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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.

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## 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

2023 - 2025 Community Health Implementation Plan
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.
The Northwestern Memorial Hospital Community Service Area (CSA) covers the following ZIP codes in Chicago, Illinois:

<table>
<thead>
<tr>
<th>Northwestern Memorial Hospital CSA ZIP Codes</th>
</tr>
</thead>
<tbody>
<tr>
<td>60601</td>
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<tr>
<td>60602</td>
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<td>60606</td>
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<td>60607</td>
</tr>
</tbody>
</table>
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.
2023 - 2025 Community Health Implementation Plan
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 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**
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

<table>
<thead>
<tr>
<th>Health Need Identified in CHNA</th>
<th>Our Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age-Related Illness</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>Cancers</td>
<td>This need is addressed through the hospital care delivery system.</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>COVID-19</td>
<td>This need is addressed through the hospital care delivery system.</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><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>Environmental Equity and Resilience</td>
<td>This need is better addressed by community organizations specializing in this field.</td>
</tr>
<tr>
<td>Food Access and Security</td>
<td>This need is better addressed by community organizations specializing in this field.</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>By addressing priority health needs, Northwestern Memorial Hospital aims to address factors that may contribute to homelessness.</td>
</tr>
<tr>
<td>Linkage to Quality Care</td>
<td>This need will be addressed through established comprehensive programs at Northwestern Memorial Hospital.</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 Disorders</td>
<td>This need is addressed through the hospital care delivery system.</td>
</tr>
<tr>
<td>Trauma-Informed Care</td>
<td>This need is addressed through the hospital care delivery system.</td>
</tr>
<tr>
<td><strong>Violence and Community Safety</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>
</tbody>
</table>

*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 Needs for Northwestern Memorial Hospital

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 Progresso, 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, Instituto del Progresso, 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.