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Your Feedback Makes Us Better

We welcome your comments, ideas and questions about this report, and all Community Health Needs Assessment and Community Health Implementation Plan documents at Northwestern Medicine.

Please share your feedback by calling the Northwestern Medicine Community Affairs Department at 312.926.2301 (TTY: 711) or by emailing communityhealth@nm.org.

Public availability

This report and all Northwestern Medicine Community Health Needs Assessment and Community Health Implementation Plan documents are public information. You can access them at nm.org/about-us/nm-community-impact/reports.

You can also request reports at no cost by calling the Northwestern Medicine Community Affairs Department at 312.926.2301 (TTY: 711) or by emailing communityhealth@nm.org.



Introduction

Northwestern Medicine is committed to:

- Providing quality medical care, regardless of a patient's ability to pay
- Transforming medical care through clinical innovation, breakthrough research and academic excellence
- Improving the health of the communities we serve

We are a nonprofit, integrated academic health system committed to serving a broad community. We provide world-class care at 11 hospitals, two medical groups, and more than 200 diagnostic and ambulatory locations in communities throughout Chicago and the surrounding suburbs.

Our hospitals are pillars in their respective communities and lead efforts to positively impact the health of the populations they serve. From collaborating with community organizations to serving as a major economic driver, Northwestern Medicine makes communities stronger.

Northwestern Medicine is a strategic partnership between Northwestern Memorial HealthCare and Northwestern University Feinberg School of Medicine.



11
hospitals



2
medical groups



200+
locations



About Northwestern Memorial Hospital

Northwestern Memorial Hospital is an 894-bed, adult acute-care, nationally ranked academic medical center in downtown Chicago that provides a complete range of adult inpatient and outpatient services in an educational and research environment. The hospital serves as the anchor for Northwestern Medicine.

For more than 150 years, Northwestern Memorial Hospital and its predecessor institutions have served the residents of Chicago. The commitment to provide quality health care, regardless of the patient's ability to pay, reaches back to the founding principles of our predecessors and continues to be integral to our mission to put patients first.

The hospital serves a large, complex and diverse area, with patients coming from the city of Chicago and surrounding counties. To best address the diverse needs of our patients, we routinely work with trusted health and social service organizations in the Chicago area to advance key community-based initiatives.

Community Benefits Plan

Northwestern Memorial HealthCare and Northwestern Memorial Hospital are guided by a Community Benefits Plan. The Community Benefits Plan includes comprehensive financial assistance and presumptive eligibility policies, as well as vast research, education and other community benefit activities. This Community Health Implementation Plan (CHIP) is aligned and coordinated with the Community Benefits Plan. Together, these strategies help to improve the health of the communities we serve.

About the Community Health Implementation Plan

In alignment with our mission and in accordance with the requirements of the Patient Protection and Affordable Care Act, Northwestern Memorial Hospital works with community organizations every three years to complete a comprehensive Community Health Needs Assessment (CHNA) that identifies the significant health needs of residents of the community it serves.

This CHIP is a companion document to the Northwestern Memorial Hospital 2022 CHNA, available at nm.org/about-us/nm-community-impact/reports. The goal of the CHIP is to use CHNA data to guide initiatives that improve the health of our community.

In this report, we summarize the significant health needs identified in the 2022 CHNA. We identify which of these needs we will prioritize over the next three years and explain why we will not be addressing other significant health needs identified in the 2022 CHNA.

In addition, for each priority health need, we will explain:

- Actions or strategies planned to address each need
- Anticipated impact of those strategies
- Resources we intend to commit to those strategies
- Planned collaborations between Northwestern Memorial Hospital and other organizations to address the need

We rely on the voice of the community

Northwestern Memorial Hospital values and utilizes the voice of the local community during development of the CHIP. One way we gather feedback is through our two councils:

The Community Engagement Council is a diverse group of representatives from the Northwestern Memorial Hospital CSA. Council members are people who have broad-reaching areas of expertise and have demonstrated a strong, ongoing commitment to improving the health of the communities we serve.

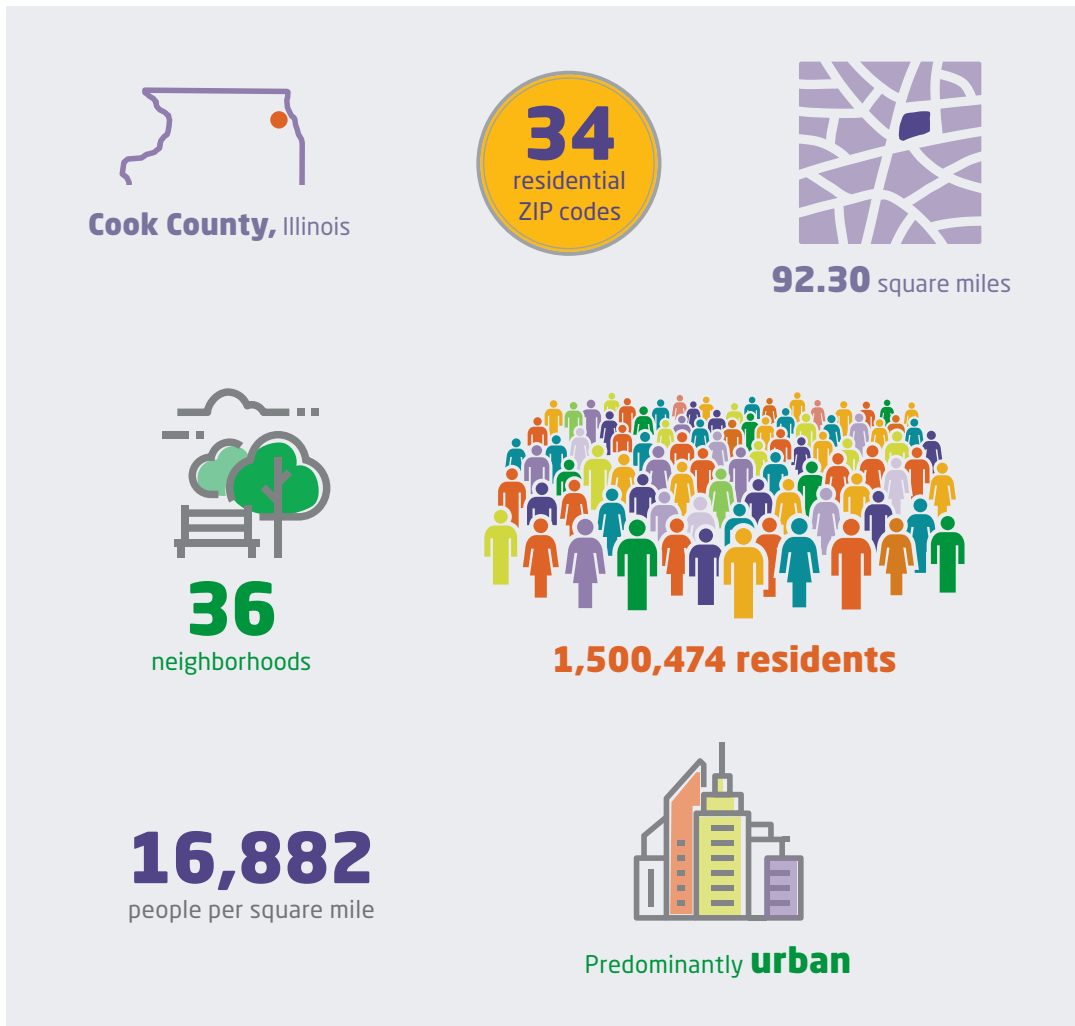
The Community Health Council is made up of Northwestern Medicine staff from both clinical and operating departments. Council members were invited based on their role and commitment to improving the health of the community.



Community Served by Northwestern Memorial Hospital

The Northwestern Memorial Hospital Community Service Area (CSA) covers the following ZIP codes in Chicago, Illinois:

Northwestern Memorial Hospital CSA ZIP Codes				
60601	60608	60615	60632	60651
60602	60609	60616	60639	60653
60603	60610	60618	60640	60654
60604	60611	60622	60641	60657
60605	60612	60623	60642	60660
60606	60613	60624	60644	60661
60607	60614	60625	60647	



The Northwestern Memorial Hospital CSA was determined by:

- Geographic area served by the hospital
- Main functions of the hospital
- Areas that have been historically under-resourced
- Areas where we are currently working on addressing priority health needs, including work with community partners

The defined CSA takes into account populations that are:

- Medically underserved
- Low-income
- Historically under-represented, minority populations

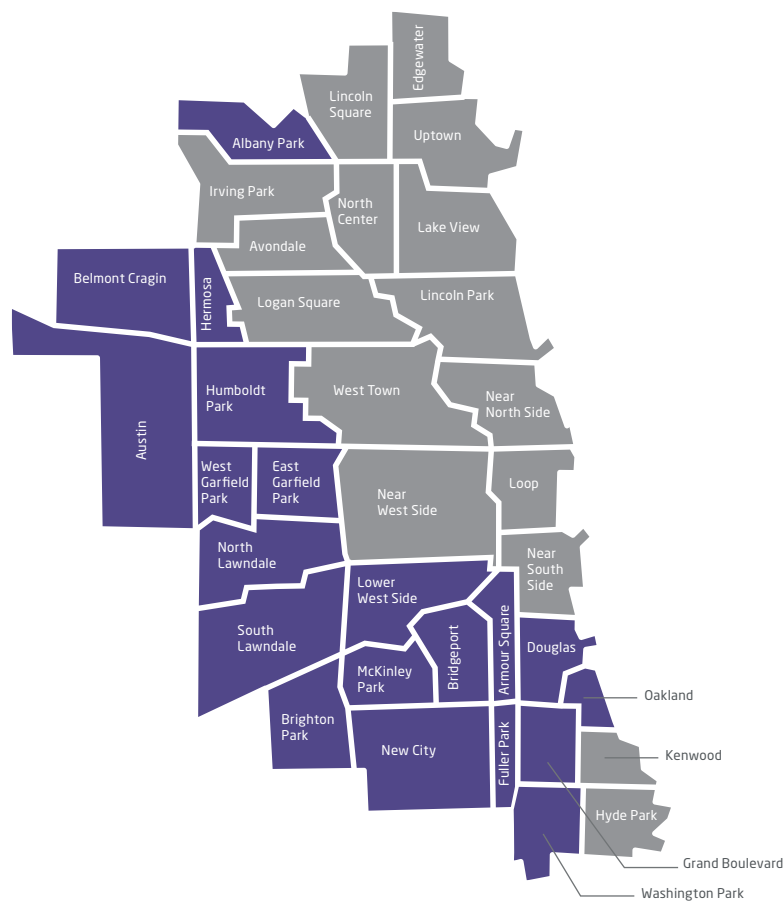
Our CSA definition does not take into account how much patients or their insurers pay for care or whether patients are eligible for financial assistance through Northwestern Medicine.

Identifying communities with economic hardship

Once the CSA has been defined, Northwestern Medicine uses the Socioeconomic Resource Index (SERI) to identify areas experiencing economic hardship. Under-resourced areas are identified based on multiple indicators, including:

- Unemployment (over age 16)
- Education (over age 25 without a high school diploma)
- Per capita income level
- Crowded housing (more than one person per room)
- Dependents (under age 18 or over age 64)
- Poverty (income below 200% of the federal poverty level)

The strategies identified in this report focus on these under-resourced areas in an effort to address health equity within the CSA.



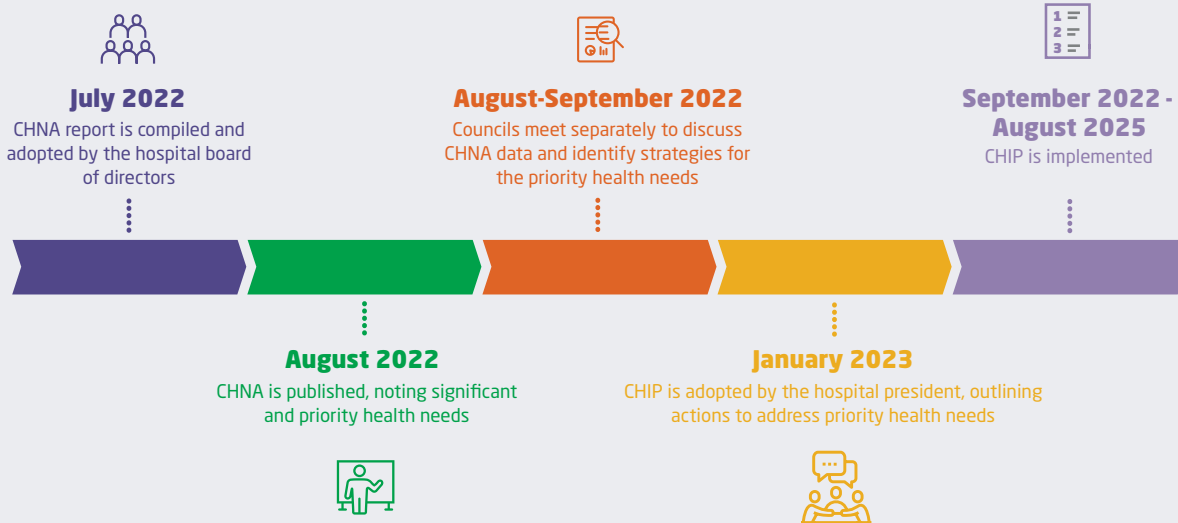
The Northwestern Memorial Hospital Community Service Area. Locations in dark purple have been identified as under-resourced communities by SERI.





Community Health Implementation Plan Overview

CHIP Timeline



CHIP development process

CHNA: Identify significant health needs

The Northwestern Memorial Hospital 2022 CHNA was conducted in collaboration with Alliance for Health Equity. Together, we completed a comprehensive analysis of the collected data. Analysis included getting input from people in targeted under-resourced populations.

Prioritization: Select priority health needs

Once the data analysis was complete, we convened the Northwestern Memorial Hospital Community Engagement Council and Community Health Council to assist in the prioritization process. We invited council members based on their strong collaborative efforts to improve the health of the community, and their varied backgrounds provided diverse insight into prioritizing the identified significant health needs.

To help us prioritize, these council members used a structured process that included a review of guiding principles and CHNA data findings, as well as participation in robust conversations regarding community health needs for the Northwestern Memorial Hospital CSA.

Strategy development: Identify actions to address priority health needs

Following the prioritization process, we used a systematic approach to develop strategies to address the priority health needs. Once again working with the Northwestern Memorial Hospital Community Engagement Council and Community Health Council, we identified actions, resources, anticipated impacts and planned collaborations to make meaningful progress over the next three years.

In developing these strategies, we were mindful of our own strengths and those of other organizations in our CSA.

Adoption: 3-year plan

This CHIP will be active from September 1, 2022, to August 31, 2025, in alignment with our fiscal year calendar. It will be reviewed and updated as needed during the three-year span to ensure it remains viable and to maximize our impact. We will regularly share our efforts with reporting agencies and our community.

Implementation: Implement strategies to address priority health needs



Significant Health Needs

The following significant health needs were identified through the Northwestern Memorial Hospital 2022 CHNA. Of these, three were selected as priority health needs.

Among the significant health needs not identified as priority health needs, many are being addressed through the ongoing, comprehensive services and programs at Northwestern Memorial Hospital, in collaboration with our community partners, and across Northwestern Medicine.

Health Need Identified in CHNA	Our Response
Age-Related Illness	This need is addressed through the hospital care delivery system.
▶ Behavioral Health	This need has been identified as a priority health need. See pages 14-15 for our plan to address it.
Cancers	This need is addressed through the hospital care delivery system.
Coordination and Connection to Community Resources	To advance equity for those we serve, this need will be incorporated in our work plans.
COVID-19	This need is addressed through the hospital care delivery system.
Culturally and Linguistically Appropriate Care	To advance equity for those we serve, this need will be incorporated in our work plans.
Diabetes	This need is addressed through the hospital care delivery system.
▶ Employment and Youth Development	This need has been identified as a priority health need. See pages 16-17 for our plan to address it.
Environmental Equity and Resilience	This need is better addressed by community organizations specializing in this field.
Food Access and Security	This need is better addressed by community organizations specializing in this field.
Heart Disease and Stroke	This need is addressed through the hospital care delivery system.
Homelessness and Housing Instability	By addressing priority health needs, Northwestern Memorial Hospital aims to address factors that may contribute to homelessness.
Linkage to Quality Care	This need will be addressed through established comprehensive programs at Northwestern Memorial Hospital.
Structural Inequities and Bias	To advance equity for those we serve, this need will be incorporated in our work plans.
Substance Use Disorders	This need is addressed through the hospital care delivery system.
Trauma-Informed care	This need is addressed through the hospital care delivery system.
▶ Violence and Community Safety	This need has been identified as a priority health need. See pages 18-19 for our plan to address it.

▶ Indicates priority health need.



Priority Health Needs for Northwestern Memorial Hospital

The following needs were identified as the priority health needs to be addressed by Northwestern Memorial Hospital over the next three years.



Behavioral Health



Employment and Youth Development



Violence and Community Safety

Our commitment to health equity

To achieve equity for those we serve, Northwestern Medicine continually works to:

- Overcome structural inequities and bias
- Improve coordination and connection to community resources
- Provide culturally and linguistically appropriate care

These three areas are integrated in every strategy we have for addressing the priority health needs of our community. These are foundational issues that Northwestern Medicine is addressing both within the organization and across our communities. The long-standing resolve to address them is embedded throughout the work of Northwestern Medicine.



Priority Health Need: Behavioral Health



Goal: Improve access to and utilization of behavioral health services within the Northwestern Memorial Hospital CSA.

Conditions like depression and anxiety can affect a person's ability to sleep, work, or maintain healthy behaviors. Community survey participants noted current socioeconomic stressors are linked to poor mental health in their community.



40%
Community survey respondents identified access to behavioral health services as a need within their community*

Behavioral health needs frequently mentioned by community survey respondents:



More holistic integrated care options



Better access to treatment



More information on how to address mental health crises



More education to reduce stigma surrounding mental health

*Within the Northwestern Memorial Hospital CSA, as reported in the Northwestern Memorial Hospital 2022 CHNA

Action 1: Access

Improve access to behavioral health care services by expanding the collaborative care model within the community

Anticipated Impact

Increased access to behavioral health care services for patients and community residents

Resources

Educational materials, funding and staff time

Collaboration

National Alliance on Mental Illness, Thresholds, federally qualified health centers, community partners (to be determined) and Northwestern Medical Group Psychiatry Department

Action 2: Programming

Assess behavioral health community programming needs to identify and implement appropriate programs

Anticipated Impact

Increased number of behavioral health education programs, such as Mental Health First Aid

Resources

Educational materials, funding and staff time

Collaboration

Mental Health First Aid and National Alliance on Mental Illness

Action 3: Training

Expand behavioral health training and education for Bright Star Community Outreach ambassadors

Anticipated Impact

Increased participant knowledge of mental illness to help identify, understand and respond to signs of distress

Resources

Educational materials, funding, and physician and staff time

Collaboration

Bright Star Community Outreach, Mental Health First Aid and National Alliance on Mental Illness

Priority Health Need: Employment and Youth Development



Goal: Expand access to employment, training and youth development

opportunities at Northwestern Memorial Hospital for youth and adults within under-resourced areas of the CSA.



Unemployment frequently rose to the surface as a concern in community survey responses and was a common topic of discussion during community focus groups.*



*Within the Northwestern Memorial Hospital CSA, as reported in the Northwestern Memorial Hospital 2022 CHNA

Action 1: Recruitment

Expand recruitment outreach and measurable impact in under-resourced areas

Anticipated Impact

Increased number of recruitment events in under-resourced areas

Resources

Funding and staff time

Collaboration

Bright Star Community Outreach, Chicago Cook Workforce Partnership, Chicago Housing Authority, Department of Family and Support Services, Instituto del Progreso, Inner-City Muslim Action Network, Local Advisory Council and National Able (Pilsen Workforce Center)

Action 2: Employment

Mitigate accessibility barriers to Northwestern Medicine employment and training opportunities

Anticipated Impact

Increased access to employment and training opportunities at Northwestern Medicine and increased number of job offers made to community referrals

Resources

Funding and staff time

Collaboration

Bright Star Community Outreach, Chicago Cook Workforce Partnership, Chicago Housing Authority, Department of Family and Support Services, Inner-City Muslim Action Network, Instituto del Progreso, Local Advisory Council and National Able (Pilsen Workforce Center)

Action 3: Youth Development

Strengthen and develop youth pipeline and youth career development programs to promote careers in healthcare fields and paraprofessional roles to students in under-resourced communities

Anticipated Impact

Increased number of participants enrolled in Northwestern Medicine youth pipeline programs, particularly youth from the South and West sides of Chicago; increased awareness of youth pipeline and career development programs; and increased awareness of healthcare careers at Northwestern Medicine

Resources

Educational materials, funding and staff time

Collaboration

DuSable Campus, George Westinghouse College Preparatory High School and Chicago Public School Network 17

Priority Health Need: Violence and Community Safety



Goal: Through a hospital-based violence intervention program, provide health care and wraparound services for those who experience intentional interpersonal injury.

The root causes of community violence are multifaceted and include issues such as:

- Poverty concentration
- Education inequity
- Poor access to health services
- Mass incarceration
- Differential policing strategies
- Generational trauma



COVID-19 has increased economic instability and stressors within communities, contributing to increased gun violence, interpersonal violence and child abuse, particularly on the South and West sides of the Northwestern Memorial Hospital CSA.



Action: Connection to Community Resources**Implement a hospital-based violence intervention program in the Northwestern Memorial Hospital Emergency Department****Anticipated Impact**

Increased Northwestern Medicine network of violence interruption programs, increased number of patients who have access to violence interrupters, and stronger linkages to mental health services for patients

Resources

Educational materials, funding and staff time

Collaboration

Health Alliance for Violence Intervention, Northwestern Medical Group Trauma, Northwestern Memorial Hospital Emergency Department, Northwestern Medicine Pastoral Care, Acclivus, Bright Star Community Outreach, Inner-City Muslim Action Network, community advocates and additional violence interruption organizations



Community Health Implementation Plan Adoption

The adoption of this plan was authorized through a board resolution at the July 7, 2022, meeting of the Northwestern Memorial Hospital Board of Directors.

The Northwestern Memorial Hospital 2023 - 2025 Community Health Implementation Plan was adopted by the president of Northwestern Memorial Hospital on January 13, 2023.



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