ORIGINAL

14-009

ILLINOIS HEALTH FACILITIES AND SERVICES REVIEW BOARD
APPLICATION FOR PERMIT

RECEIVED
MAR 17 2014
HEALTH FACILITIES & SERVICES REVIEW BOARD

SECTION I. IDENTIFICATION, GENERAL INFORMATION, AND CERTIFICATION

This Section must be completed for all projects.

Facility/Project Identification

Facility Name:	Highland Park Hospital			
Street Address:	777 Park Avenue West			
City and Zip Code:	Highland Park, IL 60035			
County:	Lake	Health Service Area	VIII	Health Planning Area: A-09

Applicant /Co-Applicant Identification
[Provide for each co-applicant [refer to Part 1130.220].

Exact Legal Name:	NorthShore University HealthSystem d/b/a Highland Park Hospital
Address:	777 Park Avenue West Highland Park, IL 60035
Name of Registered Agent:	Gerald P. Gallagher
Name of Chief Executive Officer:	Jesse Peterson Hall, President
CEO Address:	777 Park Avenue West Highland Park, IL 60035
Telephone Number:	847/432-8000

Type of Ownership of Applicant/Co-Applicant

x	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:	Jesse Peterson Hall
Title:	President
Company Name:	Highland Park Hospital
Address:	777 Park Avenue West Highland Park, IL 60035
Telephone Number:	847/432-8000
E-mail Address:	jhall@northshore.org
Fax Number:	847/432-9305

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:	Highland Park Hospital			
Street Address:	777 Park Avenue West			
City and Zip Code:	Highland Park, IL 60035			
County:	Lake	Health Service Area	VIII	Health Planning Area: A-09

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

x	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.

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

Name:	Jesse Peterson Hall
Title:	President
Company Name:	Highland Park Hospital
Address:	777 Park Avenue West Highland Park, IL 60035
Telephone Number:	847/432-8000
E-mail Address:	jhall@northshore.org
Fax Number:	847/432-9305

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:	Jesse Peterson Hall
Title:	President
Company Name:	Highland Park Hospital
Address:	777 Park Avenue West Highland Park, IL 60035
Telephone Number:	847/432-8000
E-mail Address:	JHall@northshore.org
Fax Number:	

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:	777 Park Avenue West Highland Park, IL 60035

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:	Highland Park Hospital
Address:	777 Park Avenue West Highland Park, IL 60035

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

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.

NorthShore University HealthSystem ("NorthShore") proposes to discontinue its 20-station end stage renal disease (ESRD) unit located at Highland Park Hospital within thirty days of the opening and certification of a new ESRD facility proposed to be established at 1657 Old Skokie Road in Highland Park, Illinois by Fresenius Medical Care of Illinois, LLC. ("Fresenius"). A Certificate of Need application addressing the establishment of the Fresenius ESRD facility has been filed concurrent to the filing of this application.

Consistent with a technical assistance conference held with IHFSRB staff on January 7, 2014, NorthShore affirms that the completion of its discontinuation project will be contingent upon the approval and subsequent opening and certification of Fresenius' establishment project.

It is NorthShore's belief that the nephrologists overseeing the care of patients in the NorthShore unit will serve in a similar capacity in the proposed Fresenius unit, that the patients receiving ESRD services in the NorthShore unit at the time of the discontinuation will "transfer" their care to the proposed Fresenius unit, and that the staff of NorthShore's unit will be offered similar positions at the proposed Fresenius unit. The Medical Director of the hospital's unit has accepted an offer to serve in a similar capacity at the proposed Fresenius unit.

While the NorthShore and Fresenius applications are inter-dependent, a single application addressing a change of ownership could not be filed because the Highland Park Hospital unit is operated as a hospital based service, and the site of the ESRD service will be changing.

Highland Park Hospital is located at 777 Park Avenue West in Highland Park, four minutes to the east of the proposed Fresenius site.

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.

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 X No
Purchase Price: $_____
Fair Market Value: $_____

The project involves the establishment of a new facility or a new category of service
☐ Yes X 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 $ _____.

Project Status and Completion Schedules

Indicate the stage of the project's architectural drawings:

X None or not applicable ☐ Preliminary

Schematics ☐ Final Working

Anticipated project completion date (refer to Part 1130.140): _____November 30, 2015

_____

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
X 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:

X Cancer Registry
X APORS
X All formal document requests such as IDPH Questionnaires and Annual Bed Reports been submitted
X 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

Not applicable

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.**

		Gross Square Feet		Amount of Proposed Total Gross Square Feet That Is:			
Dept. / Area	**Cost**	**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: Highland Park Hospital		**CITY: Highland Park**			
REPORTING PERIOD DATES:		**From: January 1, 2012**	**to: December 31, 2012**		
Category of Service	**Authorized Beds**	**Admissions**	**Patient Days**	**Bed Changes**	**Proposed Beds**
Medical/Surgical	93	4,917	23,186	None	93
Obstetrics	25	1,333	3,161	None	25
Pediatrics	6	198	296	None	6
Intensive Care	12	978	3,219	None	12
Comprehensive Physical Rehabilitation					
Acute/Chronic Mental Illness	13	644	3,634	None	13
Neonatal Intensive Care					
General Long Term Care					
Specialized Long Term Care					
Long Term Acute Care					
Other ((identify)					
TOTALS:	149	8,070	33,496	None	149

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 manger 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 Highland Park 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

Notarization:
Subscribed and sworn to before me
this 5th day of March 2014

Signature of Notary

Seal

OFFICIAL SEAL
BARBARA M AUSTIN
NOTARY PUBLIC - STATE OF ILLINOIS
MY COMMISSION EXPIRES:01/03/16

SIGNATURE

Jesse Peterson Hall
PRINTED NAME

President, Highland Pak Hospital
PRINTED TITLE

Notarization:
Subscribed and sworn to before me
this 6th day of March 2014

Signature of Notary

Seal

OFFICIAL SEAL
NANCY L LENTSCH
NOTARY PUBLIC - STATE OF ILLINOIS
MY COMMISSION EXPIRES:07/27/15

*Insert EXACT legal name of the applicant

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 manger 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

Mark R. Neaman
PRINTED NAME

President and CEO
PRINTED TITLE

Notarization:
Subscribed and sworn to before me
this 5th day of March 2014

Signature of Notary

Seal

OFFICIAL SEAL
BARBARA M AUSTIN
NOTARY PUBLIC - STATE OF ILLINOIS
MY COMMISSION EXPIRES:01/03/16

SIGNATURE

Gerald P. Gallagher
PRINTED NAME

Chief Operating Officer
PRINTED TITLE

Notarization:
Subscribed and sworn to before me
this 5th day of March 2014

Signature of Notary

Seal

OFFICIAL SEAL
BARBARA M AUSTIN
NOTARY PUBLIC - STATE OF ILLINOIS
MY COMMISSION EXPIRES:01/03/16

*Insert EXACT legal name of the applicant

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.

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)	CY 2010	CY 2011	CY 2012
Inpatient	429	453	596
Outpatient	1,950	2,055	2,117
Total	**2,379**	**2,508**	**2,713**
Charity (cost in dollars)	CY 2010	CY 2011	CY 2012
Inpatient	$1,481,803	$1,585,349	$1,712,387
Outpatient	$1,803,820	$2,305,642	$1,732,406
Total	$3,285,623	$3,890,991	$3,444,793
MEDICAID			
Medicaid (# of patients)	CY 2010	CY 2011	CY 2012
Inpatient	854	767	683
Outpatient	11,824	9,517	9,888
Total	12,678	10,284	10,571
Medicaid (revenue)	CY 2010	CY 2011	CY 2012
Inpatient	$4,018,962	$3,463,346	$3,363,704
Outpatient	$1,638,149	$1,951,131	$2,423,811
Total	$5,657,111	$5,414,477	$5,787,515

APPEND DOCUMENTATION AS ATTACHMENT 43, 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 Medicaidpatients. 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)	CY 2010	CY 2011	CY 2012
Inpatient	289	323	391
Outpatient	1,110	1,540	2,170
Total	**1,339**	**1,863**	**2,561**
Charity (cost in dollars)	CY 2010	CY 2011	CY 2012
Inpatient	$1,019,058	$1,225,777	$1,127,814
Outpatient	$655,656	$1,222,892	$1,157,855
Total	$1,674,714	$2,448,669	$2,285,669
MEDICAID			
Medicaid (# of patients)	CY 2010	CY 2011	CY 2012
Inpatient	460	416	399
Outpatient	13,391	9,527	9,714
Total	13,851	9,943	10,113
Medicaid (revenue)	CY 2010	CY 2011	CY 2012
Inpatient	$6,801,876	$7,391,223	$6,196,942
Outpatient	$2,643,846	$2,924,994	$3,555,940
Total	$9,445,722	$10,316,217	$9,752,882

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

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 Medicaidpatients. 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)	CY2010	CY 2010	CY 2012
Inpatient	410	433	561
Outpatient	2,064	2,232	2,690
Total	2,474	2,665	3,251
Charity (cost in dollars)	CY 2010	CY 2011	CY 2012
Inpatient	$1,722,472	$2,471,594	$2,905,001
Outpatient	$1,981,618	$2,559,671	$2,301,504
Total	$3,704,090	$5,031,265	$5,206, 505
MEDICAID			
Medicaid (# of patients)	CY2010	CY 2011	CY 2012
Inpatient	273	314	323
Outpatient	9,963	6,917	7,598
Total	10,236	7,231	7,921
Medicaid (revenue)	CY 2010	CY 2011	CY 2012
Inpatient	$3,574,224	$2,386,242	$2,437,319
Outpatient	$1,679,254	$1,864,119	$2,233,628
Total	$5,253,478	$4,250,361	$4,670,947

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

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 Medicaidpatients. 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)	CY2010	CY 2011	CY 2012
Inpatient	947	1,093	1,487
Outpatient	6,075	6,733	7,713
Total	7,022	7,826	9,200
Charity (cost in dollars)	FY 2010	CY 2011	CY 2012
Inpatient	$4,879,925	$5,026,843	$5,067,076
Outpatient	$6,654,187	$7,498,839	$8,085,287
Total	$11,534,112	$12,525,682	$13,152,363
MEDICAID			
Medicaid (# of patients)	CY2010	CY 2011	CY 2012
Inpatient	2,047	2,022	1,890
Outpatient	40,601	40,394	41,902
Total	42,648	42,416	43,792
Medicaid (revenue)	CY 2010	CY 2011	CY 2012
Inpatient	$21,464,998	$20,000,218	$18,434,318
Outpatient	$4,211,084	$5,275,483	$6,049,158
Total	$25,676,082	$25,275,701	$24,483,476

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

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			
	FY 2010	FY 2011	FY 2012
Net Patient Revenue	$210,381,851	$221,647,470	$228,495,676
Amount of Charity Care (charges)	$10,687,251	$12,500,065	$10,997,224
Cost of Charity Care	$3,285,623	$3,890,991	$3,444,793

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

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			
	FY 2010	FY 2011	FY 2012
Net Patient Revenue	$226,448,964	$246,754,212	$258,653,401
Amount of Charity Care (charges)	$12,048,413	$16,163,272	$16,621,348
Cost of Charity Care	$3,704,090	$5,031,265	$5,206, 505

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

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			
	FY 2010	FY 2011	FY 2012
Net Patient Revenue	$444,577,256	$488,956,865	$511,152,289
Amount of Charity Care (charges)	$37,517,375	$40,239,587	$41,987,866
Cost of Charity Care	$11,534,112	$12,525,682	$13,152,363

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

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			
	FY 2010	FY 2011	FY 2012
Net Patient Revenue	$170,156,474	$151,174,359	$138,861,294
Amount of Charity Care (charges)	$5,447,396	$7,866,513	$8,903,077
Cost of Charity Care	$1,674,714	$2,448,669	$2,285,669

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

File Number 0567-540-5

STATE OF ILLINOIS

OFFICE OF THE SECRETARY OF STATE

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.

In Testimony Whereof, *I hereto set my hand and cause to be affixed the Great Seal of the State of Illinois, this* 2ND *day of* OCTOBER *A.D.* 2013 .

Jesse White

SECRETARY OF STATE

Authentication #: 1327500714

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

ATTACHMENT 1

NorthShore
University HealthSystem

Highland Park Hospital

Jesse Peterson Hall, FACHE
President

777 Park Avenue West
Highland Park, IL 60035
www.northshore.org

(847) 480-2818
(847) 432-9305 Fax
jhall@northshore.org

December 20, 2013

Illinois Health Facilities and
Services review Board
Springfield, IL

To Whom It May Concern:

Please be advised that the Highland Park Hospital site, located at 777 Park Avenue West, in Highland Park, Illinois, is owned by NorthShore University Health System.

Sincerely.

Jesse Peterson Hall, FACHE
President

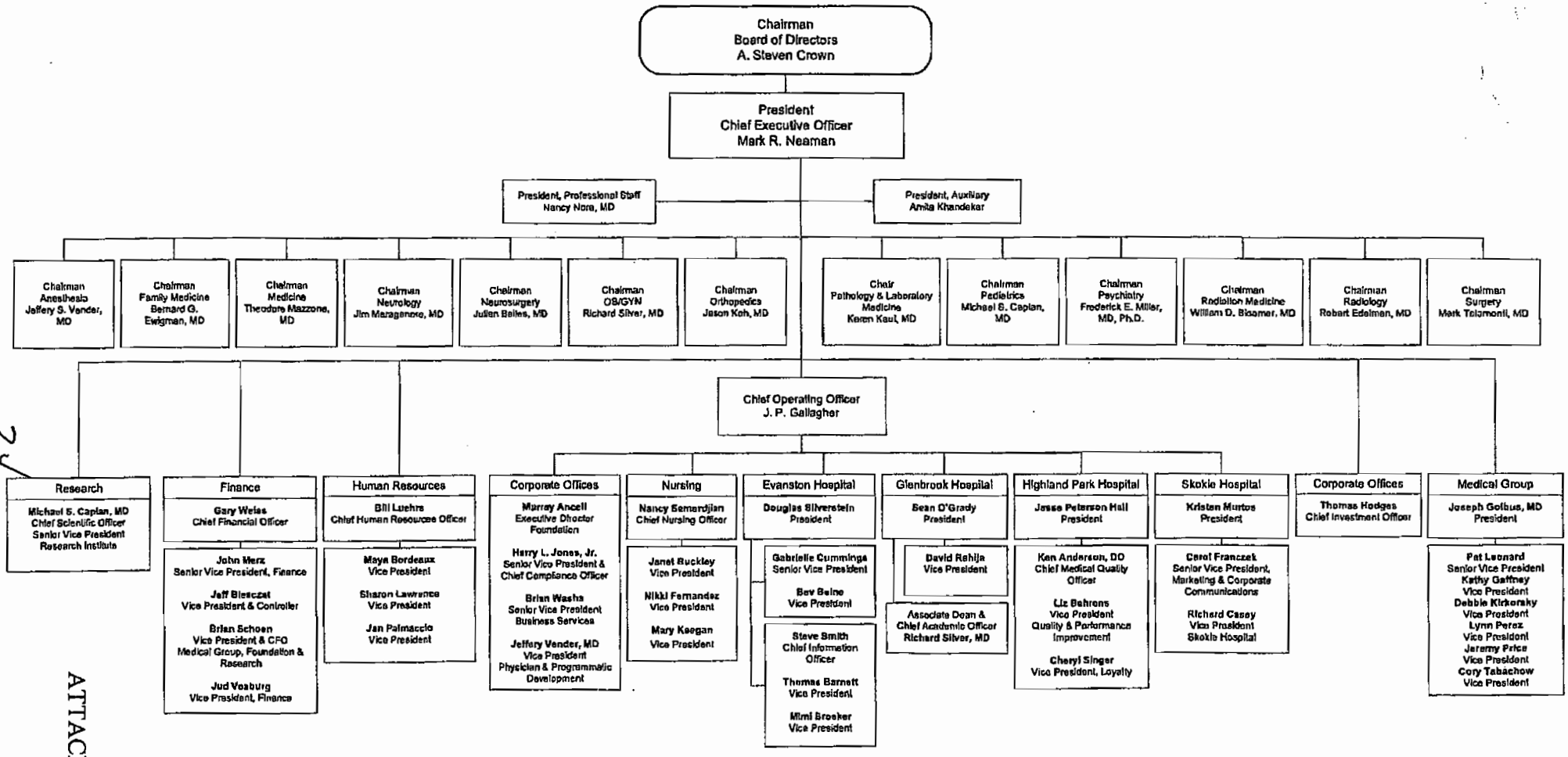
OFFICIAL SEAL
LEAH A POLK
NOTARY PUBLIC - STATE OF ILLINOIS
MY COMMISSION EXPIRES:07/19/16

Notarized: Leah A. Polk
12/20/13

ATTACHMENT 2

NorthShore University HealthSystem
Organization Chart

2013 – 2014



2.

ATTACHMENT 4

DISCONTINUATION

General Information Requirements

The proposed discontinuation is limited to the 20-station end stage renal disease (ESRD) unit located at Highland Park Hospital, and no other clinical services will be discontinued as a result of the discontinuation of the ESRD unit.

As discussed in the Narrative Description section of this *Application for Permit*, discontinuation of the ESRD unit at Highland Park Hospital is contingent upon and will occur within thirty days following the opening and certification of an ESRD unit proposed to be established in Highland Park by Fresenius Medical Care of Illinois, LLC ("Fresenius"). The Fresenius unit is anticipated to be opened and certified during the 3rd-4th quarter of 2015.

Alternative uses for the space currently occupied by the ESRD unit are being evaluated, with a final decision anticipated to be made by the end of 2014.

Much of the dialysis-specific clinical equipment located in the Highland Park Hospital unit will be acquired by Fresenius, with the other clinical and non-clinical equipment being re-used in NorthShore or other facilities.

Patient records will be maintained by NorthShore University HealthSystem and Highland Park Hospital ("HPH"), consistent with NorthShore's practices and IDPH, federal and Joint Commission requirements. The hospital will make every reasonable effort to facilitate the transfer of patients' dialysis care to the unit of their choosing, and individual patient's medical records will be provided to the dialysis unit of the patient's choice, upon the patient's request that the hospital do so.

Reasons for Discontinuation

The decision to discontinue the ESRD unit at HPH was made for a variety of reasons, including the following: 1) Chronic dialysis care, as provided through an ESRD unit, is no longer consistent with the acute care mission of a community hospital, such as Highland Park Hospital. As a result, only a handful of Chicago area hospitals continue to provide the service. 2) Because of the requirement to operate three shifts of dialysis per day, the service results in outpatients coming into and going out of the hospital during hours atypical to outpatients. In the case of HPH, this is further exacerbated by the ESRD unit's second floor location and the unit's nocturnal dialysis program. 3) The hospital has identified a variety of alternative uses for the unit's space, each of which is more consistent with its acute care mission.

Impact on Access

The discontinuation of the ESRD unit at HPH, as proposed in this application's Narrative Description, will not have an adverse impact on either existing patients or future patients that would use the unit, had it remained operational, because there are a variety of dialysis facilities in other communities near Highland Park. The Highland Park Hospital ESRD unit will remain in

full operation until the proposed Fresenius unit (please see Narrative Description) is open and certified. That unit will be located approximately four minutes from HPH, and it is anticipated that the nephrologists currently referring patients to the HPH unit will have full privileges at the proposed Fresenius unit. The Fresenius unit will have a sufficient number of dialysis stations to accommodate the HPH patients, and will provide all of the services offered through the HPH unit.

Consistent with Section 1110.130 requirements, letters have been sent to representatives of each of the facilities noted above, and those facilities are listed below. A sample letter and proof of delivery are provided, and copies of any responses received by the applicant will be forwarded to IHFSRB staff.

- DSI-Arlington Heights
- DSI-Buffalo Grove
- Dialysis Management Services-Morton Grove
- DaVita Montclare Dialysis Center-Chicago
- Satellite Dialysis-Glenview
- Big Oaks Dialysis Center-Niles
- Center for renal replacement-Lincolnwood
- DaVita TRC Children's Dialysis-Chicago
- Logan Square dialysis-Chicago
- Nephron Dialysis Center-Chicago
- DaVita Lincoln Park Dialysis Center-Chicago
- DaVita Evanston Renal Center-Evanston
- Evanston Hospital-Evanston
- Lake County Dialysis Center-Vernon Hills
- Neomedica Gurnee-Gurnee
- DSI Waukegan-Waukegan

NorthShore
University HealthSystem

Highland Park Hospital

777 Park Avenue West
Highland Park, IL 60035
www.northshore.org

(847) 432-8000

February 26, 2014

[redacted]

Dear Mr. [redacted]

As a valued patient of Highland Park Hospital's Dialysis Unit, we would like to inform you of a change regarding dialysis services starting in late 2014.

NorthShore Highland Park Hospital has decided to close its chronic dialysis service and refer our patients to a new facility that will be built by Fresenius in Highland Park. The new Highland Park dialysis clinic will be on Old Skokie Road in Highland Park. It will be a state of the art facility equipped with the most advanced dialysis equipment and ultra pure water system technology. The new clinic will also offer nocturnal dialysis and home therapy training suites. There will be ample parking for easy and convenient pick up and drop off for patients and their caregivers.

NorthShore and Fresenius are committed to making this a seamless transition for patients, caregivers and staff. We are working together to offer your current dialysis nurses and technicians the opportunity to transition into positions at the new facility. We will keep you updated with information over the next several months, including architectural renderings of the new center that will be on display in Highland Park Hospital Dialysis Unit. We are interested in your ideas. Please feel free to contact Rinda Rossetti at 847-480-3866 with your suggestions.

NorthShore is dedicated to providing comprehensive patient care and we will remain available to you for other services that are important to your health. Dr. Nora, Dr. Patel and Dr. Mehta will continue to oversee your dialysis care at the new facility. Your care team, NorthShore University HealthSystem and Fresenius are committed to working together to ensure continuity and excellence in your care.

Sincerely

Jesse Peterson Hall
President
Highland Park Hospital

Nancy A. Nora, MD
Medical Director
Highland Park Hospital Dialysis Unit

Axel & Associates, Inc.

MANAGEMENT CONSULTANTS

by Certified Mail

February 28, 2014

Administrator
DSI-Arlington Heights
17 West Golf Road
Arlington Heights, IL 60005

To Whom It May Concern:

This letter is being provided on behalf of NorthShore University HealthSystem, which is preparing a Certificate of Need application to be filed with the Illinois Health Facilities and Services Review Board ("IHFSRB"), addressing the discontinuation of Highland Park Hospital's end stage renal disease ("ESRD") unit. The hospital is located at 777 Park Avenue West, in Highland Park, Illinois. The discontinuation is anticipated to occur in the first quarter of 2015.

Over the past two years, the hospital has provided 28,866 dialysis treatments through its ESRD unit; and appropriate arrangements are being made for the dialysis care of patients following the discontinuation.

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 ESRD category of service at Highland Park Hospital will have on your operations; whether your facility has the available capacity to accommodate a portion or all of Highland Park Hospital's ESRD caseload, and whether your facility operates with any restrictions or limitations that would preclude providing service to residents of Highland Park Hospital's market area.

Thank you for your prompt attention to this request.

Sincerely,

Jacob M. Axel
President

675 North Court, Suite 210
Palatine, Illinois 60067

Phone (847) 776-7101
Fax (847) 776-7004

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ATTACHMENT 10

SAFETY NET IMPACT STATEMENT

The proposed project, which is limited to the discontinuation of the end stage renal disease (ESRD) category of service at NorthShore University HealthSystem's ("NorthShore") Highland Park Hospital, will not have an impact on any area hospital's provision of safety net services. Upon discontinuation, Highland Park Hospital anticipates that the vast majority of patients receiving ESRD services through the unit to be discontinued will receive those services at an ESRD unit proposed to be established in Highland Park (please see Narrative Description).

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. A copy of the System's 2012 *Community Benefits Report* is attached.

NorthShore operates with liberal charity care and financial assistance policies (please see Section 16 of the attached 2012 *Community Benefits Report*), and during 2012 NorthShore's four hospitals provided in excess of $24M (cost) in charity care.

ATTACHMENT 40

COMMUNITY BENEFITS REPORT
2012

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

NorthShore
University HealthSystem

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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.

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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.

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Community Benefits Guiding Principles*

NorthShore University HealthSystem (NorthShore) 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 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 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's community benefits initiatives, which are evaluated against an assessed community need, outcome(s) and guiding principles.

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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

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 4,819 adult patients at 13,231 visits and 2,736 adolescent patients at 6,795 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 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 126,989 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** is a collaboration between NorthShore and Lake County Health Department and Community Health Center (LCHD/CHC) that provides greater access through a coordinated network of healthcare targeting the underserved diabetes population in Lake County. Funding also allows 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.	NorthShore provided funding to support a diabetes management program to 670 current patients at the Lake County Health Department/ Community Health Center in North 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

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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	**Lake County Specialty Care and Diagnostic Testing Program** was established in 2006. The Specialty Care and Diagnostic Testing Program assists the most ill, high-risk and underserved patients in Lake County with access to medical tests and specialty care providers in Ophthalmology, Cardiology and Gastroenterology.	Highland Park Hospital provided $182,760 in diagnostic 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
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 2011 to July 2012, 17 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	**LIFE: Living in the Future Cancer Survivorship Program** is a unique cancer survivorship program designed to create a bridge for continued care of post-treatment cancer survivors. At its cornerstone, there is a customized survivorship care plan that facilitates a dynamic partnership between the patient, the oncologist and the primary care physicians.	Since 2006, the LIFE program provided approximately 1,800 risk adaptive visits for Kellogg Cancer Center patients in addition to presenting survivorship education programs to more than 5,000 cancer survivors, family members and healthcare professionals.	☑ 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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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
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 356 adult patients making 3,478 visits at a cost of $207,782.	☐ 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 Health Center** is a school-based health clinic, funded by NorthShore for $577,577 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.	For the 2011-2012 academic year, 721 ETHS students made 3,478 visits to the Health 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	NorthShore provided funding for a **Nurse Practitioner at Evanston/Skokie School District 65** to provide specific health care services one day per week for the students. The nurse makes in-school visits in addition to seeing students at the Evanston Township High School Health Center.	During the 2011-2012 school year, the nurse saw 124 students for a total of 145 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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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

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 $1,543,784 for interpretive services including 26,803 hours of verbal interpretive services provided by three NorthShore 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 provided 35,103 prescriptions to 2,566 low income patients at a cost of $281,158.	☐ 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 provides **Contributions** 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 connect with the communities it serves.	NorthShore provided $935,503 in contributions to 92 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 1,504 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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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	NorthShore has a **Community Relations Manager** 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 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'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's Psychiatry Department 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 475 calls during the year 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	**Mobile Meals/Meals at Home** programs provide meals for homebound individuals.	Food and Nutrition Services at NorthShore Evanston, Glenbrook, Highland Park and Skokie Hospitals prepared 27,697 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

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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	NorthShore 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 provided 1,239 students with 131,632 internship hours. NorthShore staff provided 130,466 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
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 Kellogg Cancer Center staff offered 13 educational programs and NorthShore provided $7,500 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

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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	**Understanding Cancer Lecture Series**	NorthShore Kellogg Cancer Centers offered three educational programs on various cancer related topics to approximately 100 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	**Understanding Your Heart Series**	NorthShore offered four educational programs on various heart related topics to 426 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 physicians conducted 6,917 screenings to identify at-risk patients. Free psychological support and referrals were provided for 510 women identified through the screenings as at-risk for perinatal mood disorders. The hotline received 752 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
Ongoing	**Health Education** programs are offered at NorthShore sites.	NorthShore provided 515 health education classes to 10,243 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

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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	**Exercise Programs** are offered at various NorthShore sites.	NorthShore provided 94 exercise programs to 1,119 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	Experts from NorthShore are available to provide **Speaking Engagements** to organizations throughout the NorthShore service area. Presentations range from health related topics to issues relevant to communities and hospitals.	NorthShore provided 123 presentations to 4,335 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 participate in community **Health Fairs** throughout the year.	NorthShore participated in 17 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
Ongoing	**Health Screenings** are offered at NorthShore sites on a monthly basis, as well as in the community by request.	NorthShore provided 223 screenings to 4,767 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

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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
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 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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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	**Meeting Room Space** is made available free of charge at NorthShore sites to community organizations.	NorthShore met 87 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 1,667 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

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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	**Child Passenger Safety & Injury Prevention Services**	Child passenger safety technicians are available to provide one-on-one training to new parents on proper car seat placement, harness placement and infant/child safety. Technicians provided 127 child passenger safety inspections.	☐ 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 provided services to 100 teenagers.	☐ 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	**First Aid Services at Community Events**	Throughout the year, Trauma Services provides staffing and first aid services at numerous community events. Seventeen staff volunteered nearly 100 hours at these 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

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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	**Evanston Township High School Health Sciences Rotation Program.** Since 1985, Evanston Township High School and Evanston Hospital have partnered to offer students participation in the Health Sciences Rotation Program.	The program affords students clinical observational experiences and an opportunity to explore healthcare careers as part of their Health Sciences at the high school. The program averages approximately 40 students per 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	**English Language Learning (ELL) Parent Center Health Education Series**	Throughout the school year, NorthShore provides 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	**Morton Grove Senior Center MemberFit Program**	Skokie Hospital supported this pilot program aimed at helping seniors attain health and fitness goals, providing free biometric measures pre and post program implementation.	☐ 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	**Patty Turner Center Monthly Health Screenings**	Throughout the year, the Community Wellness staff provides blood pressure, glucose and cholesterol screenings to seniors and center members.	☐ 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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4. NorthShore Community Benefits Program Tracking & Evaluation

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October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	**State of Illinois Health Department's Certification Planning**	Community Relations managers actively participate year round on the Evanston, Skokie and Lake County Health Department IPLAN by providing data and input in the state mandated five year renewal process, outlining goals and outcomes for identified health needs.	☐ 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	**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	**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, the goal of the program is to assist program staff in providing healthier environments to children during out-of-school time.	NorthShore provided a $5,000 grant to the Evanston McGaw YMCA that provides funding to allow 125 children to participate in the 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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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	**Employee Volunteerism**	NorthShore employees volunteer to carry out community service projects that meet community needs and promote goodwill. Countless charitable organizations and schools benefit from the generosity and hard work of NorthShore volunteers.	☑ 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, 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	**North Shore Senior Center Lunch Circle**	Since 2010, Glenbrook Hospital has helped fund the Lunch Circle Program 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.	☐ 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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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	**Skokie Hospital Health Careers Scholarship at Oakton Community College**	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.	☐ 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 Living Room Project** is a unique adult mental health drop-in respite center located in Deerfield and Skokie and managed by The Josselyn Center and Turning Point Behavioral Health Care Center, respectively.	Skokie Hospital provided $10,000 to Turning Point to help establish their program. In its first year of operation, the program at Turning Point has hosted 294 visits by 109 distinct consumers.	☐ 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	**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 the Evanston-based PHC coalition, and provides a cardiologist, two pediatricians, a family medicine practitioner and a clinical research informatics staff member.	☐ 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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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
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Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	**North Suburban YMCA Fit Happens Program**	Since 2010, Glenbrook Hospital has 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.	☐ 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	**Korean American Community Services (KACS)**	Glenbrook Hospital partnered with KACS to help support the ongoing heart healthy program for seniors. The program provides health education and biomarker checks to help the local Korean and Latino elderly attain their heart health goals.	☐ 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	**Maine-Niles Association for Special Recreation Transportation Services**	Skokie Hospital partnered with Maine-Niles Association of Special Recreation to provide funding to offer free rides to adults with physical or mental disabilities to access health and fitness programs offered at any one of the organization's seven participating park districts.	☐ 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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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing	**Jewish Hospitality Suite**	Skokie Hospital partnered with Chicago Mitzvah Campaigns to provide funding for a Jewish Hospitality Suite on the Skokie Hospital campus, allowing members of the community to visit their loved ones in the hospital while still being able to observe their faith and traditions.	☐ 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	**Des Plaines Library LEGO Program**	Glenbrook Hospital partnered with the Des Plaines Public Library to support childhood development through the LEGO Robotics Programs. The program will offer a series of LEGO robotics seminars designed to engage children in science, math and engineering through fun and innovative interactive play.	☐ 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	**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 2011-2012 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

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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Ongoing/ School Year	**Glenbrook South High School Medical Technologies Hospital-Based Curriculum**	Throughout the school year, Glenbrook Hospital provided students with 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	**Glenview District 34 Science Olympiad Program**	Since the 2010-2011 school year, Glenbrook Hospital has provided funding for the Science Olympiad program in the District 34 science curriculum, which provided 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
Ongoing/School Year	**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. The program is managed by a NorthShore physician who dedicates 4-5 hours of work per week. The program is based upon six evidence-based goals that improve weight and overall health. Overweight and obese students are identified by clinic and school staff and asked to participate in the program.	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.	☐ 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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Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
October 2	**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 350 riders and raised approximately $52,000.	☑ 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 29	**Child Seat Safety Check**	In partnership with the Illinois Secretary of State's office, Evanston Hospital conducted a free child seat safety check for nearly 40 cars.	☐ 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 29	**Diabetes Health Fair**	Diabetes educators and physicians presented educational seminars, screenings and information to about 76 individuals at Evanston Hospital.	☐ 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 /December	**District 219 Health Careers Tours**	NorthShore provided four career orientation programs and tours of Evanston and Skokie Hospitals 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

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Activities for Fiscal Year 2012
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Date	Initiative	Outcomes	Community Assessed Need Addressed	North Shore Guiding Principles Addressed
November	**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 December	**Glenbrook Hospital Holiday Gift Drive**	Glenbrook Hospital partnered with Youth Services and the North Shore Senior Center to provide holiday gifts to over 60 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
December	**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.	☐ 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	**Highland Park Hospital Holiday Gift Drive**	Highland Park Hospital collaborated with Moraine Township to adopt families for the holidays. Hospital staff and physicians gave 135 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

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Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
December	**Evanston Hospital Holiday Food & Gift Drive**	Evanston Hospital collected food and toys that were distributed to Connections for the Homeless and Soup at Six.	☐ 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	**Skokie Hospital Holiday Drive**	Skokie Hospital employees collected over $2,000 worth of gift cards for the Village of Skokie's annual Community Giving program fund.	☐ 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	**NorthShore Charitable Holiday Contributions**	Since 2009, in lieu of a holiday gift to employees, NorthShore has directed $50,000 to be donated to community organizations on behalf of its employees at each hospital site and Corporate headquarters. This year's recipients include: Housing Options, Northfield Township Human Services Commission, Lake County Health Department's Crisis Care Program, Village of Niles, Family Services and Infant Welfare Society 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

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Activities for Fiscal Year 2012
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Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
December 12	**Cookie Exchange to Benefit the Northern Illinois Food Bank**	Highland Park Hospital hosted a bake sale with proceeds going to benefit the Northern Illinois Food Bank. The event raised nearly $500.	☐ 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 24	**NorthShore School District 65 Health Challenge Bowl**	Four District 65 middle schools sent a team of four students to participate in fun academic competition on health issues. Teams played for a traveling trophy, medals and $500 that went to support the winning 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	**Heart of Glenview**	Since 2007, Glenbrook Hospital has been 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

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Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
February	**Glenview Resident Open House**	NorthShore provided free blood pressure screenings to attendees of the Resident Open House as well as primary prevention education to over 250 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 26	**Hustle Up the Hancock**	Eighteen Kellogg Cancer Care staff members participated in this annual fundraising event 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
March	**Northfield Pantry Food Collection**	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 - 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 and physical activities to more than 1,000 women.	☐ 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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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
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Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
April	**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 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 low-income expectant mothers. The event included information on breast-feeding 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
April 22	**Oral Cancer Screening at Highland Park Hospital**	Physicians on staff at NorthShore provided oral cancer screenings to 42 individuals, 14 of which were recommended for follow up appointments with an Otolaryngologist.	☑ 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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4. NorthShore Community Benefits Program Tracking & Evaluation

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Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
April 23	**Glenbrook South High School Student Health Fair**	NorthShore staff worked one-on-one with a group of students on their final project to provide hands-on health education, information and screenings on topics such as blood pressure, stroke awareness, blood sugar, healthy eating, body mass index, bone density and sleep to 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 25	**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
April 28	**Rebuilding Together**	Since 2006, Glenbrook Hospital has been an ongoing sponsor of one home project and engages 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

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Activities for Fiscal Year 2012
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Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
April 29	**American Cancer Society Walk & Roll**	Kellogg Cancer Care staff members volunteered 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 6	**Skin Cancer Screening at Skokie Hospital**	Dermatologists on staff at NorthShore provided skin cancer screenings to 125 individuals, 28 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 / June	**Red Cross Training for Ready When the Time Comes**	Approximately 40 employees participated in a Red Cross training program for its local emergency response team.	☐ 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 / 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 $2,500 of food with hospital employee volunteers to help 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

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Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
May / November	**Friends of Evanston Farmers' Markets**	NorthShore provided a $5,000 grant to the Friends of the Evanston Farmers' Markets 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.	☐ 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	**Medical Technologies Scholarship Awards**	Since 2007, Glenbrook Hospital has provided three scholarships for post high school education to three motivated 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 19 & 20	**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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4. NorthShore Community Benefits Program Tracking & Evaluation

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Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Summer Months	**Born Learning Trail**	Skokie Hospital sponsored the Born Learning Trail, a collaborative effort bringing elementary school aged children an educational and interactive outdoor activity providing mental and physical development and growth.	☐ 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	**Village of Lincolnwood Summer Camps**	Skokie Hospital partnered with the Village of Lincolnwood Summer Camps by providing guidance on what healthy snacks to buy and provided funding to purchase snacks to all participating campers for the entire summer camp season.	☐ 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	**Village of Morton Grove Farmers' Market**	Skokie Hospital provided $1,000 to the Village of Morton Grove Farmers' Market to provide access to healthy foods for those in the community 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

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October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
Summer Months	**Skokie Hospital Sizzling Summer Science Camps**	Skokie Hospital created a medical technology Summer Science Camp, providing hands-on experiences with a variety of hospital technologies as well as introductions to various health professions for 20 seventh and eighth graders.	☐ 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 Library Summer Reading Program**	Skokie Hospital partnered with Radio Disney to provide an interactive summer reading program, including requirements for reading information about healthy eating and participating in physical fitness activities, for record setting number of 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
June 17	**Ricky Byrdsong/YWCA Race Against Hate**	Since 2005, NorthShore has been an ongoing financial sponsor of the race.	☐ 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 40

4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
June 30	**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 1	**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 $1,500 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	**Glenbrook Hospital Healthy Back to School Snacks Collection**	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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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
August	**NorthShore Skokie Hospital Health Careers Scholarship Fund**	In 2010, Skokie Hospital established an Oakton Community College scholarship in perpetuity to provide financial help to students graduating from Niles Township High School District 219 who plan 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 1	**Lake County Health Department Kids 1st Fair**	Highland Park Hospital was a sponsor for the health fair and contributed $2,000 towards medical supplies. Additionally, 13 staff members volunteered approximately 60 hours at the event which provided back to school physicals and screenings for 1,070 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 - September	**Evanston Hospital School Supplies Collection**	School supplies were collected by Evanston Hospital employees 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

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4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
August 25	**Skokie Back Lot Bash**	NorthShore staff provided blood pressure, glucose and BMI screenings to approximately 200 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 25 & 26	**Information and First Aid** provided at the Annual Port Clinton Art Festival	Highland Park Hospital staff provided 36 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
September 23	**American Heart Walk**	NorthShore participated in the Annual Heart Walk with nearly 500 employees participating and raising over $70,000.	☐ 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
September 23	**Fort 2 Base Run**	NorthShore staff provided 40 volunteer hours to manage first aid stations along the race route for more than 1,000 registered 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

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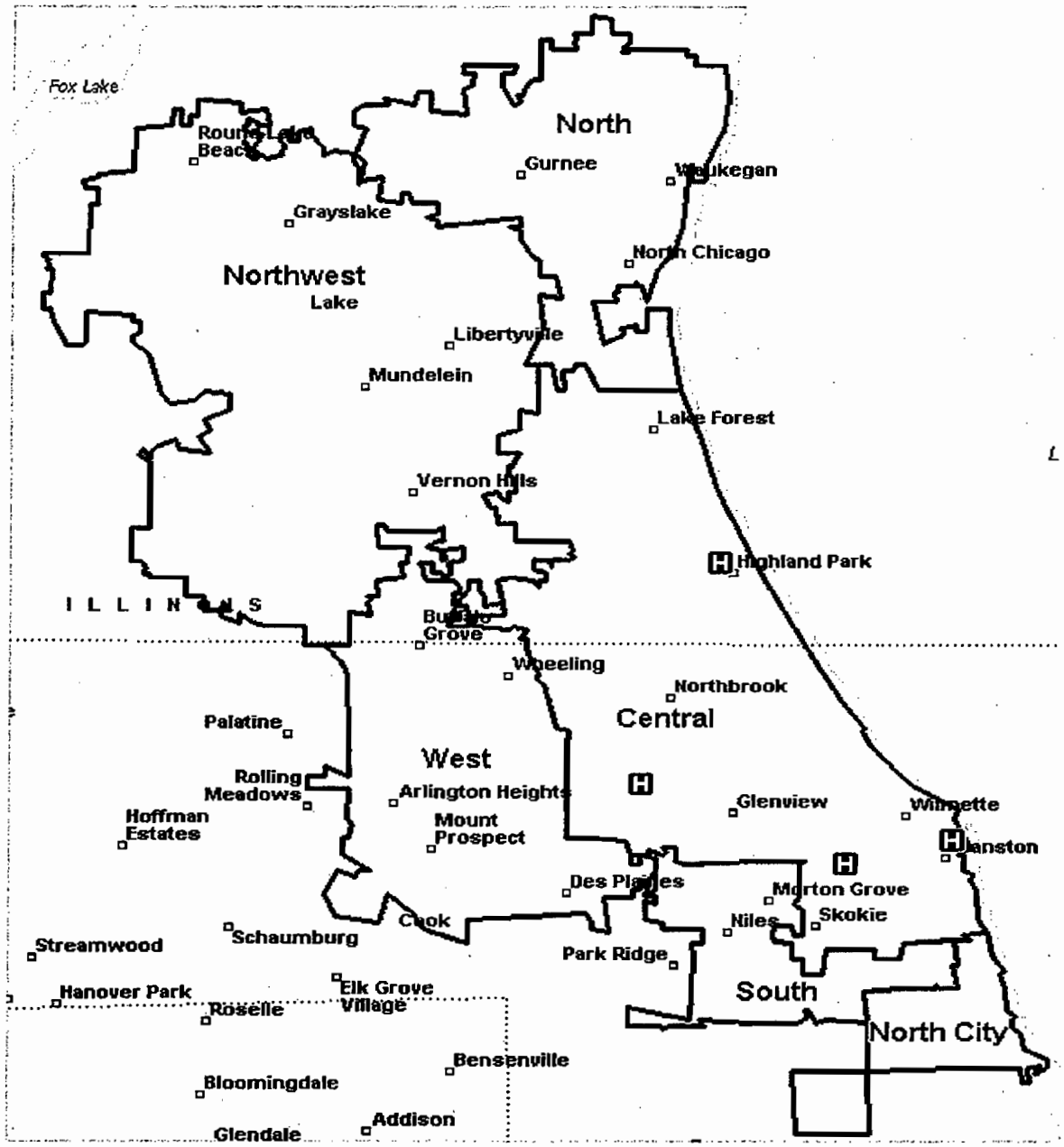
4. NorthShore Community Benefits Program Tracking & Evaluation

Activities for Fiscal Year 2012
October 1, 2011 – September 30, 2012

Date	Initiative	Outcomes	Community Assessed Need Addressed	NorthShore Guiding Principles Addressed
September 30	**Blood, Sweat and Tears Bike Ride for Leukemia & Lymphoma**	Highland Park Hospital staff provided 12 volunteer hours to staff a first aid booth and provide health information at the annual 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

NorthShore University HealthSystem Service Area Map



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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

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NorthShore University HealthSystem Demographics 2012

Population Size and Projected Growth

	2012	2017	% Change
Central	369,297	371,770	0.7%
North	162,631	163,632	0.6%
North City	344,828	337,194	-2.2%
Northwest	242,917	255,266	5.1%
South	166,476	166,716	0.1%
West	290,045	290,115	0.0%
Total	**1,576,194**	**1,584,693**	**0.5%**

Population by Gender

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

Population by Age Cohorts, 2012

	0-17	18-34	35-44	45-54	55-64	65-74	75-84	85+
Central	24%	23%	10%	15%	13%	8%	5%	2%
North	29%	21%	18%	14%	9%	5%	3%	1%
North City	22%	26%	17%	14%	10%	6%	3%	2%
Northwest	29%	18%	15%	17%	11%	6%	3%	1%
South	21%	20%	12%	14%	13%	9%	7%	3%
West	23%	22%	14%	16%	12%	7%	5%	2%
Total	**25%**	**22%**	**14%**	**15%**	**11%**	**7%**	**4%**	**2%**

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Income/ Household, Average Household Size, 2012

	# HH	Avrg HH Income	Under$25K	$25K up to $50K	$50K up to $100K	$100K up to $150K	$150K up to $200K	$200K+
Central	140,034	$128,121	12%	17%	28%	18%	8%	18%
North	53,724	73,880	19%	26%	33%	14%	4%	4%
North City	145,747	55,645	29%	30%	29%	9%	2%	2%
Northwest	83,473	111,287	9%	16%	35%	21%	8%	11%
South	63,324	76,969	18%	24%	34%	15%	4%	4%
West	114,999	84,259	13%	23%	36%	17%	5%	5%
Total	**601,301**	**$89,595**	**17%**	**23%**	**32%**	**15%**	**5%**	**8%**

Population by Race

	WHITE	ASIAN	BLACK	MULTIRACIAL	NATIVE AMERICAN	PACIFIC ISLANDER	OTHER
Central	77.4%	12.0%	5.5%	2.4%	0.2%	0.0%	2.5%
North	53.5%	5.6%	16.6%	3.7%	0.9%	0.1%	19.6%
North City	58.4%	11.9%	11.5%	3.8%	0.7%	0.0%	13.7%
Northwest	77.8%	8.9%	2.5%	2.4%	0.5%	0.0%	7.9%
South	71.3%	16.0%	4.8%	2.8%	0.3%	0.0%	4.8%
West	76.3%	12.8%	2.2%	2.1%	0.4%	0.0%	6.2%
Total	**70%**	**11%**	**7%**	**3%**	**0%**	**0%**	**8%**

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Community Health Needs Assessment

NorthShore consistently assesses the health 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 Health 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 serve 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.

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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 programs and partnerships such as Be Well-Lake County to provide 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:

1. Community benefits programs, initiatives and partnerships will address a need identified in the community health needs assessment conducted by NorthShore.

2. Community benefits programs, initiatives and partnerships will address a need identified by the community.

3. 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.

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Community Benefits Oversight Committee

Committee Overview

The community benefits oversight committee is compromised of senior administrators representing key areas of NorthShore. 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

Lindsey Bailey
Vice President
Highland Park Hospital

Rich Casey
Vice President
Skokie Hospital

Ellen Daniel
Director, Regulatory Reporting
NorthShore University HealthSystem

Hania Fuschetto
Manager, Community Relations
Highland Park Hospital

Gary Gephart
Assistant Vice President-Finance
NorthShore University HealthSystem

Sean O'Grady
Senior Vice President
Evanston Hospital

Mark Schroeder
Director, Community Relations
NorthShore University HealthSystem

Seema Terry
Manager, Community Relations
Glenbrook and Skokie Hospitals

Brian Washa
Senior Vice President, Business Services
NorthShore University HealthSystem

ATTACHMENT 40

Community Relations Department

Department Overview

The Community Relations Department ensures that NorthShore 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 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 health 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

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

Glenbrook Hospital
Seema Terry, Manager
Community Relations - Glenbrook Hospital
2100 Pfingsten Road, Room 2010
Glenview, IL 60026
Phone: (847) 657-6751
E-mail: sterry@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

ATTACHMENT 40

Plan Content

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

ATTACHMENT 40

Situation Analysis

In creating the community relations plan, NorthShore's 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
- Mayo Clinical Care Network Member
- 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 initiatives working to improve community health
- Established successful community relations program

Challenges:

- Implementation of the Affordable Care Act
- Federal and State reimbursement
- Fluctuations in charity care
- Economic downturn
- Increases in bad debt and uncompensated care
- 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 employees via community service

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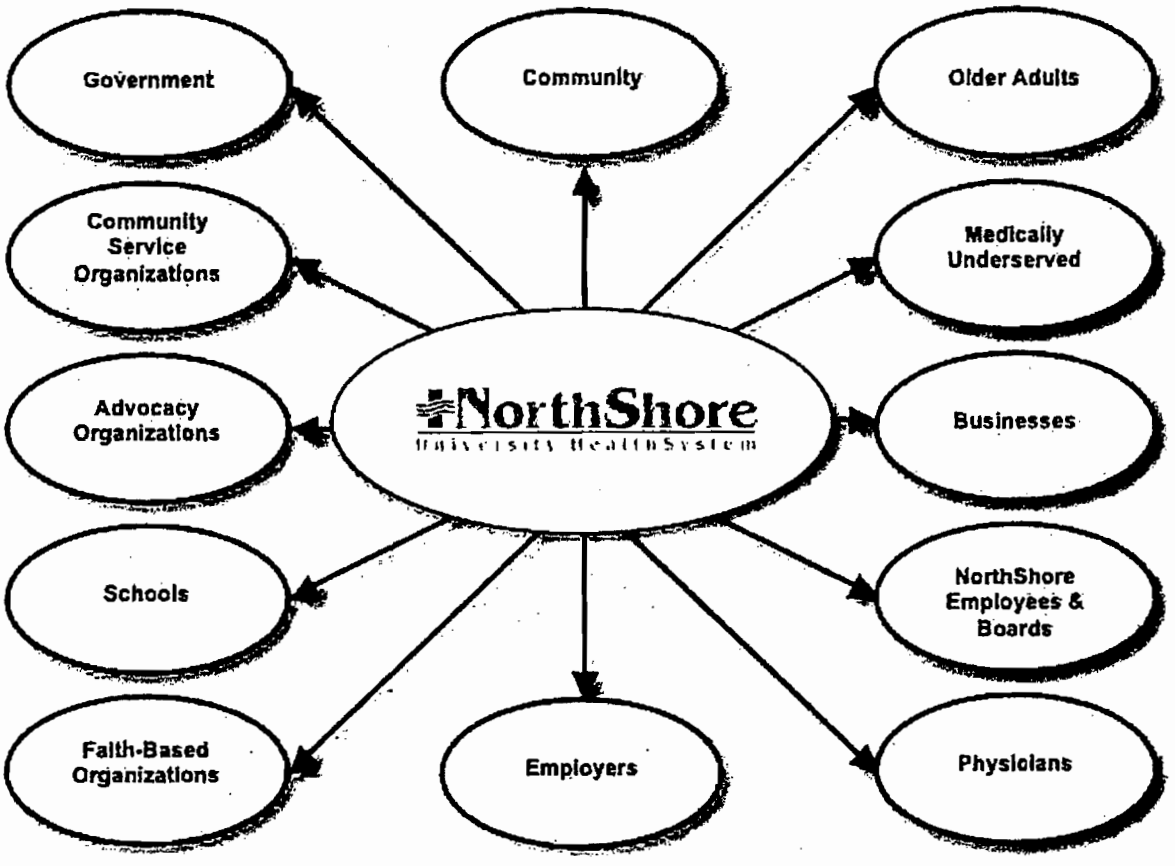
Target Audiences



ATTACHMENT 40

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's community presence through greater employee volunteerism
- Communicate community benefits and outreach efforts
- Connect NorthShore services with the needs of the community
- Evaluate activities

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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 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

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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 sponsored forums
- Partner publications
- Media placements
- Health industry publications

5. Tactic: *Health Screenings & Education*

- Respond to community requests for:
  - Health screenings
  - Health fairs
  - Speakers' Bureau
  - NorthShore 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 needs assessment (every 3 years)
- Track and evaluate initiatives against community needs assessed, outcomes, and NorthShore 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 Guiding Principles
- Track participation in NorthShore services
- Track participation level of NorthShore employees in volunteer activities

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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.

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 organization 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

- Bufi Selimos, Senior Director of Hospital and Clinics, NorthShore University HealthSystem
- Tyler Bauer, Director, NorthShore Medical Group

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's accountability to the community by working to fulfill our vision that the more NorthShore 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)

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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 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 Award

NorthShore 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 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 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

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Community Wellness

Community Wellness programs are offered by various NorthShore 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
- Body Fat Analysis Screenings

Contacts

- Primary
  - Mary Alvarado, Assistant Vice President, Glenbrook Hospital

- Secondary Contacts
  - 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

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 3,478 patient visits at a cost of $207,782 to NorthShore.

Contacts

- Margaret Sala, Manager, Evanston Hospital Dental Clinic

ATTACHMENT 40

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 culture of caring while benefiting the communities NorthShore 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 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, there 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
- Carol Flanagan, RN, MSN, OCN, Clinical Coordinator, NorthShore University HealthSystem
- Hania Fuschetto, Manager, Community Relations, Highland Park Hospital

ATTACHMENT 40

Medication Assistance Program

NorthShore provided 35,103 prescriptions to 2,566 low income patients at a cost of $281,158.

Contacts

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

Mentoring and Clinical Internships

NorthShore 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

- Mentoring and clinical internships are managed by clinical coordinators from the aforementioned departments

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 4,819 adult patients at 13,231 visits and 2,736 adolescent patients at 6,795 visits.

Contacts

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

ATTACHMENT 40

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 physicians conducted 6,917 screenings to identify at-risk patients. Free psychological support and referrals were provided for 510 women identified through the screenings as at-risk for perinatal mood disorders. The hotline received 752 calls. This program is administered at Evanston Hospital and made available throughout all NorthShore communities.

Contacts

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

Speaking Engagements

Experts from NorthShore are available to organizations throughout the NorthShore service area for presentations on a range of health-related topics relevant to the communities and hospital. During the year, NorthShore physicians and healthcare professionals provided 123 lectures.

Contacts

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

ATTACHMENT 40

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's system-wide programs that include: Be Well Lake County; Community Advisory Committee; Community Health Champion; Contributions; Community Wellness; Dental Center; Employee Volunteerism; LIFE: Living in the Future Cancer Survivorship program; Medication Assistance Program; Mentoring and Clinical Internships; Outpatient Clinic; Perinatal Depression Program and Speaking Engagements.

Evanston Township High School Health Center

- Established in 1996 as a collaborative partnership with Evanston Township High School, the Evanston Health Department and NorthShore provide a free school-based health clinic for the school's approximately 3,000 students. NorthShore's annual contribution of $577,577 works to support the center, which is staffed by NorthShore employees who include a physician, two part-time nurse practitioners and a social worker. For the 2011-2012 school year, there were 721 students who utilized the health center at 3,478 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. The program is managed by a NorthShore physician who dedicates 4-5 hours of work 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 six 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 six goals with a follow-up scheduled every three to six weeks to see if these goals have been achieved and to monitor their weight. The clinic is currently working with other school departments to expand promotion of the six goals to other areas of the high school.

Support for Nurse Practitioner for Evanston/Skokie School District 65

- NorthShore 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.

ATTACHMENT 40

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 is a financial sponsor.

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. 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 the Evanston-based PHC coalition, and provides a cardiologist, two pediatricians, a family medicine practitioner and a clinical research informatics staff member.

NorthShore / 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 Seventh 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 Evanston 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. The incentive program is a joint effort of NorthShore, the City of Evanston and Friends.

ATTACHMENT 40

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.

ATTACHMENT 40

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 and the community connect, the stronger and healthier both will become.

Evanston Hospital Members

Rob Albertson
Winnetka Resident

Christopher Canning
President
Village of Wilmette

Carol Chaya Siegel, RN
Community Nurse
CJE Senior Life

Andrea Densham
Executive Director
Childcare Network of Evanston

Bill Gieger
President & CEO
McGaw YMCA

Jane Grover
Alderman, 7th Ward
City of Evanston

Sandi Johnson
Past Executive Director
North Shore Senior Center

Kelley Kalinich
Superintendent
Kenilworth School District 38

David Kane
Vice President
Mather LifeWays

Greg Klaiber
Chief, Evanston
Fire & Life Safety Services

Mary Larson
Coordinator of Health Services
Evanston/Skokie School District 65

Iliana Mora
Senior Vice President
Erie Family Health Center

Colleen Sheridan
Health Services Coordinator
New Trier High School

Karen Singer
Executive Director
YWCA Evanston Northshore

William Stafford
Chief Financial Officer
Evanston Township High School

Evonda Thomas
Director, Department of Health & Human Services
City of Evanston

Katie Dold White
Trustee
Village of Kenilworth

ATTACHMENT 40

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's system-wide programs that include: Be Well Lake County; Community Advisory Committee; Community Health Champion; Contributions; Community Wellness; Dental Center; Employee Volunteerism; LIFE: Living in the Future Cancer Survivorship program; Medication Assistance Program; Mentoring and Clinical Internships; Outpatient Clinic; Perinatal Depression Program and Speaking Engagements.

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 year.

Glenbrook South High School Medical Technology Hospital-Based Curriculum & Scholarships

- 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. In addition, Glenbrook Hospital provides three academic scholarships to graduating students pursuing careers in health technologies at a two year or four year institution of higher learning.

Heart of Glenview

- With the sponsorship of a "Heart" and various other donated services, Glenbrook participated in its fifth 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.

ATTACHMENT 40

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. Since 2006, 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 a porch.

Glenview School District 34 Science Olympiad

- Since the 2010-2011 school year, Glenbrook Hospital has provided 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

- Since 2010, Glenbrook Hospital has helped fund the Lunch Circle Program 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 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

- Since 2010, Glenbrook Hospital has 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.

Korean American Community Services (KACS)

- Glenbrook Hospital partnered with KACS to help support the ongoing heart healthy program for seniors. The program provides health education and biomarker checks to help the local Korean and Latino elderly attain their heart health goals.

LEGO Robotics Program

- Glenbrook Hospital partnered with the Des Plaines Public Library to support childhood development through the LEGO Robotics Programs. The program will offer a series of LEGO robotics seminars designed to engage children in science, math and engineering through fun and innovative interactive play.

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 and the community connect, the stronger and healthier both will become.

Glenbrook Hospital Members

Jill Brickman
Township Supervisor
Northfield Township

Tina Caruana
Glenview Resident

Eric Etherton
Assistant Principal
Glenbrook North High School

Julie Fleckenstein
Social Worker
Glenview Police Department

Kim Hand
Senior Services
Village of Glenview

Jason Hickman
Director of Recreation
Glenview Park District

Jonathan Kaspar
Administrator
Covenant Village of Northbrook

William Lustig
Chief of Police
Northfield Police Department

Barbara Marzillo
School Nurse
Glenbrook South High School

Jane McCarthy
Executive Director
Family Service Center

Megann Panek
Director
Glenview Senior Center

Steve Samuelson
Executive Director
Frisbe Senior Center

Gary Smith
Executive Director
The Josselyn Center

Dana Turban
Northfield Resident

Nancy Vaccaro
Social Worker
Northbrook Police Department

ATTACHMENT 40

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's system-wide programs that include: Be Well Lake County; Community Advisory Committee; Community Health Champion; Contributions; Community Wellness; Dental Center; Employee Volunteerism; LIFE: Living in the Future Cancer Survivorship program; Medication Assistance Program; Mentoring and Clinical Internships; Outpatient Clinic; Perinatal Depression Program and Speaking Engagements.

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 with access to 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 2012, Highland Park Hospital provided $182,760 in diagnostic services.

ATTACHMENT 40

Lake County Health Department Kids 1st Fair

- Highland Park Hospital contributed $2,000 towards the event and 13 staff members volunteered more than 60 total hours to provided physicals and screenings for 1,070 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.

First Aid Services at Community Events

- Throughout the year, Trauma Services at Highland Park Hospital provides staffing and first aid services at numerous community events including: Fort2Base Run, Embrace the Race, Port Clinton Art Festival and Leukemia/Lymphoma Charity Bicycle Ride. Seventeen staff volunteered nearly 100 hours at the events.

Northern Illinois Food Bank

- Highland Park Hospital adopted the Northern Illinois Food Bank for its annual volunteer project. More than 150 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.

Oral Cancer Screening

- Physicians on staff at NorthShore University HealthSystem provided oral cancer screenings to 42 individuals, 14 of which were recommended for follow up appointments with an Otolaryngologist.

ATTACHMENT 40

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, and to assist in the fulfillment of the community relations vision, that the more NorthShore and the community connect, the stronger and healthier both will become.

Highland Park Hospital Members

Jeanne Ang
Director, Primary Care Services
Lake County Health Department

Mari Barnes
Township Supervisor
Moraine Township

Anne Flanigan Bassi
Board Member
Lake County Board

Alicia De La Cruz
Highland Park Resident

Eric Falberg
Alderman, 4th Ward
City of Highwood

Susan Garrett
State Senator
Illinois District 29

Renee Goier, PhD
Superintendent
School District 109

William Jones
Assistant Village Manager
Village of Glencoe

David Knapp
City Manager
City of Highland Park

David Kyllo
Reverend
Zion Lutheran Church

Alesia Margetis
Counselor
School District 113

Karen May
State Representative
Illinois District 58

Liza McElroy
Executive Director
Park District of Highland Park

Julie Morrison
Supervisor
West Deerfield Township

Nancy R. Rotering
Mayor
City of Highland Park

Marla Schachtel
Manager
Lake Forest Senior Center

Kent Street
Village Manager
Village of Deerfield

ATTACHMENT 40

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's system-wide programs that include: Be Well Lake County; Community Advisory Committee; Community Health Champion; Contributions; Community Wellness; Dental Center; Employee Volunteerism; LIFE: Living in the Future Cancer Survivorship program; Medication Assistance Program; Mentoring and Clinical Internships; Outpatient Clinic; Perinatal Depression Program and Speaking Engagements.

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 200 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 Clinic

- 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.

ATTACHMENT 40

Born Learning Trail

- Skokie Hospital partnered with the United Way, the Skokie Park District, the Chamber of Commerce and the Skokie Health Department installing a United Way children's program, Born Learning Trail, at a local park in the Village of Skokie for use by all in the community. The Born Learning Trail engages children with education and interactive outdoor play, providing mental and physical development and growth.

Sizzling Summer Science Camps – Skokie Hospital Medical Technology Camp

- Skokie Hospital hosted a week-long interactive learning camp experience for twenty 7th and 8th graders interested in a career in the medical technology field. The camps were hosted by the Skokie and Lincolnwood Park Districts and Niles Township High School District 219.

Skin Cancer Screening

- Skokie Hospital provided a free skin cancer screening to 125 community residents, 28 of which were recommended for follow up appointments as a result of suspicious lesions.

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 48 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 & Summer 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.

- Skokie Hospital partnered with Radio Disney to provide an interactive summer reading program, including requirements for reading information about healthy eating and participating in physical fitness activities, for record setting number of participants.

ATTACHMENT 40

The Living Room Project

- Skokie Hospital helped to fund this unique adult mental health drop-in respite center, located in Deerfield and Skokie and managed by The Josselyn Center and Turning Point Behavioral Health Center, respectively. In its first year of operation, the program at Turning Point has hosted 294 visits by 109 distinct consumers.

Village of Lincolnwood Summer Camps

- Skokie Hospital partnered with the Village of Lincolnwood Summer Camps by providing guidance on what healthy snacks to buy and provided funding to purchase snacks to all participating campers for the entire summer camp season.

Maine-Niles Association of Special Recreation

- Skokie Hospital partnered with Maine-Niles Association of Special Recreation to provide funding to offer free rides to adults with physical or mental disabilities to access health and fitness programs offered at any one of the organization's seven participating park districts.

Village of Morton Grove Farmers' Market

- Skokie Hospital provided funding to the Village of Morton Grove Farmers' Market to provide access to healthy foods for those in the community in need.

Jewish Hospitality Suite

- Skokie Hospital partnered with Chicago Mitzvah Campaigns to provide funding for a Jewish Hospitality Suite on the Skokie Hospital campus, allowing members of the community to visit their loved ones in the hospital while still being able to observe their faith and traditions.

FUNdamentals of FITness

- Skokie Hospital partnered with the Skokie Park District to provide funding for a specialized summer camp aimed at teaching healthy eating habits and healthy fitness activities to overweight teenagers looking to make positive behavior changes.

MemberFit Program

- Skokie Hospital partnered with North Shore Senior Center, Morton Grove Campus to support this pilot program aimed at helping seniors attain health and fitness goals, providing free biometric measures pre and post program implementation.

ATTACHMENT 40

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 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

Jackie Grossmann
Home Sharing Coordinator
Open Communities

Janice Hincapie
Executive Director
Lincolnwood Parks and Recreation

Margaret Lee
President
Oakton Community College

Marcia McMahon
Chief Professional Officer
North West Suburban United Way

Iliana Mora
Senior Vice President
Erie Family Health Center

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

ATTACHMENT 40

NorthShore University HealthSystem | Administrative Directives Manual AD-1032
Area Affected NorthShore Hospitals and Clinics, and Home Health

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 IPXP 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:

	Action	Responsibility
A.	**Publication of the Financial Assistance Policy and Financial Counselors, Customer Service Representatives intake of financial information for eligibility determination**	Financial Counselors, Business Office Staff or Liaison, Manager Financial Counseling
	1. The NorthShore Financial Assistance Policy is posted on the NorthShore website (northshore.org) and available upon request.	
	2. Patients are also notified of NorthShore's Financial Assistance program by:	
	a. Signage posted in both English and Spanish in the hospital Emergency Departments and Central Registration areas.	
	b. Information on the Financial Assistance program is included in the NorthShore Patient Handbook, which is presented to patients upon admission.	
	c. NorthShore billing statements indicate the Financial Assistance program and necessary contact information.	
	3. Interview and screen the patient for potential eligibility for NorthShore Financial Assistance.	
	4. If the patient's financial situation appears to be appropriate for Financial Assistance, then	
	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.	**Eligibility Determination for the Uninsured**	Financial Counselors, Manager Financial Counseling, Liaison in Business Office, Director Customer Service
	1. Charges must be greater than $300.00 to be considered eligible for discount.	
	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.	
	3. Patient must be an Illinois resident. Exceptions to Illinois residency requirement will be evaluated on a case by case basis.	
	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).	
	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.	

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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

Action	Responsibility
C. Eligibility Determination for the Underinsured	
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, Liaison in Business Office, Director Customer Service
2. Patient balance (liability) must be $300.00 or greater to be eligible for consideration.	
3. If the patient is not eligible for any other aid program, then evaluate income information against the Underinsured Discount Table in Attachment A	
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 (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. Patient Application Process	
1. Patients must contact a financial counselor or business office representative to receive a financial disclosure document.	
2. Patients may be required to apply for Medicare, Medicaid, AllKids, ICHIP, or other public program if there is reason to believe they would qualify.	
3. Patients 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.	
4. Patients must provide third-party verification of income, information regarding assets and documentation of residency within 30 days of request.	
5. 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.	
6. Acceptable verification of Illinois residency shall include any one 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.	
7. 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.	
8. 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	

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the patient is responsible for the full charges.

9. Once the completed disclosure and documentation are received, they will be reviewed and a determination will be made based on the patient's family size and the information provided. The patient will be notified if they qualify for a reduction of their bill and/or an extended payment plan.

	Action	Responsibility
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	
F.	**Procedure for Account Adjustment and Review**	
	1. If the patient is determined to be income-eligible for free or discounted care, then	Financial Counselors, Legal/Bad Debt Liaison in Business Office, Manager Financial Counseling
	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)	Director Customer Service, Sr. VP Business Services, Hospital Presidents
G.	**Confidentiality**	Financial Counselors, Business Office Liaison, Manager Financial Counseling, Sr. VP Business Services
	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)	

5. ATTACHMENT:

Sliding Scale Discount Table & Federal Poverty Guidelines	Attachment A
NorthShore Charity Care Information Protocol	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 Polices (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:

Brian Washa	Sr. Vice President, Business Services	9/28/12
Signature	**Title**	**Date**
Jeff Hillebrand	Chief Operating Officer	9/21/12
Signature	**Title**	**Date**

11. DATES:

Origination: 6/04 **Last Review:** 8/12 **Next Review:** 8/15

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Financial Assistance Eligibility Guidelines

Sliding Scale Discount Tables

UNINSURED DISCOUNT TABLE

Income Range Household Income		PERCENT DISCOUNT PER INCOME LEVEL AND FAMILY SIZE Number in Family							
Low	High	1	2	3	4	5	6	7	8
-	$22,340	Free							
$22,341	$30,260	85.00%	Free						
$30,261	$38,180	75.00%	85.00%	Free					
$38,181	$46,100	65.00%	75.00%	85.00%	Free				
$46,101	$67,020	62.00%	65.00%	75.00%	85.00%	Free			
$67,021	$90,780	0.00%	62.00%	65.00%	75.00%	85.00%	Free		
$90,781	$114,540	0.00%	0.00%	62.00%	65.00%	75.00%	85.00%	Free	
$114,541	$138,300	0.00%	0.00%	0.00%	62.00%	65.00%	75.00%	85.00%	Free
$138,301	$162,060	0.00%	0.00%	0.00%	0.00%	62.00%	65.00%	75.00%	85.00%
$162,061	$185,820	0.00%	0.00%	0.00%	0.00%	0.00%	62.00%	65.00%	75.00%
$185,821	$209,580	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	62.00%	65.00%
$209,581	$233,340	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	62.00%
$233,341	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Upper Asset Level (Liquid)		$ 67,020	$ 90,780	$ 114,540	$ 138,300	$ 162,060	$ 185,820	$ 209,580	$ 233,340

% Discount off charges.

UNDERINSURED DISCOUNT TABLE

Income Range Household Income		PERCENT DISCOUNT PER INCOME LEVEL AND FAMILY SIZE Number in Family							
Low	High	1	2	3	4	5	6	7	8
-	$22,340	95.00%							
$22,341	$30,260	75.00%	95.00%						
$30,261	$38,180	55.00%	75.00%	95.00%					
$38,181	$44,680	35.00%	55.00%	75.00%	95.00%				
$44,681	$60,520	0.00%	35.00%	55.00%	75.00%	95.00%			
$60,521	$76,360	0.00%	0.00%	35.00%	55.00%	75.00%	95.00%		
$76,361	$92,200	0.00%	0.00%	0.00%	35.00%	55.00%	75.00%	95.00%	
$92,201	$108,040	0.00%	0.00%	0.00%	0.00%	35.00%	55.00%	75.00%	95.00%
$108,041	$123,880	0.00%	0.00%	0.00%	0.00%	0.00%	35.00%	55.00%	75.00%
$123,881	$139,720	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	35.00%	55.00%
$139,721	$155,560	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	35.00%
$155,561 and above		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Upper Asset Level (Liquid)		$67,020	$90,780	$114,540	$138,300	$162,060	$185,820	$209,580	$233,340

% Discount off account self pay balance

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Federal Poverty Guidelines

Size of Family Unit	Household Income	Gross Monthly Income	Approximate Hourly Income
1	$11,170	$931	$5.37
2	$15,130	$1,261	$7.27
3	$19,090	$1,591	$9.18
4	$23,050	$1,921	$11.08
5	$27,010	$2,251	$12.99
6	$30,970	$2,581	$14.89
7	$34,930	$2,911	$16.79
8	$38,890	$3,241	$18.70
Each additional			
person, added	$3,960	$330	$1.90

Assumes 2080 hours is full-time job year

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Charity Care Information Protocol

Please be informed that it is the position of 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:	⇨	*Direct patient to Patient Financial Counseling*
		LOCATION: Evanston Hospital, RM 1222
		PHONE: (847) 570-2100
* NON-REGISTERED PATIENTS:	⇨	*Direct patient to Outpatient Clinic*
		LOCATION: Evanston Hospital, RM G155
		PHONE: (847) 570-2700

GLENBROOK HOSPITAL

* ALL INQUIRIES	⇨	*Direct patient to Patient Financial Counseling*
		LOCATION: Glenbrook Hospital, Room 1120
		PHONE: (847) 832-6200

HIGHLAND PARK HOSPITAL

* ALL INQUIRIES	⇨	*Direct patient to Patient Financial Counseling*
		LOCATION: Highland Park Hospital, RM 1153
		PHONE: (847) 926-5300

SKOKIE HOSPITAL

* ALL INQUIRIES	⇨	*Direct patient to Patient Financial Counseling*
		LOCATION: Skokie Hospital, Ground Floor Lobby
		PHONE: (847) 933-6757

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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
PHONE:	(847) 570-5000

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

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NorthShore University HealthSystem System-Wide Support

NorthShore provides support to a variety of national and local organizations that help support our core mission to preserve and improve human life. In 2012, a total of $935,503 in financial support and non-cash donations were provided to 92 not for profit organizations. System-wide recipients include:

- American Cancer Society
- American Diabetes Association
- American Heart Association
- Anita Kaufmann Foundation
- Bethany United Church
- Cancer Wellness Center
- Crohn's & Colitis Foundation
- Lake County Partners
- National Kidney Foundation
- Pancan
- Peer Services
- Santa for the Very Poor

Hospital-Based Community Support

To help support its mission NorthShore makes financial contributions to local organizations. We recognize that the more NorthShore 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
- Connections for the Homeless
- Cradle Foundation
- Erie Family Health Center
- Evanston Chamber of Commerce
- Evanston Community Foundation
- Evanston/Skokie School District 65
- Friends of Evanston Farmers Market
- McGaw YMCA
- North Shore Senior Center
- Youth Job Center of Evanston
- YWCA Evanston/North Shore

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Glenbrook Hospital-Based Community Support

- Des Plaines Library
- Glenview Education Foundation
- Glenview Giving Foundation
- Glenbrook South High School
- Helping Hands of Glenview
- Korean American Community Services
- North Shore Senior Center
- North Suburban YMCA
- Rebuilding Together
- The Josselyn Center
- Youth Services of Glenview & Northbrook

Highland Park Hospital-Based Community Support

- CJE Senior Life
- Crohn's & Colitis Foundation of America
- Family Network
- HealthReach
- Highland Park Chamber of Commerce Scholarship
- Highland Park Nursery & Day Care Center
- Highwood Chamber of Commerce Scholarship
- Lake County Health Department
- Moraine Township
- Northern Illinois Food Bank
- Park District of Highland Park
- Rotary Club of Highland Park & Highwood
- Tri-Con Child Care Center
- Village of Deerfield
- West Deerfield Township
- Zacharias Center

Skokie Hospital-Based Community Support

- Chicago Mitzvah Campaigns
- CJE Senior Life
- Lincolnwood Park District
- Maine-Niles Association for Special Recreation
- Skokie Chamber of Commerce
- Skokie Public Library
- Skokie Park District

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Skokie Hospital-Based Community Support (continued)

- Turning Point Behavioral Health Care Center
- Village of Morton Grove

NorthShore University HealthSystem Employee Sharing Spirit Awards

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:

- American Federation for Suicide Prevention
- Bread of Life African Ministries
- Childrens' Oncology Services of Illinois
- Elvin Masigan Integrated Hospital
- Expanding Lives
- Galilee Ministries
- Global Health Outreach
- Mount Saint Joseph
- Support Organization for Trisomy Families
- Thai Nurse Association of Illinois

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Industry Recognition

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

- **U.S. News & World Report Best Hospitals Ranking.** NorthShore is nationally ranked in two specialties and rated as high performing in nine other areas according to U.S. News & World Report's annual Best Hospitals Survey. NorthShore was nationally ranked in Gynecology and Gastroenterology and rated high-performing in: Cancer, Diabetes & Endocrinology, Ear, Nose & Throat, Geriatrics, Nephrology, Neurology & Neurosurgery, Orthopaedics, Pulmonology and Urology.

- **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 2012 Most Wired Survey in *Hospitals & Health Networks* magazine. This represents the ninth year in a row that NorthShore and its hospitals have earned the Most Wired designation.

- **2012 VHA Leadership Award for Sustainability Excellence.** NorthShore received this award in recognition of its extraordinarily effective recycling and waste reduction projects. The initiatives include the successful implementation of a system-wide paper and mixed fiber/cardboard recycling program.

- **2012 CIO Magazine Top 100 Award.** NorthShore received an award for innovative organizations that use Information Technology (IT) effectively to create business value.

- **HIMSS Stage 6 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).

- **Leapfrog Top Hospitals 2012 List.** Evanston and Glenbrook Hospitals meet criteria on national assessment of hospital quality and safety among five hospitals in Illinois to receive this award.

- **Blue Cross and Blue Shield's Blue Distinction Center for Knee & Hip Replacement.** NorthShore's Total Joint Replacement Center was named a 2012 Blue Distinction Center for Knee and Hip Replacements. The designation "recognizes facilities that meet objective, evidence-based thresholds for clinical quality, developed in collaboration with expert physicians and medical organizations."

- **Highest Standards in Quality Cancer Care.** NorthShore's Division of Hematology/Oncology has been certified by the Quality Oncology Practice Initiative (QOPI) as a premier medical provider for practicing the "highest standards for quality cancer care." The division cares for cancer patients at NorthShore's Kellogg Cancer Center.

- **The Joint Commission Certificate of Distinction for Inpatient Diabetes Care.** NorthShore Evanston Hospital has earned The Joint Commission's Certificate of Distinction for Inpatient Diabetes Care.

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- **The Joint Commission Advanced Certification in Palliative Care.** NorthShore earned Advanced Certification in palliative care, marking its Evanston Hospital program as one of the most distinguished in Illinois and the United States.

- **The American College of Radiology (ACR) Breast Imaging Center of Excellence.** NorthShore's three breast centers at Evanston, Glenbrook and Highland Park Hospitals have been recognized as Centers of Excellence and are fully accredited in mammography, stereotactic breast biopsy, breast ultrasound and ultrasound-guided breast biopsy.

- **Top 101 Hospitals with Great Orthopaedic Programs.** Becker's Hospital Review listed NorthShore Evanston Hospital among top hospitals in the nation for Orthopaedic programs for use of the latest technology and techniques to diagnose treat and rehabilitate musculoskeletal injuries and disease.

- **Accreditation from the Society for Simulation in Healthcare (SSH).** NorthShore Center for Simulation and Innovation (NCSI) has been accredited by SSH in areas of Core Standards, Research and Teaching/Education. The accreditation also recognizes NCSI's track record for excellence in improving patient safety and outcomes through research and education using simulation technology.

- **100 Hospitals with Great Women's Health Programs.** Becker's Hospital Review named NorthShore Evanston Hospital among the nation's top "100 Hospitals with Great Women's Health Programs." Becker's noted that Evanston Hospital's "Caesarian section rate is far lower than the average institution" as well as its prominence as a regional perinatal network hospital for northeastern Illinois.

ATTACHMENT 40

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 / 11 (Month / Day / Year) **through** 09 / 30 / 12 (Month / Day / Year) **Taxpayer Number:** 36-2167060

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

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

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..... $24,089,330

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

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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		$ 1,543,784
Government Sponsored Indigent Health Care		$ 145,549,233
Donations		$ 935,503
Volunteer Services		
a) Employee Volunteer Services	$ 123,045	
b) Non-Employee Volunteer Services	$ 2,571,661	
c) Total (add lines a and b)		$ 2,694,706
Education		$ 43,575,656
Government-sponsored program services		$ 1,936,083
Research		$ 6,886,754
Subsidized health services		$ 31,041,688
Bad debts		$ 9,613,007
Other Community Benefits		$ 579,596

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)

(847)570-5053
Phone: Area Code / Telephone No.

Gary L Gephart
Signature

3-13-13
Date.

Gary L. Gephart
Name of Person Completing Form

(847)570-5053
Phone: Area Code / Telephone No.

ggephart@northshore.org
Electronic / Internet Mail Address

(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, 2012
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 $268 million in total community benefits, which is a 9% increase from last year. Below are the results of NorthShore's community benefit activities by category:

- The Government Sponsored Indigent Healthcare category was higher than the prior year due to an increase in patient volume and activity.

- Donations increased because of a higher contribution to the Lake County Health Department as part of the Be Well Lake County program.

- The Education line increased due to prior year accounting for the medical resident FICA tax refund, changes in reporting of medical education expenses on the Medicare Cost Report, expansion of the Pharmacy residency program, and increases in intern supervision costs.

- The Bad Debts expense (stated at cost) decreased as a result of continued evaluation of reserve balances and a lower cost-to-charge ratio from the previous year.

- The Other Community Benefits category increased due to a higher level of employee participation at NorthShore community events, health fairs, screenings, etc.

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:

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