

## 2014–2015 Community Benefits Report

The more NorthShore University HealthSystem and the community connect, the stronger and healthier both will become.





Participants in the Be Well-Lake County diabetes management program plant vegetables at the North Chicago Community Garden. Be Well is a partnership between NorthShore University HealthSystem and the Lake County Health Department and Community Health Center. See page 6 for more about the program.



At NorthShore University HealthSystem (NorthShore), we believe in serving and investing in the health and well-being of people who live in our communities. Whether it is care for the medically underserved, medication assistance, perinatal services or specialized programs—NorthShore’s commitment to the community is demonstrated every day in many ways.

## NorthShore Mission Statement

**NorthShore’s core mission is “to preserve and improve human life.” This mission will be achieved through the provision of superior clinical care, academic excellence and innovative research.**

NorthShore is a not-for-profit organization principally formed to provide quality healthcare services for the communities it serves. The delivery of healthcare services is provided in a wide range of inpatient and ambulatory healthcare settings, community-wide, employing modern technology and expertise. Support for qualified patients who may not be able to pay the entire cost of their care is part of the organization’s commitment. In support of its primary mission of patient care, the organization engages in a wide range of academic activities in medical education and research.

This statement recognizes the Board of Directors’ responsibility to maintain the organization’s viability to meet its long-term commitment to the communities it serves. It further recognizes the responsibility to maintain technologically current assets for this purpose. This includes the cultivation and development of our physicians, graduate medical students, employees, physical plant, equipment and other resources to ensure orderly growth of our services.

## Community Relations Vision Statement

**NorthShore is only one of the partners integral to improving the health of the communities it serves.**

**We are committed to taking a leadership role—offering resources and support to achieve our mission “to preserve and improve human life.”**

**Working with partners in making decisions that impact community health is at the core of our efforts.**

*Cover photo: Dr. Arjun Mehta (left) treats patient Marco Garzon at the NorthShore Community Health Center at Evanston Hospital.*

# NorthShore University HealthSystem

**Evanston Hospital**

**Glenbrook Hospital**

**Highland Park Hospital**

**Skokie Hospital**

## Who We Are

### Our People

Total employees: **10,000**

### Our Patients

Inpatients: **42,367**

Annual ED visits: **122,274**

Annual deliveries: **4,631**

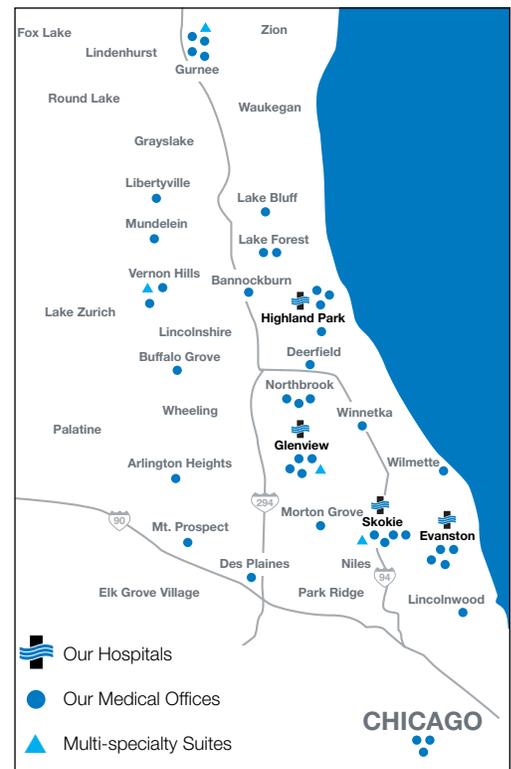
NorthShore is a comprehensive, fully integrated healthcare delivery system that serves the Chicago region. The system includes hospitals in Evanston, Glenview, Highland Park and Skokie. NorthShore employs nearly **10,000** and has **2,100** affiliated physicians, including a **900**-physician multi-specialty group practice with more than **100** office locations under NorthShore Medical Group.

The NorthShore Research Institute focuses on clinical and translational research, including leadership in clinical trials and medical informatics. Further, NorthShore supports teaching and research as the principal teaching affiliate for the University of Chicago Pritzker School of Medicine.

NorthShore was the first health system in Illinois to achieve Magnet designation, the highest honor in nursing. And in 2015, the American Nurses Credentialing Center awarded NorthShore's nursing team Magnet redesignation for demonstrating continued excellence in nursing and the highest standards in patient care.

NorthShore is also a national leader in the implementation of innovative technologies, including a robust Electronic Medical Record (EMR) system implemented in 2003.

In 2012, NorthShore and Mayo Clinic joined forces to advance patient care through the Mayo Clinic Care Network. Both institutions share their expertise and collaborate on complex disease diagnoses and treatments, including neurological, cancer and cardiovascular cases. This unique collaboration—the only one of its kind in the Chicago region—provides NorthShore patients with access to leading medical resources and experts from both systems, working together on their behalf.



**With four hospitals and a breadth of medical offices, NorthShore care extends across the entire region—giving you complete, convenient access to world-class physician expertise and the exceptional patient experiences you deserve.**

## Key Accomplishments (2014–2015)

- Best Hospitals, *U.S. News & World Report*
- National Ranking in Gastroenterology, *U.S. News & World Report*
- “Most Wired” for 12th consecutive year, *Hospitals & Health Networks* magazine
- Magnet Redesignation from the American Nurses Credentialing Center
- Stroke Center Accreditation Gold Seal of Approval®, The Joint Commission
- Palliative Care Recertification Gold Seal of Approval®, The Joint Commission
- “Best in Class” Excellence Award, VHA Inc.
- Grainger Center for Simulation and Innovation (GCSI) “Comprehensive Education Institute” Reaccreditation, American College of Surgeons
- Evanston Hospital’s ISCU Silver Beacon Award for Excellence, American Association of Critical Care Nurses
- Hospital Lab Services Gold Standard Accreditation, College of American Pathologists
- Emerging leader in Personalized Medicine and Digital Health



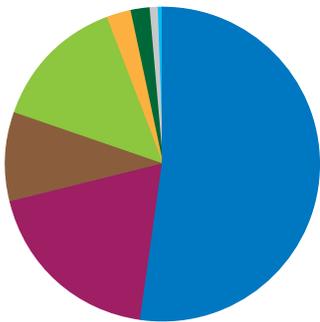
NorthShore is a supporter of local farmers markets.

The NorthShore Evanston Hospital Community Health Center provides medical care for adults who lack private medical insurance. In fiscal year 2014, the clinic treated **3,696** patients, with **6,870** visits.



Support for patients with diabetes is one of the many medical services provided by NorthShore.

## \$252,193,212 | Value of Reported Benefits



Total financial value of reportable community benefits under the Illinois Community Benefits Act (FY2014).

- **Unreimbursed Services for Medicare and Medicaid: \$123,561,038**—The difference NorthShore absorbs between the Medicare or Medicaid subsidy and the cost of a patient's bill.
- **Education: \$44,394,375**—Costs incurred for NorthShore Hospitals-based educational programs.
- **Charity Care: \$21,460,287**—The cost of care for which NorthShore does not expect to receive payment.
- **Subsidized Health Services: \$32,528,867**—Services that meet community needs and that NorthShore must subsidize from other revenue sources.
- **Bad Debts: \$16,530,691**—The cost of doubtful accounts that result from the extension of credit.
- **Research: \$5,953,299**—Includes the cost of research activities conducted primarily to advance medical or healthcare services.
- **Donations, Volunteer Services, Other Community Benefits: \$4,673,782**—Cash and in-kind donations, the value of volunteer time provided by hospital employees and volunteers.
- **Language Assistance Services: \$1,980,204**—Costs pertaining to translation services.
- **Government-Sponsored Program Services: \$1,110,669**—Account for other unreimbursed costs, which are not included as part of government-sponsored indigent healthcare.

### Capital Expenditures

NorthShore remains committed to reinvesting in our communities. Over the last five years, we have committed more than **\$871 million** in capital investments in new clinical programs, information technology, clinical equipment and facilities to reach beyond the current "best practices" to define the "next practices" that will become the standard of healthcare in the future.

**Capital Expenditures (\$ in Thousands):**

2014	\$108,392
2013	\$122,944
2012	\$215,052
2011	\$178,219
2010	\$247,092

The Dental Center at NorthShore Evanston Hospital provided free and discounted care to **3,066** patients.



*NorthShore provides perinatal support to women and their families.*

The Interpretive Services staff at NorthShore provided **45,997** hours of verbal interpretive services to patients and family members, valued at **\$1,980,204**.

# NorthShore Evanston Hospital

## Medical Safety Net

NorthShore remains committed to providing vital healthcare services to those in our communities who find themselves in need.

Beyond charity care, NorthShore provided more than \$32 million in additional subsidized health services last year through a variety of programs, including a perinatal family support center and a comprehensive dental center. The goal of these programs is to ensure that residents in our communities have access to quality healthcare.

The health center provides free and discounted care to adults without private health insurance. The staff includes registered nurses and resident physicians who provide care under the supervision of senior attending physicians on staff at NorthShore. Services range from internal medicine and obstetrics/gynecology to general surgery, orthopaedics and diabetes education.

## Vital Services to High School Students

Launched in 1996, the school-based health center at Evanston Township High School (ETHS) is a collaborative partnership between ETHS, the Evanston Health Department and Evanston Hospital. The center—staffed and funded by NorthShore—provides free care to all students whose parents register them. The center received nearly 3,000 student visits for physical exams, immunizations, treatment of acute and chronic illnesses, individual counseling, health education, gynecological care and support groups.

### Evanston Hospital Community Programs and Partnerships

- Chessmen Club of the North Shore
- City of Evanston Women Out Walking
- Erie Evanston/Skokie Health Center
- Evanston Hospital Dental Center
- Evanston Hospital Community Health Center
- Evanston Township High School Health Center
- Friends of the Evanston Farmers Markets
- Grainger Center for Simulation and Innovation (GCSI)
- Medication Assistance Program
- McGaw YMCA
- Perinatal Family Support Center
- YWCA Evanston/North Shore Ricky Byrdsong Memorial Race Against Hate

### Evanston Hospital Key Specialties

- NorthShore Cardiovascular Institute
- Center for Breast Health
- Infant Special Care Unit (ISCU)
- Level I Trauma Center
- Neurosurgery
- NorthShore Kellogg Cancer Center
- Primary Stroke Center
- Regional Center for High-Risk Obstetrics



*The Community Mental Health Partnership for Youth provides critical mental health services for underserved teenagers.*

NorthShore’s Medical Assistance Program (MAP) offers aid to patients who need help paying for prescription drugs. MAP assisted **2,962** patients, filling **40,946** prescriptions valued at a cost of **\$257,815**.



*Dr. Michael Ladewski checks out a Glenview student during free back-to-school physicals.*

# NorthShore Glenbrook Hospital

## Back-to-School Wellness

Middle school students from Glenview District 34 were cleared to play soccer and basketball, run cross-country and cheer lead thanks to a team effort by Glenbrook Hospital’s Family Care Center. The Center offered free back-to-school sports screenings Aug. 29, and nearly two dozen students took advantage of the service.

“These physicals enable the students to participate in both fall and spring sports,” said Family Medicine Physician Michael Ladewski, DO. “We measured blood pressure and height and weight, tested vision, and evaluated their history of concussions and symptoms of congenital heart risks.”

NorthShore Family Care Center physicians donated their services to this community outreach effort for students from underserved families who may not have health insurance or access to a regular physician.

## Counseling Program Benefits Underserved Teens

Thanks to support from Glenbrook Hospital, a much-needed program provides critical mental health services for underserved teenagers, while keeping them in school. The Community Mental Health Partnership for Youth is a collaborative effort with The Josselyn Center, Glenbrook High School District 225, Northfield Township and the Glenbrook Family Care Center Family Medicine residency program.

The partnership provides psychiatric coordination of care for low-income students after a hospitalization, psychiatric evaluation of medications for students already being treated by other community programs, evaluation risk assessment for students whose safety is a concern and nonemergency evaluation for psychiatric services.

“This is a great way to provide critical services and keep these kids in school,” said Barb Marzillo, RN, at Glenbrook South High School. Even in seemingly affluent communities, she added, “the need is huge.”

“It’s so exciting to start helping these families, one by one, and see the ripple effect,” Marzillo said. “We’re thrilled and grateful to NorthShore for the funding. I truly feel this could be a model for other hospitals and communities.”

### Glenbrook Hospital Community Programs and Partnerships

- Glenbrook High School District 225 Community Mental Health Partnership for Youth
- Glenbrook Family Care Center Access to Care
- Glenview School District 34
- Helping Hands of Glenview
- The Josselyn Center
- Rebuilding Together
- Youth Services of Glenview/Northbrook

### Glenbrook Hospital Key Specialties

- Center for Breast Health
- Eye and Vision Center
- NorthShore Kellogg Cancer Center
- Level II Trauma Center
- NorthShore Neurological Institute
- Primary Stroke Center
- Total Joint Replacement Center
- John and Carol Walter Center for Urological Health

NorthShore provided **421** health education classes for **8,857** participants.



*NorthShore supports diabetes management, education and lifestyle resources provided by Be Well-Lake County.*

The Perinatal Depression Program offers free screenings and a 24/7 crisis hotline. NorthShore physicians conducted **3,900** evaluations, and free psychological support and referrals were provided to **497** women identified as “at risk.” The crisis hotline received **7,900** calls.

# NorthShore Highland Park Hospital

## Family Medicine Residency at North Shore Health Center/Lake County Health Department

Since 2007, the University of Chicago NorthShore Family Medicine residents have been providing prenatal care to the primarily Spanish-speaking, underserved women who call the Lake County Health Department’s North Shore Health Center in Highland Park, their medical home.

The residents not only learn important patient care skills in the areas of women’s health, prenatal care, and postpartum care, but are also becoming skilled in culturally sensitive and appropriate medical care for this vulnerable population of patients. Many of our residents will go on to serve in communities with limited resources, in immigrant communities or with a women’s health focus. Their experiences at the North Shore Health Center prepares them well for these community-based careers.

## Be Well-Lake County: A Diabetes Management Program

In 2009, NorthShore set out to address one of the nation’s fastest growing health threats: diabetes among the medically underserved. Partnering with the Lake County Health Department and Community Health Center, Be Well-Lake County was born. This comprehensive program provides low-income communities increased access to effective diabetes management, education and lifestyle support resources in Lake County, where more than 8 percent of the adult population have diabetes.

Be Well-Lake County also provides a community garden in North Chicago. Patients plant and ultimately harvest a variety of fresh vegetables—from tomatoes to banana peppers—yielding several pounds of produce for each patient to take home each week.

### Highland Park Hospital Community Programs and Partnerships

- Be Well-Lake County
- City of Highland Park
- Deerfield Park District
- Grainger Center for Simulation and Innovation (GCSI)
- Lake County Health Department Kids 1st Health Fair
- LIFE: Living in the Future Cancer Survivorship Program
- Northern Illinois Food Bank
- Park District of Highland Park
- Region 10 RHCC Hospital for Northeastern Illinois

### Highland Park Hospital Key Specialties

- Center for Breast Health
- Center for Pelvic Health
- Gastroenterology Lab
- NorthShore Kellogg Cancer Center
- Level II Trauma Center
- Pediatric Plastic and Reconstructive Surgery
- Primary Stroke Center

NorthShore provided **189** health screenings to **3,746** individuals.



*NorthShore staff provided hands-on training for first aid techniques at Niles North High School.*

NorthShore gave **\$1,922,592** in direct contributions to **85** community organizations.

## NorthShore Skokie Hospital

### Unique Approach to Mental Health Care

Skokie Hospital supports Turning Point Behavioral Health Care Center's "The Living Room Project"—a first-of-its-kind, innovative psychiatric respite care program. The Living Room Project leads to decreased emergency room visits, lower costs associated with outpatient and preventive care, and the promotion of paraprofessionals who act as peer counselors and advocates. The program demonstrates major cost savings in mental health crisis service delivery while caring for patients in a compassionate, nonintrusive, safe environment.

The Living Room is a comfortable, nonclinical space for patients experiencing a psychiatric emergency. The setting is intended to provide a restful, calm environment to allow participants to feel comfortable and safe so they can resolve issues without more intensive intervention. There are several conversation areas with soft seating, a separate quiet room for rest and a refreshment area with healthy food. This intermediary approach creates an opportunity to decompress and problem solve without seeking emergency room care.

Trained peer counselors with personal experience in managing the challenges of mental illness provide crisis intervention, counseling and mentoring with support from a nurse, program staff and Turning Point's emergency team. They work to evaluate level of need and develop a recovery plan to help patients return to a more optimal level of functioning.

### Niles Township High School District 219 Education-to-Careers Program

NorthShore participates in the Niles Township High School District 219 Education-to-Careers Program which aims to cultivate partnerships with business and community professionals and helps its 4,800 students make informed decisions about college and careers. NorthShore's involvement includes students shadowing NorthShore employees in our hospitals and our employees participating in the school's "Ask the Expert" Day.

#### Skokie Hospital Community Programs and Partnerships

- CJE SeniorLife
- Niles Township High School District 219 Education-to-Careers Program
- English Language Learner Parent Center
- Erie Evanston/Skokie Health Center
- Maine-Niles Association of Special Recreation
- Morton Grove Farmers' Market
- Niles Township Food Pantry
- Oakton Community College Health Careers Scholarship
- Peer Services
- Skokie Festival of Cultures
- Skokie Health Department
- Skokie Park District
- Skokie Public Library
- Turning Point Behavioral Health Care Center

#### Skokie Hospital Key Specialties

- Clinical and Interventional Cardiology
- Eye Center
- Level II Trauma Center
- Minimally Invasive Surgery
- NorthShore Orthopaedic Institute
- Primary Stroke Center
- Total Joint Replacement Center

# NorthShore Medical Education

## Fellowships Reflect Clinical Excellence

The atmosphere of inquiry at an academic health system like NorthShore is critical not only to ongoing research and physician training, but also to sustained excellence in patient care. Through its Fellowship Programs with the University of Chicago Pritzker School of Medicine, NorthShore physician-educators connect and innovate with the next generation of medical specialists to help shape the future of healthcare.

The number of NorthShore fellowships has increased in recent years, with more than 30 fellows pursuing specialty and subspecialty training with NorthShore physicians, including maternal, fetal and neonatal health; surgical oncology; sports medicine; child psychology and cardiac electrophysiology.

"I have the opportunity to help innovate medicine and deliver the best care possible to the patients I serve," said Amir Patel, MD, the first NorthShore Lifetract Gastroenterology Fellow.

"Beyond the academic strength of our programs and the recognition from our partners at University of Chicago, the growing number of fellowships also continues to reinforce clinical excellence at NorthShore," said Richard Silver, MD, the Auxiliary of NorthShore Chair of Obstetrics/Gynecology. Dr. Silver also serves as Chief Academic Officer and Associate Dean at the Pritzker School of Medicine.

## Teaching Affiliate of the University of Chicago Pritzker School of Medicine

As the primary teaching affiliate for the University of Chicago Pritzker School of Medicine, NorthShore is dedicated to excellence in medical education and research. Combined with NorthShore's established reputation for advanced information technology and its strong clinical environment, this affiliation represents an exciting advancement in academic medicine for the Chicagoland area and for future physician leaders.

More than 300 residents, fellows and medical students trained at NorthShore in 2014.

NorthShore has 30 fellows pursuing specialties and subspecialties in 25 clinical areas.

In 2014, NorthShore incurred \$44,394,375 in costs for its hospitals-based educational programs.



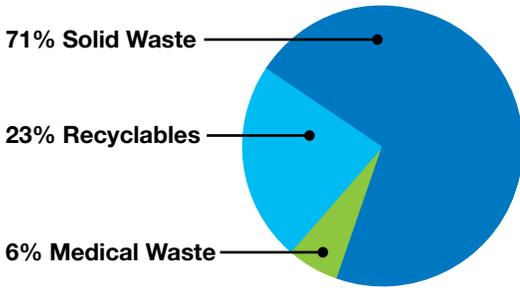
## Simulation Training Plays Important Role in Medical Education

Medical simulation is a rapidly growing field dedicated to the goal of improving patient care. The Grainger Center for Simulation and Innovation (GCSI) at Evanston Hospital is a state-of-the-art, 13,000-square-foot facility using emerging technologies to provide complementary and collaborative healthcare education, training and research opportunities. Additionally, there is a simulation center at Highland Park Hospital.

The ability to present rare, life-threatening cases repetitively and "on demand" is the great strength of simulation. From a centralized control room, instructors provide stimuli to re-create complex medical scenarios while observing trainees responses as they care for their "patients"—specially engineered, high-fidelity mannequins.

Simulation training is now a core requirement in surgical education, and GCSI is accredited as a comprehensive Level I program by the American College of Surgeons Accredited Education Institutes. The University of Chicago sends all of its surgical trainees to GCSI to learn and practice surgical procedures. Additionally, every fourth-year student trains at GCSI for an Emergency Medicine core rotation. NorthShore brings its best teaching cases to the simulation lab and re-creates them using actual patient data. Trainees manage these difficult or rare cases in a controlled environment, without risk to patients. As patient safety comes to the forefront of medicine, simulation will play an increasingly significant role in medical training and maintenance of certification.

# NorthShore Sustainability Accomplishments



The following statistics from 2014 reflect NorthShore’s commitment to promote and sustain a healthier environment for our patients, their families and our staff, and to improve health outcomes for the communities we serve:

- Segregated 59,000 pounds of pharmaceutical waste from our operating rooms and patient care departments and destroyed in an environmentally responsible manner to help keep pharmaceuticals out of our lakes, streams and drinking water.
- Recycled 2 million pounds (23 percent of total waste stream) including paper, glass, plastic, cans, cardboard, computers and electronic equipment, batteries, X-ray film, toner cartridges, metals and fluorescent lamps.
- Outperformed best in class (top 25 sustainable hospitals in USA) for regulated medical waste generation with a rate of 1.1 pounds of medical waste per patient per day for inpatient and outpatient services.
- Collected, distilled and reused 2,200 pounds of volatile solvents generated from laboratory operations.
- Reduced water consumption by 3 million gallons as compared to 2013 through enhanced preventive maintenance and control of water and steam utility systems.

## Work Continues for a Healthier Environment

Among industries, hospitals rank as the second largest commercial energy user after food service. NorthShore continues to find many opportunities to reduce its environmental footprint.

One successful project involved a systemwide re-lamping program that converted general overhead lighting to more efficient fluorescent lamp technology. Through this project, NorthShore continues to realize an annual energy savings of 700,000 kilowatt hours (kWh), equivalent to powering 80 homes for an entire year.

NorthShore and its partners developed a Strategic Energy Management Plan (SEMP) identifying energy-saving projects totaling \$1 million to be implemented this year based on the quickest return on investment. From this investment, NorthShore anticipates saving a total of 3.85 million kWh annually, equivalent to reducing the emissions caused by burning 298,725 gallons of gasoline.

The NorthShore Green Team provides and facilitates ideas and solutions to promote and sustain a healthier environment for our patients, their families and our staff, and to improve health outcomes for the communities we serve. This is achieved by continuously assessing and implementing opportunities to improve our consumption and waste management practices in an environmentally responsible, efficient and cost-effective manner while maintaining NorthShore’s commitment to quality, safety and loyalty.

## NorthShore Receives Practice Greenhealth Awards for Sustainability

NorthShore earned the System for Change Award from Practice Greenhealth. A national healthcare sustainability organization, Practice Greenhealth recognizes work in creating comprehensive sustainability programs that reduce waste and demonstrate environmental stewardship in the local community. NorthShore’s award honors systemwide sustainability accomplishments and commitment to improving its environmental performance. As part of this award, all four NorthShore Hospitals were recognized with Partner for Change Awards, judged on overall sustainability strategy, sustainability program design and measurement and reporting.



## Community Care Partners

NorthShore University HealthSystem, Erie Family Health Center, Lake County Health Department and Community Health Centers, and Vista Health System have partnered as Community Care Partners. This new Accountable Care Entity—or ACE—was created to better serve the growing population of Medicaid patients. These organizations and physicians have come together to create a network of providers that will improve efficiency and access to care for this population.

Community Care Partners (CCP) takes a community-based, person-centered approach to managing health care in order to encourage enrollees to achieve their optimal health. A key component of CCP’s strategy is care coordination. The purpose of the care coordination program is to identify enrollees with needs (medical and behavioral) and to evaluate those enrollees for care coordination through an assessment process.



At NorthShore, we believe in serving and investing in the health and well-being of people who live in our communities. Whether it is care for the medically underserved, medication assistance, perinatal services or specialized programs—like diabetes care for at-risk populations—NorthShore’s commitment to the community is demonstrated every day in many ways.

[Learn more at northshore.org/community-events/community](http://northshore.org/community-events/community)

## Community Advisory Committees

To ensure accountability to the communities we serve, NorthShore University HealthSystem established Community Advisory Committees (CACs) at each of our hospitals. These committees advise NorthShore administration on various services and initiatives from a community perspective. The CACs also identify community resources that work to strengthen NorthShore and improve the overall health of families across the region.

### NorthShore University HealthSystem Community Liaisons

#### NorthShore Evanston Hospital

**Hania Fuschetto**  
Manager, Community Relations  
NorthShore Glenbrook and  
Highland Park Hospitals  
[hfuschetto@northshore.org](mailto:hfuschetto@northshore.org)  
(847) 480-2630

#### NorthShore Skokie Hospital

**Mark Schroeder**  
Manager, Community Relations  
NorthShore Evanston and  
Skokie Hospitals  
[mschroeder@northshore.org](mailto:mschroeder@northshore.org)  
(847) 570-1867

#### NorthShore Evanston Hospital

**Bob Bielinski**  
President  
Village of Wilmette

**Andrea Densham**  
Executive Director  
Childcare Network of Evanston

**Jane Grover**  
Alderman, 7th Ward  
City of Evanston

**Sandi Johnson**  
Past Executive Director  
North Shore Senior Center

**Kelley Kalinich**  
Superintendent  
Kenilworth School, District 38

**David Kane**  
Vice President  
Mather LifeWays

**Greg Klaiber**  
Fire Chief  
Evanston Fire and Life Safety Services

**Mary Larson**  
Health Services Coordinator  
Evanston/Skokie School, District 65

**Sheila Merry**  
Executive Director  
Cradle to Career

**Monique Parsons**  
Chief Operating Officer  
McGaw YMCA

**Lisa Robinson**  
Director, Health Center Operations  
Erie Evanston/Skokie Health Center

**Colleen Sheridan**  
Health Services Coordinator  
New Trier High School

**William Stafford**  
Chief Financial Officer  
Evanston Township High School

**Keith Terry**  
Managing Partner  
Terry Performance Group

**Evonda Thomas-Smith**  
Director, Health and Human Services  
City of Evanston

**Katie Dold White**  
Kenilworth Resident

#### NorthShore Glenbrook Hospital

**Jill Brickman**  
Township Supervisor  
Northfield Township

**Julie Fleckenstein**  
Social Worker  
Glenview Police Department

**Kim Hand**  
Senior Services  
Village of Glenview

**Jason Hickman**  
Director of Recreation  
Glenview Park District

**Jonathan Kaspar**  
Administrator  
Covenant Village of Northbrook

**William Lustig**  
Chief of Police  
Northfield Police Department

**Mary Manuser**  
School Nurse  
Glenbrook North High School

**Barbara Marzillo**  
School Nurse  
Glenbrook South High School

**Jane McCarthy**  
Executive Director  
Family Service Center of Glenview,  
Kenilworth, Northbrook, Wilmette

**Amy O'Leary**  
Executive Director  
Youth Services of Glenview/  
Northbrook

**Steve Samuelson**  
Executive Director  
Frisbie Senior Center

**Gary Smith**  
President  
The Josselyn Center

**Dana Turban**  
Northfield Resident

**Nancy Vaccaro**  
Director of Counseling Services  
Northbrook Police Department

#### NorthShore Highland Park Hospital

**Jeanne Ang**  
Director, Patient Care Services  
Lake County Health Department

**Anne Flanigan Bassi**  
Supervisor  
Moraine Township

**Alicia De La Cruz**  
Highland Park Resident

**Scott Drury**  
State Representative

**Alyson Miller Feiger**  
Supervisor  
West Deerfield Township

**Rick Julison**  
Executive Director  
Deerfield Park District

**Cathy Kedjidjian**  
Director of Communications  
School District 109

**Philip Kiraly**  
Village Manager  
Village of Glencoe

**David Kylo**  
Reverend  
Zion Lutheran Church

**Andrew Lichterman**  
Assistant Village Manager  
Village of Deerfield

**Steven Mandel**  
Representative  
Lake County Board

**Alesia Margetis**  
Counselor  
School District 113

**Julie Morrison**  
State Senator

**Ghida Neukirch**  
City Manager  
City of Highland Park

**Nancy R. Rotering**  
Mayor  
City of Highland Park

**Marla Schachtel**  
Highland Park Resident

#### NorthShore Skokie Hospital

**Mark Collins**  
Trustee  
Niles Township

**Catherine Counard, MD**  
Director of Health  
Village of Skokie

**Ralph Czerwinski**  
Fire Chief  
Village of Skokie

**Allyson Marks Greenfield**  
Development Director  
CJE SeniorLife

**Jackie Grossmann**  
Homesharing Coordinator  
Open Communities

**Diana Juarez**  
Director, ELL Parent Center  
Skokie School District 68

**Ashour Lazar**  
Communications Director  
Assyrian Health Center

**Joi Smith**  
President  
Oakton Community College

**Marcia McMahon**  
Chief Professional Officer  
Northwest Suburban  
United Way

**Maureen Murphy**  
Human Services Director  
Village of Skokie

**Ann Raney**  
Chief Executive Officer  
Turning Point Behavioral  
Health Care Center

**Lisa Robinson**  
Director, Health Center Operations  
Erie Evanston/Skokie Health Center

**Maura Rogan**  
Volunteers Director  
North Shore Senior Center

**Mathai Samkutty**  
Reverend, Church of God  
Lincolnwood

**Jim Szczepaniak**  
Community Relations Director  
Niles Township High School  
District 219