Silver Cross Hospital
Community Benefit Report
FY2018: October 1, 2017 to September 30, 2018

1900 Silver Cross Boulevard
New Lenox, IL 60451

www.silvercross.org
Introduction – Continuing the Tradition of Caring for the Community

History
Founded by the Will County Union of King’s Daughters and Sons and created by and for the community, over the past 123 years, Silver Cross Hospital has evolved into a 302-bed not-for-profit, independent, non-denominational acute-care hospital in New Lenox serving the residents of the southwest suburbs.

Silver Cross has had a long-standing tradition of caring for the community and meeting the needs of our patients by treating them the way they should be treated. To some, this might mean being regarded with respect and dignity. To others, it might mean expert, high-quality care and attention. At Silver Cross, we recognize each of our patients as individuals with their own sets of wants and concerns. And, we have made it our goal to address them all. It’s what we call the Silver Cross Experience.

At Silver Cross, we have made a promise that extends not only to the outstanding quality of our personal service, but also our commitment to clinical quality, our attention to patient safety, and even to how we respond to the expanding needs of our community. Silver Cross has been named one of the 100 Top Hospitals in the nation for seven consecutive years by Truven Health Analytics, a leading source of healthcare intelligence; received a 5-Star rating for high quality and patient satisfaction by the Center for Medicare & Medicaid Services (CMS), and has been honored with an “A” Hospital Safety Score™ by The Leapfrog Group eight times in a row.

In the following pages, you will see how Silver Cross is living the promise to treat all patients the way they should be treated while providing added benefit to the communities we serve.

Mission (see Silver Cross Hospital Values Statement Attachment #1)
As a not-for-profit organization, we are dedicated to meeting the healthcare needs of all people we serve. We promise to care for patients with competence and compassion, by providing quality services with a personal touch.

Vision
We, the Silver Cross Family, are committed to our culture of excellence, and will deliver an unrivaled healthcare experience for our patients, their families and the community.

Core Values
We, as members of Silver Cross Hospital team, are dedicated to meeting the needs of the people we serve by living our Core Values of:

- Safety — do no harm
- Integrity — always demonstrate expected behaviors
- Leadership — take initiative and be accountable
- Virtue — treat others as you would have them treat you
- Excellence — provide quality and service that exceeds standards
- Reliability — consistently deliver the best for our patients.

In addition, our employees are held to specific standards of conduct and behaviors.
Standards of Conduct
- Promote quality healthcare and ethical behavior
- Ensure compliance with the law
- Demonstrate respect, fairness and courtesy in the workplace
- Understand, avoid and disclose conflicts of interest
- Maintain confidentiality of information
- Ensure safety and security

Seven Behaviors
1. Speak up for patient safety
2. Always introduce yourself
3. Wear your name badge appropriately
4. Always give explanation of processes
5. Escort patients and visitors
6. Keep the environment clean and safe
7. Always greet patients, visitors, physicians and colleagues
Defining Who We Serve

Community Health Needs Assessment (CHNA):
Community Definition and Population Served

Silver Cross Hospital’s Primary Service Area (PSA), as defined for the purposes of the Community Health Needs Assessment, is defined as the following residential ZIP Codes in portions of Will and southwestern Cook counties, Illinois: 60403; 60421; 60423; 60432; 60433; 60435; 60436; 60439; 60441; 60442; 60448; 60451; 60467; and 60491. Silver Cross’ Secondary Service Area (SSA) includes: 60440; 60446; 60490; 60544; 60586; 60404; 60410; 60431; 60447; 60450; 60408; 60416; 60481; 60487; 60443; 60449; 60462; 60464; and 60477.

Our service area is composed of widely diverse cross sections of the population. Large sections of our community are more established suburban areas and are rapidly growing. There are also segments that are becoming more racially and ethnically diverse and that are more densely populated. Median incomes range broadly throughout the community – with distinct pockets that have very low incomes, with other areas that are significantly more affluent. Other sections of the community could be considered more rural in nature and are much smaller in terms of population size but growing and are less ethnically and racially diverse. A geographic description is illustrated in the following map.
Defining How Much We Provide

Financial Assistance Program
Silver Cross Hospital has a policy and defined guidelines for identifying and assisting low-income, uninsured individuals who reside in our community, who do not have the ability to pay full charges, and for providing financial assistance to patients who have exhausted their insurance benefits.

Silver Cross Hospital provides quality healthcare and services to all individuals, regardless of race, creed, sex, national origin, income level, sexual orientation, handicap or age.

In accordance with our mission, we care for the sick that are medically or financially indigent and assist patients who cannot pay for part or all of the care they receive.

Silver Cross Hospital provides charity care assistance to patients who maintain a household income up to 300% above the federal poverty level (see Charity Care Policy Attachment #2). In addition, the hospital provides a 50% discount off of hospital charges to all uninsured patients (see Self-Pay Discount Program Policy Attachment #3).

Patient eligibility of assistance is based on completion of the Determination of Eligibility Application Form and proof of family income. Silver Cross accepts all applications for determination. Eligibility is examined on a case-by-case basis. We have bilingual financial counselors available to help patients obtain and apply for government assistance programs, such as Medicare, Medicaid, AllKids, FamilyCare, and Get Covered Illinois.

Notice of the hospital’s financial assistance policy is clearly posted and available in the Emergency Department in English and Spanish, at all registration areas, in the Patient Handbook and on the hospital’s website (www.silvercross.org).
Defining How Much We Provide

Community Benefits Data Summary
Silver Cross Hospital is dedicated to caring and serving our community that extends beyond our walls.

In 2018, Silver Cross provided over $35 million in charity care and other community benefits. The numbers reported below are all reported at cost.

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charity Care (at cost)</td>
<td>$8,244,000</td>
</tr>
<tr>
<td>Government-sponsored Indigent Healthcare (unreimbursed Medicaid at cost)</td>
<td>$821,000</td>
</tr>
<tr>
<td><strong>Subtotal Uncompensated Care (Charity Care &amp; Medicaid)</strong></td>
<td><strong>$9,065,000</strong></td>
</tr>
<tr>
<td>Additional Community Benefit:</td>
<td></td>
</tr>
<tr>
<td>Language Assistance</td>
<td>$162,000</td>
</tr>
<tr>
<td>Donations</td>
<td>$253,000</td>
</tr>
<tr>
<td>Volunteer Services</td>
<td>$3,481,000</td>
</tr>
<tr>
<td>Education</td>
<td>$1,971,000</td>
</tr>
<tr>
<td>Government-sponsored program services (unreimbursed Medicare at cost)</td>
<td>$15,301,000</td>
</tr>
<tr>
<td>Subsidized Health Services</td>
<td>$988,000</td>
</tr>
<tr>
<td><strong>Bad Debts (at cost)</strong></td>
<td>$4,587,000</td>
</tr>
<tr>
<td>Other Community Benefits</td>
<td>$49,000</td>
</tr>
<tr>
<td><strong>Total Community Benefit</strong></td>
<td><strong>$35,857,000</strong></td>
</tr>
</tbody>
</table>

Items to Note:
**40% of bad debt patients are uninsured = $1,834,000** (at cost)

Reporting at cost gives a more accurate picture of true community benefit. Therefore, Silver Cross Hospital has chosen to present the data in this fashion.
Defining How Much We Provide

Uninsured in Will County
According to the Will County Community Health Needs Assessment (CHNA) and Strategic Plan¹ 2014-2017, there are more than 120,000 Medicaid enrollees in Will County, and 9% of the Will County population under the age of 65 was uninsured in 2014.

Uninsured and Medicaid at Silver Cross
The demographics of Silver Cross Hospital reflect a picture of patients being served who are in need. The hospital Emergency Department data reflects a significant picture of need in our community where 32% of all patients were uninsured or on public aid. Many were likely using the Emergency Department for primary care. In fact, 50% of all emergency room visits among this population were non-emergent visits.

Charity Care
In 2008, Silver Cross Hospital made a significant pledge to the community, committing a minimum of $4 million a year for 10 years to reassure the community that care would be available at the hospital’s new location in New Lenox. In FY18, the hospital far exceeded that commitment by providing $8,244,000 charity care at cost. Charity care includes all services for which the hospital does not expect payment. As a matter of course, we provide charitable assistance to all qualifying patients through our financial assistance program. The program is administered by the Patient Accounts Department and offers bilingual financial counselors to help with inquiries for assistance.

Applicants are asked to provide income and employment information as a part of the screening and qualification process. Silver Cross employs social workers, case managers and discharge planners who also assist in finding appropriate follow-up services at a sliding scale or for no cost to low-income patients.

Providing quality care with compassion is at the center of the Silver Cross Experience regardless of ability to pay. Our goal is to work with each individual to fully explore payment options, including government assistance programs, payment plans, grants and charity. (Charity Care Policy Attachment #2)

<table>
<thead>
<tr>
<th>Uncompensated Care (at cost)</th>
<th>% of Net Revenues:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charity Care</td>
<td>$8,244,000</td>
</tr>
<tr>
<td>Government-sponsored Indigent Healthcare</td>
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<td>Total Uncompensated Care (Charity Care &amp; Medicaid)</td>
<td>$9,065,000</td>
</tr>
</tbody>
</table>

¹Will County Community Health Needs Assessment (CHNA) and Strategic Plan 2014-2017
Bad Debt (at cost)
Silver Cross Hospital funded $4,587,000 in bad debt. Bad debt is defined as services for which payment is expected but is not received. In some cases, these patients may qualify for charity care or financial assistance but have been unwilling to complete the required paperwork due to a variety of personal reasons ranging from embarrassment to fear. Our records indicate that 40% of the patients in this group do not have insurance and would qualify for $1,834,000 of charity care. We will continue to work with our patients to help them qualify for charity care.

Government-Sponsored Healthcare
Silver Cross provided $16,122,000 in unreimbursed services at costs through the Medicaid ($821,000) and Medicare ($15,301,000) programs. Silver Cross is designated as a Disproportionate Share Hospital (DSH) in the state of Illinois. DSH hospitals are “safety net” hospitals because they serve predominantly low-income communities and have substantial caseloads of Medicaid patients whose costs are frequently not covered by Medicaid reimbursement rates.

Obstetrics Care
Silver Cross continues to provide obstetrical care for poor and uninsured expectant mothers from the Will County Community Health Center, a division of the Will County Health Department and Aunt Martha’s Joliet Community Center delivering 505 babies from community centers in FY18.

Pediatric Care
There were a total of over 255 pediatric inpatient admissions within Silver Cross’ total service area. Of those 40% of the admissions were covered by Medicaid or uninsured.
Aligning Our Programs and Services with MAPP

At Silver Cross Hospital, we continue our tradition of caring for the community by providing programs and services that meet the community’s needs. Since 2009, Silver Cross Hospital has participated in the Will County healthcare assessment and planning process. Through Mobilizing for Action through Planning and Partnerships (MAPP) initiative, Silver Cross Hospital participated with other healthcare and community organizations to create the Will County Community Health Needs Assessment (CHNA) and Strategic Plan. This assessment utilizes national public health performance standards innovated by the National Centers for Disease Control and Prevention to gather information through community surveys and focus groups. MAPP has enabled organizations to engage in a county-wide strategic process to ensure that area residents receive the best possible public health services.

To ensure we are aligned with the most current community needs, various staff members from Silver Cross Hospital have participated on the MAPP Steering Committee, Behavioral Health Action Team, Primary Care Action Team, and Chronic Care Action Team.

A portion of the Will County Community Health Needs Assessment (CHNA) and Strategic Plan is included in this report on pages 25-33. This section reviews the community issues determined by the MAPP process that need to be addressed, its goals, and action steps moving forward.

Silver Cross Hospital has used the Will County Community Health Needs Assessment (CHNA) and Strategic Plan as a resource tool to develop its community programming. Silver Cross’ programs and services fall into the following four categories: Access to Healthcare, Prevention and Management of Chronic Care Issues, Behavioral Health and Substance Use Disorders, and Awareness of Services.

1) Access to Healthcare

Non-medical needs are often intricately tied to personal health and wellbeing. At Silver Cross, we address basic, social and personal needs as a way to improve our community’s health.

Basic Necessities
In order to assist local families with some of their basic needs, Silver Cross Hospital continued to partner with the Advisory Board, a volunteer organization whose purpose is to raise funds for the hospital, by operating the Encore Shop (resale shop) at the hospital, which through donations provides clothing and household items at a very low cost. In addition, more families’ basic needs were provided for through Silver Cross’ Employee Assistance Fund (EAF).

General Communication
Silver Cross provided information through our Call Center for healthcare services and resources within our community. In FY18 through our free Physician Referral Service, 385 individuals requested a physician who accepts Medicaid, 598 individuals requested a physician who accepts Medicare. We also provided 35 referrals to Indigent Clinics at a cost of $12.26 per referral or $12,480 in total referrals. In addition, Silver Cross continued to provide health educational information through the hospital’s community newsletters, website, social media tools and community events.
Transportation

According to the most recent Will County Community Health Needs Assessment (CHNA) and Strategic Plan 2014-2017, transportation was the second most commonly reported issue among the most serious needs identified in the region.

At Silver Cross, there have been several occasions when a patient has arrived at the hospital by ambulance, but does not have a means of leaving the campus after being discharged. Silver Cross Hospital provided $16,908 in taxi services. Silver Cross continued to provide free valet and shuttle bus services on our campus for patients and their family members. Furthermore, Silver Cross worked in conjunction with Pace Transportation as well as city and county officials to upgrade the public transportation system for Will County.

Donations

Area churches, schools and other not-for-profit organizations look to the large employers like Silver Cross Hospital to support projects that positively impact our community. Silver Cross offered support through monetary donations, goods and services, and time.

Silver Cross Hospital held its annual campaign to raise over $25,000 for the United Way of Will County to support the programs of 46 county, not-for-profit agencies including:

Agape Missions
American Red Cross
Aunt Martha's Youth Service Center
Big Brothers Big Sisters of Will & Grundy Counties
Bounce Back Social Services
Boy Scouts of America Rainbow Council
Boys and Girls Club
Cancer Support Center
CASA of Will County
Camp Fire USA Illinois Prairie Council
Catholic Charities Diocese of Joliet
Center for Correctional Concerns
Center for Disability Services
Child Care Resource and Referral
Childhood Trauma and Treatment Program
Community Service Council of Northern Will County
Cornerstone Services
Crisis Line of Will County
Easter Seals Joliet Region
Forest Park Community Center
Girl Scouts of Greater Chicago & Northwest Indiana
Guardian Angel Community Services
Harvey Brooks Foundation
Hill Memorial Center
Joliet Area Community Hospice

2Will County Community Health Needs Assessment (CHNA) and Strategic Plan 2014-2017
Kankakee County Community Services
Lamb’s Fold Women’s Center
National Alliance on Mental Illness (NAMI)-Will/Grundy
Northern Illinois Food Bank
Prairie State Legal Services
The Salvation Army
Senior Services Center of Will County
Sertoma Speech and Hearing Center
South Suburban Council on Alcoholism and Substance Abuse
Spanish Community Center
Stepping Stones
Trinity Services
Vilaseca Day Care Center
Warren-Sharpe Community Center
Will County Children’s Advocacy Center
Will County Community Health Center
Will County Habitat for Humanity
Will-Grundy Center for Independent Living
Will-Grundy Medical Clinic
Will County 4-H, University of Illinois Extension
YMCA of Greater Joliet

Silver Cross offered health information and screenings at over 150 community events including schools, churches, sporting facilities, health fairs and on the hospital’s campus. Many of these events served the indigent and uninsured populations of our community. During these events, many Silver Cross employees volunteered their time and talents.
Every day at Silver Cross, we see that the absence of coverage is a significant barrier to getting people the right care at the right time in the right setting. Our Emergency Department is a living example—\textit{41\%} of all visits in the hospital and Homer Glen Emergency Departments are classified as non-emergent; \textit{42\%} of the non-emergent visits were public aid recipients or uninsured patients. We demonstrate our strong commitment to providing care every day in the Emergency Department regardless of a patient’s ability to pay.

\textbf{Coverage for the Uninsured/Underinsured}

According to the most recent \textit{Will County Community Health Needs Assessment (CHNA) and Strategic Plan} \textsuperscript{3} 2014-2017, there is a need in the county to maximize and expand resources that will increase access to and awareness of primary and specialty healthcare that is affordable, geographically accessible and culturally sensitive. To assist with this goal, staff from Silver Cross Hospital participate in the MAPP’s Access to Care Committee. In order to provide access and coverage for those patients who are either uninsured or underinsured, Silver Cross supported the Will-Grundy Medical Clinic through free services and procedures as well as \$35,000 in monetary donations. In addition, in FY18 the Silver Cross Healthy Community Commission also donated \$10,000 to the Will Grundy Medical Clinic. The Will Grundy Medical Clinic provides free medical and dental services to individuals who do not have health insurance or the ability to pay for quality healthcare. Silver Cross encourages employees and its Medical Staff to volunteer time at the Will Grundy Medical Clinic. In addition, Silver Cross Hospital accepted 28 Will-Grundy Medical Clinic patients for surgical procedures and related services for \$1,300,439. Over \$1,267 additional hospital services (pathology, radiology, diagnostic tests, treatments, and in-patient care) were donated. Also donated were the services of Allied Anesthesia Associates estimated at \$49,775.

Silver Cross Hospital provided in-kind physician recruitment services to Will County Community Health Center this past year.

Silver Cross participated in Catholic Charities’ Annual Back to School Fair, providing staffing and supplies to prepare area children for school. This fair provided free immunizations, lead screenings, school physicals, dental check-ups, haircuts, school supplies and service agency information to over 2,000 uninsured and underinsured children.

Silver Cross assisted patients in applying for government health programs including Medicaid, Medicare, State of Illinois’ All Kids, Family Care and Get Covered Illinois.

\textbf{Care for General Care}

Silver Cross Hospital continued to treat many patients through its partnership with the Shirley Ryan AbilityLab at Silver Cross Hospital (formerly the Rehabilitation Institute of Chicago). In 2018, Silver Cross presented a lecture in November on fall prevention and balance; and also provided 72 free fall and balance screenings, 36 foot screenings, and 11 pre/post natal screenings to area residents. Silver Cross hosted a hernia screening where 84 patients were screened during the event.

\textsuperscript{3}Will County Community Health Needs Assessment (CHNA) and Strategic Plan 2014-2017
Providing convenient and easy access to quality care is a top priority at Silver Cross. So much so, that we were the first hospital in the state to offer patients the opportunity to schedule an appointment for a test or therapy online through **SCHedule Now**. In FY18, **6,063** appointments were booked through SCHedule Now. From mammograms and MRIs to lab tests, patients can book their appointments anytime using a PC, tablet or smartphone and receive email and text reminders prior to their visit. They can also now pay their hospital bill, find a physician, and view their electronic medical records online.

The Midwest Institute for Robotic Surgery at Silver Cross is one of the busiest robotic surgery programs in the Chicago area that have safely performed over **6,000** robotic procedures with very little complications or conversions to a traditional open technique. With **five** surgical robots, specially trained surgeons on the Silver Cross Medical Staff use the robot to perform prostate, gynecologic, single-site gallbladder and complex cancer procedures for colorectal, stomach and esophageal disease. The Institute is also the only facility in Will County to offer **Mako™** **robotic-arm** assisted surgery for partial knee and total hip replacement for adults living with early to mid-stage osteoarthritis. This new technology helps provide more accurate placement and alignment of a patient’s implant. What’s more, Silver Cross was the first hospital in Illinois, Indiana and Kentucky to offer **robotic spine surgery** with navigation through the Globus ExcelsiusGPS system. Several Institute surgeons are pioneers in their field mentoring other surgeons across the 50 states and around the world in advanced colorectal, gynecological, and hernia repair and gallbladder removal robotic techniques. Others help design the implants used during joint replacement surgery.

**Prenatal Care**
In addition to a typical nursery, the Birthing Center at Silver Cross has a Level 2 skilled infant care nursery with extended capabilities with dedicated staff and state-of-the-art medical equipment allowing newborn patients with access to specialized care close to home.

Silver Cross Hospital continued to treat a large and growing portion of the Medicaid and uninsured population in our communities for inpatient obstetrical care as **847** baby deliveries from these populations were at Silver Cross Hospital. This represents **31%** of all deliveries at Silver Cross Hospital. In addition, mothers received pre-natal services and testing at Silver Cross Hospital.

Silver Cross provides referrals to the Will County Health Department’s Healthy Families Program. This program promotes positive parenting and child health and development, thereby preventing child abuse and other poor childhood outcomes.

Silver Cross continued to actively participate in the Joliet Area Breastfeeding Alliance (JABA) and the International Lactation Consultant Association (ILCA) to reach out to mothers in the local community who are or would like to breastfeed. Silver Cross also continued to partner with Ann & Robert H. Lurie Children’s Hospital of Chicago to provide neonatal coverage for all high-risk deliveries and Rush University Medical Center for perinatal care for high-risk pregnancies.
In addition, Silver Cross has certified lactation consultants on staff available for support to new moms who choose to breastfeed their babies. They offer education and support before, and after delivery. Even for those babies who were not delivered at the hospital.

Emergency Services
The Emergency Department at Silver Cross and Homer Glen’s Free-Standing Emergency Care Center combined cared for 74,166 patients in FY18. In addition, at the Silver Cross Urgent Care, patients were treated for flu and cold symptoms, broken bones and fractures, stomach and joint pain, infections, minor burns, asthma, and allergic reactions.

Silver Cross Hospital partnered with Teladoc, a top national source for telehealth services, to provide patients with quick access to a doctor 24 hours, 7 days a week through the convenience of phone and video consults. Consumers were able to talk with a doctor anytime from anywhere at silvercross.org/Teladoc for a small consult fee. Teladoc is an affordable option for quality medical care and an easy alternative to going to the ER or Urgent Care for non-emergency issues or other situations like when the primary care doctor is unavailable, patient doesn’t have a regular physician, on vacation, on a business trip or just need a short-term prescription refill. In 2018, over $91,000 in services were saved as patients received care at a discounted price by going to Teladoc instead of going to an ER or Urgent Care. Licensing costs for FY18 were $100,000 and an additional $7,000 (20% of $35,000) was spent on advertising the service.

In addition, Silver Cross continued to serve as the resource hospital for the Silver Cross EMS System, training 44 paramedics from 14 fire departments and ambulance services including dispatch centers in Cook and Will counties. Silver Cross Hospital subsidized $635,000 providing resource hospital duties. This program provides the initial paramedic training, ongoing continuing education, monitoring of ambulance service and staff within Will, Cook and Grundy Counties. Silver Cross also provided EMS training and program development assistance for medical providers in other countries. This program sent surplus equipment to Haiti for medical aid missions that totaled around $4,100 worth of durable medical goods.

In 2018, Silver Cross Hospital continued to offer a smartphone application that could save patients’ lives in an emergency. The free ICE (In Case of Emergency) application creates one central location to conveniently store information about a person’s health conditions and current medications along with emergency contacts. In 2018, 540 people downloaded Silver Cross Hospital’s ICE application which is available for download at the iTunes App Store.

Spanish-Speaking Patients
It is estimated that there are over 115,500 individuals of Hispanic background living in the Will County area. This is approximately 17% of the entire population. (Source: census.gov 2010)

Silver Cross Hospital has a formal Limited English Proficiency (LEP) policy. (See Communication Plan Policy Attachment #4) Silver Cross continued to provide the AT&T language assistance line 24 hours/day, 365 days/year. By using a translation service, patient’s vital health information and educational materials are translated into Spanish or any other language. Further, Silver Cross continues to provide education and discharge instructions in Spanish, as well as a 24/7
bi-lingual Physician Referral Service; and signage with the Universal Hospital symbols to assist people in navigating through the campus.

**Coverage for Senior Citizens**

The fastest growing age-cohorts in Will County are 45-64, 65-84 and 85+. It is anticipated that the 65+ age-cohort will grow 40% over the next 5 years.

In order to meet the demanding needs for the senior population, Silver Cross Hospital has a community outreach plan to educate seniors about the health resources available in the community. Silver Cross participated in 12 Senior Fairs touching the lives of 690 seniors through free health screenings. In addition, Silver Cross’ Senior Advantage program provided services for over 3,300 senior citizens. Silver Cross has a partnership with the Will County Senior Services Center to offer programs and screenings including meals on wheels for area senior citizens. In FY18, Silver Cross worked with Blue Cross Blue Shield of Illinois, Humana, and United Healthcare and hosted free (Part C) programs to answer questions about Medicare basics, and eligibility and enrollment periods. Further, the hospital provided one-on-one consultations with seniors to help them navigate through the complex insurance and Medicare process. Through Senior Advantage, Silver Cross provides a dedicated expert to assist patients sort through medical bills to determine appropriate payments for services provided not only by the hospital but also by other healthcare facilities. Silver Cross participated in the following health fairs to encourage seniors to make healthy lifestyle choices: Senior Services Center of Will County, Lemont Park District, Carillon and Carillon Lakes, and several women’s groups in Manhattan. Over 1,500 area senior residents received free screenings and health information.
2) Behavioral Health and Substance Use Disorders

Mental Health & Substance Abuse

One in four Americans across the country suffer from a mental health condition. According to the Will County Community Health Needs Assessment (CHNA) and Strategic Plan 2014-2017, mental health has been identified as the top unmet need year after year. Area emergency rooms and jails are filled with people waiting for placement. In fact, 70% of healthcare providers surveyed said they refer people with mental illnesses to local emergency departments because of access issues. With the closing of the Tinley Park Mental Health Center in 2012, there has been a shortage of beds, forcing more than 60% of mental health and chemically dependent patients to leave the area for care. Because of these gaps in service, many have gone without treatment leading to the increase in addictions to opiates, heroin and alcohol in our community. Yet, despite massive community outreach efforts, heroin claimed the lives of 82 victims in Will County in 2018 alone.

Furthermore, the latest Will County Community Health Status Assessment reports that in 2016 there were 58 suicides with the majority attributed to gunshot wounds, hangings and drug overdoses. Substance abuse among 12th graders has increased since 2012. And, alcohol is the primary substance abused with marijuana coming in second.

To address the dire need for additional Mental Health Services in the community, Silver Cross Hospital and US Healthvest submitted a certificate of need application to build a psychiatric hospital. In June 2017, the Illinois Health Facilities and Services Review Board approved Silver Cross Hospital and US Healthvest’s certificate of need application to build a 100-bed psychiatric hospital in New Lenox. The $19 million Silver Oaks Behavioral Hospital will address the mental health and substance abuse crisis in Will and Grundy counties by expanding inpatient and outpatient services.

Construction of the 2-story, 68,000-sq.-ft. hospital began in fall 2017 and was completed in early 2019. The secured facility is located on approximately 5 acres of land on the west side of Silver Cross Hospital’s campus at I-355 and Route 6. Updates are available at https://silveroaksbehavioralhospital.com/.

In addition, Silver Cross Hospital continued to provide psychiatric, behavioral and chemical dependency services for adults 18 years and older. The hospital worked with the Will County Health Department to provide adequate mental health services for patients. Silver Cross also hosted bi-weekly support groups for bi-polar disease where 66 people attended. The hospital also participated in the New Lenox Safe Community Initiative and local high school programs – Road to Reality – aimed to prevent drunk driving and substance abuse.

Further, Silver Cross provided in-service educational programs for nursing homes, homeless shelters, and local agencies. In addition, the hospital also has participated in programs such as HERO (Heroin Epidemic Relief Organization) and HELPS (Heroin Education Leads to Preventative Solutions) which assists in promoting awareness of the dangers of heroin and help families cope.

\(^4\)Will County Community Health Needs Assessment (CHNA) and Strategic Plan 2014-2017
with this epidemic. At the HERO/Helps Forum, an emergency medicine physician at Silver Cross Hospital, was one of the speakers. The forum was held to address the medical community’s response to the continuing rise in the number of overdose deaths in Will County. In addition, the hospital provided free depression screenings in October, which 12 people attended.

In summary, in FY18 Silver Cross Hospital provided over 100 community outreach programs for various health-related conditions in the following categories: educational seminars, health prevention lectures, CPR/First-Aid classes, health fairs, expos, prenatal classes, screenings, internships, speakers bureau presentations and support group meetings. Through these outreach programs, Silver Cross touched the lives of more than 300,000 residents in our community. Impacting the health of thousands of individuals through education and prevention is an important part of our community benefit program.
3) Prevention and Management of Chronic Care Issues

It takes more than blood pressure checks and medications to sustain a healthy lifestyle. It takes an understanding of the behaviors that cause poor health. At Silver Cross, we combined education and support to promote healthier lifestyles and improve health.

Women's Health - Fighting Cardiac Disease, Breast Cancer & Gynecological Issues

Cardiovascular disease is a growing health concern in our community. According to the most recent Will County Community Health Needs Assessment (CHNA) and Strategic Plan\(^5\) 2014-2017, hypertension and heart conditions rank in the top ten medical conditions that are found in Will County households. To provide help to these families, Silver Cross Hospital collaborates with the MAPP’s community wide coordination of cardiac education and services. According to the American Heart Association, heart disease is the number one killer of all women in the United States. Equally concerning for area women is their risk for breast cancer. In 1940, the lifetime risk of a woman developing breast cancer was 5%, or one in 20. The American Cancer Society estimates that risk to be 12% in 2010, or almost one in eight women. In many cases, it's not known why a woman gets breast cancer. In fact, 75% of all women with breast cancer have no known risk factors.

With these alarming statistics for cardiovascular disease and breast cancer, Silver Cross Hospital developed convenient educational e-newsletters, dedicated website called I Matter, a monthly breast cancer support group and performed 59 discounted cardiac screenings for women and me to make it easier for them to take care of their health. The philosophy behind these educational opportunities and screenings is to motivate women and their loved ones to have good health by getting their regular mammography screenings and discounted cardiac screenings. In 2018, 54,538 area residents received the Silver Cross Experience e-newsletter, and 6,223 women received the I Matter e-newsletter.

In addition, patients at the University of Chicago Medicine Comprehensive Cancer Center at Silver Cross Hospital have access to cutting-edge clinical trials and advanced technology. One such example is the University of Chicago Comprehensive Cancer Center at Silver Cross Hospital offers state-of-the-art prone breast radiation technique that is especially beneficial for women with larger breasts and a tumor on the left side that hasn’t spread to the lymph nodes. The dose of radiation is uniform with less skin reaction. There is minimal exposure to the heart and lungs. This lowers the risk of complications, such as future heart disease and lung damage.

Also two multi-disciplinary teams continued to meet in the University of Chicago Medicine Comprehensive Cancer Center at Silver Cross Hospital for a Breast Cancer Conference and Lung Cancer Conference every Tuesday morning. In FY18, 342 breast cancer cases presented and 138 lung cancer cases presented. At the Conferences, physician specialists representing general surgery, medical oncology, radiation oncology, radiology, interventional radiology, pulmonology, plastic surgery, thoracic surgery and pathology reviews radiological images and pathology slides on state-of-the-art equipment and develops a consensus recommendation. The team documents the recommendations and a certified breast and general nurse navigator provides the recommendation to the patient’s doctor within 24 hours.

\(^5\)Will County Community Health Needs Assessment (CHNA) and Strategic Plan 2014-2017
Further, Silver Cross provided free educational programs. In 2018, Silver Cross provided 59 discounted heart screenings. Silver Cross continued to provide colon cancer screening kits, blood pressure checks, blood glucose screenings, and pulse oximetry testing at community health fairs. Through these 48 events, 11,274 individuals received a free screening.

In addition, Silver Cross provided free Incontinence Risk Assessments on its website to pinpoint when women may need help with bladder control issues. The hospital also hosted four community lectures where a physician discussed pelvic pain that 60 people attended.

**Fighting Cancer**

According to the most recent *Will County Community Health Needs Assessment (CHNA) and Strategic Plan* 2014-2017, Cancer is the leading cause of death in Will County and the United States. So in keeping with the hospital’s commitment to improving access to services, in 2012 the hospital opened the 20,000-square-foot Carol J. Czerkies Pavilion which is home to the University of Chicago Medicine Comprehensive Cancer Center at Silver Cross Hospital. The Cancer Center is collaboration between Silver Cross and the University of Chicago Medicine. The partnership brings University of Chicago Medicine cancer specialists and their access to advanced and investigational therapies to a community hospital setting. Patients have access to University of Chicago specialists, state-of-the-art chemotherapy and radiation therapy, as well as access to more clinical trials than any other program in Illinois, and a new facility close to home.

In the past couple of years, Silver Cross acquired a state-of-the-art PET/CT Scanner to diagnose cancer patients early and with more accuracy. We also installed a second TrueBeam linear accelerator that uses image-guided radiation therapy to safely shrink cancer cells and hard-to-reach tumors in the University of Chicago Medicine Comprehensive Cancer Center at Silver Cross. Now patients can begin treatment even sooner and close to home.

Area cancer patients also have access to an innovative shop called Siona Healthcare Boutique at the University of Chicago Medicine Comprehensive Cancer Center at Silver Cross Hospital. The Siona Boutique staff collaborates with oncology physicians, surgeons and therapists from the Shirley Ryan AbilityLab at Silver Cross Hospital offering specialized products and services in one location to help aid cancer patients with their physical and emotional healing.

Silver Cross developed a plan to impact cancer prevention and awareness in the community by implementing the following programs:

**Skin Cancer Screenings**

Silver Cross held a skin cancer screening event that 32 people attended.

**Esophageal Cancer**

Silver Cross held esophageal lectures that 35 people attended.

**Colon Cancer**

Silver Cross provided 300 free colon cancer kit screenings to the community, offered several educational programs and created an educational campaign encouraging individuals age 50 and older that have never been screened for colon cancer to have a colonoscopy.

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*Will County Community Health Needs Assessment (CHNA) and Strategic Plan 2014-2017*
Breast Cancer
Silver Cross hosted a Breast Cancer Awareness table every Wednesday in October in the Main Lobby of the hospital to create awareness and provide information to staff and visitors about the disease. Further, the hospital hosted 12 Breast Cancer Support Group meetings were 59 people attended.

Stroke
Stroke is the fourth leading cause of death in America and a leading cause of adult disability. The Silver Cross Neuroscience Institute was designated as a Primary Stroke Center by The Joint Commission and received the American Heart/American Stroke Association’s Get with the Guidelines Stroke Silver Gold Quality Achievement Award.

In FY18, the Silver Cross Neuroscience Institute provided 250 community residents with Stroke Awareness Kits and a Stroke Risk Assessment to educate residents on their risk for having a stroke. The hospital hosted 23 stroke support group meetings where 17 people regularly attended.

Diabetes
According to the most recent Will County Community Health Needs Assessment (CHNA) and Strategic Plan 2014-2017, the number of persons with diabetes has increased over the past decade and if these trends continue, one in three Americans who were born in the year 2000 will develop diabetes during their lifetime. Both Will County and the state of Illinois have followed the national trends for the prevalence of diabetes and have been increasing over time. As one of the first American Diabetes Association’s recognized quality comprehensive diabetes management program, the Silver Cross Diabetes Center tries to decrease these trends.

Since 1996, Silver Cross has helped thousands of diabetics and their family members live with this chronic disease that if not cared for appropriately, could lead to heart disease, blindness and amputations. In recognition of the American Diabetes Association’s American Diabetes Alert, the Silver Cross Diabetes Center, the Joliet Noon Lions Club, and Walgreens offered free screenings to detect diabetes to 225 area residents at Silver Cross Hospital. Participants were offered a Diabetes Risk Test and Blood Glucose Test. The American Diabetes Alert is an annual nationwide campaign to raise awareness that diabetes is a complex, serious and increasingly common disease affecting more than 24.6 million Americans.

Obesity
According to the most recent Will County Community Health Needs Assessment (CHNA) and Strategic Plan 2014-2017, adult obesity in Will County is still a prominent behavioral risk factor. According to the Will County Community Health Status Assessment 2016, 27.6 percent of Will County adults were obese or morbidly obese in 2012. To help decrease these numbers, Silver Cross Hospital provided a variety of programs and support to fight obesity. The hospital also continued to offer the Crossroads to Health program, which is an employee wellness program to help staff make better nutritional and exercise choices.

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1 Will County Community Health Needs Assessment (CHNA) and Strategic Plan 2014-2017
2 Will County Community Health Needs Assessment (CHNA) and Strategic Plan 2014-2017
In addition, Silver Cross provided free nutritional and exercise counseling with a registered dietitian. The hospital continued to support a comprehensive bariatric weight loss surgery program that includes a free support group and exercise program with a certified personal trainer to 190 attendees, while maintaining the distinction of an MBSAQIP accredited center – Comprehensive and also a Blue Distinction Center for Bariatric Surgery designation assuring that the hospital will continue to provide a quality program. Silver Cross also provided the use of the hospital’s Cardiopulmonary Rehabilitation Fitness Center at no cost to hospital employees and physicians.

Also the Warren-Sharpe Community Center, supported by the Silver Cross Healthy Community Commission, continued to offer several programs such as Backyard Basics Classes, Sow it Forward- Junior Entrepreneur Program, Kids in the Kitchen, Warren-Sharpe Food Pantry and the Green Sprout Urban Farm/Community Garden, PACT Camp – Police and Children Together (in collaboration with Joliet Police and Forest Park Community Center).

In addition, supported by the Silver Cross Hospital, in 2017 the Will County Mobilizing for Action through Planning and Partnerships (MAPP) Collaborative is proud to announce its launch of a local Rethink Your Drink campaign. The educational campaign from the MAPP Chronic Care Action team, in partnership with the Illinois Alliance to Prevent Obesity, encourages Will County residents and organizations to reduce sugar-sweetened beverage consumption while encouraging healthy beverage choices such as fruit-infused water or 100% fruit juice. Sugar-sweetened beverages are the number one source of added sugar in the American diet. In fact, just one can of soda contains more than the recommended daily sugar intake for an adult.

**Pulmonary Disease**

According to the most recent *Will County Community Health Needs Assessment (CHNA) and Strategic Plan* 2014-2017, Chronic Obstructive Pulmonary Disease, formerly known as COPD, is a progressive disease and is one of the top five leading causes of death in the United States and Will County. To address these increases, Silver Cross Hospital continues to offer a free Pulmonary Support Group for patients and the community, as part of the Pulmonary Rehabilitation Program for adult patients diagnosed with any pulmonary condition. In addition, in FY18 Silver Cross sponsored a Pulmonary Support Group where 124 patients with pulmonary disease attended.

4) **Awareness of Services**

*Our role at Silver Cross Hospital is not simply to treat illnesses but to strengthen our community.* Initiatives to improve the quality of life in our neighborhood focus on awareness to services, economic development, individual development and ensuring quality healthcare for every patient that comes to our hospital. Fostering neighborhood safety and creating opportunities for people to improve their lives are key components of our community benefit program.

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9*Will County Community Health Needs Assessment (CHNA) and Strategic Plan 2014-2017*
Quality in the Community

In January 2008, the Silver Cross Hospital Board of Trustees and local community leaders launched a not-for-profit organization called the Silver Cross Healthy Community Commission. The Commission is chaired by retired Will County Board Member, Margie Woods, and has 17 members that represent the interests of constituencies on Joliet’s east side. The 501(c)3 Commission, is committed to creating a stronger, healthier future for the neighborhood, which has suffered from lack of economic development over the past decades.

A commission of this nature is unprecedented in Will County. It was launched in response to the community’s concern about the Hospital’s relocation. The scope has been expanded beyond campus redevelopment to work force initiatives, job training, scholarships and healthcare access. It provides an extraordinary opportunity for the community to provide feedback, advice and direction to Silver Cross Hospital. Realizing that social and economic wellbeing are often factors impacting an individuals’ health, the Commission will seek to address a multitude issues to improve the quality of life on the east side of Joliet. Silver Cross Hospital provided $200,000 in FY18 to fund the Commission’s work. It is the first time a hospital in this community has expanded its charitable mission so broadly and included key stakeholders in decision-making.

The work of the Commission in 2018:

- development of scholarship programs for healthcare and construction jobs for residents living in zip codes 60432, 60433,60436 and Fairmount Grade School District #89.
- training scholarships for various health related careers such as registered nurse, certified nurse assistants, sterile processing technician, mental health technician, physical therapist and x-ray technician
- identification of gaps in workforce development programs and provision of grants to existing and/or new organizations
- coordination of healthcare services throughout the community
- long-range planning for urgent care and primary care needs in the community
- identification of opportunities for economic development on the Silver Cross campus

In 2018, the Commission awarded over $200,000 in educational healthcare-related scholarships, workforce development grants and quality of life initiatives to over 50,000 individuals associated with several organizations:

- Alpha Kappa Alpha Sororities
- Coalition of Black Trade Unionists
- Community Service Council
- Forest Park Community Center
- Harvey Brooks Foundation
- Hispanic/Latino Coalition of Will County
- NAACP (National Association for the Advancement of Colored People)
- National Hook-up For Black Women
- Senior Services of Will County
- Spanish Community Center
- University of St. Francis
- Warren Sharp Community Center
*These scholarship students are attending the following colleges:

- Alabama State University
- Ball State University
- Chamberlain College of Nursing
- Columbia University
- Eastern University
- Governor’s State University
- Howard University
- Illinois State University
- Jackson State University
- Joliet Junior College
- Lewis University
- Loyola University
- Northern University
- Olivet Nazarene University
- Purdue University
- Resurrection University
- Southern Illinois University
- Trinity Christian College
- University of Aurora
- University of Illinois - Edwardsville
- University of Iowa
- University of St. Francis
- Western Governors University
- Western IL University

These funds are in addition to the financial resources the hospital currently provides for charity care and other community benefit activities.

In addition, Silver Cross enhanced its faith-driven community outreach program to include more of the network of churches that are located in the underserved neighborhoods on Joliet’s east side. This was the logical step to reach the underserved population since churches are where residents gather to find resources such as health screenings, education and lectures. In 2018, Silver Cross developed a monthly educational e-newsletter for 160 churches for their parishioners to make it easier for them to take care of their health. The philosophy behind these educational newsletters was to motivate the members to have good health by getting their regular check-ups and screenings. Silver Cross also participated in health and career fairs, physician lectures and health screenings at the following churches:

- Brown Chapel AME
- Joliet First Assembly
- Prayer Tower Ministries
- Second Baptist Church
- Love Of Christ Ministries
- Word of Life Church
Further, Silver Cross partnered with Joliet Central and West High School’s Intern Program in the spring where 10 students “job shadowed” hospital nurses and clinical staff. This free intern program offered valuable experience for sophomores enrolled in an advisory class allowing them real insight into medical careers. Students spent the morning “shadowing” staff to observe real professions where they discussed numerous career opportunities in healthcare. Under the supervision of their classroom instructor and hospital managers, the students visited various areas including surgery, nursing, obstetrics and the emergency department.

In 2018, Silver Cross partnered with Lincoln-Way East High School for an internship program that offered 37 seniors, enrolled in human anatomy and physiology class, valuable experience and great opportunity allowing them real insight into medical careers. Under the supervision of their classroom instructor and hospital managers, the students learned about areas including the University of Chicago Medicine Comprehensive Cancer Center at Silver Cross, diagnostic imaging, laboratory, women and infant services, procedural care unit, the Silver Cross Free-Standing Emergency Care Center in Homer Glen, cardio-pulmonary rehabilitation, the Silver Cross Neuroscience Institute, patient care units, The Shirley Ryan Ability Lab at Silver Cross, sterile processing, pharmacy, respiratory care, the security department, volunteer services, and physician practices. They also attended lectures to learn more about the pathway to become a physician, nurse and other professions. This program provides a very unique opportunity for students to obtain vocational experience and knowledge in the medical field, whereby they are provided the tools to make more educated decisions regarding their future career paths at an early age.

After giving the gift of life, new parents at Silver Cross Hospital receive another present that will forever enrich the lives of their children—books. The Joliet Reads Program, a program designed to promote early reading, started in 2006 in the Birthing Center at Silver Cross. In addition to the books, the packet includes a pamphlet of information on reading development and local reading resources. It also encourages reading by explaining the benefits of reading to children especially at an early age. The program also provides tips on what to look for when choosing books for infants, toddlers and pre-schoolers, as well as a Top 10 List for reasons why parents should read to their baby. Every patient is given the Joliet Reads packet upon discharge, and it is available in English and Spanish.

The National Hook-Up of Black Women (NHBW, Inc.) and Silver Cross Hospital partners in increasing literacy through the Reading for Life Literacy Program. As part of the Reading for Life Literacy Program, the hospital donated furniture, computers and books to help establish the NHBW & Silver Cross Reading Rooms which now has nine locations within Will County. Over the past six years, the Reading for Life Literacy Program provided more than 70,000 books to over 26,000 children and adults in the community. The Reading for Life Program builds a literacy-rich environment. These Reading Rooms include a Writing Lab that is used for: assisting with essay writing especially for the scholarship process; retooling adults for employment with assistance in writing resume and completion of applications; reading Eggs program - youth learn to phonetically read for writing and comprehension along with partnering with Forest Park Community Center and (GEMS afterschool program to capture data to assess needs.); and the Teen Overcoming Pressure Program (T.O.P.S.) using the writing lab to write journals of their
goals, feelings, and aspiration. Also, NHBW Scholarship Program provides scholarships to those students who meet the zip code requirement along with the NHBW criteria.

Silver Cross continues to work with the Warren Sharpe Center, which continues to serve the community by working with at risk youth, strengthening families and improving the quality of life for the people in the community. Through the Center’s PACT Program, the community comes together as police and children participate in one week of summer fun, mentoring and field trips for boys aged 7-12 in partnership with Forest Park Community Center and the Joliet Community Police Team. The Center also addresses food insecurities within their area through the Green Sprout Urban Farm which is a project designed to educate the youth about agriculture, healthy food choices, and increase physical activity along with supporting their food pantry. The Center currently serves 250+ meals per week to needy children and now has four complete lots for gardens, which are handicapped accessible. Other events sponsored by the Center include: Kids in the Kitchen - a cooking and nutrition class for children and parents, where they learn healthy food choices and how to prepare meals within budget; Parenting Support Group requiring parents whose children are in programs to participate in monthly forums; and Girls Rock Program designed to help girls with their creativity, self-esteem and develop life skills.

Quality in the Hospital
Quality care inside the hospital is equally important as quality of life outside the hospital. As stated in our plan, Silver Cross Hospital continues to improve its processes with outstanding results. By doing so, Silver Cross has been recognized as a Truven Health Analytics 100 Top Hospitals National Award winner for seven consecutive years by achieving excellence in clinical outcomes, patient safety, treatment standards, efficiency, financial stability, and growth in services.

For the 8th consecutive time, Silver Cross was recognized for its dedication to patient safety with an A grade Hospital Safety Score. This gold standard rating for patient safety is compiled under the guidance of the nation’s leading patient safety experts and administered by The Leapfrog Group, a national, nonprofit safety watchdog that rates how well hospitals protect patients from preventable medical errors, injuries and infections. This A grade is one of the most meaningful honors a hospital can achieve and one of the most valuable indicators for patients looking for a safe place to receive care.

Silver Cross Hospital was awarded a Five-Star rating – the highest possible score – by the Centers for Medicare & Medicaid Services (CMS), at Medicare.gov on Hospital Compare. The ratings are designed to help consumers compare hospitals, by evaluating safety, quality and patient experiences at more than 4,000 hospitals nationwide. Silver Cross was one of only nine percent of eligible hospitals in the United States to receive the overall Five-Star rating for 2017. The national average is three out of five stars. Only 20 hospitals in Illinois received five stars, and Silver Cross is the only community hospital serving Will, Grundy and Kankakee counties to earn the highest honor.
Silver Cross Hospital has once again been recognized as a top performing hospital for treating Heart Failure and COPD (chronic obstructive pulmonary disease) treatment by U.S. News & World Report’s 2018-19 ranking of U.S. hospitals.

Silver Cross Hospital has once again received the American Heart Association/American Stroke Association’s Get With The Guidelines®-Stroke Gold Plus Quality Achievement Award. The 2018 award recognizes the hospital’s commitment to ensuring stroke patients receive the most appropriate treatment according to nationally recognized, research-based guidelines based on the latest scientific evidence.

Silver Cross works diligently to provide quality service and monitors Inpatient HCAHPS patient satisfaction survey scores regularly. In FY 2018, the hospital ranked once again in the top quartile on inpatient satisfaction measures (HCAHPS) and was one of the higher ranked hospitals in the area on Hospital Compare (CMS) measures.

In FY18, Silver Cross Hospital’s nursing care ranked in the Top 25% in the country for patient satisfaction.

In 2018, Silver Cross Hospital was recognized for Higher Quality in Maternity Care by Blue Cross and Blue Shield of Illinois (BCBSIL) with a Blue Distinction® Center for Maternity Care designation as part of the Blue Distinction Specialty Care program. Blue Distinction Centers are nationally designated hospitals that show expertise in delivering improved patient safety and better health outcomes, based on objective measures that were developed with input from the medical community.

Silver Cross Home Health has been named a Top Agency of the 2018 HomeCare Elite, a recognition of the top-performing home health agencies in the United States. For 13 years, HomeCare Elite has annually identified the top 25 percent of Medicare-certified agencies and highlighted the top 100 and top 500 agencies overall.

In 2018, Silver Cross Hospital was once again recognized in 22nd Century Media’s Southwest Choice Awards as the Best Hospital, Best Emergency Room and Best Place to Have a Baby.

Silver Cross Hospital was recognized by the Daily Southtown’s readers for the third year in a row as the Best of Chicago’s Southland for 2018.

For the third time running, Silver Cross Hospital has earned recognition as a top employer in the region – this time receiving the title of Herald-News 2018 Top Workplace in Will County in the “Large Employer” category for businesses with more than 100 employees.
Will County Community Health Needs Assessment (CHNA)
and Strategic Plan
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Will County MAPP Collaborative  
Community Health Needs Assessment and Strategic Plan  
2014-2017

PHASE 5: Formulate Goals and Strategies  
March 2014 – May 2014

Description and Purpose:
Phase five of the MAPP process is to formulate goals and strategies for the strategic plan. This phase helps the community align the work of the action teams with the vision. It also allows the goals of community organizations to be aligned, bringing about a more cohesive public health system.

Community Involvement
Community involvement for this phase included the MAPP Executive Committee, MAPP action team members and community partners. MAPP core staff held focus groups to gather input from the action team members and community partners, providing feedback to the MAPP Executive Committee on suggested goals and strategies. Five focus groups were held with thirty-four participants, representing twenty-six organizations.

Process
After the MAPP Executive Committee provided the strategic issues framework, MAPP core staff conducted five focus groups of MAPP partners. Focus groups were conducted March-April, 2014. The purpose of the focus groups was to:

1. Identify work currently being done and by whom.
2. Identify available and needed resources to address the strategic issues.
3. Identify barriers to addressing the strategic issue.
4. Brainstorm strategies to provide feedback to the MAPP Executive Committee.

An email was sent via the Constant Contact mailing list to MAPP action team members and community partners with an invitation to participate in the focus groups. Several date and time options were provided in an effort to increase the level of participation. The groups were facilitated by MAPP core staff. In each session, an overview of the MAPP process was provided to bring participants current to the phase we were currently in; an overview was given of the prioritization process and the strategic issues framework.
Data from the focus groups was compiled by staff and presented to the MAPP Executive Committee at the April 2014 monthly meeting. Goals and strategies from the current plan were reviewed along with the current action team initiatives. Following group discussion, minor modifications were made to the current goals and a list of strategies was developed. A draft of the goals and strategies was sent out to the MAPP Executive Committee.

MAPP Executive Committee members were asked to review and select strategies if they met the criteria in the Pearl Test. Additional questions considered:

1. What is the potential impact on the strategic goal?
2. What is the cost of this strategy in terms of dollars, people and time?
3. Is it likely that the strategy can be successfully implemented?

A survey was sent out via survey monkey for them to select strategies for adoption. The results of the survey were presented at the May 2014 MAPP Executive Committee meeting. Strategies not receiving 51% or better in the selection process were not adopted.

**PEARL Test**

- **Propriety** - Is the strategy consistent with the essential services and public health principles?
- **Economics** - Is the strategy financially feasible? Does it make economic sense to apply this strategy?
- **Acceptability** - Will the stakeholders and the community accept the strategy?
- **Resources** - Is funding likely to be available to apply this strategy? Are organizations able to offer personnel time and expertise or space needed to implement this strategy?
- **Legality** - Do current laws allow the strategy to be implemented?

Summary of Results:

The following Goals and Strategies were adopted by the Will County MAPP Collaborative Executive Committee on May 21, 2014.
2014-2017 Goals and Strategies

Issue #1 - Primary Health Care:

Strategic Issue

*How can the Will County community collaborate to maximize and expand resources that will increase access to and awareness of primary and specialty health care that is affordable, geographically accessible and culturally sensitive?*

Goals

1. Will County residents will appropriately use their primary care providers and medical homes.
2. Health care providers will provide culturally sensitive services to persons of all backgrounds and abilities.
3. The number of Will County specialty care providers that accept Medicaid patients will increase.

Strategies

- Support advocacy efforts for increased rates for Medicaid providers.
- Collaboratively work with the local Federally Qualified Health Centers (FQHC’s) to promote medical home model.
- Support advocacy efforts for more specialty care providers to accept Medicaid.
- Collaboratively work with Easter Seals, Joliet Region, Inclusive Health Coalition (IHC).
- Explore better linkages of residents to medical homes.
- Work collaboratively with the County of Will for accessible transportation.

Issue #2 - Behavioral Health

Strategic Issue

*How can the public health community coordinate and enhance Will County’s ability to provide access to behavioral health and substance use disorder services?*

Goals
1. Persons with behavioral health issues will receive culturally competent and age-appropriate services.
2. The stigma related to behavioral health and substance use disorders will be reduced.
3. Will County residents and behavioral health coalitions will be well informed on advocacy and legislative issues relating to behavioral health.

Strategies

- Continue the Anti-Stigma Social Media Campaign (www.willfindhope.org)
- Continue Mental Health First Aid
- Work collaboratively to support advocacy efforts of existing behavioral health and substance abuse coalitions and organizations.
- Work with Federally Qualified Health Centers to address behavioral health needs of Medicaid and uninsured populations.
- Capacity building and coordination of services among providers

### Issue # 3 - Chronic Care

**Strategic Issue**

*How can the public health community work together to decrease chronic care health issues in Will County?*

**Goals**

1. Decrease obesity among Will County residents.
2. Increase awareness of available resources for healthy lifestyles amongst Will County residents.
3. Assure awareness of signs and symptoms of asthma and allergy related illnesses amongst Will County parents of asthmatic children.

**Strategies**

- Continue Worksite Wellness Development and Recognition Programs (WeWILL WorkHealthy).
- Implement WeWILLBeHealthy Program (restaurant, childcare, schools and community sites)
- Coordinate and facilitate collaboration of existing community health promotion (wellness) education programs
• Develop linkages and partnerships with primary providers and community resources for physical activity.
• Market and disseminate community resources on nutrition and physical activity programs.
• Work collaboratively with Easter Seals, Joliet Region, Inclusive Health Coalition (IHC).
• Coordinate with community gardens in targeted communities (food desserts).
• Explore and promote asthma education programs for children
• Explore and promote asthma management programs for parents of asthmatic children.
• Explore and align strategies with the regional efforts of the Northern Illinois Public Health Consortium (NIPHC) Chronic Disease committee.
• Explore and promote asthma education and management programs for school personnel.
Will County MAPP Collaborative
Community Health Needs Assessment and Strategic Plan
2014-2017

PHASE 6: Action Cycle
May 2014 - Ongoing

Description and Purpose
Planning, implementation and evaluation are critical to the success of the community health plan. The purpose of the action phase is to:

- Plan what needs to be done
- Identify who will do it
- Evaluate your progress

This is a continuous process.

Community Involvement
The plan cannot be carried out successfully without community participation and involvement. During this phase, current action team members and community partners were invited to participate in an initial planning session on May 30, 2014. DEM team members have been identified to actively participate in the action team planning. This ensures that the evaluation component is built into the action plan and monitored on a regular basis. Additional community members and partners will be recruited as action plans develop.

Process
Three action teams will continue from the first round of MAPP, with some revision to the name. Components of the Awareness and System action teams will be integrated into one of the three current teams.
Transition of Action Teams

DEM team members identified a logic model to be used in the action team planning cycle. Training with the action teams was held on May 30, 2014 to review the tool and demonstrate how it is to be used. Following the logic model training, action team breakout groups were held to begin the implementation planning phase.

MAPP core staff, with the assistance of an intern, identified data points from the key findings in the assessment phase for each strategic issue. This information was used to discuss and further clarify the strategic issue. Current strategy maps developed previously by the action teams were also reviewed to identify current and future activities and/or initiatives that could be adopted by the action teams. Participants in the training also received copies of the focus group summaries which identified resources, assets and barriers.

Summary
Planning in the action cycle will continue throughout the summer to develop the Community Health Improvement and Strategic Plan. The action teams will continue to meet to:

- Prioritize the strategies
- Develop logic models for each strategy
- Develop action plans

Upon completion of the action plans, the Strategic Implementation Plan or Community Health Improvement Plan will be presented to the MAPP Collaborative Executive Committee for adoption.
APPENDICES – Phase 1

MAPP Executive Committee List
List of Participating Partners
MAPP Collaborative Survey Tool
MAPP Collaborative Survey Analysis Report Executive Summary
MAPP Collaborative Survey Analysis Report
Will County MAPP Collaborative Executive Committee

FY 2013 - 2014

John Cicero, Chair
Mike Hennessey, Vice Chair of Finance
Pat Dames-Schuster, Vice Chair of Operations

Gerald Camano, Three Rivers Manufacturing Association
Beth Cadia, Governor's State University
Ruth Colby, Silver Cross Hospital
Marsha Conroy, Aunt Martha's Youth Services, Inc.
Mary DeGroot, New Life Church
Julie Edwards, Presence Health System
Pat Fera, Workforce Investment Board of Will County
Pat Hensley, Senior Services
Anne Hysaw, Child and Family Connections #15
Ronda Klocko, Adventist Bolingbrook Hospital
Franca Liburdj, Aunt Martha's Youth Services, Inc.
Mary Mangos, Community Resident
Shannon Morgan Jermal, Presence Saint Joseph Medical Center
Pete McLennan, Stepping Stones, Inc.
Kathleen Murphy - Siervetser, Adventist Bolingbrook Hospital
Vanessa Newsome, Will County Health Department
Nick Palmor, Will County Executive's Office
J.D. Ross, Will Grundy Medical Center
Amit Thaker, Edward Hospital
Dr. Joseph Troiani, Will County Adult LAN (Local Adult Network)
Glen VanGura, Catholic Charities
Anita Young, Chestnut Health Systems, Inc.

2014 New Members
Debbie Condotti, Easter Seals, Joliet Region
Minesh Patel, VNA Health Care
Kathryn Russell, Edward Hospital
Shawn West, Will Grundy Medical Clinic