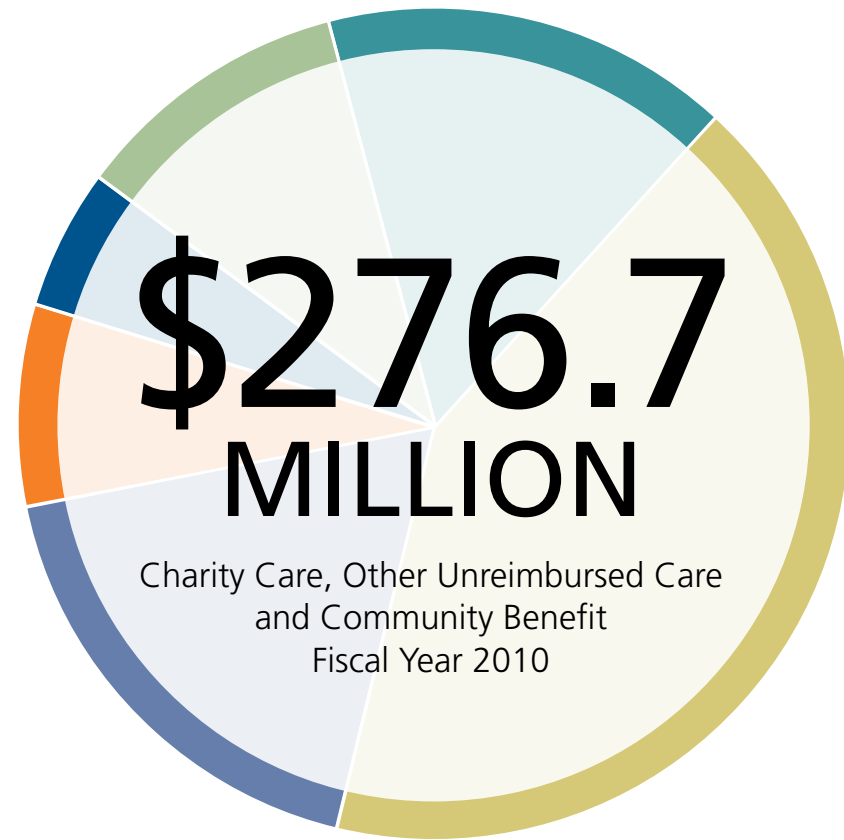


2010

Community Service Report





\$44.0 MILLION

Charity Care (at cost)

Northwestern Memorial has long been committed to the philosophy that no one should have to choose between necessary healthcare and financial hardship. Patients benefit from our efforts to provide financial assistance such as our Free and Discounted Care Programs, which meet the needs of the growing numbers with inadequate or no health insurance as well as those who face significant financial hardship because of medical debt.

\$117.2 MILLION

Government-Sponsored Care (unreimbursed cost of Medicaid and Medicare)

We absorb the expense of medical care that is inadequately reimbursed by governmental programs. Northwestern Memorial consistently ranks among the state's top providers of hospital care for Medicaid patients among acute care healthcare institutions in Illinois.

\$49.9 MILLION

Education

As one of the nation's premier academic medical center hospitals, we work in partnership with Northwestern University Feinberg School of Medicine to foster a sought-after learning environment for the next generation of physicians through training opportunities for medical students, residents and fellows. Additionally, we provide training and continuing education for nurses and allied healthcare professionals.

\$21.6 MILLION

Research

Our commitment to scientific inquiry and research, advanced through our partnership with Feinberg, underscores our dedication to advancing medical knowledge and clinical innovation. Physicians and researchers are deeply engaged in efforts that advance the boundaries of medical science and clinical practice through the discovery, translation and dissemination of knowledge. These discoveries are shared widely to benefit patients everywhere.

\$14.2 MILLION

Other Community Benefit

We provide community benefit through subsidized health services including education and information to improve the health of the community; donations to charitable and community organizations; volunteer efforts; language assistance and translation services for patients and their families; and more.

\$29.8 MILLION

Bad Debt Expense

An important part of our commitment to providing quality and accessible healthcare includes covering the expense of payments that were expected but not received.

To Our Community and Friends:

For the last 146 years, Northwestern Memorial Hospital has been and continues to be dedicated to serving our community. Our longstanding commitment to make quality care available, regardless of the ability to pay, is the foundation of our *Patients First* mission: To improve the health of the community we serve by putting patients first.

Northwestern Memorial's numerous programs and initiatives described in this report advance our *Patients First* mission and help serve the most vulnerable in our community. We are consistently among the leading hospital providers of charity care in Chicago and the Lake County area of northern Illinois. For example, Northwestern Memorial Hospital and Northwestern Lake Forest Hospital contributed \$276.7 million or 18.8 percent of our net patient revenue to community benefit during fiscal year 2010; \$44 million in charity care alone.

During the past fiscal year, we expanded our collaborations with community partners to increase outreach through strong partnerships with Near North Health Service Corporation, Erie Family Health Center and CommunityHealth. Together with Near North and Walgreens, we made remarkable progress on our Diabetes Collaborative by launching a new Food Oasis program called Greenlight Select, which provides patients with diabetes more convenient access to healthier foods. We also continued our support of the Lawson House YMCA of Chicago through three psychiatric housing and rehabilitation programs as well as with direct funding to the Denny Community Health Center.

Our new affiliation with Northwestern Lake Forest Hospital increases access to specialty medical care and clinical trials for patients in Lake and northern Cook counties. Northwestern Lake Forest provided \$5.8 million in charity care during the first seven months of our affiliation in fiscal year 2010.

As the primary teaching hospital for Northwestern University Feinberg School of Medicine, Northwestern Memorial invests significantly in the next generation of healthcare professionals by providing superior medical education and training programs. We also sponsor programs to promote health and wellness, healthcare career training, youth mentoring, language assistance and volunteer programs to enhance the quality and accessibility of our care.

We are dedicated to advancing medical science and knowledge through leading-edge research, which is critical to the development of innovative treatments and cures that will ensure delivery of exceptional care.

Northwestern Memorial HealthCare is proud of the vital role we play in our community and we are eager to continue to work with our community health partners to develop creative ways to meet the broad and complex needs of our patients and the communities we serve. Thank you for placing your trust in Northwestern Memorial Hospital and Northwestern Lake Forest Hospital. I hope you enjoy reading this report and do not hesitate to contact us if we may be of service to you.

Dean M. Harrison
President and Chief Executive Officer
Northwestern Memorial HealthCare

On the Cover: Access to fresh produce in the community is one environmental factor being studied by Donald M. Lloyd-Jones, MD, in an effort to help improve heart health in Chicago communities. Story on Page 2.

18.8%

The percentage of Northwestern Memorial's net patient revenues that supported charity care, other unreimbursed care, research, education and other community benefit in fiscal year 2010.

Population studies and research lead to new approaches in disease treatment and prevention to benefit the community.



Donald M. Lloyd-Jones, MD

Research that Impacts the Heart of the Community

Population-based studies are helping Northwestern researchers understand more about how to prevent cardiovascular disease, the nation's leading cause of death and disability. Physicians and scientists from Northwestern Memorial Hospital and Northwestern University Feinberg School of Medicine are paying particular attention to healthcare disparities, as cardiovascular disease has long had a disproportional impact among the poor.

The National Institutes of Health and Northwestern are funding multiple studies allowing Northwestern researchers to take a closer look at cardiovascular risk factors such as lifestyle, genetics, environment, diet and access to healthy food.

The hope, explains Donald M. Lloyd-Jones, MD, a cardiologist on the medical staff at Northwestern Memorial, director of the Center for Preventive Cardiology at Northwestern's Bluhm Cardiovascular Institute and chair of the Department of Preventive Medicine at Feinberg, is that by knowing more we can shift from treating the disease to preventing it. And what that will take, he says, is innovation at the local level through targeted efforts that encourage the best choices, such as efforts that stock neighborhood stores with fresh and healthy foods.

"Populations can turn very quickly if you change the environment," says Dr. Lloyd-Jones. "That happens at the community level, not one at a time at the physician's office. The individual work is important, but the community work is what is really going to get us to the gold mine if we are serious about preventing cardiovascular disease."

Diabetes Education Close to Home

In Humboldt Park, a largely Hispanic community on the city's West Side, individuals are diagnosed with diabetes at a rate almost triple that of all of Chicago, with diabetes-related deaths 30 percent higher than for the city overall. In fiscal year 2010, Northwestern Memorial entered into a new partnership to help bring diabetes education to this neighborhood in need.

By supporting the Block-by-Block Greater Humboldt Park Community Campaign Against Diabetes, Northwestern Memorial has joined a coalition of community organizations, universities and local hospitals working to reduce the impact of diabetes through community outreach and new local programs that reinforce the need for education and early detection. In fiscal year 2010, Northwestern Memorial funded the work of foot soldiers for diabetes awareness and education who comb the community door to door.

"I, myself, am living with diabetes and by going door to door, I see how it is affecting the community," says Johnny Tirado, a neighborhood resident and block captain for the campaign. "We are trying to combat a lot of apathy and hopelessness that people feel about the disease. It is about time they are getting the help and services they need."

This new partnership complements the work being done as part of the innovative and successful Diabetes Collaborative. The collaborative began nearly six years ago as a program serving 200 patients and has since evolved into a model program that serves more than 3,400 patients predominantly on the West and South Sides of the city.

The collaborative joins two of Chicago's Federally Qualified Health Centers—Near North Health Service Corporation and Erie Family Health Center—with Northwestern Memorial, Feinberg and Northwestern Memorial Foundation in an initiative that has demonstrated it can be successfully replicated. The collaborative focuses on finding meaningful ways to reach individuals with varying levels of education and literacy and unique cultural beliefs so that they can understand type 2 diabetes and learn how to independently manage the disease.



Jaime Delgado, project director, and Steve Whitman, PhD, director of the Sinai Urban Health Institute, are part of the partnership of medical and community experts who run the Block-By-Block campaign.



John G. Csernansky, MD (right), with researchers Matthew Schroeder, PhD (left), and Lei Wang, PhD.

Breaking Down the Barriers to Mental Healthcare

Mental health evaluations are not always a part of the routine visit to the physician's office, which means that many patients endure symptoms of mental illness without the benefit of a diagnosis and treatment.

A new model of care being explored by Northwestern researchers would integrate mental health screenings in the primary care setting. As part of this research, they are studying changes in brain structure and function that could help identify psychiatric disorders in the early stages.

"We hope this research will identify some of the warning signs that primary care physicians can look for," says John G. Csernansky, MD, a psychiatrist on the medical staff at Northwestern Memorial and chair of the Department of Psychiatry and Behavioral Sciences and the Lizzie Gilman Professor of Psychiatry and Behavioral Sciences at Feinberg.

"The idea is that we could diagnose and treat patients sooner," says Dr. Csernansky. "By establishing relationships with physicians and health centers, we can make mental health services more available so patients do not have to go long periods of time before they get to someone who can diagnose them, which can make a real difference in an individual's quality of life."



A team of community educators goes door to door in Humboldt Park to bring diabetes education and resources to residents at risk.



More than 2,100

The number of clinical research studies in progress at Northwestern Memorial. More than 500 new studies are approved to be conducted each year.

\$21.6 million

The unreimbursed cost of medical and scientific research provided by Northwestern Memorial.

4,435

The number of individuals who participated in studies of treatments and medications using resources from the Clinical Research Unit, which is funded by the National Institutes of Health through Feinberg with additional funding from Northwestern.

\$3.4 million

The unreimbursed cost of mental health services provided to the community by Northwestern Memorial, excluding the unreimbursed cost of charity care and government-sponsored indigent healthcare.

14%

The percentage of Humboldt Park's predominantly Hispanic residents diagnosed with diabetes—a rate almost triple that of Chicago overall.

3,400

The number of patients with type 2 Diabetes now tracked through the Diabetes Collaborative from Near North and Erie on the city's North, South and West sides.

Below 7.0

The desired blood sugar level for a patient with diabetes. From 2006 to 2010, the average level among patients registered in the collaborative at Near North improved with a decrease from 8.2 to 7.5. From 2009 to 2010, the average among registered Erie patients decreased from 8.1 to 7.7.

We are committed to improving access to quality healthcare for those least able to afford it, both inside the hospital and beyond.

Lifesaving Care Provided at No Cost

"At first, I didn't want to go for treatment because I didn't want one more bill coming into my house," says Lidia Aparicio.

Already struggling with mounting medical bills resulting from her teenage son's traumatic brain injury, Aparicio says that when she was diagnosed with breast cancer, her first thoughts focused on how she would pay the bills.

Aparicio, who is 58, receives her primary healthcare at Erie in West Town. Erie referred her to Northwestern Memorial's Lynn Sage Comprehensive Breast Center for her yearly mammogram, which revealed that she had developed cancer in her left breast.

Aparicio, who was unemployed and without insurance at the time, was able to qualify for Northwestern Memorial's Free and Discounted Care Program through the financial assistance process at Erie.

"After all the bad things in my life, this was so precious to me," she says.

Her lifesaving treatments, chemotherapy and radiation through the Robert H. Lurie Comprehensive Cancer Center of Northwestern University were all provided free of charge, as was her diagnostic care provided by Northwestern Medical Faculty Foundation, a multi-specialty physician group whose members are on the medical staff at Northwestern Memorial.

"The financial help was a miracle," says Aparicio. "Right now, I'm free of cancer. And that's a miracle, too."



Lidia Aparicio



Omayra Diaz and her family visited the Prentice Ambulatory Care Clinic for obstetric and gynecological appointments during her pregnancy.

Delivering Healthcare for Women in Need

Omayra Diaz, whose firstborn son developed type 1 diabetes, wanted to make sure she was doing all she could for a healthy second child. Diaz, who is 28 and living with diabetes, traveled from the city's Southwest Side to the downtown medical campus so she could receive prenatal care at Northwestern Memorial's Prentice Ambulatory Care Clinic.

"They really helped me get my diabetes under control and worked with me," Diaz says. "A dietitian took me through the process and I became much more conscious about what I was eating."

Women without adequate medical insurance and those who are uninsured do not always have access to quality specialty care, which is particularly important for high-risk pregnancies. Diaz, whose medical costs are reimbursed through Medicaid, said she was concerned about how her condition might impact her unborn child and sought care associated with Northwestern Memorial's Prentice Women's Hospital where she had delivered her son.

The Prentice clinic provides routine prenatal care as well as prenatal and postpartum specialty care for women with diabetes and HIV. Counseling services and education also are offered to patients. The clinic manages more than 10,000 patient appointments each year.

Diaz gave birth to a healthy girl. "I am really happy with the care I've received," she says.



Health Services and Education for the Medically Underserved in Northern Illinois

Northwestern Lake Forest Hospital provides essential health screenings, risk assessment and education for patients in a Lake County geography where an estimated 100,000 are medically underserved and more than 45,000 live in poverty.

In fiscal year 2010, the hospital provided 2,703 free health screenings and 104 H1N1 immunizations for children and adults. Through the screenings, nearly 50 patients were identified with a need for prompt medical care for conditions such as elevated blood pressure, hypertension and elevated blood sugar.

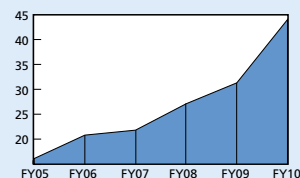
Left: More than 1,798 patient visits included cardiovascular screenings and education as part of a special emphasis on community heart health.

Northwestern Memorial HealthCare Free and Discounted Care Programs

- We offer a range of financial assistance programs so that quality healthcare is accessible for the uninsured and for those without adequate medical insurance.
- Our Free and Discounted Care Programs offer free care based on family income up to 250 percent of the federal poverty level and discounted care to approximate cost based on family income from 250 to 600 percent of the federal poverty level. Northwestern Memorial Hospital and Northwestern Memorial Physicians Group both provide discounted care for all uninsured patients, regardless of family income level.
- Our Catastrophic Discount Program provides financial relief by limiting the total out-of-pocket medical costs for patients.

For more information about our financial assistance programs, please go to nmh.org and click on "Financial Assistance" under "Community Matters" or visit lfh.org and click on "Patient Billing."

Northwestern Memorial's commitment to charity care has more than doubled since 2005.



Fiscal Year 2010: \$44.0 million*
 Fiscal Year 2009: \$31.3 million
 Fiscal Year 2008: \$27.1 million
 Fiscal Year 2007: \$21.8 million
 Fiscal Year 2006: \$20.8 million
 Fiscal Year 2005: \$16.1 million

*Includes \$5.8 million provided at Northwestern Lake Forest.

3,349 The number of cardiovascular screenings and patient education visits performed as part of a Northwestern Lake Forest program that promotes heart health in the community.

108 The number of patients identified as smokers through free health screenings provided by Northwestern Lake Forest who then benefited from cessation counseling with the hospital's certified tobacco treatment specialist.



27.7% The percentage of infants cared for in Prentice Women's Hospital's Renée Schine Crown Neonatal Intensive Care Unit who received medical care reimbursed by Medicaid or provided as free care.

13,000 The number of patient visits to the Prentice Ambulatory Care Clinic for prenatal and postpartum specialty care. There were 650 infants seen through the clinic who were born at Prentice last year.

78¢ The average amount paid to Northwestern Memorial by Medicaid for every \$1 of care provided. Medicare paid an average of 77¢ for every \$1 of care provided.

Through community partnerships, patients benefit from quality care in the community and hospital-based specialty care for those in need.



Medical resident Cristina Garcia, MD, treats patients as part of a team supervised by experienced physicians including Arnold L. Widen, MD, associate professor of Medicine at Feinberg and medical director in the Office of the Illinois Attorney General.

CommunityHealth

CommunityHealth, the largest free clinic in Illinois, provides free medical care and health education services to more than 8,000 adults with low incomes and no medical insurance each year. It is located on the city's Northwest Side.

Supported through a partnership with Northwestern Memorial, CommunityHealth provides primary care as well as on-site specialty services not always accessible to those without medical insurance in areas such as cardiology, gastroenterology and psychiatry. Patients with critical needs are referred to Northwestern Memorial for specialty care and diagnostics.

Additionally, teams of medical residents and students from Feinberg help staff the center two days a week. Under a physician's supervision, they care for patients in the community setting, which presents a unique learning opportunity. "They walk away with a clear sense of the many challenges faced by this vulnerable patient population—something we hope will help them be more committed to meeting the needs of the underserved going forward. If we can do that, then we have done a lot," says Judith Haasis, executive director of CommunityHealth.

CommunityHealth recently opened a satellite clinic in the Englewood neighborhood on the city's South Side, a medically underserved area where many residents are uninsured. In fiscal year 2010, Northwestern Memorial provided funding and expertise to support the opening of that clinic.

"Northwestern Memorial is a great resource that helps us reach new communities and bring a more comprehensive array of services to our patients in a way that is culturally sensitive and effective," says Haasis. "While money is important, experience and guidance helps us be smarter about how we spend that money."



Lee Francis, MD, MPH, president and chief executive officer of Erie; Berneice Mills-Thomas, executive director of Near North; and Judith Haasis, executive director of CommunityHealth.

Erie Family Health Center

Since the 1950s, Northwestern Memorial's partnership with Erie has helped support quality care in the community and seamless access to hospital-based services downtown.

Erie was founded as a project of volunteer physicians from Northwestern Memorial and the community service agency Erie Neighborhood House. Today, as a Federally Qualified Health Center, Erie provides primary care and case management services through nine sites on Chicago's North and West sides and participates in partnerships with the hospital that bring programs and services to more than 30,000 patients annually. Erie serves a population that is primarily Hispanic, the majority of whom come from households with incomes below federal poverty levels.

Erie has identified diabetes and women's health as priority health concerns for the population it serves. In collaboration with Feinberg, Northwestern Memorial has implemented comprehensive programs to provide care for indigent patients with diabetes and address disparities in breast health services. As part of the ongoing breast health initiative launched in fiscal year 2007, Northwestern Memorial offers community-based mammography that provides women access to screenings close to home.

"There are patients who have heard things about breast cancer or have friends and family who have breast cancer," says Lee Francis, MD, MPH, president and chief executive officer of Erie. "Through our relationship with Northwestern Memorial, we take a mysterious, scary process, demystify it and bring it down to a level where the community can feel comfortable about their treatment and care."



Crystal Arroyo (left) says she appreciates the attentiveness from Erie caregivers when she was concerned about health issues during her first pregnancy. "They gave me tips and were very helpful," she says. "When I gave birth at Northwestern Memorial, they took great care of me and my baby."



To understand and respond to the priority health needs of the community, Northwestern Memorial partners with Near North and provides grant funding to support its community centers.

Near North Health Service Corporation

Northwestern Memorial and Near North have shared a partnership and commitment to the community for more than 40 years. Near North, a Federally Qualified Health Center, addresses the healthcare needs of medically underserved, uninsured and low-income individuals living on Chicago's North, South and West sides. In fiscal year 2010, they provided services to more than 45,000 adults and children, including social services, nutrition and health education and \$9 million in free care.

In addition to primary care, Near North provides patients with specialty care, including ophthalmology, dental care and foot care. Physicians from Northwestern Memorial work on site at Near North's health centers to provide specialty services and patients are referred to Northwestern Memorial for hospital-based diagnostics and care.

"We have helped Northwestern Memorial understand the communities and their unique needs and have enjoyed a wonderful partnership with them," says Berneice Mills-Thomas, executive director of Near North. "We share a common goal of investing in and providing exceptional healthcare and support to those in need."

A highlight of this teamwork is the successful Diabetes Collaborative. With a focus on education and awareness, it aims to improve the health of patients with type 2 diabetes, help them effectively manage their disease, reduce diabetes related complications and decrease the financial burden for patients and the community. Together we have helped more than 2,000 vulnerable patients manage this chronic disease.

54 Years since the first partnership was established between Northwestern Memorial and a Federally Qualified Health Center in Chicago.

6,000 Patients from Near North, Erie and CommunityHealth who accessed diagnostic and specialty physician services provided by Northwestern Memorial at no cost as part of the Community Service Expansion Program.

82 Individuals at risk for homelessness and mental illness who took advantage of Northwestern Memorial's Supportive Housing Programs located at the Lawson House YMCA. Northwestern Memorial provides on-site mental health and community re-entry support services.

8 to 12 months The average wait time for a colonoscopy in the community. To increase timely access, Northwestern Memorial provides four weekly appointments for free colonoscopies for patients from CommunityHealth and Erie.

33.8% The percentage of Emergency Department visits reimbursed by Medicaid or Medicare or provided as free care. Northwestern Memorial is the only academic medical center hospital in Chicago participating in both city and state Level I trauma networks.



\$21,000 Cost of lab support, diagnostic imaging and testing, and hospitalization for HealthReach patients provided by Northwestern Lake Forest after it affiliated with Northwestern Memorial.

100 The average number of women who receive prenatal care at Erie and deliver their babies at Prentice each month.

We offer one of the country's most sought-after learning experiences, with a variety of training opportunities.



Courtney Lim, MD, and Emily Miller, MD

Urban Medicine on the Front Lines

Northwestern medical residents benefit from a unique partnership that helps them better understand the health needs of the poor.

"We look at this as a way to really augment our education," says Emily Miller, MD, a co-chief resident in obstetrics and gynecology.

This past year, Northwestern Memorial and Feinberg joined with Cook County's John H. Stroger Jr. Hospital to offer a training rotation.

"The patient population is very different from those who we usually see at Northwestern," says Dr. Miller. "Here we are seeing women who are not well integrated into the healthcare system and it's more of a challenge because they have a lot more medical needs."

It is an opportunity to learn important lessons about how access, awareness and education can impact health status and outcomes for the poor.

"When these women come to Stroger for labor and delivery, it's often without ever having had any prenatal care," Dr. Miller says.



Andre Ivy, MD

Scholarships Open Door for Minorities

"If you could have asked me what I wanted my residency experience to be, this is exactly it," says Andre Ivy, MD.

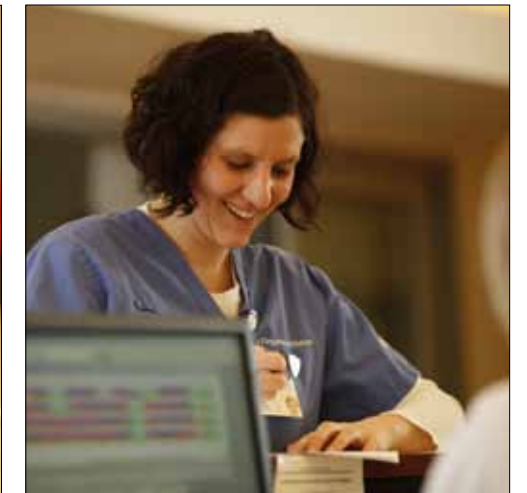
Dr. Ivy attended medical school in Ohio and thought his dream of coming to Chicago to train in orthopaedics would be impossible until he learned about and applied for Northwestern University's Visiting Student Elective Program for Students Underrepresented in Medicine. The annual clerkship program provides funding for up to 20 fourth-year medical students, which enables them to make rounds in their specialties and potentially pursue their residency at McGaw Medical Center of Northwestern University, the sponsoring institution for all residency and fellowship programs based at Northwestern Memorial Hospital.

"These clerkship opportunities give medical students a feel for the environment here and whether they like it and it helps us determine potential compatibility for residency," says Rob Christopher, executive director of the McGaw Medical Center of Northwestern University. "Another benefit is that it creates an opportunity for programs to broaden their diversity."

Underrepresented minorities are defined by specialty and include men in obstetrics and gynecology; women in neurosciences; and African-Americans in orthopaedics. Dr. Ivy says it is a privilege to work and learn in a hospital where colleagues support one another in providing the best patient care. "The camaraderie here is unlike what I had seen anywhere," he says. "It's important to find a place where you can grow professionally and be happy."



LaToya Fountain



Elizabeth Randolph, RN, BSN, CCRN

A Path to Healthcare Careers

Had it not been for Medical Explorers, LaToya Fountain might not be a laboratory technician at Northwestern Memorial today.

"I was amazed to learn what healthcare professionals other than doctors and nurses do at a hospital," Fountain, now 28, says of her high school involvement with the Medical Explorers. "It was clear to me that everyone has a part in providing the best care for patients."

Formed in 1996, Northwestern Memorial's Medical Explorers program works to interest young students in healthcare careers through learning opportunities and internships with hands-on experiences at the hospital. Fountain completed internships in Nuclear Medicine, Labor and Delivery and the Emergency Department. Then in 2005, after graduating from college with a degree in biology, she joined the Northwestern Memorial staff.

"The Medical Explorers program helped me choose my college major and my career path," she says. "If not for that program, it's unlikely I would be where I am today."

Responding to the Medical Workforce Shortage

Elizabeth Randolph, RN, BSN, CCRN, is one of 30 students in the inaugural class of Northwestern's Physician Assistant Program, a new area of practice that responds to some of the anticipated changes that may come as a result of healthcare reform.

The current workforce shortage of physicians, coupled with the anticipated increase in the number of Americans who will have medical insurance, can be significantly offset through the increased use of physician assistants, trained medical professionals who can make treatment decisions and prescribe medications, consulting with physicians as necessary.

"With healthcare reform, physician shortages and the possibility that there may be additional cuts in the amount of hours that medical residents are allowed to work in one shift, there is a need for more providers," says Jim VanRhee, MS, PA-C, program director of the Physician Assistant Program. "We hope to help fill that niche with physician assistants."

Northwestern Memorial provided half of the start-up costs, more than \$325,700, to help launch the program.

A nurse in the Medical Intensive Care Unit, Randolph saw the program as an opportunity for a more advanced role on her unit while serving as a familiar face for patients, families and staff.

"A physician assistant will give patients an additional point of contact every day and offer nurses a resource," says Randolph. "This can benefit patient and staff satisfaction and ultimately help improve outcomes."



More than 900

The number of medical students, residents and fellows who each year learn in the comprehensive clinical training environments available through Northwestern Memorial and Feinberg.

\$49.9 million

Northwestern Memorial's net unreimbursed cost of medical education.

More than 850

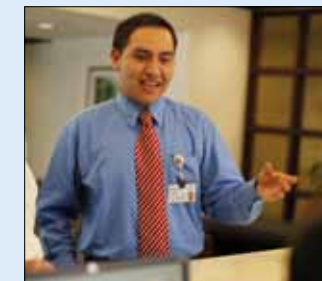
Emergency medical staff trained at Northwestern Memorial under its Emergency Medical Services program. More than \$200,000 was invested in EMS activities in 2010.

869

The number of high school and college students who have participated in the Medical Explorers program at Northwestern Memorial since 1996.

250

The number of nurses recruited to work at Northwestern Memorial in 2010 during a national shortage of healthcare workers.



1,406

The number of high school students like Gabriel Cerda (left) who learned about healthcare careers through youth programs at Northwestern Memorial. Cerda's internship is part of the INROADS program, which helps talented minority youths learn about business and industry.

A caring culture distinguishes our organization and makes a positive impact on the lives of those around us.



Physicians on the medical staff and violence interrupters go over a CeaseFire case in a Northwestern Memorial trauma suite.

Reducing Community Violence

A pilot program in Northwestern Memorial's Emergency Department is targeting patients at risk for repeat violence.

Northwestern Memorial worked in partnership with CeaseFire in fiscal year 2010 to reduce retaliatory violence in the communities of patients treated for injuries resulting from incidents such as stabbings and shootings. CeaseFire is an evidence-based national violence prevention strategy. The Emergency Department treats approximately 400 victims of violence-related injuries each year and is the only Level 1 Trauma Center in downtown Chicago providing 24/7 care.

The CeaseFire Hospital Response works like this: After life-threatening injuries are addressed in the Emergency Department, a member of the trauma team calls CeaseFire to provide basic demographic information, including where the incident occurred

and where the patient lives. A violence interrupter is dispatched to the hospital to talk with the patient and family. Then, the CeaseFire team begins simultaneous intervention activities in the hospital and in the community where the violence occurred.

"We firmly believe that if we can provide an alternative to patients with a high risk for violence that will help prevent them from being injured again, they will take advantage of it," says Luke Hansen, MD, a physician on the medical staff at Northwestern Memorial and instructor in Hospital Medicine at Feinberg.



Eddy Ervin

From Welfare to the Perfect Job

Eddy Ervin is working in what she calls her "dream job." Now a philanthropy coordinator with Northwestern Memorial Foundation, Ervin is here because she did not lose sight of finding a fundraising position despite the life challenges that intervened.

She was in her first year of college when she became pregnant with her second child. Her choice at the time was between education and a full-time job that would allow her to support herself and her two children. She chose the job.

Through the longstanding partnership between Northwestern Memorial and the CARA program, a nonprofit organization that helps individuals transition from welfare to work, Ervin was able to interview at the hospital for a cashier's position.

"I had to take a test and the recruiter told me I had done very well. She asked me if I would consider applying for a different position," says Ervin. That job was as a receptionist with Northwestern Memorial Foundation, which raises funds to support Northwestern Memorial's mission and goals. "I had given up on working in philanthropy, so hearing this was a dream-come-true," Ervin says. She was offered a second interview and began work a week later.

In Ervin's five years at the foundation, she has been promoted three times and is currently a philanthropy coordinator. Now 26, she has returned to college and is pursuing a bachelor's degree in information technology.



Shemar Howell, 9, and Kamren Sykes, 10, get homework help from Khari Reed, director of Medical Affairs. Employee volunteers tutor and mentor students once a week.

A Resource for Disadvantaged Students

As a pediatrician, Joe DiCara, MD, makes a living caring for children, but he also makes a difference caring for children in the community. Amid outrage over news of mounting teen violence, Dr. DiCara, who is on the medical staff at Northwestern Memorial and assistant professor in Pediatrics at Feinberg, founded Chicago Youth Programs in 1984. Today, the volunteer-based nonprofit continues to offer educational resources, college scholarships and preventive healthcare to nearly 900 young people in Chicago's underserved communities.

"We wanted to meet their needs in ways society could not," Dr. DiCara says. "Being successful long-term meant getting out of the cycle of poverty and, therefore, avoiding all the health and social risks that poverty put on them."

In two separate grants during fiscal year 2010, the program was awarded \$15,000 as part of the Physician Community Service Grant Initiative, a program that encourages physicians to apply for grants on behalf of nonprofits and helps them promote and participate in community service. The funding helped launch a program on the downtown medical campus in which 30 employees and physicians volunteer their time tutoring and mentoring disadvantaged students. Chicago Youth Programs offers a unique opportunity for children to build relationships with professionals.

"When they realize they're not much different from us, they believe they can achieve like us," DiCara says. "We're not trying to provide a swimming program or a basketball program.

"We're trying to change lives."

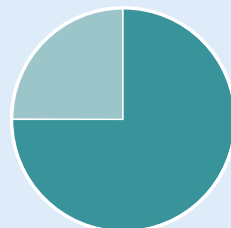


Joe DiCara, MD

108 Employees hired through Northwestern Memorial's partnership with the CARA program since 1997. In fiscal year 2010, Northwestern Memorial hired four new employees through CARA.

Selected demographics of welfare-to-work hires through CARA at Northwestern Memorial during fiscal year 2010.

- Female: 75%
- Male: 25%



100% The percentage of communities with an operating CeaseFire program that experienced a reduction in retaliatory violence—with a documented 41 to 73 percent reduction in shootings or killings.

800 Patients who received trauma center care at Northwestern Memorial, a Level I Adult Trauma Center and the only academic medical center hospital in the city of Chicago to provide these services.



397,432 The number of minutes of free foreign language assistance services provided to patients, including more than 3,660 face-to-face interpreter visits (as shown at left).

\$50,000 Amount awarded in Northwestern Memorial's Physician Community Service Grant Initiative, a program that encourages physicians to apply for grants on behalf of nonprofits and helps them promote and participate in community service.

Through hospital-organized and personal efforts, our commitment to community service is felt in Chicago and around the world.



Chicago Cares Team of the Year

With nearly 600 volunteers, Northwestern Memorial received the 2010 Chicago Cares Team of the Year award for having the most volunteers of any corporate sponsor participating in the 2010 annual Chicago Cares Serve-a-thon, an event during which volunteers work to beautify Chicago Public Schools with painting, cleaning and landscaping.

Participation is part of a larger effort that allows employees to give back to both the community and hospital. Through Northwestern Memorial Foundation's annual Giving Matters campaign, employees can donate money or their time to help support patient care, employee programs and community initiatives such as Chicago Cares, United Way and March of Dimes. In fiscal year 2010, nearly 3,000 employees donated approximately \$300,000 to the campaign.

Top: Northwestern Memorial Hospital and Northwestern Lake Forest Hospital employees and their families volunteer at the 2010 Chicago Cares Serve-a-thon.

Left: Troy Debro, 13, rolls paint in the hallway at Engelwood Technical Prep Academy, a Chicago Public School on the city's South Side, under the guidance of his mother, Juanita Bell, a clinical coordinator in Transplant.

Northwestern Lake Forest Nurses Give Back

As a part of national Nurses Week, nurses at Northwestern Lake Forest Hospital joined together to help their neighbors in need. In place of the annual nursing recognition dinner, nurses instead organized a special event to raise money for a local charity. A hospitalwide vote among nurses selected A Safe Place, a nonprofit organization that provides shelter, education and other resources for victims of domestic violence, to receive the \$3,848 donation raised.

"It felt very rewarding to present them with that check and to know that it came from all of us," says Kimberley Moon, RN-BC, chair of the Clinical Recognition Committee.

"They count on community support and we were so happy to contribute and help raise awareness."



Kimberley Moon, RN-BC (second from right), and her fellow nurses raised money for a local charity. "Nurses in our Emergency Department treat victims of domestic violence and many of us see first hand why organizations like A Safe Place are important," says Moon.

Helping Both at Home and Abroad

When an earthquake struck Haiti in January of 2010, Anne Marie Colby, RN, a labor and delivery nurse at Northwestern Memorial's Prentice Women's Hospital, wanted to get there as soon as possible. She arrived nine days later, and spent the first 42 hours on her feet caring for a never-ending stream of critically injured patients. "I have a passion for medical missionary work and helping others," she says. "The Haitian people were so thankful for what we were doing."



Anne Marie Colby, RN

Colby was among 40 medical professionals from Northwestern Memorial and Feinberg who volunteered their personal time and traveled at their own expense to aid in the relief effort. Volunteer teams included orthopaedic surgeons, anesthesiologists, nurses and specialists in emergency and internal medicine.

Northwestern Memorial donated medical supplies and staff collected money for the relief effort, as well. Two Haiti earthquake victims were flown to Northwestern where the hospital and caregivers donated their services for life-saving spinal surgery.

Stepping up to help those in need is part of Northwestern Memorial's culture of giving back and the spirit of volunteerism is evident across the organization as staff offer personal time, funds and service to a variety of causes.

Employees like Kofi Osei-Djine exemplify that spirit. A technician in operating room inventory management, he has given up nearly every weekend and many holidays to donate time to more than two dozen Chicago-area charitable organizations from The Boys and Girls Club of Chicago to the Rape Victims Advocate Foundation. "I enjoy doing this so much," he says.



Kofi Osei-Djine

\$230,673

The amount raised by Northwestern Memorial employees for the 2010 United Way campaign.

124,690

The number of requests for information, physician appointments and other services directed to Northwestern Memorial's Health Resources and Physician Referral Service through the Internet and by phone.



\$37,163

The amount raised by Northwestern Memorial employees (at left) for the 2010 March of Dimes campaign. As the national campaign's largest hospital contributor, we also received the Diamond Award as one of the city's top 10 fundraisers.

Nearly 600

Northwestern Memorial and Northwestern Lake Forest employees and family members who donated their time as part of the annual Chicago Cares Serve-a-thon.

\$1.3 million

The combined amount Northwestern Memorial employees have donated since 2006 to the Giving Matters campaign in support of patient care, employee care and community initiatives.

105,300

Walk-in visits from healthcare consumers, patients and their families to Northwestern Memorial's three Health Learning Centers, which offer free information on diseases and other health resources.

More than 3.2 million

Visits to Northwestern Memorial's consumer website, which offers information on quality, diseases, treatment, prevention and other health resources.

Chicago

Erie Family Health Center Community Locations

- 1 Erie West Town Health Center
1701 W. Superior St.
- 2 Erie Humboldt Park Health Center
2750 W. North Ave.
- 3 Erie Helping Hands Health Center
4745-47 N. Kedzie Ave.
- 4 Erie Teen Health Center
1945 W. Wilson Ave.
- 5 Erie Westside Health Center at Ryerson Elementary School
646 N. Lawndale Ave.
- 6 Erie Henson School-Based Health Center
1326 S. Avers Ave.
- 7 Erie Clemente Wildcats Student School-Based Health Center
1147 N. Western Ave.
- 8 Erie Helping Hands Dental Health Center
4751 N. Kedzie Ave.
- 9 Erie Humboldt Park Dental Health Center
2750 W. North Ave.

Near North Health Service Corporation Community Health Center Locations

- 10 Denny Community Health Center
30 W. Chicago Ave.
- 11 Winfield Moody Health Center
1276 N. Clybourn Ave.
- 12 Louise Landau Health Center
800 N. Kedzie Ave.
- 13 Komed Holman Health Center
4259 S. Berkeley St.
- 14 Cottage View Health Center
4829 S. Cottage Grove Ave.
- 15 Uptown Community Health Center
4867 N. Broadway
- 16 Flannery Health Center
1531 N. Clybourn Ave. #401
- 17 Reavis School-Based Health Center
834 E. 50th St.

Selected Northwestern Memorial Physicians Group Medical Office Locations

- 18 Bucktown/Wicker Park
1913 W. North Ave.
- 19 Halsted/Wrigleyville
3245 N. Halsted St.
- 20 Lincoln Park/Lakeview
2835 N. Sheffield Ave.
- 21 Loop
20 S. Clark St.
- 22 Lincoln Park/SoNo
-Pediatrics
-Internal Medicine
-Dermatology
1460 N. Halsted St.
Suite 203
- 23 Streeterville—Internal Medicine
Northwestern Memorial Hospital
201 E. Huron St.
Suite 12-105
- 24 Streeterville—Center for Integrative Medicine and Wellness
150 E. Huron St.
Suite 1100
- 25 Streeterville—Obstetrics and Gynecology
680 N. Lake Shore Drive
Suites 810 and 815



Northern Cook and Lake Counties

Northwestern Lake Forest Hospital Locations

- 1 Lake Forest campus
660 N. Westmoreland Rd.
Lake Forest, Illinois
- 2 Grayslake campus
1475 E. Belvidere Rd.
Grayslake, Illinois
- 3 Bannockburn
2151 Waukegan Rd.
Deerfield, Illinois
- 4 Glenview
2501 Compass Rd.
Glenview, Illinois
- 5 Gurnee-Brookside
36100 N. Brookside Dr.
Gurnee, Illinois
- 6 Gurnee-Tower Court
25 Tower Ct.
Gurnee, Illinois
- 7 Libertyville
1800 Hollister Dr.
Libertyville, Illinois
- 8 Lindenhurst Health & Fitness Center
3098 Falling Waters Blvd.
Lindenhurst, Illinois
- 9 Vernon Hills
870 West End Ct.
Vernon Hills, Illinois

Northwestern Memorial Physicians Group Office Locations

- 10 Northwestern Lake Forest Hospital campus
-Internal Medicine, Gynecology
McGaw Building
800 N. Westmoreland Rd.
Suite 201
Lake Forest, Illinois
- 11 Northbrook
-Pediatrics
-Internal Medicine, Dermatology, Gynecology
1535 Lake Cook Rd.
Suite 301
Northbrook, Illinois



"I never thought I would be getting this care for my eyes," says Mirza H. Baig. "It is something fantastic. I have no means, no insurance, but still Northwestern Memorial takes very good care of me."

Community Access to Specialty Care

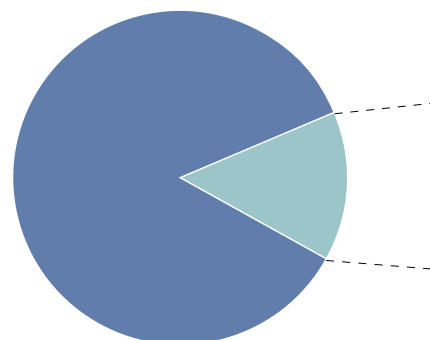
Mirza H. Baig could have gone blind. Uninsured and with failing vision, Baig turned to HealthReach, a nonprofit organization that provides care to the medically underserved in Lake County. A visual exam revealed the Gurnee resident suffered from cataracts and, more seriously, from diabetic retinopathy, damage to the retina that can result from diabetes.

He required immediate specialty care. Thanks to the partnership between HealthReach and Northwestern Lake Forest Hospital, he benefited from Northwestern Lake Forest's affiliation with Northwestern Memorial. He was referred to an ophthalmologist and experienced a seamless transition to specialty treatment provided at no cost. Baig continues to visit Northwestern Memorial once a month to receive sight-saving treatment.

"I am thankful," he says.

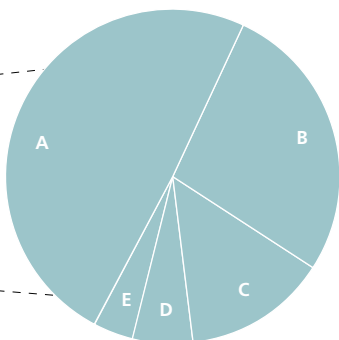
Northwestern Memorial HealthCare Fiscal Year 2010

Total Expenses
(Dollars in millions)



- \$1,267.5 All Other Expenses
- \$276.7 Charity Care, Other Unreimbursed Care and Community Benefit

Charity Care, Other Unreimbursed Care and Community Benefit*
(Dollars in millions)



- A** \$117.2 Government-Sponsored Care (unreimbursed cost of Medicaid and Medicare services)
- B** \$71.5 Research and Education
- C** \$44.0 Charity Care (at cost)
- D** \$29.8 Bad Debt Expense
- E** \$14.2 Other Community Benefit
 - Subsidized Health Services
 - Donations
 - Volunteer Services
 - Language Services
 - Other

* This report was prepared according to the Illinois Attorney General's guidelines for reporting nonprofit hospital community benefit and was submitted to the Attorney General in February of 2011. These numbers include the seven months that Northwestern Lake Forest Hospital was affiliated with Northwestern Memorial HealthCare in fiscal year 2010, from February 1 to August 31.

Medicaid Volume Among Acute Care Hospitals in Illinois

Total Medicaid Patient Days

1. Saints Mary and Elizabeth Medical Center	92,943
2. University of Illinois Medical Center	63,992
3. Advocate Christ and Hope Children's Hospitals	59,824
4. The University of Chicago Hospitals	58,480
5. Sinai Health System	57,380
6. Rush University Medical Center	57,012
7. John H. Stroger, Jr. Hospital of Cook County	56,306
8. OSF Saint Francis Medical Center and Children's Hospital of Illinois	52,413
9. Northwestern Memorial Hospital	52,099
10. Children's Memorial Hospital	41,320

Total Medicaid Patient Admissions

1. Saints Mary and Elizabeth Medical Center	18,214
2. Sinai Health System	14,820
3. Advocate Christ and Hope Children's Hospitals	11,758
4. Mercy Hospital and Medical Center	11,500
5. University of Illinois Medical Center	10,703
6. Northwestern Memorial Hospital	9,906
7. The University of Chicago Hospitals	9,684
8. Swedish Covenant Hospital	9,399
9. John H. Stroger, Jr. Hospital of Cook County	9,289
10. Rush University Medical Center	9,092

Source: Illinois Department of Healthcare and Family Services, for the state fiscal year ended June 30, 2009.



Providing One-on-one Financial Assistance

Financial counselors like Rosa Hayden provide individualized assistance to patients who may have difficulty paying their medical bills. Hayden helps Northwestern Memorial patients understand their hospital bill and helps them determine if they qualify for financial assistance. "In most cases, patients don't come in expecting much," says Hayden, who has helped patients in this capacity for six years. "So when I tell them they are qualified for financial assistance, they are really surprised and appreciative. They are like, 'Thank you. Northwestern is wonderful.' That gives me a good feeling."

A Longstanding Commitment to the Community



Feinberg and Galter Pavilions



Prentice Women's Hospital



Northwestern Lake Forest Hospital

Northwestern's mission-driven commitment to improve the health of the community has significantly broadened in recent years and supports the Chicago area's safety net of care and services. In fiscal year 2010, we continued to invest

in programs that expand access to world-class clinical care regardless of the ability to pay, along with education and research that help shape medicine for the future. Our proud tradition of serving the community dates back to 1865 and to the early work of our predecessor institutions. Our longstanding partnerships with community health providers help us continue this commitment today.

About Us

Fiscal Year 2010 Statistics

Northwestern Memorial HealthCare, a nonprofit organization, is the corporate parent of Northwestern Memorial Hospital, Northwestern Lake Forest Hospital and Northwestern Memorial Foundation.

Northwestern Memorial Hospital

Inpatient Admissions	48,952
Deliveries – Largest Birthing Center in Illinois	12,226
Emergency Department Visits	80,646
Outpatient Registrations – Excluding Emergency	516,536
Employees	6,730
Physicians on the Medical Staff	1,687
Beds	894
Volunteer Hours	75,100

Northwestern Lake Forest Hospital*

Inpatient Admissions	5,045
Deliveries	997
Emergency Department Visits – Lake Forest	16,915
Emergency Center Visits – Grayslake	15,717
Outpatient Registrations – Excluding Emergency	81,437
Employees	1,862
Physicians on the Medical Staff	724
Beds	205
Volunteer Hours	13,367

*From February 1 to August 31, 2010.

Northwestern Memorial Hospital is one of the country's premier academic medical center hospitals and the primary teaching affiliate of Northwestern University Feinberg School of Medicine. In 2010, *U.S. News & World Report* magazine ranked Northwestern Memorial the No. 1 hospital in Chicago with 12 medical specialties ranked nationally. Since 2006, the hospital has been recognized with Magnet status, the gold standard for nursing excellence and quality care. Consumers in the eight-county Chicago region have ranked Northwestern Memorial as their "most preferred" hospital in market research for 16 consecutive years. In the same survey, the hospital has earned the "Consumer Choice" award for six consecutive years for having the *best doctors, best nurses, best overall quality and best image and reputation*.

Northwestern Lake Forest Hospital provides inpatient and outpatient care in a total of nine locations in northern Cook and Lake counties. In 2011, the hospital earned Magnet status, the gold standard for nursing excellence and quality care. For five consecutive years, Northwestern Lake Forest has been recognized with the "Consumer Choice" award from consumers in Lake and Kenosha counties for having the *best doctors, best nurses, best overall quality and best image and reputation*.

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If you would like more information about Northwestern Memorial Hospital, please visit nmh.org; for Northwestern Lake Forest Hospital, please visit lfh.org.

Northwestern Memorial is committed to representing the communities we serve, fostering a culture of inclusion, delivering culturally competent care and access to treatment and programs in a non-discriminatory manner, and eliminating healthcare disparities. For questions, please call the Patient Representative department at 312-926-3112, TDD/TTY number 312-944-2358.

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nmh.org
lfh.org



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