

GREAT DOCTORS
make the difference



Making the Difference

MEDICINE IS, ABOVE ALL, A VERY PERSONAL ENDEAVOR.

People choose physicians who will care **for** them and care **about** them. Often, they rely on personal recommendations from friends who have found a physician they like and trust.

With that in mind, we would like to introduce you to just a few of the many physicians who make Evanston Northwestern Healthcare the right choice for so many patients in the Chicago area and beyond—like Dr. John Rinehart, who understands the emotional impact of infertility and makes a point of spending enough time with his patients to make sure all their questions are answered. Or Dr. Wendy Rubinstein, who is an expert in the genetic roots of disease as well as in the anxiety that such diseases can cause within a family. You'll also read about the team of physicians who successfully repaired an aneurysm in the deepest part of a young man's brain, and about Dr. Jack Whitney, who has helped make Illinois a leader in disaster preparedness.

If we are to assure the very best care for our community, we have a responsibility to recruit and retain outstanding physicians like the ones profiled in this Annual Report. We do this through a multifaceted approach that helps to assure our physicians have the very best resources and environment in which to work.

To deliver top-quality care in the 21st Century, physicians not only require the very best clinical technology, they also require the best information technology. Whether it's up-to-the-minute vital statistics on a patient in surgery, or the results of a long-term research study, physicians depend on data to make good decisions. Getting them the right information, at the right time, in the right place is why we have invested \$35 million in a new electronic patient record system. Now fully operational in our three hospitals and 65 medical offices and outpatient facilities, the new paperless system ensures that complete and accurate patient information is immediately available to those who provide care to you and your loved ones.

Evanston Northwestern Healthcare is earning national recognition for being a leader in such "Medical Informatics." Our achievements have been covered in newspapers and magazines across the country; we've

received awards from key industry groups; and we've been invited to share our success story with key decision-makers in Washington D.C. While we're gratified by all the attention, what these accolades truly represent is our continued commitment to providing the best care whenever it is needed.

Along with medical informatics, physicians require the latest clinical technology and superb facilities in which to practice. We have successfully completed our three-year, \$350 million capital project that has brought new spaces and new capabilities to each of our hospitals. This year, the Charles R. Walgreen Jr. Building opened on the Evanston campus, providing additional research and faculty office space. The Ambulatory Care Center at Highland Park Hospital, a four-story building housing nuclear medicine, radiation oncology, a new Kellogg Cancer Care Center, Cardiac Stress Center and a new Breast Imaging Center, is scheduled to open in December 2004.

Evanston Northwestern Healthcare's research and academic environment draws outstanding physicians to our organization. The ENH Research Institute continues to grow and provide opportunities

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for physician-scientists to engage in clinical and translational research. Of all institutions that receive funding from the National Institutes of Health, Evanston Northwestern Healthcare is in the top 9 percent nationally. Among Comprehensive Independent Research Hospitals we now rank 12th in the nation, higher than any other independent hospital in the state of Illinois. The competition for research dollars is fierce; the fact that our NIH rankings continue to rise is a significant endorsement of the quality and value of our research program.

We continue to carry out our mission in the face of increasing pressures on the healthcare industry; chief among them is malpractice costs. This critically important issue affects not only physicians and hospitals, but consumers who ultimately pay for it through increased health insurance premiums. Evanston Northwestern Healthcare's annual malpractice costs are up to \$60 million—that is, \$1,250 per admission—with no relief in sight.

The increased cost of health insurance has contributed to the ranks of the uninsured, putting additional pressure on healthcare providers. We are doing our part to help the uninsured or underinsured, with our charity care protocol and fee structure. Our total charity-care contribution in 2004 was in excess of \$60 million.

On the positive side, we're beginning to see the benefits of the electronic patient record system, which has helped us reduce administrative costs and other expenses, while increasing our level of service to our patients. And our staff has done a fine job of controlling expenses, which were up only five percent this year. Revenues increased 7 percent to \$1 billion, with a bottom line of some \$24 million (2 percent) from operations.

Our thanks go to our newly reorganized Board of Directors for its leadership. Our Corporate Board is made up of highly involved and committed people who believe in our cause and work to uphold all standards of good governance. Our Foundation Board is similarly dedicated and focused on the important task of raising the funds that we will need to carry our mission forward. Bill Davis is taking over the Chairmanship of our Corporate Board this fall, following five years of successful leadership by Homer Livingston. We thank Bill for his commitment, and trust that he will continue our tradition of strong leadership and vision for the future.



A handwritten signature in black ink that reads "H. Livingston, Jr." in a cursive style.

Homer J. Livingston, Jr.
Chairman of the Board

A handwritten signature in black ink that reads "Mark R. Neaman" in a cursive style.

Mark R. Neaman
President and
Chief Executive Officer

Surgeons team up for complex surgery that chilled a teen's body to repair his brain

This family had incredible courage,” said Issam Awad, MD, “because it is extremely difficult to have a perfectly normal-looking teenage son but know he is facing death—and realize that the most effective way to deal with the situation is by undergoing an extremely risky surgery.”

Incredible courage, and the good fortune to find a team of Evanston Northwestern Healthcare neurosurgeons, cardiac surgeons, pediatric critical care intensivists, interventional neuroradiologists, anesthesiologists, and specialized operating room and critical care nurses who performed two complex surgeries within days of each other.

The ordeal began when 15-year-old Crai Authement of Houma, Louisiana, complained of a headache and nausea, and was taken to a nearby emergency room. Doctors found a massive aneurysm in Crai's brain, and decided to transport him by helicopter to West Jefferson Hospital in Marrero, Louisiana.

There, Frank Culicchia, MD, performed a four-hour procedure that stops the bleeding from a ruptured aneurysm by closing the vessel wall weakness with small platinum coils. “Crai's comeback was miraculous,” said his mother, Lisa Melancon. “Within 10 days of treatment, he came home and soon was back to school.”

But a follow-up angiogram revealed that his aneurysm had recurred and was worsening. The coils had compacted

and spilled out of the blood vessel wall, and Crai faced the real possibility of fatal bleeding at any time. Dr. Culicchia knew that Crai needed advanced neurosurgical care, so he called on Issam Awad, MD, Director of Neurovascular Surgery and Neurocritical Care at Evanston Northwestern Healthcare and Professor and Vice Chairman of Neurosurgery at Northwestern University's Feinberg School of Medicine, with whom he had completed a fellowship at the Barrow Neurological Institute in Phoenix. Despite Crai's fragile condition, the Authement family traveled to Evanston.

During the first eight-hour operation, the team gained access to Crai's aneurysm but soon realized that it was too dangerous to repair it while blood was circulating through Crai's vessels. Instead, they agreed to perform a second—and rare—surgery three days later. It was the only option left.

This type of surgery is performed during “deep hypothermic cardiac arrest.” It involves cooling a patient's body to 18 degrees Celsius and using a cardiopulmonary bypass pump to divert circulation. “This procedure is used to drain a difficult aneurysm and gives surgeons more room to work,” said Hunt Batjer, MD, Chairman of the Division of Neurosurgery at ENH and the Michael J. Marchese Professor of Neurological Surgery and department chair at the Feinberg School. “By cooling a patient's body, surgeons also have more time to reconstruct blood vessels affected by an aneurysm.”

Part of the team that treated Crai Authement: (l. to r.) pediatric intensive care physician Joseph Hageman, MD; neurosurgeon Hunt Batjer, MD; anesthesiologist Joseph Szokol, MD; and neurosurgeon Issam Awad, MD.





Because this procedure was the equivalent of two surgeries in one, the team needed a tremendous amount of equipment and people, and required peak performance from everyone involved.

Only a few major cerebrovascular medical centers can provide this type of neurosurgical care.

While the cardiac surgeons diverted Crai's blood circulation to a cardiopulmonary pump for nearly four hours—and actually stopped his circulation completely for 11 minutes—the neurosurgeons drained his aneurysm and reconstructed the blood vessels in his brain. Then they gradually raised Crai's body temperature and his heart began to beat. The doctors also performed an angiogram during surgery to confirm that the aneurysm was repaired. The entire procedure lasted 12 hours.

"In Crai's case, managing the anesthesia was tricky because we essentially were taking care of two separate situations: the neurosurgical procedure and his circulation and respiration," said Joseph Szokol, MD, Vice Chairman of the Department of Anesthesia. "Combining neurosurgical and cardiac anesthesia involves two potentially conflicting needs. What may be beneficial from a cardiac point of view may be harmful to a patient with a brain aneurysm. We were able to balance these needs by extensive monitoring and tailoring his anesthetic

care to meet these needs. There was a tremendous amount of equipment in the room, including the cardiac heart bypass machine, neurosurgical microscopes and anesthesia equipment. It was an incredibly complicated setup because his procedure was the equivalent of having two surgeries occurring in one room."

"Everything went smoothly," said Crai's father, Craig Authement, "and the staff at Evanston Hospital did all they could to make our life away from home easier."

"The physicians on the team made themselves accessible to Crai's family, which helped prepare them and address their concerns," said Joseph Hageman, MD, Medical Director of Inpatient Pediatrics. "And Crai made more progress over a shorter period of time than we expected."

Three weeks after surgery, Crai was discharged from Evanston Hospital and flew back home. Although he has experienced a few setbacks and still faces several months of outpatient rehabilitation, his surgeons expect a complete recovery. And with the aneurysm securely repaired, he is no longer under risk of hemorrhage. "In general," said Dr. Batjer, "90 percent of healing occurs within the first six months after this procedure. Children are almost indestructible when it comes to vascular disease."



Dr. Awad visited Crai as he recuperated near his home in Louisiana.

Dr. Kelly's mission: stamp out our #1 killer

Today, nearly 40% of women can tell us that heart disease is the #1 killer of women in America," said cardiologist Eileen Kelly, MD, "But when you ask the same women what their biggest personal threat is, only 14% say it's heart disease. We've started to make an impact in awareness, but there's much more work to do."

Dr. Kelly, who developed a successful women's heart program at the University of North Carolina, was recruited to start a similar program at Evanston Northwestern Healthcare. Her goal is for women to understand the risk of cardiovascular disease and how it pertains to them personally.

"Assessing risk isn't easy for a lot of women. Younger women often don't understand that even if they are slim and belong to a health club their family history or the stresses of work or pregnancy may put them at higher risk of heart disease. As they age, hormonal changes, medications and lack of exercise can also take their toll on a woman's heart. A heart health evaluation can yield a lot of information to help a woman protect her heart, but she has to seek it out on a regular basis," explained Dr. Kelly. Heart care for women must be comprehensive and convenient.

"We try to be a one-stop shop," Dr. Kelly said. "We tell people to come in having fasted and wearing comfortable clothes, so that we can do the blood work and follow up with a stress test right then and there if they need it. We know women are busy, and I'm going to use the appointment time to address their problems as completely as possible. We do as much as we can in one visit—if you've taken the time to come here, I'm going to provide you with an answer as soon as I can."



There are different levels of entry to the women's heart program. Dr. Kelly sees patients two days a week, and comprehensive cardiovascular screenings are done on the second Wednesday of every month. There's also a dedicated women's heart line staffed by two nurses, who will return calls the same day. The number is (847) 657-1768.

Dr. Kelly's approach to cardiovascular care is eminently practical, focusing on prevention and on the symptoms that warrant further testing or intervention. Her growing research program is focused on practicalities as well. "Some researchers are looking for novel risk factors, but most people have traditional risk factors—they just haven't been treated optimally."

The women's heart program of Evanston Northwestern Healthcare has been chosen as one of 10 sites participating in a national benchmarking study of how women with cardiovascular disease are diagnosed and treated. The study, funded by Guidant, will look at different parameters, such as patient demographics, reported symptoms, procedures ordered, and surgery performed. Dr. Kelly expects that what we learn from these data will have a significant impact on patients today, as well as at the national level.

Another upcoming research project, this one a large multicenter trial funded by the National Institutes of Health, will study women who have had a heart attack before the age of 55.

The bottom line is getting people to understand that they can prevent the disease at the individual level. "You can decrease your cardiovascular risk by 82 percent if you don't smoke, eat right and exercise," she said. "The burden of cardiovascular disease in our society is high, and it seems overwhelming, but I tell my patients: 'you can do it.' "

Dr. Whitney protects our community by strengthening the Illinois disaster plan

“When something terrible happens in Illinois, we need intelligence and we need people prepared to recognize what’s going on,” said Jack Whitney, MD, who plays a vital role in making sure that the medical community is ready to respond to any natural or man-made disaster.

Dr. Whitney is the Emergency Medical Services (EMS) director at Highland Park Hospital, which is designated by the Illinois Department of Public Health as the “pod” hospital for our region. A pod hospital serves as the primary point of contact for disaster response activities among state agencies, hospitals and the EMS system, including police and fire agencies. As the pod medical director, Dr. Whitney is responsible for developing and coordinating the activation protocols for regional and state disaster plans throughout northern Cook and Lake Counties.

“Illinois is a long way ahead of almost every other state,” Dr. Whitney said. “The process of preparing for disasters is not new here. The Illinois Terrorism Task Force started in the late 1970s, when the militant group FALN was active. In the mid-90s there were concerns about an earthquake starting in St. Louis that would ring church bells in Iowa, so we made plans to deal with that. And on the basis of knowledge gained in TOPOFF II [a multi-state bioterrorism drill mandated by Congress and completed last spring], there has been intense development and redevelopment of the state disaster plan.”

Dr. Whitney began his career as a paramedic, and worked in the emergency departments of Evanston, Glenbrook and Highland Park Hospitals to supplement his clinical skills. With the encouragement of the nurses and physicians there, he went on to the University of Illinois College of Medicine. Today, he is an Advanced HazMat Life Support Instructor, and has been credentialed by the State of Illinois Medical Emergency Response Team as the physician component of the State Disaster Plan.

After 9/11, all pod hospitals received federal funds to prepare for incidents involving weapons of mass destruction. We upgraded the Evanston Hospital lab’s ability to deal with hazardous materials, and purchased a decontamination trailer that was deployed at Highland Park Hospital this summer.

But that’s not all we’re doing. While Dr. Whitney interfaces with the EMS system, Michael Gillam, MD, an internationally known expert on emergency medicine informatics, is running surveillance programs to identify epidemics in the community. John Vozenilek, MD, is helping emergency personnel develop their rapid assessment and treatment skills in our Center for Simulation Technology Academics and Research (CSTAR). And John Flaherty, MD, is leading our Center for Bioterrorism Education and Research (CBEAR), which is dedicated to education and research programs to improve the readiness of the community. CBEAR is supported by the Grace A. Bersted Foundation and the Illinois Department of Public Health. The scope of the program is unmatched in the United States.

Led by Jeffrey Graff, MD, who is the current President of the American Board of Emergency Medicine, Evanston Northwestern Healthcare’s Division of Emergency Medicine stands ready to serve our communities with skill and innovative thinking.



Cancer patient has ovarian tissue frozen in hopes of preserving her fertility

I “I felt so devastated by my breast cancer diagnosis and the thought of not having children,” said Cherene Radis. “This was my only glimmer of hope.”

To save her life, Radis would lose both breasts and both ovaries. She would have lost any hope of having children of her own, if not for an experimental treatment offered at a few medical centers, including Evanston Northwestern Healthcare. Cryopreservation involves removing ovarian tissue and freezing it, in the hope that one day it can be reimplanted in the woman’s body and the immature eggs inside will develop and become viable.

Radis, 38, an immigrant from South Africa who lives in Evanston, knows that it’s a long shot, but she wanted to try everything that was medically possible to save her fertility. “There are so many opportunities in the U.S. and so many outstanding doctors,” she said, “I wanted to use everything that was available. And Evanston Hospital had this capability right at my doorstep—I felt it was meant to be.”

She was referred to John Rinehart, MD, PhD, JD, Director of the Division of Reproductive



John Rinehart, MD, PhD, JD, brings compassion, expertise and legal/ethical perspectives to his practice.



Cherene Radis was grateful that Evanston Northwestern Healthcare had the expertise to help her—right in her neighborhood.

Endocrinology and Infertility at ENH, and an Assistant Professor at the Feinberg School of Medicine. In 1986 Dr. Rinehart was recruited to start Evanston Hospital's in vitro fertilization (IVF) program, which was one of the first private-practice based IVF programs in the country.

"Chemotherapy or radiation can leave a person sterile or subfertile. Our specialty has come up with some novel techniques that can be used for cancer patients where there is a threat to fertility."

He explained that cryopreservation was the only option for Radis. "Her circumstances didn't allow for egg retrieval—there wasn't time. And the operation was going to take the ovaries anyway, so we weren't subjecting her to any additional surgery. In her case, freezing ovarian tissue made a lot of sense."

"Freezing eggs is another option, but it's an inefficient way to reproduce," he said. It takes about 100 eggs for one live birth, which requires many rounds of fertility drugs (to stimulate ovulation) and egg retrieval. "With cancer patients, you often don't have that kind of time." Collecting and freezing sperm or testicular tissue has been very successful for males facing cancer treatment.

In vitro fertilization (IVF) is often a good choice. "I had one patient—she was just married—who was diagnosed with uterine cancer and had to have her uterus removed," Dr. Rinehart said. "We treated her with fertility drugs, retrieved her eggs and created nine embryos, which are now frozen. When she and her husband are ready, they can find a gestational host—she already has several people who said they would do this for her."

But along with the breakthroughs in preserving fertility for cancer patients comes a host of ethical and legal issues. Some of these people will not survive their cancer. Are these treatments ethical? What about posthumous reproduction? If the patient dies, who owns the embryos? Can embryos inherit property?

To address some of these questions, Evanston Northwestern Healthcare's Institutional Ethics Committee recently formed a subcommittee dealing with human reproduction. Elective sex selection is among the first topics for discussion.

And Dr. Rinehart is so fascinated with the legal ramifications of his practice that he went back to school—he earned a law degree with a concentration in health law in 2002. "I was always interested in regulation and the ethics of what we do," he explained. "A lot of people want to regulate us, and I felt I'd be better equipped to deal with that if I paid my dues and saw how the legal community thinks. I wanted to understand how it would impact patients if someone in Washington were telling me what to do. I believe that patients will be better served if regulation is a joint effort by those who understand both sides of the street."

Still, his first priority is spending time with his patients. "I want to see my patients every time they come in. Women undergoing infertility treatments have a lot of office visits—they can be here five or six times a month. In some practices, the ultrasound is done by an ultrasound tech; the insemination is done by a nurse. I do all of this myself, so I really get to know my patients." And for those patients facing cancer and a loss of fertility, Dr. Rinehart gives them reasons to hope.

Dr. Rodriguez and Dr. Bozorgi conduct research aimed at detecting and preventing ovarian cancer

W “We try to treat everyone with the same compassion and love we would have in treating a family member,” said Gus Rodriguez, MD, who works with Kenny Bozorgi, MD, to treat women with gynecologic cancers. “Because we provide both the surgical and medical treatment, we develop deep, long-lasting relationships with our patients. We take as much time as we need to provide our patients with everything they need from us.”

Dr. Rodriguez is Director of the Division of Gynecologic Oncology at ENH and an Associate Professor at the Feinberg School of Medicine. Dr. Bozorgi is Clinical Practice Director for Gynecologic Oncology and an Assistant Professor at the Feinberg School.

“In our practice, we provide treatment for all of the gynecologic cancers, but we focus most of our research efforts on ovarian cancer because we perceive a great need in our community,” Dr. Rodriguez explained. “Ovarian cancer is the most lethal of the gynecologic cancers, and its prevalence is relatively high in this area.”

The physician-scientists are conducting unique research to evaluate pharmacologic approaches to preventing ovarian cancer. They’re studying different formulations of progestin, a hormone found in birth control pills. Women on the pill are less likely to get ovarian cancer, but no one knew why, until now.

“We believe we have discovered a major mechanism by which the birth control pill lowers risk,” Dr. Rodriguez said. “Our research findings suggest that the progestin in birth control pills is a potent cancer preventive agent in the ovary. We published a paper in 2001 showing that a pill with potent progestin offers twice the protection against ovarian cancer as a pill with a weak progestin. Now we’re looking for a solution that can be used by women of all ages.”

Other clinical trials under way are evaluating chemotherapeutic approaches to treating ovarian cancer. And ENH is participating in an international trial sponsored by the National Institutes of Health. Women at high risk of ovarian cancer are being studied in order to test a novel algorithm for screening, as well as the effectiveness of preventive surgery on their outcomes. Evanston Northwestern Healthcare has enrolled more women than any other center.

“This helps us fulfill our mission—to try to provide the best, most compassionate, highest quality care. One of the ways we do that is through access to clinical trials of importance,” Dr. Rodriguez said.

“Evanston Northwestern Healthcare’s infrastructure is conducive to practicing the way I want to. All the ancillary services, staff and specialists are ready, able and willing to do what it takes to get things done. I can pick up the phone and call a specialist, and they’re on it right away. A cancer diagnosis can be overwhelming for patients and their families. We need to be attuned to not just their physical needs but their emotional and spiritual needs as well.”



Dr. Rubinstein studies family trees to help her patients lead healthier lives

Wendy Rubinstein, MD, PhD, is invited to a lot of family reunions—for other people’s families. She’s working to unravel the genetic roots of illness, and meets with families to learn from their histories and teach them about their risks.

While the idea of hereditary disease can be frightening to many people, it can also be reassuring to know how you can lessen your risks. So Dr. Rubinstein makes sure to address patients’ emotions along with their statistical probabilities.

“We focus on people at elevated risk,” she explained, “those who have a family history of a disease, but we can’t yet point to a specific gene that causes it. Family reunions are a great way to find genes. We tell people about our research program, counsel them about how to prevent illness, and we can recruit a lot of people at once.”

Dr. Rubinstein is Medical Director of Evanston Northwestern Healthcare’s Center for Medical Genetics and an Assistant Professor at the Feinberg School. She and her colleagues are conducting research on the genetics of breast, ovarian, colon and pancreatic cancer, as well as leukemia and lymphoma. They’re also beginning to look at cardiac and neurological genetic diseases.

“Genetic testing is a key indicator of what a person is at risk for, and what that means for their family,” she said. “We always make a point of discussing other family members and we make specific recommendations for things they should consider doing. Some women may benefit from earlier mammograms, for instance. Women at risk for breast cancer are also at risk for ovarian cancer—gene testing can confirm this. In those cases, we recommend preventive surgery if the women are finished having their children.”

Beyond gauging risk, however, genetic study can help find treatments or cures. “We do what’s called tumor fingerprinting,” Dr. Rubinstein said. “Tumors fall

into families that can be classified using gene expression patterns. What flows from that is a better idea of why, if you have a number of patients with the same tumor, some will do well and some won’t. We can classify a tumor by prognosis and identify its Achilles’ heel—what type of chemotherapy will kill it.” Gene expression profiling also can help determine which tumors are hereditary and which are not.

And it’s important to find the best ways to diagnose cancer. Dr. Rubinstein is principal investigator in a national



study of breast MRI, an extremely sensitive test for breast cancer. The downside is that the test results in many false positives, it can't differentiate between benign and malignant masses, and it's expensive. Her study seeks to weigh the clinical usefulness of the test against the emotional distress it may cause. "We're developing quality of life measures in the breast MRI study. If the false positive tests create too much anxiety, is it worthwhile?"

Whether she's tracking cancer genes in a large population or at the molecular level, Dr. Rubinstein is always focused on early detection and prevention, and finding ways to give patients peace of mind. "I like getting to know patients from several different generations and branches of the same family who suffer from the same illness. I enjoy figuring out the genetic puzzle as to what is wrong. But I love actually preventing serious illness that was destined to happen had we not intervened in time."



doctors making a difference

BY DOING WHAT'S RIGHT FOR OUR PATIENTS

Daily dialysis is good for patients—but we are one of the few centers to offer it.

DPatients who need kidney dialysis typically are resigned to spending three or four hours, three times a week, hooked up to a dialysis machine. A remarkably flexible, patient-focused program at Evanston Northwestern Healthcare proves that there's a better way.

“If you go to most dialysis units in the country, you are automatically started on dialysis three times a week because it's easier to schedule people that way,” said nephrologist David Ginsburg, MD. “In contrast, we try to give patients the kind of dialysis that benefits them most, from once a week all the way up to six times a week. Having different people on different schedules takes extra effort on our part, but it's worth it,” he said.

Dr. Ginsburg began offering daily dialysis at Highland Park Hospital three years ago, and he—and his patients—would never go back. He explained why this approach makes so much sense: “If the patient has no kidney function at all, it means that the person is not putting out any liquid. Any fluid consumed between treatments stays in the body. So they spend two days swelling up, then that fluid is pulled off within a few hours. We can take five, even eight pounds of water out of their bloodstream. The accumulation of fluid between treatments puts stress on the heart, and the sudden correction during dialysis is a strain as well. Most patients feel sicker when they leave than when they came in.

David Ginsburg, MD, doesn't believe in one-size-fits-all solutions for his patients.



“Daily dialysis patients accumulate smaller amounts of fluid, which protects their hearts, and they’re in the dialysis unit for only about an hour and a half. They don’t have the headaches or muscle cramps most people on dialysis get. They *bounce* out of the chair—and I use that term advisedly. Most patients *drag* themselves out of the chair. These patients actually feel healthy.”

The first two patients who were put on daily dialysis here had advanced heart failure and were expected to live only six months. Three years later, one of them is still working full time. The other is nearly 90, still active in his business, and exercises every day. For patients with moderate to severe heart problems, daily dialysis is a lifesaver. Even for patients without heart problems, daily dialysis offers advantages, among them the shorter daily time commitment and an improved sense of well-being.

Michael Richards of Wheeling has been on dialysis for most of the last 20 years. In 1986 he had a kidney transplant, which failed in June 1996, so he went back on dialysis. He’s been on daily dialysis for the last 18 months.

“I love it,” he said. “It’s easier on me to come here for just an hour and a half; it gives me more time in the day, and I can get back to my ‘honey do’ list at home.

“I still get a little tired—not much—but my fluid gains are much better. I’m able to do a lot more than I could do before, my appetite is better, and my blood pressure has stabilized.

“I was at another unit before I came to Highland Park, and within a week there was a marked difference in the way I felt. The doctors, nurses and staff are absolutely top notch, and I feel so much safer here.”

At the other end of the spectrum, patients who still have significant kidney function may not need to come in as often. Few units offer once-a-week dialysis, but Dr. Ginsburg has quite a bit of experience with it.

Robert Rosenzweig, MD, a semi-retired orthopedist from Highland Park comes in once a week for three hours, and appreciates the flexible scheduling. “We’re all very happy about the situation,” he said. “I work three days a week and I take care of my grandchildren, so I come in one night after work.”

Dr. Ginsburg, along with nephrologists Stuart Sprague, DO, and Tammy Ho, MD, have started a program to allow patients to perform hemodialysis at home. Peritoneal dialysis also can be done at home; this treatment includes inserting a catheter in the abdomen where a solution is run through that removes toxins and waste. At Evanston Northwestern Healthcare more than 25 percent of the dialysis patients are treated this way.

“It is incredibly liberating for these patients to become educated and learn to administer treatments in the comfort of their own homes, while they sleep. They can also eat the foods they love, and are still able to travel. These are really big positives for treating a disease that has such a dramatic impact on the patient’s lifestyle,” said Dr. Sprague, Head of Nephrology at Evanston Northwestern Healthcare and a Professor at the Feinberg School.

Our dialysis program is so successful because it puts patients first. “It’s unusual that a hospital is willing to maintain ownership of the dialysis unit,” Dr. Ginsburg explained. “Most hospitals sold off their dialysis units to private enterprise, but Evanston Northwestern Healthcare deserves credit for having the vision to keep this program in the hospital and for continuing to support our efforts. This has allowed us to offer a range of dialysis services that my counterparts at other hospitals can only envy.”



Daily dialysis helps Michael Richards feel better and stay healthier.

Dr. Shalowitz explores the connections between culture and health

How does racism affect a person's health? Not "race" but "racism."

"We don't have an answer, because we are just learning that experiencing racism across generations may be an important influence on health," explained Madeleine Shalowitz, MD, MBA. But through a unique academic-community partnership taking place in Lake County, we hope to find an answer—and uncover many more questions to explore.

Dr. Shalowitz is in the Section for Child and Family Health Studies at Evanston Northwestern Healthcare and an Assistant Professor of Pediatrics at Northwestern University's Feinberg School of Medicine. Thanks to her, ENH/NU is one of five sites chosen by the National Institute for Child Health and Human Development to form Community Child Health Networks, which will study pregnancy and early childhood outcomes. (The other sites are Johns Hopkins, the University of North Carolina, Georgetown University and UCLA.)

The researchers will look at low birth weight, maternal mental health, asthma, obesity, malnutrition and child development.

While many studies start with a hypothesis to prove or disprove, this one is taking a different approach. "We are working with the community in an equal partnership to ask the right questions and identify methodologies that will resonate well cross-culturally," Dr. Shalowitz explained. "Then we'll interpret the results together. Armed with better questions—which get you better answers—we'll be able to develop an intervention that's more likely to be effective."

To that end, the researchers extensively interviewed community members to find out what they thought were the key issues and the levers for change.

"We've frequently heard their belief that we could effect the greatest change through fathers. In some cultures, the father is the center of authority and nothing can happen without his buy-in. In others, the father has been marginalized. But you can't concentrate on mother-child health exclusively."

Another interesting aspect of the project is its interdisciplinary approach: Besides medical professionals, the team includes economists, anthropologists and psychologists for the different perspectives they bring.

"I've been working in mother-child health for my whole nursing career, and this is a great opportunity to look at it in a different light," said Kim Wagenaar, RNC, MS, Women's Health Coordinator for the Lake County Health Department Community Health Centers and the co-Principal Investigator for the study. "This is the first research endeavor we've undertaken as a community healthcare organization, and it's been a wonderful learning experience."

In her clinical practice, Dr. Shalowitz often sees children who are not growing properly, and she talks to their parents about ways to improve their diet. Once, when she mentioned that infants should not be fed honey in the first year of life, the parents balked. "They were Muslim, and they told me that the prophet Mohammed said to feed infants honey so they would have a sweet life." It made her think about the social drivers of health. How do you shift dietary practices that are culturally ingrained? Should you even try?

"It became clear to me very early on that the pathophysiology approach is not enough. Even if you identify a medical illness, the path to recovery is context-embedded. I need to be an equal partner with my patients to effect change. And clinically, I can't function alone. We need to understand the context in which health arises. The doctor's office is just where it begins."





Dr. Bass finds new links among sleep, diabetes and obesity

What's more basic than eating and sleeping? Yet we know very little about the genetic and molecular factors that regulate how, and how much, we eat or sleep. Nor did we know, until recently, that there's a connection between the two.

Joseph Bass, MD, PhD, Head of the Division of Endocrinology and Metabolism at ENH and an Assistant Professor in the Department of Medicine and the Department of Neurobiology & Physiology at the Feinberg School, sees patients with endocrine or metabolic problems at Evanston Hospital. And he works to analyze the fundamental principles of their diseases at his research lab in the Pancoe-Evanston Northwestern Healthcare Life Sciences Pavilion, a location that fosters collaboration with NU scientists.

In 2001, Dr. Bass and his colleagues made the exciting discovery that a mutation in the gene that regulates the "body clock" causes obesity and diabetes. It appears that a lack of sleep can signal the body that it needs more energy, so we eat more and move around less. If we can understand exactly how this happens, we may be able to stem the epidemic of obesity and diabetes sweeping our country.

Approximately 17 million people in the U.S. have diabetes and more than 30% of the population is overweight or obese. Together, diabetes and obesity result in almost 200,000 deaths annually and exert a devastating social and economic toll due to complications including blindness, kidney failure, heart disease and stroke. Cook and Lake Counties have some of the highest rates of diabetes in the country. Genetic and environmental factors contribute to the disease, but the process is not well understood.

"The genetics of sleep are mysterious to us still," Dr. Bass explained. "But we believe that the same pathway that regulates sleep and switches between sleep and wakefulness also turns on the appetite and switches between hunger and satiety." Using a variety of approaches—physiological, molecular, behavioral and genetic—Dr. Bass's team seeks to find the links between sleep and energy regulation networks in the brain.

Physicians who heal, teach and conduct research are a hallmark of Evanston Northwestern Healthcare, which strives to recruit physician-scientists who can explore new ideas and make new connections.

"Medicine is an art, not a profession that follows recipes," said Dr. Bass. "To be engaged in the creative aspect of treating patients you have to be engaged in understanding the disease mechanism. But whether you're in the lab or seeing a patient, the analytic process is the same."



Electronic patient records help physicians practice better medicine



Many physicians will round on their hospitalized patients in person during the day. Thanks to our new electronic patient record system—which allows them to conduct “virtual rounds”—they can access their patients’ records from their homes or offices as well.

“When I’m on weekend call, I’m covering for 10 other physicians, and I can get dozens of calls,” said internist Kim Grahl, MD, a Clinical Instructor at the Feinberg School. “Access to the patient records is tremendously helpful. Before, I might not know anything about a patient I was speaking with. I’d have to ask them about all their medical problems, what medications they’re taking, and so on. Now, I can see everything I need to know within seconds. Or when the emergency department calls me with an admission, I can be looking at that patient’s chart while I’m talking to the ER doctor. That’s one of the advantages of this system—wherever you are, you can log on.”

Our new electronic patient record system has eliminated paper charts in favor of a comprehensive, integrated body of information surrounding each patient. This is nothing less than a revolution in patient care, and Evanston Northwestern Healthcare is leading the way.

Our patients now can have a single record that all their caregivers view and contribute to. Because physicians, nurses, pharmacists, therapists and others document their care directly into the electronic patient record, miscommunication, redundant tests

Kim Grahl, MD, can access her patients’ charts and can place orders from her home or office, anytime.

and human error are greatly reduced. This also ensures that clinicians make decisions with real-time point-of-care information.

Our new system relieves patients from having to remember—and repeat—their medical data to different caregivers. It keeps their records accurate, complete and secure at all times. And it makes every interaction with us seamless—from appointment scheduling and exam registration to hospital care and billing. It's in use at our three hospitals—Evanston, Glenbrook and Highland Park—as well as 65 ENH Medical Group offices and outpatient sites.

Improved patient safety is its most important benefit. Imagine a patient arriving in the Emergency Department with chest pain. It's a weekend and his longtime physician is not on call. He's not thinking about his previous surgical history, his allergies or what medications he is taking—he's worrying about the probability of heart surgery. But the Emergency Department physicians can pull up his complete medical record on the computer. In seconds, they have all the information they need to give him the correct, safe treatment.

And, just as the system helps us take better care of individual patients, it also helps us make changes that will benefit large numbers of patients. For instance, when our staff noted an unanticipated outcome among patients receiving the pain medication Dilaudid, we were able to quickly search for other patients receiving this medication, and we spotted a pattern. Today, when a physician orders Dilaudid, the system raises an alert to evaluate the patient for certain criteria and select the

appropriate dosage. Before the new system was in place, making a change like this would have involved changing pre-printed orders, checking individual physician prescriptive habits on a patient-by-patient basis, and educating groups of nurses.

Evanston Northwestern Healthcare's success with electronic patient records is gaining recognition:

- Our story has been covered in newspapers from the Seattle Times to the Baltimore Sun, in Business Week Online, and in healthcare and information technology trade publications across the country.
- Our three hospitals are among only 41 throughout the nation that fully comply with the standards for computerized physician order entry set by the Leapfrog Group, a well-known industry watchdog organization dedicated to improving hospital quality.
- We have been named one of the nation's Most Wired hospital systems, according to the journal of the American Hospital Association.
- We have received the prestigious Davies Award of Excellence from the Healthcare Information and Management Systems Society. The Davies Program recognizes exemplary implementations of electronic health records and aims to foster wider adoption in the industry by highlighting organizations that have successfully used computer-based records to improve healthcare delivery.
- KLAS Enterprises, a research and consulting firm specializing in healthcare information technology, interviewed every hospital in the U.S. that said its physicians and nurses use computers for ordering and charting—and gave Evanston Northwestern Healthcare its highest rating. According to KLAS' CEO, Kent Gale, Evanston Northwestern Healthcare is "leading the industry and proving it can be done, and done well."

Electronic patient records have been our top corporate priority since 2001. Having now completed our three-year project to integrate electronic patient records with computerized physician order-entry, we are taking healthcare to a new level of safety and quality.



Dr. Wagner champions our paperless medical record system

Back when Ned Wagner, MD, was an obstetrics/gynecology resident, one of his jobs was to manually create a report of all our patients' OB experiences by going through the delivery logs and noting every event. "It was very inefficient," he said. "And I developed a strong aversion to manual data management." So he learned about computer programming, and wrote a program to automate the process.

He's still at it 25 years later. Dr. Wagner was one of the driving forces behind Evanston Northwestern Healthcare's implementation of electronic patient records. Or, as President and CEO Mark Neaman has described him, the "chief ringleader in this coup."

Dr. Wagner, an Associate Professor at the Feinberg School, championed the idea of a community-based, patient-focused, longitudinal health record with both the administrative staff and his fellow physicians. "A number of factors had to come together for this to work—administration's vision of using information more effectively, [technology vendor] Epic Systems' ability to knit our various processes together, and the Board's willingness to support it. Deciding to do it was the easy part," he said.

Throughout the planning process, he involved and represented the physicians in shaping the system so that it met their needs and expectations. He chairs the Physicians Advisory Group, which worked to identify and manage any physician objections or issues before they escalated, and he chairs the Medical Informatics Committee, which provides guidance to the Information Systems department on all technology-related issues. Other members of the Physicians Advisory Group are: David J. Winchester, MD; Jorge DelCastillo, MD; Thomas Keeler, MD; David Lerner, MD; Stephen Lipschultz, MD; Lynn Barnett, MD; William MacKendrick, MD; Michael Verta, MD; and Ronald Semerdjian, MD.

These two groups reported to a larger steering committee that included ENH's top leadership: Neaman, Chief Operating Officer Jeffrey Hillebrand, Executive Vice President for Finance Tom Hodges, Chief Information Officer Tom Smith, Senior Vice President of Medical Informatics Nancy Semerdjian and ENH Medical Group President Joe Golbus, MD.

Though the scope of the project was enormous, Dr. Wagner always kept the ultimate goal in mind: a community of caregivers collaborating to deliver better patient care. "I'm deeply gratified that the institution committed itself to this evolution," he said. "Somebody had to demonstrate that this can be done; it's the result of committed leadership and a community of effort. Many people had to say, 'yes, this is the right thing to do, and let's get it done.'

"Evanston Northwestern Healthcare is showing how the innovative use of technology can deliver community-based medicine that leads to better patient outcomes. It puts the collective focus of our work right where it belongs — on the patient. And it makes Evanston Northwestern Healthcare a better place to practice medicine."



Patients are Taking a Shine to ENHfirst.org Platinum

Our electronic patient record system is built around the idea that medical information belongs to the patient, not the doctor or hospital. So the next logical step is to give patients 24-hour access to their medical records.

Nearly 150 patients—from young mothers to retirees—have taken part in the beta test for ENHfirst.org Platinum, our free service that allows patients to view their electronic medical records and communicate with Evanston Northwestern Healthcare from their home computers. Few hospitals in the country offer this kind of access.

“When you go to the doctor, it helps to be prepared with questions,” noted Anne Laurence of Evanston, who was one of the first to try out the system. “This [ENHfirst.org Platinum] gives you a chance to review your records and jot down some questions before your appointment. It makes your dialogue with the doctor easier.”

Patients can:

- View their health records, including current medical issues, current medications, immunizations, allergies and test results that the physician has released for viewing online
- Send a secure message or question to the physician’s office
- Schedule appointments up to one year in advance or as little as 24 hours ahead
- Request prescription renewals and have the prescription sent electronically to their preferred pharmacy
- Pay their bills online using Visa, Master Card and Discover
- Register for community events and health education classes
- Make a charitable gift to Evanston Northwestern Healthcare

Patients are enjoying the convenience of ENHfirst.org Platinum. “I can just send an e-mail to my doctor for medical advice instead of having to press one, press two, press three... that is just a godsend,” said Fay Vogt of Northbrook. “I’ve

e-mailed my doctor twice and he e-mailed me back and it’s just wonderful.”

Vogt also appreciates the access to complete, accurate information. “Sometimes when they call you with test results, you don’t write everything down. This way it’s all right in front of you and you can read it yourself and let it sink in. It’s so much better this way.”

The system is linked to the extensive health resources on the enh.org Web site. “I have a thyroid condition,” Laurence said, “and along with my test results there was a hyperlink to another part of the enh.org site that had more information on thyroid disease. So it’s not only giving you access to test results—it helps you be a better informed patient.”

There’s no charge to the physician’s office or to the patient to use this service. When a participating physician chooses to give a patient access to ENHfirst.org Platinum, he or she will give the patient a unique activation code. The patient then logs onto ENHfirst.org and uses the activation code to set up an online account.

Now that the beta test is complete, the service is being rolled out to all Internal Medicine and Family Medicine physicians who have the electronic patient record system installed in their offices. Obstetrics/Gynecology and Pediatrics practices are next. It’s all part of our vision of being “the best place to receive care” and to make the most of technology to serve our patients.



A MESSAGE FROM THE AUXILIARY OF EVANSTON NORTHWESTERN HEALTHCARE

The Auxiliary of Evanston Northwestern Healthcare continues its tradition, begun in 1936, of supporting community service and quality patient care by raising both funds and awareness. We have had a very successful year with record fundraising for both our Gala and the American Craft Exposition (ACE), with 32 corporate sponsors and 509 contributors to our Angel campaign. Not only have we grown in our fundraising but also in our friendraising as we have brought in 57 new Auxilians.

At our June 12 Gala at Navy Pier, headliner Marvin Hamlisch entertained more than 800 guests, including twice as many Evanston Northwestern Healthcare (ENH) physicians as attended the previous year. The \$466,000 raised will help complete our two-year commitment to fund research in the early detection and treatment of macular degeneration.

More than 13,000 craft enthusiasts attended the 20th American Craft Exposition, which raised approximately \$400,000 to fund both current breast and ovarian cancer research at ENH as well as the \$1.5 million endowment that will enable us to support this research well into the future.

The Auxiliary also provided seven departments with funds totaling \$100,000 to purchase needed equipment, bringing The Auxiliary's 2004 total to more than \$923,000 in contributions to further research and improve patient care at ENH.

In addition to our major fundraisers, we continue to do a variety of community outreach activities. Our handmade stocking caps were given to more than 350 babies born in December at ENH. The Auxiliary conducted a departmental holiday decorating competition entitled, "Have a Berry Merry Holiday," which brought delight to patients as well as staff. Our Hospitals to Children committee visited 16 second-grade area classrooms to give slide presentations explaining a visit to a hospital. We also had two flower days during the year when flowers were given to hospitalized patients by Auxilians. The flowers were donated by an Auxilian.

We continue to support our research scholar program through a \$2.2 million endowment. This year's recipient, OB/GYN Frank Tu, MD, will conduct research on chronic pelvic pain. We also awarded a \$1,000 nursing scholarship, new this year, to a graduating senior from Evanston Township High School. Our Associate Board, a growing group of young men and women, will donate \$10,000 to Evanston Hospital's Infant Special Care Unit.

Ultimately, what has made 2004 such a successful year has been the commitment of our members. I am particularly proud that this year we had 100 percent participation of our active board in our Angel Campaign. As Vince Lombardi said, "Individual commitment to a group effort—that is what makes a team work, a society work, a civilization work." The Auxiliary team, with its enthusiasm, effort, expertise and commitment, continues to win.



Jeanne G. Johnson
President, The Auxiliary of
Evanston Northwestern Healthcare

A MESSAGE FROM THE AUXILIARY OF HIGHLAND PARK HOSPITAL

For 83 years, The Auxiliary of Highland Park Hospital has been focused on the goals set out in its by-laws: activities that are “charitable, benevolent, educational and scientific.” Looking back, we would have to say that 2004 has been a very successful year.

Educationally, we have offered two informative Breakfast Club meetings open to our entire membership. In addition, each of our monthly board meetings begins with a guest speaker who brings us up to date on various aspects of our healthcare system. It has also been our tradition to offer two scholarships to worthy employees pursuing further education in their chosen field. This year we awarded DeAnne Besetzny, Coordinator, Myra Rubenstein Weis Health Resource Center, \$1,000 towards her degree in



the Information Technology Program at the College of Lake County. We also gave \$1,000 to Heidi Drake, who works in the GI Lab and is completing her prerequisites to enter an RN program.

Our charitable activities continued on the course set last year, with yet another successful “Virtual Event.” Many loyal donors responded generously to our mailing of a viewfinder key ring, which featured an artist’s rendering of the hospital’s soon-to-be-completed Ambulatory Care Center. A record \$73,000 was raised this year, which will help fund our \$1 million, five-year pledge toward women’s healthcare programs and services to be housed in the Ambulatory Care Center.

The Alcove Gift Shop remains our greatest source of revenue—as well as a shopping destination of some renown along the North Shore for the quality and variety of its merchandise. We are grateful to the Alcove and its volunteers for bringing in \$100,000 in proceeds this year.

Service projects were also strong, as we sponsored six community blood drives and maintained our participation in the Mobile Meals program, bringing nutritious meals to approximately 60 homebound people Monday through Friday. Our Remembrance Fund donations enabled us to present \$3,000 to the Alternative Adult Day Service in Highland Park.

Along with dedicated efforts and noble aspirations, we also had a great time. Our annual meetings are well attended and a wonderful way to celebrate our successes and thank our members at the end of each year. We are proud to have given a total of \$186,300 to the hospital this year.

A handwritten signature in black ink that reads "Bonnie M. Haber". The signature is written in a cursive, flowing style.

Bonnie M. Haber
President, The Auxiliary
of Highland Park Hospital

Making a difference through financial support

During our fiscal year, October 1, 2003 to September 30, 2004, gifts and pledges of more than \$14 million were received to support our programs and research. This brings total Campaign giving to \$83 million.

We are pleased to recognize the following individuals, corporations and foundations for their generosity.

Legacy Society

\$5,000,000 AND ABOVE

The Auxiliary of Evanston Northwestern Healthcare
Mr. and Mrs. William B. Graham
The Healthcare Foundation of Highland Park
The Louis Family
John L. Patten Charitable Trust
Ruth Cain Ruggles
Mr. and Mrs. Charles R. Walgreen, Jr.
The Charles R. Walgreen, Jr. Family

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\$1,000,000 TO \$4,999,999

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The Allstate Foundation
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Patten Circle

\$100,000 TO \$999,999

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The Legacy Society, Chairman's Society and Patten Circle recognize cumulative lifetime giving.

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The Legacy Society, Chairman's Society and Patten Circle recognize cumulative lifetime giving.

The Dr. Louis W. Sauer Society

GIFTS OF \$10,000 TO \$99,999

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The Sauer, Christopher, Danforth and Stacey Societies acknowledge tax-deductible annual contributions.

Making a difference in children's lives:

David Hoffman, a member of the ENH Foundation Board of Directors, is committed to helping children. His gift supports the work of Dr. Michael Caplan, Chairman of Pediatrics, who conducts lifesaving research into necrotizing enterocolitis, a leading cause of death of premature infants.



The Dr. Frederick Christopher Society

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