



AGING WELL IN LAKE COUNTY

A Future for Winchester House

A WHITE PAPER FROM LAKE COUNTY UNITED

January 2009

*“The mark of a civilized society is how it treats its elderly.”
—Rabbi Abraham Joshua Heschel*

Executive Summary

Lake County United is a broad-based citizens’ organization with a membership of 37 churches, synagogues, mosques, and non-profits identifying and working on issues to improve the quality of life in Lake County.

Over the last 12 months, Lake County United has researched state-of-the-art improvements in skilled nursing care facilities and other housing options for a growing population of aging residents in Lake County. The organization undertook this effort mindful that the challenges of aging and caring for the elderly affect or will affect almost every resident of Lake County. Winchester House, which has served Lake County residents for 150 years, must adapt to meet the changing needs of the county’s lower-income elderly.

After encouraging and supporting the Lake County Board in its September 2007 vote to build a new Winchester House skilled care facility, Lake County United undertook an initiative to determine the desires of Lake County residents and to study best practices of existing facilities, including Winchester House.

The results point to a clear need for not only an improved Winchester House that maintains the best of its current practices, but also expanded facilities and options to meet future needs and desires of the fastest-growing segment of our population.

New facilities need to encompass new ideas and practices in senior health care and housing, such as the creation of an environment designed more as home than institution. A new Winchester House site should be developed as a campus to include supportive living, land for affordable independent senior housing, and a “Center for Aging Well” with support services, activities, day care, and transportation options.

Lake County United is eager to share these findings and recommendations and intends to pursue this project for the common good of all Lake County citizens.

CONTENTS

- Executive Summary 1
- Lake County United and Winchester House 2
- Findings from the Listening Session Campaign 3
 - A home, not an institution 3
 - Design that promotes community 3
 - A caring and well-trained staff 4
 - Challenging and meaningful activities 4
 - A continuum of housing and care 4
 - Regular and accessible transportation 4
 - Preparing to “age well” 4
 - Changing policies and practices 5
- Findings from the Site Visits 5
 - Site 1: Wauconda HealthCare 5
 - Site 2: Barton Senior Residences, Zion 6
 - Site 3: Alden Horizons, Barrington 7
 - Site 4: Frances Manor, Des Plaines 7
 - Site 5: Alden Campus, Aurora 8
- Recommendations/ Moving Forward 9
- Selected Resources 9
- Lake County United Members 10

Winchester House, Libertyville



Lake County United and Winchester House

In the summer of 2007, the *Chicago Tribune* and local newspapers reported that members of the Lake County Board were considering closing Winchester House. While Winchester House had provided a safety net of care for the elderly and for citizens with disabilities for over 150 years, a number of board members believed that the County should not be in the business of nursing homes. Although the Health and Human Services Committee of the Board and the Lake County Administrator's Office supported building a new facility, the future of Winchester House was at risk.

Lake County United's member organizations had multiple connections to Winchester House, including parishioners and parents of parishioners who were residents, young people who did service work with residents, and members employed there. The organization put together a campaign to support the rebuilding of Winchester House, including researching the issue, consulting with political leaders who were involved in the rebuilding of Winchester House, meeting in small groups with County Board members, writing opinion/editorial pieces, and mobilizing its membership to turn out at important meetings. In September of 2007, the County Board voted 22 to 1 to build a new \$31 million Winchester House facility.

After the vote, Lake County United leaders debated whether to consider the Winchester House matter resolved. They decided the research and conversation that went into the summer campaign had uncovered a larger issue—challenges confronting the aging population in Lake County.

Northern Lake County reflects the broader trend of an "aging society." According to a recent market study on nursing care commissioned by the Lake County Board, the number of seniors age 75 and older living in Winchester House's primary service area will increase by 13.4% from 10,376 in 2006 to 11,763 in 2011. The fastest growing segment will be those 85 and older, which will increase 26%.

Many of these aging Lake County residents will require some form of supportive living to remain healthy and contented senior citizens. By the age of 85, 24% of adults need some form of help with personal care. What kinds of arrangements can be created to preserve the dignity and freedom of senior citizens and provide for their emotional and physical health? This question directly affects the 220 people currently residing in Winchester House as well as thousands of people who will call Winchester House home over the next several generations.

Although the Lake County Board has decided to build a new facility, there is a risk that cost reduction concerns will be overemphasized. Without a persuasive, powerful case for a wider array of care options and improved skilled care practices, the Board could conclude that "less is best."

Given these realities, Lake County United decided to continue to work to preserve the best of the current Winchester House and make it even better. Lake County United is committed to the establishment of "Pioneer Movement" practices that promote a living environment designed to feel and function like a home rather than an institution. This includes care and activities directed by the resident and the development of close relationships among residents, family members, staff, and community.

Lake County United is a citizens' organization composed of 37 churches, synagogues, mosques, and non-profits working to improve the quality of life of Lake County residents. Founded in 2003, the organization identifies community concerns and needs, builds relationships across the county, and works as a united power for human dignity, social justice, and the greater good. Lake County United's current membership is listed on page 10.

Residents of the Wauconda HealthCare and Rehabilitation Centre



Lake County United has committed itself to a four-part work plan:

1. Review best practices of skilled care and assisted living facilities. This included reading, consulting with experts, and visiting exemplary facilities.
2. Consult with our members about what kinds of care and facilities they currently use and would desire in the future. Lake County United conducted a round of "listening sessions," small-group meetings to identify issues and engage leaders.
3. Develop proposals and recommendations that embody best practices in skilled care and in assisted and independent living and meet needs identified by our members.
4. Continue the campaign for adoption of the recommendations.

Findings from the Listening Session Campaign

In May and June 2008, Lake County United conducted 30 listening sessions within our member institutions. Over 300 people responded to two questions:

- *Can you tell a story of someone you know who has aged well?*
- *What do people in Lake County need in order to age well?*

The questions shifted the discussion from negative and stressful experiences to positive and hopeful possibilities. The well-informed and thoughtful responses were overwhelming. Participants confirmed that care for older adults needs to shift dramatically. Our members want facilities that are as much like home as possible and promote physical, mental, recreational, and social activity while also protecting privacy. They want places where elders continue to play important, meaningful roles in our communities and can have fun, pet animals, feed ducks, and plant gardens.

A HOME, NOT AN INSTITUTION

Many people talked about the need for a home-like atmosphere within skilled care facilities, of the need to move in both our thinking and action from a medical model to a community model in the design and operation of a new Winchester House. The very culture of skilled care needs to shift dramatically.

Residents need to have choices about care and their activities. They need to have a sense of control and ownership over their lives. That can be accomplished by offering a dining room that is like a restaurant with menus or something as simple as allowing a resident to control his or her room temperature. Residents want control over their own belongings. The importance of privacy was stressed. Ideally, private rooms would be made available. In all cases, residents should have their own private space, including adequate closet space. Computer access is essential. Couples need space to stay together. There should be monthly resident meetings led by residents. Staff will have to be trained and supported to adapt to a “choice” approach.

DESIGN THAT PROMOTES COMMUNITY

The design of a skilled care facility should meet the needs of residents and support the staff. Space should promote interaction among residents and staff and enhance a sense of community. A favorite design model was a “neighborhood” formation with rooms built around a central, common space.

People need kitchens to cook for visitors and for each other. Access to the outdoors and to light was seen as particularly important. There should be space outside for residents who want to grow flowers or vegetables. Contact with pets and nature is pleasurable and promotes community. There should be a variety of spaces and places where people can meet one-on-one or with family. Many facilities include coffee shops, beauty parlors, and shopping areas.

HIGHLIGHTS:

- There is a need to shift from a medical model to a community model—skilled-care facilities should be home-like.
- The design should meet the needs of the residents and support the staff's ability to provide care.
- Caregivers should be compassionate and competent, which requires that they be fairly compensated and well trained. Good staff morale translates to better care.
- Residents need to be able to participate in challenging and meaningful activities.
- There should be a continuum of housing and care to meet a variety of needs.
- Seniors need reliable, frequent, and accessible transportation.
- Seniors all over Lake County would benefit from support in “aging well” and aging at home.
- Policies and bureaucratic practices may need to change in order to make good care and housing possible for Lake County's seniors.

Lake County United Leaders



A CARING AND WELL-TRAINED STAFF

Caregivers for our elders should be compassionate and competent. The staff needs to be adequately supported so that they can provide services that treat residents with respect and dignity. They need to be paid a living wage and be well trained. Other concerns were that some staff be able to communicate in Spanish and that there be a good ratio of staff to residents. Good staff morale means better care.

In addition to regular caregivers, doctors need to be on site regularly and counselors need to be available. The administration and staff need to encourage and support community and volunteer activity within the facility.

CHALLENGING AND MEANINGFUL ACTIVITIES

On one of our field trips, residents—even frail ones—were all up, dressed, and moving about engaged in exercise, card games, or having a cup of tea with another resident in many different activity areas. In the memory care unit, residents were dancing and singing, petting the “house” dog, and looking at birds. Even people unable to walk were out in the activity areas.

In the listening sessions, people confirmed the need for stimulating activities such as woodworking and education programs at the facility. Residents love having a library and access to arts and crafts. Water therapy was also mentioned as soothing and therapeutically beneficial.

Residents need to be involved in meaningful “give back” activities such as volunteering in the community. Bringing youth into the facility is a great way for the generations to get to know each other. Elders have wonderful stories that can be tapped by young people. Having bus trips to shopping areas is an important activity and helps people stay independent.

A CONTINUUM OF HOUSING AND CARE FOR THE ELDERLY

While most discussions focused on the need for a state-of-the-art skilled-care facility, many of our members also see a need for less restrictive living arrangements for elderly people with lower-level care requirements. There is a desire for affordable “independent living” housing for seniors and for assisted living housing. Several people would like the county-owned land in Libertyville to include an “elder care campus” with all of these choices.

REGULAR AND ACCESSIBLE TRANSPORTATION

Seniors need accessible transportation. As the senior population grows, this need will increase. People want to do their own shopping, attend cultural events, visit doctors, or just go out for lunch. This is difficult if you cannot—or should not—drive. It is especially difficult if you are bound to a wheelchair. Reliable, frequent, and accessible transportation is needed by all seniors in Lake County, not just those at Winchester House.

PREPARING TO “AGE WELL” AND AGING AT HOME

Many people expressed the desire to be able to age at home. They believe a Winchester campus with a senior center would help people remain in their homes until they needed a higher level of care. One person called it the “Center for Aging Well.” The center could encompass senior day care, social



Activities at the Wauconda HealthCare and Rehabilitation Centre



THE PIONEER MOVEMENT

In our conversations and research, we learned about the Pioneer Movement in nursing home management. Basically, it changes the culture of nursing homes from a medical culture to a “home” culture. Its central premise is that people want to be in control of their lives and want to choose how they will live.

Most of what we report here from our listening sessions fit with Pioneer methods and practices. Fortunately, Winchester House today already has instituted many of these methods, and the consultant’s report for the new Winchester House has recommended expansion of the Pioneer model at the new facility.

events, activities, and transportation. It also could provide services to families of seniors in a variety of ways, including respite care. Another need that could be addressed by the senior center is how to plan to age well. Seniors are living longer, and there is a need to plan for their needs with their families before a crisis occurs. Children of seniors need to know their parents' wishes. There are resources available to help people do this kind of planning, but these resources are often not publicized. The senior center could be a hub where planning expertise is available.

Some seniors need advocates or ombudsmen to help them communicate with families, medical personnel, or financial or legal advisors. One sad fact we have learned about is elder abuse, both physical and financial. Seniors need to know to whom they can turn if abuse happens to them.

CHANGING POLICIES AND PRACTICES

Many of our members talked about the need to change policies and bureaucratic practices in order to make quality care and housing possible for Lake County's seniors. We need to find the political will for new models of care and housing. This is already happening within the Lake County Board and Winchester House administration as we work with them to build the new Winchester House and campus.

Findings from the Site Visits

A picture is said to be worth a thousand words. To get a better feel for the options available in senior care and senior living, teams of Lake County leaders visited five facilities in Lake, Cook, and DuPage Counties in addition to Winchester House. Facilities ranged from skilled care to independent living to assisted/supportive living. In general, we sought out places that were judged to be exemplary in their area.

SITE 1: WAUCONDA HEALTHCARE AND REHABILITATION CENTRE

Highlights:

- All of Lancaster Group's facilities operate under the Pioneer Movement philosophy, and all staff have been trained in the Pioneer approach.
- The memory care unit was especially impressive, with a beautiful common area including a dining area, cozy sitting areas, bird sanctuary, gardens with ducks, and a pet dog that roams the unit and visits with residents. This private-pay unit is for residents with dementia who can still ambulate and feed themselves. This unit is fairly new (two years old), and the residents' rooms are large and decorated in a home-like manner.
- The "Town Square" located in the center of the building includes a gift shop, game room, jukebox, bistro, laundry facilities, and movie theater. In other parts of the building are computer facilities, an ice cream parlor, an outdoor garden and patio, a rehabilitation gym, an aviary, a library, a private dining room for family parties, and a chapel for prayer or meditation.

SOCIAL AND HEALTH CARE ISSUES

Larger social and health care issues have emerged from our listening sessions. Our nation has huge challenges surrounding issues of health care. While these challenges go beyond the scope of this paper, and our local focus, they cannot be ignored. State and national health care practices and policies impact the ability to provide good care and housing for the elderly locally in Lake County. For this reason, we also support wider efforts to reform practices and policies that keep elderly people in restrictive settings with few options.

SITE 1: WAUCONDA HEALTHCARE AND REHABILITATION CENTRE

Visited April 7, 2008

<http://www.waucondacare.com>

OVERVIEW: Wauconda Health-Care Centre is a 125-bed skilled care facility owned and operated by the Lancaster Group. The Lancaster Group is a privately held, for-profit company that owns six other nursing homes. The facility was built several decades ago and was recently remodeled. Most residents are private pay, with 30 beds licensed for Medicaid. They also have a "Veranda" memory care unit with 31 beds.

- The hospice room is a lovely bedroom that does not look institutional. It has a chair that converts to a bed where family can stay for any or all 24 hours a day.

- The rehabilitation unit has 10 rooms (mostly double occupancy) close to the therapy room for short-term patients who have had orthopedic surgery (knee or hip replacement, for example).

- The dining room is especially nicely appointed. The small tables have tablecloths and are set with china and glassware, giving the appearance of a nice restaurant. The dining room is open for a few hours for each meal (e.g., breakfast is from 7 to 9 a.m.) so that residents can eat when they feel like eating.

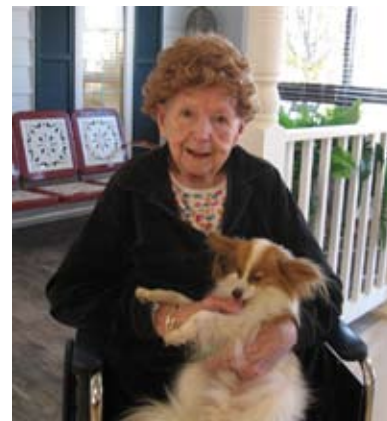
- The nurses' station is unusual and non-institutional; it looks like a wraparound front porch.

- The residential areas felt somewhat institutional with relatively long narrow halls.

- The staff seemed engaged and happy, and we later learned that they unionized.

- The Medicaid area is separate, and we could not determine how different it is from the rest of the facility.

A resident enjoys a visit from the house dog at the Wauconda HealthCare and Rehabilitation Centre



SITE 2: BARTON SENIOR RESIDENCES OF ZION

Highlights:

- Most apartments are efficiencies with one ample-sized room, full bath, and small kitchenette without a stove.

- There are also seven two-room units. Generally these are for two people, such as a husband and wife or siblings.

- The dining room is attractive and offers several shifts of service. Residents can come in anytime during the shift and choose items from a restaurant-style menu.

- There are many organized activities—bingo, card games, shopping, movies—as well as a computer area offering computer classes. The building also features a library room and a spa.

- The residents' fee includes all meals, utilities (except phone), weekly housekeeping, and assistance with some activities (e.g., bathing, medication reminders, dressing).

- Also on site are a wellness clinic and washers and dryers. There are pull cords for assistance in bedrooms, bathrooms, and all common areas.

- There are 65 employees who work three shifts. They are not unionized.

SITE 2: BARTON SENIOR RESIDENCES OF ZION

Visited June 17, 2008

<http://www.bartonhealthcare.org/zionHome.html>

OVERVIEW: Zion-Barton is Lake County's only "supportive living facility"—essentially an assisted living facility for those on limited incomes from Medicaid. Most of the 130 units are affordable to low-income seniors over 65. There are a few apartments for private-pay residents, but most are at the Medicaid rate funded through the Illinois Department of Healthcare and Family Services.

SITE 3: ALDEN HORIZONS INDEPENDENT LIVING IN BARRINGTON

Highlights:

- The buildings and grounds are very attractive and have been designed with flair. The apartments are generously sized. The overall feel is very upscale.
- The first floor of the apartment building has many amenities, including a community room with a projection TV, kitchen and patio, an arts and crafts room, a game room with billiards table, a library with fireplace, a computer lab with internet access, and a fitness room.
- An on-site property manager acts as activity director. There is also a live-in building engineer. The property is very well maintained.
- No distinction is made between the various forms of rental subsidy. By using Section 8 vouchers the building can serve poor seniors, though most of the residents would be considered moderate income. The amenities and appearance make it a very attractive senior apartment building.
- Next door to Alden Horizons is a skilled care center acquired and remodeled by Alden (<http://www.aldenstatesofbarrington.com/default.htm>). It offers various kinds of rehabilitation, physical and other therapy, post-operative care, respite/elderly care, and hospice care. It has a lovely garden setting, a nice dining room, and very attractive finishes.

SITE 4: FRANCES MANOR AFFORDABLE SENIOR HOUSING IN DES PLAINES

Highlights:

- Like other HUD 202 buildings, Frances Manor has a project-based rental subsidy for very-low-income seniors. Residents can have a maximum income of \$26,400/year for one person. Tenants pay 30% of their family's adjusted income and HUD pays the rest. One resident actually pays nothing; some pay only \$10.
- The individual rooms are moderate-sized and well designed.
- Although operated by Catholic Charities, the residents come from a variety of religious faiths.
- From an architectural and design perspective, the building is pleasant but not memorable. Government regulations preclude much innovation.
- Catholic Charities is a premier developer of 202 housing, which takes a long time to process and requires special expertise. They work with a number of consultants familiar with the program regulations and process.

SITE 3: ALDEN HORIZONS INDEPENDENT LIVING IN BARRINGTON

Visited June 11, 2008

<http://www.barringtonhorizon.com/default.htm>

OVERVIEW: Alden Horizons is a 50-unit independent living complex with a three-story apartment building surrounded by rental townhomes. It is owned and operated by Alden Health Care and Senior Living, one of the largest nursing home/senior housing companies in Illinois. This apartment complex was developed utilizing complex tax credit financing with several other layers of financing. Rents vary depending on the residents' ability to pay. Some of the apartments are rented to seniors who have Section 8 vouchers. Others are rented to people with incomes between 50% and 60% of the area median at a rent of \$617 to \$831 per month. Eight units are rented without income restrictions for \$825 to \$925 per month.

SITE 4: FRANCES MANOR AFFORDABLE SENIOR HOUSING IN DES PLAINES

Visited August 7, 2008

OVERVIEW: Frances Manor, a senior citizen housing facility developed and operated by Catholic Charities, is a HUD 202 apartment building for independent seniors. Each apartment has a kitchen, bedroom, bathroom, and living room. There are also some common areas: a library, a community/activity room, and a lovely patio. Residents are completely independent and many have cars. Catholic Charities operates 25 such buildings and is an expert in this type of financing.

SITE 5: ALDEN OF WATERFORD IN AURORA

Highlights:

- The Alden Horizon Senior Living Community on the campus is similar to the Barrington Horizon development described above, but with 97 apartments that serve people with varying income levels. The rents range from \$495 to \$1,115/month. The facility is completely full with a waiting list of about 40 people.
- The Lakes at Waterford consists of 33 cottages that are part of the Alden of Waterford Continuing Care Retirement Community for individuals aged 55 and up. Residents pay a substantial fee in advance (\$280,000 to \$320,000) but know that if their health needs change, even temporarily, they can remain on the campus for rehabilitation services and assisted living. The cottages are very high-end, with two bedrooms and two baths. More cottages will be developed on the campus' remaining land.
- Alden Gardens of Waterford is the assisted living facility on the campus. It has 103 units, only 73 (71%) of which are occupied. The facility is all private pay, and residents pay \$4,000 or more a month.
- Alden Courts Assisted Living Residences for Memory Care is made up of three wings with 22 beds each, a total of 66 units, surrounding a center circle that is full of light. The appearance is similar to that of the assisted living facility.
- Alden of Waterford Rehabilitation and Health Care Center provides mostly short-term care for people who have had knee and hip surgery or a stroke and require rehabilitation.
- These facilities provide a continuum of care for elders; the liveliest areas were the independent living and the assisted living (Alden Gardens). One impressive feature is the outdoor porches and numerous gardens. The staff members are pleasant and seem to deal well with seniors. The facilities have many activities and offer outings with a bus on site.
- This is a market-rate, high-end facility. The only affordable housing was the Alden Horizon apartment building.

SITE 5: ALDEN OF WATERFORD IN AURORA

Visited September 3, 2008

<http://www.aldenwaterfordccrc.com>

OVERVIEW: Alden of Waterford is a campus with a full continuum of care for seniors. The campus is lovely, with many gardens, waterfalls, swans, and geese. It is made up of independent senior housing (both rental and for sale), assisted living, memory care, and skilled nursing care.

Lunch at the Wauconda HealthCare and Rehabilitation Centre



Recommendations/Moving Forward

Our conversations, site visits, and reading have led us to the following three conclusions:

1. **The new Winchester House should embody the best ideas emerging in skilled care.** This means both building a new structure that is less of an institution and more of a home and adopting staffing and programming practices built around resident choice and dignity. Many current Winchester House practices need to continue, but there are more to add if Winchester House is to be a model for Pioneer or Green House practices. The Winchester House Advisory Committee could be given this mandate along with the staff and architects/builder.
2. **In addition to skilled nursing care, elderly Lake County residents need other housing and care options.** While many more affluent residents can access continuing care retirement communities (CCRCs), those with limited incomes have few choices. The Winchester House site should be developed as a campus that includes both supportive living (along the lines of the County-funded ARCH consultant's report) and land for affordable independent senior housing. This final element of a triad of housing options could be built by a private operator with only a long-term land lease from the County.
3. There is a strong desire for most people to "age in place." Supportive services to enable this are available in varying degrees around the county. **Additional thought should be given to including land on the Winchester House campus for a "Center for Aging Well."** This could be a public/private center that promotes best practices for aging in place throughout Lake County. More research is needed to flesh out the practical aspects of this center (including the funding). For now, land for the center should be reserved.

Selected Resources

Baker, Beth. *Old Age in a New Age: The Promise of Transformative Nursing Homes*. Vanderbilt University Press, 2007.

Thomas, William H., MD. *What Are Old People For? How Elders Will Save the World*. WanderWyk and Burham, 2004.

Pioneer Network website: <http://www.pioneernetwork.net>

The Green House Project website: <http://www.thegreenhouseproject.com>

Interior views of the Wauconda HealthCare and Rehabilitation Centre



Lake County United Members

Lake County United is a non-profit, non-partisan, broad-based organization of civil society institutions: churches, synagogues, mosques, and civic and labor groups. Our current members include:

| | |
|---|---|
| Affordable Housing Corporation of Lake County, Gurnee | Libertyville United Methodist Church, Libertyville |
| Annunciation Episcopal, Gurnee | Lion's Math and Science Christian Academy, Waukegan |
| Barat Education Foundation, Lake Forest | Living Faith United Methodist, Waukegan |
| Carmel High School, Mundelein | NAACP Lake County Branch, North Chicago |
| Christ Church Episcopal, Waukegan | North Shore Unitarian, Deerfield |
| Christ United Methodist Church, Deerfield | Nuestra Senora Episcopal, Waukegan |
| Church of the Holy Spirit Episcopal, Lake Forest | St. Francis de Sales Catholic, Lake Zurich |
| Congregation Beth Judea, Long Grove | St. Gregory Episcopal, Deerfield |
| Congregation Or Shalom, Vernon Hills | St. James Lutheran, Lake Forest |
| Congregation Solel, Highland Park | St. Joseph Catholic, Libertyville |
| First Presbyterian, Libertyville | St. Lawrence Episcopal, Libertyville |
| Grace United Methodist Church, Lake Bluff | St. Martin de Porres High School, Waukegan |
| Holy Cross Catholic, Deerfield | St. Mary of the Annunciation Catholic, Fremont Center |
| Holy Cross Lutheran, Libertyville | St. Mary of Vernon Catholic, Vernon Hills |
| Holy Family Catholic, Waukegan | St. Patrick Catholic, Wadsworth |
| Immaculate Conception Catholic, Highland Park | St. Paul the Apostle Catholic, Gurnee |
| Immaculate Conception Catholic, Waukegan | Trinity Episcopal, Highland Park |
| Islamic Foundation North, Waukegan | Waukegan Community Church, Waukegan |
| Lake County Center for Independent Living, Mundelein | |

Aerial view of the Winchester House property at Milwaukee Avenue and Winchester Road in Libertyville.



Funding for this report and for the Lake County United Winchester House Initiative has been provided by the Healthcare Foundation of Northern Lake County (www.hfnlc.org).



Lake County United, c/o Holy Cross Lutheran Church, P.O. Box 726, Libertyville, IL 60048, www.lakecountyunited.org

