

The Joint Commission would like to thank your organization for participating in the accreditation process. This process is designed to help your organization continuously provide safe, high-quality care, treatment, and services by identifying opportunities for improvement in your processes and helping you follow through on and implement these improvements. We encourage you to use the accreditation process as a continuous standards compliance and operational improvement tool.

The Joint Commission is granting your organization an accreditation decision of Accredited for all services surveyed under the applicable manual(s) noted below:

Comprehensive Accreditation Manual for Home Care

This accreditation cycle is effective beginning December 01, 2011. The Joint Commission reserves the right to shorten or lengthen the duration of the cycle; however, the certificate and cycle are customarily valid for up to 36 months.

Please visit Quality Check® on The Joint Commission web site for updated information related to your accreditation decision.

We encourage you to share this accreditation decision with your organization's appropriate staff, leadership, and governing body. You may also want to inform the Centers for Medicare and Medicaid Services (CMS), state or regional regulatory services, and the public you serve of your organization's accreditation decision.

Please be assured that The Joint Commission will keep the report confidential, except as required by law. To ensure that The Joint Commission's information about your organization is always accurate and current, our policy requires that you inform us of any changes in the name or ownership of your organization or the health care services you provide.

Sincerely,

Ann Scott Blouin, RN, Ph.D.
Executive Vice President
Accreditation and Certification Operations

National Provider Identifier (NPI): 1144415407
CMS Certification Number (CCN): 14-2336

March 26, 2008
(Via Certified Mail)

Thomas Hodges
Administrator
Highland Park Hospital Renal Dialysis
777 Park Avenue West, 3rd Floor
Highland Park, Illinois 60035

Dear Mr. Hodges:

The Centers for Medicare & Medicaid Services (CMS) has accepted your request for approval as a supplier of renal services in the Medicare program. Your effective date of coverage is March 5, 2008.

Your unit has been approved as a renal dialysis center. Your center is approved for a total of sixteen (16) maintenance stations and to provide the following services:

- Staff-assisted hemodialysis
- Staff-assisted peritoneal dialysis
- Patient training for hemodialysis
- Patient training for continuous ambulatory peritoneal dialysis (CAPD)
- Patient training for continuous cycling peritoneal dialysis (CCPD)

Your National Provider Identifier (NPI) is your primary identifier for all health insurance billing. The NPI should be entered on all forms and correspondence relating to the Medicare program. In addition, you have been assigned the CMS Certification Number (CCN) shown above; please provide it when contacting this office, when contacting the Illinois Department of Public Health (IDPH), or any time it is requested.

When you make general inquiries to your fiscal intermediary (FI) and/or Medicare Administrative Contractor (MAC), you will be prompted to give either your provider transaction access number (PTAN) or CCN. These identification numbers are used as authentication

233 North Michigan Avenue
Suite 600
Chicago, Illinois 60601-5519

Richard Bolling Federal Building
601 East 12th Street, Room 235
Kansas City, Missouri 64106-2808

elements when inquiring about beneficiary and claim specific information. When prompted for your PTAN, give your CCN.

The IDPH has advised you of certain deficiencies which were noted during the survey. We have reviewed your written plan for correcting these deficiencies and have determined that your plan is acceptable. We expect that you will correct the deficiencies within the time frames specified in your plan of correction. The IDPH will verify correction of the deficiencies.

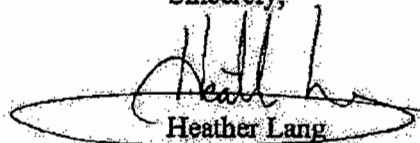
Your intermediary for reimbursement for renal treatment procedures will be National Government Services. You must maintain separate cost centers for all renal services. Your intermediary will contact you shortly to explain the special reimbursement procedures.

If you are dissatisfied with the effective date of Medicare participation indicated above, you may request that the determination of the effective date be reconsidered. The request must be submitted in writing to this office within 60 days of the date you receive this notice. The request for reconsideration must state the issues or the findings of fact with which you disagree and the reasons for disagreement.

Please inform the IDPH if you wish to relocate your center, change the services which you are currently providing, change the number of approved stations, or undergo a change in ownership.

We welcome your participation and look forward to working with you in the administration of the Medicare program. If you have any questions, please contact Mai Le-Yuen at (312) 353-2853 or by email at mai.le-yuen@cms.hhs.gov.

Sincerely,



Heather Lang
Principal Program Representative
Non-Long Term Care Certification
& Enforcement Branch

cc: Illinois Department of Public Health
Illinois Department of Healthcare and Family Services
National Government Services
Illinois Foundation for Quality Health Care
The Renal Network

PURPOSE

The purpose of the proposed project, which is limited to the discontinuation of the open heart surgery category of service at Skokie Hospital, is to improve the efficiency with which NorthShore University HealthSystem provides cardiovascular surgery services at its hospitals, all of which are located in the northern Chicago suburbs. The efficiency will result from the consolidation of the programs at Skokie and Evanston Hospitals.

The cardiovascular surgery volume has diminished at Skokie Hospital, to a point where only 120 cases were performed in 2011, while 751 cases were performed at Evanston Hospital. All of the cardiovascular surgeons practicing at Skokie Hospital also have privileges at Evanston Hospital, and the surgeons currently operating at Skokie Hospital are being encouraged to perform their cases at Evanston Hospital following the consolidation.

Skokie and Evanston Hospitals are located 14 minutes/5.65 miles apart (MapQuest), and as a result, have service areas that partially overlap. The table below presents Skokie Hospital's patient origin for the 12-month period ending June 30, 2011.

ZIP Code	Community	Adm.	%	Cumulative %
60076	Skokie	1,310	17.3%	17.3%
60077	Skokie	1,211	16.0%	33.3%
60053	Morton Grove	389	5.1%	38.5%
60645	Chicago	349	4.6%	43.1%
60714	Niles	343	4.5%	47.6%
60712	Lincolnwood	254	3.4%	51.0%
60091	Wilmette	209	2.8%	53.7%
60062	Northbrook	195	2.6%	56.3%
60025	Glenview	178	2.4%	58.7%
60201	Evanston	177	2.3%	61.0%
60646	Chicago	140	1.9%	62.9%
60659	Chicago	137	1.8%	64.7%
60016	Des Plaines	136	1.8%	66.5%
60626	Chicago	106	1.4%	67.9%
60089	Buffalo Grove	104	1.4%	69.2%
	other, < 100 adm	<u>2,326</u>	30.8%	100.0%
		7,564		

As a result of the proposed discontinuation and consolidation of programs at Evanston Hospital, patients will benefit from “teams” that are providing cardiovascular surgery on a daily basis (multiple cases are being performed virtually every day at Evanston Hospital), and in most instances, with team members that participate in cardiovascular cases, exclusively.

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ALTERNATIVES

The proposed project is limited to the discontinuation of Skokie Hospital's open heart surgery category of service, and the consolidation of the program with that of nearby and affiliated Evanston Hospital. The goal of the program is to provide high quality cardiovascular surgery services to NorthShore University HealthSystem patients as efficiently as possible.

Due to the limited scope of the project, only two alternatives were considered.

The first alternative was to continue Skokie Hospital's program, as currently organized. This alternative was dismissed, however, because a volume of cases as low as the 120 procedures being performed in 2011, does not allow for the efficiencies that can be realized with a larger program.

The second alternative considered was the combining of Skokie Hospital's program with that of its sister hospital, Highland Park Hospital, at one of those two hospitals. This alternative was dismissed because, even if the two programs were consolidated, the combined surgical caseload would be only minimally above the IDPH's target utilization level, and would not result in the efficiencies that are anticipated with the proposed consolidation with Evanston Hospital's program.

Neither of the alternatives involves a capital cost. Both of the alternatives would result in higher operating costs than the proposed program, due primarily to duplicative staffing. Because of the relatively close proximity of NorthShore's hospitals to one another, accessibility would not be unreasonably compromised with either of the alternatives.

SAFETY NET IMPACT STATEMENT

The proposed project, which is limited to the discontinuation of open heart surgery services at NorthShore University HealthSystem's ("NorthShore") Skokie Hospital, will not have an impact on any area hospital's provision of safety net services. Upon discontinuation, Skokie Hospital's open heart surgery service will be consolidated into Evanston Hospital's open heart surgery service.

NorthShore, through each of its four hospitals, is, and will continue to be a provider of safety net services to the communities that the individual hospitals serve, and a copy of the System's 2011 *Community Benefits Report* is attached.

NorthShore operates with liberal charity care and financial assistance policies (please see Section 16 of the attached 2011 *Community Benefits Report*), and during 2011 NorthShore's four hospitals provided \$23.9M (cost) in charity care.



COMMUNITY BENEFITS REPORT 2011



The more
NorthShore University HealthSystem
and the community connect,
the stronger and healthier
both will become.

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NorthShore University HealthSystem Mission Statement

The core mission of NorthShore University HealthSystem is to “preserve and improve human life”. This mission will be achieved through the provision of superior clinical care, academic excellence, and innovative research.

NorthShore is a not-for-profit organization principally formed to provide quality healthcare services for the communities it serves. The delivery of healthcare services is provided in a wide range of inpatient and ambulatory healthcare settings, community-wide, employing modern technology and expertise. Support for qualified patients who may not be able to pay the entire cost of their care is a part of the organization's commitment. In support of its primary mission of patient care, the organization engages in a wide range of academic activities in medical education and research.

This statement recognizes the Board of Directors' responsibility to maintain the organization's viability to meet its long-term commitment to the communities it serves. It further recognizes the responsibility to maintain technologically current assets for this purpose. This includes the cultivation and development of our physicians, graduate medical students, employees, physical plant, equipment and other resources to assure orderly growth of our services.

March 2012

Community Relations Vision Statement

*NorthShore University HealthSystem is only one
of the partners integral to improving the health of the
communities it serves.*

*We are committed to taking
a leadership role -- offering resources
and support to achieve our mission
"to preserve and improve human life."*

*Working with partners in making
decisions that impact community health
is at the core of our efforts.*

Community Benefits Guiding Principles*

NorthShore University HealthSystem recognizes and embraces its responsibility to ensure that it fulfills its charitable obligations in the most cost-effective and sustainable manner. In order to achieve this goal, NorthShore University HealthSystem is guided and its initiatives measured by five guiding principles, including:

1. **Disproportionate Unmet Health-Related Needs** – Seek to accommodate the needs of communities with disproportionate unmet health-related needs
2. **Primary Prevention** – Address the underlying causes of persistent health problems
3. **Seamless Continuum of Care** – Demonstrate continuum of care by establishing operational linkages between hospital services and community health improvement activities
4. **Build Community Capacity** – Target resources to mobilize and build capacity of existing community assets
5. **Community Collaboration** – Engage diverse community stakeholders in the selection, design, implementation, and evaluation of program activities

*NorthShore University HealthSystem has aligned its community benefits program with the guiding principles outlined in *Advancing the State of the Art of Community Benefit* for nonprofit hospitals, which provides a set of uniform standards to increase accountability and align governance, management, and operations to return benefit to local communities. *Advancing the State of the Art of Community Benefit* is a national demonstration program administered by the Public Health Institute and funded by the W.K. Kellogg Foundation, California Endowment, UniHealth Foundation, The Health Trust and coordinated through the Robert F. Wagner Graduate School of Public Service at New York University.

The Community Benefits Program Tracking & Evaluation table on the following pages track NorthShore University HealthSystem's community benefits initiatives, which are evaluated against an assessed community need, outcome(s) and guiding principles.

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	Evanston Hospital Outpatient Department provides medical care to adults and children who lack private medical insurance. Medical services include, but are not limited to: Primary Care, Obstetrics/Gynecology, General Surgery, Orthopedics, Diabetes Education and Podiatry.	Treated 4,659 adult patients at 12,789 visits and 2,711 adolescent patients at 6,896 visits.	☒ Cancer ☒ Heart Disease/Stroke ☒ Pneumonia ☒ Diabetes ☒ Mental Health ☐ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	Emergency Departments within NorthShore University HealthSystem are staffed 24/7 with physicians, nurses and technicians who are trained to respond to medical emergencies. Evanston Hospital provides Level 1 trauma services.	Provided care to 122,063 individuals at the Evanston, Glenbrook, Highland Park and Skokie Hospital emergency departments.	☒ Cancer ☒ Heart Disease/Stroke ☒ Pneumonia ☒ Diabetes ☒ Mental Health ☐ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☒ Seamless Continuum of Care ☐ Build Community Capacity ☐ Community Collaboration
Ongoing	Be Well Lake County	NorthShore provided funding and a program manager to support a diabetes program for 577 current patients at the Lake County Health Department/Community Health Center in North Chicago. Funding allowed for increased staffing at the health center, assistance with medication and testing supplies, access to subspecialty care, on-site Hemoglobin A1C testing and a comprehensive approach to a healthy lifestyle for the entire family.	☐ Cancer ☒ Heart Disease/Stroke ☐ Pneumonia ☒ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

☒ Principle Addressed

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	Family Care Center at Glenbrook Hospital	Glenbrook Hospital provides comprehensive care for people of all ages and serves as a training site for Family Medicine resident physicians and medical students from University of Chicago Pritzker School of Medicine. From August 2010 to July 2011, 11 residents were trained through the Family Care Center.	☒ Cancer ☒ Heart Disease/Stroke ☒ Pneumonia ☒ Diabetes ☒ Mental Health ☐ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☐ Community Collaboration
Ongoing	The Dental Center at Evanston Hospital provides primary care dental services and special consultations for medically underserved adult patients, pre-screenings for cardiovascular patients, management for oral complications in oncology patients and refractory dental problems.	The Dental Center provided free and discounted care for 3,081 adult patients at a cost of \$208,814.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☐ Build Community Capacity ☐ Community Collaboration
Ongoing	Evanston Township High School (ETHS) Health Center is a school-based health clinic, funded by NorthShore University HealthSystem for \$545,643, which provides physical exams, immunizations, treatment of acute and chronic illnesses, individual counseling, health education, gynecological care and support groups to students whose parents allow them to enroll in the health center. Additionally, School District 65 utilizes the services of the health center.	For the 2010-2011 academic year 713 ETHS students made 2,204 visits to the Health Center. For School District 65, 130 students made 176 visits.	☐ Cancer ☒ Heart Disease/Stroke ☐ Pneumonia ☒ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

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NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	Interpretive Services provides comprehensive, in-person and telephonic translation and interpretation services for patients and family members receiving medical treatment at any of the NorthShore facilities.	NorthShore provided \$1,440,826 for interpretive services including 27,605 hours of verbal interpretive services provided by three NorthShore University HealthSystem staff interpreters and 16 members of an in-house resource pool.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☐ Community Collaboration
Ongoing	The Medication Assistance Program helps with the cost of prescriptions for patients of the Evanston Hospital Outpatient Department (OPD).	NorthShore University HealthSystem provided \$797,222 to assist 2,274 individuals by filling 30,501 prescriptions.	☒ Cancer ☒ Heart Disease/Stroke ☒ Pneumonia ☒ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☐ Build Community Capacity ☐ Community Collaboration
Ongoing	Provide Financial and Direct Support to organizations that support NorthShore University HealthSystem's mission to preserve and improve human life, as well as to help NorthShore University HealthSystem connect with the communities it serves.	NorthShore University HealthSystem provided \$590,418 in contributions to 111 organizations.	☒ Cancer ☒ Heart Disease/Stroke ☒ Pneumonia ☒ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	The Eye and Vision Center hosts ophthalmology clinics for medically underserved clients referred through the Outpatient Department at Evanston Hospital, providing a spectrum of pediatric and adult vision services.	The Eye and Vision Center treated 1,477 medically underserved patients.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☐ Build Community Capacity ☐ Community Collaboration

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NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	NorthShore University HealthSystem has Community Relations Managers at each of its hospitals.	The Community Relations Department, established in 2005, manages and coordinates community benefits activities that improve community health and serve as a liaison to NorthShore University HealthSystem communities.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	Mental Health Services for adults, adolescents and children are offered along a continuum of care including group, individual and family outpatient services, intensive outpatient and day hospital programs, inpatient centers for both adults and adolescents. Staff from NorthShore University HealthSystem's Psychiatry Department also provide Mental Health Outreach by offering presentations and professional services to outside organizations on a variety of mental health issues.	NorthShore University HealthSystem, Department of Psychiatry supervises social work interns for clinical training across programs. The Access Center offers 24-hour crises intervention and triage over the phone and in the Emergency Department. The Access Center answered about 60 calls per month for intakes and referrals to outside counseling or treatment.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☒ Mental Health ☐ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	Community Mental Health Partnership for Youth	Community Mental Health Partnership for Youth is a pilot program developed with Glenbrook District 225, The Josselyn Center and Glenbrook Hospital to provide free outpatient psychiatric services to underserved teens in the high school district	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

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NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	The Living Room Project	Glenbrook and Skokie Hospital jointly funded this unique adult mental health drop-in respite center, providing healthy snacks, access for disabled individuals and promotion of the services to police departments, hospitals and social service organizations in the area.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	Mobile Meals/Meals at Home programs provide meals for homebound individuals.	Food and Nutrition Services at NorthShore University HealthSystem Evanston, Glenbrook, Highland Park and Skokie Hospitals prepared 31,626 meals.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	North Shore Senior Center Lunch Circle	Funded by Glenbrook Hospital, the Lunch Circle provides seniors on fixed or no incomes a daily hot and healthy meal and social interaction with their peers two times a week for about 30 seniors each week.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	NorthShore University HealthSystem provides Internship and Mentoring opportunities for high school and college students. Students interned in the following departments: Cardiology, Laboratory, Medical Social Work, Occupational Therapy, Patient Care, Infection Control, Perinatal Family Support Center, Physical Therapy, Radiology, Radiation Oncology, Pastoral Care and Hospital Administration.	NorthShore University HealthSystem provided 1,694 students with 90,232 internship hours. NorthShore University HealthSystem staff provided 81,690 hours of supervision.	☒ Cancer ☒ Heart Disease/Stroke ☒ Pneumonia ☒ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

ATTACHMENT 43

☒ Principle Addressed

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	Hospital Tours	Throughout the year, all four hospitals provide the opportunity for community, civic, social service, school or other groups to take hospital tours that provide demonstrations of hospital services and technology for the purposes of education and outreach.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	Cancer Wellness Center, Northbrook is a not-for-profit organization that provides psychosocial support to cancer patients and their families.	Fourteen NorthShore University HealthSystem Kellogg Cancer Center staff offered 11 educational programs and NorthShore provided \$23,200 in financial support.	☒ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	Understanding Cancer Lecture Series	NorthShore University HealthSystem Kellogg Cancer Centers offered six educational programs on various cancer related topics to 535 participants.	☒ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☐ Build Community Capacity ☐ Community Collaboration
Ongoing	Perinatal Depression Program identifies women who are suffering from perinatal depression and offers referrals for women who may need additional help. The program screens women for perinatal depression during and after their pregnancy and offers a 24/7 crisis hotline for women and their family members who may find themselves in an emergent situation. All services are provided free of charge.	NorthShore University HealthSystem physicians conducted 6,102 screenings to identify at-risk patients. Free psychological support and referrals were provided for 516 women identified through the screenings as at-risk for perinatal mood disorders. The hotline received 696 calls.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☒ Mental Health ☐ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration

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NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	Health Education programs are offered at NorthShore University HealthSystem sites.	NorthShore University HealthSystem provided 410 health education classes to 9,775 participants.	☒ Cancer ☒ Heart Disease/Stroke ☒ Pneumonia ☒ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
Ongoing	Exercise Programs are offered at NorthShore University HealthSystem sites.	NorthShore University HealthSystem provided 81 exercise programs to 915 participants.	☒ Cancer ☒ Heart Disease/Stroke ☒ Pneumonia ☒ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
Ongoing	Speaking Engagements. Experts from NorthShore University HealthSystem are available to organizations throughout the NorthShore University HealthSystem service area. Presentations range from health-related topics to issues relevant to communities and hospitals.	NorthShore University HealthSystem provided 135 presentations to 8,543 participants.	☒ Cancer ☒ Heart Disease/Stroke ☒ Pneumonia ☒ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
Ongoing	Staff members from NorthShore University HealthSystem participate in community Health Fairs throughout the year.	NorthShore University HealthSystem participated in 22 health fairs. Staff members provided resource information and/or health screenings.	☒ Cancer ☒ Heart Disease/Stroke ☒ Pneumonia ☒ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	Health Screenings are offered at NorthShore University HealthSystem sites on a monthly basis, as well as in the community by request.	NorthShore University HealthSystem provided 207 screenings to 6,781 individuals.	☒ Cancer ☒ Heart Disease/Stroke ☒ Pneumonia ☒ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	Blood Drive	NorthShore hosts ongoing community-wide blood drives at each of its hospitals.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	Community Advisory Committees, comprised of 12-15 members, are active at each NorthShore University HealthSystem hospital.	The committees help identify gaps in healthcare services within the community and seek opportunities for partnerships between the hospital and community organizations.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	Reach Out and Read is a program that promotes early literacy by bringing new books and advice about the importance of reading aloud.	Doctors and nurses give new books to children from six months of age to five years at each well-child visit and accompany these books with developmentally appropriate advice to parents about reading aloud with their child.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☐ Community Collaboration

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NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	Meeting Room Space is made available free of charge at NorthShore University HealthSystem sites to community organizations.	NorthShore University HealthSystem met 115 requests for meeting room space from community organizations.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	Access to Care Program with Family Care Center (Residency Program in Family Medicine) and Glenbrook South High School.	Glenbrook Hospital provides immediate access to care to all Glenbrook South High School students, especially reaching out to those without access to primary care services. Back-to-School physicals are also provided to students in need at the start of the school year.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	The Perinatal Family Support Center provides a wide array of services free of charge to women and their families experiencing challenges related to pregnancy, birth, prematurity or perinatal loss. Services are provided in both inpatient and outpatient settings and also include groups, sibling tours and a literacy program in the Child and Adolescent Clinic.	The perinatal family support center provided services to 1,778 patients/families.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☒ Mental Health ☐ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	Connections for Pregnant & Parenting Teens partners with a consortium of agencies to network and share resources to provide education and assistance to pregnant and parenting teens.	NorthShore University HealthSystem provided services to 54 teenagers. In addition, twice a year NorthShore facilitates and provides community education to agencies that work with teens. Approximately 30 people attended these sessions.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☒ Mental Health ☐ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

NorthShore Community Benefits Program Tracking & Evaluation

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October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	Teddy Bear Clinics provide ongoing hands-on educational opportunity to engage with children and their parents, teaching them about basic first aid and what kinds of things to expect when they visit a hospital.	In FY 2011, two clinics were held and reached over 750 children and their parents.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
Ongoing	English Language Learning Parent Center Health Education Series	Throughout the school year, NorthShore provided health education classes, screening events and programs addressing specific needs as identified by the ELL Parent Center.	☐ Cancer ☒ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	Volunteer Effort at Northern Illinois Food Bank	Throughout the year, NorthShore volunteer staff and family members assisted the Northern Illinois Food Bank with evaluating, sorting, re-labeling and packaging food received through the Food Recovery Program.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing	Fit Happens is a North Suburban YMCA program aimed at reducing obesity in children by teaching skills to change behavior for long term health and wellness.	Glenbrook Hospital provided funding for 100 underserved children to go through the year-long anti-obesity program addressing healthy eating, physical fitness and long-term behavior change.	☐ Cancer ☒ Heart Disease/Stroke ☐ Pneumonia ☒ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

☒ Principle Addressed

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NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	Whitehall of Deerfield Lecture Series for the Elderly	NorthShore provided three lectures covering nutrition, fall prevention and Medicare part D coverage for the elderly in our communities. These lectures reached over 100 people.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
Ongoing	Family Awareness Network (FAN) educational program series specific to parenting issues.	NorthShore provided \$12,500 to FAN to serve as a sponsor of its series of nine educational programs that focus on parenting issues, and attracted a combined audience of nearly 4,500. FAN is a volunteer organization run by parents, for parents. The program focus is to help parents build confidence in their unique parenting style and help them make connections with their children, other parents, the schools and the community.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing/School Year	Glenview District 34 Science Olympiad Program	In the 2010-2011 school year, Glenbrook Hospital provided sole funding for the Science Olympiad program in the District 34 science curriculum, providing students an opportunity to engage with hands-on learning through the national recognized science competition at a local, regional and national level.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

☒ Principle Addressed

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing/ Year	District 214 Medical Academy provides an opportunity for motivated high school students to gain insight into health careers by rotating through hospital departments with one-on-one job shadowing for high school credit.	In the 2010-2011 school year, Glenbrook Hospital provided approximately 1,500 hours of rotations for high school students participating in the District 214 medical academy.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing/ Year	Glenbrook South High School Medical Technologies Hospital-Based Curriculum	Throughout the school year, Glenbrook Hospital provided students the opportunity to interact with various hospital technologies in healthcare service lines.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Ongoing/ School Year	Cove School Medical Career Orientation	In the 2010-2011 school year, Highland Park Hospital provided career orientation lectures and hospital tours to 60 students at Cove School.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
October	Flu shots for Connections for the Homeless, Evanston	Provided flu vaccinations to approximately 50 clients.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
October 3	Leukemia & Lymphoma Society Blood Sweat and Tears Charity Bicycle Ride	Highland Park Hospital staff maintained a first aid booth at this charity cycling event which attracted 360 riders and raised more than \$60,000.	☒ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
October 13	Diabetes Health Fair	Diabetes educators and physicians presented educational seminars, screenings and information to approximately 100 individuals at the Park Center in Glenview.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☒ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
October 17	Making Strides Walk for Breast Cancer Awareness	NorthShore employees and family members took part in a 5 mile walk and raised more than \$2,800 for the event.	☒ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
October /November	District 219 Health Careers Tours	Skokie Hospital provided hands-on interactive sessions through a variety of hospital departments such as emergency room, cardiac imaging, radiology, respiratory therapy and endoscopy, to interested high school students enrolled in the Health Careers program through District 219	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
November	Niles Township Food Pantry Drive	Employees at Skokie Hospital collected over 600 pounds of food for needy residents in Niles Township.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
November 9-19	Evanston Hospital Thanksgiving Food Drive	Evanston Hospital collected food items that were distributed to local agencies in the Evanston community.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
November 19 – December 10	Glenbrook Hospital Holiday Gift Drive	Glenbrook Hospital partnered with Youth Services and the North Shore Senior Center to provide holiday gifts to over 200 kids, adults and seniors.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
November 18	Simulator Center Experience and Medical Career Opportunities for Highland Park High School Students	The Simulator Center staff provided hands-on experience and information regarding medical opportunities to 18 bilingual/bicultural students from Highland Park High School.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
December	Community Giving Program	Employees at Skokie Hospital collected over \$1,700 for Skokie's needy families during the holiday season. The funds were distributed by the Village of Skokie Human Services Department.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
December 1-14	Highland Park Hospital Holiday Gift Drive	Highland Park Hospital collaborated with Moraine Township to adopt families for the holidays. Hospital staff and physicians gave 120 gifts and gift cards to local grocery stores to the township gift drive.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
December 3-20	Evanston Hospital Holiday Food Drive & Christmas Toy Collection	Evanston Hospital collected food and toys that were distributed to the YWCA Emergency Shelter.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
January	Skokie Library Winter Reading Program	Skokie Hospital partnered with the Skokie Library to incorporate books and DVDs on healthy eating and physical fitness as part of the two week winter reading program, logging 48,000 reading minutes and 97,000 physical activity minutes.	☐ Cancer ☒ Heart Disease/Stroke ☐ Pneumonia ☒ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

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NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
February	Heart of Glenview	For the fourth year, Glenbrook Hospital was a key sponsor for this community-wide event to provide funding for local charities to provide much needed social services to residents in need.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
February 2	NorthShore University HealthSystem/School District 65 Health Challenge Bowl	Four District 65 middle schools sent a team of four students to participate in fun academic competition on the health issues. Teams played for a traveling trophy, medals and \$500 that went to support the school's physical education program.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
February 26	Glenview New Resident Open House	NorthShore University HealthSystem provided free blood pressure screenings to attendees of the New Resident Open House as well primary prevention education to over 75 attendees.	☐ Cancer ☒ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
February 27	Hustle Up the Hancock	Twenty-one Kellogg Cancer Care staff members participated in this annual fundraising event and helped to raise \$6,000 for lung disease research in greater Chicago.	☒ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
March	Humanitarian Relief in Japan	NorthShore University HealthSystem made a \$25,000 donation to the American Red Cross on behalf of the entire NorthShore staff, to aid in the international humanitarian relief efforts in Japan.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
March	Northfield Pantry Food Collection by Glenbrook Hospital employees	Glenbrook Hospital employees collected hundreds of pounds of staple food pantry items for the Northfield Food Pantry program.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
March 1-31	National Nutrition Food Drive	Evanston Hospital employees donated food to be distributed via the Harvest Food Pantry.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
March 5-14	Chicago Children's Theater Red Kite Roundup	Evanston Hospital served as an in-kind sponsor and host for the Chicago Children's Theater Red Kite Round Up. This was a multi-sensory performance tailored to meet the needs of children with a wide range of autism. There were 23 shows with 172 children participating in the show.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☒ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
March - June	Women Out Walking	NorthShore was a supporting sponsor with the City of Evanston, for Women Out Walking. This free walking and health education campaign promoted health, wellness, community and physical activities for the women of Evanston.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
April 19	Northbrook Leadership Program	Glenbrook Hospital hosted the final class and graduation ceremony for the Northbrook Leadership program and provided breakfast, lunch and an hour-long tour of the hospital and services.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
April 26	Glenbrook South High School Health Fair	NorthShore staff provided information and screenings on topics such as blood pressure, stroke awareness, blood sugar, healthy eating, body mass index, bone density and sleep to the their student colleagues at Glenbrook South High School.	☐ Cancer ☒ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
April 27	School District 113 Student Scholarship Awards Dinner	NorthShore provided a \$1,000 scholarship to a Highland Park High School senior interested in pursuing a career in healthcare.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
April 30	Rebuilding Together	Glenbrook Hospital has been an ongoing sponsor of one home project and engaged employees to volunteer to help rebuild the home of a low-income senior or disabled person in the community.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
May 2	Medical Technologies Scholarship Awards	Glenbrook Hospital provided three scholarships for post high school education (valued at \$1,000) to three high school students interested in a career in the field of medical technology.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
May 2	Skin Cancer Screening at Skokie Hospital	Dermatologists on staff at NorthShore University HealthSystem provided skin cancer screenings to 87 individuals, 24 of which were recommended for follow up appointments as a result of suspicious lesions.	☒ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
May 12	Glenbrook Hospital Community Forum	This annual forum provided health information to the community about neurological services and capabilities at Glenbrook's new state of the art Emergency Department.	☒ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

ATTACHMENT 43

☒ Principle Addressed

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
May 15	American Cancer Society Walk & Roll	Kellogg Cancer Care staff members participated at this annual fundraising event.	☒ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
May 21	"Baby Steps" A Baby Shower for Low Income Moms-to-Be	The Junior League of Evanston-North Shore partnered with Evanston Hospital's Perinatal Family Support Center to throw a baby shower for 15 low-income expectant mothers. The event included information on breastfeeding and nutrition, post-partum depression and car seat safety. Like a traditional baby shower, the day included lunch and gifts for the moms-to-be.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
May 21 & 22	Skokie Festival of Cultures	Nurses and other staff from Skokie Hospital provided health information and blood pressure screenings at the weekend-long event.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

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NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
May /June	American Cancer Society Relay for Life	NorthShore donated a total of \$20,000 towards three Relays held in the hospital service areas. Additionally, Glenbrook Hospital donated food with hospital employee volunteers that helped to serve the dinner.	☒ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Summer Months	Skokie's Trail to Fitness	Skokie Hospital funded the Skokie Trail to fitness, a community wide initiative to help individuals lead healthier lives through a 12-week summer program that provided free classes, programs, screenings and events.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
Summer Months	Sizzling Summer Science Camps	For a second year, Skokie Hospital provided funding to fully subsidize camp fees for 27 underserved kids in the Niles Township School District and also allowed the camp to purchase additional materials and equipment for a variety of camp sessions.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
June 18	Dr. Tammy Novak's Hope Clinic	Glenbrook Hospital was a key sponsor and participant in the third annual Hope Clinic, which offered free preventive cervical and mammography screenings to uninsured women. Glenbrook Hospital provided funding for all cervical pap smears.	☒ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 -- September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
June 19	Ricky Byrdson/YWCA Race Against Hate	NorthShore was an ongoing financial sponsor of the race, as well as provided staff to serve in a medical support role.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
June 26	Glenview Summer Festival	Glenbrook Hospital employees provided blood pressure screenings during the community event.	☐ Cancer ☒ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
July 3	Park District of Highland Park Firecracker 4 Run and Walk	The four mile run and family walk raised funds for the park district's SMILE program, which provides scholarships to park district programs for underserved families in Highland Park and Highwood. Highland Park Hospital contributed \$750 in addition to staffing a water station on the course.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
August	Healthy Back to School Snacks Collection by Glenbrook Hospital employees	Glenbrook Hospital employees collected healthy snacks for distribution to families of the Northfield Township Food Pantry program.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration

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Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
August	NorthShore Skokie Hospital Health Careers Scholarship Fund	An Oakton Community College scholarship in perpetuity was provided to a student graduating from Niles Township High School District 219 who planned to enter the fields of health and sciences.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
August 3	Lake County Health Department Kids 1 st Fair	Highland Park Hospital was a sponsor for the health fair and contributed \$2,000 towards medical supplies. Additionally 20 staff members volunteered approximately 100 hours at the event which provided back to school physicals and screenings for 955 underserved/uninsured children.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☒ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
August 13	American Cancer Society Family Health Fair at Lincolnwood Mall	NorthShore University HealthSystem provided blood pressure, bone density screenings and dentists offered dental awareness information to participants.	☐ Cancer ☒ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
August 22	School Supplies Collection by Highland Park Hospital Employees	Ten boxes of school supplies were collected for students in need at school district #112 in Highland Park and Highwood.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
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Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
August 27	Skokie Back Lot Bash	NorthShore staff provided blood pressure, glucose and BMI screenings to approximately 250 registrants in the 5K run which launched the weekend's festivities.	☐ Cancer ☒ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☒ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community
August 27 & 28	Information and First Aid provided at The Port Clinton Art Festival	Highland Park Hospital staff provided 40 volunteer hours to staff a first aid booth and provide health information at the annual art festival.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration
August - September	School Supplies Collection by Evanston Hospital Employees	School supplies were collected for distribution to students in need at the Youth Umbrella Organization of Evanston.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration
August - September	ELL Parent Center (ELLPC) Healthy Snack and School Supplies Drive	Skokie Hospital employees collected over 300 pounds of snack and school supplies for underserved children, distributed by the ELLPC of Niles Township.	☐ Cancer ☐ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☒ Initiative Requested by Community	☒ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☒ Build Community Capacity ☒ Community Collaboration

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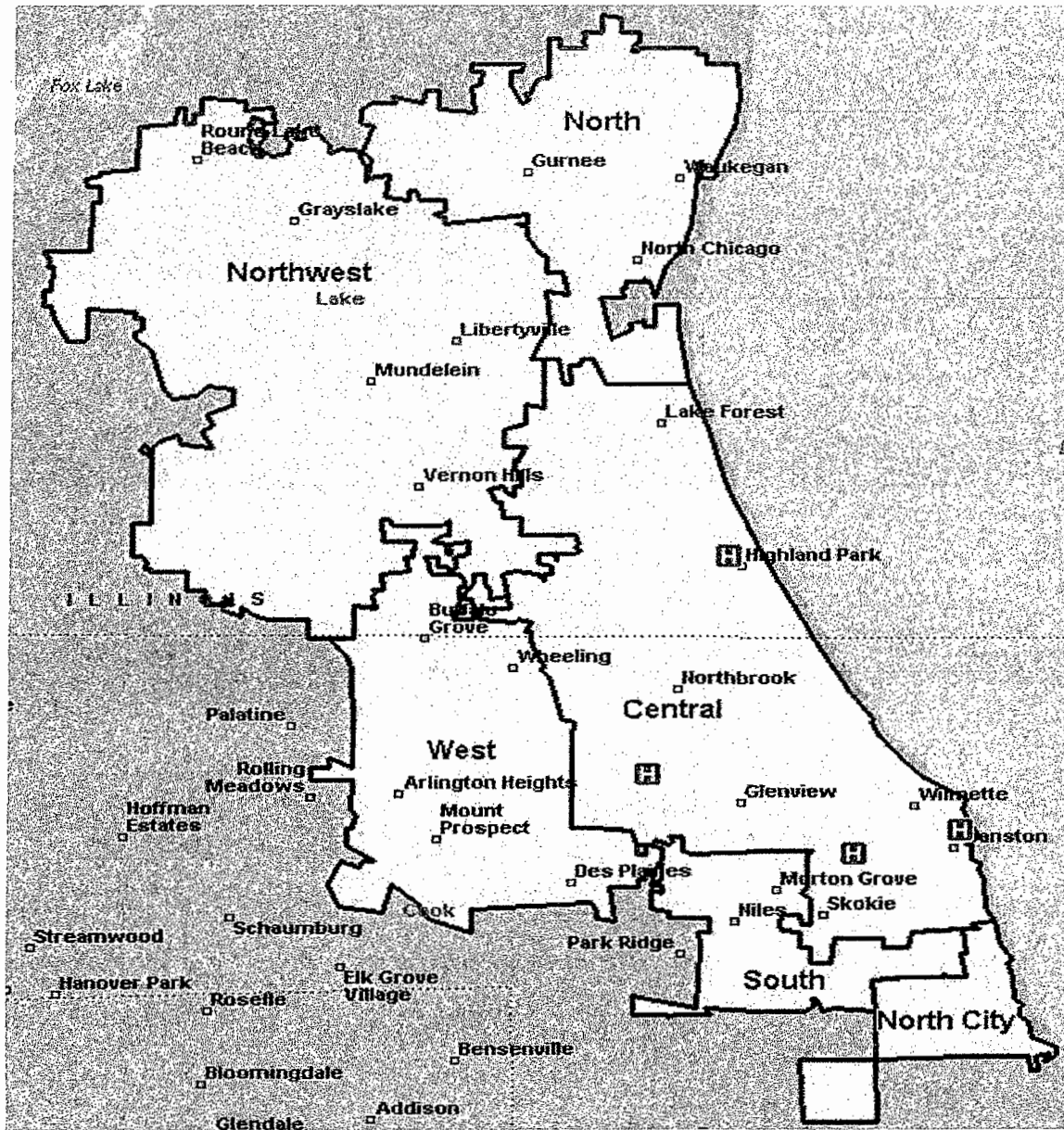
NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2011
October 1, 2010 – September 30, 2011

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
September 25	American Heart Walk	NorthShore University HealthSystem participated in the Annual Heart Walk with more than 600 employees, raising nearly \$125,000.	☐ Cancer ☒ Heart Disease/Stroke ☐ Pneumonia ☐ Diabetes ☐ Mental Health ☐ Initiative Requested by Community	☐ Disproportionate Unmet Health-Related Needs ☐ Primary Prevention ☐ Seamless Continuum of Care ☐ Build Community Capacity ☒ Community Collaboration

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NorthShore University HealthSystem Service Area Map 51 Zip Codes



NorthShore University HealthSystem Communities

Central Communities

60015	Deerfield
60022	Glencoe
60025	Glenview
60026	Glenview
60029	Golf
60035	Highland Park
60037	Fort Sheridan
60040	Highwood
60043	Kenilworth
60045	Lake Forest
60062	Northbrook
60065	Northbrook
60076	Skokie
60077	Skokie
60082	Techny
60091	Wilmette
60093	Winnetka
60201	Evanston
60202	Evanston
60203	Evanston

West Communities

60004	Arlington Heights
60005	Arlington Heights
60016	Des Plaines
60056	Mount Prospect
60070	Prospect Heights
60089	Buffalo Grove
60090	Wheeling

North Communities

60031	Gurnee
60044	Lake Bluff
60064	North Chicago
60085	Waukegan
60087	Waukegan

N. City Communities

60625	Ravenswood
60626	Edgewater
60640	Uptown
60641	Irving Park
60659	North Town
60660	Rogers Park

N.W. Communities

60030	Grayslake
60047	Long Grove
60048	Libertyville
60060	Mundelein
60061	Vernon Hills
60069	Lincolnshire
60073	Round Lake

South Communities

60053	Morton Grove
60631	Norwood Park
60645	Lincolnwood
60646	Edgebrook
60712	Lincolnwood
60714	Niles

NorthShore University HealthSystem Demographics

Population Size and Projected Growth

	2011	2016	% Change
Central	375,785	380,536	1.26%
North	166,643	170,510	2.32%
North City	369,209	366,261	-0.80%
Northwest	242,763	256,495	5.66%
South	160,356	158,888	-0.92%
West	284,557	282,991	-0.55%
Total	1,599,313	1,615,681	1.02%

Population by Gender, 2011

	% Male	% Female
Central	48%	52%
North	50%	50%
North City	50%	50%
Northwest	50%	50%
South	48%	52%
West	49%	51%
Total	49%	51%

Population by Age Cohorts, 2011

	0-17	18-34	35-44	45-54	55-64	65-74	75-84	85+
Central	24%	21%	10%	15%	14%	8%	5%	3%
North	29%	22%	16%	14%	10%	5%	3%	1%
North City	22%	26%	17%	14%	10%	6%	3%	2%
Northwest	29%	18%	14%	17%	12%	6%	3%	1%
South	21%	19%	12%	14%	13%	9%	8%	4%
West	23%	21%	14%	15%	13%	7%	5%	2%
Total	24%	22%	14%	15%	12%	7%	4%	2%

Income / Household, Average Household Size, 2011

	# HH	Avg HH Income	Under \$25K	\$25k up to \$50k	\$50k up to \$100k	\$100k up to \$150k	\$150k up to \$200k	\$200k+
Central	138,366	\$ 144,971	11%	17%	28%	18%	8%	18%
North	54,407	\$ 82,806	19%	26%	33%	14%	4%	4%
North City	140,991	\$ 56,615	29%	29%	29%	9%	2%	2%
Northwest	79,906	\$ 119,674	8%	16%	35%	21%	8%	11%
South	60,964	\$ 82,494	18%	24%	35%	15%	5%	4%
West	109,531	\$ 84,922	13%	23%	36%	18%	5%	5%
Total	584,165	\$ 108,706	17%	22%	32%	15%	5%	8%

Population by Race, 2011

	African American	Asian	Caucasian	Multiracial	Native American	Other	Pacific Islander
Central	6.03%	10.91%	77.47%	2.57%	0.16%	2.80%	0.06%
North	15.97%	6.48%	53.29%	3.70%	0.49%	20.00%	0.07%
North City	10.33%	12.49%	53.98%	6.30%	0.52%	16.27%	0.11%
Northwest	2.11%	7.71%	78.77%	2.41%	0.31%	8.66%	0.04%
South	3.57%	15.43%	72.72%	3.48%	0.23%	4.52%	0.05%
West	1.74%	12.71%	76.64%	2.38%	0.21%	6.25%	0.06%
Total	6.45%	11.10%	69.10%	3.58%	0.31%	9.38%	0.07%

Community Needs Assessment

NorthShore University HealthSystem (NorthShore) consistently assesses the needs of its communities and those of the underserved, to ensure that its community benefits programs are in alignment with the health needs of the communities it serves. In addition to collecting and analyzing available quantitative and qualitative data on mortality, disease incidence, utilization of and access to health care services, NorthShore established a mechanism in which to actively seek the involvement of our community and public health leaders in an ongoing manner to ensure that our analysis reflects the current public health needs in our area.

Community Needs Assessment Methodology – In order to produce a comprehensive health assessment, NorthShore utilized a range of available data sources. Public health statistics on mortality, maternal, infant, and child health, emotional well-being and access to care were obtained from the Illinois Department of Public Health website. The most recent data available is from 2006. As public health data often lags by several years, and is only available at the state, Metropolitan Statistical Area, or county-level, NorthShore also identified sources of zip-code level estimates of disease incidence metrics and socioeconomic status. This data assisted in understanding local levels of need and variation across our specific service area. (The zip-code level metrics included data from Thomson/Reuters from 2008, a health care information company, which creates estimates based on Census data, Medicare and third party insurance claims, and a nationally-representative household survey that includes self-reported health status, health care utilization, and self-report diagnoses.) NorthShore also identified zip-code level rates of preventable hospitalizations based on Agency for Healthcare Research and Quality (AHRQ) definitions. Preventable hospitalizations served as an indicator of the quality and depth of the outpatient management of chronic diseases, such as hypertension, high cholesterol, diabetes and obesity. The causes that trigger hospitalization were identified using the Illinois Hospital Associations COMPData database.

Based on the compilation of these sources, NorthShore found that mortality and non-obstetric hospitalizations are driven predominantly by heart disease, cancer, stroke, pneumonia, diabetes and psychiatric conditions. Areas of greatest socioeconomic need within NorthShore's service area are concentrated in northern Lake County and the North Chicago neighborhoods. NorthShore also identified differences across the service area in the self-reported health status and diagnosis of disease, and compared overall rates to Healthy Goals 2010 (where applicable).

Community Involvement – NorthShore utilizes multiple mechanisms for seeking out the collective voice of the community in understand the unmet health needs. For example, each NorthShore hospital has a community advisory committee that includes a range of community leaders. These leaders represent local public health agencies, non-profit organizations serving low-income residents, faith based groups, business and civic leaders. They advise each hospital and NorthShore on services or initiatives from a community perspective and provide strategic recommendations for community benefits programs. NorthShore's key senior administrators, as well as its community relations staff, maintain strong working relationships with local leaders, public health agencies, township officials and social service agencies not represented in the community advisory committee. In their role as community liaisons, the community relations personnel serves as point of contact for NorthShore's involvement with community requests. In addition, community relations personnel coordinate the hospital presidents' role in NorthShore advocacy programs.

Senior administrators at NorthShore also participate regularly in outreach to local leaders. NorthShore physicians and staff play an equally important role in identifying health trends and needs through their leadership, board participation and involvement in local, regional and national organizations.

Information related to the health assessments and findings are communicated at the department level to NorthShore leadership.

NorthShore will continue to track both quantitative and qualitative sources of public health information as it becomes available, as well as feedback from community leaders. Community health needs data is used in our annual strategic planning processes. Stakeholder participation is critical and greatly influences NorthShore's prioritization and execution of its community benefits programs. In addition, collaboration with local leadership allows NorthShore to detect urgent and growing needs that may be under represented or absent from aggregate data, in a timely and effective manner. Lastly, collaboration with local leaders has facilitated the development of signature programs, such as Be Well-Lake County and real time solutions to critical health challenges.

Strategic Approach for Meeting Community Health Needs – NorthShore implements a three-fold strategy to address the health needs of the communities that it serves as follows:

- Community benefits programs, signature initiatives and partnerships will address a need identified in the community health needs assessment conducted by NorthShore.
- Community benefits programs, initiatives and partnerships will address a need identified by the community.
- Community benefits programs, initiatives and partnerships will be aligned with the guiding principles outlined in *Advancing the State of the Art of Community Benefits for Nonprofit Hospitals*. The guiding principles are: disproportionate unmet health-related needs; primary prevention; seamless continuum of care; build community capacity and, community collaboration.

All of NorthShore's community benefits programs, initiatives and partnerships will be documented in a report that provide the date(s), describes the initiative, identifies assessed need(s) met, highlights outcomes and identifies guiding principles met. NorthShore will continue to place priority on providing community benefits and services in the communities located nearest to our hospitals, where we believe we have the greatest capacity and responsibility to serve.

NorthShore conducted its most recent assessment in 2010, and therefore, will complete its next assessment in 2013.

Community Benefits Oversight Committee

Committee Overview

The community benefits oversight committee is comprised of senior administrators representing key areas of NorthShore University HealthSystem. The committee meets quarterly to provide input and direction relative to the following activities:

- Community benefits planning and reporting
- Identifying and correcting community benefits compliance issues
- Communicating the importance of community benefits to internal and external audiences

Committee Members

Mary Alvarado
Assistant Vice President
Glenbrook Hospital

Gary Gephart
Assistant Vice President-Finance
NorthShore University HealthSystem

Lindsey Bailey
Vice President
Highland Park Hospital

Sean O'Grady
Senior Vice President
Evanston Hospital

Rich Casey
Vice President
Skokie Hospital

Mark Schroeder
Director, Community Relations
NorthShore University HealthSystem

Ellen Daniel
Director, Regulatory Reporting
NorthShore University HealthSystem

Seema Terry
Manager, Community Relations
Glenbrook and Skokie Hospitals

Hania Fuschetto
Manager, Community Relations
Highland Park Hospital

Community Relations Department

Department Overview

The Community Relations Department ensures that NorthShore University HealthSystem activities are in alignment with community needs, state requirements, corporate goals and other internal initiatives. The Department has a community relations manager assigned to each hospital with the director having system-wide responsibility. Community Relations' responsibilities include:

- Building relationships and partnerships with local agencies, officials and community groups
- Working with hospital staff to prepare system-wide annual community benefits plan, as required by the State of Illinois
- Developing individual community relations plans for each NorthShore University HealthSystem hospital
- Working with administration and finance to prepare community benefits reports for the Federal 990 Schedule H tax return, the State of Illinois Attorney General's Office and community distribution
- Assisting with community needs assessment(s)
- Communicating NorthShore's community benefits to internal and external audiences
- Coordinating the hospital presidents' role in NorthShore advocacy

Contacts

NorthShore University HealthSystem/ Evanston Hospital

Mark Schroeder, Director
Community Relations
NorthShore University HealthSystem
Evanston Hospital
2650 Ridge Avenue
Evanston, IL 60201
Phone/Fax: (847) 570-1867/(847) 570-2940
E-mail: mschroeder@northshore.org

Glenbrook Hospital

Seema Terry, Manager
Community Relations - Glenbrook Hospital
2100 Pfingsten Road, Room B076
Glenview, IL 60026
Phone/Fax: (847) 657-6751/(847) 657-5999
E-mail: sterry@northshore.org

Highland Park Hospital

Hania Fuschetto, Manager
Community Relations - Highland Park Hospital
777 Park Avenue West
Highland Park, IL 60035
Phone/Fax: (847) 480-2630/(847) 480-3974
E-mail: hfuschetto@northshore.org

Skokie Hospital

Seema Terry, Manager
Community Relations - Skokie Hospital
9600 Gross Point Road, Suite 2030
Skokie, IL 60076
Phone/Fax: (847) 933-6629/(847) 933-3853
E-mail: sterry@northshore.org

Plan Content

- Situation Analysis
- Target Audience
- Strategies
- Tactics: Six Steps to Success

Situation Analysis

In creating the community relations plan, NorthShore University HealthSystem strengths, challenges and opportunities were analyzed. The issues were identified through assessments of community health needs and issues, focus groups, community leader forums, industry trends and partnerships with community organizations.

Strengths:

- High quality care (*see Section 17, Industry Recognition*)
- Cutting edge clinical research & innovative technology (*see Section 17, Industry Recognition*)
- Financial stability
- University of Chicago Pritzker School of Medicine affiliation
- Advanced electronic medical record system
- National reputation – “100 Best Hospitals”
- Research Institute nationally ranked
- The first health system in Illinois to achieve Magnet status as a system
- Highly regarded employer
- Corporate commitment to community relations
- Numerous NorthShore University HealthSystem initiatives working to improve community health
- Established successful community relations program

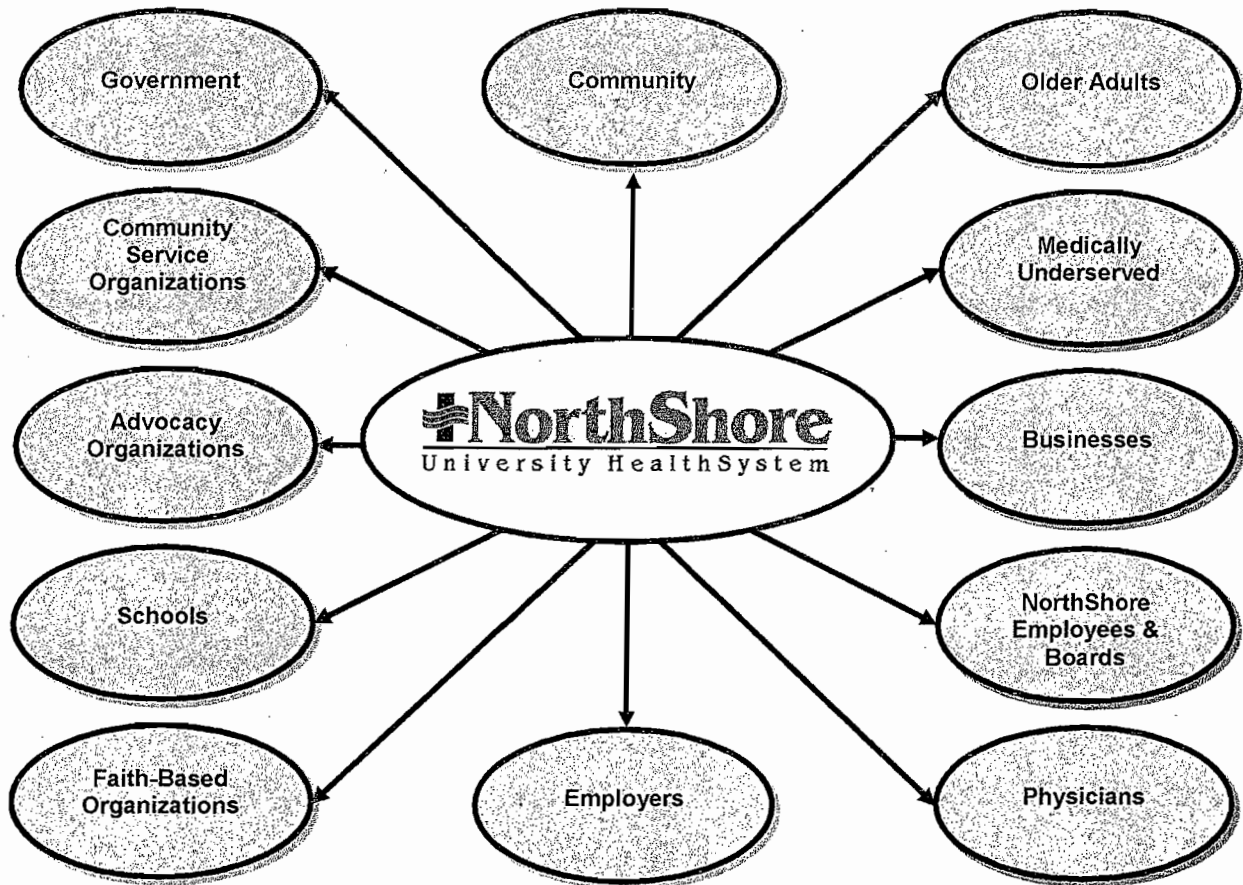
Challenges:

- Federal and State reimbursement
- Fluctuations in charity care
- Economic downturn
- Maintaining image and reputation
- Community impressions
- Public awareness of services, technology and contributions
- Balancing stewardship of business with charity care
- Maintain community relations success
- Federal and state tax exemption issues

Opportunities:

- Continual improvement in quality, service and technology
- Build upon existing community relationships and outreach programs
- Strong community relations team in place to launch, manage and sustain initiatives
- Empower the talent and caring spirit of NorthShore University HealthSystem employees via community service

Target Audiences



Strategies

- Create innovative and recognizable community partnerships to identify and address community health issues
- Focus outreach efforts to foster positive relationships with target audiences
- Expand NorthShore University HealthSystem's community presence through greater employee volunteerism
- Communicate community benefits and outreach efforts
- Connect NorthShore University HealthSystem services with the needs of the community
- Evaluate activities

Tactics: 6 Steps to Success

1. Partnership & Collaboration
2. Outreach
3. Volunteerism
4. Share Our Story
5. Health Screenings & Education
6. Track & Evaluate

1. Tactic: Partnership & Collaboration

- Created a NorthShore University HealthSystem Community Advisory Committee (CAC) at each hospital
- Continue to identify community health issues & partnership opportunities
- Serve as communications link to the community

2. Tactic: Outreach

- Continue leadership roles on committees, task forces, coalitions and planning groups
 - Maintain memberships in key community organizations
 - Make strategic contributions to community-based initiatives that enhance the health of the community
 - Respond to reasonable requests for assistance and leadership

3. Tactic: Volunteerism

- Promote employee and auxiliary members involvement in community organizations
 - Community Relations to provide employees and auxiliary members with volunteer opportunities
 - Promote participation through internal communication vehicles
 - Recognize and reward employees for volunteerism and community service

4. Tactic: Share Our Story

- Northshore.org
- NorthShore University HealthSystem Annual Report
- NorthShore University HealthSystem Annual Community Benefits Report
- Community leader briefings
- Internal communication vehicles (*Inside NorthShore, Pulse*, meetings, etc.)
- External communication vehicles (*Connections and Philanthropy Perspectives*)
- External speaking opportunities
- NorthShore University HealthSystem-sponsored forums
- Partner publications
- Media placements
- Health industry publications

5. Tactic: Health Screenings & Education

- Identify venues for:
 - Health screenings
 - Health fairs
 - Speakers' Bureau
 - Hospital-based screenings for organizations
 - NorthShore University HealthSystem support group services

6. Tactic: Track & Evaluate

External

- Comply with Internal Revenue Service Community Benefits Reporting Schedule H
- Comply with Illinois Community Benefits Act
- Conduct community health assessment(s) (every 3 years)
- Track and evaluate initiatives against community needs assessed, outcomes, and NorthShore University HealthSystem Guiding Principles
- Conduct community survey(s)
- Conduct CAC survey(s)
- Document individual success stories
- "Share our Story" via media placements
- Gain community and industry recognition for providing excellence in community benefits

Internal

- Track and evaluate initiatives against community needs assessed, outcomes, and NorthShore University HealthSystem Guiding Principles
- Track participation in NorthShore University HealthSystem services
- Track participation level of NorthShore University HealthSystem employees in volunteer activities

System-wide Community Relations Programs

Program Description

NorthShore engages in community relations programs that include significant investment of human and financial resources to address community health needs. The following programs are implemented throughout NorthShore University HealthSystem.

Be Well Lake County

Be Well-Lake County is a collaboration between NorthShore, Lake County Health Department and Community Health Center (LCHD/CHC), and supporting community partners. The program goal is to build greater access through a coordinated network of healthcare targeting the underserved diabetes population in Lake County. The program enables the partner organizations to effectively pool and maximize resources in order to provide high quality comprehensive diabetes management, education, and support resources that will address one of the nation's fastest growing health threats.

Contacts

- Sara Smith, Director, NorthShore University HealthSystem
- Patricia Leonard, Vice President, NorthShore Medical Group
- Susan Nelson, Administrative Director, NorthShore Medical Group

CACHE - Community Action for Child Health Equity

NorthShore's Community Action for Child Health Equity (CACHE) is one of five national sites in a groundbreaking National Institutes of Health (NIH) funded study focused on maternal stress and the corresponding effect on birth outcomes and child health, growth and development. The overall goal of the study is to gain information that will ultimately lead to the elimination of disparities in maternal health and child development. CACHE has pushed the study to offer immediate community benefit by developing a pioneering parallel system that provides outreach efforts to interview subjects in real time when important health interventions are needed.

Contacts

- Madeleine U. Shalowitz, MD, MBA, Primary Investigator, NorthShore University HealthSystem
- Elizabeth Clark Kauffman, MHS, Project Director, NorthShore University HealthSystem

Community Advisory Committees

The Community Advisory Committee's (CAC) role is to advise hospital administration on services and initiatives, from a community perspective. CACs are structured to ensure NorthShore University HealthSystem accountability to the community by working to fulfill our vision that the more NorthShore University HealthSystem and the community connect, the stronger and healthier both will become.

CAC Role, Scope and Charge

- Serve as an advocate for the greater good of the community and its health
- Provide recommendations for annual community benefits planning
- Help identify opportunities for partnerships between hospital and community organizations
- Serve as a communication link between the hospital and the community
- Identify gaps in healthcare services within the community
- Help identify community resources that work to enhance the health of the community
- Quarterly meetings (unless more frequently based on the interests of the CAC)

Membership Composition

- Comprised of 12-15 community members
- Comprised of 2-3 hospital administrative and professional staff
- Strive for proportional geographic representation from the NorthShore University HealthSystem service area
- Strive for diverse membership to include business, faith community, social services, civic organizations, government officials, elected officials, interested citizens, former patients, healthcare professionals, etc.
- Hospital president to appoint CAC Chairperson/Co-Chairs
- Appointment to CAC is for multi-year tiered terms with optional reappointment

Contacts

- Mark Schroeder, Director, Community Relations, NorthShore University HealthSystem/Evanston Hospital
- Seema Terry, Manager, Community Relations, Glenbrook & Skokie Hospitals
- Hania Fuschetto, Manager, Community Relations, Highland Park Hospital

Community Health Champion

NorthShore University HealthSystem created the "Community Health Champion Award" to honor and recognize local residents from each hospital service area whose actions help to improve the health of NorthShore community. The award includes a \$1,000 contribution to the organization at which the winner volunteers to assist with the advancement of their efforts to promote community health.

Contacts

- Mark Schroeder, Director, Community Relations, NorthShore University HealthSystem/Evanston Hospital
- Seema Terry, Manager, Community Relations, Glenbrook & Skokie Hospitals
- Hania Fuschetto, Manager, Community Relations, Highland Park Hospital

Contributions

NorthShore University HealthSystem provides financial support to a variety of national and local non-profit organizations that support NorthShore's mission to preserve and improve human life and to help NorthShore University HealthSystem connect with the communities it serves.

Contacts

- Mark Schroeder, Director, Community Relations, NorthShore University HealthSystem/Evanston Hospital
- Seema Terry, Manager, Community Relations, Glenbrook & Skokie Hospitals
- Hania Fuschetto, Manager, Community Relations, Highland Park Hospital

Community Wellness

Community Wellness programs are offered by various NorthShore University HealthSystem departments and typically partner with a community organization to provide health screening services and educational programs.

Activities

- CPR Classes
- First Aid Classes
- Babysitting Classes for Adolescents
- Blood Pressure Screenings
- Cholesterol Screenings
- Glucose Screenings
- Osteoporosis Screenings
- Glaucoma Screenings
- Lung Function Screenings
- Fitness Screenings
- Body Fat Analysis Screenings

Contacts

- Primary
 - Mary Alvarado, Assistant Vice President, Glenbrook Hospital
- Secondary Contacts
 - Appropriate department related to topic request*
 - CPR Classes--Anne Middaugh, RN
 - First Aid Classes--Anne Middaugh, RN
 - Babysitting Classes--Anne Middaugh, RN
 - Blood Pressure Screenings--Anne Middaugh, RN; Paulette Brody, RN
 - Cholesterol Screenings--Anne Middaugh, RN; Paulette Brody, RN
 - Glucose Screenings--Mary Bennett, RD, CDE
 - Osteoporosis Screenings--Beth Tobias, RT(N)

- Glaucoma Screenings--Al Campos, COA
- Lung Function Screenings--Rick Pahomi, RRT
- Fitness Screenings--Paulette Brody, RN

Dental Center

The Dental Center at Evanston Hospital provides adults with primary care services and special consultations for medically underserved patients, pre-screenings for cardiovascular patients, management for oral complications in oncology patients and refractory dental problems. The Dental Center provided free and discounted care for 3,081 patients at a cost of \$208,814 to NorthShore.

Contacts

- Margaret Sala, Manager, Evanston Hospital Dental Clinic

Employee Volunteerism

NorthShore employees have a long-standing tradition of community service. Countless charitable organizations and schools benefit from the generosity and the hard work of NorthShore volunteers. NorthShore employees volunteer to carry out community service projects that meet community needs and promote goodwill. Employees invest their skills and time to have a positive impact on the communities they touch. Employee volunteerism in the community is centered on the ability to strengthen the NorthShore University HealthSystem culture of caring while benefiting the communities NorthShore University HealthSystem serves; strengthen partnerships with the community and not-for-profit organizations that work to improve the health of our community; and connect NorthShore employees and auxiliary members with the opportunity to serve.

Activities

- Highlight volunteer organizations, their missions and volunteer opportunities through *Inside NorthShore*, *Pulse* and *Connections*
- Identify community projects for NorthShore University HealthSystem employees to participate in during the year
- Community Relations Department recognizes and rewards employees for community service and volunteerism through the annual *Sharing Spirit* Volunteer Award

Contacts

- Mark Schroeder, Director, Community Relations, NorthShore University HealthSystem/Evanston Hospital
- Seema Terry, Manager, Community Relations, Glenbrook & Skokie Hospitals
- Hania Fuschetto, Manager, Community Relations, Highland Park Hospital

LIFE: Living in the Future Cancer Survivorship Program

Living in the Future (LIFE) – a unique cancer survivorship program designed to create a bridge for continued care of post-treatment cancer survivors. At its cornerstone, is a customized survivorship care plan that facilitates a dynamic partnership between the patient, the oncologist and the primary care physician.

Contacts

- Carol A. Rosenberg, MD, Program Director, NorthShore University HealthSystem
- Carole Martz, RN, AOCN, Clinical Coordinator, NorthShore University HealthSystem
- Hania Fuschetto, Manager, Community Relations, Highland Park Hospital

Medication Assistance Program

The Medication Assistance Program helps with the cost of prescriptions for patients of NorthShore University HealthSystem. The program assisted 2,274 patients filling 30,501 prescriptions valued at \$797,222.

Contacts

- Stan Kent, Assistant Vice President, Pharmacy, NorthShore University HealthSystem

Mentoring and Clinical Internships

NorthShore University HealthSystem provides internship and mentoring opportunities for high school, college and post-graduate students interested in the medical and allied health fields. Throughout the HealthSystem, students are offered the opportunity to intern in departments such as, but not inclusive of: Cardiology, Laboratory, Medical Social Work, Occupational Therapy, Patient Care, Infection Control, Perinatal Family Support Center, Physical Therapy, Radiology, Radiation Oncology, Pastoral Care and Hospital Administration.

Contacts

- Mark Schroeder, Director, Community Relations, NorthShore University HealthSystem/Evanston Hospital
- Seema Terry, Manager, Community Relations, Glenbrook & Skokie Hospitals
- Hania Fuschetto, Manager, Community Relations, Highland Park Hospital

Outpatient Clinic

The clinic provides medical care to adults and children who lack private medical insurance. Medical services include, but are not limited to: primary care, obstetrics/gynecology, general surgery, orthopedics, diabetes education and podiatry. The clinic treated 4,659 adult patients at 12,789 visits and 2,711 adolescent patients at 6,896 visits.

Contacts

- Elizabeth Raymond RN, Clinical Manager, Evanston Hospital Outpatient Department

Perinatal Depression Program

The Perinatal Depression Program seeks to identify women who are suffering from perinatal depression and offers referrals for women who may need additional help. The program screens women for perinatal depression during and after their pregnancy and offers a 24/7 crisis hotline for women and their family members who may find themselves in an emergent situation. The hotline provides multilingual services through interpretation services to assist those with limited or no English-speaking ability. All services are provided free of charge. NorthShore University HealthSystem physicians conducted 6,102 screenings to identify at-risk patients. Free psychological support and referrals were provided for 516 women identified through the screenings as at-risk for perinatal mood disorders. The hotline received 696 calls. This program is administered at Evanston Hospital and made available throughout all NorthShore University HealthSystem communities.

Contacts

- Jo Kim, PhD, Director, Perinatal Depression Program, Northshore University HealthSystem

Speaking Engagements

Experts from NorthShore University HealthSystem are available to organizations throughout the NorthShore University HealthSystem service area for presentations on a range of health-related topics relevant to the communities and hospital. In 2011, NorthShore physicians and healthcare professionals provided 135 lectures.

Contacts

- Hania Fuschetto, Manager, Community Relations, Highland Park Hospital
- Seema Terry, Manager, Community Relations, Glenbrook & Skokie Hospitals

Evanston Hospital – Community Programs

Overview

The programs listed below were created specifically for the Evanston community and designed to improve the community's health, expand healthcare access and promote civic engagement. These programs are in addition to Evanston Hospital's participation in NorthShore University HealthSystem's system-wide programs that include: Community Advisory Committee; Be Well Lake County; CACHE; LIFE: Living in the Future Cancer Survivorship program; Contributions; Community Wellness; Employee Volunteerism; Speakers' Bureau; and Mentoring and Clinical Internships.

Evanston Township High School Health Center

- Established in 1996 as a collaborative partnership with Evanston Township High School, the Evanston Health Department and NorthShore University HealthSystem provide a free school-based health clinic for the school's approximately 3,000 students. NorthShore University HealthSystem's annual contribution of \$545,643 works to support the center, which is staffed by NorthShore University HealthSystem employees who include a physician, two part-time nurse practitioners and a social worker. For the 2010-2011 school year, there were 713 students who utilized the health center at 2,204 visits.

Evanston Township High School Health Center "6 Steps to Success"

- "6 Steps to Success" is a clinic-based, healthy weight program at the School-Based Health Center at Evanston Township High School managed by a NorthShore physician providing 4-5 hours of service per week. An estimated 30 students per year participate in the program. In addition, the program is promoted through the Healthy Lifestyles PE class, which involves another 25 students. The program is based upon 6 evidence-based goals that improve weight and overall health: 5) Eat 5 servings of fruit and vegetables a day; 4) Drink at least 4 glasses of water a day; 3) Eat 3 servings of low-fat calcium a day; 2) Only 2 hours or less of screen time a day; 1) 1 hour of physical activity a day; 0) No sugared beverage consumption. Overweight and obese students are identified by clinic and school staff and asked to participate in the program. Participation includes an initial physical exam and blood work to screen for the causes and complications of obesity. Patients are then asked to choose one of the 6 goals with a follow-up scheduled every 3-6 weeks to see if these goals are achieved and to monitor their weight. The clinic is currently working with other school departments to expand promotion of the 6 goals to other areas of the high school.

Support for Nurse Practitioner for Evanston/Skokie School District 65

- NorthShore University HealthSystem provided funding for a nurse practitioner to provide specific health care services one day per week for the students of Evanston/Skokie School District 65.

Ricky Byrdsong / YWCA Evanston/North Shore Race Against Hate

- The Ricky Byrdsong Memorial 5K Race Against Hate brings together a diverse group of individuals from all over Evanston, the North Shore and Chicagoland to say “no” to racism, discrimination, violence and hate crimes and to raise funds for the YWCA Evanston/North Shore in areas of anti-racism and racial justice. The event is to honor Ricky Byrdsong, a former Northwestern men's basketball coach who was tragically gunned down in a hate crime on July 2, 1999. NorthShore University HealthSystem was a financial sponsor and provided volunteers to serve as medical staff for the race.

Statewide Pioneering Healthier Communities

- Launched by YMCA of the USA in 2008, Pioneering Healthier Communities (PHC) is a community-based policy change initiative at the local and state level in six states and 32 communities over a period of five years. The aim of the initiative is to address the childhood obesity epidemic through policy, system and environmental (PSE) changes that will have implications for communities, states and the nation. NorthShore's Evanston Hospital is a member of a Evanston-based PHC coalition, committing three physicians, that include a cardiologist and pediatrician to the effort.

NorthShore University HealthSystem / District 65 Health Challenge Bowl

- In a continuing partnership to teach the importance of good health at an early age, Evanston Hospital and School District 65 hosted the Sixth Annual Health Challenge Bowl in February. Twenty students comprised of sixth and seventh graders from all five district middle schools participated in a football-themed health quiz game. The Health Challenge Bowl provided Evanston Hospital an opportunity to engage its home school district in a fun, academic way, while also giving students the chance to visit their local hospital and interact with medical professionals.

Evanston Township High School Health Sciences Rotation Program

- Since 1985, Evanston Township High School (ETHS) and Evanston Hospital have partnered to offer students participation in the Health Sciences Rotation Program (HSRP), which affords students an opportunity to explore healthcare careers up front and personal. Designed for junior and senior students, this program combines classroom instruction with job shadowing experiences in several different departments within the hospital. HSRP is a yearlong course, through which students earn four semester credits, two for science and two for applied science. The program averages approximately 40 students per year.

Friends of Evanston Farmers Markets

- NorthShore provided a \$5,000 grant to the Friends of the Farmers Markets (Friends) to help increase the utilization of LINK card users (low income consumers) directly with fresh, local produce. NorthShore matched LINK card purchases at Farmers Markets dollar-for-dollar for the purchase of fresh produce. NorthShore's support provided for a total of \$11,982 of LINK-related benefits that were disbursed over the season, an almost 500% increase in the purchase of fresh fruits and vegetables by LINK-eligible individuals as compared to the 2010 season. The incentive program is a joint effort of NorthShore, the City of Evanston and Friends.

Food & Fun After School 2nd Edition (McGaw YMCA)

- Created by the Harvard Prevention and Research Center on Nutrition and Physical Activity in collaboration with the YMCA of the USA NorthShore provided a \$5,000 grant to the Evanston McGaw YMCA to help support this program. The goal of the program is to assist program staff in providing healthier environments to children during out-of-school time. The curriculum is designed to incorporate lessons and activities about healthy eating and physical activity into regular after school program activities. NorthShore's funding provides support for 125 children to participate in the program.

Evanston Hospital – Community Advisory Committee

The Community Advisory Committee's (CAC) role is to advise Evanston Hospital administration on services and initiatives from a community perspective. The CAC is structured to ensure Evanston Hospital's accountability to the community, and to assist in the fulfillment of the community relations vision, that the more NorthShore University HealthSystem and the community connect, the stronger and healthier both will become.

Evanston Hospital Members

Martha Arntson

Executive Director
Childcare Network of Evanston

Kelley Kalinich

Superintendent
Kenilworth School District 38

Christopher Canning

President
Village of Wilmette

Greg Klaiber

Chief, Evanston
Fire & Life Safety Services

Carol Chaya Siegel

Community Nurse
CJE Senior Life

Mary Larson

Coordinator of Health Services
Evanston/Skokie School District 65

Katie Dold White

Trustee
Village of Kenilworth

Colleen Sheridan

Health Services Coordinator
New Trier High School

Bill Gieger

President & CEO
McGaw YMCA

Karen Singer

Executive Director
YWCA Evanston Northshore

Jane Grover

Alderman, 7th Ward
City of Evanston

William Stafford

Chief Financial Officer
Evanston Township High School

Sandi Johnson

Past Executive Director
North Shore Senior Center

Evonda Thomas

Director, Department of Health & Human Services
City of Evanston

Glenbrook Hospital – Community Programs

Overview

The programs listed below were created specifically for the Glenbrook community and designed to improve the community's health, expand healthcare access and promote civic engagement. These programs are in addition to Glenbrook Hospital's participation in NorthShore University HealthSystem's system-wide programs that include: Community Advisory Committee; Be Well Lake County; CACHE; LIFE: Living in the Future Cancer Survivorship program; Contributions; Community Wellness; Employee Volunteerism; Speakers' Bureau; and Mentoring and Clinical Internships.

District 214 Medical Academy

- Each school year, Glenbrook Hospital participates in High School District 214's Medical Academy program by providing students an opportunity to rotate through hospital departments, job shadow and get hands-on clinical healthcare experience. Glenbrook Hospital provided approximately 1,500 rotation hours of one-on-one mentoring to students interested in the field of healthcare each school year.

Glenbrook South High School Medical Technology Hospital-Based Curriculum

- Approached by the Department of Sciences at Glenbrook South High School, Glenbrook Hospital provided students enrolled in the Medical Technology classes the opportunity to interact with various hospital technologies in various healthcare service lines such as laboratory, emergency department, radiology and interventional cardiology as part of the Medical Technology curriculum.

Heart of Glenview

- With the sponsorship of a "Heart" and various other donated services, Glenbrook participated in its fourth annual Heart of Glenview event. This is a community-wide fund raising event which then donates all proceeds to those local charities aimed at helping residents of Glenview.

Glenbrook Family Care Center Access to Care Program

- Glenbrook Hospital, through a partnership with Glenbrook South High School, created this program to offer instant access to primary care services for all students at Glenbrook South High School, but in particular for those students who lack privatized health insurance. These children are the ones who, throughout the year, because of lack of health insurance, do not visit primary care physicians for preventive health and primary care services. They often spend the entire school day in the nurse's office or misusing the Emergency Department at Glenbrook Hospital as a means for primary care services.

Rebuilding Together

- The Rebuilding Together mission is to preserve and revitalize houses and communities, assuring that low-income homeowners, from the elderly and disabled to families with children, live in warmth, safety, and independence. In partnership with communities, their goal is to make a sustainable impact. For the sixth year, Glenbrook Hospital sponsored a home and provided employees to volunteer to help rebuild the home. The level of participation ranged from spring cleaning, to installation of plumbing, to teardown of the attic and rebuilding of the porch.

Glenview School District 34 Science Olympiad

- For the 2010-2011 school year, Glenbrook Hospital provided sole funding for the Science Olympiad program in the District 34 science curriculum, which provided students an opportunity to engage with hand-on learning through the national recognized science competition at a local, regional and national level.

North Shore Senior Center Senior Lunch Circle

- Funded by Glenbrook Hospital, the Lunch Circle at the North Shore Senior Center provided seniors on fixed or no incomes a daily hot and healthy meal and social interaction with their peers two times a week for about 30 seniors each week.

Community Mental Health Partnership For Youth

- Community Mental Health Partnership for Youth is a pilot program developed with Glenbrook District 225, The Josselyn Center and Glenbrook Hospital to provide free outpatient psychiatric services to underserved teens in the high school district.

North Suburban YMCA 'Fit Happens' Program

- Glenbrook Hospital provided funding for this North Suburban YMCA program aimed at reducing obesity in children by teaching skills to change behavior for long term health and wellness.

The Living Room Project

- Glenbrook and Skokie Hospital jointly funded this unique adult mental health drop-in respite centers located in Deerfield and Skokie and managed by The Josselyn Center and The Turning Point Behavioral Health Center. The program provides healthy snacks, access for disabled individuals and promotion of the services to police departments, hospitals and social service organizations in the area.

Glenbrook Hospital – Community Advisory Committee

The Community Advisory Committee's (CAC) role is to advise Glenbrook Hospital administration on services and initiatives from a community perspective. The CAC is structured to ensure Glenbrook Hospital's accountability to the community, and to assist in the fulfillment of the community relations vision, that the more NorthShore University HealthSystem and the community connect, the stronger and healthier both will become.

Glenbrook Hospital Members

Lorelei Beaucaire

Chief Professional Officer
North Suburban United Way

Barbara Marzillo

School Nurse
Glenbrook South High School

Jill Brickman

Township Supervisor
Northfield Township

Jane McCarthy

Executive Director
Family Service Center

Eric Dawson

Pastor
St. Philip Lutheran Church

Megann Panek

Director
Glenview Senior Center

Eric Etherton

Assistant Principal
Glenbrook North High School

Steve Samuelson

Executive Director
Frisbe Senior Center

Julie Fleckenstein

Social Worker
Glenview Police Department

Gary Smith

Executive Director
The Josselyn Center

Kim Hand

Senior Services
Village of Glenview

Jan Smith

President
Northbrook Clergy Association

Jason Hickman

Director of Recreation
Glenview Park District

Dana Turban

Northfield Resident

William Lustig

Police Chief
Village of Northfield

Nancy Vaccaro

Social Worker
Northbrook Police Department

Highland Park Hospital – Community Programs

Overview

The programs listed below were created specifically for the Highland Park community and designed to improve the community's health, expand healthcare access and promote civic engagement. These programs are in addition to Highland Park Hospital's participation in NorthShore University HealthSystem's system-wide programs that include: Community Advisory Committee; Be Well Lake County; CACHE; LIFE: Living in the Future Cancer Survivorship program; Contributions; Community Wellness; Employee Volunteerism; Speakers' Bureau; and Mentoring and Clinical Internships.

Region X Pod Hospital for Northeastern Illinois

- Illinois Department of Public Health designates Highland Park Hospital as one of twelve hospitals in the state as a "pod hospital" to function as a coordinating hospital for the purpose of preparedness and response within Northeastern Illinois and the state disaster plan.

Center for Simulation Technology and Academic Research (CSTAR)

- Center for Simulation Technology and Academic Research (CSTAR) at Highland Park Hospital utilizes multiple high-fidelity simulators to provide high-impact training events. The Simulator Center provides hospital staff, physicians, residents, local paramedics, fire fighters, police, and Lake County Health Department staff simulated trauma and preparedness training opportunities in a controlled environment.

Lake County Specialty Care and Diagnostic Testing Program

- The Specialty Care and Diagnostic Testing Program was established in 2006 to assist the most ill, high-risk, underserved patients in Lake County access specialty care providers and medical tests; removing the financial barrier often experienced by low income, uninsured patients. The program provides services in three specialty areas; Ophthalmology, Cardiology and Gastroenterology (GI).

The program currently operates at full capacity with full support of the medical community in Lake County. Annually, all five area hospitals have renewed their commitment to the program and agreed to donate diagnostic services each year. In 2011, Highland Park Hospital provided \$166,667 in diagnostic services.

Lake County Health Department Kids 1st Fair

- Highland Park Hospital contributed \$2,000 towards medical supplies and 20 staff members volunteered more than 100 total hours at the event, which provided back to school and sports physicals and screenings for 955 underserved children.

Fire Cracker 4

- The hospital was a community sponsor of the four mile run and family walk, which raised funds for the park district's SMILE program. SMILE provides scholarships to park district programs for underserved families in Highland Park and Highwood.

Northern Illinois Food Bank

- Highland Park Hospital adopted the Northern Illinois Food Bank for its annual volunteer project. A total of 89 staff and family members assisted the Northern Illinois Food Bank with evaluating, sorting, re-labeling and packaging food received through the Food Recovery Program throughout the summer.

Cove School Medical Career Orientation

- In the 2010-2011 school year, Highland Park Hospital provided career orientation lectures and hospital tours to 60 students at Cove School, which serves students with learning or special needs.

Highland Park Hospital – Community Advisory Committee

The Community Advisory Committee's (CAC) role is to advise Highland Park Hospital administration on services and initiatives from a community perspective. The CAC is structured to ensure Highland Park Hospital's accountability to the community by working to fulfill our community relations vision, that the more NorthShore University HealthSystem and the community connect, the stronger and healthier both will become.

Highland Park Hospital Members

Jim Adams
Business Owner

Jeanne Ang
Director, Primary Care Services
Lake County Health Department

Mari Barnes
Township Supervisor
Moraine Township

Anne Bassi
Board Member
Lake County Board

Patrick Brennan
Deputy City Manager
City of Highland Park

Alicia De La Cruz
Highland Park Resident

Susan Garrett
State Senator
Illinois District # 29

Renee Goier, PhD
Superintendent
School District # 109

William Jones
Assistant Village Manager
Village of Glencoe

Karen May
State Representative
Illinois District # 58

Liza McElroy
Executive Director
Park District of Highland Park

Julie Morrison
Supervisor
West Deerfield Township

Charlie Pecaro
Mayor
City of Highwood

Jamie Rosenbaum
Deerfield High School Student

Kent Street
Village Manager
Village of Deerfield

Skokie Hospital – Community Programs

Overview

The programs listed below were created specifically for the Skokie community and designed to improve the community's health, expand healthcare access and promote civic engagement. These programs are in addition to Skokie Hospital's participation in NorthShore University HealthSystem's system-wide programs that include: Community Advisory Committee; OASIS; Contributions; Community Wellness; Employee Volunteerism; Speakers' Bureau and Mentoring and Clinical Internships.

Festival of Cultures

- Since its inception in 1991, the Skokie Festival of Cultures has become one of the premier ethnic festivals in Illinois. Participants enjoy two days of ethnic folk music and dance, a wide range of food, unique arts and crafts, international children's games, a merchandise bazaar, and dozens of cultural booths and displays. Skokie Hospital provided a health booth, offering health education and blood pressure screenings.

Back Lot Bash

- Skokie's Backlot Bash featured more than 15 hours of free live music, an amusement park/carnival, a 5K Run, a classic auto show, a business expo and sidewalk sale, activities and more. Skokie Hospital provided a health information booth and blood pressure screenings to the 250 participants of the 5K run.

English Language Learning (ELL) Parent Center

- The ELL Parent Center provides parents from other countries with resources that help them to successfully navigate the American school system. Skokie Hospital provided health education classes and teddy bear clinics upon request from the center, addressing health concerns and needs for both parents and children.

Teddy Bear Clinics

- Skokie Hospital provided this community education event, which taught children basic first aid skills to alleviate any fears or concerns they might have should they need to go to the emergency department or hospital. The event used teddy bears to demonstrate different tests that could take place as well as talked about general health and safety for kids. Two events were conducted with nearly 750 total participants.

Skokie Trail to Fitness

- Skokie Hospital contributed \$10,000 to support programming of the Skokie Trail to Fitness (2010-2012), a free community-wide, summer-long health and wellness program to assist individuals and families to meet their fitness and nutrition goals. Various classes, programs and events took place throughout the summer to help individuals maintain healthy lifestyles and to address the epidemic of obesity in adults and children.

Sizzling Summer Science Camps

- Skokie Hospital supported the explorative and interactive science camps, allowing 27 children who could not otherwise afford to join. The camps were hosted by the Skokie and Lincolnwood Park Districts and Niles Township High School District 219.

Skin Cancer Screening

- In its 26th year, Skokie Hospital provided a free skin cancer screening to 87 community residents.

NorthShore Skokie Hospital Health Careers Scholarship Fund

- In 2010, Skokie Hospital established an Oakton Community College scholarship annually to provide financial help to students who plan to enter the fields of health and sciences.

Niles Township School District 219 Career Mentoring Program

- Skokie Hospital provided hands-on learning experiences for high school students interested in going into healthcare. Through its partnership with School District 219, Skokie Hospital provided 20 students in the medical technology program a career orientation and hospital tour of various clinical settings, as well as speaking engagements from varied healthcare professionals as part of the medical technology curriculum.

Skokie Library Winter Reading Program

- Skokie Hospital partnered with the Skokie library to incorporate books and DVDs on healthy eating and physical fitness as part of the two week winter reading program, logging 48,000 reading minutes and almost 97,000 physical activity minutes.

The Living Room Project

- Glenbrook and Skokie Hospital jointly funded this unique adult mental health drop-in respite centers located in Deerfield and Skokie and managed by The Josselyn Center and The Turning Point Behavioral Health Center. The program provides healthy snacks, access for disabled individuals and promotion of the services to police departments, hospitals and social service organizations in the area.

Skokie Hospital – Community Advisory Committee

The Community Advisory Committee's (CAC) role is to advise Skokie Hospital administration on services and initiatives from a community perspective. The CAC is structured to ensure Skokie Hospital's accountability to the community, and to assist in the fulfillment of the community relations vision, that the more NorthShore University HealthSystem and the community connect, the stronger and healthier both will become.

Skokie Hospital Members

Mark Collins

Trustee
Niles Township

Ralph Czerwinski

Fire Chief
Village of Skokie

Frances Givertz

Hadassah Chicago Chapter

Jackie Grossmann

Home Sharing Coordinator
Interfaith Housing

Debbie Juris

Director, Membership and Sponsorship
Niles Chamber of Commerce

Margaret Lee

President
Oakton Community College

Marcia McMahon

Chief Professional Officer
North West Suburban United Way

Maureen Murphy

Human Service Director
Village of Skokie

Maura Rogan

Volunteers Director
North Shore Senior Center

Mathai Samkutty

Reverend
Village of Lincolnwood

Jim Szczepaniak

Community Relations Director
Niles Township High School District 219

Michelle Tuft

Superintendent of Recreation
Skokie Park District

Jackie Walker-O'Keefe

Social Services Director
Village of Morton Grove

Gayle Weinhouse

Director, Membership and Sponsorship
Skokie Chamber of Commerce

NorthShore University HealthSystem
Area Affected: NorthShore Hospitals and Clinics, and Home Health

Administrative Directives Manual AD10-1032
Effective Date: 12/10

Charity Care and Financial Assistance Evaluation and Eligibility

1. POLICY:

Patients who are potentially eligible for financial assistance will be evaluated upon request according to the NorthShore University HealthSystem (NorthShore) income eligibility guidelines. The level of financial assistance for healthcare services will be determined based from the Hospital Uninsured Patient Discount Act (Public Act 95-0965) and from the Federal Poverty Levels and guidelines herein this policy. Appropriate intake and determination documentation will be maintained, and will exhibit appropriate and consistent application of eligibility guidelines. NorthShore will serve the emergency health care needs of everyone in accordance with the Emergency Medical Treatment and Active Labor Act, regardless of a patient's ability to pay for care.

2. SCOPE:

All recipients of care who have been assessed and determined as unable to pay for medically necessary healthcare services, and are potentially eligible for financial assistance for healthcare services delivered.

3. DEFINITIONS:

Uninsured Patient: A hospital patient without any health insurance or coverage.

Underinsured Patient: A hospital patient with health insurance or coverage but facing high deductibles, coinsurance and or large out-of-pocket expenses.

Billable service: Any service for which a charge description master (CDM) code and/or associated dollar charge is assigned.

Medically necessary: Healthcare services ordered by a licensed healthcare practitioner with the intent to evaluate, manage or treat a medical condition.

Federal Poverty Guidelines: A version of the federal poverty measure, issued each year in the Federal Register by the Department of Health and Human Services (DHHS). The guidelines are a simplification of the poverty thresholds, intended for use for administrative purposes and assist in determining eligibility for certain Federal programs.

Aid Program: Any program that provides medical, health, and other related assistance to individuals with low or no income / resources. Programs include, but are not limited to, Medicaid and Kid Care. The Illinois Comprehensive Health Programs, (ICHP and IXPX), are examples of aid programs for those who are uninsurable but not necessarily in a low income group.

Household Income: Family's annual earnings and cash benefits from all sources before taxes (including distributions and payments from pensions or retirement plans) less payments made for child support.

Liquid Asset: Cash or assets easily converted to cash, e.g. bank accounts, CD's, treasury notes, money market funds, mutual funds or other non-retirement savings.

Asset Spend down: The conversion of liquid assets in order to cover some level of medical costs before charity discounts can apply.

4. PROCEDURE:

	<u>Action</u>	<u>Responsibility</u>
A.	<u>Financial Counselors, Customer Service Representatives intake of financial information for eligibility determination</u>	
	1. Interview and screen the patient for potential eligibility for NorthShore Financial Assistance	- Financial Counselors - Business Office Staff or Liaison
	2. If the patient's financial situation appears to be appropriate for Financial Assistance, then	- Manager, Financial Counseling
	a. Explain the components of the program	
	b. Describe the application process	
	c. Assist the patient or their representative to complete the financial statement application, and to procure required/supporting documents	
B.	<u>Eligibility Determination for the Uninsured</u>	
	1. Charges must be greater than \$300.00 to be considered eligible for discount.	- Financial Counselors - Manager, Financial Counseling
	2. Must have family income less than 600% FPL. Uninsured patients with household incomes above 600% may be eligible for self pay discounts per Procedural Guideline: Self Pay Adjustments, Payment Arrangements, and Collection Agency Arrangements.	- Liaison in Business Office
	3. Patient must be an Illinois resident. Exceptions to Illinois residency requirement will be evaluated on a case by case basis.	- Director Customer Service, Manager Financial Counseling
	4. Assess eligibility for any other aid program. If the patient appears eligible, then refer the patient to the aid program. (See Procedural Guideline for Public Aid Application).	- Director Customer Service
	5. If the patient is not eligible for any other Aid Program, then evaluate income information against the Uninsured Discount Table in Attachment A.	
	6. Evaluate the patient's Liquid Asset Level and determine if some level of Asset Spend Down is appropriate. Asset Spend Downs must be approved by the Director Customer Service who is responsible for financial counseling.	
	7. Maximum amount collected in a 12-month period from an eligible patient is 25% of family's annual gross income. Time period begins as the first date of service determined to be eligible for discount. For any subsequent services to be included in the maximum, the patient must inform the hospital that he/she had received prior services from that hospital which were determined to be eligible for discount.	
	8. Installment payment plans may be set up, if necessary, for the amount owed by the patient (Refer to Procedural Guideline: Self Pay Adjustments, Payment Arrangements, and Collection Agency Arrangements).	
	9. Patients will be provided with the financial assistance determination. If approved, the level of assistance (free care or discount level) will be communicated in writing whenever possible.	
	10. Management has the discretion to evaluate and classify individual accounts for charity care on a case-by-case circumstance and will appropriately document services rendered and financial evaluation in the system.	
	11. If a patient's financial condition or ability to pay has changed since their most recent eligibility determination by NorthShore, a re-evaluation will be performed at the request of the patient	
C.	<u>Eligibility Determination for the Underinsured</u>	
	1. Assess eligibility for any other aid program. If the patient appears eligible, then refer the patient to the aid program. (See Procedural Guideline for Public Aid Application)	- Financial Counselors - Manager, Financial Counseling

<u>Action</u>	<u>Responsibility</u>
2. Patient balance (liability) must be \$300.00 or greater to be eligible for consideration.	- Liaison in Business Office,
3. If the patient is <u>not</u> eligible for any other aid program, then evaluate income information against the <u>Underinsured Discount Table</u> in Attachment A	- Director Customer Service, Manager Financial Counseling
4. Discounts are will be extended to families up to 4 times the poverty level.	
5. Evaluate the patient's Liquid Asset Level and determine if some level of Asset Spend Down is appropriate. Asset Spend Downs must be approved by the Director Customer Service who is responsible for financial counseling.	
6. Installment payment plans may be set up, if necessary, for the amount owed by the patient (Refer to Procedural Guideline: Self Pay Adjustments, Workout Arrangements, and Collection Agency Arrangements)	
7. Patients will be provided with the financial assistance determination. If approved, the level of assistance (free care or discount level) will be communicated in writing whenever possible.	
8. If a patient's financial condition or ability to pay has changed since their most recent eligibility determination by NorthShore, a re-evaluation will be performed at the request of the patient	
D. <u>Patient Responsibilities</u>	
1. Patients may be required to apply for Medicare, Medicaid, AllKids, ICHIP, or other public program if there is reason to believe they would qualify.	
2. Patient are required to apply for the discount within 60 days of service. After 60 days eligibility for a discount will be at NorthShore's discretion.	
3. Patient must provide third-party verification of income, information regarding assets and documentation of residency within 30 days of request.	
4. Income documentation shall include any one of the following: copy of most recent tax return; copy of most recent W-2 form and 1099 forms; copies of 2 most recent pay stubs; written income verification from an employer if paid in cash; or one other reasonable form of verification acceptable to the hospital.	
5. Acceptable verification of Illinois residency shall include any on of the following: a valid state-issued identification card; a recent residential utility bill; a lease agreement; a vehicle registration card; a voter registration card; mail addressed to the uninsured patient at an Illinois address from a government or other credible source; a statement from a family member who resides at the same address and presents verification of residency; or a letter from a homeless shelter, transitional house or other similar facility verifying that the uninsured patient resides at the facility.	
6. Acceptable documentation regarding assets may include statements from financial institutions or some other third-party verification of an asset's value. If no third-party verification exists, then the patient shall certify to the estimated value of the asset.	
7. NorthShore may require patients to certify that all information provided on the application is true and if any information is untrue, the discount is forfeited and the patient is responsible for the full charges.	

- E. Eligibility guidelines will be updated annually at the time the Department of Health and Human Service publishes the updated Federal Poverty Level (FPL) guidelines in the Federal Register - Sr. VP of Business Services

1. Eligibility for free care for uninsured must have family income that is no more than 600% FPL. The minimum discount will be to 135% of the most recently filed Medicare Cost Report Ratio of Cost to Charges.
2. The Senior Vice President Business Services will approve the annual adjustments to NorthShore Financial Assistance Guidelines

Action

Responsibility

F. Procedure for Account Adjustment and Review

1. If the patient is determined to be income-eligible for free or discounted care, then
 - a. Document the level of financial assistance (free care, or discount level) in the patient accounting system.
 - b. Fax a copy of the patient's Financial Assistance application, with associated supporting documents to the Business Office, Attn: Correspondence Care Liaison.
 - c. Documents will be scanned imaged and indexed to the patient account.
 - d. Documentation will be faxed to NorthShore Medical Group Business Office for evaluation against physician services.
 - e. Write-off or adjust the discounted amount to the appropriate NorthShore account or service code within NorthShore billing system(s).
 - f. Notate in the patients account that the patient qualified for Free Care or discounted care.
 - g. Monthly review and signoff of charity discounts and high dollar adjustments (greater than \$20,000)

- Financial Counselors
- Legal/Bad Debt Liaison in Business Office
- Manager, Financial Counseling
- Director Customer Service
- Sr. VP Business Services
- Hospital Presidents

G. Confidentiality

1. Access patient records on a need to know basis only
2. Confidential patient medical information will not be disclosed for purposes other than those indicated on the Conditions of Admission and/or Release of Medical Information Forms (Refer to HIPAA policies in the Administrative Directives Manual under Management of Information)

- Financial Counselors
- Business Office Liaison
- Manager, Financial Counseling
- Sr. VP Business Services

5. **ATTACHMENT:**

Sliding Scale Discount Table & Federal Poverty Guidelines
NorthShore Charity Care Information Protocol

Attachment A
Attachment B

6. **DISTRIBUTION:**

Administrative Directives Manual

7. **POLICY RESPONSIBILITY:**

Sr. Vice President, Business Services

In Coordination With:

Department of Nursing
Hospital and Clinics
Home Health

8. REFERENCES:

Internal

Procedural Guideline: Self Pay Adjustments, Workout Arrangements,
and Collection Agency Arrangements
Administrative Directives Manual: HIPAA Policies (Management of
Information)
Administrative Directives Manual: HIPAA Policies

External

Health and Human Services (HHS)
Federal Poverty Guideline, most current year
Hospital Uninsured Patient Discount Act
(Public Act 95-0965)

9. REVISION:

The organization reserves the right to unilaterally revise, modify, review, or alter the terms and conditions of the policy within the constraints of the law, with or without reasonable notice.

10. APPROVAL:

<u>Brian Washa</u>	<u>Sr. Vice President, Business Services</u>	<u>12/16/10</u>
	Title	Date
<u>Jeffrey Hillebrand</u>	<u>Chief Operating Officer</u>	<u>12/27/10</u>
	Title	Date

11. DATES:

Origination: 6/04 Last Review: 12/10 Next Review: 12/13

Financial Assistance Eligibility Guidelines

Attachment A

Sliding Scale Discount Tables

UNINSURED DISCOUNT TABLE

Income Range		PERCENT DISCOUNT PER INCOME LEVEL AND FAMILY SIZE							
Household Income		Number in Family							
Low	High	1	2	3	4	5	6	7	8
\$ -	\$ 21,660	Free							
\$ 21,661	\$ 29,140	80.00%	Free						
\$ 29,141	\$ 36,620	65.00%	80.00%	Free					
\$ 36,621	\$ 44,100	60.00%	65.00%	80.00%	Free				
\$ 44,101	\$ 64,980	58.00%	60.00%	65.00%	80.00%	Free			
\$ 64,981	\$ 87,420	0.00%	58.00%	60.00%	65.00%	80.00%	Free		
\$ 87,421	\$ 109,860	0.00%	0.00%	58.00%	60.00%	65.00%	80.00%	Free	
\$ 109,861	\$ 132,300	0.00%	0.00%	0.00%	58.00%	60.00%	65.00%	80.00%	Free
\$ 132,301	\$ 154,740	0.00%	0.00%	0.00%	0.00%	58.00%	60.00%	65.00%	80.00%
\$ 154,741	\$ 177,180	0.00%	0.00%	0.00%	0.00%	0.00%	58.00%	60.00%	65.00%
\$ 177,181	\$ 199,620	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	58.00%	60.00%
\$ 199,621	\$ 222,060	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	58.00%
\$ 222,061	and above	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Upper Asset Level (Liquid)		\$ 64,980	\$ 87,420	\$ 109,860	\$ 132,300	\$ 154,740	\$ 177,180	\$ 199,620	\$ 222,060

% Discount off charges.

Uninsured Discount Table effective for dates of service after 3/31/2009

UNDERINSURED DISCOUNT TABLE

Income Range		PERCENT DISCOUNT PER INCOME LEVEL AND FAMILY SIZE							
Household Income		Number in Family							
Low	High	1	2	3	4	5	6	7	8
\$ -	\$ 21,660	95.00%							
\$ 21,661	\$ 29,140	75.00%	95.00%						
\$ 29,141	\$ 36,620	55.00%	75.00%	95.00%					
\$ 36,621	\$ 43,320	35.00%	55.00%	75.00%	95.00%				
\$ 43,321	\$ 58,280	0.00%	35.00%	55.00%	75.00%	95.00%			
\$ 58,281	\$ 73,240	0.00%	0.00%	35.00%	55.00%	75.00%	95.00%		
\$ 73,241	\$ 88,200	0.00%	0.00%	0.00%	35.00%	55.00%	75.00%	95.00%	
\$ 88,201	\$ 103,160	0.00%	0.00%	0.00%	0.00%	35.00%	55.00%	75.00%	95.00%
\$ 103,161	\$ 118,120	0.00%	0.00%	0.00%	0.00%	0.00%	35.00%	55.00%	75.00%
\$ 118,121	\$ 133,080	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	35.00%	55.00%
\$ 133,081	\$ 148,040	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	35.00%
\$ 148,041	and above	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Upper Asset Level (Liquid)		\$ 43,320	\$ 58,280	\$ 73,240	\$ 88,200	\$ 103,160	\$ 118,120	\$ 133,080	\$ 148,040

% Discount off account self pay balance

Sliding Scale Discount Table

Attachment B

2010 HHS Poverty Guidelines ¹			
Income Levels for the 48 Contiguous States and DC			
Size of Family Unit	Household Income	Gross Monthly Income	Approximate Hourly Income ²
1	\$10,830	\$903	\$5.21
2	\$14,570	\$1,214	\$7.00
3	\$18,310	\$1,526	\$8.80
4	\$22,050	\$1,838	\$10.60
5	\$25,790	\$2,149	\$12.40
6	\$29,530	\$2,461	\$14.20
7	\$33,270	\$2,773	\$16.00
8	\$37,010	\$3,084	\$17.79
Each additional person, added	\$3,740	\$312	\$1.79

¹ Source: *Federal Register*, (74, FR -4199-4201), January 23, 2009.

² Assumes 2080 hours is a full-time job year

These scales are effective for dates of service March 1, 2010- February 28, 2012.

Charity Care Information Protocol

Please be informed that it is the position of NorthShore University HealthSystem (NorthShore) to offer free or discounted care to patients who meet certain criteria as outlined by the NorthShore Charity Care and Financial Assistance Evaluation and Eligibility Policy. Be advised that it is the responsibility of all employees who are approached by patients with financial assistance inquiries of any kind, to direct those patients to the appropriate personnel as outlined below.

HOW TO RESPOND TO INQUIRES REGARDING FINANCIAL ASSISTANCE:

EVANSTON HOSPITAL

- | | | |
|----------------------------|---|---|
| * CURRENT PATIENTS: | ⇒ | <i>Direct patient to Patient Financial Counseling</i> |
| | | LOCATION: Evanston Hospital, RM 1222 |
| | | PHONE: (847) 570-2100 |
| * NON-REGISTERED PATIENTS: | ⇒ | <i>Direct patient to Outpatient Clinic</i> |
| | | LOCATION: Evanston Hospital, RM G155 |
| | | PHONE: (847) 570-2700 |

GLENBROOK HOSPITAL

- | | | |
|-----------------|---|---|
| * ALL INQUIRIES | ⇒ | <i>Direct patient to Patient Financial Counseling</i> |
| | | LOCATION: Glenbrook Hospital, Room 1120 |
| | | PHONE: (847) 832-6200 |

HIGHLAND PARK HOSPITAL

- | | | |
|-----------------|---|---|
| * ALL INQUIRIES | ⇒ | <i>Direct patient to Patient Financial Counseling</i> |
| | | LOCATION: Highland Park Hospital, RM 1153 |
| | | PHONE: (847) 926-5300 |

SKOKIE HOSPITAL

- | | | |
|-----------------|---|---|
| * ALL INQUIRIES | ⇒ | <i>Direct patient to Patient Financial Counseling</i> |
| | | LOCATION: Skokie Hospital, Ground Floor Lobby |
| | | PHONE: (847) 933-6757 |

BILLING AND CHARGE RELATED INQUIRIES:

If a patient has questions related to their bill, please direct patient to:

Patient Customer Service for
Evanston Hospital
Glenbrook Hospital
Highland Park Hospital
Skokie Hospital
(847) 570-5000

PHONE:

ALL EMPLOYEES SHOULD:

- 1) Know that NorthShore has a charity care and financial assistance program that offers both free and discounted care
- 2) Be able to direct patient inquiries appropriately as outlined above

PATIENT FINANCIAL COUNSELING and PATIENT CUSTOMER SERVICE SHOULD:

- 1) Know that NorthShore has a charity care and financial assistance program that offers both free and discounted care
- 2) Understand the NorthShore Charity Care and Financial Assistance Evaluation and Eligibility Policy
- 3) Remain current on all changes related to charity care and financial assistance

COLLECTION AGENCIES SHOULD:

- 1) Know that NorthShore has a charity care and financial assistance program that offers both free and discounted care
- 2) Be able to direct patient inquiries appropriately

If a patient inquires about financial assistance or informs a collection agency that their financial condition has since changed, the collection agency should direct the patient to NorthShore Customer Service @ (847) 570-5000

If you have any questions related to the NorthShore Charity Care and Financial Assistance Program, you may contact Patient Financial Counseling @ (847) 570-2100

NorthShore University HealthSystem System-Wide Support

NorthShore University HealthSystem provides support to a variety of national and local organizations that help support our core mission to preserve and improve human life. In 2011, a total of \$590,418 in financial support and non-cash donations were provided to 111 not for profit organizations. System-wide recipients include:

- Alzheimer's Foundation
- American Brain Tumor Association
- American Cancer Society
- American Heart Association
- Beacon Hospice
- Cancer Wellness Center
- Crohn's & Colitis Foundation
- Chicago Botanic Gardens
- Doctors Without Borders
- Grandmother Park Initiative
- Jewish Child and Family Services
- March of Dimes
- National Alliance for the Mentally Ill
- North Shore Senior Center
- Northeast Illinois Council Boy Scouts of America
- Santa for the Very Poor
- Susan G Komen for the Cure

Hospital-Based Community Support

To help support its mission NorthShore University HealthSystem makes financial contributions to local organizations. We recognize that the more NorthShore University HealthSystem and the community connect, the stronger and healthier we both will become. Hospital-based recipients include:

Evanston Hospital-Based Community Support

- Childcare Network of Evanston
- City of Evanston
- CASA of Cook County
- Cradle Foundation
- Erie Family Health Center
- Evanston Environmental Association
- Evanston/Skokie School District 65
- Housing Options for the Mentally Ill
- Infant Welfare Society
- McGaw YMCA
- Mobile Care Foundation
- New Trier High School
- YWCA Evanston/ North Shore
- 1World Sports

Glenbrook Hospital-Based Community Support

- Des Plaines Senior Center
- Glenview Park District
- Glenview Education Foundation
- Glenview Giving Foundation
- Glenview Police Department
- Glenbrook South High School
- Helping Hands of Glenview
- Hope Clinic
- North Shore Senior Center
- North Suburban YMCA
- Northbrook Rotary
- The Josselyn Center
- Wheeling Rotary – Food Pantry
- Youth Services of Glenview & Northbrook

Highland Park Hospital-Based Community Support

- CJE Senior Life
- Crohn's & Colitis Foundation of America
- Faith in Action
- HealthReach
- Highland Park Chamber of Commerce Scholarship
- Highwood Chamber of Commerce Scholarship
- Lake County Health Department
- Moraine Township
- Northern Illinois Food Bank
- North Suburban Special Recreation Association
- Park District of Highland Park
- Village of Deerfield
- West Deerfield Township
- Zacharias Center

Skokie Hospital-Based Community Support

- Asian-American Health Clinic
- CJE Senior Life
- Lincolnwood Park District
- Maine-Niles Association for Special Recreation
- North Shore Senior Center – Morton Grove Campus
- Niles Township
- Niles Township High School District 219
- Skokie Public Library
- Skokie Park District

Skokie Hospital-Based Community Support (continued)

- Skokie School District 68
- Turning Point Behavioral Health Care Center
- Village of Skokie

NorthShore University HealthSystem Employees

- The *Sharing Spirit* volunteer award recognizes and supports employees who selflessly give of their time and skills to improve the lives of others. Winners were honored at a breakfast ceremony, where 10 employees each received a \$500 contribution to give to the organization for which they volunteer. Organizations receiving contributions included: Childrens' Oncology Services of Illinois, Faith Temple Church of God, Gift of Hope, International Allied Missions, Little by Little Inc., Medical Eye & Dental International Care Organization Inc., Mended Hearts, South Suburban PADS, The Ark and Welles Special Recreation Parents Association.

Industry Recognition

Among the many honors bestowed on NorthShore University HealthSystem (NorthShore) during the past year, these stand out and distinguish us in the marketplace.

- **10 Top Hospital Systems® in Nation.** NorthShore was named one of the nation's 10 Top Health Systems in a comprehensive analysis of quality, efficiency and clinical performance by Thomson Reuters, a leading provider of information and solutions to improve the cost and quality of healthcare.
- **100 Top Hospitals®.** Thomson Reuters recognized NorthShore as a Top 100 Hospital a record 15 times, more than any hospital in the United States.
- **U.S. News & World Report Best Hospitals Ranking.** NorthShore named as the nation's best in ten specialties in U.S. News Annual Best Hospitals Rankings: Cancer, Diabetes & Endocrinology, Ear, Nose & Throat, Gastroenterology, Geriatrics, Gynecology, Nephrology, Neurology & Neurosurgery and Urology.
- **50 Best Hospitals.** *Becker's Hospital Review* has named NorthShore Evanston Hospital to its list of 50 best hospitals in America. The selection was based on factors including patient safety, clinical outcomes and reputation.
- **America's 50 Best Hospitals.** All four NorthShore hospitals were named to list of America's 50 Best Hospitals ranked by HealthGrades, an independent source of physician information and hospital quality outcomes. To be recognized, hospitals must have had risk-adjusted mortality and complication rates that were in the top 5 percent in the nation for the most consecutive years.
- **100 Most Wired Hospitals.** NorthShore has been recognized as one of the nation's Most Wired and Most Wireless according to the results of the 2010 Most Wired Survey in *Hospitals & Health Networks* magazine. This represents the seventh year in a row that NorthShore and its hospitals have earned the Most Wired designation.
- **VHA Leadership Award for Serving Community Health Needs.** NorthShore is one of only two health systems in the United States and the only one in Illinois to receive the 2011 VHA Leadership Award for Community Benefit Excellence. The award emphasizes three areas:
 - A comprehensive community benefit strategy;
 - A "best of class" community benefit program;
 - An effective communications plan to tell the community benefit story.
- **HIMSS Stage 7 Award.** NorthShore is one of only a few healthcare systems in the nation recognized for full EMR adoption by the Healthcare Information and Management Systems Society (HIMSS).
- **ANCC Nurse Magnet Status.** The award, given by the American Nurses Credentialing Center (ANCC), recognizes health care organizations that demonstrate excellence in nursing and high standards in patient care. NorthShore is the only organization in Illinois to receive this prestigious designation as a system.

- **Leapfrog Top Hospitals List.** NorthShore's four hospitals were named to the 2010 Top Hospitals List by the Leapfrog Group. NorthShore is the first in Illinois to be honored as a system. The results were based on Leapfrog's national survey that measures hospitals' performance in crucial areas of patient safety and quality. The survey is the most complete picture available of a hospital's quality and safety.
- **NorthShore Named 100 Best Places to Work in Healthcare.** Organizations recognized met high standards for employee satisfaction and demonstrated to the industry that quality care begins with an engaged workforce.
- **Gold Medal Award.** Mark R. Neaman, NorthShore President and CEO, received the 2009 Gold Medal Award from the American College of Healthcare Executives (ACHE). The award—ACHE's highest honor—acknowledged Neaman for building one of the nation's first system wide EMR systems that demonstrably improved our quality, safety and efficiency.
- **Top 25 Connected Healthcare Facilities Award.** According to HeathImaging.com, NorthShore was the only Illinois facility honored on the annual list that recognizes hospitals, healthsystems, imaging centers and physician practices that seamlessly integrate imaging and IT systems, provide physicians with immediate, anywhere access to patient data and demonstrate ROI and high patient and staff satisfaction.
- **Top Leadership Teams in Healthcare Award.** The NorthShore Medical Group was recognized by HealthLeaders Media for its transformation over the past decade into a thriving, high performance, nationally recognized multispecialty group practice.
- **National Institutes of Health (NIH) Research Ranking.** NorthShore ranked No. 9 in the nation and No. 1 in Illinois among Comprehensive Independent Research Hospitals in funding from the NIH.
- **The Joint Commission Stroke Center Accreditation Gold Seal of Approval™** Evanston and Highland Park Hospitals earned this distinction after the Joint Commission conducted an unannounced on-site review. The stroke care program follows national standards and guidelines that can significantly improve outcomes for stroke patients.
- **The American Society for Gastrointestinal Endoscopy (ASGE) Endoscopy Unit Recognition Program.** This award is system-wide and recognizes all five of NorthShore's GI Lab locations at Evanston, Glenbrook, Highland Park and Skokie Hospitals as well as our Vernon Hills site. NorthShore's GI Labs have been honored for promoting quality in endoscopy through ASGE is known as a leader in setting standards for excellence in endoscopy and the recognition program honors units committed to the highest standards of safety and quality. NorthShore's recognition reflects our physician expertise and our dedicated and specially trained GI nurses and technicians.
- **Beacon Award.** For its high performance, innovation and exceptional patient care, NorthShore's Evanston, Glenbrook and Highland Park Hospitals' Intensive Care Units (ICU) received the American Association of Critical Care Nurses (AACN) Beacon Award—one of only 66 ICUs recognized with this honor.

- **Patient Safety and Quality Award.** NorthShore received the John M. Eisenberg Patient Safety and Quality Award for our methicillin-resistant Staphylococcus aureus (MRSA) Reduction Program, recognizing our national leadership in attacking this serious threat to patient safety.
- **Excellence in Healthcare Awards.** NorthShore University HealthSystem (Northshore) was awarded 13 National Excellence in Healthcare Awards by Professional Research Consultations (PRC), Inc., a nationally-known healthcare marketing research company.

The following is a complete list of the awards presented to NorthShore:

NorthShore Evanston Hospital

Electroencephalogram
5-Star Award Winner
Outpatient - Overall Quality of Care
4-Star Award Winner
Emergency Department - Overall Quality of Care

NorthShore Glenbrook Hospital

Kellogg Cancer Center
Top Performer Award Winner
Outpatient Oncology - Overall Quality of Care
Cat Scanner
5-Star Award Winner
Outpatient Radiology - Overall Quality of Care
Center for Breast Health
5-Star Award Winner
Outpatient Breast Health - Overall Quality of Care
5-Star Award Winner
Outpatient Surgery - Overall Quality of Care
Kellogg Cancer Center
5-Star Award Winner
Outpatient Oncology - Overall Quality of Care
4-Star Award Winner
Emergency Department - Overall Quality of Care
4-Star Award Winner
Outpatient - Overall Quality of Care

NorthShore Highland Park Hospital

Radiation Oncology
5-Star Award Winner
Outpatient Radiation Oncology - Overall Quality of Care
Nuclear Medicine
5-Star Award Winner
Outpatient Radiology - Overall Quality of Care
4-Star Award Winner
Outpatient - Overall Quality of Care

Nordstrom Radiology

Mammography

5-Star Award Winner

Outpatient Radiology - Overall Quality of Care

PRC conducted research via confidential phone interviews to obtain feedback from NorthShore patients on their perceptions of hospital operations and patient care. NorthShore uses these findings to continually improve and to support our commitment to service excellence.

- **Accreditation by the National Accreditation Program for Breast Centers.** NorthShore's Breast Health Program was the first health system in the Chicago area to be granted this esteemed status.
- **SureScripts Safe-Rx Award.** NorthShore was recognized nationally for its advanced e-prescribing system.
- **WorkforceChicago Award.** NorthShore received this prestigious award for excellence, recognizing our establishment of superior employee development and learning strategies in the workplace.

Annual Non Profit Hospital Community Benefits Plan Report

Hospital or Hospital System: NorthShore University HealthSystem

Mailing Address: 1301 Central Street
(Street Address/P O Box)

Evanston, IL 60201
(City, State, Zip)

Physical Address (if different than mailing address):

(Street Address/P O Box)

(City, State, Zip)

Reporting Period: 10 / 1 / 10 through 09 / 30 / 11 Taxpayer Number: 36-2167060
Month Day Year Month Day Year

If filing a consolidated financial report for a health system, list below the Illinois hospitals included in the consolidated report.

<u>Hospital Name</u>	<u>Address</u>	<u>FEIN #</u>
<u>Evanston Hospital</u>	<u>2650 Ridge Avenue , Evanston</u>	<u>36-2167060</u>
<u>Glenbrook Hospital</u>	<u>2100 Pfingsten Rd, Glenview</u>	<u>36-2167060</u>
<u>Highland Park Hospital</u>	<u>777 Park Ave W, Highland Park</u>	<u>36-2167060</u>
<u>Skokie Hospital</u>	<u>9600 Gross Point Road, Skokie</u>	<u>36-2167060</u>

1. **ATTACH Mission Statement:**

The reporting entity must provide an organizational mission statement that identifies the hospital's commitment to serving the health care needs of the community and the date it was adopted.

2. **ATTACH Community Benefits Plan:**

The reporting entity must provide it's most recent Community Benefits Plan and specify the date it was adopted. The plan should be an operational plan for serving health care needs of the community. The plan must:

1. Set out goals and objectives for providing community benefits including charity care and government-sponsored indigent health care.
2. Identify the populations and communities served by the hospital.
3. Disclose health care needs that were considered in developing the plan.

3. **REPORT Charity Care:**

Charity care is care for which the provider does not expect to receive payment from the patient or a third-party payer. Charity care does not include bad debt. In reporting charity care, the reporting entity must report the actual cost of services provided, based on the total cost to charge ratio derived from the hospital's Medicare cost report (CMS 2552-96 Worksheet C, Part 1, PPS Inpatient Ratios), not the charges for the services.

Charity Care..... \$ 23,852,946

ATTACH Charity Care Policy:

Reporting entity must attach a copy of its current charity care policy and specify the date it was adopted.

4. **REPORT Community Benefits** actually provided other than charity care:
See instructions for completing Section 4 of the Annual Non Profit Hospital Community Benefits Plan Report.

Community Benefit Type

Language Assistant Services	\$ 1,440,826
Government Sponsored Indigent Health Care	\$ 127,830,744
Donations	\$ 590,418
Volunteer Services	
a) Employee Volunteer Services	\$ 53,320
b) Non-Employee Volunteer Services	\$ 2,147,081
c) Total (add lines a and b)	\$ 2,200,401
Education	\$ 33,758,155
Government-sponsored program services	\$ 1,830,980
Research	\$ 7,342,157
Subsidized health services	\$ 31,581,837
Bad debts	\$ 14,879,516
Other Community Benefits	\$ 429,601

Attach a schedule for any additional community benefits not detailed above.

5. **ATTACH Audited Financial Statements** for the reporting period.

Under penalty of perjury, I the undersigned declare and certify that I have examined this Annual Non Profit Hospital Community Benefits Plan Report and the documents attached thereto. I further declare and certify that the Plan and the Annual Non Profit Hospital Community Benefits Plan Report and the documents attached thereto are true and complete.

Gary L. Gephart, AVP, Finance
Name / Title (Please Print)

Signature

Gary L. Gephart

Name of Person Completing Form

ggephart@northshore.org
Electronic / Internet Mail Address

(847) 570-5053

Phone: Area Code / Telephone No.

Date.

(847) 570-5053

Phone: Area Code / Telephone No.

(847) 570-5240

FAX: Area Code / FAX No.

**NorthShore University HealthSystem
Annual Non Profit Hospital Community Benefits Plan Report
For the Year Ended September 30, 2011
Attachment**

NorthShore University HealthSystem (NorthShore) continues to evaluate all unreimbursed services for proper classification in the Annual Non Profit Hospital Community Benefits Plan Report as defined by the State of Illinois. The organization also continues to work with all eligible patients to apply for financial assistance to which they may qualify.

NorthShore provided \$246 million in total community benefits, which is a 23% increase from last year. Below are the results of NorthShore's community benefit activities by category:

- The Charity Care and Government Sponsored Indigent Healthcare categories were higher than the prior year due to increased patient volumes and activity and a higher cost to charge ratio.
- Donations decreased due to a significant contribution last year to the University of Chicago as part of the Urban Health Initiative.
- The Education line decreased due to accounting for the medical resident FICA tax refund from years 2001 through 2005.
- Government Sponsored Program Services increased due to additional expenses and a decrease in revenues from the prior year for the same services.
- The Research line was higher than last year due to an increase in NorthShore support provided to research activities and the consolidation of the NorthShore University HealthSystem Research Institute into hospital operations.
- Subsidized Health Services increased primarily due to the addition of home health and hospice services which previously operated under a legal entity separate from the hospital.
- The Bad Debts expense (stated at cost) increased due to the current economic conditions.

After paginating the entire, completed application, indicate in the chart below, the page numbers for the attachments included as part of the project's application for permit:

INDEX OF ATTACHMENTS		
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27	Non-Hospital Based Ambulatory Surgery	
28	General Long Term Care	
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30	Selected Organ Transplantation	
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