

2008 Annual Report

# CONNECT

HISTORY PRESTIGE QUALITY LOYALTY OUTREACH SUPPORT COLLABORATION GROWTH

 **NorthShore**  
University Health System





## **NorthShore** University HealthSystem

NorthShore University HealthSystem. Our new name is based on a strong legacy. We connect to our patients through:

- More than 100 years of history;
- Quality outcomes and excellent care;
- Dedicated physicians and staff at three teaching Hospitals;
- Teaching affiliation with the University of Chicago Pritzker School of Medicine;
- Care for the underserved members in our community;
- Collaborative research; and
- Expansion into new communities.

2008 was a year when we seized significant moments of opportunity for growth. This Annual Report showcases the key opportunities and stories of exceptional outcomes for our patients.

# NorthShore University HealthSystem connects you and your family to high-quality healthcare.

**For more than 100 years, it has been our privilege to serve the families of the North Shore—caring for many generations of patients through each stage of their lives. As we embark on a new era in our proud history, we are more inspired than ever about our future.**

By now you have likely heard the news of our name change, from Evanston Northwestern Healthcare (ENH) to NorthShore University HealthSystem. Or, as we refer to it in shorthand, “NorthShore.” There are many reasons for this change, but the bottom line is we have simply outgrown our old name.

We have come a long way since 1891—from a local emergency hospital to a preeminent, integrated healthcare delivery system that is among the very best in the nation. Far beyond our “hometown” of Evanston, we now serve a much broader geographical terrain, stretching all along the North Shore and encompassing much of the northern metropolitan area of Chicago.

Adding “University” to our name capitalizes on our position as a teaching hospital system. It also recognizes our new teaching affiliation with the University of Chicago Pritzker School of Medicine, an extraordinary academic institution with a long and proud history of excellence. We believe this combination will usher in a new generation of medical education, clinical research and excellence in healthcare for those residing on the North Shore and beyond.

To further expand our service to the community, we have announced a merger agreement with Skokie-based Rush North Shore Medical Center (conditional upon final government approvals). This will provide patients with another important site for quality care, adding to our Evanston, Glenbrook and Highland Park Hospital locations. And on our Evanston campus, construction is under way on a brand-new, state-of-the-art facility that will provide twice the space for our nationally recognized Kellogg Cancer Care Center.

In addition to these exciting changes, we continue to receive widespread recognition for our dedication to quality care, patient access and safety [see sidebar on page 3]. Our excellent record of cost and quality enhancements earned us a place among the nation’s Top 15 major teaching hospitals—for the 12th time. And we are among the top research hospitals in the country—No. 1 in the state among multi-specialty hospitals—based on our impressive record of National Institutes of Health (NIH) funding. That means our physician-scientists are hard at work every day on speeding the latest medical breakthroughs to your bedside.

We continue to lead in technology. Once again, we were named one of the nation’s Most Wired hospital systems, owing in part to our leadership in creating fully automated personal health records, which have enhanced the quality, efficiency and timeliness of care. And now, more than 50,000 patients are empowered with direct online access to their medical records through our innovative NorthShoreConnect patient Web portal.

Our success is further supported by continued solid financial performance, even as the economy has posed severe challenges. Moody’s Investors Service upgraded our bond rating, ranking our healthcare system among the top 25 in the United States. And through our Foundation’s Campaign, we reached our \$150 million fundraising goal—a major milestone in our long history of support by our communities.

Sadly, this year we lost a very good friend and one of our strongest supporters, Daniel C. Searle. His tireless dedication, generosity and more than 50 years of service on our Board have made this a better place to provide—and receive—care.

In that spirit, it’s been our privilege to give back to the community. We have broadened our care for needy and uninsured individuals, supported outreach and wellness programs, and contributed more than \$150 million in demonstrated community benefits.

Looking forward, we are confident that the changes we are undertaking will further strengthen our connection to the community, to our patients and to our supporters. Through the leadership of our Board of Directors, the generous support of philanthropists, the innovation of our physician-scientists and the empathy of our nurses and staff, we are well positioned to continue our success.



Connie K. Duckworth  
Chairman of the Board  
NorthShore University HealthSystem



Mark R. Neaman  
President and Chief Executive Officer  
NorthShore University HealthSystem



Mark R. Neaman and Connie K. Duckworth

## Recent Awards and Recognition

**Among the many honors bestowed on NorthShore University HealthSystem (NorthShore) during the past year, these stand out and distinguish us in the marketplace.**

- For an unprecedented 12 years, we were named one of the Top 100 Hospitals and Top 15 “Major Teaching Hospitals” by Thomson Reuters. NorthShore is the only hospital system in the country to ever have achieved this consistency of performance nationwide.
- NorthShore ranked No. 9 in the nation among Comprehensive Independent Research Hospitals in funding from the NIH. We continue to rank No. 1 in Illinois.
- On the technology front, the Healthcare Information and Management Systems Society (HIMSS) named NorthShore as one of the top six healthcare provider organizations nationwide for successful implementation of a fully automated electronic medical records (EMR) system.
- For the fifth year in a row, NorthShore was named one of the nation’s Most Wired hospital systems. Our national leadership in EMR benefits patient care by consolidating all healthcare information.
- For the third consecutive year, NorthShore’s Evanston Hospital has been named a top national hospital on the “Leapfrog Top Hospitals List.” In 2008, Evanston Hospital is one of only two hospitals in Illinois acknowledged by Leapfrog as a national leader in patient safety and one of only 33 hospitals nationwide to receive this honor.
- In recognition of our commitment to patient safety, NorthShore received the John M. Eisenberg Patient Safety and Quality Award for our methicillin-resistant *Staphylococcus aureus* (MRSA) Reduction Program, acknowledging our national leadership in attacking this serious threat to healthcare safety.
- For the second time, NorthShore received both accreditation and an outstanding designation award for the quality of our cancer-related programs from the Commission on Cancer (CoC). Fewer than 10 percent of U.S. healthcare systems receive this recognition. The CoC-accredited hospitals comprise just 25 percent of all U.S. hospitals but care for 80 percent of the cancer patients across the country.
- The American Medical Group Association (AMGA) recognized the NorthShore Medical Group for its innovation and demonstrated track record in providing patients with access to safe, efficient and patient-centered care. This honor distinguishes our Medical Group as one of America’s best for its demonstrated success in implementing superior patient care.

Since its founding in 1891, NorthShore University HealthSystem has connected to the right moments of opportunity to grow, to encourage discoveries among our physician-scientists and to provide quality care for our patients. Making the most of these opportunities for growth has been the key to enhancing our organization's future.

# HISTORY

## Saving Lives Has Always Been Our Everyday Business

Growing up just a mile from Evanston Hospital, Tom Fischl has been a NorthShore University HealthSystem (NorthShore) patient all his life. Whenever he or his five brothers and sisters were sick or needed stitches, care was always close at hand.



*Dr. Joseph Muldoon performs 500 surgeries annually and saves the lives of many patients like Tom Fischl.*

In fact, as a baby, Tom suffered from a life-threatening infection. While the condition left other doctors perplexed, a pediatrician at Evanston Hospital made the right diagnosis and treated it successfully.

Entering middle age, Fischl appeared to be healthy and fit. He ran a popular sporting goods store, was married to a healthcare professional and regularly went running with his Dalmatian.

One morning, Fischl woke up with a stabbing pain in his abdomen. In the Emergency Department at Evanston Hospital, doctors first thought he could be having a heart attack. A computerized tomography (CT) scan, however, showed he had diverticulitis—a condition in which pouches, or diverticuli, become inflamed and rupture, infecting the tissues surrounding the colon.

Doctors immediately treated Fischl with antibiotics. Their hope was the infection would subside, and he would heal without invasive surgery. But two days later, Fischl's temperature suddenly rose, and his stomach became distended. Though it was a Sunday, NorthShore surgeon Joseph Muldoon, M.D., was called in for a consultation. After evaluating the patient and ordering



*Thanks to Dr. Joseph Muldoon's expert surgical care, Tom Fischl made a full recovery from severe sepsis.*

a new CT scan, Dr. Muldoon determined surgery was now necessary.

Fischl had gone into severe sepsis, in which the whole body is in a state of inflammation that leads to organ dysfunction, low blood pressure and insufficient blood flow. This life-threatening condition required medical intervention. During surgery, Dr. Muldoon performed an abdominal exploration and colon resection, removing 18 inches of Fischl's intestine due to the extreme infection.

Thanks to the excellent team of physicians, nurses and staff involved in surgery, post-operative and intensive care, Fischl made a full recovery. "Without NorthShore and Dr. Muldoon, I wouldn't be here," Fischl said. "I realize that Evanston Hospital has always been there for me and my family."

### **New Beginning Stands on a Solid Foundation**

NorthShore has a long-standing tradition of achieving innovative solutions to provide the best outcomes for our patients.

In the spring of 1893, 15 months after its incorporation, Evanston Emergency Hospital opened for business. A horse-drawn ambulance brought patients to the doors of the eight-room cottage, where a dozen

physicians labored to provide quality care to the growing community.

Since then, a tradition of growth and innovation has marked our history. It's been a place that nurtures and inspires physician-scientists to make breakthrough discoveries. This proud history spans from Louis Sauer, M.D., who developed the whooping cough vaccine during the 1920s, to Pablo Gejman, M.D., and Wendy Rubinstein, M.D., Ph.D., who today are exploring how subtle variations in genes may predispose individuals to significant medical disorders.

And our facilities have come a long way from our "cottage days"—from adding the Glenbrook and Highland Park Hospitals to our health system to building the new Kellogg Cancer Care Center on our Evanston Hospital campus. Expected to open in 2010, the 48,000-square-foot building will be a model of energy efficiency and environmental sensitivity, with a green roof, low-emitting materials and maximum access to daylight.

From our humble past to our thriving present as a preeminent integrated healthcare delivery system, NorthShore is proud to uphold a tradition of achieving innovative solutions in the name of superior patient care. Then and now, our actions are guided by our mission "to preserve and improve human life."

NorthShore University HealthSystem connects to the University of Chicago Pritzker School of Medicine through a shared commitment to medical education, clinical investigation and excellent patient care. The two institutions unite one of the premier medical schools in the country with one of the nation's leading teaching hospitals.

# PRESTIGE





Our affiliation with the University of Chicago Pritzker School of Medicine adds an important new dimension to NorthShore University HealthSystem's (NorthShore) capabilities. The Pritzker School of Medicine brings a sharp focus to complex care and biomedical science with many distinguished programs that draw patients from across the country. Its reputation and the depth of its physicians' clinical expertise will aid in recruiting the very best doctors, resulting in the very best patient care.

Combined with NorthShore's established reputation for advanced information technology and its strong clinical and teaching environment, this new teaching affiliation represents an exciting advancement in patient care for the community.

## In Their Words: The Advantages of Our New Partnership

"Medical schools achieve a diversity of settings by linking up with affiliates, in addition to their own teaching hospitals, to give students a richer variety of patient care experiences. That kind of broad educational exposure is incredibly robust. One of the most important elements is the quality and excellence of the physician faculty, and NorthShore's physician faculty are among the very best in the country."

*Holly J. Humphrey, M.D.  
Dean for Medical Education  
The University of Chicago*

"I completed medicine residency at the University of Chicago and was impressed with the leadership then and continue to be highly impressed now. Our partnership with the University of Chicago offers us a fresh start academically that will facilitate new, innovative ideas, as well as advancing our culture of inquiry and teaching."

*Andy Anderson, M.D.  
Assistant Dean for Medical Education  
and the Vice Chairman and Program Director  
of the Department of Medicine  
NorthShore University HealthSystem*

"Both of our organizations are committed to excellence, have great track records of caring for patients and have a strong sense of history. It's the best relationship we could have with a compatible academic institution in this marketplace. Over time, we will have opportunities to build and collaborate on our areas of excellence with the University of Chicago."

*J.P. Gallagher  
Senior Vice President of Evanston Hospital  
NorthShore University HealthSystem*

"Our partnership with the University of Chicago will make us even better by raising our standards even higher. University of Chicago has among the highest standards for medical education in the nation.

"In addition, University of Chicago's reputation and the depth of clinical expertise of their physicians will help us in the recruitment of the best doctors. And the best doctors will provide the best care for our patients."

*Joseph Golbus, M.D.  
President  
NorthShore University HealthSystem Medical Group*

"On the academic front, University of Chicago is a high-level institution with renowned scientists and academically gifted fellows, residents and students who have a high degree of sophistication and expertise. They will ask better questions and put more pressure on our physicians to improve their knowledge. Additionally, there's considerable potential for our two institutions to develop new partnerships in clinical areas such as digestive diseases, cardiology and oncology. Through new research initiatives, we may be able to collaborate on early drug development."

*Janardan Khandekar, M.D.  
Chairman, Department of Medicine,  
and Director, Kellogg Cancer Care Center  
NorthShore University HealthSystem*

"NorthShore is accustomed to being an academic partner, but our new affiliation with the University of Chicago will complement our strengths even more. It will provide a strong platform for our teaching programs involving medical students, residents and fellows, as well as our research activities at the bench and the bedside."

*Richard Silver, M.D.  
Associate Dean and Chief Academic Officer and  
Chairman of the Department of Obstetrics and Gynecology  
NorthShore University HealthSystem*

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*From left: Dr. Richard Silver,  
Dr. Nancy Schindler and  
Dr. Andy Anderson will all  
participate in teaching Pritzker  
School of Medicine students,  
residents and fellows.*



# QUALITY

**NorthShore University HealthSystem connects you to the highest quality of healthcare. Throughout your lifetime, we can provide you and your family with the full continuum of care—diagnostic and therapeutic services or routine physician office visits; hospital inpatient care; or home care services.**

## Quality Outcome: Quick Diagnosis, Skilled Surgery and Compassionate Care Save a Patient's Life

Ed Ethridge's life hung in the balance after he lost consciousness at his Winnetka, Ill., home. At the same moment paramedics were taking Ethridge to Evanston Hospital, his primary care physician Patrick Logan, M.D., was contacting the on-call surgeon John C. Alexander, M.D., and doctors at the Evanston Hospital Emergency Department. Dr. Logan wanted them to review Ethridge's electronic medical records immediately.

The NorthShore University HealthSystem (NorthShore) Emergency Department team headed up by Jeffrey Lyman, M.D., documented that Ethridge had a sudden onset of chest and back pain, which at first appeared to be a heart attack but is also a symptom of aortic dissection or ruptured aorta. A computerized tomography (CT) scan confirmed Ethridge had an acute aortic dissection. Meanwhile, Dr. Alexander, Chief of Cardiac and Thoracic Surgery at NorthShore, quickly gathered his surgery team of seven to prepare to save Ethridge's life from this very serious condition.

During the five and one-half hour surgery, Dr. Alexander and his team removed and repaired the damaged tissue from the aortic dissection. The tissue restraining aortic blood is very thin when an aortic dissection occurs. Many patients bleed to death shortly after the dissection occurs either at home, or before the right diagnosis can be made at a hospital. The survival rate after aortic dissection is low—about 30 percent overall.

"The lethal nature of my affliction meant the odds were against my survival from the outset," Ethridge said. "Yet, Dr. Alexander's surgical skill and experience prevailed, returning me to life. What would have happened if this occurred someplace else? The hospital and doctors may not have the resources or skills to address my problem, and I would have died."

At a time when seconds counted, Dr. Logan, Dr. Lyman and Dr. Alexander made all the right preparations, diagnoses and decisions. During and after surgery, Dr. Logan gave Ethridge's family regular updates, so they knew what to expect. "As Ed's primary care physician, when a health crisis occurs, my role is to

coordinate the team of medical and spiritual caregivers," said Dr. Logan, a NorthShore-affiliated physician who has cared for Ethridge and his wife, Molly, for more than 20 years.

Ethridge acknowledges the vital role that his primary care physician played in his recovery. "Dr. Logan helped me to maintain an optimistic assessment of my condition, serving as a guide and a guardian for my return to good health," he said.

### Quality is a Key Component for Measuring Our Success

At NorthShore, we measure the quality of our care one patient at a time. We teach, encourage and recognize the highest level of quality care among our physicians and staff, so that our patients receive the best possible compassionate care and service.

Over the past year, we have received widespread recognition for our quality efforts. NorthShore's Evanston Hospital was recognized for the third consecutive year by the "Leapfrog Top Hospitals List," which applies a strict rating system providing up-to-the-minute assessments of hospitals' safety and quality across the United States. We were one of only two Illinois hospitals named to the list and one of 33 hospitals across the country.

Through both electronic ordering and bar coding for medication administration, medication errors have dropped by 80 percent. Methicillin-resistant Staphylococcus aureus (MRSA) infections decreased by 70 percent through our comprehensive testing program for all patients. For patients requiring antibiotics, the time from their first encounter to drug administration was reduced by 50 percent to 80 minutes.

These are just a few of the gains that have led to quality and safety improvements for our patients. More plans are under way, including a database to measure clinical and financial outcomes that's much more robust and detailed than traditional reporting requirements.

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*Dr. John C. Alexander performed surgery to save Ed Ethridge's life after he suffered an aortic dissection—a medical condition that is often fatal. In fact, actor John Ritter died from an aortic dissection in 2003. His primary care physician Dr. Patrick Logan oversaw Ethridge's long journey to recovery. From left: Dr. Alexander, Dr. Logan and Ethridge*

# LOYALTY

**NorthShore University HealthSystem's patient care team connects you to outstanding care as an outpatient, during your hospital stay and throughout your follow-up treatment. Every day, we strive to deliver exceptional patient care through our professionalism, teamwork and customer service in order to earn your trust and loyalty.**

## Creating Loyalty by Exceeding Expectations for Skilled Care, Teamwork and Empathy

Enduring 12 hours of waiting for a loved one in surgery can never be easy. But for Jeanine Jiganti and Brian McManus, the wait at Evanston Hospital went surprisingly quickly as their 18-year-old son underwent a long and complicated operation to remove a large tumor in his skull.

When Dan McManus was diagnosed with a very large, benign acoustic neuroma, his parents went into high gear to determine the best course of action and to find the absolute best doctors for their son's care.

"We met with a ton of doctors. We knew exactly what kind of surgery he would have, and the bottom line was we had to have the right surgeon," Jiganti said. NorthShore University HealthSystem's (NorthShore) Ivan S. Ciric, M.D., was their first choice.

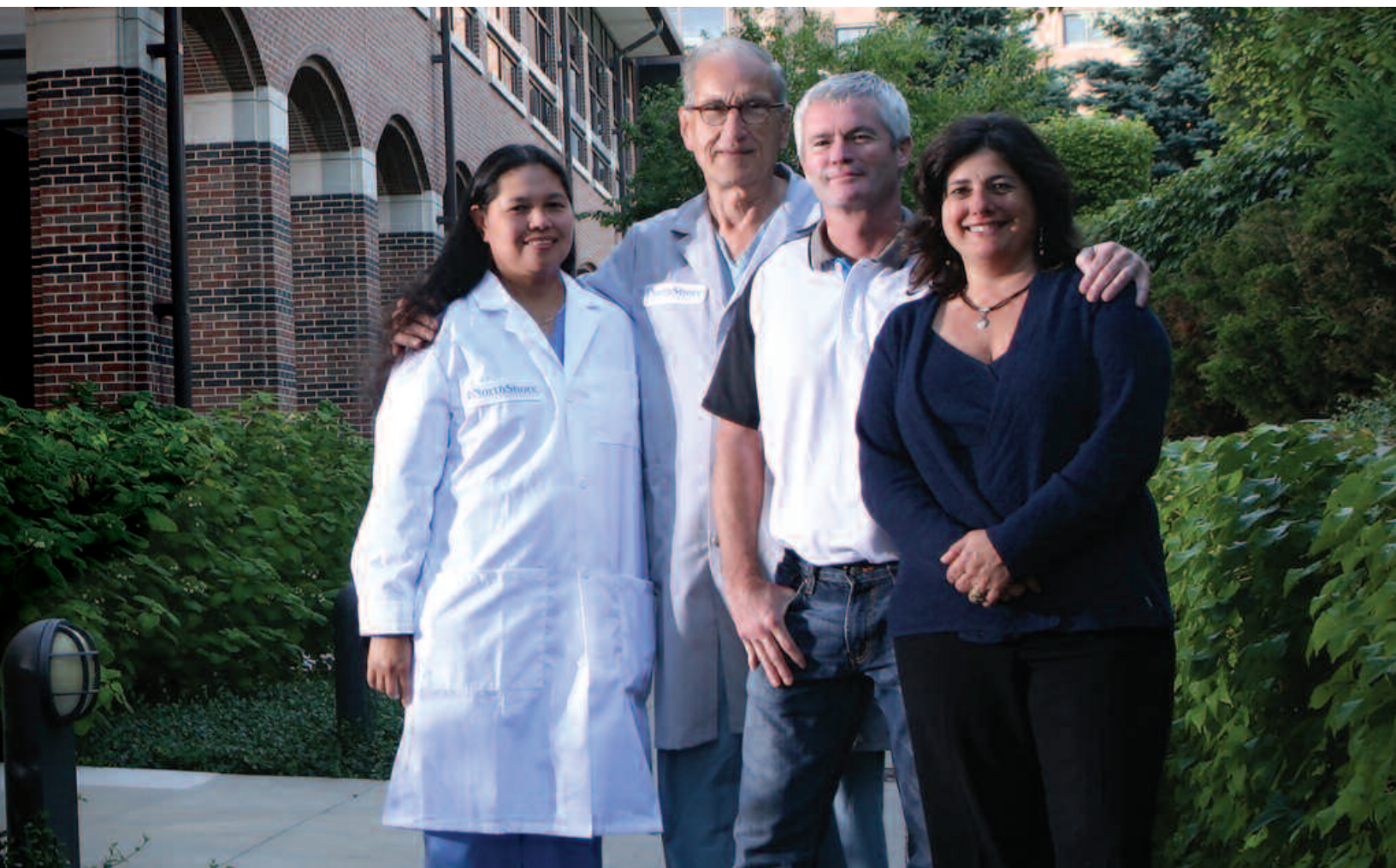
McManus's tumor was located in a very delicate area near the brain stem, and potential complications from surgery included nerve damage that could cause facial paralysis or problems with swallowing. Dr. Ciric thoroughly explained the options, the surgical procedure and possible complications, and told the

McManus family that he would bring in expert neuro-otolaryngologist Richard J. Wiet, M.D., and fellow neurosurgeon James K. Liu, M.D., as partners in the complex procedure.

"We always tell the truth without taking hope away," Dr. Ciric said. That straightforward and compassionate communication sustained the McManus family throughout the entire procedure. From the moment Dan McManus was taken into surgery, his parents received critical updates from the team in the operating room. They were called by a nurse on the team when the first incision was made and every two hours after that.

Brian McManus said the updates helped get them through the day. "She was upbeat, positive and realistic, and she called to the minute she said she would," he explained.

"We knew going in the reputation of the doctors," wrote Jiganti and Brian McManus. "What we hadn't thought about was the team that they brought along, in particular the nursing staff. There was such incredible



*Jeanine Jiganti and Brian McManus were grateful for the skill and compassion of the NorthShore patient care team. From left: Alma Holloway, Surgical Technician; Dr. Ivan Ciric; Brian McManus; and Jeanine Jiganti.*

devotion by everybody involved. They were all really, personally concerned about our son.”

For example, Operating Room surgical technician, Alma Holloway, was an integral part of Dan McManus’s care and his family’s peace of mind. “In the end, Dan had an excellent result that was in no small part due to the excellent care given by this extraordinary team,” his parents continued. “They have our deep gratitude.”

### **Developing a Loyalty Culture to Enhance Patient-Centered Care**

At NorthShore, loyalty goes far beyond a mere motto or slogan. It is a substantive goal by which we measure excellence in patient care. It is thoroughly ingrained in our culture, and it sets us apart from other healthcare organizations.

Numerous studies have shown a direct correlation between customer loyalty and organizational excellence. Through our own painstaking research, we have identified those factors that create patient loyalty at NorthShore. And we are creating a culture that reinforces and rewards the changes in behaviors and systems necessary to win that loyalty.

Sweeping changes stemming from this effort include:

- Improving patient access by speeding up and streamlining the specialty physician referral process;
- Providing relationship-based training to nurses to improve patient care;
- Training all of our nurses to communicate more effectively with doctors about patients;
- Offering “room service” to our patients, so they have more control over when and what they eat within the limits of their dietary restrictions; and
- Supplying Concierge Services at our Hospitals to provide the highest level of personalized care and comfort.

Through patient surveys, we’re measuring loyalty and the factors that contribute to it. And we’ve instituted hiring standards that not only take into account technical know-how, but screen potential physicians and employees for such skills as empathy, compassion and concern for individual patients.

Why is earning the loyalty of our patients important? We’ve been serving the community for generations. By building strong, enduring patient relationships, we hope to care for many more generations.



# OUTREACH

**NorthShore University HealthSystem connects to our communities through many health-related initiatives. Through our contributions of free care and subsidized healthcare for underserved patients to our strategic partnerships with community groups, our goal is to make a difference in people's health and, ultimately, their lives.**

**All told during the past year, NorthShore University HealthSystem (NorthShore) contributed more than \$150 million of community benefits. How have we made a difference in our community? Here are examples of our life transforming support for the members of our community.**

## Scholastic Turnaround

In an innovative arrangement, NorthShore has provided staffing and financial support to the in-school Health Center at Evanston Township High School (ETHS) for 12 years. Last year, we contributed about \$395,600 and handled approximately 2,680 student visits.

Freshman Alyson Petroski first visited the ETHS Health Center when she was struggling with a learning disorder and receiving failing grades. The Center's social worker referred Petroski to the Bridges program at Evanston Hospital, which focuses on mental health intervention for children and adolescents at risk for emotional, behavioral or developmental delay.

Over time with guidance from counselors at Bridges and monitoring at the ETHS Health Center, Petroski's grades soared, and she became involved in extracurricular activities.

This fall, Petroski begins her freshman year at Illinois State University—an accomplishment she credits to the assistance of the NorthShore staff at the Health Center and Bridges. "They gave me a reason to keep going," Petroski said. "I always knew there was someone to turn to with questions or problems."

## Emergency Healthcare

Phyllis Weiland arrived in the middle of the night at Evanston Hospital's Emergency Department after what she describes as "30 hours of screaming pain." Earlier, the 63-year-old grandmother hesitated to go to the hospital because she had no health insurance and no money to pay for her care.

Physicians gave Weiland medication and a battery of tests during the next six hours. They kept her at Evanston Hospital for three-and-a-half days to be certain that emergency surgery could be avoided.

NorthShore surgeon Glen Balch, M.D., found that Weiland had a 4.8-centimeter gallstone that had inflamed and infected her gallbladder. Due to the severe inflammation, Dr. Balch waited for five weeks to perform the surgery, while Weiland ate a low-fat and low-cholesterol diet to calm the inflammation.

In April 2008, Dr. Balch successfully removed Weiland's gallstone at Glenbrook Hospital. "The doctors and nurses at NorthShore absolutely took the best care of me," she said. "I knew that above all else, they wanted me to get well again."

The organization solved Weiland's nonhealth-related concern, too. She earned only \$8,700 in 2007 as an independent child care worker, which is substantially below the federal poverty level income of \$10,400. Weiland qualified for 100 percent charity care under our guidelines, so the \$32,000 cost of her two hospitalizations and surgery were fully covered. For her future healthcare needs, she can continue her outpatient care at the Evanston Hospital Outpatient Department.

## Charity Care: Focusing on the Underserved Patients in our Communities

As part of our commitment to reaching out to patients in need, NorthShore provides free care to qualifying patients whose incomes are at or below 200 percent of the Federal Poverty Level. That's twice as much as we have to do, but we think it's the right thing to do.

Those patients whose income is above 200 percent of the Federal Poverty Level or are uninsured may qualify for discounts ranging from 10 percent to 85 percent. In the past fiscal year, we provided \$12.5 million in financial assistance to patients with limited financial means or limited health coverage.

"I love being able to help patients—no matter what their concerns," said Marcy Quattrochi, Director of Financial Assistance at NorthShore. "I see a variety of patients—from the very wealthy to the homeless—who are uninsured. The people we help really appreciate our quality of care and financial assistance."

## Subsidized Health Services: Providing Access to Uninsured Patients

To ensure that all residents in our communities have access to quality and compassionate healthcare, the Outpatient Department at Evanston Hospital provides free and discounted care to adults, children and adolescents who lack private health insurance.

The staff includes nurse practitioners, registered nurses and resident physicians who provide care under the supervision of senior attending physicians on staff at NorthShore. The services available include internal medicine, obstetrics/gynecology, general surgery, podiatry, dermatology, orthopaedics, neurology, rheumatology and diabetes education.

"At the Outpatient Department, the attending physicians, residents, nurses and all of the clinic personnel seek to provide the same high level of comprehensive and good healthcare for all patients," said Andy Anderson, M.D., Assistant Dean for Medical Education and the Vice Chairman and Program Director of the Department of Medicine at NorthShore University HealthSystem. "When patients enter our system, an assortment of services is available to provide continuity for their healthcare, financial counseling and social services support, all in the effort to build long-term relationships with our patients."

Last year, NorthShore provided more than \$14 million in subsidized health services.

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*NorthShore University HealthSystem has provided both staffing and financial support to the in-school Health Center at Evanston Township High School for 12 years. Last year, the integrated healthcare delivery system contributed about \$395,600, and its staff handled approximately 2,680 student visits. When students are at their optimum level of health, they can focus more on learning.*

# SUPPORT

**NorthShore University HealthSystem Foundation connects the power of philanthropy to better patient care. Bringing members of our community together to support new discoveries through research, life-saving technology and academic medical education, our fundraising and friend-raising initiatives will affect patient care for years to come.**

## The NorthShore University HealthSystem Foundation Reaches an Unprecedented \$150 Million Campaign Goal

As the primary philanthropic entity of NorthShore University HealthSystem (NorthShore), the Foundation will remember 2008 as a year of accomplishment, impact and new vision. "This year we celebrated several significant milestones," said Colleen D. Mitchell, Foundation President. "Among other accomplishments, generous philanthropic gifts from a wide variety of individuals, corporations and foundations helped us surpass our historic \$150 million Campaign goal.

"We look forward to re-engaging many of our donors in conversations regarding the purpose of philanthropy at our institution. We are eager to better understand their vision for the future of healthcare—what it is, what it can and should be, and how we get there with the support of philanthropy. This dialogue will bring a valuable 'voice of the customer' to accelerate the transformation of healthcare delivery in our communities."

Some of the best and brightest leaders of the Foundation are the members of the Auxiliary and Associate Boards who create vital connections and a spirit of volunteerism and philanthropy within the community. Among their accomplishments:

- The nearly 900 members of the Auxiliary reached their two-year fundraising goals to support The

Alzheimer's and Memory Assessment Center at Glenbrook Hospital by raising \$487,500 at the 2008 Hospitals' Gala.

- Members of the Auxiliary also raised nearly \$400,000 over the past two years to create a Primary Stroke Center at Highland Park Hospital.
- The Myra Rubenstein Weis Benefit Luncheon helped support the Living in the Future (LIFE) Cancer Survivorship Program.
- The American Craft Exposition (ACE) plans to complete a multi-year commitment for a \$2 million breast-ovarian cancer research endowment.
- The 92 members of the Associate Board raised \$62,000 for the Henrietta Johnson Louis Infant Special Care Unit at Evanston Hospital.

"Our donors' transformational leadership that envisions and supports a *Culture of Philanthropy* is an extraordinary vote of confidence in our ability to support clinical services, medical education, innovative research and charity care," Mitchell said. "A warm and sincere thank you for making a difference in the lives of the patients we serve."





*Dr. Mark S. Talamonti's surgical team will play a leading role in developing NOTES technology.*

## The Grainger Foundation Supports Engineering Innovations

*Dr. Robert R. Edelman has made pioneering contributions to the field of magnetic resonance imaging (MRI).*

The Grainger Foundation and NorthShore share a common interest in harnessing the power of engineering to transform the patient experience. With two recent \$1 million gifts, The Grainger Foundation recognizes and honors the outstanding engineering-led initiatives under way in the Departments of Surgery and Radiology.

The first gift will support a sophisticated incisionless surgery technique called Natural Orifice Translumenal Endoscopic Surgery (NOTES), which enables physicians to perform intra-abdominal procedures through the body's natural openings. NOTES offers significant patient benefits, including fewer complications and quicker recovery times.

"NorthShore will be a national leader in the development of the NOTES technique," said Mark S. Talamonti, M.D., Chairman of the Department of Surgery. "Although the technique is well developed, the technology needed to advance NOTES is in critical need of additional development."

Dr. Talamonti recently recruited Michael B. Ujiki, M.D., who was one of the first physicians in the country

to perform this surgery and has extensive experience with NOTES.

The second \$1 million gift will support a unique noncontrast imaging technology called Signal Targeting Alternative Radiofrequency with Flow-Independent Relaxation Enhancement (STARFIRE).

"STARFIRE is a new way to see inside the human body with unprecedented image quality," said Robert R. Edelman, M.D., Chairman of the Department of Radiology, who has made pioneering contributions to the field of magnetic resonance imaging (MRI). "This new funding will allow us to further develop this innovative noncontrast imaging technology to diagnose disease earlier and more safely without the need for invasive procedures."

The Grainger Foundation has a long history of providing generous philanthropic support for patient care programs and cutting-edge research at NorthShore. With these gifts, physicians, engineers, industry experts and scientists from multiple disciplines will come together to create entirely new ways to foster innovation in patient care.



## Endowed Chairs Take Research to the Next Level

*Dr. Gustavo Rodriguez is passionate about preventing ovarian cancer for those with the BRCA1 or BRCA2 gene alterations and about developing an effective pharmacological prevention strategy for those diagnosed with ovarian cancer.*

"When I think of Dr. Gus Rodriguez, I am reminded of a familiar parable. A man is walking along a beach and encounters thousands of starfish washed up along the shore. He begins to throw them back into the ocean one by one. Another man comes along and questions such a futile task. 'You can't possibly save them all!' he exclaims. With that, the first man holds up the next starfish and replies, 'Yes, but for this one, it makes all the difference.'"

NorthShore University HealthSystem (NorthShore) physician Louise Matthews, M.D., recounted this story at the November 2007 Investiture Ceremony for Gustavo Rodriguez, M.D. Dr. Rodriguez is Director of Gynecologic Oncology and was named to the Matthews Family Chair of Gynecologic Oncology Research with a \$1.5 million endowment from long-time supporters Edward and Marie Matthews, along with their daughter, Dr. Matthews, and her husband, Tom Flickinger.

Dr. Rodriguez focuses on developing an effective pharmacological prevention strategy for ovarian cancer,

one of the leading causes of cancer deaths in women.

"This endowed chair takes our entire research effort to a new level," Dr. Rodriguez said. "Those who give to medical research are visionaries who see the exponential impact of their gift. Discoveries in the laboratory will help not one individual but have the potential to help hundreds of thousands of individuals. Our research also will lead to discoveries that others will build upon."

During the Campaign, the NorthShore Foundation created 14 new endowed chairs in areas as diverse as cardiothoracic surgery, breast cancer research, neuroscience research, radiology, anesthesiology, outcomes research, prostate cancer and perinatal research.

An endowed chair is the highest form of recognition that an academic institution can confer on an area and the recipient. It is the ultimate professional tribute and provides physician leaders with the gift of time to pursue discoveries, as well as the distinction and perpetual support that only a philanthropic endowment brings.



## Fellowship in Underserved Family Medicine Reaches Out to Community in Need

*As part of our commitment to caring for all patients regardless of their financial circumstances, Dr. Thomas Gavagan (left) and Dr. Mariya Dmytriv (center) examine pediatric patients Mia, Alanis and Davie Tiensvold-Kravitz at the NorthShore University HealthSystem Health Center.*

NorthShore University HealthSystem (NorthShore) has a rich legacy of providing care to patients in need both within and well beyond the walls of its Hospitals. A generous one-year grant from the Healthcare Foundation of Highland Park enables the Department of Family Medicine to continue this tradition with a new Fellowship in Underserved Family Medicine.

"The Healthcare Foundation of Highland Park is committed to serving the uninsured and underinsured in the Highland Park Hospital service area and making a positive impact on their health," said Jim Styer, Chairman of the Foundation, which is a community trust created following the merger of Highland Park, Evanston and Glenbrook Hospitals.

As the first-of-its-kind in the Chicago metropolitan area—and possibly the nation—this Fellowship will provide comprehensive primary care to the medically underserved communities in Lake County. "It responds in a local way to two national crises: the unmet needs of a growing number of underserved and uninsured

patients, and the critical shortage of physicians qualified to care for these patients," said Thomas F. Gavagan, M.D., M.P.H., Vice Chairman of the Department of Family Medicine.

Mariya Dmytriv, M.D., is the first Fellow chosen for the program, which will help her develop the clinical and administrative skills needed to meet the unique public health challenges of medically indigent patients. The program is designed to allow Fellows to step beyond the hospital and clinic environment, and provide direct primary care to patients as they develop a deeper understanding of cultural dynamics, and assess and respond to unmet community healthcare needs.

As a pilot program, current funding will support a Fellow for one year. The NorthShore Foundation is seeking additional support to establish the Fellowship as an ongoing educational opportunity. "With a reliable stream of funding, preventive and, possibly, permanent solutions could be put in place to meet the healthcare needs of this most vulnerable patient population," Dr. Gavagan said.



**NorthShore University HealthSystem connects with you by providing access to the newest and most innovative drugs, devices, diagnostic procedures and treatments. Our Research Institute focuses on clinical and translational research—accelerating laboratory findings directly into advancements in patient care.**

*From left: Dr. Prem Seth,  
Dr. Pablo Gejman and  
Dr. Wendy Rubinstein*

With funding of more than \$22 million a year from the National Institutes of Health (NIH), NorthShore University HealthSystem (NorthShore) is the No. 1 independent research hospital system in Illinois and No. 9 nationwide. As an integrated healthcare delivery system, we promote groundbreaking research studies and translate them from the laboratory to the bedside.

### Medical Genetics

One of the shining stars of our translational research is medical genetics. Subtle variations in our genes predispose us to certain medical diseases and conditions. Since researchers completed sequencing the entire human genome in 2003, they have developed genetic tests to diagnose or predict risk for almost 1,400 diseases—a 700-percent increase since 1997.

For patients, knowledge of their risk is important. The effects of many genetic diseases can be prevented or reduced through early diagnosis and management.

“The trajectory of genetic medicine includes learning how to detect genetic disease, calculate genetic risk and treat common diseases based on genetic factors,” said Wendy S. Rubinstein, M.D., Ph.D.,

Director of the Center for Medical Genetics at NorthShore. “Our collective strengths uniquely position us as one of only a few institutions with the necessary multidisciplinary skills and resources already in place to capitalize on genetic medicine’s pathway, allowing genetic research in cancer and other serious diseases.”

Genetic susceptibility for a few disorders, such as cystic fibrosis and mutations in BRCA1 and BRCA2 that cause higher risk of breast and ovarian cancer, is relatively straightforward. But some of the most common major disorders—like heart disease, diabetes, many cancers and certain psychiatric illnesses—arise from an array of genetic interactions.

### Linking Genetics to Specific Diseases

“Genetic components of illness affect every family,” said Pablo V. Gejman, M.D., Director of the Center for Psychiatric Genetics at NorthShore. “The goal of our generation of researchers is to understand the complex genetics of common medical disorders and the interaction of genes and environmental factors that contribute to illness.”



### Assessing High Genetic Risk for Prostate Cancer

NorthShore's IMPACT Study is part of an international collaboration through the United Kingdom that involves studies of men with a high genetic risk for prostate cancer. While the genetic mutations for breast cancer in women have been studied extensively, Dr. Rubinstein asserts prostate cancer is as big of a health problem for men.

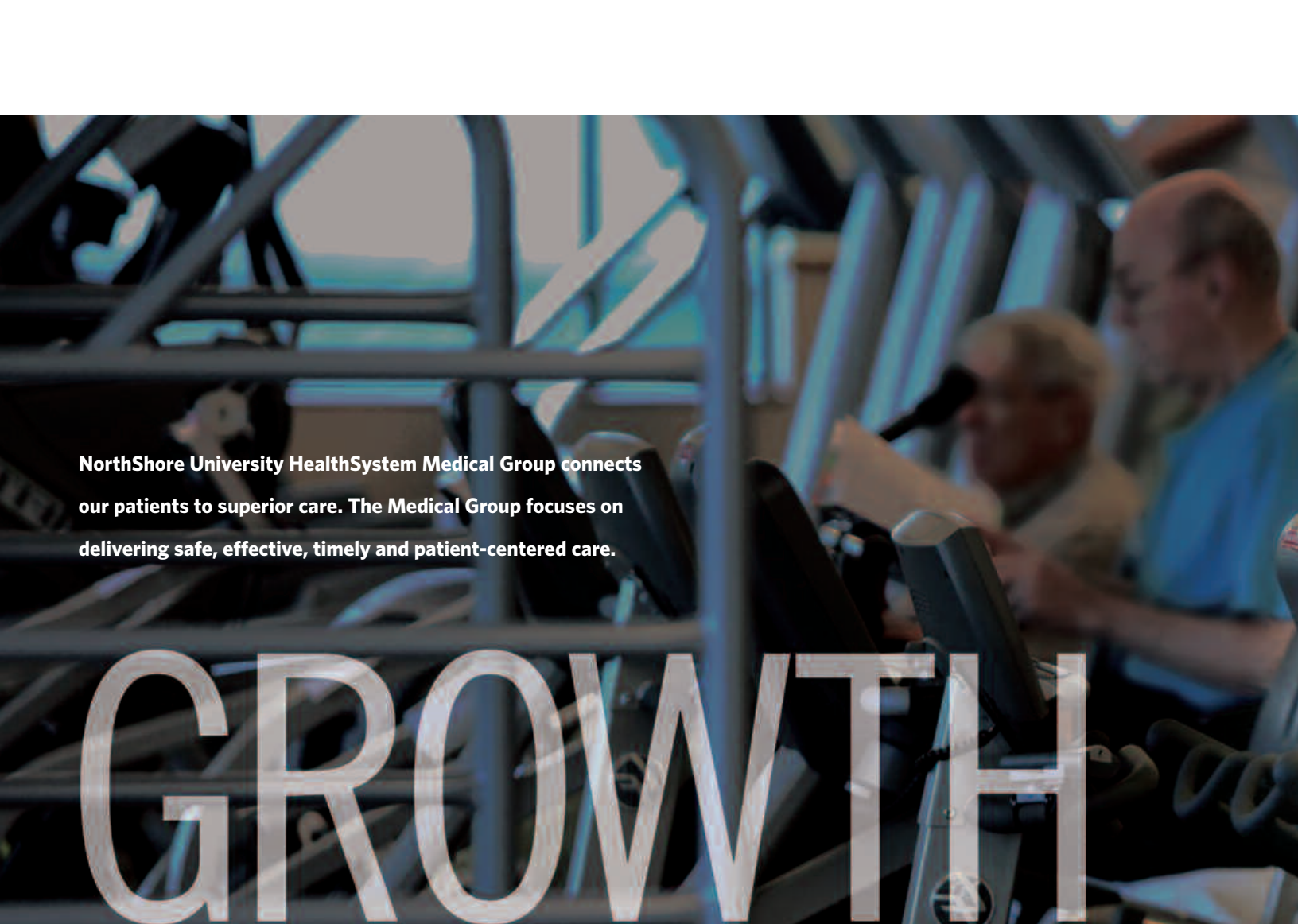
Men with mutations in either the BRCA1 or BRCA2 genes have a 30-percent lifetime risk of getting prostate cancer. And it is often a form of prostate cancer that is particularly aggressive, according to Dr. Rubinstein.

This international study will determine whether the prostate antigen (PSA) blood test is effective in these men, and whether annual screening should begin earlier—at age 40—instead of the traditional age of 50. "This study combines the expertise of physicians at our Comprehensive Prostate Cancer Center and our world-class genetic research," Dr. Rubinstein said. NorthShore expects to enroll 100 of the 1,700 men taking part worldwide.

### Groundbreaking Research to Attack Cancer Cells from the Inside Out

Through the use of gene therapy, Prem Seth, Ph.D., is developing cancer-killing viruses with the potential to save the lives of advanced-stage breast and prostate cancer patients with bone metastasis. When Dr. Seth was studying the biology of adenovirus during his post-doctoral research, he realized that cancer-killing genes could be added to a virus for delivery inside cells to attack tumors. In simple terms, the virus would enter the cell to destroy the cancer from the inside out.

Several years later, Dr. Seth and his team of researchers at NorthShore have developed the viral therapeutic approach to destroy the primary tumor and inhibit the bone metastasis in advanced breast and prostate cancer. By attacking the protein in blood, these viral vectors block its activity in feeding the growth of cancer. Dr. Seth expects to initiate clinical trials for advanced breast and prostate cancer patients in the next three years.



**NorthShore University HealthSystem Medical Group connects our patients to superior care. The Medical Group focuses on delivering safe, effective, timely and patient-centered care.**

# GROWTH

## Teamwork of Medical Group Physicians Transforms a Patient's Quality of Life

Leslie Mendoza Temple, M.D., set in motion discoveries that have dramatically improved Carol Gilbert's life. The head of Integrative Medicine, Dr. Mendoza Temple became concerned because Gilbert's hemoglobin and blood sugar levels were rising, although they were still on the high end of normal range. She referred Gilbert to endocrinologist Megan Jacobs, M.D., and hematologist Lynne Kaminer, M.D.

As a result of the referrals, Dr. Jacobs diagnosed Gilbert with insulin resistance, while Dr. Kaminer found that she had hemochromatosis, a hereditary condition of abnormal iron metabolism that leads to insulin resistance. Individuals with this disease absorb too much iron from their diets, and the metal can reach toxic levels in organs such as the liver, heart, pituitary, thyroid, pancreas and joints.

"Dr. Mendoza Temple got the ball rolling for these diagnoses. I am really impressed with the coordination of care at NorthShore University HealthSystem," Gilbert said. "These conditions were caught before

they got out of control. I am not a diabetic. Fortunately, the hemochromatosis has not caused lasting damage to my organs and joints. Dr. Mendoza Temple, Dr. Jacobs and Dr. Kaminer have saved my life."

Gilbert is taking new medications for her insulin resistance, has changed her diet to remove vitamins and foods supplemented with iron, and has given blood regularly to decrease her iron levels. Through the treatments and a vigorous exercise program, she has lost 26 pounds over seven months. Additionally, her son and daughter have discovered they are genetic carriers of hemochromatosis, and their children will be tested in the future.

"The addition of Integrative Medicine to traditional healthcare gives us more tools in our toolbox to help identify the source of chronic conditions," Dr. Mendoza Temple said. "Transparency is the key to better healthcare. And through our system of electronic medical records, we can share information easily and form an integrative medical team. Every physician here knows how other physicians are caring for the same patient."



*Dr. Leslie Mendoza Temple takes a holistic approach to healthcare for her patients. From left: Dr. Mendoza Temple and Carol Gilbert*

## **NorthShore Medical Group Physicians Expand Their Reach and Offer a Full Gamut of Specialists**

NorthShore University HealthSystem (NorthShore) Medical Group was recently honored by the American Medical Group Association (AMGA) for our innovation, commitment and demonstrated track record in providing patients with access to safe, efficient and patient-centered care. This honor distinguishes our Medical Group as one of America's best for our demonstrated success in implementing the Institute of Medicine's "six aims for improvement" to provide superior patient care. The six aims for improvement are safety, effectiveness, equity, timeliness, patient-centeredness and efficiency. Also, we are the only medical group in the Chicago metropolitan area to have ever achieved such recognition from the AMGA.

NorthShore Medical Group is a multispecialty group of 550+ primary and specialty care physicians, the majority of whom will serve on the faculty of the University of Chicago Pritzker School of Medicine effective July 2009. Physicians within the Medical Group provide the full range of medical services for approximately one million patient visits annually

throughout northern Cook and Lake Counties. Our physicians serve on staff at the three NorthShore Hospitals.

Our primary care physician offices across the North Shore offer unparalleled access, with early morning, evening and weekend hours, walk-in and same-day appointments. Responding to the needs of our patients, 40 percent of our primary care visits are "same-day" appointments.

In addition, our Medical Group is continuously expanding its depth and breadth of expertise to assure timely, convenient access to a full range of services in varied medical disciplines. During 2008, for example, we added more than 30 specialists, including physicians in neurology, with subspecialty expertise in stroke, neuro-oncology, sleep disorders and memory disorders.

Most of all, our Medical Group is dedicated to continuous improvement in meeting the needs of our patients. To ensure we are on track, we regularly survey our patients about their relationship with the Medical Group physicians and practices. This research has led to significant enhancements in our access and service—changes that have helped increase scores of excellence among patients from 57 percent in 1999 to 82 percent this year.

## Financial Report

**This year marked another year of positive financial results for NorthShore University HealthSystem (NorthShore). We achieved growth in patient care services delivered to our expanding geographic base on the greater North Shore of Chicago.**

In the fiscal year ended Sept. 30, 2008, total revenue grew 8 percent to \$1.3 billion. Growth was seen in key service lines that have been the focus of past investments in capital and other resources. The NorthShore Medical Group was increased by more than 100 physicians during the last two years in both primary care and specialties for a total of more than 550. And we continued to realize significant benefits from our industry leading investments in healthcare technologies, particularly electronic medical records. Along with solid revenue growth, the following unaudited financial reports outline the components of our financial results that resulted in \$50 million of Income from Operations for the year.

Our strong financial results were achieved while we continued to invest in our people, programs, facilities and technology with capital spending of \$125 million in 2008. We plan to increase such investments in 2009.

Our progress was also recognized by Moody's Investors Service who announced in July their upgrade of our bond rating to Aa2, noting several years of operating improvement, exceptional liquidity and good operating cash flow margins. We know financial strength is extremely important in these challenging times and are pleased with Moody's decision. This rating now joins our AA+ bond rating from Standard & Poor's, which is their highest rating. Out of some 5,000 U.S. hospitals and health systems, NorthShore is one of only four organizations with Standard & Poor's highest rating.

We reached agreement to merge Rush North Shore Medical Center, a 252-bed general acute care hospital in Skokie, Ill., into the operations of NorthShore, and are in the final stages of obtaining regulatory approvals. The Federal Trade Commission and the Illinois Attorney General have already approved the transaction, and the final step is for the state of Illinois to approve the transaction, which is expected to occur in early November. We then expect to begin merged operations on Jan. 1, 2009.

The NorthShore Foundation completed a successful five year campaign raising \$150 million. In addition to raising funds, we are also raising friends in the communities we support. Providing an attractive home for the philanthropic wishes of our many friends will continue to be an important focus at NorthShore.

Fiscal year 2008 has been an exciting and challenging year—one in which NorthShore has continued to do well, despite a difficult external environment.



Gary E. Weiss  
Executive Vice President,  
Chief Financial Officer and Treasurer



# NorthShore University HealthSystem

## Consolidated Balance Sheets

As of September 30  
(\$ in thousands)

<b>Assets</b>	<b>2008*</b>	<b>2007</b>
<b>Current assets:</b>		
Cash and cash equivalents	\$ 44,861	\$ 22,620
Internally designated investments, current portion	38,719	47,321
Patient accounts receivable, net of allowances	172,830	163,593
Inventories, prepaid expenses, and other	48,351	68,988
Collateral under securities lending program	103,846	121,744
Total current assets	<u>408,607</u>	<u>424,266</u>
<b>Investments available for general use</b>	1,108,193	1,524,538
<b>Investments limited as to use:</b>		
Internally designated for capital replacement and other	131,206	135,228
Investments under securities lending program	104,890	118,726
Externally designated under bond indenture	5,000	4,999
Total investments limited as to use	<u>241,096</u>	<u>258,953</u>
<b>Other assets:</b>		
Property and equipment, net	617,642	574,260
Other assets	66,201	81,706
Total other assets	<u>683,843</u>	<u>655,966</u>
<b>Total assets</b>	<u><u>\$ 2,441,739</u></u>	<u><u>\$ 2,863,723</u></u>
<b>Liabilities and Net Assets</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued expenses	\$ 219,628	\$ 207,122
Payable under securities lending program	105,354	121,744
Estimated settlements due to third-party payors	37,849	38,687
Current maturities of long-term debt	5,500	15,200
Total current liabilities	<u>368,331</u>	<u>382,753</u>
<b>Noncurrent liabilities:</b>		
Long-term debt, less current maturities	361,500	587,000
Other	270,071	236,218
Total noncurrent liabilities	<u>631,571</u>	<u>823,218</u>
<b>Net assets:</b>		
Unrestricted	1,303,012	1,510,459
Temporarily restricted	80,722	91,268
Permanently restricted	58,103	56,025
Total net assets	<u>1,441,837</u>	<u>1,657,752</u>
<b>Total liabilities and net assets</b>	<u><u>\$ 2,441,739</u></u>	<u><u>\$ 2,863,723</u></u>

\*Unaudited

## NorthShore University HealthSystem

### Consolidated Statements of Operations

For the Years Ended September 30  
 (\$ in thousands)

	2008*	2007
<b>Unrestricted revenues and other support:</b>		
Net patient service and premium revenue	\$ 1,183,438	\$ 1,100,640
Investment earnings to support operations	28,250	20,000
Net assets released from restrictions used for operations	18,083	21,398
Other revenue	73,683	65,443
Total unrestricted revenues and other support	<u>1,303,454</u>	<u>1,207,481</u>
<b>Operating expenses:</b>		
Salaries, wages, and benefits	626,555	575,422
Supplies and services	450,279	402,084
Depreciation and amortization	82,120	78,367
Insurance	46,656	60,495
Provision for uncollectible accounts	38,933	27,241
Interest expense	8,762	10,151
Total operating expenses	<u>1,253,305</u>	<u>1,153,760</u>
<b>Income from operations</b>	<u>\$ 50,149</u>	<u>\$ 53,721</u>

\*Unaudited

## Vital Signs

For the Years Ended September 30

	2008	2007
Hospital cases (including births)	52,137	50,680
Occupancy percentage	81%	80%
Average length of stay (in days)	4.5	4.6
Total emergency room visits	99,911	95,909
Outpatient visits (excluding OP ER visits)	934,379	900,899
Philanthropy (\$ in millions)	\$ 22.7	\$ 30.3

# The Lifetime Philanthropy Societies

The Legacy Society, Chairman's Society, Director's Society, President's Society and Patten Circle recognize cumulative lifetime giving. The lasting generosity of these important donors honors the vision of our leaders and allows us to continually strive for excellence. For this, we are grateful.

## Foundation

Gifts and Grants  
as of September 30, 2008

### The Legacy Society

Gifts of \$5,000,000 and above	The Auxiliary of NorthShore University HealthSystem	John L. Patten Charitable Trust
	Mr. William B. Graham	Ruth Cain Ruggles
	The Grainger Foundation	Mr. and Mrs. Charles R. Walgreen, Jr.
	The Healthcare Foundation of Highland Park	The Charles R. Walgreen, Jr. Family
	The Louis Family	

### The Chairman's Society

Gifts of \$1,000,000 to \$4,999,999	Anonymous	Mr. and Mrs. James L. Garard, Jr.	Muscular Dystrophy Association/ Estate of James T. Guynes
	The Allstate Foundation	The Golder Family Foundation	Parkinson's Disease Research Society
	The Auxiliary at Highland Park Hospital	Harris Family Foundation	The Radiation Medicine Institute
	Louis W. Biegler	Mrs. H. Earl Hoover	Daniel F. and Ada L. Rice Foundation
	Judson B. and Mary Alice Branch Estate	Virginia MacLeish Jones Trust	Ralph Robinson Marital Trust
	Mrs. C. Selma Carton	Roy F. Kehl	Dr. Scholl Foundation
	Elizabeth D. Chinnock Estate	John L. and Helen Kellogg Foundation	John G. Searle
	Mrs. Toni Cobb	Robert and Myra Kraft Foundation	Searle Family Trust
	Owen L. Coon Foundation	Alfred J. Lilienfeld Trust	The Searle Funds at The Chicago Community Trust
	Mr. and Mrs. James W. Cozad	Etta W. Lilienfeld Trust	Mr. and Mrs. John D. Simms/ Simms Family Foundation
	Warren B. Cozzens	Mr. and Mrs. Edward E. Matthews	Nathan and Marion Stagman and Robin Stagman Weiss
	The Crown and Goodman Families	The Edward E. & Marie L. Matthews Foundation	Tillie T. Straub Charitable Foundation
	Judy and Bill Davis	Dr. Louise S. Matthews and Mr. Thomas Raymond Flickinger	The Gertrude & Walter Swanson, Jr. Foundation
	Connie and Tom Duckworth	Foster G. McGaw Educational Foundation	
	Elizabeth Ellrodt and Scott Schweighauser	Deanette Murdough Estate	
	Maxine P. and W. James Farrell		
	Stephen J. Frawley Trust		

### The Director's Society

Gifts of \$500,000 to \$999,999	Anonymous	Marvin E. Gollob Family	Mr. and Mrs. Samuel M. Menco
	Marshall Abraham Family/Ida and Irving Abraham Family Foundation	George W. Grant Trust	NorthShore University HealthSystem Department of Medicine
	Susan D. and Lawrence W. Appelbaum	Robert A. and Margaret Hennessy Trust	NorthShore University HealthSystem Department of Pediatrics
	Edith Marie Appleton Trust	Illinois Bone & Joint Institute, LLC— Glenview Office	NorthShore University HealthSystem Department of Surgery
	M. R. Bauer Foundation	Illinois Tool Works Foundation	NorthShore University HealthSystem Professional Staff
	Mr. and Mrs. Marshall Bennett	Oliver Jahn Trust	Mr. and Mrs. Milton L. Podolsky
	Ms. Ellen Block	Mrs. Harold James	SC Johnson Wax
	Mr. and Mrs. W. Austin Boynton	Dr. Leonard F. Jourdonais Charitable Trust	Daniel C. Searle
	Mrs. Janet D. Burch	The Kresge Foundation	Chester D. Tripp Charitable Trust
	Chapman Charitable Foundation	Mr. and Mrs. Joseph Levy, Jr.	Mrs. Ormand J. Wade
	The Ronald L. Chez Family	Richard and Martha Melman Foundation	
	Lucille B. Crowder Trust		

## The President's Society

Gifts of \$250,000 to \$499,999

<p>Anonymous Abbott Laboratories Abbott Laboratories Fund Mr. Carlyle E. Anderson Associates in Anesthesia Modestus Bauer Foundation Arnie and Ann Berlin/ Berlin Family Fund Mr. and Mrs. Jules F. Bernard Berner Charitable and Scholarship Foundation Blum-Kovler Foundation The Butz Foundation Jerome and Ilene Cole Foundation Sylvia McElin Corrigan Mr. and Mrs. John W. Croghan Deerfield State Bank</p>	<p>The Paul Michael Donovan Charitable Foundation Donald S. Elrod Enoch A. Frederick Estate John D. Gray Family Ann M. Gutman Estate The Irving Harris Foundation Mr. Maurice D. Henery Helen E. Hough Charitable Trust Mr. and Mrs. Richard T. Hough Mrs. Robert C. Hyndman A. D. Johnson Foundation Mr. and Mrs. Wayne J. Johnson Junior Board of Highland Park Hospital Judy and John Keller Katherine E. Klassen Estate Becky and Lester Knight</p>	<p>Kovler Family Foundation Kraft Foods Mr. Clyde S. McGregor and Joan Kowing McGregor Mrs. A. Gerson Miller Dr. Charles A. and Joan Mudd Mrs. Thomas R. Mulroy Northern Trust NorthShore University HealthSystem Department of Obstetrics &amp; Gynecology Lucille Olshansky Estate Edmond and Alice Opler Foundation James A. and Amanda L. Patten Charitable Trust May Patterson Charitable Trust Frank E. &amp; Seba B. Payne Foundation</p>	<p>Mr. and Mrs. Thomas Pick The Retirement Research Foundation Rena B. Robinson Ross Laboratories Mrs. A. Frank Rothschild The Satter Foundation Solo Cup Foundation The Staubitz Family Charitable Trust Dr. and Mrs. Paul Sternberg Howard L. Storch Morton and Eunice Teitelbaum Mr. and Mrs. Raymond C. Tower Walgreen Company Mr. and Mrs. John R. Walter Frank G. Watson Estate Myra Rubenstein Weis Health Resource Center</p>
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## The Patten Circle

Gifts of \$100,000 to \$249,999

<p>Anonymous Dr. and Mrs. John C. Alexander, Jr. The Allyn Foundation Mr. and Mrs. Thomas I. Altholz American Brain Tumor Association American Parkinson Disease Association Elizabeth W. Anderson Trust Dr. and Mrs. Robert W. Anderson Aon Corporation Aon Foundation Appelbaum Family Foundation Aramark Management Services The Associate Board of NorthShore University HealthSystem Bob Baizer Charlene Baizer Mr. and Mrs. Jack W. Baker Mr. and Mrs. Charles L. Barancik Mrs. Ann Baum Baxter Allegiance Foundation Becton Dickinson and Company Grace A. Bersted Foundation The Biegler Foundation Mr. and Mrs. Kenneth L. Block Mrs. Florence Boone Charles H. &amp; Bertha L. Boothroyd Foundation The Edwin J. Brach Foundation Helen Brach Foundation Mr. and Mrs. Duane L. Burnham Mr. and Mrs. Wiley N. Caldwell Dr. and Mrs. Joseph A. Caprini Dr. and Mrs. Terrance S. Carden, Jr. Cardinal Health Foundation Brook Carl Mrs. Walter Cherry Albert B. Clark Estate Clark Family Foundation Cole Taylor Bank Mr. Harry H. Coon Cotter &amp; Company Dr. and Mrs. Arthur R. Crampton Crate and Barrel Mrs. Robert Crown</p>	<p>Ms. Debora de Hoyos and Mr. Walter C. D. Carlson Delta Foundation Eckenhoff Saunders Architects, Inc. Ellerman Family Foundation Dr. Ralph and Marian Falk Medical Research Trust Mr. and Mrs. Richard J. Ferris Mr. and Mrs. Eli Field Harold E. Foreman, Jr. Fort James Foundation Freed Family Foundation Dr. Paul and Eileen Goldstein and Family The Carol Gollob Foundation for Breast Cancer Research Gramm Family Foundation Grant Healthcare Foundation Harris Associates, L.P. Mr. and Mrs. John C. Harris Mrs. Irvin H. Hartman, Jr. Mrs. Sibyl A. Heide Harold and Frida Heyward The Hillebrand Family Mr. and Mrs. David H. Hoffmann Household International Mr. and Mrs. Lawrence Howe Huss Foundation Dr. and Mrs. David M. Ingall Archer L. Jackson Estate Helen Jacob Estate Carol Marks Jacobsohn Foundation Jamerson &amp; Bauwens Electrical Contractors, Inc. Johnson &amp; Johnson/Ethicon Endo-Surgery, Inc. Gregory K. Jones and Family Mr. Paul A. Jones/Glenview State Bank Jordan Industries, Inc. JPMorgan Chase Kanter Family Foundation Edward and Carol Kaplan Mr. Samuel Kersten Mr. and Mrs. Richard L. Keyser Dr. and Mrs. Janardan D. Khandekar Denyse C. King Estate Mary Ann and Harvey Kinzelberg Mrs. Helen P. Kirkpatrick</p>	<p>Harry M. Jansen Kraemer &amp; Julie Jansen Kraemer Ms. Honey Kugler-Olin The Randall Larrimore Family Dr. and Mrs. Richard H. Larson LaSalle Bank Steven and Arlene Lazarus Foundation Lefkofsky Family Foundation Mr. and Mrs. M. James Leider J. D. &amp; Iva Leiper Trust Sandra K. Lewis Barbara and Frank Lieber Mr. and Mrs. Homer J. Livingston, Jr. Mrs. Allan M. Loeb March of Dimes Mr. Marshall Marcovitz Mr. and Mrs. S. Edward Marder Mr. and Mrs. Miles L. Marsh Mr. and Mrs. Rocco J. Martino The Matthei and Schmidt Families Mr. and Mrs. James G. Maynard Mr. William A. McIntosh Medline Industries, Inc. Mr. Stephen K. Michael Carol and Terry Moritz Mark R. and Susan C. Neaman Geraldine S. Newsome Estate Gertrude B. Nielsen Charitable Trust Mr. and Mrs. James J. O'Connor Emily and Leo O'Grady Trusts I. A. O'Shaughnessy Foundation/ Mrs. J. Garrett Lyman Pathology &amp; Nuclear Medicine Associates, S.C. The Pattis Family Foundation Barbara and Jerry Pearlman Pepper Construction Mrs. Harold Perlman Miss Maxine R. Philipsborn Henry Pope Foundation Dr. and Mrs. Ronald B. Port Lucile B. Priess Estate Prince Charitable Trusts J. B. &amp; M. K. Pritzker Family Foundation</p>	<p>Ravinia Associates in Internal Medicine, Ltd. Karen L. Richards Mr. and Mrs. John M. Richman Shaiza Rizavi/A. Z. Rizavi, M.D. Memorial Lois I. Ross Trust Ellen A. Rudnick and Paul W. Earle Sacks Family Foundation Dr. Richard and Carolyn Santee S. Santhanam, M.D. Mr. and Mrs. James L. Scott The Seabury Foundation G. D. Searle &amp; Company The ServiceMaster Company Mr. and Mrs. Justin D. Sheperd John Sickle Fred B. Snite Foundation Mr. and Mrs. Neele E. Stearns, Jr. Structured Settlement Trust Stryker Instruments Robert Ray Szombathy Estate Stacy Kaufman Tabachnik Mr. and Mrs. Steven M. Taslitz Mr. John W. Taylor, Jr. Mr. and Mrs. John W. Taylor III Sidney J. Taylor Family Carl and Marilyn Thoma Mr. J. Mikesell Thomas Jane Patten Thompson Bobbie and Jeff Vender A. Montgomery Ward Foundation Washington Square Health Foundation C. O. Waters Trust Mr. and Mrs. Elmer H. Wavering The Herbert C. and Florence M. Wenske Foundation W. P. &amp; H. B. White Foundation Mr. and Mrs. William J. White Rachel B. Williams Foundation The Winona Corporation Women Helping Women William Wrigley, Jr. Wyth-Ayerst Laboratories Bud and Dorothy Zeman Foundation</p>
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# The Annual Societies

The Annual Philanthropic Societies allow us to recognize the generosity of donors who support our growth each year.

## Foundation

### The Dr. Louis W. Sauer Society

Gifts and Grants  
of \$10,000 to \$99,999

**This Society honors the memory of Dr. Louis W. Sauer, a renowned local physician who created the whooping cough vaccine, saving countless lives around the world.**

Anonymous  
Mr. and Mrs. Hall Adams, Jr.  
Advance Mechanical Systems, Inc./  
David Weiner  
Jimmie R. Alford and Maree G. Bullock  
American Parkinson Disease  
Association  
The Alvin H. Baum Family Fund  
Bears Care  
Dr. and Mrs. David F. Beigler  
Dr. and Mrs. Leon S. Benson  
Mrs. Louise M. Berezny  
Thomas P. Bleck, M.D.  
Dr. William D. Bloomer and  
Ms. Lauren S. Taslitz  
Mr. and Mrs. Roger O. Brown  
Mr. and Mrs. Timothy L. Burke  
Mrs. Harriet K. Burnstein  
Bruce and Davi Chabner  
Chicago Platform Tennis Tournament  
Charities, Inc.  
Clarence L. & Lillian S. Coleman  
Foundation  
Colliers Bennett & Kahnweiler Inc.  
Mrs. Elizabeth J. Collins  
Karen Connelly Trust  
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Dr. and Mrs. James L. Fox  
The Fraida Foundation  
Mr. and Mrs. Joel M. Friedman  
Gemini Foundation  
GTCR Golder Rauner  
Tim & Tom Gullikson Foundation  
Dr. and Mrs. Steven L. Haddad  
The John Hagenah Family Fund  
Healthcare Foundation of Northern Lake  
County  
Mr. and Mrs. Richard E. Hulina  
ING Financial Advisers, LLC  
Integrated Facilities Solutions, Inc.  
Mr. and Mrs. Lawrence J. Israel  
Jacobs Levy Equity Management  
Mr. and Mrs. John E. Jones  
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Rachel D. Kohler and Mark Hoplamazian  
Dr. and Mrs. James C. Kudrna  
Leica Microsystems Inc.  
Loebl Schlossman & Hackl  
Mr. Raymond A. Luth  
Madison Dearborn Partners  
Marsh  
Mayer Brown LLP  
Dr. and Mrs. Robert D. McMillan  
Medtronic Inc.  
Merck & Co., Inc.  
Mr. and Mrs. Richard J. Metzler  
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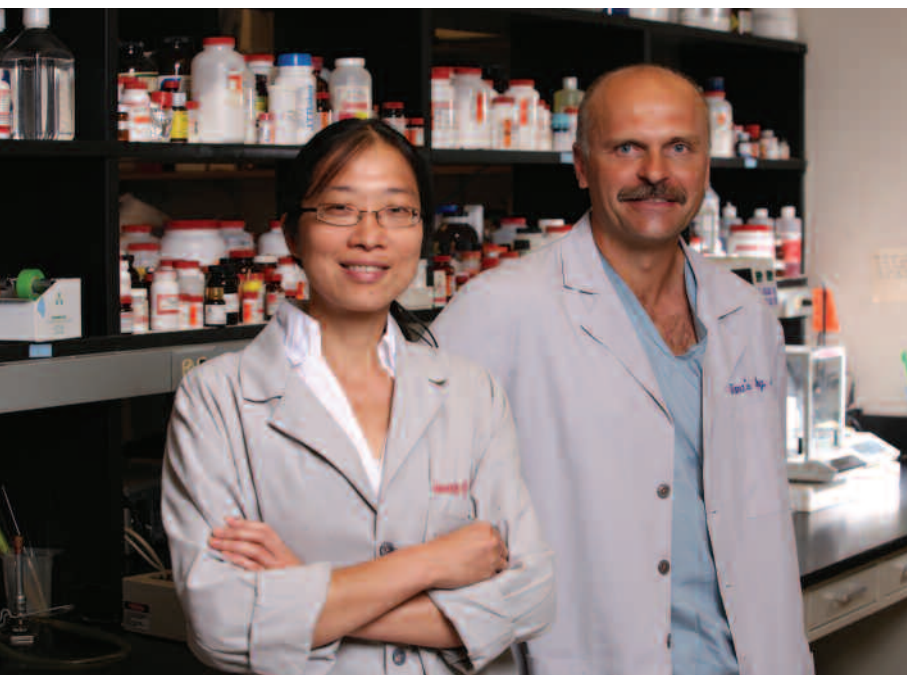
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The NorthShore University HealthSystem Auxiliary at Highland Park Hospital completed its \$400,000 pledge—two years ahead of schedule—toward the creation of Highland Park Hospital's Primary Stroke Center, the first in Lake County. Pictured, from left, are Jenifer Green, A.P.N.; James S. Castle, M.D., neurologist and Director of the Primary Stroke Center at Highland Park Hospital; Julie Stone, President-Elect; and Nadine Woldenberg, President.



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The NorthShore University HealthSystem (NorthShore) Auxiliary at Evanston and Glenbrook Hospitals held a successful 2008 Hospitals' Gala, proceeds of which completed its commitment to support the Alzheimer's and Memory Assessment Center at Glenbrook Hospital. Proceeds from the American Craft Exposition (ACE) completed its \$2 million endowment to support breast-ovarian cancer research at NorthShore. Pictured, from left, are: Sandy Miller, 2008 ACE Co-Chair; Janet Emmerman, President; and Dana Turban, 2008 ACE Co-Chair.

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The 12th Annual Myra Rubenstein Weis (MRW) Health Resource Center Luncheon raised resources and awareness for the Living in the Future (LIFE) cancer survivorship program. LIFE creates a bridge between the oncology treatment experience and post-treatment care. Pictured, from left, are MRW Founders: Eileen Rubenstein Goldstein and Paul Goldstein, M.D., and Carol Rosenberg, M.D., Director of the LIFE program.



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