



2019 Community Health Implementation Strategy

Northwestern Medicine Lake Forest Hospital



Contents

| | |
|---|----|
| Introduction | 3 |
| Community served by NMLFH | 5 |
| Implementation strategy overview | 6 |
| Identified significant health needs | 7 |
| Significant health needs addressed by NMLFH | 8 |
| Significant health needs not addressed by NMLFH | 15 |
| Implementation Strategy adoption | 16 |
| Feedback | 17 |

Introduction

Northwestern Memorial HealthCare (NMHC) is committed to providing quality medical care regardless of the patient's ability to pay; transforming medical care through clinical innovation, breakthrough research and academic excellence; and improving the health of the communities we serve. NMHC is a not-for-profit, integrated academic health system (Health System) committed to serving a broad community. NMHC provides world-class care through 10 hospitals, three medical groups, and more than 200 diagnostic and ambulatory locations in communities throughout Chicago and the north and west suburbs.

The Health System's mission sets forth our commitment to improve the health of the communities we serve and to advance medical research and education one patient at a time. The Community Benefits Plan describes the broad-reaching goals that support this commitment and address our responsibility as a tax-exempt organization. The Department of External Affairs develops and maintains a Community Benefits Plan for the Health System, which is executed at the hospital level to best meet the needs of our local communities.

Reviewed annually and revised as needed, the objectives of the Community Benefits Plan are to:

1. Provide quality medical care regardless of the patients' ability to pay.
 2. Honor Northwestern Medicine's mission and commitment to the community.
 3. Be responsive to the assessed needs of the local community served by each hospital.
 4. Forge relationships with local community organizations to help address social determinants of health.
 5. Evaluate the public health impact of Northwestern Medicine programming and replicate by geography and/or disease state, with sensitivity to the individual needs of our patients, their families and the communities we serve.
 6. Leverage our strengths as a premier academic health system to train the next generation of caregivers and utilize evidence-based models for community health engagement.
 7. Leverage our bond with Northwestern University Feinberg School of Medicine to be leaders in quality, academic excellence, scientific discovery, patient safety and research-informed treatment.
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Northwestern Medicine Lake Forest Hospital (NMLFH), part of NMHC, is a state-of-the-art, 114-bed hospital located in Lake County, Illinois. The Health System proudly opened the new NMLFH in 2018, continuing a long-standing commitment to deliver world-class medicine in the region. The redeveloped campus provides access to primary, specialty and emergency care through the main hospital campus as well as outpatient facilities in Grayslake and Glenview. NMLFH has received Magnet® designation from the American Nurses Credentialing Center, the gold standard for nursing excellence and quality care.

NMLFH serves the majority of Lake County; since joining NMHC in 2010, NMLFH has created a seamless pathway for its patients to specialty care throughout the Health System.

Among Lake County hospitals, NMLFH has consistently provided the highest percentage of charity care as a percent of patient revenue. To best serve the needs of its patients and community, NMLFH seeks collaboration with trusted local health and social services providers in Greater Lake County communities.

Aligned with our mission and Community Benefits Plan, and in accordance with the requirements of the Patient Protection and Affordable Care Act, NMLFH works with community and Health System partners 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 Implementation Strategy is a complementary document to the NMLFH 2019 CHNA conducted by NMLFH. NMLFH collaborated with the Lake County Health Department and Community Health Center, Mano a Mano Family Resource Center, Waukegan Public Library, Live Well Lake County Steering Committee, and Lake County Community Health Workers Partnership to complete its 2019 CHNA. NMLFH's CHNAs and CHNAs for all NMHC facilities can be accessed at nm.org/about-us/community-initiatives/community-health-needs-assessment.

In this document, NMLFH will address the significant health needs identified in the NMLFH 2019 CHNA. NMLFH will explain which significant health needs it will prioritize over the next three years and why it will not be addressing other identified significant health needs, outline the actions NMLFH intends to take to address these prioritized significant health needs (commonly referred to as strategies), detail the anticipated impact of the strategies, outline the resources NMLFH intends to commit to the strategies, and discuss any planned collaborations between NMLFH and other organizations.

This Implementation Strategy is aligned with and coordinated with the broad Community Benefits Plan and ongoing operations at NMLFH and throughout NMHC. The Implementation Strategy described in this document has been developed to specifically respond to the significant health needs identified in the NMLFH 2019 CHNA. The strategies outlined in this document are supplementary to NMHC's comprehensive Financial Assistance and Presumptive Eligibility policies,¹ as well as the vast research, education and other Community Benefits activities conducted across the Health System under our Community Benefits Plan. Together, our Community Benefits activities help to improve the health of the communities we serve.

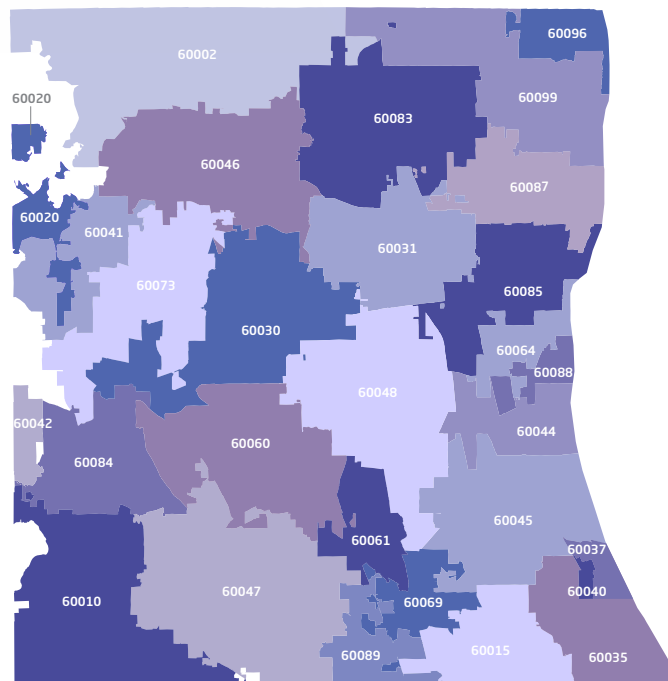


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1 For more information about financial assistance at Northwestern Medicine, visit nm.org/patients-and-visitors/billing-and-insurance/financial-assistance.

Community served by NMLFH

The community served by NMLFH is defined as the people who live in the 28 ZIP codes noted below, which account for 90.4% of patient volume. NMLFH's primary service area closely aligns with the Lake County boundaries, so for data collection and assessment purposes, Lake County has been used as the proxy for the NMLFH CHNA service area (Community Service Area [CSA]). To define the NMLFH CSA for the 2019 CHNA, the following factors were considered: 1) geographic area served by NMLFH; 2) principal functions of NMLFH; 3) areas of high hardship (e.g., differences in unmet socioeconomic needs across Lake County ZIP codes such as education, housing, income, poverty, unemployment and dependents); 4) the location of existing Northwestern Medicine assets (e.g., Northwestern Medicine-supported clinics and programs) that serve Lake County communities; and 5) existing initiatives and partnerships addressing community needs in Lake County. The NMLFH CSA does not exclude the medically underserved, low-income or minority populations living in its geographic area.



Implementation Strategy overview

The NMLFH 2019 CHNA was developed in collaboration with the Lake County Health Department and Community Health Center, Mano a Mano Family Resource Center, Waukegan Public Library, Live Well Lake County Steering Committee, and Lake County Community Health Workers Partnership. Together, we completed a comprehensive analysis of the data presented by the 2019 CHNA, including input solicited from members of the community representing target populations, such as the medically underserved, low-income and minority populations, and governmental agencies. Community input was collected through a community survey, focus group, pairwise survey and key stakeholder conversations. Findings were compared to the Live Well Lake County CHNA. This input culminated in the prioritization of certain significant health needs and the development of this Implementation Strategy.

NMLFH applied a systematic approach to develop strategies to address certain significant health needs (enumerated below), identified resources it intends to commit to these strategies, and utilized collaborations with community organizations where the collaborations can positively impact the health of the communities we serve. In developing these strategies, NMLFH was mindful of its own strengths and those of other organizations in our community, areas of need in our community and ways in which NMLFH could have the greatest possible impact.

These strategies supplement, and work in tandem with, existing strategies and operations under the Community Benefits Plan at NMLFH and NMHC.

This Implementation Strategy will be reviewed annually and updated as needed to ensure viability and impact. NMLFH's impact will be communicated regularly to reporting agencies and our community.

Identified significant health needs

The following significant health needs were identified through the NMLFH 2019 CHNA and represented potential areas to consider for prioritization and action.

| | |
|---|---|
| Access to Health Care | Healthy Pregnancies |
| Accidents and Unintentional Injuries | Infectious Diseases |
| Behavioral Health (Mental Health and Substance Abuse) | Obesity |
| Cancer | Pulmonary Disease (Including Tobacco Use) |
| Cardiovascular Diseases | Social Determinants of Health |
| Diabetes | |

Significant health needs addressed by NMLFH

Through a systematic, data-driven approach, NMLFH has prioritized the following identified significant health needs to address over the next three years. These needs will be referred to as the priority health needs throughout the remainder of the document.

NMLFH worked collaboratively with community partners to develop strategies and identify resources and areas for collaboration, where applicable, to impact each priority health need.

Access to Health Care

Chronic Disease

Behavioral Health

Social Determinants of Health

Priority health need: Access to Health Care

Introduction to priority health need

Access to health services has a profound effect on every aspect of a person's health, yet almost one in four Americans does not have a primary care provider or health center where they can receive regular medical services. Increasing access to both routine medical care and medical insurance is vital for improving the health of all Americans. Regular and reliable access to health services can prevent disease and disability, detect and treat illnesses or other health conditions, increase quality of life, reduce the likelihood of premature (early) death and increase life expectancy. Lack of health insurance, cost of care, transportation issues, accessible services and availability of clinical services are consistently identified as barriers to Access to Care.

Benchmarks

National: Healthy People 2020 Objectives

Access to Health Services (AHS)

- AHS-1.1: Increase the proportion of persons with medical insurance
- AHS-3: Increase the proportion of persons with a usual primary care provider

- AHS-5: Increase the proportion of persons who have a specific source of ongoing care
- AHS-6: Reduce the proportion of persons who are unable to obtain or delayed in obtaining necessary medical care, dental care or prescription medicines

Local: Live Well Lake County Health Plan

- Reduce the average annual count of emergency department (ED) visits

Goal

Improve access to care across the Community Service Area

| Action | Anticipated Impact | Resources | Collaboration |
|---|---|---|--|
| Implement a Transitional Care Clinic (TCC) at NMLFH to medically transition patients from the ED and inpatients without a medical home | <p>Increase the number of patients with quality medical homes</p> <p>Decrease the number of patients who use the ED for nonurgent/ nonemergent reasons</p> <p>Decrease the number of readmissions</p> | <p>NMLFH will provide funding via operating and grant dollars to support the TCC site and staffing</p> <p>NMLFH will provide medically necessary diagnostic and specialty care for patients seen in the TCC, and for patients referred to Erie HealthReach Waukegan Health Center from NMLFH Northwestern McGaw Family Medicine residents will provide care to eligible patients referred from TCC to Erie HealthReach Waukegan Health Center</p> | <p>Erie HealthReach Waukegan Health Center</p> <p>Northwestern McGaw Family Medicine Residency at Lake Forest</p> |
| Implement an electronic tool to screen patients for Social Determinants of Health (SDOH) and refer patients to social service organizations as needed | <p>Increase the number of patients screened for SDOH</p> <p>Increase the number of patients receiving referrals to social service resources</p> | <p>NMLFH will provide funding via operating and grant dollars to implement an SDOH tool</p> <p>Northwestern Medicine will provide staff members to implement programming</p> | <p>Erie HealthReach Waukegan Health Center</p> <p>Lake County Health Department and Community Health Center</p> <p>Waukegan Public Library</p> <p>Lake County United Way</p> <p>Mano a Mano Family Resource Center</p> <p>Lake County Community Health Workers Partnership</p> |

Priority health need: Behavioral Health

Introduction to priority health need

Just as physical health contributes to someone's overall well-being, so does mental health. Mental health concerns can limit a person's ability to cope with life stressors, engage in relationships, and complete daily activities, such as self-care and school or work activities. Individuals do not need to have a diagnosed mental health condition to feel that their mental health is "not good" at times. In Lake County, a number of behavioral health issues are consistently identified as problematic: lack of available services; a high prevalence of diagnosed mental health conditions, including depression and anxiety; stress; and substance abuse, including alcohol and illicit drug usage.

Benchmarks

National: Healthy People 2020 Objectives

Mental Health and Mental Disorders (MHMD)

- MHMD-1: Reduce the suicide rate
- MHMD-4: Reduce the proportion of persons who experience major depressive episodes
- MHMD-5: Increase the proportion of primary care facilities that provide mental health treatment onsite or by paid referral
- MHMD-9: Increase the proportion of adults with mental health disorders who receive treatment
- MHMD-10: Increase the proportion of persons with co-occurring substance abuse and mental health disorders who receive treatment for both disorders

Substance Abuse (SA)

- SA-7: Increase the number of admissions to substance abuse treatment for injection drug use
- SA-8: Increase the proportion of persons who need alcohol and/or illicit drug treatment and received specialty treatment for abuse or dependence in the past year
- SA-12: Reduce drug-induced deaths
- SA-19: Reduce the past-year nonmedical use of prescription drugs

Local: Live Well Lake County Health Plan

- Increase the number of clients who utilize telepsychiatry services
- Reduce wait time for psychiatry appointments
- Reduce the proportion of adults who report having a day or more in the past month where their mental health status prevented them from carrying on usual activities

Goal

Improve access to Behavioral Health Services across the community service area

| Action | Anticipated Impact | Resources | Collaboration |
|---|--|---|--|
| Expand the use of telehealth for psychiatric services throughout the NMLFH CSA | Decrease behavioral health length of stay in ED | NMLFH will provide increased telepsychiatry offerings NMLFH will provide funding via operating and grant dollars to support clinical site and staff members | |
| Expand a program to reduce opioid prescribing in the ED using the Alternatives to Opioids model | Decrease usage of opioids for treatment in the ED Decrease the number of opioid prescriptions in the ED | NMLFH will continue to train staff members on appropriate opioid prescribing practices | |
| Increase behavioral health services and capacity in community settings | Increase the number of adults and teens receiving behavioral health services Increase the number of Lake County residents and organizations with Mental Health First Aid training Increase the number of NMLFH staff members and providers with Mental Health First Aid training | NMLFH will provide funding via operating and grant dollars to support behavioral health expansion and programmatic initiatives NM will provide staff members to oversee the implementation of programming NMLFH will work with internal and external stakeholders and community partners to advocate for increased access to behavioral health care | Lake County Health Department and Community Health Center Live Well Lake County Waukegan Public Library Local school districts Erie HealthReach Waukegan Health Center |
| Implement Calm Classroom, a classroom-based mindfulness program, in Lake County schools | Increase the number of students trained in mindfulness Decrease the number of students self-reporting behavioral health concerns (e.g. anxiety, depression, anger) | NMLFH will provide funding via operating and grant dollars to support the expansion of social and emotional learning efforts in the school setting | Luster Learning Institute Lake County Regional Office of Education Local school districts |

Priority health need: Chronic Disease (Focus on Hypertension)

Introduction to priority health need

Heart disease is the leading cause of death in the U.S., with stroke following as the third leading cause. Together, heart disease and stroke are among the most widespread and costly health problems facing our nation today, accounting for more than \$500 billion in healthcare expenditures. Healthy People 2020 stresses that the risk of Americans developing and dying from cardiovascular disease would be substantially reduced if changes were made in diet, physical activity and management of high blood pressure, cholesterol and smoking. Hospitals can positively impact health most effectively by providing intervention across the lifespan of the disease—from early education, prevention and screening to early diagnosis, prompt treatment and comprehensive aftercare. Cardiovascular disease and stroke, a high prevalence of hypertension, rising rates of obesity, and a lack of proper diet and exercise consistently present as chronic disease issues in Lake County.

Benchmarks

National: Healthy People 2020 Objectives

Heart Disease and Stroke (HDS)

- HDS-1: Increase overall cardiovascular health in the U.S. population
- HDS-4: Increase the proportion of adults who have had their blood pressure measured within the preceding 2 years and can state whether their blood pressure was normal or high
- HDS-5: Reducing the proportion of persons in the population with hypertension

Local: Live Well Lake County Health Plan

- Reduce hypertension prevalence by 10%
- Reduce the average annual number of ED visits due to hypertension by 10%
- Increase the proportion of adults with hypertension whose blood pressure is under control

Goal

Decrease rates of hypertension across the community service area

| Action | Anticipated Impact | Resources | Collaboration |
|---|--|--|--|
| Implement a community blood pressure screening program in high-opportunity neighborhoods, educate residents about hypertension and connect them to a quality medical home | Increase the number of low-income, minority and medically underserved patients who are: <ul style="list-style-type: none"> • Screened for hypertension • Educated about hypertension • Referred to a medical home • Treated for hypertension | NMLFH will provide staff members to oversee the implementation of programming NMLFH will provide funding via operating and grant dollars to support clinical operations and staff members NMLFH will work to educate patients about risk factors for hypertension and how to control the disease | Lake County Health Department and Community Health Center Erie HealthReach Waukegan Health Center Waukegan Public Library Rosalind Franklin University of Medicine and Science Lake County United YWCA Lake County Live Well Lake County |

| Action (continued) | Anticipated Impact | Resources | Collaboration |
|--|--|---|---|
| Implement the American Heart Association's Target: BP™ program at Northwestern Medicine and Northwestern Medical Group locations and within local federally qualified health center partners | <p>Increase the number of patients whose blood pressure is taken under the Target BP program</p> <p>Increase the number of providers and staff members educated on Target BP</p> | <p>NMLFH will provide more targeted efforts around hypertension in the primary care office</p> <p>Northwestern Medicine will provide staff members to implement programming</p> | <p>Lake County Health Department and Community Health Center</p> <p>Erie HealthReach Waukegan Health Center</p> <p>Advocate Aurora Health</p> <p>NorthShore University HealthSystem</p> <p>American Heart Association</p> |

Priority health need: Social Determinants of Health

Introduction to priority health need

Health starts in our homes, schools, workplaces, neighborhoods and communities. We know that taking care of ourselves (including eating well, staying active, not smoking and making regular visits to the doctor) influences our health. Our health is also determined in part by access to social and economic opportunities, community resources, quality education, workplace safety, environmental factors and our relationships. The conditions in which we live explain, in part, why some Americans are healthier than others. Disparities in community conditions, including income, poverty, unemployment and housing are consistently identified as health concerns in Lake County.

Benchmarks

National: Healthy People 2020 Objectives

Adolescent Health (AH)

- AH-5: Increase educational achievement of adolescents and young adults

Social Determinants of Health (SDOH)

- SDOH-1: Proportion of children aged 0-17 years living with at least one parent employed year round, full time
- SDOH-2: Proportion of high school completers who were enrolled in college the October immediately after completing high school

Local: Live Well Lake County Health Plan

- By 2021, increase by 5% the rate of adults who have completed high school or equivalent in 50% of census tracts that have less than 80% of adults (25 or older) with at least a high school degree

Goal

Improve access to employment opportunities across the community service area

| Action | Anticipated Impact | Resources | Collaboration |
|--|--|---|--|
| Increase youth pipeline opportunities by engaging North Chicago Community High School via their Healthcare Careers Pathway program and expose students to healthcare-related careers through presentations, internships and curriculum development | Increase the number of North Chicago Community High School students who become employed at Northwestern Medicine | NMLFH will provide funding via operating and grant dollars to expand programming at North Chicago Community High School NMLFH will provide staff members to oversee implementation of programming NMLFH will work with internal and external stakeholders and community partners to advocate for reduced barriers to educational attainment | North Chicago Community High School North Chicago Community Partners The Grainger Foundation |
| Create hiring pipelines for youth and adults to connect disparate communities to jobs through training programs, targeted outreach and partnerships, and inclusive, local hiring practices | Increase the number of pipeline programs Increase the number of community pipeline partnerships Increase percentage of staff members hired from disparate communities | NMLFH will provide funding via operating and grant dollars to support the creation and expansion of career pipeline programs NMLFH will expand its capacity to train the next generation of healthcare and hospital workers NMLFH will provide staff members to oversee implementation of programming NMLFH will work with internal and external stakeholders and community partners to advocate for reduced barriers to educational attainment and for support to fill workforce gaps | Lake County Workforce Development YouthBuild Lake County Lake County Partners College of Lake County Lake County school districts Lake County businesses Lake County Board Rosalind Franklin University of Medicine and Science |
| Embed diversity and inclusion (D&I) practices and behaviors into what employees do each day by establishing a D&I infrastructure with partnerships across the organization; these partnerships will promote, support and activate inclusive strategy, culture and behavior that differentiates NM as an inclusive values- driven organization Implement implicit bias and cultural competence training to increase awareness and decrease impact of implicit bias | Increase sense of belonging from employees Improve employee engagement Increase strategies to address leadership engagement in D&I Increase staff member knowledge of implicit bias and cultural competence | NMLFH will provide staff members to lead training and education NMLFH will provide analytic and data resources NMLFH will provide training materials for classes NMLFH will provide operating and grant funding to support interventions | Northwestern University Institute for Sexual and Gender Minority Health and Wellbeing Community-based organizations Advocacy groups Community, patient and employee focus groups |

Significant health needs not addressed by NMLFH

NMLFH has determined that it will not create programs to specifically address the significant health needs below over the next three years. Nonetheless, many of these needs are being addressed through the comprehensive services and Community Benefits operations offered at NMLFH and throughout NMHC. Specific reasons certain health needs are not addressed in this Implementation Strategy are outlined below.

| Significant Health Needs Not Addressed | Rationale for Not Addressing |
|---|---|
| Accidents and Unintentional Injuries | Need was assessed by community as a relatively low priority and conditions are addressed through the NMLFH care delivery system |
| Cancer | Condition is addressed through the NMLFH care delivery system |
| Diabetes | Condition is addressed through the NMLFH care delivery system |
| Healthy Pregnancies | Need was assessed by community as a relatively low priority and is addressed through the NMLFH care delivery system |
| Infectious Diseases | Condition is addressed through the NMLFH care delivery system |
| Obesity | Condition is addressed through the NMLFH care delivery system |
| Pulmonary Disease (Including Tobacco Use) | Condition is addressed through the NMLFH care delivery system |

Implementation Strategy adoption

Implementation Strategy adoption was authorized through a Board Resolution at the July 8, 2019, meeting of the Board of Directors of Northwestern Medicine North Region.

The Northwestern Medicine Lake Forest Hospital 2019 Implementation Strategy was reviewed and adopted by Thomas McAfee, president of Northwestern Medicine Lake Forest Hospital, on January 15, 2020.

Feedback

The community is encouraged to provide feedback on this Implementation Strategy and all NMHC Community Benefits documents by submitting comments to communityhealth@nm.org. Please include your name, organization (if applicable) and any feedback you have regarding the report process or findings.

Public availability

This Implementation Strategy and all NMHC CHNAs are public information and can be accessed at nm.org/about-us/community-initiatives/community-health-needs-assessment.

Please contact the Community Affairs Department at NMH with any questions by calling 312.926.2301 or emailing communityhealth@nm.org.



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