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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.

Please include your name, organization (if applicable), and any questions or feedback you have about the report content.

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.
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.
Introduction

About Northwestern Medicine Lake Forest Hospital

Northwestern Medicine Lake Forest Hospital is a state-of-the-art, 114-bed hospital located in Lake County, Illinois. Northwestern Medicine proudly opened the new Lake Forest Hospital in 2018, demonstrating a 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.

Lake Forest Hospital serves the community of Lake County. Since joining Northwestern Medicine in 2010, the hospital has continued to enhance services so that residents of Lake County can access advanced care close to where they live and work.

Among Lake County hospitals, Lake Forest Hospital has consistently been a leading provider of charity care.

Community Benefits Plan

Northwestern Memorial HealthCare and Lake Forest 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, Lake Forest 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 Lake Forest Hospital 2022 CHNA, which can be accessed 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 Lake Forest Hospital and other organizations to address the need

We rely on help from our community

Lake Forest 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 community-based organizations in the Lake Forest 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.
The Lake Forest Hospital Community Service Area (CSA) covers the following ZIP codes in Lake County, Illinois:

<table>
<thead>
<tr>
<th>City</th>
<th>ZIP Code</th>
<th>City</th>
<th>ZIP Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Antioch</td>
<td>60002</td>
<td>Libertyville</td>
<td>60048</td>
</tr>
<tr>
<td>Barrington</td>
<td>60010</td>
<td>Mundelein</td>
<td>60060</td>
</tr>
<tr>
<td>Deerfield</td>
<td>60015</td>
<td>Vernon Hills</td>
<td>60061</td>
</tr>
<tr>
<td>Fox Lake</td>
<td>60020</td>
<td>North Chicago</td>
<td>60064</td>
</tr>
<tr>
<td>Grayslake</td>
<td>60030</td>
<td>Lincolnshire</td>
<td>60069</td>
</tr>
<tr>
<td>Gurnee</td>
<td>60031</td>
<td>Round Lake</td>
<td>60073</td>
</tr>
<tr>
<td>Highland Park</td>
<td>60035</td>
<td>Wadsworth</td>
<td>60083</td>
</tr>
<tr>
<td>Fort Sheridan</td>
<td>60037</td>
<td>Wauconda</td>
<td>60084</td>
</tr>
<tr>
<td>Highwood</td>
<td>60040</td>
<td>Waukegan</td>
<td>60085</td>
</tr>
<tr>
<td>Ingleside</td>
<td>60041</td>
<td>Waukegan</td>
<td>60087</td>
</tr>
<tr>
<td>Lake Bluff</td>
<td>60044</td>
<td>Great Lakes</td>
<td>60088</td>
</tr>
<tr>
<td>Lake Forest</td>
<td>60045</td>
<td>Buffalo Grove</td>
<td>60089</td>
</tr>
<tr>
<td>Lake Villa</td>
<td>60046</td>
<td>Winthrop Harbor</td>
<td>60096</td>
</tr>
<tr>
<td>Lake Zurich</td>
<td>60047</td>
<td>Zion</td>
<td>60099</td>
</tr>
</tbody>
</table>
The Lake Forest 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.
Community Health Implementation Plan Overview

CHIP Timeline

**July 2022**
CHNA report is compiled and adopted by the hospital board of directors

**August 2022**
CHNA is published, noting significant and priority health needs

**August-September 2022**
Councils meet separately to discuss CHNA data and identify strategies for the priority health needs

**September 2022 - August 2025**
CHIP is implemented

**January 2023**
CHIP is adopted by the hospital president, outlining actions to address priority health needs
CHIP development process

**CHNA: Identify significant health needs**
The Lake Forest Hospital 2022 CHNA was conducted in collaboration with Professional Research Consultants, Inc. 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 CHNA data analysis was complete, we convened the Lake Forest 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 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 Lake Forest 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 Lake Forest 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 Lake Forest 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 Lake Forest Hospital, in collaboration with our community partners, and across Northwestern Medicine.
<table>
<thead>
<tr>
<th>Health Need Identified in CHNA</th>
<th>Our Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appointment Availability</td>
<td>This need is addressed through the hospital care delivery system.</td>
</tr>
<tr>
<td><strong>Behavioral Health</strong></td>
<td>This need has been identified as a priority health need. See pages 14–15 for our plan to address it.</td>
</tr>
<tr>
<td>Coordination and Connection to Community Resources</td>
<td>To advance equity for those we serve, this need will be incorporated in our work plans.</td>
</tr>
<tr>
<td>Culturally and Linguistically Appropriate Care</td>
<td>To advance equity for those we serve, this need will be incorporated in our work plans.</td>
</tr>
<tr>
<td>Diabetes</td>
<td>This need is addressed through the hospital care delivery system.</td>
</tr>
<tr>
<td>Education</td>
<td>This need is better addressed by community organizations specializing in this field.</td>
</tr>
<tr>
<td><strong>Employment and Youth Development</strong></td>
<td>This need has been identified as a priority health need. See pages 16–17 for our plan to address it.</td>
</tr>
<tr>
<td>Food Access and Security</td>
<td>Lake Forest Hospital aims to address this need through its Nutrition, Physical Activity and Weight priority health need.</td>
</tr>
<tr>
<td>Healthcare Navigation</td>
<td>This need was assessed by the community as a lower priority.</td>
</tr>
<tr>
<td>Heart Disease and Stroke</td>
<td>This need is addressed through the hospital care delivery system.</td>
</tr>
<tr>
<td>Homelessness and Housing InstABILITY</td>
<td>This need is better addressed by community organizations specializing in this field.</td>
</tr>
<tr>
<td>Kidney Disease</td>
<td>This need is addressed through the hospital care delivery system.</td>
</tr>
<tr>
<td><strong>Nutrition, Physical Activity and Weight</strong></td>
<td>This need has been identified as a priority health need. See pages 18–19 for our plan to address it.</td>
</tr>
<tr>
<td>Structural Inequities and Bias</td>
<td>To advance equity for those we serve, this need will be incorporated in our work plans.</td>
</tr>
<tr>
<td>Substance Use Disorder</td>
<td>This need was assessed by the community as a lower priority.</td>
</tr>
<tr>
<td>Tobacco Use</td>
<td>This need was assessed by the community as a lower priority.</td>
</tr>
<tr>
<td>Transportation</td>
<td>This need is better addressed by community organizations specializing in this field.</td>
</tr>
</tbody>
</table>

*Indicates priority health need.*
The following were identified as the priority health needs to be addressed by Lake Forest Hospital over the next three years.

- Behavioral Health
- Employment and Youth Development
- Nutrition, Physical Activity and Weight
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.
Behavioral health needs frequently mentioned by community survey respondents:

- Cost and time to access behavioral health resources
- Behavioral health issues made worse by the COVID-19 pandemic

84% Community survey respondents identified behavioral health as a major problem in their community*

Behavioral health disorders are common and affect people of all demographics. Conditions like depression and anxiety can affect people’s ability to take part in healthy behaviors.

*Within the Lake Forest Hospital CSA, as reported in the Lake Forest Hospital 2022 CHNA
Action 1: Access
Improve access to behavioral health care services in Lake County by expanding capacity at Outpatient Behavioral Health Services and community-based organizations

Anticipated Impact
Increased number of available clinical professionals at different levels to address patient needs, increased available behavioral health services, and funded programs that enhance and create access to resources that address behavioral health

Resources
Funding

Collaborations
The Josselyn Center, Erie HealthReach Waukegan and Lake County Health Department

Action 2: Education
Expand behavioral health preventive and educational resources in collaboration with community organizations

Anticipated Impact
Increased access to education, support groups, self-care and mental health first aid

Resources
Funding, program materials and staff time

Collaborations
Waukegan Public Library, Mano a Mano, Beacon Place and The Northwestern McGaw Family Medicine Residency at Lake Forest

Action 3: Culturally and Linguistically Appropriate Care
Identify and implement ways to improve cultural and linguistic appropriateness of programs

Anticipated Impact
Increased patient satisfaction with communication

Resources
Funding

Collaborations
Community agencies and organizations (to be determined) and Northwestern Medicine Champion Network chapters (workforce affinity groups)
Priority Health Need: Employment and Youth Development

**Goal:** Expand access to employment opportunities at Northwestern Medicine and employment readiness programs in the Lake Forest Hospital CSA.

Financial security makes it easier for individuals and families to obtain resources for healthy living and serves as a predictor for life expectancy, infant mortality and chronic conditions.

Youth who do not have the resources to explore career options, hold jobs while in school, or cannot afford to pursue higher education face overwhelming barriers to achieving financial security.

Major contributors to this need frequently mentioned by community survey and focus group respondents:

- **COVID-19 pandemic** caused loss of many low-wage jobs
- Many jobs do not offer paid sick leave, insurance or other benefits that promote a healthy lifestyle, trapping workers and their families in poverty
**Action 1: Youth Employment**

Strengthen and develop youth pipeline and youth career development programs to promote careers in health care for students in communities experiencing economic hardship as identified by SERI (see page 6)

**Anticipated Impact**
Increased number of participants enrolled in youth pipeline programs, increased awareness of youth pipeline and career development programs, and increased awareness of healthcare careers at Northwestern Medicine

**Resources**
Funding and staff time

**Collaborations**
College of Lake County, College of Lake County Tech Campus, local school districts, Mano a Mano and Beacon Place

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**Action 2: Employment Readiness**

Expand pathways to employment at Lake Forest Hospital for applicants who do not have a bachelor's degree

**Anticipated Impact**
Increased number of employees offered positions, and hired, with qualifications not related to a bachelor's degree

**Resources**
Funding and staff time

**Collaborations**
College of Lake County, College of Lake County Tech Campus, local school districts, Mano a Mano career program and Waukegan Public Library

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**Action 3: Employment Readiness**

Support community organizations focused on employment readiness

**Anticipated Impact**
Expanded access to career development resources for youth and adults, and increased number of employees offered positions, and hired, from historically under-resourced areas

**Resources**
Funding and staff time

**Collaborations**
Mano a Mano, College of Lake County and local school districts
Community survey respondents identified nutrition, physical activity and weight as major problems in their community*

**Priority Health Need: Nutrition, Physical Activity and Weight**

*Within the Lake Forest Hospital CSA, as reported in the Lake Forest Hospital 2022 CHNA*
Action 1: Access
Promote access to nutrition education and food (including fresh produce) in collaboration with community organizations

Anticipated Impact
Improved understanding of nutrition and reduced barriers to fresh produce

Resources
Funding and staff time

Collaborations
Roberti House, Mano a Mano, Northern Illinois Food Bank, Community Action Partnership, Catholic Charities and Beacon Place

Action 2: Awareness
Support community efforts to promote physical fitness

Anticipated Impact
Improved understanding of the health benefits of physical activity, increased number of participants in community programs and reduced barriers to participating in exercise programs

Resources
Funding and staff time

Collaborations
Beacon Place, Roberti House, Waukegan Public Library, Mano a Mano, Northwestern Medicine Lake Forest Health & Fitness Center and The Northwestern McGaw Family Medicine Residency Program

Action 3: Education
Increase consistency of chronic disease prevention education between Northwestern Medicine and community organizations

Anticipated Impact
Consistent, reliable, evidence-based, up-to-date information accessible to people of all literacy levels

Resources
Staff time

Collaborations
Waukegan Public Library, Mano a Mano and Northwestern Medicine Lake Forest Health & Fitness Center

Action 4: Culturally and Linguistically Appropriate Care
Identify and implement ways to improve cultural and linguistic appropriateness of nutrition, physical activity and weight programs

Anticipated Impact
Increased patient satisfaction with communication and better patient outcomes

Resources
Funding

Collaborations
Community agencies and organizations (to be determined) and Northwestern Medicine Champion Network chapters (workforce affinity groups)
Community Health Implementation Plan Adoption

The adoption of this plan was authorized through a board resolution at the July 21, 2022, meeting of the Northwestern Lake Forest Hospital Board of Directors.

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