

# Advancing Healthcare through Research and Innovation

## Advancing Healthcare through Research and Innovation



A. Steven Crown (left) and Mark R. Neaman

The year 2014 will be remembered as one of sweeping change in healthcare. Key provisions of the Affordable Care Act were implemented with the goal of expanding health insurance coverage. NorthShore University HealthSystem (NorthShore) has embraced this reform initiative in a variety of ways.

We continue to lead change in healthcare delivery by accelerating our commitment to personalized health information technology and data analytics to drive service and value. For the 11th consecutive year, we were honored by being named among the “Most Wired” health systems in the nation for successfully deploying such technology.

Mining the massive amounts of data in our system, we are making important discoveries that drive quality improvements and enhance our ability to accurately compare the effectiveness of different treatments. This innovative technology empowers NorthShore physician-scientists to fully integrate our system of caring across our multiple sites of care.

NorthShore physician experts also are advancing health and hope through our new Center for Personalized Medicine and the Genomic Health Initiative. We have a tremendous opportunity—thanks in part to the generous support of our donors—to expand our research in developing precise and personalized treatment strategies based on a patient’s unique genetic fingerprint.

We remain steadfast in our commitment to make healthcare more convenient for our patients to access. More than 260,000 patients now use our secure online portal NorthShoreConnect to schedule appointments, get prescription refills and test results, and consult with their physicians.

Just prior to our fiscal year ending on Sept. 30, we announced—with much enthusiasm—the merger of NorthShore and Advocate Health Care. This partnership creates Advocate NorthShore Health Partners (ANHP), a pre-eminent healthcare “system of systems,” with 16 hospitals, 350 medical offices, 6,000 physicians, and some 45,000 staff and medical professionals spanning the entire Chicago region. At the outset, ANHP will be the 11th largest not-for-profit system in the United States.

As we await regulatory approval of this exciting merger, NorthShore remains focused on our core mission “to preserve and improve human life.” We are well-positioned to reach even higher for outstanding outcomes, greater value and exceptional experiences for the people and communities we remain privileged to serve.

A. Steven Crown  
Chairman of the Board  
NorthShore University HealthSystem

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

# The Lifetime Philanthropic 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.

*Gifts and Grants as of September 30, 2014*

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Every gift matters! Donor Carly Wilensky, 10, pictured with Dr. Douglas Merkel, raised money to support breast cancer research by doing manicures at her family's neighborhood block party. Wilensky's mother Dina was successfully treated for the disease at NorthShore Kellogg Cancer Center at Highland Park Hospital several years ago.

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1891 Society member Nancy Labinger believes in the importance of research. She volunteers by serving on NorthShore's research-related Institutional Review Board. With her planned gift, Labinger is helping NorthShore advance pioneering research into new medical cures and discoveries.



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The 1891 Society, named for the year Evanston Hospital was founded, celebrates donors who have named NorthShore University HealthSystem as the beneficiary of a planned gift. Such gifts might include bequests, trusts, charitable gift annuities, retirement plan assets or life insurance.

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

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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.

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This Society is named for Dr. Frederick Christopher, an internationally acclaimed physician and medical educator.

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2014 Be Part of the CURE Co-Chairs (from left) Diane Golin, Sarah Adess and Jana Brok celebrate at The Auxiliary at Highland Park Hospital's summer party, which raised funds for NorthShore Kellogg Cancer Center at Highland Park Hospital.

## The Drs. William C. and David N. Danforth Society | Gifts and Grants of \$2,500 to \$4,999

This Society honors Dr. William Danforth and his son, David, prominent obstetrician-gynecologists and medical education pioneers.

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The Auxiliary of NorthShore's 2014 American Craft Exposition (ACE) Co-Chairs Susan White (left) and Debbie Hulick with Gustavo Rodriguez, MD, enjoy the ACE Preview Party, kicking off the weekend-long craft show in support of Dr. Rodriguez's leading-edge ovarian cancer prevention research.

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The Grainger Foundation's Director John Chapman (far right) and Vice President and Secretary Gloria Sinclair cut the ribbon and celebrate the naming of the Grainger Center for Simulation and Innovation (GCSI) at Evanston Hospital. NorthShore attendees included (from left) GCSI Co-Directors Drs. Ernest Wang and Michael Ujiki and Chairman, Department of Surgery, Dr. Mark Talamonti. The Grainger Foundation committed \$5 million to support GCSI's research and professional training in leading-edge surgical techniques.



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*We apologize if we have misspelled or omitted any of our donors' names. Please advise us of any error or omission by calling (224) 364-7223 so we may correct our records.*



Gary E. Weiss

## 2014 Financial Report

In the face of ongoing economic challenges—including continued reimbursement cuts under healthcare reform—NorthShore University HealthSystem realized a strong financial performance in 2014. These results included a 6 percent increase in revenues for the fiscal year ending Sept. 30.

Our results can be credited in large part to the proactive response we took last year improving our cost structure and thereby creating systemwide value. These changes fueled significant innovation and standardization in our processes and also sparked exciting new research initiatives to further advance healthcare for our patients and their families.

Our pre-emptive actions also allowed NorthShore to continue reinvesting in the organization through health information technology, data analytics, new facilities and recruiting world-class physician-scientists. This sound approach has once again proved our ability to generate meaningful financial returns in an increasingly difficult economic climate.

The unaudited financial statements on the following pages detail NorthShore's consolidated financial position and operating results in the last two fiscal years. Total revenue in fiscal year 2014 increased to \$1.9 billion. Our balance sheet remains solid with \$3.3 billion in total assets, including net property and healthcare equipment assets of nearly \$1 billion, along with total net assets (equity) of \$2.2 billion.

We also accelerated our critical aid to patients and families who are most in need. NorthShore provided more than \$283 million in community benefits last year as part of our long-standing commitment to those we are privileged to serve.

We look to 2015 and beyond with renewed optimism. Despite the economic uncertainties we continue to face, NorthShore has stepped up to help lead change and meet the challenges in our industry. We remain well-positioned to generate positive financial results while providing the best level of physician expertise, compassionate care and exceptional patient experiences.

A handwritten signature in dark ink, appearing to read "Gary E. Weiss".

Gary E. Weiss  
Treasurer and Chief Financial Officer



# Consolidated Balance Sheets

As of September 30

(\$ in Thousands)

Assets	2014*	2013
<b>Current assets:</b>		
Cash and cash equivalents	\$ 35,949	\$ 41,295
Other short-term investments	1,037	36,565
Internally designated investments, current portion	48,750	49,575
Patient accounts receivable, net of allowances	268,678	246,113
Inventories, prepaid expenses and other	57,213	66,221
Total current assets	411,627	439,769
<b>Investments available for general use</b>	1,512,961	1,313,198
<b>Investments limited as to use</b>	191,996	171,602
<b>Property and equipment, net</b>	962,386	967,796
<b>Other noncurrent assets</b>	219,124	213,001
<b>Total assets</b>	<u>\$ 3,298,094</u>	<u>\$ 3,105,366</u>
<b>Liabilities and Net Assets</b>		
<b>Current liabilities:</b>		
Accounts payable and accrued expenses	\$ 239,241	\$ 253,842
Due to third-party payors	92,929	81,612
Current maturities of long-term debt	9,638	9,263
Total current liabilities	341,808	344,717
<b>Noncurrent liabilities:</b>		
Long-term debt, less current maturities	357,562	367,200
Employee retirement plans	74,326	79,565
Accrued self-insurance and other	315,281	308,061
Total noncurrent liabilities	747,169	754,826
<b>Net assets:</b>		
Unrestricted	2,017,752	1,830,622
Temporarily and permanently restricted	191,365	175,201
Total net assets	2,209,117	2,005,823
<b>Total liabilities and net assets</b>	<u>\$ 3,298,094</u>	<u>\$ 3,105,366</u>

\*Unaudited

# Consolidated Statements of Operations

For the Years Ended September 30

(\$ in Thousands)

	2014*	2013
<b>Unrestricted revenues and other support:</b>		
Net patient service and premium revenue	\$ 1,895,603	\$ 1,765,898
Provision for uncollectible accounts	(77,359)	(62,965)
Net assets released from restrictions used for operations	13,881	11,661
Other revenue	60,348	68,348
Total unrestricted revenues and other support	1,892,473	1,782,942
<b>Operating expenses:</b>		
Salaries and benefits	975,278	980,869
Supplies, services and other	600,091	577,582
Depreciation and amortization	116,628	118,817
Insurance	44,563	45,699
Medicaid assessment	52,763	24,828
Interest	7,119	7,668
Total operating expenses	1,796,442	1,755,463
<b>Income from operations</b>	<b>\$ 96,031</b>	<b>\$ 27,479</b>
Operating margin percentage	5.1%	1.5%

## Vital Signs

For the Years Ended September 30

	2014*	2013
Hospital cases (including births)	61,504	60,821
Occupancy percentage	78%	79%
Average length of stay (in days)	4.3	4.4
Emergency visits	122,274	124,714
Outpatient visits (excluding outpatient ED visits)	1,410,839	1,395,070
Philanthropy (\$ in millions)	\$ 14.9	\$ 15.2

\*Unaudited

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# Supporting the Power of Personalized Medicine

## Cancer Survivor Credits Genetic Testing with Saving Her Life

Caren Rudman considers herself among the lucky ones. More than 13 years ago, she and her sister Lori Loeb tested positive for the BRCA1 gene, which greatly increases a woman's chance of developing breast and/or ovarian cancer. The sisters had lost five great aunts and their great-grandmother to the deadly genetic mutation at a time when preventive testing to identify the risk was rarely performed.

Thanks to advancements in personalized medicine, genetic tests at NorthShore can now check for BRCA1 or BRCA2 mutations in people with a family history of cancer through a simple blood or saliva test.

Rudman, now 50—an artist and the mother of four—had a preventive hysterectomy at 39 and a mastectomy when she was 47. Her sister Lori, a single mother, had both a mastectomy and hysterectomy when she was 51. But unfortunately, these preventive surgeries were too late for Loeb, who died of ovarian cancer last summer at age 54, leaving behind her 5-year-old daughter Rebecca.

“Genetic testing and my pre-emptive surgeries saved my life,” said Rudman. “The genetic information I received gave me the motivation to act and do something about it.”

Over the last six years, Rudman has become an outspoken advocate for personalized medicine and especially genetic testing. She gives talks on

the subject, and her passion also is reflected in her art, which was part of a fundraising event last September.

“My painting reflects living the bridge between health and disease, to express both the pain and hopefulness of living with the threat of cancer,” she added. “I often ask myself, ‘How am I able to help so many women, but not my own sister?’” Rudman reflected. “Unfortunately, Lori might have waited too long to have the surgeries and, it

turned out, her cells were resistant to treatment.”

Rudman's family chose a fitting way to honor Loeb's memory by supporting NorthShore. Their efforts raised \$12,000 by participating in this year's Embrace the Race 5K Mother's Day run in Highland Park. The money they raised supports research and treatments for patients with breast or ovarian cancer through NorthShore's new Center for Personalized Medicine.



Artist Caren Rudman has become an outspoken advocate and fundraiser for personalized medicine research and genetic testing at NorthShore.



**You can join Caren Rudman and many others in supporting the NorthShore Center for Personalized Medicine's efforts to tailor patient care through genomic research and proactive preventive treatment plans. Learn how you can help at [foundation.northshore.org/persme](http://foundation.northshore.org/persme), or please call (224) 364-7200.**