



HERO
2000 ANNUAL REPORT
STORIES

 *Advocate Health Care*

Julia Bowers-McClain Barbara Asher Edward Kempinski Georgia Beaudoin Beth Apley Nick Raia Chaplain Dan Lunney Paula Keller Tom Orcutt Isabel Patton Mark Richardson, RN James Urbaslewski Erin Gardiner Brad Lassila Phillis George Vicki Zickenheiner Marianne Vidal Darlene Victorson Linda Strachn Carol Sheppard Pauline Sedlar Janet Ruff Cathy Rodriguez Ofelia Maloto Jolene LeBike Helene King Melody Hansen Sue Doy Mary Dost Mary Kay Cutera Maria Barrinueva Nina Balbarin Pinky Agbulos Pattie Skriba Dan Parker Darlene Zec Diane Meader-Schenk Art Slowinski Teresa Taylor Dusharm Estela Garcia Mark Parsons Renee Norberg Steve Derks Lee B. Sacks, MD Ida Seebock Kim Kluge Rich Sobkowiak Nancy Durbin Pat Hamadeh Marie Burns Dorothy Schultz Jan Harloff Greg Waters Tyrone Rush Bobbie Gold Molly Francis Mary Burke Ennis Shells Sally Giffney Kathy Stahl Chris LaRocco Kim Perryman Anita Zydel Jodie Chester Sandy Linderman Kathy Lynch Hilda Fabiani Cynthia Paitl Marlene Weiler Ed Sanchez Sue Fitzpatrick Sue Leo Marilyn Bachar Carol Werling Cathy Cook Carmelo Avitia Patti Krueger Kathleen Cordts Krista Kelly Laura Gonzalez Elaine Skowronski Kim Kato Brenda Jacobs Mary Barth Sue Blais Judi Brown Georgeanne Pellettieri Ted Biberstein Joe Doll Paulette Ly Mary Jo Crandall Laura Kinder Mari Partipilo Janice Wurz Vera Keratosic, RN Yolanda Lawson Carol Spears Marie Aime Gertrude Skinner Joanne Barnes Fortunata Herrera, RN Beverly Onwunmelu Terry Newburn Helen Jackson LaDonna Russell, LPN Lillie London Barbara Hogg Sherese Spraggins Janet Long, RN Mary Jo Bade, RN Carol Apel Ed Patton Michael Knight Mark Rogers Phil Castrogiovanni Edward Langle John Hunter Rodney Vasquez Alan Drachenberg Clare Winer Mike Turner John Koza Ron Sievert Rev. Richard James Kate Massa Jennifer Goulder Teri Moser Phillip Jacobson, MD Frankie Poss Brad Turner Stephen Hart Jim McAdams Nona Geyer Dave Boyce Sue Gray, RN Sherry Snyder, MD Georgina Valenzuela Linda Ideran Linda Whildin Linda Herman Gail King Stacey Popp George Zaverdas, MD Dalia Garrett Julianna Eshbach, MD Debbie Cassel Carmen Morales, RN Amy Ashby Susan Moon Ann Williams Patricia Sawyer Marcia Braggs Shirley Alexander Richie Hollins Phyllis Theodos Advocate Good Shepherd Hospital Administrative Nursing Supervisors Donna Pry Jose Alcantara Betty Otto Linda Reimers Stephanie Fabjance Peg Veath Donna Pacholski Dawnell Ibsen Diane Stuart Advocate Good Shepherd Hospital Maintenance Department Connie Soto Tony Buonauro Kathleen Stott Char Williams Linda Reimers Carol Gartner Lynn Soderlund Tina Beyer Janet Teeters Dan Imlay Arlene Lakin-Brash Steve Strejc Paul Guzik Lynn Nitto Steve Safron Jim Samp Steve Zider Mark Lueth Jorge Carreno Geri Bochenski Syril Gilbert Mike Mikos Paul Markovich Judy Piroyan Caroline Farella Frank Greene Mai Lu Chau Chaplain Carol Stephens Soozie Cotter Schaufele Shawn Chuipek Joe Greco Pat Nootbaar Beth Reckord Rickey Leska Jane Powell Todd Hochberg Kathie Kobler Robert Kociara Axel Joob, MD Seema Ahmed Kent Richmond Jean Mau Donna Duff Jack Flores Carol Knutson Hope Miller Lee Joesten Ron Kreft Nagwi Sabri, MD Peggy St. Leger, RN Carole Frantal Pamela Eddy, RN David Cruz Mary Jane Bennett, RN Pat Soderlund Eva Sawicki Tracy Dunham, RN Wanda Veal Linda Shackelford Marita Power Paulette Christopher Dawn Doe Vicki Lawrence Betty Barnett Ruth Wheet Denise Hamilton Jami Ashmead DeWayne Anderson Pat Berna Mick Moran Jenny Melcarek Patty Ray Maurice Bradley Nadine Grant, RN Heather Jankun, RN Tim Turner, RN Gwen Gore Estralita Longbas Kathy Colwell Regina Brown-Stephens Tony Arellano Sandy Goulette Carol Silas Regina Stingley Lois Snyder Barbara Salter Shari Harris Sandra Watkins Charity Smith Bertha Pinkston Cora Williams Rhonda Harris Roosevelt Gallion Advocate Bethany Hospital Physical Therapy Department Advocate Bethany Hospital Ecumenical Health Council Larry L. Jackson Jorge Marmolejo Linda Hudson Evangeline Acuesta Dorothy Malone Bernita Lane Angelito Bernardo, RN Sarah Walker Eva Thornton, RN Yolanda Thomas, RN Cleotis Henry Joann Jenkins Jerry Davis Michael Holeman Kenneth Taylor Edruel Cabrera, RN Manuel Cunningham Keith Daniels Charity Lemke JoAnn Patten, RN Sharon Triplett, RN Darcie Brazel Robert Stein, MD Patrice Stephens, RN Advocate Hope Children's Hospital Rib-Fest Planning Committee Advocate Christ Medical Center 7 East Staff Lisa Kocanda Advocate Christ Medical Center Wee Care Bear Team Antanas Razma, MD Susan Sucharski-Meechan Sharad Salvi, MD David Bailey Patricia Bezic Mary Martin Don Fishman, MD Gary Merlotti, MD Laura Burokas Gail Prokop Amy Stack Lynn Burke Michelle Molinari, MD Anne Werth Pam Hayes Gail Gill Scott Warren Theresa Janovitz Deb Millet Margaret Fitzpatrick Judy Mayhew Amy Kuipers Heather Murphy Lynn Hill Deb Kman-Malabanan Pat Vaci Cathy Budach Greg Pilat Mary Fivizzani Tracy Adolphson Sarah Kelly Maura Brown Ellie Nellemann Marion Flinchum Paula Hepburn Tricia Dixon Advocate Good Samaritan Hospital Facilities Team Tracey Leon Donna Gorski Agatha Kofa Brenda Carlevato Joanne Pouliot Deb Tauber Lydia Medina Loris Rayner, MD Ramona Davis Shirley Brown, RN Judy Levi, RN Richard Bone, MD Advocate Health Center's Greeter Program Doris Long Gale Galvan Joyce Moore, LPN LaJuana Chaption Anna Fuoco, LPN Bernina Jackson Cheryl Christensen, RN Tamika Graham Linda Gauer Advocate Medical Group's Genesis Center of Health and Empowerment Staff Gail Ford Lorene Schweig Advocate Medical Group's Deerfield Internal Medicine Office Staff Advocate Medical Group's Buffalo Grove Family Practice/Internal Medicine Office Staff Advocate Medical Group's Lake Cook Buffalo Grove Office Staff Advocate Medical Group's Lake Cook Arlington Heights Office Staff Marjorie Getz, PhD Micky Priestler Advocate Medical Group's Glenview Internal Medicine Office Staff Advocate Medical Group's Internal Medicine Subspecialties Staff Advocate Medical Group's Adult Down Syndrome Center Staff Susan Bream Carol Caruso Phillip Werner, MD Kathy Nuernberg Jacob Bitran, MD Sandy Purl Carol Rubin, RN William Rhoades Carol Machiela, LPN Mary Faust, RN Kevin McCune, MD JoAnn Young, RN Rachele Rentner, RN Bruce Perlow, MD

Dedicated to the
 29,177 associates and physicians of
 Advocate Health Care

ABOUT ADVOCATE Advocate Health Care, based in Oak Brook, Illinois, is a faith-based, not-for-profit health care delivery system of physicians and associates whose mission is to serve the health needs of individuals, families and communities in metropolitan Chicago.

Ranked as one of the nation's leading integrated health care delivery networks, Advocate is the area's third largest private-sector employer and is listed among the Best Places to Work in Chicagoland. Its 24,500 associates provide care at eight acute care hospitals and two full-service children's hospitals with almost 3,000 licensed beds, a home health care company and more than 200 other sites of ambulatory care. Three of Advocate's hospitals are teaching facilities affiliated with the University of Illinois at Chicago Health Sciences Center.

More than 4,677 physicians are affiliated with Advocate. Of these, 2,400 belong to Advocate Health Partners, the system's care management and contracting organization. Approximately 500 physicians belong to Advocate's three affiliated medical groups.

Incorporated as Advocate Health Care in January 1995, the system has a long tradition of providing health care dating back more than 100 years to hospitals founded by predecessor churches of the Evangelical Lutheran Church in America and the United Church of Christ.

April 16, 2001

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MANAGEMENT REPORT

DURING 2000, Advocate Health Care made great strides toward reaching its vision to be...“A nationally recognized, faith-based system with the best people, service and health outcomes in Chicagoland.” We were recognized as one of the top integrated delivery systems in the United States for the third year in a row, listed among the Best Places to Work in Chicagoland and received the Year 2000 Organization Ethics Award from De Paul University’s Institute of Business and Professional Ethics.

Advocate’s mission, values and philosophy (MVP) guided our direction as we worked through the first year of our five-year strategic plan. Accomplishments were achieved in each of the core strategies — Service Breakthrough, Work Life Quality, Clinical Excellence, Innovative Growth and Technology Leadership. The following are highlights from each strategic area.

SERVICE BREAKTHROUGH *Advocate’s goal is to provide patients and their families with a superior service experience that is differentiated in the market through a continuous focus on implementing new ways to improve service delivery.*

- All managers participated in eight days of Service Breakthrough education. The four-course series was taught during 272 classes at 13 locations.
- Advocate continued to pursue true excellence in patient satisfaction by aiming for the 95th percentile in a national data base. By the end of 2000, significant improvement occurred with a Composite Quality Score at the 48th percentile in December.
- Operating units were committed to improving their patient satisfaction scores. Customer service initiatives already in place were refined and a multitude of new, creative approaches were introduced resulting in many significant improvements.

WORK LIFE QUALITY *This core strategy aims to create a work environment, culture and organizational systems that result in high levels of associate commitment to Advocate’s MVP and an enhanced ability to deliver excellent clinical outcomes and superior customer service.*

- Advocate achieved outstanding levels of associate satisfaction in 2000. The key benefits to a new associate satisfaction survey process are more timely feedback, increased responsiveness to associate concerns and the utilization of a national data base. Satisfaction remained at or above the 97th percentile for 2000.
- Many new programs initiated were aimed at relieving staffing issues such as a retention strategy, cross-system movement and management selection, job shadowing, a new employee referral program and redesign of the mentoring program.

INPATIENT
MARKETSHARE LEADER
IN CHICAGOLAND

HEALTH ADVISOR
CONTACTS
(UP 24.5%)



- Despite a labor market with the lowest unemployment in 30 years, more than 8,200 positions were filled as a result of continued refinement of the recruitment process.
- Associate Appreciation Week was celebrated across all Advocate sites during April. Associates were honored for MVP aligned behavior and for reaching milestone years of service. More than 13,000 associates and family members attended the second annual Associate Appreciation Day at Six Flags Great America.

CLINICAL EXCELLENCE *Taking advantage of its position as a system, Advocate employs a systematic, integrated approach to providing or guiding patients to the most appropriate level of care in a timely fashion and managing care processes seamlessly across the continuum in a consistent, high-quality and cost-effective manner.*

- The Clinical Excellence Council, which encompasses patient safety activities, oversaw ten clinical excellence initiatives in 2000. They included: Access – emergency department; Clinical Care – congestive heart failure, pneumonia, and mammography; Prevention – Baby Advocate and influenza immunization; and Patient Safety – delayed and missed diagnoses, labor and delivery, medication error prevention, and nosocomial infection prevention.
- Advocate’s credentials verification organization (CVO) was granted two-year certification from the National Committee for Quality Assurance. It is the only CVO in Illinois to hold this certification.
- Products designed to avoid accidental needlesticks and exposure to blood contaminants were implemented systemwide.
- A new systemwide Clinical Ethics Integration Program was launched.

INNOVATIVE GROWTH *Advocate will continue to expand the population it serves through growth of its current business lines, new program development, network development, strategic alliances, partnerships, and acquisitions that are consistent with MVP and financial integrity.*

- Advocate and Illinois Masonic Medical Center came together to create a multi-site North Side health care delivery network that makes more efficient use of existing resources.
- Advocate’s market growth continued with hospital outpatient visits increasing by more than 10.4 percent in 2000.
- Advocate’s website, www.advocatehealth.org, was recognized as one of the best health care sites in the nation, according to a ranking by Computer Science Corporation published in *Modern Healthcare*. The site received 4,445,841 successful consumer page requests in 2000.
- Advocate began development of an ambulatory medical campus on a 26-plus-acre parcel of land in Tinley Park.
- The Moorings of Arlington Heights was sold to the Presbyterian Homes and the Parkside Associates’ patient satisfaction survey business was sold to Press, Ganey Associates.

TECHNOLOGY LEADERSHIP *Advocate will identify, implement and manage state-of-the-art clinical and information technology to support core strategies.*

- Major information systems implementations continued, resulting in the conversion of sites of care to the Advocate standard for registration, billing, orders, results and decision support.
- The Advanced Technology Group defined the future for Advocate's technology direction and developed an e-business strategy.
- CareNet, a clinical information system that uses web-based technology for patient results, was well received by more than 1,700 physicians.
- Advocate's Intranet, AdvocateOnline, grew substantially as content was added, associate utilization increased, site infrastructure improved and content management by individual sites began.

Advocate heroes emerge from all corners of the organization from associates, physicians, church sponsors, governance, and volunteers to donors. These individuals begin each day committed to fulfilling the mission, values and philosophy of Advocate Health Care. There are more than 29,000 Advocate heroes, each with a story to tell. Added together, these are the reasons for Advocate's success.



A handwritten signature in black ink, appearing to read "Richard R. Risk".

Richard R. Risk
President and Chief Executive Officer



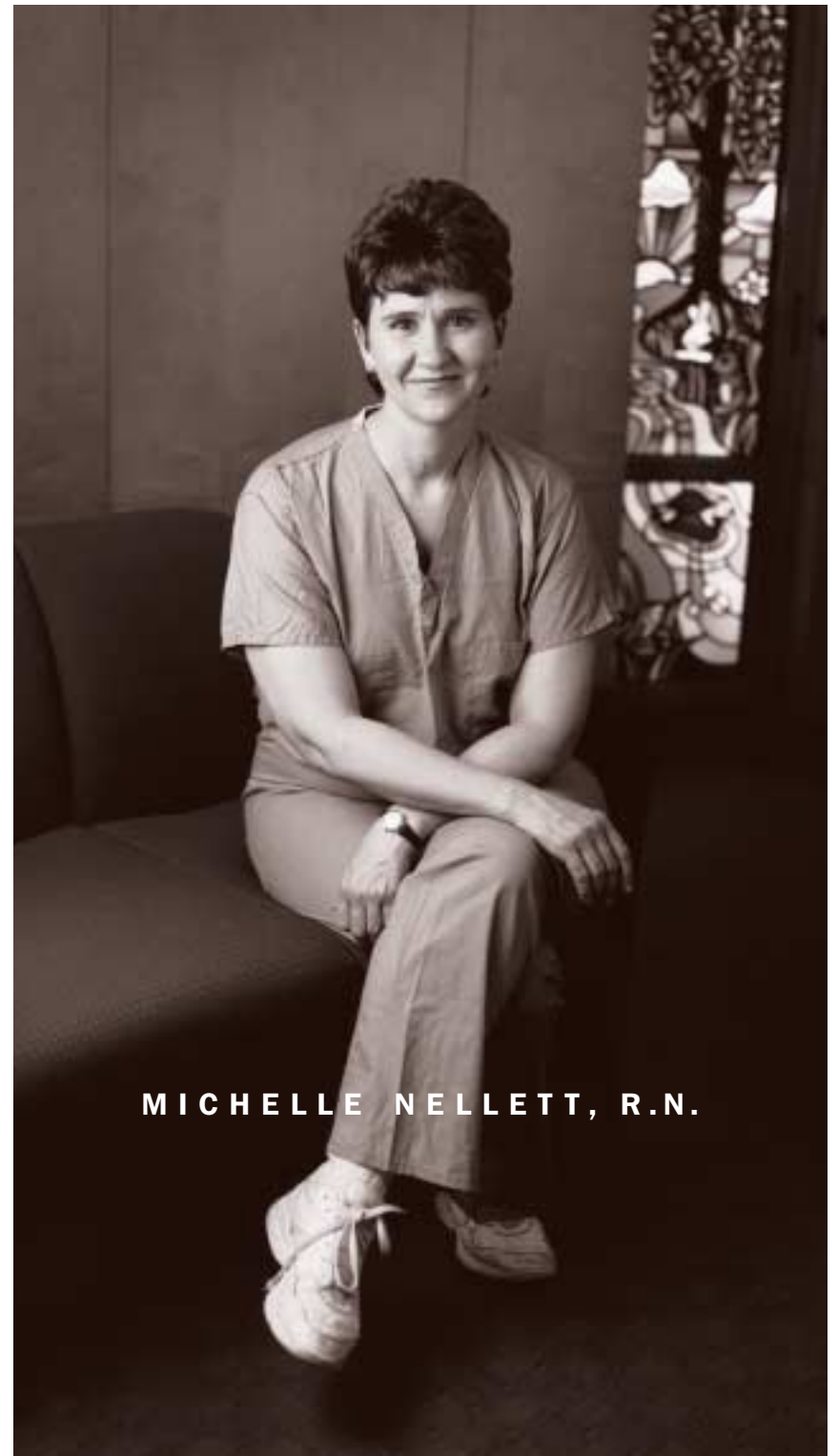
A handwritten signature in black ink, appearing to read "Joseph H. Oyama".

Joseph H. Oyama, M.D.
Chairperson, Board of Directors

HERO NO.

732

“MY CHILDREN AND I SPENT
TWO WEEKS IN THE ADULT
SURGICAL HEART UNIT WITH
MY HUSBAND.



MICHELLE NELLETT, R.N.

ALTHOUGH ALL THE NURSES were excellent, there was one nurse who walked us through the critical illness. Her name is Michelle Nellett. Let me tell you about her from a family perspective.

After my husband's open-heart surgery, the doctors could not get him off the heart-lung machine. Being only 50 years old, they put him on a ventricular assist device. Sound foreign? It did to us, too. Michelle explained and explained and explained. She never got tired of re-explaining and helping us to understand what was happening. She did this with extraordinary patience and compassion. When the children had a question or concern, she was there to clarify something, or to simply give a hug.

When his prognosis began to look really grim, she did not run from us. She again explained, challenged us to learn about his disease, and, of course, consoled. As his death became imminent, she helped us to accept it and to recognize not what we had lost, but what a great gift we had. She taught us to celebrate his life.

I need not tell you just how extraordinary she is. However, the story does not end there. Michelle cared so much about my husband and family that she, on her own time, attended his wake!

She came not just to pay tribute to my husband, but to our family — to make sure we were all right. And, once again, to console and provide strength. This is the rarest of rare!

Sadly, my husband was never conscious, so he did not have the opportunity to meet or thank Michelle. He would have appreciated her keen eye for customer service and her great representation of your hospital. She certainly made a huge difference in our lives, during our most difficult days. Her warmth and compassion has helped us move on with our lives, and that is a gift that cannot be returned.

One would think that a hospital of your size would be cold and impersonal. We found it to be just the opposite. Congratulations on a great staff!"

Sincerely,

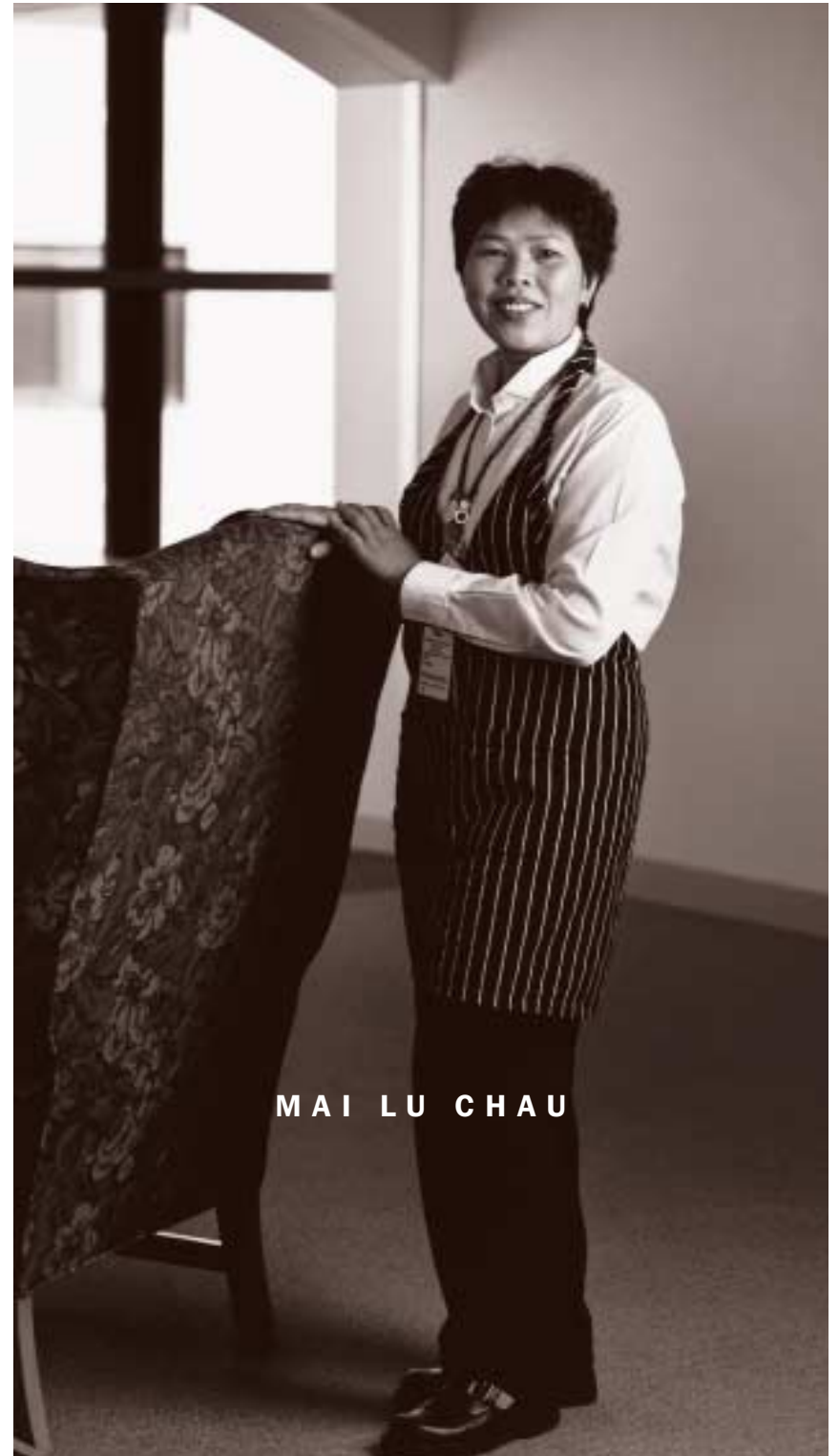
Mrs. Laurie Gustafson

Michelle Nellett, R.N., is an associate at Advocate Christ Medical Center's adult surgical heart unit. In today's high-tech medical environment, she joins the ranks of more than 5,000 Advocate nursing professionals who truly care for the body, mind and spirit of our patients and their loved ones.

HERO NO.

1,861

IT WAS 8:34 A.M. AND
DAILY MEAL ORDERS HAD
JUST BEGUN.



MAI LU CHAU

MAI LU CHAU, a 20-year Advocate associate, was taking lunch requests via new Palm Pilot technology when she met a Chinese family who recently emigrated to the United States. The father, Zhong Yi, and his 15-year-old son, had been in a serious car accident. While the son suffered only minor injuries, the father was admitted in critical condition, with extensive injuries.

It wasn't long before Mai Lu discovered that Zhong Yi and his wife did not speak any English. Realizing the family spoke her native tongue, Cantonese, she learned through conversations that they had been in the United States for only three months, were living temporarily with relatives and had not yet found employment.

“My heart went out to this family. When I first moved to this country, I had a sponsor who really lent a hand. Now I had the opportunity to do my part. I wanted to make a tough time a little easier and was happy to do whatever I could,” explains Mai Lu.

She continued supporting the family with her daily visits and began investigating ways to assist them by contacting various social service agencies. Though no funding was available, Mai

Lu didn't give up on helping. She decided to organize a collection for the family. “Associates and physicians were more than willing to give whatever they could. It made me feel so good that co-workers were behind me in my desire to aid people in need. This cause was very personal to me. The family's gratitude and emotion were overwhelming when I presented them with more than \$900 in contributions,” recalls Mai Lu.

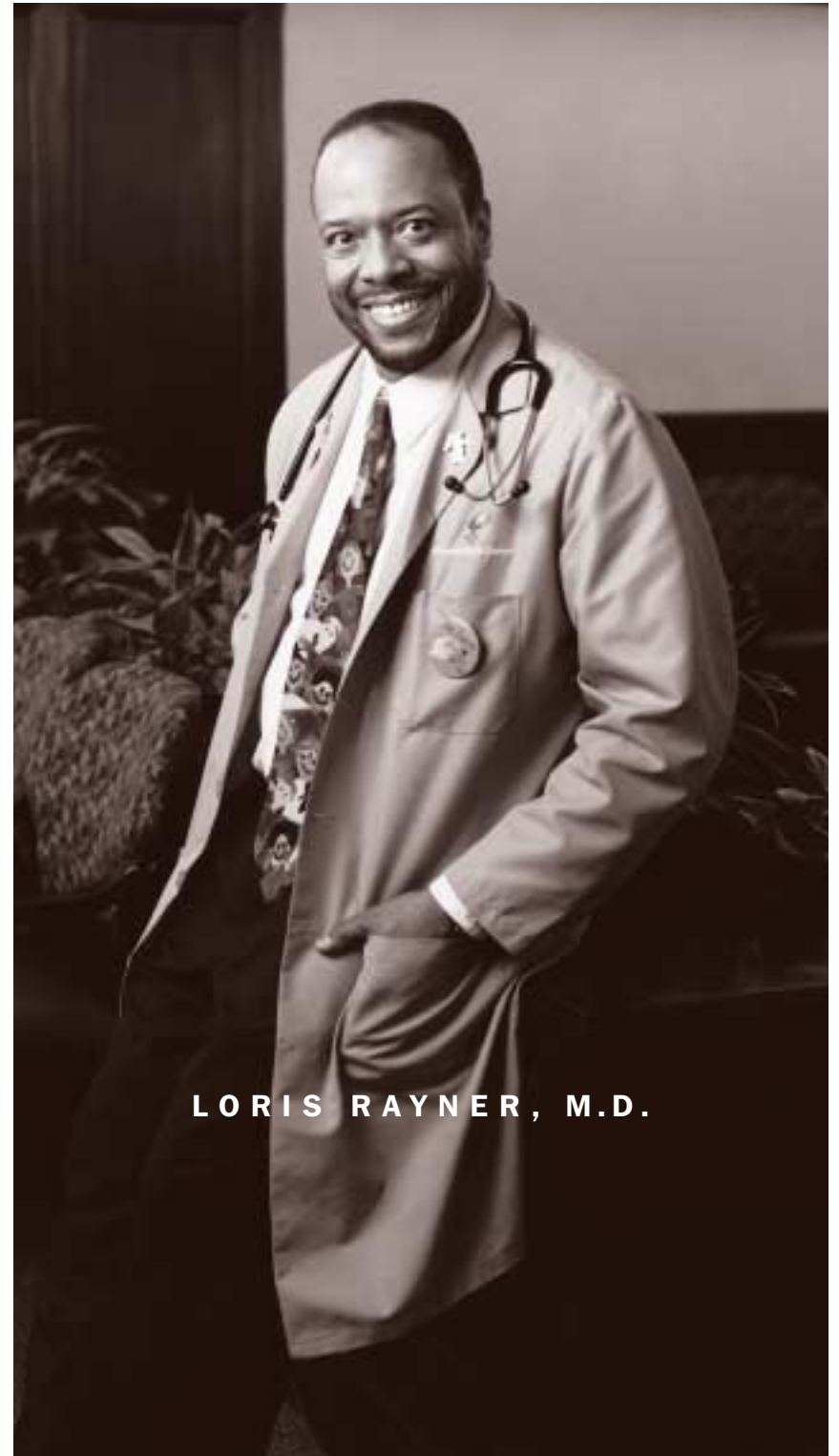
When Zhong Yi was moved to a rehabilitation floor, Mai Lu didn't service his unit any longer, but continued to stop in and provide emotional support. “I would drop by to make sure they were taking care of themselves. They were always so happy to see me and the smiles on their faces said what words could never express,” she says.

Mai Lu Chau is a nutrition representative at Advocate Lutheran General Hospital. It is these random acts of kindness and compassion — viewed as just ordinary events by our associates — that make the people who work at Advocate so extraordinary.

HERO NO.

23,448

“MY BABY WAS SICK
AND I DID NOT KNOW
WHAT TO DO,”



LORIS RAYNER, M.D.

RECALLS THERESA HICKS of Chicago. She had discovered bruises and lesions on the body and mouth of 5-year-old, Dominique and called the Advocate Health Center in Hyde Park. “They told me to bring her in right away,” she remembers. “Pediatrician Loris Rayner, M.D., was ready to see us when we arrived.” Dr. Rayner examined Dominique and recognized the condition. He sent her for lab work and confirmed his diagnosis of idiopathic thrombocytopenic purpura (ITP), a condition that occurs when the body forms antibodies that attack its own platelets. As a result, healthy cells are damaged, which are essential to the blood-clotting process.

“When Dr. Rayner first told me what my daughter had, I was extremely scared and felt incredibly overwhelmed. He took one look at me and did something that no other doctor had ever done before. He reached for my hand and asked me if I was a spiritual person. I said I was and we prayed together. Dr. Rayner helped keep my faith.”

“Prayer helps me and I knew it would be a comfort to Theresa as well,” says Dr. Rayner. “I always look for opportunities to pray with my patients. Physicians and other people in the

health care field shouldn’t be afraid to let their faith show — it can be a source of comfort and strength to patients. I have found that prayer can be as important as any medicine I could prescribe. Physicians can cure, but God heals. We can always use prayer.”

“To Dr. Rayner, Dominique was more than just a patient. When she was scared, he even went with her to the lab for her blood work. Dominique knew he wanted her to get better,” says Theresa.

Today, Dominique is back to playing with her siblings and even participating in gym class again. “She has fully recovered with the help of God and Dr. Rayner,” says Theresa. “We couldn’t have gotten through this without Dr. Rayner. He has a special gift to care for children.”

Dr. Rayner is just one of so many Advocate physicians who recognize that each individual has many dimensions—physical, spiritual, psychological and social. This wholistic approach to medical care is the foundation for our faith-based mission.

OPERATIONS REPORT

ADVOCATE BETHANY HOSPITAL, in Chicago, stands out as one of many success stories in patient satisfaction. Bethany began 2000 with a patient satisfaction baseline score at the 30th percentile and finished the year at the 98th percentile. Some initiatives responsible for this incredible turn around include the development of training manuals, service recovery kits and recognition programs for associates.

The Spiritual Care Visitor program was established in 2000. The ministry enhances customer satisfaction by addressing the spiritual needs of our patients. Under the leadership of mission and spiritual care associates, screenings are performed to identify different faith traditions, so hospital staff is better equipped to offer the appropriate spiritual care support to patients.

ADVOCATE CHRIST MEDICAL CENTER, in Oak Lawn, opened a state-of-the-art Imaging Center in 2000. Equipped with the most advanced computerized filmless radiologic technology, all imaging systems are fed into a centralized computer network called PACS (Picture Archiving Communication System). This network allows physicians to view patient images from computer terminals located on all floors of the medical center.

Additionally, a dedicated special services coordinator works to ensure that programs and information are accessible to patients and their families who are non-English speaking or who have sensory assistance needs.

Christ Medical Center was selected for the third year in a row as one of the nation's best hospitals according to HCIA-Sachs' 100 Top Hospitals: Benchmarks for Success study.

ADVOCATE GOOD SAMARITAN HOSPITAL, in Downers Grove, inaugurated its maternal transport program in May 2000. The first high-risk mother was brought to the hospital because of its designation as a Level III obstetric, prenatal and neonatal center for mothers and infants.

In the fall, the hospital opened a new Cardiovascular Heart Assessment, Recovery and Treatment (H.A.R.T.) unit, which provides high-quality same-day cardiac procedures and out-patient therapy in one convenient location.

Comprised of managers and front-line associates, Service Teams Achieving Results (S.T.A.R.) were created, seven of which are dedicated to improving service excellence. The hospital also instituted Careline, a compliment or complaint phone line answered by hospital managers.

ADVOCATE GOOD SHEPHERD HOSPITAL, in Barrington, opened a \$17 million Health & Fitness Center in July 2000. Unlike most health clubs, a staff of fitness specialists, physical therapists and cardiac fitness nurses, partner with members to meet specific wellness goals based on a comprehensive fitness assessment. Integrative medicine services are available on-site offering a broad scope of alternative care therapies.



Good Shepherd also opened the Spine Center, which utilizes a multidisciplinary team approach for spine-related problems. The Radiation Oncology Center was renovated to provide radiation therapy to inpatients.

ADVOCATE LUTHERAN GENERAL HOSPITAL, in Park Ridge, took a unique look at patient satisfaction through the eyes of its associates. The *Associates As Patients* initiative was launched to collect direct and rapid feedback from associates who received patient care at the hospital. Gaining insight from caregivers has proven to be successful in making strides in both patient and associate satisfaction.

Lutheran General was recognized for excellence by *U.S. News & World Report's* “America’s Best Hospitals” and as one of the nation’s top cardiovascular hospitals by the 100 Top Hospitals: Cardiovascular Benchmarks for Success study. The hospital opened a Cardiovascular Risk Reduction Center to identify and modify patient’s risk factors and coordinate treatment strategies.



Pastor Roberto Espinoza (top) is one of many members of local clergy participating in Advocate Bethany Hospital’s Spiritual Care Visitor program, which meets the diverse faith needs of its patients. Advocate Christ Medical Center’s special services coordinator, Meg Adorno, (bottom) provides translation services to improve information accessibility for all patients.

ADVOCATE NORTH SIDE HEALTH NETWORK, consists of Advocate Illinois Masonic Medical Center and Advocate Ravenswood Medical Center, both in Chicago. In 2000, Ravenswood Medical Center and Illinois Masonic Medical Center joined to create a multi-site North Side health care delivery network. The year was spent preparing associates and physicians for the integration and creating a single governing council, management team, and medical staff.

Both Ravenswood and Illinois Masonic reached out to their communities to explain the rationale for the new entity. Community members participated in focus groups and community meetings to provide useful feedback during the affiliation process. Both campuses maintained strong commitments to the community.

ADVOCATE SOUTH SUBURBAN HOSPITAL, in Hazel Crest, was a leader in patient satisfaction and an internal benchmark for the Advocate system in 2000. South Suburban's outpatient



The new imaging center at Advocate Christ Medical Center provides patients with state-of-the-art radiologic procedures and enhances work life satisfaction for associates like Carmen Moore (top left). Advocate Good Shepherd Hospital's new Health & Fitness Center, under the direction of Peg Campana (top right), works with members to establish health and fitness goals. Advocate Good Samaritan Hospital's Level III perinatal center offers high-tech advances in infant care, while associates such as Rosa Moist, R.N., (bottom) provide the personal touch.



services area, which consistently reached patient satisfaction scores of 90th percentile or higher, was highlighted in a new educational series — *Best Practices Showcase*.

Advancing cardiology services, South Suburban opened a \$1.2 million cardiac catheterization and special procedures laboratory that offers state-of-the-art technology and reduces patient radiation exposure and turn around time for studies. A mobile patient monitoring system, Statview™, was installed to instantly notify nurses of changes in patients' condition and track important patient information.

ADVOCATE TRINITY HOSPITAL, in Chicago, opened its expanded and renovated 16,000-square-foot emergency department in 2000, in response to growing community needs. Serving more than 35,000 patients yearly, the new emergency department is equipped with 16 private treatment rooms providing patients the appropriate level of care with improved timeliness and privacy. A dedicated asthma education and congestive heart failure center opened in 2000. Staff provide individualized counseling, education and community outreach.



Robotic technology at Advocate Lutheran General Hospital offers increased efficiency and accuracy for medication distribution, while allowing pharmacists such as Dana Fox, (top) to focus on the needs of patients and physicians at the site. In an innovative partnership, a multidisciplinary team led by John White, M.D., (bottom) brings together the radiologist, cardiologist and surgeon to utilize new technology in the repair of abdominal aortic aneurysms at Lutheran General Hospital.

Equipped with the latest technologies, Trinity's nursery was expanded and renovated to provide the finest possible care for the more than 1,800 babies born there each year.

ADVOCATE HOME HEALTH SERVICES (AHHS) successfully incorporated Ravenswood Home Care and Illinois Masonic Home Care, expanding the division's ability to provide services on the North Side. It also restructured its territories to better serve patients.

In October 2000, Medicare's new reimbursement method, Home Health Prospective Payment System (PPS), was successfully implemented. AHHS met the challenge of adhering to these new regulations, while continuing to provide high-quality care. This was accomplished through mandatory training, development and implementation of new documentation forms, upgrades to information systems hardware and software, and expansion of case management services.



Greg Adamo, M.D. (top left) radiologist, at Advocate South Suburban Hospital, adjusts the stereotactic imaging equipment that offers patients a minimally invasive option for breast biopsies. Advocate Ravenswood Medical Center's new decentralized outpatient registration area offers associates such as coordinator, Latrece Freeman (top right) the ability to guide patients through the registration process, alleviating wait times. Nicholas Raia (bottom), support services manager and a 20-year associate at Ravenswood Medical Center, is recognized for the compassion he demonstrated for one of his former associates.



ADVOCATE HEALTH CENTERS serves patients in 18 locations throughout Chicagoland. A major accomplishment of the year was transitioning 48,000 patients for hospital-based care to Advocate Trinity Hospital and Advocate Christ Medical Center. After this successful realignment, the health centers provided more than 20,000 inpatient days to Advocate hospitals along with associated outpatient services.

During the year, appointment scheduling was improved through the implementation of the Advanced Access program. It enabled patients to consistently see their primary care physicians on the day they call.

ADVOCATE MEDICAL GROUP (AMG) restructured in order to improve patient satisfaction and financial performance. After the consolidation, 24 sites remain surrounding Advocate Lutheran General Hospital and Advocate Good Shepherd Hospital.

AMG receives rapid patient satisfaction feedback using a point of service survey. The survey contains eight questions that



Sarah Stokes, R.N., (top left) is one of 25 triage nurses who provide support to members at Advocate Health Center's 24-hour Patient Care Express call center. Under the direction of Julie Novak, R.N. (top right), Advocate Trinity Hospital's new emergency department has fast-track, an evaluation and treatment procedure to minimize wait times for patients. Advocate Home Health Services restructured territories for home visits to allow associate Sharon Tate, R.N., (bottom) to reduce travel distances and allow her to spend more time with patients.

patients are asked to complete immediately after a visit. The information is used to recognize departments with high scores and to identify areas that need improvement. The data is then used as a benchmark tool for Advocate's three medical groups.

DREYER MEDICAL CLINIC serves patients in the Fox Valley area and was awarded a three-year accreditation from the Accreditation Association for Ambulatory Health Care. The Center for Women's Health at Dreyer's Mercy Campus opened in June and the St. Charles office was moved into a larger facility, expanding its complement of programs and services.

The electronic medical record (EMR) project was the primary technological advancement pursued by Dreyer Medical Clinic in 2000. The combination of the EMR and Internet offers tremendous opportunities to enhance customer service and improve quality of care. The project team has received training and installation of hardware and software with interfaces to EMR modules are underway.



Dreyer Medical Clinic's EMR (electronic medical record) team, led by John Blair, M.D., (top) developed the system's first electronic medical record. It is anticipated that an EMR will be utilized throughout Advocate within the next few years. Joyce Kolinek (bottom), an associate at Advocate Medical Group, assists patients with new touch screen point of service survey devices to capture real time service encounter feedback.

ADVOCATE CHARITABLE FOUNDATION

Board of Directors: Chairperson, Kenneth J. Ozinga, Vice Chairperson, William P. Mahoney, Lester N. Coney, George T. Drost, Alvin L. Gorman, Catherine H. Gottfred, Ph.D., Marilyn Hennessy, Odell Hicks Jr., Heather T. Hutchison, Phillip S. Jones, William J. Kamm, James R. Lancaster, John Lassiter, James D. McLennan, Stephen T. Mikus, Frank J. Morgan, Donald A. Petkus, Anna M. Quinlan, Richard R. Risk, Arch W. Shaw, Frank V. Tannura, Sudesh K. Vohra, M.D., Milton Weinberg Jr., M.D.

Philanthropy allows Advocate Health Care the flexibility and resources needed to carry out its not-for-profit, faith-based mission.

Associates, physicians, friends and volunteers partnered with Advocate in 2000 to make a difference in many lives. Together, they generated a record-breaking \$19.3 million in charitable gifts to support Advocate's mission, and to benefit its hospitals and systemwide programs.

Behind each of these gifts is the story of an individual who believes in helping others.

As a tribute to the community that has been their home for 41 years, John and Jean Simms and family donated \$3 million to the



The Simms family has had a long-standing relationship with Advocate Lutheran General Hospital since the 1960s and has contributed countless charitable gifts to support the hospital's priority programs.

Advocate Lutheran General Hospital emergency department renovation and expansion.

"This is a family gift," says Mr. Simms. "We chose Lutheran General because it is an outstanding health care facility in the Park Ridge community. We want to make sure it continues to flourish and grow." The much needed expansion will allow the hospital to better serve patients — the capacity of the emergency department will increase by 40 percent.

"Our family is pleased to support this project because of its impact on our neighborhood and the general community," says Mr. Simms. In honor of their generosity, the emergency department will be named The Simms Family Emergency and Trauma Center.

For generations, Ken and Judy Ozinga and their family members have been partners with Advocate Christ Medical Center and Advocate Health Care, giving freely of their time, energy and resources.

Recently Ken and Judy established an endowed fund for mission and spiritual care to ensure that Advocate's faith-based mission is carried out. Their generous gift will support spiritual care across the entire system and allow Advocate patients to experience our faith-based heritage.



Ken and Judy Ozinga are long-time volunteers and friends of Advocate. Ken serves as board chairperson for the Advocate Charitable Foundation and for nearly a decade has participated on the Advocate Christ Medical Center Governing and Development Councils.

“As a faith- and mission-based organization, Advocate Health Care has a unique opportunity to provide care to the whole person — helping them heal physically and spiritually,” says Mr. Ozinga.

As a long-time volunteer and friend, Sandra Watkins has made significant contributions to Advocate Bethany Hospital. In 1983, Mrs. Watkins was asked to help rejuvenate the hospital’s auxiliary. Eighteen years later — and 60 members strong — the auxiliary supports and spearheads many priority programs at Bethany.

The auxiliary has played an important role in raising funds for Bethany’s most crucial programs including the patient transportation van, charity care and the prescription fund. “The auxiliary decided to support the medication program because of the large number of patients who couldn’t afford to fill their prescriptions. We wanted to help patients fully recover from an illness with the appropriate medications. We are just being a responsible community partner,” said Mrs. Watkins.

Advocate Health Care uses these gifts to provide additional programs and services to the diverse communities we serve. Charitable gifts enhance our research capabilities, increase access to care with programs in schools, senior centers and congregations, deepen our commitment to wholistic care, and overall strengthen our integrated delivery system.



When asked what keeps her coming back to volunteer three to four days a week, volunteer and friend Sandra Watkins replied, “I love working with everyone at the hospital. There is a need for the auxiliary — there is a need to raise money for Bethany.”

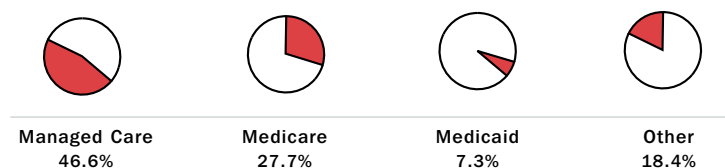
FINANCIAL HIGHLIGHTS

MANAGEMENT DISCUSSION AND ANALYSIS OF RESULTS OF OPERATIONS. Advocate retained its position as the inpatient market share leader in Chicagoland in 2000. Hospital admissions increased 6.7 percent and outpatient visits increased 10.4 percent. Market share growth was achieved primarily by Advocate’s purchase of Illinois Masonic Medical Center and affiliates. This increased total assets by \$365 million, long-term debt by \$103 million and net assets by \$128 million. The operations of Illinois Masonic have been included in the financial statements as of November 4, 2000.

Advocate experienced expenses that exceeded revenues by \$7 million during the year. This loss was driven primarily by a reduction in value of investments and the sale of a continuing care retirement community. While investment yields reflect the decline in the financial markets, Advocate’s investment program is strategically structured to maximize long-term growth through an equal allocation of assets to equity securities and fixed income.

Operating results were impacted by the continued implementation of the Balanced Budget Act of 1997 and continued upward pressure on operating expenses. Although the Balanced Budget Refinement Acts of 1999 and 2000 provided some relief, Medicare payments have not kept pace with the costs of health care delivery.

SOURCES OF NET PATIENT
SERVICE REVENUE - 2000



Shortages of health care professionals in the labor market, inflation in pharmaceutical costs, along with the bankruptcy of a managed care payor increased operating expenses.

CAPITAL INVESTMENTS. In addition to providing charity care and other programs to the community, Advocate made \$111.2 million in capital reinvestments during 2000 to expand, renovate and equip its facilities. Since Advocate's inception in January 1995, capital reinvestments have totaled more than \$685 million.

During 2000, the system maintained an AA bond rating (with a negative outlook) from Standard & Poor's Rating Services, AA- from Fitch Investors Service and A1 from Moody's Investors Service. These ratings reflect Advocate's commitment to an integrated delivery system, strong market share position in the Chicagoland area, physician integration, solid financial condition and focus on costs of providing care. The health care industry continued to grapple with the operating pressures which led to credit rating downgrades exceeding upgrades by approximately a five to one margin in 2000.

The organization's debt as a percentage of total capitalization increased to 30.7 percent at the end of 2000 compared to 29 percent at December 31, 1999. This is largely due to the excess of expenses over revenues and the increase in debt principal outstanding associated with the purchase of Illinois Masonic Medical Center. Debt service coverage was 5.2 times in 2000.

FINANCIAL HIGHLIGHTS 41

RESULTS OF OPERATIONS

Years ended December 31
(in thousands)

	2000	1999	1998
Net patient service revenue	\$ 1,675,205	\$ 1,551,388	\$ 1,373,639
Capitation revenue	457,267	446,888	295,589
Other revenue	116,942	100,781	134,098
Investment income (loss) and other non-operating items	(10,083)	118,388	76,014
Total Revenue	2,239,331	2,217,445	1,879,340
Total Expenses	2,246,356	2,065,322	1,768,707
Revenue in Excess of (less than) Expenses	\$ (7,025)	\$ 152,123	\$ 110,633

FINANCIAL POSITION

December 31

	2000	1999	1998
Assets			
Current assets	\$ 1,484,520	\$ 1,344,530	\$ 1,157,156
Property and equipment, net	867,682	790,185	783,929
Other non-current assets	222,956	121,939	130,956
Total Assets	\$ 2,575,158	\$ 2,256,654	\$ 2,072,041
Liabilities and Net Assets			
Current liabilities	\$ 400,442	\$ 321,909	\$ 282,582
Long-term debt, less current portion	555,269	496,158	512,562
Other non-current liabilities	239,126	188,747	169,073
Total Liabilities	1,194,837	1,006,814	964,217
Net Assets	1,380,321	1,249,840	1,107,824
Total Liabilities and Net Assets	\$ 2,575,158	\$ 2,256,654	\$ 2,072,041

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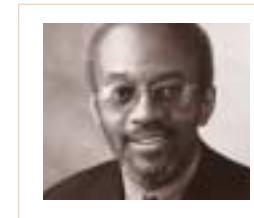
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