

**CERTIFIED
ORIGINAL**

1

1 S57990

2

3

ILLINOIS DEPARTMENT OF PUBLIC HEALTH
HEALTH FACILITIES AND SERVICES REVIEW BOARD
BEFORE HEARING OFFICER KAREN HALL

4

5

In Re:)

6

Public Comments Regarding) Project No. 10-013
Westlake Hospital Transfer)
of Ownership to Vanguard)
Health Management, Inc.)

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

REPORT OF PROCEEDINGS had and testimony
taken in accordance with the requirements of the
Illinois Health Facilities Planning Act on the
Westlake Hospital, Melrose Park, Transfer of
Ownership to Vanguard Health Systems, Inc.,
taken at the Village of Melrose Park,
1000 North 25th Avenue, Melrose Park, Illinois,
on April 26th, 2010, at the hour of 9:23 a.m.

RECEIVED

MAY 10 2010

HEALTH FACILITIES &
SERVICES REVIEW BOARD

1 **PRESENT:**

2 **HEALTH FACILITIES AND SERVICES REVIEW BOARD, by**
3 **MS. KAREN HALL,**
4 **Second Floor**
 525 West Jefferson Street
5 **Springfield, Illinois 62761**
 (217) 782-3516

6

appeared as Public Hearing Officer.

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

3

1 HEARING OFFICER HALL: Good morning.

2 THE AUDIENCE: Good morning.

3 HEARING OFFICER HALL: I'm with the
4 Illinois Department of Public Health. I'm here
5 today to conduct a public hearing on the proposed
6 project known as 10 --

7 THE AUDIENCE: We can't understand you.

8 HEARING OFFICER HALL: They're
9 getting another mic.

10 Okay. Again, good morning. I'm with the
11 Illinois Department of Public Health. I'm here
12 today to conduct a public hearing on the proposed
13 project known as 10-013, Westlake Hospital,
14 Melrose Park, Illinois.

15 As per the rules of the Illinois Health
16 Facilities and Services Review Board, I would
17 like to read the legal notice into the record.

18 "In accordance with the requirements of the
19 Illinois Health Facilities Planning Act, notice
20 is given of receipt to transfer ownership of a
21 hospital (Project 10-013), Westlake Hospital,
22 Melrose Park.

23 "Applicants: Vanguard Health Management,
24 Incorporated; Vanguard Health Financial

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

4

1 Corporation, LLC; VHS; Westlake Hospital,
2 Incorporated; Resurrection Health Care Corporation;
3 and Westlake Community Health System, d/b/a
4 Westlake Hospital.

5 "The Applicants, Vanguard Health entities,
6 propose to acquire the ownership of a 225-bed
7 acute care hospital located at 1225 Lake Street,
8 Melrose Park. The cost for this project is
9 \$20,310,500.

10 "Consideration by the State Board has been
11 tentatively scheduled for the June 8-9, 2010, State
12 Board meeting.

13 "A public hearing is to be held by the
14 Illinois Department of Public Health pursuant to
15 the Illinois Health Facilities Planning Act. The
16 hearing is open to the public and will afford an
17 opportunity for parties at interest to present
18 written and/or verbal comment relative to the
19 project.

20 "All allegations and assertions should be
21 relevant to the need for the proposed project and
22 be supported with two copies of documents or
23 materials that are printed or typed on paper size
24 8 1/2 by 11.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

5

1 "A copy of the application may be reviewed
2 at the Illinois Health Facilities and Services
3 Review Board office at 525 West Jefferson Street,
4 Second Floor, Springfield, Illinois 62761. To
5 obtain a copy of the application, the phone
6 number for the office is (217) 782-3516. You can
7 call the office for copying fees and details.

8 "Any person wanting a public hearing on the
9 proposed project must submit a written request
10 for such hearing to the address that I just
11 mentioned.

12 "If you have not done so, please sign in
13 using the appropriate registration forms. One
14 form is for individuals who want to provide
15 testimony in support of the project. Another
16 form is for people to provide testimony who want
17 to oppose the project, and the last form is for
18 individuals to register their attendance who do
19 not wish to testify.

20 "To ensure that the Illinois Health
21 Facilities and Services Review Board protects the
22 privacy and maintains the confidentiality of
23 individuals' health information, covered entities
24 as defined by the Health Insurance Portability

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

6

1 Act of 1996, such as facilities, hospital
2 providers, health plans, and health care
3 clearinghouses submitting oral or written
4 testimony that discloses protected health
5 information of individuals shall have valid,
6 written authorization from that individual. The
7 authorization shall allow the covered entity to
8 share the individual's protected health
9 information at this hearing.

10 "Those of you who came with prepared text
11 for your presentation may choose to submit that
12 text without giving testimony. However, if you
13 are giving oral testimony, please be as brief as
14 possible.

15 "As per legal notice, I would appreciate
16 two copies of your testimony. When you make your
17 presentation, please give the Court Reporter the
18 correct spelling of your complete name.

19 "If there is a chief spokesperson for the
20 Applicant, we would like that individual to make
21 the first presentation. The remaining testimony
22 will be taken in the order of the names given on
23 the register.

24 "Please hold all of your questions until

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

7

1 the testimony -- until all of the testimony is
2 presented."

3 Sister Patricia Ann Koschalke from
4 Resurrection Health Care.

5 SISTER KOSCHALKE: Can you hear me?

6 THE AUDIENCE: Yes.

7 SISTER KOSCHALKE: I am Sister
8 Patricia Ann Koschalke, S-i-s-t-e-r,
9 P-a-t-r-i-c-i-a, A-n-n, K-o-s-c-h-a-l-k-e.

10 I am Sister Patricia Ann Koschalke, a
11 member of the Religious Congregation of the
12 Sisters of the Holy Family of Nazareth. I would
13 like to welcome all of my fellow Sisters in
14 front, the Sisters of the Resurrection, and the
15 Sisters of the Holy Family of Nazareth. I am
16 pleased to see the hundreds of supporters of the
17 Certificate of Need who have taken time out of
18 their day to be here with us.

19 I chair the sponsorship board and serve on
20 the board of directors of Resurrection Health
21 Care, which is responsible for the direction of
22 the comprehensive health system.

23 Prior to my board experience I served as
24 the chief executive officer of Holy Family

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

8

1 Medical Center for 23 years where I gained a deep
2 understanding of the health care needs of
3 communities. My testimony summarizes the mission
4 discernment process regarding the sale of
5 Westlake Hospital to Vanguard Health Systems,
6 Incorporated.

7 Vanguard currently operates 15 hospitals,
8 including two in the Chicago area, and runs three
9 managed care plans. The company has experience
10 in purchasing and operating faith-based health
11 care providers: St. Vincent's, a Catholic
12 hospital in Worcester, Massachusetts, and Baptist
13 Health System in San Antonio, Texas.

14 All assets associated with the operation of
15 both hospitals and the outpatient campus in
16 River Forest are included in this transaction.

17 I want to stress that a timely and
18 efficient review and approval of this Certificate
19 of Need is essential to the continuation of
20 health care services for these two facilities.
21 Resurrection Health Care will be unable to
22 continue operation of the facilities as they
23 exist today, and despite much effort, no other
24 potential purchasers have expressed interest in

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

9

1 continuing the operation of these facilities.

2 Resurrection Health Care's mission
3 statement proclaims, "RHC exists to witness God's
4 sustaining love through compassionate family-
5 centered care."

6 A significant portion of Resurrection
7 Health Care's operating losses are associated
8 with the two hospitals. Keeping these providers
9 in our system puts the rest of the RHC system at
10 a risk. We will be unable to witness love
11 through compassionate, family-centered care in
12 the communities served by our remaining hospitals
13 and facilities if we continue to provide operating
14 subsidies to West Suburban and Westlake.

15 The RHC mission also proclaims, "Motivated
16 by a reverence for life and respect for those we
17 serve, we are committed to improving the health
18 and well-being of our community."

19 The community that RHC serves has expanded
20 significantly since 1997 from two hospitals to
21 eight hospitals and a broad spectrum of other
22 services and programs. Unfortunately, given our
23 financial situation, Resurrection now needs to
24 focus on a smaller market area and our strongest

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

10

1 providers to improve the health and well-being of
2 patients in those core markets.

3 Finally, our mission statement proclaims,
4 "We promote a climate that empowers all of us to
5 effectively steward our human and financial
6 resources."

7 RHC has very limited resources with respect
8 to capital and management personnel. As good
9 stewards, we are at a juncture where we may --
10 I'm sorry -- we are at a juncture at which we
11 need to scale down to strengthen our remaining
12 providers and focus on assuring our long-term
13 ability to continue our mission. As one of the
14 leaders of the system's sponsors, this is very
15 important to me and my fellow Sisters.

16 Market forces and a severe economic
17 downturn are affecting many providers. Overall
18 volumes and net reimbursement are down, and a
19 continued shift to nonacute settings is evident.
20 National health care reform is now a reality.
21 State and Federal governments and other payers
22 will be reforming payment mechanisms to reward
23 high-quality, integrated, evidence-based care.

24 The vision for Resurrection Health Care is

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

11

1 to become an accountable health care organization.
2 This vision places more importance on keeping
3 patients healthy and coordinating their care than
4 on owning and operating acute care hospitals.
5 RHC most focus its limited resources on fewer
6 markets and services and build enhanced
7 capabilities needed to succeed in this new
8 environment of health care reform.

9 No other viable options to transferring
10 ownership of these hospitals have been found
11 despite expensive study. Since closure of either
12 or both of the hospitals was considered
13 undesirable given the massive loss of jobs that
14 would result, the only viable option remaining
15 was divestiture of these facilities.

16 RHC sought to identify a suitable buyer to
17 take over the hospitals, one who would have
18 sufficient resources to invest and assure their
19 continued operation into the future. We believe
20 the transfer of ownership to Vanguard Health
21 Systems is the best option for the communities
22 served by these facilities, the physicians, and
23 the employees who work there.

24 Thank you for the opportunity to share this

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

12

1 important message with you.

2 (Applause.)

3 HEARING OFFICER HALL: Trip Pilgrim.

4 MR. PILGRIM: Good morning. Can
5 everybody hear in the back? Good.

6 Wow, this is one of the first -- I'm amazed
7 at all the yes stickers here. Thank you for
8 targeting out nearly hundreds of supporters for
9 this initiative.

10 Good morning. My name is Trip Pilgrim, and
11 I'm currently the senior vice president and chief
12 development officer for Vanguard Health Systems.
13 I've worked for Vanguard for nine years in
14 various capacities and currently as the company's
15 point person working with Resurrection on this
16 transaction.

17 Thank you for the opportunity to speak
18 today and to speak as the Illinois Health
19 Facilities and Services Review Board considers
20 the transfer of ownership of West Suburban
21 Medical Center and Westlake Hospital from
22 Resurrection Health Care to Vanguard.

23 I want to begin by expressing my deep
24 appreciation for the many community organizations,

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

13

1 elected officials, and regular citizens who have
2 already expressed their support for these
3 applications.

4 Our company provides health care services
5 to a diverse group of patients and communities
6 through 15 hospitals located in four states,
7 including two facilities here in the Chicago area.

8 Our more than 20,000 employees bring to the
9 table with them a broad spectrum of experience
10 from clinical care, operations, contracting and
11 finance, to purchasing, human resources, and
12 community relations.

13 Our company also has a track record of
14 investment and growth. Over the last five years,
15 Vanguard has funded capital expenditures of over
16 \$950 million and increased its workforce by
17 approximately 5,000 employees nationwide.

18 I'm proud to be here today to talk about
19 Vanguard's desire to expand the services we
20 provide in the Chicagoland area. Our commitment
21 to this region first started in 2000 with the
22 purchase of MacNeal Hospital in Berwyn and
23 continued in 2002 when Weiss Memorial Hospital
24 joined our family.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

14

1 Vanguard embraces the community which it
2 serves and is committed to ensuring that
3 residents never have to leave their community to
4 find access to the highest level of care and
5 services. That is our philosophy and that is the
6 level of service we provide.

7 As was and still is the case with MacNeal
8 and Weiss, we respect our hospitals' autonomy and
9 firmly believe in maintaining local authority.
10 Vanguard owns the physical assets of MacNeal and
11 Weiss, but it is our teams of local administrators,
12 medical professionals, and employees who own
13 their operations, set their policies, and help to
14 make the hospitals successful. If the proposed
15 purchase is approved, we will bring the same
16 philosophy to West Suburban and Westlake because
17 we know this is a model that works for our
18 hospitals and the patients they serve.

19 Vanguard has a long track record of success
20 in strengthening the hospitals we own through
21 significant capital investment, thought
22 leadership that enhances their efficiency and,
23 most importantly, improves clinical care and the
24 experience for the patient. The communities we

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

15

1 serve have seen health care improve as a result
2 of our efforts.

3 Simply put, we don't buy hospitals to
4 maintain the status quo or to close them. We're
5 committed to developing urban-based integrated
6 health delivery systems. Therefore, we purchase
7 hospitals as a part of our desire to develop
8 these urban systems, to improve their clinical
9 care, enhance the quality of services, increase
10 patient satisfaction, and grow the number of
11 patients we serve.

12 To that end I have a lot of recent and
13 personal experience. When Vanguard purchased the
14 Baptist Health System in San Antonio in
15 January 2003, I had the great opportunity to
16 serve there in a senior role and eventually as
17 president and CEO of that system.

18 Like West Suburban and Westlake, Baptist
19 Health System was facing significant financial
20 and operational challenges when we acquired it.
21 We set ambitious goals for the system and reached
22 out to San Antonio's diverse community with the
23 goals of ensuring the system's solvency,
24 improving its clinical care, and involving the

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

16

1 community in its turnaround.

2 In the last seven years we've made capital
3 investments of over \$450 million into the system
4 which included upgrading and renovating
5 facilities, expanding services, and acquiring new
6 clinical technologies. The result was many
7 clinical firsts for the city of San Antonio and a
8 significant growth in the numbers of patients we
9 cared for. In Bexar County alone -- that's the
10 county San Antonio is in -- our market share grew
11 from 28 1/2 percent to almost 36 percent in this
12 time frame.

13 We also own a nursing school. In 2003 we
14 had 125 students. Today we have over 500 students
15 in our nursing school in San Antonio.

16 Growth is a good thing, especially for
17 creating jobs. When Vanguard acquired the BHS in
18 2003, there were approximately 4500 employees in
19 that system. Today there are over 6,000 employees
20 in that system.

21 I'm also proud to say the culture we
22 developed in San Antonio has resulted in BHS
23 being among the top contributors year in, year
24 out to the United Way of San Antonio. The BHS

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

17

1 family there was among those leading the efforts
2 to provide assistance to coastal evacuees as a
3 result of hurricanes Katrina, Rita and then later
4 Ike. This year our entire Vanguard family raised
5 \$162,000 for the victims in Haiti, and that was
6 matched by the company for a total contribution
7 of \$325,000.

8 Vanguard also recognized the challenges
9 facing San Antonio's uninsured population, as
10 Texas has the highest uninsured rate in the
11 United States. Among participating in numerous
12 other community-based programs committed to
13 serving historically underserved populations, we
14 helped form a fully staffed primary care center
15 devoted exclusively to serving the region's
16 working uninsured.

17 It is this experience and similar ones from
18 throughout the country that we bring with us to
19 West Suburban and Westlake Hospitals. Vanguard
20 recognizes the significant responsibility that we
21 have to provide care to the entire community. In
22 2009 alone our hospitals and health care
23 facilities provided approximately \$100 million in
24 charity care and over \$300 million in total

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

18

1 uncompensated care nationwide. Right here in the
2 Chicagoland area among the region's largest
3 hospitals including not-for-profits MacNeal and
4 Weiss are consistently ranked in the upper
5 echelon hospitals that are most committed to
6 charity care.

7 This was reported on by Crain's Chicago
8 Business just this past October. According to
9 data collected by the Illinois Department of
10 Public Health, our hospitals in this region are
11 in the upper echelon of those who provide
12 charity care.

13 MacNeal was one of six Chicago-area
14 hospitals that pay taxes and spent a larger
15 percentage of its revenue on a combination of
16 charity care and treatment of public aid patients
17 compared to the majority of the area's 20 largest
18 not-for-profit hospitals. That same data
19 indicated that Weiss also spent more on charity
20 care last year than half of the area's largest
21 20 not-for-profit hospitals. In addition, nearly
22 80 percent of Weiss and 55 percent of MacNeal's
23 patients are either Medicare or Medicaid
24 beneficiaries, programs that regularly fail to

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

19

1 reimburse for the cost of the services that we
2 provide.

3 Our hospitals are proud partners with the
4 communities in which they operate. Our doctors,
5 nurses, and staff serve on the boards of
6 neighborhood charities, schools, community
7 organizations, and religious groups. This
8 includes the Alivio Medical Center, Chicago
9 Health Outreach, and Apna Ghar, just to name a
10 few. Our investment in West Suburban and
11 Westlake will allow us to continue and expand
12 these partnerships, start new ones, and assure
13 that critical medical care continues to be
14 available in the Oak Park and Melrose Park
15 communities.

16 Let me make clear that the challenges
17 facing West Suburban and Westlake are significant
18 and will be difficult to overcome. Moreover, the
19 proposals we are talking about today are very
20 different than that which Vanguard is currently
21 involved in in Detroit, Michigan. That is
22 because these are very different organizations,
23 and the two situations are very different.

24 The Detroit Medical Center is a \$2 billion,

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

20

1 7 hospital system with over 12,000 employees. It
2 provides world class clinical care and has
3 achieved national recognition. The DMC has been
4 identified by U.S. News and World Report and the
5 Leapfrog Group as among the top clinical
6 providers in the United States.

7 The DMC has three magnet status nursing
8 hospitals and a world-class children's hospital.
9 They also have a world-class rehab hospital
10 specializing in the treatment of traumatic spinal
11 injuries. Also, the DMC is the primary teaching
12 system for Wayne State Medical School, which is
13 the largest single-campus medical school in the
14 United States. They have received national
15 recognition for its EMR. Finally, the DMC has
16 been profitable for the last several years.

17 In stark contrast, West Suburban and
18 Westlake combined are a fraction of the size of
19 the DMC, and they've been very financially
20 challenged facilities. As you've already heard,
21 both hospitals have operated in the red for the
22 last five years and together have lost a combined
23 \$166 million dollars.

24 As you have heard, Resurrection approached

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

21

1 us after concluding that in order to strengthen
2 their overall system they needed to divest these
3 two facilities. In addition to Vanguard,
4 Resurrection contacted other systems, including
5 nonprofit and for-profit systems, Catholic
6 systems, other faith-based and secular systems,
7 and there was no interest. It was our
8 understanding then, and it still is today, that
9 if Vanguard had not been interested, then the
10 future existence of these facilities as they're
11 currently configured would be in serious
12 jeopardy.

13 But we are interested. As does
14 Resurrection, we believe that these two hospitals
15 have a reason to exist and can continue to serve
16 their communities for years to come. Also, given
17 the neighborhoods that MacNeal Hospital serves
18 are close to those neighborhoods which are
19 currently served by West Suburban and Westlake,
20 we believe there are opportunities to gain some
21 efficiencies that can make the overall system
22 more viable.

23 We have done our due diligence and made our
24 offer to acquire West Suburban and Westlake with

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

22

1 our eyes wide open. Turning around these
2 facilities will not be easy, and the challenges
3 will be many, not the least of which is the
4 continuing ability of Illinois Medicaid to
5 reimburse providers at some level approaching the
6 cost of treating Illinois Medicaid recipients.

7 However, Vanguard is willing to take on
8 these challenges and the risks that come with
9 them because we believe these facilities cannot
10 only survive but can thrive. We believe these
11 hospitals are vital to the communities they serve
12 and are committed to seeing them succeed.

13 We are fully aware of the financial
14 investment and work that will be needed to be
15 successful at West Suburban and Westlake to put
16 them in a position to grow in the future because
17 we have done it before. We've done it here in
18 Chicago; and we've done it in San Antonio; we've
19 done it in Arizona and in Massachusetts.

20 As this process moves forward, we welcome
21 the opportunity to work with the Illinois Health
22 Facilities and Services Review Board, appropriate
23 state agencies, and the Oak Park, Melrose Park,
24 and neighboring communities in turning

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

23

1 West Suburban and Westlake into facilities we can
2 all be proud of.

3 Thank you very much.

4 (Applause.)

5 HEARING OFFICER HALL: Doug Woodson.

6 MR. WOODSON: Good morning. My name
7 is Doug Woodson, and I'm an organizer with AFSCME
8 Council 31.

9 Our union has been working with employees
10 with the Resurrection Health Care System who are
11 seeking to form a union. Employees are
12 organizing so that they may have a voice in the
13 decisions that affect their work lives and their
14 ability to provide high-quality care to their
15 patients.

16 These union activists are motivated by a
17 belief that a genuine voice for employees through
18 a union will lead to better and, ultimately, more
19 financially successful hospitals. It is in this
20 spirit that AFSCME Council 31 urges the Board to
21 demand more from Vanguard and Resurrection
22 regarding the change of ownership of Westlake and
23 West Suburban.

24 Employees of these hospitals have worked

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

24

1 with little recognition and under increasingly
2 difficult conditions to provide the best possible
3 care to residents of the west suburbs and the
4 west side of Chicago. Today you will hear from
5 many of these employees about why they deserve
6 more from Vanguard and Resurrection than a mere
7 60 days of job security.

8 Employees will be joined by area residents
9 who will testify that their communities deserve a
10 full 10-year commitment from Vanguard to keep the
11 hospitals open. Vanguard has made this
12 commitment in its application to acquire Detroit
13 Medical Center. We urge the Board to make the
14 corporation demonstrate the same commitment to
15 Westlake and West Suburban.

16 Members of the community and AFSCME will
17 also raise concerns about Vanguard's commitment
18 to quality care at its Chicago-area hospitals and
19 its capacity to invest in the kinds of bedside
20 resources that will improve Westlake and
21 West Suburban.

22 AFSCME Council 31 recognizes the challenges
23 of providing health care in today's difficult
24 market, but this deal between Resurrection and

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

25

1 Vanguard places the burden of difficult times
2 squarely on the shoulders of dedicated employees
3 and patients.

4 AFSCME Council 31 urges the Board to
5 guarantee that any transfer of ownership of
6 Westlake and West Suburban include a 10-year
7 commitment to keep the hospitals open and a real
8 commitment to the employees who make these
9 hospitals run.

10 Thank you.

11 (Applause.)

12 HEARING OFFICER HALL: Pat Shehorn.

13 MS. SHEHORN: Good morning. I want to
14 start by expressing my deep gratitude for all of
15 you for giving up your Monday to be here with us
16 as a sign of support. Thank you very, very much
17 on behalf of the entire Westlake Hospital team.

18 My name is Pat Shehorn, S-h-e-h-o-r-n. I
19 am the executive vice president and chief
20 executive officer at Westlake Hospital. I've
21 been with Westlake for 11 years.

22 I'm here today to voice my support for
23 transfer of ownership of Westlake Hospital from
24 Resurrection Health Care to Vanguard Systems,

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

26

1 Incorporated.

2 Westlake Hospital has been serving Melrose
3 Park, Maywood, Bellwood, and Proviso Township for
4 over 80 years. We are a community hospital at
5 our core, a resource for the community, a
6 neighbor, and an employer for many residents. We
7 are the kind of hospital that has seen generation
8 after generation walk through our doors. We have
9 been an employer for entire families at one point
10 or another. We are a hospital with a long-term
11 medical staff and employee workforce. Many have
12 spent their entire careers at Westlake dedicated
13 to serving a changing community, always adapting
14 and responding to the community's evolving needs.

15 Westlake is the kind of hospital that makes
16 you feel welcome no matter who you are, where you
17 come from, or what language you speak. Over the
18 years we have made great strides and strengthened
19 our relationships with our community. We have
20 been fortunate to have partnered with the
21 Westlake Health Foundation and have been the
22 benefactor of numerous grants.

23 These grants have enabled us to implement
24 innovative programs such as certified medical

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

27

1 interpreter program that has served as a model
2 within Resurrection Health Care and throughout
3 hospitals in the Chicagoland area. We have
4 provided thousands of screenings and many
5 programs for families in our community.

6 We are always encouraged by the community's
7 response to the many programs we have offered,
8 programs that have made a difference in the lives
9 of the people in this community, programs that
10 have saved lives, programs that range from
11 offering free mammograms to uninsured women in
12 Proviso Township to implementing nutrition and
13 health programs in our local schools and within
14 the village to combat the nation's childhood
15 obesity crisis.

16 Nonetheless, despite our many successes
17 helping to improve the health of our community,
18 our financial losses bring us to a crossroad in
19 our history. We have been a part of Resurrection
20 Health Care for 12 years and together have
21 remained committed to serving our community.
22 However, we are painfully aware that Resurrection
23 health care can no longer sustain the financial
24 losses at Westlake Hospital and its other

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

28

1 entities and also reinvest in much needed
2 facility infrastructure and technology.

3 We feel blessed that Vanguard Health
4 Systems wants Westlake as part of its system.
5 Vanguard has expressed a commitment, just as they
6 have for the past 10 years at MacNeal, to
7 strengthening Westlake so that we can continue
8 working in our community to improve the health
9 and well-being of those who live here.

10 Vanguard has committed to keep our
11 dedicated, caring, compassionate employees and
12 physicians who care for the people in the
13 community as they would care for members of their
14 own family. We are confident that the transfer
15 of ownership to Vanguard provides us with
16 continued viability.

17 We have received a groundswell of support
18 from community leaders, residents, our medical
19 staff, and employees which you see here. We are
20 dedicated to carrying out our mission of care.
21 We also recognize that the livelihood of many
22 employees, physicians, and local businesses are
23 at stake if the transfer of ownership does not
24 take place.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

29

1 I appreciate the opportunity to voice my
2 support for the transfer of ownership of
3 Westlake Hospital. I also respectfully request
4 the Board's efficient and timely review of this
5 application in order to protect employment and
6 investment in this community and to ensure that
7 the much needed medical care for patients in our
8 community is in no way interrupted or discontinued.

9 Thank you.

10 (Applause.)

11 HEARING OFFICER HALL: Martin Sandoval.

12 MR. SANDOVAL: Good morning.

13 Buenos días.

14 My name is Martin Sandoval. I'm the State
15 Senator for the 12th Legislative District in the
16 State of Illinois. I represent the southwest
17 side of Chicago, the neighborhoods of West Lawn,
18 Gage Park, Archer Heights, Garfield Ridge, and
19 La Villita, Little Village.

20 (Applause.)

21 MR. SANDOVAL: I also represent the
22 Town of Cicero, the City of Berwyn, and the
23 Village of Stickney.

24 I represent the heart of the Latino

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

30

1 community in Illinois. It is the largest
2 district of Latinos in the Midwest in the State
3 of Illinois. I come here today as a resident of
4 the service area of MacNeal Hospital; I come here
5 as a community leader of the Latino community; I
6 come here as a state legislator representing the
7 people of the State of Illinois.

8 I'd like to formally convey my support to
9 the Illinois Health Facilities and Services
10 Review Board for a Certificate of Need to
11 transfer ownership of West Suburban Hospital and
12 Westlake Hospital from Resurrection Health Care
13 to Vanguard Health Systems, Inc.

14 Vanguard Health Systems owns two hospitals
15 in the Chicago area: MacNeal Hospital, which
16 joined Vanguard in 2000, and Louis A. Weiss
17 Memorial Hospital in 2002. These hospitals have
18 long-standing reputations of serving Berwyn and
19 Chicago's north-side communities.

20 Under Vanguard's ownership, MacNeal and
21 Weiss have improved their reputations of
22 providing high-quality health care services, and
23 both hospitals provide Medicaid and Medicare
24 services on par with not-for-profit hospitals

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

31

1 within respective markets.

2 It is imperative to the communities served
3 by West Suburban Medical Center and Westlake
4 Hospital that the acquisitions of these hospitals
5 move forward without delay. I would like to see
6 the Health Facilities and Services Review Board,
7 consistent with its rules and capabilities,
8 expedite the review and approval of the change of
9 ownership applications and, in doing so,
10 facilitate the associated transactions' completion.

11 I request the Illinois Health Facilities
12 and Services Review Board approve the application
13 for Certificate of Need.

14 I personally know that MacNeal Hospital is
15 an institution that is known for providing service
16 and care in the spirit of Resurrection Hospital --
17 with love. I understand the need for a hospital
18 like MacNeal and Vanguard, a corporate -- a
19 corporation, an institution that has made its
20 mark on our communities, especially here in west
21 suburban Cook County and the southwest side of
22 Chicago and in the Latino communities.

23 They have done it when no one else has.

24 They have opened the doors to the Latino

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

32

1 community when many hospitals have shut their
2 doors. They have opened their doors to the
3 Medicaid and to the public aid patients when
4 other hospitals have shut their doors. MacNeal
5 Hospital and Vanguard systems have lived the
6 spirit, have lived the spirit and the mission of
7 Resurrection Hospital, and they've done it for
8 many, many years. I believe that there is no
9 doubt in my mind that this transfer should take
10 place immediately.

11 We must protect also the families, the
12 families that have mortgages to pay, schools to
13 pay, and care for the people in our community.
14 It is imperative that this move be done
15 immediately and swiftly, and I approve the
16 transfer and the Certificate of Need as soon as
17 possible.

18 Thank you very much.

19 (Applause.)

20 HEARING OFFICER HALL: Shirley Brown.

21 MS. BROWN: Hello, everyone. My name
22 is Shirley Brown, S-h-i-r-l-e-y, B-r-o-w-n.

23 I have worked as a housekeeper at Westlake
24 Hospital for almost 15 years. I also have been a

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

33

1 patient of Westlake. I live in Bellwood, a part
2 of Westlake's service area, so I speak as an
3 employee, a patient, and a resident of a
4 neighborhood that relies on Westlake.

5 I urge the Board to require Vanguard Health
6 Systems to keep Westlake Hospital open for a
7 minimum of 10 years. This is the only way the
8 Board can make sure there will continue to be
9 hospital services available to the thousands of
10 people who come to Westlake for care every year.

11 It is important that the Board understands
12 who Westlake serves. 20 percent of Westlake
13 patients are Latino, and over 40 percent are
14 African-American. In 2008, 33 percent of our
15 patients were on Medicaid. So Westlake serves a
16 large share of minority and low-income residents.
17 They deserve a high-quality, well-run, conveniently
18 located hospital.

19 But the terms of the sale of Westlake to
20 Vanguard make that very uncertain. Vanguard has
21 failed to provide a commitment to keep our
22 hospital open for more than two years. Two years
23 is not a serious commitment to our hospital or
24 our community.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

34

1 (Applause.)

2 MS. BROWN: In its deal to buy
3 Detroit Medical Center, Vanguard has committed to
4 keep the eight hospitals in the system open for
5 10 years. If Vanguard can provide a 10-year
6 commitment to Detroit, why not in the
7 Chicago area?

8 (Applause.)

9 MS. BROWN: If Vanguard is serious
10 about making Westlake a good and profitable
11 hospital, then they should sit down and talk with
12 employees. Because we are the front lines. We
13 can help identify ways of saving money, improving
14 quality, and better serving our community and
15 patients.

16 By respecting the voices of employees that
17 have been unheard for so many years, I feel that
18 working together we can make Westlake a great
19 hospital for the patients, the employees and the
20 community.

21 (Applause.)

22 HEARING OFFICER HALL: Ronald Serpico.

23 MR. SERPICO: Good morning. Good
24 morning, Sisters.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

35

1 I am Ron Serpico. I've been the mayor of
2 Melrose Park now for 13 years. And I heard
3 testimony that Westlake started 85 years ago,
4 which is the same year my father was born two
5 blocks from here in a house. They couldn't
6 afford to go to the hospital at that time.

7 I've listened to the testimony today. I
8 have had the opportunity to visit with people from
9 both sides of the argument, and sitting here as --
10 standing here as someone responsible for a whole
11 community, I'm cognizant of the fact -- and I
12 guess obviously being partial to Melrose Park,
13 I'm cognizant of the fact of who we represent and
14 who takes care of people at Westlake Hospital.

15 I personally am a patient of Westlake
16 Hospital, and my doctor at one point -- I think
17 he's one of the speakers here today -- had the
18 opportunity to speak with other employees. Many
19 I saw today I know personally. I've had an
20 opportunity to speak with representatives of
21 the Union.

22 It's a very difficult time. It's a
23 difficult time to try to ensure quality health
24 care for the people that we have and also to try

36

1 to sustain the employment for all of the hard
2 working people of Westlake Hospital.

3 The problem we have is we have a reality of
4 a situation; we have a reality of an economy; we
5 have a reality with the State of Illinois which I
6 think by all accounts is probably one of the
7 worst, if not the worst, on making their payments.

8 So I am here today in balancing all of that
9 out to say that -- and as some people have said
10 as employees, as patients of the hospital -- I'm
11 here to express my support of the transfer of the
12 ownership of Westlake to Vanguard Health Care
13 System.

14 (Applause.)

15 MR. SERPICO: Westlake, again, as I
16 indicated, has been here for 85 years. Our
17 residents depend on the quality of care that's
18 known to be given. I'm pleased to hear that the
19 hospital will remain in our community, which is
20 really essential. And time frames have been
21 bantered around -- I've been kicking this around
22 in my head, and I know it's difficult, but I'm
23 convinced at this point in time that Vanguard
24 will support the vital services and keep the jobs

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

37

1 and keep us moving forward.

2 So I'm here today to express my support to
3 the Illinois State Health Facilities and Services
4 Review Board during the Certificate of Need
5 process.

6 Thank you.

7 (Applause.)

8 HEARING OFFICER HALL: Bernice -- I'm
9 not sure. I think it's G-r-a-u or L. I'm not
10 exactly sure.

11 MS. GRAU: (Through Interpreter)
12 Good morning. My name is Bernice Grau. I've
13 been a worker at West Suburban Medical Center for
14 1 year and at Resurrection Medical Center for
15 15 years.

16 It is very important for the Review Board
17 to require Vanguard to keep West Suburban Medical
18 Center open for at least 10 years.

19 (Applause.)

20 MS. GRAU: (Through Interpreter)
21 Thousands of patients and 1700 employees depend
22 on West Suburban. There has already been much
23 disruption at this hospital over the last 10 years.
24 We deserve a commitment to effective and caring

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

38

1 management for the next 10 years.

2 Since I've been a young child I've been
3 working really hard, and I've had jobs that have
4 been really hard, as well. I've also worked hard
5 to stand up for what I believe is right. That is
6 why I've worked to form a union at Resurrection
7 so employees could have a voice, especially in a
8 situation like this where we deserve a say in the
9 future of the hospitals.

10 That is why I wanted to testify today.
11 What Vanguard is proposing for West Suburban
12 Medical Center is not right. Once again, I
13 specify that it's not right that there isn't a
14 compromise that's at least 10 years.

15 We don't feel that it's just that we can't
16 have a justification with management about our
17 employment rights and our future, and I don't
18 think that it's just that there isn't an
19 agreement with patients that they can't depend on
20 these hospitals for the long term.

21 That's why, on behalf of my coworkers at
22 West Suburban, we ask that this Board make the
23 right decision that takes in mind not only the
24 community but also the workers at West Suburban.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

39

1 (Applause.)

2 HEARING OFFICER HALL: Brian Lemon.

3 MR. LEMON: Good morning. My name is
4 Brian Lemon, B-r-i-a-n, L-e-m-o-n. I'm the chief
5 executive officer of MacNeal Hospital, a
6 community teaching hospital in Berwyn.

7 MacNeal, as you've already heard, became
8 part of Vanguard Health Systems in the year 2000.
9 I've spent 23 of the last 27 years as a member of
10 the management team at MacNeal, including 17 years
11 prior to its becoming part of Vanguard and 5 years
12 following. So I know and have known MacNeal
13 Hospital directly and intimately both before and
14 after its conversion from a freestanding,
15 not-for-profit hospital to being part of a
16 multihospital investor-owned system. I also live
17 in the community served by MacNeal less than a
18 mile from the hospital and have since 1990.

19 My point in giving you this background is I
20 have direct experience and a personal stake in
21 some of the issues or concerns that have been
22 raised by West Suburban and Westlake becoming
23 part of Vanguard health systems.

24 The specific concern I'd like to address at

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

40

1 this hearing has to do with Vanguard's commitment
2 to charity care. By charity care I mean health
3 care services provided to folks who have either
4 no health insurance or inadequate health
5 insurance and cannot pay for the services they
6 receive.

7 The amount of charity care provided by
8 hospitals has been a topic of great interest,
9 debate, and concern for a number of years now.
10 Tax exempt hospitals have been criticized for not
11 providing enough charity care to justify the
12 privilege of not paying property taxes, and I
13 would add unjustly criticized. On the flip side,
14 investor-owned hospitals that do pay property
15 taxes are incorrectly perceived as not providing
16 charity care.

17 The notion that investor-owned hospitals
18 turn their backs on people in need and refuse to
19 provide care is one of the most damaging and
20 widely held misperceptions out there. Some
21 people seem to take great personal satisfaction
22 in sneering at an organization like Vanguard and
23 promoting the notion that a for-profit company
24 will, by definition, not provide free care to

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

41

1 those in need.

2 The reality is that all hospitals, whether
3 organized as not-for-profit or investor-owned,
4 are organizations of, by, and for the communities
5 that they serve.

6 Our mission at MacNeal and Vanguard is,
7 simply stated, to help people achieve health for
8 life. Crucial to our success in delivering on
9 this mission is that we make a commitment to our
10 communities, and key to that commitment is being
11 part of the social services and health care
12 fabric that takes care of people in need.

13 I'd now like to share some facts with you
14 about charity care.

15 3 1/2 years ago, in December of 2006, the
16 Congressional Budget Office published an analysis
17 of the rates of uncompensated care provided by
18 nonprofit hospitals as compared to investor-owned
19 hospitals. The CBO study found a difference of
20 only 6/10ths of 1 percent. In other words,
21 virtually no difference in the amount of
22 uncompensated care provided by the two types of
23 hospitals.

24 Six months ago Crain's Chicago Business

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

42

1 published this article that has been referred to
2 earlier this morning that analyzed the rates of
3 charity care provided by Chicago area nonprofit
4 hospitals and investor-owned hospitals. Crain's
5 highlighted the fact that local investor-owned
6 hospitals provide as much and often more charity
7 care as their nonprofit peers.

8 And the final fact that I can share with
9 you is that at MacNeal the amount of charity care
10 that we provide has actually increased during the
11 years that MacNeal has been part of Vanguard
12 Health Systems. In our current fiscal year
13 ending this June 30th, I expect MacNeal to provide
14 approximately \$3.6 million in charity care. This
15 figure is stated at cost. In other words, that
16 is the cost of the free care that we will provide.

17 In conclusion, I would ask, will having
18 West Suburban and Westlake becoming part of
19 Vanguard Health Systems result in a decrease in
20 charity care these hospitals provide to their
21 community? And I think I've demonstrated with
22 MacNeal's history and the facts that I've quoted
23 that the answer to that question is no.

24 Thank you for your time and attention today.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

43

1 HEARING OFFICER HALL: Margie Schaps.

2 MS. SCHAPS: Thank you very much. My
3 name is Margie Schaps, S-c-h-a-p-s. I'm the
4 executive director of the Health and Medicine
5 Policy Research Group in Chicago, and I thank you
6 very much for giving me this opportunity to speak
7 before you.

8 I was a member of the state task force last
9 year that met for a little over a year to
10 redesign the Illinois Health Facilities Planning
11 Board that now is the Illinois Health Facilities
12 and Services Review Board.

13 Health and Medicine has a number of serious
14 concerns regarding the application for a change
15 of ownership. We urge the Board to set as a
16 condition of the permit a requirement that
17 Vanguard Health Systems maintain and operate
18 Westlake Hospital and West Suburban medical
19 center for a minimum of 10 years.

20 (Applause.)

21 MS. SCHAPS: While this condition
22 would not mitigate all of our concerns, it would
23 address the most serious. That is, ensuring
24 continued provision of medical services to

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

44

1 residents in the service areas, particularly
2 residents with very limited alternatives for care.

3 For almost 30 years Health and Medicine has
4 operated as an independent, nonprofit center
5 driven by a singular mission: Formulating health
6 policy advocacy and health systems to enhance the
7 health of the public. The reason for our focus
8 is obvious. America's vast dysfunctional health
9 care system has lurched from crisis to crisis,
10 demand for services is growing, and as a result
11 of our aging population while spending on public
12 sector health care has declined.

13 In the last several years the Cook County
14 Bureau of Health Services has suffered
15 unprecedented budget cuts, clinic closures,
16 significant reduction of services, and long waits
17 for prescriptions and appointments for nonurgent
18 procedures. At the same time, the health care
19 safety net across the Chicago region is
20 deteriorating as fewer hospitals struggle to
21 serve an ever increasing number of people in need.

22 As the Federal health care reform
23 legislation unfolds over the next couple of years,
24 the need for community-based health services that

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

45

1 can -- that people in the community can count on
2 will be ever greater.

3 In this context Resurrection Health Care's
4 plans to sell Westlake and West Suburban
5 Hospitals to for-profit Vanguard Health Systems
6 raises several questions:

7 First, if West Suburban and Westlake
8 Hospitals do not generate sufficient profits,
9 will Vanguard close the hospitals or certain
10 services such as maternity or emergency
11 departments?

12 Some years ago Vanguard purchased Phoenix
13 Memorial Hospital which served several low-income
14 communities. Residents were assured that the
15 mission and heritage of Phoenix Memorial would
16 continue under the new management.

17 Within a year Vanguard attempted to chose
18 the hospital's emergency room. In response, two
19 elected officials in Phoenix pressed Vanguard
20 Health Systems to help defray the projected
21 1.5 million it would have cost the three urgent
22 care clinics run by the Maricopa County if they
23 had to expand their hours to try to make up for
24 the loss of the emergency department.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

46

1 Vanguard halted its plan for closing the
2 emergency room but several years later closed the
3 hospital entirely and leased the space. During
4 that same period Vanguard was investing
5 significantly in its hospitals located in
6 Paradise Valley, an affluent suburb of Phoenix.

7 Similarly, after acquiring Louis Weiss
8 Memorial Hospital located here in Chicago in
9 partnership with the University of Chicago,
10 Vanguard closed the OB/GYN department.

11 Not surprisingly, these cases have added to
12 the concerns of residents in the West Suburban
13 and Westlake Hospital service areas.
14 Unfortunately, Vanguard has not chosen to address
15 these concerns by providing a long-term
16 commitment to maintain and operate these
17 hospitals. While Vanguard has recently announced
18 it would keep Detroit Medical Center open for at
19 least 10 years, the corporation has only
20 committed to operating Westlake and West Suburban
21 for two years, less than three years stipulated
22 in the Board's rules regarding change of
23 ownership.

24 Second, has Resurrection Health Care

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

47

1 behaved responsibly to the communities that rely
2 on West Suburban and Westlake Hospitals?

3 In the application to the Board for change
4 of ownership there is no indication that
5 Resurrection actively pursued a nonprofit
6 purchaser for these hospitals. The purchase
7 agreement references consideration of several
8 alternatives, but apparently the Resurrection
9 board chose not to contact any of the financially
10 viable health care networks here in Chicago or
11 nationally.

12 Also of note in these applications is the
13 very modest sale price for the two hospitals,
14 less than half the value set for the hospitals
15 when they were purchased by Resurrection. Given
16 the very low price negotiated, it would seem that
17 Resurrection could have at least secured serious
18 commitment to the future operation of Westlake
19 and West Suburban.

20 Finally, how would the closing or change in
21 services at these two hospitals impact residents
22 in the service areas? This question cannot be
23 answered until there is consensus and clarity on
24 a health plan for the region.

48

1 An essential feature of the revised
2 Illinois Health Facilities Planning Act is the
3 creation of the Center for Comprehensive Health
4 Planning empowered to create such a plan over the
5 next several years. The Board is required to
6 make decisions consistent with the findings of
7 the Comprehensive Health Plan.

8 By requiring Vanguard to commit to
9 maintaining services at West Suburban and
10 Westlake Hospitals for 10 years, the Board will
11 be taking a responsible step toward ensuring that
12 the hospital does not close prior to a
13 comprehensive evaluation of the health care needs
14 in the area.

15 Thank you for your consideration.

16 (Applause.)

17 HEARING OFFICER HALL: Frank Molinaro.

18 MR. MOLINARO: My name is
19 Frank Molinaro, M-o-l-i-n-a-r-o. I am the chief
20 executive officer at Weiss Memorial Hospital.

21 Over the last six years it has been my
22 privilege to see the collaborative efforts
23 between Vanguard as owners of the physical assets
24 of Weiss and the medical staff and employee

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

49

1 workforce who are the owners of the heart and
2 soul of Weiss. This collaboration has
3 transferred Weiss over the last several years
4 from a struggling hospital into a vibrant leader
5 in the community with a very positive future.

6 Over the last eight years Vanguard has
7 provided Weiss just under \$60 million in total
8 funding to stabilize and improve the facility and
9 its operations. More importantly, Vanguard has
10 given Weiss a long range vision, a set of values
11 to operate under, and the freedom to the
12 physicians and employees to make Weiss a place
13 that we are all very proud of.

14 At the same time, our employees and
15 physicians have assumed ownership of the culture
16 at Weiss, which has resulted in major advancements
17 in our safety, quality, and service levels. So
18 much so that we are now recognized as having
19 industry best practices in many different areas.

20 Recently concerns were raised regarding the
21 "deemed" status of MacNeal and Weiss. MacNeal
22 nor Weiss has ever been limited in their ability
23 to admit and treat Medicare or Medicaid patients.
24 Nevertheless, I wanted to take this opportunity

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

50

1 to address any confusion regarding the deemed
2 status of the two facilities.

3 In order to remain qualified to receive
4 payments from the Federal government for their
5 services to Medicare and Medicaid patients, all
6 hospitals must meet the "Medicare Conditions of
7 Participation" as established by the Centers for
8 Medicare and Medicaid Services (CMS).

9 A hospital may demonstrate its compliance
10 with the "Medicare Conditions of Participation"
11 by undergoing a survey of accreditation by the
12 CMS or a state survey such as IDPH.

13 A third option available is to seek deemed
14 status accreditation through CMS approved
15 accrediting institutions who have received
16 special designation from CMS, the most recognized
17 of which is the Joint Commission.

18 Because of the limited resources of CMS and
19 state survey agencies, they tend to limit their
20 top priorities to complaint investigations,
21 validation surveys, and infrastructure work.
22 This leaves the deemed status organization
23 designated by CMS as the preferred accreditation
24 path for most hospitals.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

51

1 Simply put, a hospital operating under
2 deemed status is surveyed under an approved
3 nongovernmental entity such as the Joint
4 Commission in place of CMS or a State survey
5 agency.

6 If at any time a hospital does not meet all
7 the Medicare conditions of participation, that
8 hospital's survey jurisdiction can revert back to
9 CMS or a State survey agency such as IDPH. This
10 means that the hospital does not have deemed
11 status during the time the deficiencies with the
12 building or operations are being addressed.

13 I found this to be a fairly common
14 occurrence here in Illinois. As a matter of
15 fact, on April 7th, 2010, over 20 percent of the
16 hospitals in Illinois were under the survey
17 jurisdiction of IDPH, including some of the most
18 highly regarded facilities in the state.

19 Because of the age of many of the hospitals
20 in Illinois and the significant cost of getting
21 the hospitals compliant with the most recent fire
22 codes and other regulations, it can often take
23 months or years to address all deficiencies.

24 Typically hospitals submit corrective

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

52

1 action plans with timetables of completion to
2 IDPH. Once IDPH chooses to accept the action
3 plans, they will conduct periodic on-site surveys
4 over the time period to validate the hospital's
5 progress on its action plan.

6 Once IDPH has verified full completion of
7 the action plan, they will notify CMS, and deemed
8 status will be restored. As long as hospitals
9 achieve the progress stated on their action
10 plans, CMS allows them to participate in the
11 Medicare program. Most hospitals choose to
12 maintain their voluntary participation with the
13 Joint Commission while at the same time working
14 to complete their action plans under the survey
15 jurisdiction of IDPH.

16 So with regard to specifics of MacNeal and
17 Weiss' deemed status:

18 MacNeal Hospital was surveyed by IDPH in
19 May of 2009. There were deficiencies noted by
20 the surveyor that stemmed from a 1983 building
21 being reviewed against updated life safety codes
22 for the first time in 2009.

23 The plan to address those deficiencies has
24 been approved by IDPH. The expected cost is

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

53

1 \$900,000, and the expected completion date is
2 July of 2011. Once IDPH has verified to CMS that
3 those corrections have been completed as per the
4 corrective action plan, it is expected that
5 MacNeal's deemed status will be returned.

6 Prior to its acquisition in 2002, Weiss
7 Hospital was owned and operated by the University
8 of Chicago. During a survey conducted by IDPH in
9 May of 1998, over 400 deficiencies were identified.
10 Most of the deficiencies were related to building
11 improvements.

12 As a result of the deficiencies, survey
13 jurisdiction was moved to IDPH, and the
14 responsibility of carrying out the corrective
15 action plan was assumed by Vanguard Health
16 Systems when it acquired Weiss in 2002.

17 Vanguard Health Systems has invested
18 \$26 million since 2002 to bring the facility up
19 to code. However, further deficiencies have been
20 discovered during these efforts, and as a result
21 the facility has been under the survey
22 jurisdiction of IDPH on three occasions since it
23 was acquired in 2002 with the most recent being
24 in April of 2009.

54

1 The current plan of correction for further
2 building improvements is scheduled to be
3 completed by November 2010 with an estimated cost
4 of \$120,000. IDPH has accepted our plan of
5 correction and is monitoring our progress.

6 The key points I'd like to reinforce
7 include:

8 At no time since acquisition has Weiss or
9 MacNeal been excluded from participation in the
10 Medicare program. More than 34 percent of
11 MacNeal's admissions are Medicare patients, and
12 more than 80 percent of the patients Weiss serves
13 are either Medicare or Medicaid.

14 Both Weiss and MacNeal have maintained
15 their accreditation with the Joint Commission.
16 They are currently both fully accredited and
17 compare very favorably with state and national
18 benchmarks.

19 I appreciate the opportunity to address any
20 confusion about the deemed status of Weiss and
21 MacNeal and look forward to welcoming West
22 Suburban and Westlake into Vanguard's Chicagoland
23 family.

24 (Applause.)

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

55

1 HEARING OFFICER HALL: The following
2 speakers that will come to give testimony I'm
3 going to have to ask that you cut it down to
4 three minutes.

5 The next speaker is Marcia Moore.

6 MS. MOORE: Good morning, everyone.
7 I'll keep it very short.

8 My name is Marcia Moore. I've been working
9 at Westlake for eight years. I'm grateful that
10 Vanguard had bought Westlake Hospital.

11 I would just like to say we need to keep
12 our jobs at least 10 years. I'm a single mother
13 of seven kids, and I know a lot of people here
14 are worried about their jobs, also. We just need
15 to pray and ask God for all of us to come
16 together and let's make it work.

17 Teamwork, that's what Westlake told us; we
18 are a team. So when Vanguard comes, we want to
19 be a team, too, but we need to know are we going
20 to keep our jobs more than 60 days. I don't want
21 to be unemployed. Everybody's got bills;
22 everybody's got mortgages. One day I would like
23 to buy me a house.

24 So I'm asking you all, please, let's come

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

56

1 together. Let's do this. You know, let's have
2 faith, let's teach us to be responsible, do
3 what's right and always keep our job first.

4 So let's come together. That's all I have
5 to say.

6 (Applause.)

7 HEARING OFFICER HALL: Claudio Holzer.

8 MR. HOLZER: Good morning to
9 everyone. Buenos días, el todos. Bongiorno.

10 First, I want to say, to see so many people
11 today for this is important because you care,
12 because we care. The only time I saw so many
13 people in this place is when we have a good time
14 dancing. That means we are here for one reason.
15 We want the best for the future for the hospital.

16 Let me say, I am Father Claudio Holzer. I
17 am the pastor of the two largest Catholic churches
18 in Melrose Park. I am the dean of 15 churches
19 between Oak Park and Northlake, so affecting the
20 two hospitals that we are talking about.

21 And I can say in Melrose Park 80, 85 percent
22 of the population is Catholic. If there is
23 someone here who hates to see a Catholic
24 institution to go, it's me definitely. And I

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

57

1 hate to say it, I don't like the fact that, you
2 know, this institution, Westlake, is not going to
3 be part of the Catholic Health System any longer.

4 Also, as a citizen -- as a citizen I want
5 to say a few things. First of all, I look to see
6 the good in everybody, not in the Catholic
7 church, not in the Catholic people. And
8 according to my knowledge, Vanguard is going to
9 provide that.

10 I have a statement from them saying,
11 Vanguard Health Systems absolutely will maintain
12 the critical elements this institution provides
13 for our community. Vanguard has stated that it
14 would continue community outreach programs and
15 charity care levels provided by Westlake Hospital
16 while it was under the direction of Resurrection
17 Health Care. It is what I care about.

18 I really believe that the Sisters making
19 this decision was a tough one but a necessary
20 one. Because they came in this town a few years
21 ago because they want to take care of the people,
22 but also they can see that this hospital can face
23 closure, that this hospital can be closed like
24 last week another Catholic hospital in the heart

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

58

1 of Manhattan knows, and now there is nobody
2 working there, nobody can take care of it and
3 this is a shame.

4 I'd like to commend Vanguard for being with
5 us, and I want every single one of you in the
6 future to work together and to make this
7 community a stronger one. Thank you.

8 (Applause.)

9 HEARING OFFICER HALL: Margaret Lyons.

10 MS. LYONS: Hello. My name is
11 Margaret Lyons, and I am here to read a letter
12 from Consumers Union to the Illinois Health
13 Facilities and Services Review Board.

14 "We write this letter to comment on the
15 proposed sale of two Resurrection Health Care
16 hospitals and an outpatient facility to Vanguard
17 Health Systems, Incorporated. Consumers Union,
18 the nonprofit publisher of Consumer Reports
19 Magazine, is a mutual consumer advocacy
20 organization that has monitored the conversion of
21 nonprofit hospitals, HMOs, and insurance
22 companies, such as Blue Cross and Blue Shield, to
23 for-profit status for over 20 years.

24 "We seek to ensure that charitable assets

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

59

1 are fully preserved and that the health care
2 services are fully maintained when these
3 transactions occur.

4 "In a letter we sent last month, Consumers
5 Union urged the Illinois Attorney General to
6 exercise oversight in this important transaction
7 to ensure that the public is receiving fair
8 market value and the health community is
9 protected. We now urge the HFSRB to apply the
10 review criteria provided for under the Illinois
11 Health Facilities Act to the pending Certificate
12 of Need applications for change of ownership of
13 the Resurrection facilities and to approve these
14 current applications only if Vanguard agrees to
15 the specific provisions to protect the interests
16 of patients, employees, and the communities these
17 hospitals serve.

18 "Specifically, we believe the current
19 application should only be approved if Vanguard
20 complies with the following conditions:

21 "Vanguard should pay for and submit to an
22 independent evaluation. The Applicants should
23 create an independent foundation with the sale
24 proceeds. Vanguard should pay for an independent

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

60

1 impact analysis -- excuse me -- health impact
2 analysis, which means that the HFSRB should
3 contract with an expert to conduct an independent
4 impact health analysis and that it should
5 reimburse HFSRB for the cost of this analysis.

6 "According to the National Health Care
7 policy, the most likely scenario in this type of
8 transaction is that the for-profit will eliminate
9 those specific services that operated at a loss
10 or that are not in some way inextricably linked
11 to the hospital's operational or financial
12 viability.

13 "Vanguard should be required to maintain
14 certain minimal levels of services in perpetuity.
15 Vanguard should be required to make concrete
16 commitments to provide for the health care needs
17 of the uninsured and patients on Medicaid.

18 "And, finally, Vanguard should be required
19 to maintain current staff and compensation
20 packages. Vanguard must commit to continue the
21 current employees and current staffing levels.
22 If Vanguard eliminates any of the current jobs or
23 reduces staffing levels, there may be a
24 significant impact on the operation of the

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

61

1 hospital patient care and the local economy.

2 "In conclusion, we urge you to hold a
3 thorough and transparent review process to
4 protect the charitable assets and health of the
5 community."

6 Thank you.

7 (Applause.)

8 HEARING OFFICER HALL: Dr. Glenn
9 Kushner.

10 MR. KUSHNER: My name is Dr. Glenn
11 Glenn, G-l-e-n-n, Kushner, K-u-s-h-n-e-r, and I
12 have been on the medical staff at Westlake
13 Hospital for 25 years. I am the president of the
14 medical staff. In addition to my support, I can
15 assure you that my colleagues support the
16 Certificate of Need application. Our medical
17 staff is committed to providing the highest level
18 of patient care possible for generations to come.

19 I would like to thank the senior leadership
20 team of Westlake Hospital for asking me to
21 publicly announce my support of this application.

22 Westlake Hospital has been serving the
23 community of Melrose Park since 1927. Through
24 strong partnerships with physicians and the

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

62

1 community we have been able to provide programs
2 that improve the health and well-being of our
3 community. We recognize that Resurrection Health
4 Care is no longer able to support Westlake
5 Hospital and its other entities and provide the
6 much-needed capital investments the hospital
7 needs to remain a viable resource in the
8 community.

9 We are confident that the Vanguard Health
10 Systems will be able to continue our tradition of
11 compassionate and quality care while addressing
12 the capital needs of the hospital. As
13 physicians, we are dedicated to serving this
14 community and fully support the transfer of
15 ownership of Westlake Hospital to Vanguard Health
16 Systems, Inc. It is critical to the physicians
17 at Westlake Hospital and to this community that
18 you will provide an efficient and timely review
19 of this application so that we may continue
20 providing the care and service our community
21 needs and deserves.

22 Thank you for your time.

23 (Applause.)

24 HEARING OFFICER HALL: Oscar Garcia.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

63

1 (No response.)

2 HEARING OFFICER HALL: Juana Herrera.

3 (No response.)

4 HEARING OFFICER HALL: Lorenzo Avelo.

5 (No response.)

6 HEARING OFFICER HALL: Joe Cotton.

7 MR. COTTON: Good morning. My name
8 is Joe Cotton. I'm with AFSCME Council 31, and I
9 want to start by reminding all of us here what
10 the purpose of the Illinois Health Facilities
11 Planning Act is. It's to guarantee the
12 availability of quality health care to the
13 general public, to maintain and improve the
14 provision of essential health care services and
15 increase the accessibility of those services to
16 the medically underserved and indigent. And to
17 fulfill that purpose, the Act empowers the Health
18 Facilities and Services Review Board to
19 thoroughly review any applicant seeking to
20 acquire a community hospital.

21 We believe the record on Vanguard Health
22 raises a number of serious questions. On three
23 key review criteria, the Applicants have failed
24 to demonstrate that the proposed sale conforms to

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

64

1 the regulations or the broader purpose of
2 the law.

3 The regulations require the Board to verify,
4 quote, "That the Applicant intends to maintain
5 ownership and control of the facility for a
6 minimum of three years." Yet, Vanguard Health
7 commits to continue operation of West Suburban
8 and Westlake for only two years. In order to
9 ensure compliance with the law's more general
10 purpose, we would urge the Board to require
11 Vanguard Health to operate Westlake Hospital for
12 a minimum of 10 years.

13 The access would be further compromised, we
14 believe, by the fact that the sale would allow
15 Vanguard Health to control 47 percent of all
16 short-term acute care hospital beds in the
17 planning area, creating conditions where the
18 system can significantly raise prices.

19 State regulations also require the Board to
20 consider whether adverse action has been taken
21 against the Applicant or against any health care
22 facility owned or operated by the Applicant.

23 Vanguard Health's two Illinois hospitals
24 are currently under State monitoring for serious

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

65

1 violations of the Medicare conditions of
2 participation. The hospitals were cited by
3 public health authorities for failures related to
4 patient safety, infection control, and
5 cleanliness -- violations clearly related to
6 short staffing for nurses, nurses' aids, techs
7 and housekeepers. Specific violations included:
8 Understaffing in the labor and delivery unit,
9 infection control violations on the operating
10 room, and unsanitary conditions in the
11 emergency room.

12 Regulations require the Applicant to
13 demonstrate that it has the financial resources
14 to adequately provide a proper standard of health
15 care for the community. In Illinois, Vanguard
16 Health's two hospitals lost \$69 million over the
17 past three years.

18 Vanguard disclosures to investors state,
19 "Our high level of debt may adversely affect our
20 operations." The low-cushion ratio reported in
21 the CON application is further indication that
22 the system is stretched thin and may not have the
23 resources to invest in Westlake Hospital.

24 Vanguard Health's plan to spend

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

66

1 \$1.5 billion to acquire Detroit Medical Center
2 system and up to \$115 million to build a new
3 hospital in Texas are likely to further strain
4 its finances.

5 We urge the Board to require Vanguard
6 Health to address the deficiencies in this
7 application in these three areas.

8 I also wanted to take a minute to share
9 with you a letter we got from State Senator
10 Kim Lightford. She supports the application but
11 urges inclusion of a 10-year commitment to keep
12 the hospitals open. We are submitting a copy of
13 that letter to the Board.

14 Thank you.

15 (Applause.)

16 HEARING OFFICER HALL: Jane Stenske.

17 MS. STENSKE: Good morning. My name
18 is Jane Stenske, J-a-n-e, S-t-e-n-s-k-e. I am
19 the vice president of patient care services and
20 the chief nursing officer at Westlake Hospital.

21 I've been with Westlake Hospital for seven
22 years. I am here today as a nurse leader and can
23 tell you that the nursing staff at Westlake
24 Hospital supports the transfer of ownership of

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

67

1 Westlake Hospital from Resurrection Health Care
2 to Vanguard Health Systems, Incorporated.

3 We have been fortunate to have the support
4 of both Resurrection Health Care and the Westlake
5 foundation for 12 years. It is with their
6 support that we've been able to enhance key
7 patient care services and provide extensive
8 community health and wellness programs. However,
9 we understand that Resurrection Health Care can
10 no longer support the financial losses at
11 Westlake Hospital and provide the resources
12 needed to continue our work with and for our
13 community.

14 It is also clear our community relies on us
15 to receive much-needed medical care more than
16 ever. We have seen an increase in the number of
17 patients in our emergency department during the
18 past few years. Many patients are turning to us
19 for treatment help to lead healthier lives.

20 We have confidence that the transfer of
21 ownership to Vanguard Health Systems will provide
22 us with the continued opportunity to provide
23 quality health care to the residents of Melrose
24 Park and Proviso Township communities.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

68

1 I appreciate the opportunity to voice my
2 support for the transfer of ownership of Westlake
3 Hospital. I also respectfully request the
4 Board's efficient and timely review of this
5 application to ensure much-needed medical care to
6 the patients in our community continue.

7 Thank you very much.

8 (Applause.)

9 HEARING OFFICER HALL: Linda Ollin.

10 (No response.)

11 HEARING OFFICER HALL: Esther Corpuz.

12 MS. CORPUZ: Good morning. Buenos
13 días. My name is Esther Corpuz, E-s-t-h-e-r,
14 C-o-r-p-u-z. I'm the executive director for
15 external affairs at MacNeal Hospital. I want to
16 thank you for allowing me to testify today in
17 support of the Certificate of Need application.

18 I work with community-based organizations,
19 residents, businesses, faith leaders, and elected
20 officials. I was originally hired at MacNeal
21 prior to the change of ownership, and I recently
22 celebrated 15 years with the hospital.

23 I understand and respect the opportunity
24 these hearings give to the community who care

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

69

1 about their hospitals, and I really appreciate so
2 many of you coming out in support of this
3 hearing.

4 Growing up in the Pilsen neighborhood, I
5 was proudly raised in a traditional Mexican
6 household, and I have dedicated my professional
7 life to health care that is centered in the
8 community. I believe in institutions that set
9 high standards of care for all individuals and
10 who are treated with respect and dignity and
11 without regard to their ability to pay for
12 service.

13 Working at MacNeal has been an extension of
14 that commitment. Like the entire Vanguard
15 network nationwide, we are focusing on earning
16 lifelong relationships with our patients and
17 helping them stay healthy throughout every stage
18 of their lives. We also recognize the unique
19 differences in each community we serve and work
20 tirelessly to meet their needs.

21 For example, MacNeal recognized the need to
22 address the changing demographics of its rapidly
23 emerging Latino-Mexican patient population. The
24 hospital has continually demonstrated its

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

70

1 commitment to serving the needs of patients and
2 families by funding community-based organizations
3 and working to increase the bilingual, bicultural
4 workforce that reflects the makeup of the
5 patients we serve. At the same time, for
6 hard-to-fill positions, MacNeal utilizes on-site,
7 paid, professional medical interpreters to assist
8 with communication needs, an investment that many
9 hospitals still do not provide.

10 Over the years I have participated in many
11 projects that have advanced MacNeal's mission --
12 which I personally share -- of giving back to the
13 communities we serve.

14 For example, these past several years I
15 have served on the executive board of directors
16 for Alivio Medical Center, an organization which
17 MacNeal partnered with in 2008 to expand and open
18 a new community health center in Cicero. MacNeal
19 paid for the renovation of the facility and paid
20 for the first year lease expense.

21 Alivio is committed to caring for Chicago's
22 uninsured and underinsured and serves over 21,000
23 patients each year. We will continue to work and
24 support Alivio in our shared mission for

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

71

1 providing health care to our community. Early
2 plans for a health center on campus of MacNeal
3 and Weiss are underway. This year Alivio
4 celebrated its 21st anniversary, and MacNeal
5 looks forward to a healthy partnership in the
6 future.

7 Another project that I personally feel
8 connected to is the launch of a health careers
9 program at the Latino National Education
10 Institute, which I serve as the board chair. In
11 fact, with us today are students who are in our
12 medical assisting program who are attending
13 today's hearing as part of their medical law and
14 ethics class. The school provides career
15 training and job placement for the Latino
16 community.

17 Under Vanguard Health's ownership, MacNeal
18 assisted with securing a \$125,000 grant to build
19 a clinical lab to get the program off the ground.
20 Today, MacNeal physicians and nurses regularly
21 lecture at NLEI and provide career guidance and
22 coaching to students, many of whom eventually
23 secure jobs at MacNeal.

24 The partnership is extremely beneficial to

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

72

1 both MacNeal and the institute. Together we hope
2 to grow the much-needed bilingual, bicultural
3 workforce in hospitals throughout Chicagoland.

4 The list goes on: MacNeal fitness center
5 at the Pav YMCA, the \$21,000 the hospitals raised
6 for the American Heart Association, and the over
7 \$6,000 for the American Cancer Society. In
8 addition, we have sponsored numerous neighborhood
9 events such as the Roosevelt Road Street Fair,
10 Octoberfest, Latino Book and Family Fair, and we
11 support annual fundraisers and dinners for many
12 churches and local community groups.

13 In the coming months MacNeal will join
14 First Lady Michelle Obama, community leaders,
15 teachers, doctors, nurses, moms and dads in a
16 nationwide campaign to tackle the challenge of
17 childhood obesity.

18 It's been my experience working for
19 Vanguard's MacNeal, a for-profit hospital, that I
20 am supported and our community is supported, as
21 well. They have demonstrated this commitment not
22 only in their mission statement but with true
23 financial resources for the agencies and the
24 people we serve.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

73

1 At MacNeal we firmly believe in Vanguard
2 Health's overall mission to provide quality care
3 not only to the hospital but encouraging a
4 healthy lifestyle. I have seen Vanguard Health's
5 commitment to Chicago firsthand. If one hospital
6 can do so much to improve life in our city, just
7 imagine what adding two more hospitals to our
8 family could mean for Chicago.

9 Thank you.

10 (Applause.)

11 HEARING OFFICER HALL: Donald Cervone.

12 MR. CERVONE: Good morning. My name
13 is Donald Cervone, C-e-r-v-o-n-e. I have lived
14 in Melrose Park my entire life. I'm here to
15 share my support of the transfer of Westlake
16 Hospital to Vanguard Health Systems.

17 I am a patient of Westlake Hospital, and my
18 cardiologist is on staff at Westlake. I have a
19 complicated heart condition and have been
20 receiving care at Westlake Hospital for the past
21 30 years. Because I have been there so often,
22 people in numerous departments know me by my
23 name. To the staff at Westlake, I am Donnie and
24 a special patient of Dr. Eshaghy.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

74

1 I have had everything from basic lab work
2 to carotid artery to open heart surgery at
3 Westlake. I have always received excellent care
4 at Westlake. Westlake has been part of my life
5 and now part of my children's life. As a matter
6 of fact, two of my grandchildren were born at
7 Westlake.

8 Given my heart condition, I have been to
9 other hospitals, including Mayo Clinic. Even
10 there they told me that the plan of treatment I
11 have been receiving is fine. This is why I come
12 back. There is no other hospital that I want to
13 go to for my treatment. There are great
14 hospitals out there, but the treatment and care
15 and the warmth that I receive at Westlake is
16 unmatchable.

17 As long as I have been alive, Westlake
18 Hospital is in our community, and I have
19 witnessed the growth of the hospital over the
20 years. I would really hate to see it go.
21 Westlake is an important part of the community.

22 I urge the Board to efficiently and quickly
23 approve this application so that Westlake
24 Hospital can be here for generations to come.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

75

1 Thank you.

2 (Applause.)

3 HEARING OFFICER HALL: Rick Beltrame.

4 MS. SAVIOZZI: Good morning. My name
5 is Andrea Saviozzi, S-a-v-i-o-z-z-i. I'm the
6 nurse manager from the Westlake emergency
7 department. I'm reading this testimony on behalf
8 of Richard A. Beltrame, B-e-l-t-r-a-m-e, fire
9 chief for the Melrose Park Fire Department.

10 "My name is Richard A. Beltrame. I have
11 been a firefighter with the Village of Melrose
12 Park for 29 years and have served as a fire chief
13 for the last 5 of those years.

14 "I am here today to support the Certificate
15 of Need application for the transfer of ownership
16 of Westlake Hospital to Vanguard Health Systems,
17 Incorporated:

18 "As an emergency responder, I believe the
19 presence of Westlake Hospital is critical to the
20 safety of the community. The residents of our
21 community need to be assured that emergency care
22 is close to home. Continued emergency services
23 as currently provided by the hospital are vital.

24 "I believe the transfer of ownership to

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

76

1 Vanguard Health Systems, Inc., will help Westlake
2 Hospital to continue providing health care
3 emergency services in our community. I
4 respectfully urge the Board to ensure an
5 efficient and timely review of this application
6 so emergency services for our community are not
7 in any way interrupted or discontinued.

8 "Thank you for your time. Respectfully
9 submitted, Richard A. Beltrame."

10 (Applause.)

11 HEARING OFFICER HALL: Caren Perlmutter.

12 MS. PERLMUTER: Good morning. My
13 name is Caren Perlmutter, and I am vice president
14 of development and community at Weiss Memorial
15 Hospital. I appreciate the opportunity to
16 provide testimony today in support of the
17 Certificate of Need application.

18 I have been working at Weiss Hospital for
19 three years and serve as the interface with the
20 community and lead our community outreach
21 efforts. I feel very lucky to be working for
22 Vanguard Health Systems in this capacity and
23 appreciate the support it has provided to me and
24 my colleagues in serving our community.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

77

1 As a former nursing home administrator,
2 I've learned that health care is a community
3 responsibility. Vanguard Health Systems truly
4 stands for "Health for Life," our stated mission.

5 In the last several years at Weiss, we have
6 been able to build a community outreach program
7 that promotes wellness, health education, and
8 focuses on disease prevention. We have added a
9 senior center in the hospital, a geriatric social
10 worker, and a community exercise program for
11 seniors called "Weiss Moves" run by a dedicated
12 exercise physiologist in 24 senior buildings.
13 These additions have allowed us to hold
14 500 community events last year touching more than
15 8500 people.

16 Vanguard Health Systems is committed to the
17 unique needs of each community in which we
18 operate. We have regular meetings at the
19 corporate level to exchange ideas and best
20 practice on how to help our communities. Top of
21 mind is our responsibility to be reliable
22 community partners. This support has allowed us
23 to create a senior initiative at Weiss Hospital
24 that creates a community for seniors.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

78

1 A few examples of the events: Monthly
2 "lunch and learns," health fairs offering
3 screening and vaccinations, weekly exercise
4 classes that are free of charge for all seniors,
5 annual health events and senior celebration days,
6 walking/knitting clubs, book club, just to
7 mention a few.

8 At Weiss Hospital our goal is to work with
9 community organizations, senior centers,
10 religious institutions, and local governments to
11 meet the health needs of our patients not only at
12 the hospital but also when they are at home and
13 in the community. Our dialog with the local
14 communities is such that they can call us and
15 know that they will get a response and
16 assistance.

17 Becoming part of Vanguard Health Systems
18 has afforded us the ability to grow and respond
19 to the changing health care environment. Every
20 day I am out in the community, and I see
21 firsthand the impact that we are having on the
22 residents of Weiss' surrounding neighborhoods.

23 Vanguard Health views these communities as
24 true partners in protecting and improving the

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

79

1 health of our residents, and I'm certain that the
2 Oak Park and Melrose Park communities will also
3 experience similar benefits when this application
4 is approved.

5 Thank you so much for the opportunity to
6 speak today.

7 (Applause.)

8 HEARING OFFICER HALL: Chris Pope.

9 MS. POPE: My name is Christine Pope,
10 C-h-r-i-s-t-i-n-e, P-o-p-e.

11 Good morning, everyone. I'm the director
12 of the Interfaith Leadership Project. We're a
13 community organization serving the Cicero and
14 Berwyn communities. We're an organization made
15 up of local churches and businesses, and we work
16 together to build better communities and strengthen
17 all of our local institutions by trying to build
18 relationships and develop leadership and deepen
19 civic engagement in our area.

20 MacNeal Hospital has been one of our member
21 organizations and partners in this work for the
22 past 20 years. The hospital, over these years,
23 has changed hands, changed administrators, become
24 a for-profit institution, but it's always been an

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

80

1 active member of ILP in the Cicero and Berwyn
2 communities.

3 Over the years MacNeal has been a partner
4 with Interfaith Leadership Project in working to
5 bring nonprofit community health clinics to the
6 area, expanding the family care program, and in
7 offering many community programs and have
8 hospital staff volunteers in many, many different
9 initiatives in the area.

10 So I just really wanted to say we were in
11 this position years ago when Vanguard Health
12 bought MacNeal and had the same concerns, and we
13 understand them. Those concerns have not turned
14 out to be founded, and so we just wanted to say
15 we're pleased to have MacNeal as one of our key
16 member organizations and look forward to this
17 continued work together for the betterment of our
18 communities.

19 Thank you.

20 (Applause.)

21 HEARING OFFICER HALL: Carmen Velasquez.

22 MS. VELASQUEZ: My name is
23 Carmen Velasquez, and I'm the executive director
24 of the Alivio Medical Center.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

81

1 Alivio is a bilingual, bicultural
2 organization committed to providing access to
3 quality, cost-effective health care to the Latino
4 community, the uninsured, and underinsured and
5 not to the exclusion of other cultures and races.
6 For over two decades we have committed ourselves
7 in our mission and our practice to serving
8 Chicago's immigrant community, including the
9 undocumented and those who all too often go
10 neglected and ignored.

11 Since first establishing the Alivio Medical
12 Center in 1989 in Chicago's largest Latino and
13 predominately Mexican communities of Pilsen,
14 Little Village, Back of the Yards, and now
15 operating in the Berwyn/Cicero neighborhoods, I
16 have seen a lot of people come and go who say
17 they care about our community but who, when we
18 need them, they're usually nowhere to be found.

19 When we hear about hospitals changing hands
20 and companies pledging to invest in our
21 community, it is understandable for people to be
22 skeptical, and, frankly, I am usually one of
23 them. But that is not the case today.

24 I'm here to express my support for the

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

82

1 pending Certificate of Need application recently
2 submitted by Resurrection Care to transfer
3 ownership to West Suburban and Westlake Hospitals
4 to Vanguard Health Systems.

5 I want to talk a little bit about my
6 personal experience with Vanguard Health and one
7 of its hospitals already doing great work here in
8 Chicago with Alivio.

9 As some of you know, Alivio has a strong
10 partnership with MacNeal Hospital in Berwyn. We
11 have worked together in recent years to provide
12 health care for the uninsured and needy. I know
13 that we always have a partner in MacNeal because
14 the hospital doesn't have just a presence in our
15 community, it has permanence.

16 We all know hospitals have different models
17 of care, and community health centers are
18 distinct. None of us can stand alone, and all of
19 us must come together to address patient care. I
20 have seen firsthand through the work we have done
21 the commitment by the staff and administration at
22 MacNeal have to our residents. I'd like to share
23 a couple examples with you in addition to the
24 financial resources.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

83

1 Until recently MacNeal did not allow the
2 practice of midwifery, "parteras," a model of
3 care that many of our patients prefer over the
4 traditional M.D. or OB/GYN. At the time MacNeal
5 had no accredited midwifery providers, and we
6 approached the administration about expanding the
7 service with pregnant women and their families to
8 include midwives.

9 MacNeal recognized the importance of this
10 practice and worked with us to credential
11 providers. We proudly became the first
12 accredited midwifery program at MacNeal just in
13 the last few months.

14 Women should have the ability to choose a
15 model of care and the provider they want, and
16 MacNeal's recognition of this important service
17 and willingness to offer services that community
18 residents ask for is reflective of the approach
19 MacNeal and Vanguard Health take in meeting the
20 needs of patients.

21 MacNeal is also a trusted partner of the
22 Alivio Medical Center. They share their
23 resources and work with us to train our medical
24 and professional staffs and make us more

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

84

1 effective caregivers.

2 Finally, and most importantly, MacNeal
3 works tirelessly with groups like mine to help
4 patients find a medical home. This is especially
5 true for those who have no alternative but to use
6 the emergency room for their primary care needs.

7 I view Vanguard Health's desire to purchase
8 West Suburban and Westlake as a welcome
9 investment to our community and a sign of the
10 system's continued commitment to the Chicagoland
11 area. I know what the system is capable of and
12 am excited that the neighbors and patients of
13 West Suburban and Westlake will experience the
14 same types of benefits that we have because of
15 MacNeal.

16 From where I come, we look for people to
17 not only say the right things but, more
18 importantly, to do the right things. Vanguard
19 Health has stepped up to the plate to meet the
20 needs of patients. I urge the Board to do the
21 same and approve this application. Our
22 neighborhoods cannot afford to lose hospitals
23 like West Suburban and Westlake. Too much is at
24 stake for us not to do the right thing.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

85

1 Thank you.

2 (Applause.)

3 HEARING OFFICER HALL: Elba Aranda.

4 MS. ARANDA-SUH: My name is Elba,
5 E-l-b-a, Aranda -- E-l-b, as in boy, a,
6 A-r-a-n-d-a, dash, Suh, S-u-h. I am the proud
7 executive director of the National Latino
8 Education Institute, formerly known as the
9 Spanish Coalition for Jobs. The National Latino
10 Institute thanks the Board for the opportunity to
11 share our testimony today.

12 NLEI is a nonprofit 510(c)(3) community
13 organization that was founded in the late 1960s in
14 response to the Latino community's urgent need
15 for equal employment in our communities. Our
16 mission is to enhance the quality of life of the
17 Latino community through education and career
18 empowerment.

19 Our mission puts us at the crossroads of
20 education and employment in our communities. It
21 is from this platform that we support partners
22 who have proven their commitment to community
23 development and economic empowerment such as
24 Vanguard Health Systems' MacNeal Hospital.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

86

1 Our job training, educational programming,
2 and workforce services include several health
3 care training programs, among others. Some of
4 them are here with us today. Every year our
5 constituency is equipped with the tools necessary
6 to succeed in an increasingly competitive,
7 multicultural, and service-oriented economy.

8 Through our programs, many have achieved an
9 advanced quality of life and enjoy new careers in
10 health care, affording them the opportunity to
11 provide better education, shelter, and medical
12 care for their families and ceasing the cycle of
13 poverty. These programs would not have been
14 possible without the support of loyal partners
15 such as MacNeal Hospital.

16 MacNeal Hospital has established close and
17 meaningful relationships with the communities it
18 serves. Decision makers at MacNeal have made
19 serious commitments reflecting their strategic
20 investment of resources and their personal
21 involvement as volunteers within our communities.

22 One of MacNeal's notable and demonstrated
23 contributions to our community was their
24 leadership in ensuring accessibility of quality

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

87

1 training for disadvantaged Latinos in a sector
2 that showed job and career growth promise --
3 health care.

4 MacNeal understood the need and importance
5 of equipping the Latino community for this rapidly
6 growing sector as it provided the seeds for the
7 construction of a health care training lab that
8 would launch the first bilingual/bicultural
9 certified medical assistant training education
10 program. MacNeal's campus served our students as
11 a learning site where students were able to
12 utilize the library, met with MacNeal volunteer
13 health care professionals to understand career
14 paths and began their clinical training. Some of
15 them are actually here today and have mentored
16 many of our students. Our students have gone on
17 to leadership positions in several health care
18 institutions.

19 Our experience with MacNeal's community
20 impact is multi-faceted, but this one alone has
21 had profound and positive effects on many
22 families from helping us with wellness education,
23 working with us on community health fairs,
24 mentorship, and continuing with our job training

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

88

1 in health care.

2 I also want to add that MacNeal Hospital
3 and its affiliates have been a responsible
4 employer in responding to the bicultural and
5 bilingual needs of their patients. MacNeal has
6 had the foresight to better serve the growing
7 Latino/Hispanic communities within their service
8 delivery area by hiring bilingual and culturally
9 sensitive professional and paraprofessional
10 personnel beyond the cleaning and kitchen help.

11 This institution has invested in the
12 training and development of their incumbent
13 workforce, ensuring that patients and their
14 families are able to communicate their health
15 needs and so that services are well understood.
16 This is a very vital factor in receiving quality
17 health care.

18 Today our health care training and
19 education offerings have blossomed because of the
20 seeds that MacNeal planted for our bilingual
21 medical assistant program as a demand for these
22 skills continue.

23 For our communities to thrive, we must
24 educate and empower our community to work in

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

89

1 fields that promise growth. This has been possible
2 through the partnership with institutions such as
3 MacNeal Hospital, who have been at the forefront
4 of serving Cook County through innovative and
5 collaborative community-focused service delivery.

6 Thank you very much for your time.

7 (Applause.)

8 HEARING OFFICER HALL: Paul Zimmermann.

9 MR. ZIMMERMANN: Good morning -- it
10 is still morning; right?

11 My name is Paul Zimmermann, P-a-u-l,
12 Z-i-m-m-e-r-m-a-n-n. I come here in my role as
13 president of the board of directors of the Berwyn
14 Development Corporation as well as president of
15 the Roosevelt Road Business Association of
16 Berwyn, Cicero, and Oak Park. I also reside in
17 Oak Park with my wife, who is a midwife, a
18 partera, and with my two boys.

19 As a business leader in Berwyn for many
20 years, I am intimately familiar with the work
21 Vanguard Health's MacNeal Hospital does every day
22 to give back to the community it serves. I am
23 fully confident that if Vanguard Health acquires
24 West Suburban Hospital and becomes a member of

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

90

1 the Oak Park community, my community, they will
2 demonstrate that same level of commitment.

3 I'm here today to support the pending
4 Certificate of Need application recently
5 submitted by Resurrection Health Care to transfer
6 control of West Suburban and Westlake Hospitals
7 to Vanguard Health Systems. I know about the
8 great work Vanguard Health already does and
9 believe these municipalities would benefit from
10 its continued growth.

11 Even more, I am concerned that if this
12 application is not approved, then it is likely
13 that the hospitals will have to close, meaning
14 that my neighbors and I will be forced to search
15 outside of our community for care.

16 For those of you not familiar with the
17 Berwyn Development Corporation, we are a public-
18 private partnership with the City of Berwyn that
19 provides chamber services and encourages economic
20 development throughout the city of Berwyn. Since
21 joining in 2000, Vanguard Health has been an
22 important member and has been very generous with
23 its extraordinary level of community development.

24 Esther Corpuz, the executive director of

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

91

1 MacNeal Hospital, has worked diligently for the
2 organizations since joining our board of
3 directors.

4 (Applause.)

5 MR. ZIMMERMAN: She currently is
6 cochair on our Latino business committee, which
7 conducts outreach to the Latino business
8 community, and she played an integral part in the
9 development of this important initiative. She
10 also regularly offers access to conference rooms
11 at the hospital -- and may I add with food
12 included? -- for members of our organization to
13 engage different community groups.

14 Since its inception MacNeal has sponsored
15 the Roosevelt Road Summer Spectacular Street
16 Fair, a family-oriented, multi-community event
17 offering residents the chance to come together
18 and enjoy the various activities our vibrant
19 communities have to offer. Now in its third
20 year, Vanguard Health's generosity makes this
21 event possible and demonstrates its commitment to
22 making Berwyn a better place to live and work.

23 These are just a few examples of the
24 various contributions Vanguard Health Systems has

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

92

1 made to the community. I look forward to
2 welcoming them into Oak Park, my own back yard,
3 and watching what they will do to support and
4 enhance our community.

5 I urge the Commission to approve
6 Resurrection's Certificate of Need application
7 not only for the good of the people of Oak Park
8 but for the good of all Chicago.

9 Thank you very much.

10 (Applause.)

11 HEARING OFFICER HALL: Joan Polner.

12 MS. POLNER: Good morning. My name
13 is Joan Polner, J-o-a-n, P-o-l-n-e-r. I'm here
14 today on behalf of the YMCA of Berwyn-Cicero and
15 our executive director, John Usmial, who is
16 presently out of the country.

17 Many know our YMCA by our facility name,
18 the Pav YMCA. Our independent, single-branch
19 YMCA is located just north of Vanguard's MacNeal
20 Hospital on Oak Park Avenue in Berwyn.

21 As an area nonprofit with a mission to
22 improve the whole health of the individuals and
23 communities we serve, our YMCA's long-standing
24 partnership with MacNeal Hospital has been and

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

93

1 continues to be mutually beneficial and, in
2 countless ways, priceless.

3 Years back when the hospital operated as a
4 nonprofit institution, it offered various
5 generous capital support of the Pav YMCA. This
6 enabled us to build a much-needed addition to our
7 YMCA facility which relocated and expanded our
8 wellness center. Once completed, the hospital
9 continued its support of our MacNeal Wellness
10 Center with regular annual contributions to help
11 underwrite the maintenance and necessary
12 replacement of our fitness equipment from free
13 weights to aerobic exercise machines.

14 With MacNeal Hospital's support we were
15 able to serve a greater population with
16 state-of-the-art equipment to meet the needs of a
17 young marathon runner or weight lifter to a more
18 mature clientele seeking to maintain or regain
19 strength, range of motion, or balance.

20 When MacNeal changed ownership, its support
21 of the Pav YMCA still continued with annual
22 sponsorship for our Strong Kids Scholarship
23 program, the support and attendance at our
24 special event fundraisers, and membership on our

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

94

1 board of directors and special committees.

2 Today two members of the MacNeal Hospital
3 staff, Esther Corpuz and Dean Hokel, sit on our
4 board. Additionally, MacNeal staff and doctors
5 often partner with our YMCA staff on various
6 wellness committees and health fairs in our
7 community.

8 It is this community partnership and the
9 personal commitment of MacNeal staff to our YMCA
10 which are certainly priceless.

11 Financially, the hospital's annual support
12 of our scholarship program improves our ability
13 to offer fee assistance to many individuals and
14 families so that they may participate in
15 healthier living through YMCA membership and
16 program participation.

17 MacNeal Hospital is an essential element of
18 the Berwyn community. They are ever present,
19 consistently supportive and truly invested in the
20 health and wellness of our community and its
21 residents.

22 From our perspective as a YMCA, we wouldn't
23 be nearly as strong and capable to serve the
24 needs of our community through our own mission

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

95

1 work were it not for MacNeal Hospital's most
2 generous support and involvement.

3 We support the Certificate of Need
4 application to be approved so that West Suburban
5 and Westlake Hospitals can stay open and
6 organizations like ours in both communities can
7 experience similar benefits.

8 Thank you for the opportunity to speak
9 today on behalf of the YMCA in Berwyn-Cicero.

10 (Applause.)

11 HEARING OFFICER HALL: Debi Suchy.

12 MS. SUCHY: Good morning. My name is
13 Debi Suchy, D-e-b-i, S-u-c-h-y, and I have been a
14 resident of Berwyn for almost 40 years. I can't
15 tell you how pleased and supportive I am of
16 Vanguard Health's MacNeal Hospital.

17 MacNeal Hospital has had a positive
18 influence for as long as I can remember. It has
19 been a resource to our city, our health
20 department, our schools, and our park districts.
21 Their support to residents as well as to the
22 business community in Berwyn has been present
23 through numerous sponsorships of various programs
24 which my fellow residents and I have enjoyed.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

96

1 MacNeal continues to work with the community
2 on many levels and, as an individual who is
3 active throughout Berwyn, I have seen their
4 commitment our neighborhood over and over again.

5 I would be remiss not to mention the
6 quality of service MacNeal gives to its patients.
7 I can personally attest to having been a patient
8 myself on many occasions.

9 My first visit came when I was a child for
10 a tonsillectomy. Since then at MacNeal I have
11 experienced the birth of both of my children,
12 major back surgery, minor outpatient surgeries,
13 annual mammograms, and most recently an MRI which
14 was done in a new addition to the radiology
15 department. The MRI was a welcome change from
16 having to be transported to an off-site facility.

17 Through all my experiences I have always
18 felt I was given quality medical attention as
19 well as wonderful customer service.

20 For these important reasons I support the
21 Certificate of Need application to transfer
22 ownership of Westlake and West Suburban Hospitals
23 to Vanguard. The people of Westlake and
24 West Suburban should enjoy the same level of

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

97

1 service and care that we get from MacNeal in
2 Berwyn. More so, if this application is not
3 approved, these hospitals may close and services
4 in these areas would be eliminated.

5 There is absolutely no reason we should let
6 this happen. I can honestly say Vanguard
7 Health's MacNeal Hospital has not only met but
8 exceeded my expectations of quality care and
9 commitment to the community. I am confident
10 Vanguard will demonstrate the same commitment if
11 given the chance in additional Chicago
12 communities.

13 Thank you.

14 HEARING OFFICER HALL: Alexandra Sulik.

15 MS. SULIK: My name is Alexandra
16 Sulik, and I have recently completed eight years
17 of dedication and service to the MacNeal
18 community. I started as a patient care
19 technician and will soon begin practicing as
20 adult care nurse practitioner. However, my
21 intricate relationship with MacNeal started much
22 earlier than 2002.

23 MacNeal Hospital has made a commitment to
24 me since I was born. I was born at MacNeal in

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

98

1 1983, right before our south building opened up.
2 Ever since then my life has involved MacNeal in
3 every aspect of my being. Multiple family
4 members have had the pleasure to work for MacNeal
5 over the last 20 years.

6 My mother still serves the community
7 through MacNeal as a member of the management
8 team and has recently committed to her
9 self-development by enrolling for her bachelor of
10 science degree in nursing at Lewis University.
11 She has completed her bachelor of art degree a
12 few years back and has been a nurse for over
13 20 years. I am amazed that with such experience
14 she is more than willing to better herself for
15 the sake of her patients. Even her commitment to
16 educational excellence has been made possible
17 because of MacNeal's dedication to its employees.

18 After successfully completing the BSN
19 program at Loyola Chicago, I passed my nursing
20 boards and obtained my RN license. I began
21 working as a nurse on the orthopedic unit in
22 July 2005. Since then I have not thought of a
23 better place to work other than MacNeal.

24 My coworkers, including a few that have

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

99

1 worked as staff nurses with my mother years ago,
2 are compassionate, caring, skilled, and a
3 wonderful educational resource. The various
4 disciplines that I work with also demonstrate
5 dedication to the health care of the community.
6 We work excellently as a team and expect nothing
7 less than the safest and best care for our
8 patients. This type of work ethic can only be
9 seen in organizations that truly demonstrate
10 dedication to its employees.

11 MacNeal has also helped me obtain my
12 orthopedic nursing certification and assisted me
13 through my graduate program at Loyola University.
14 The flexible scheduling and supportive management
15 team allow me to focus on my studies. I have
16 focused my studies to be adult nurse practitioner
17 and will continue to serve MacNeal and its
18 communities for many years to come.

19 I have been given the challenge of continuing
20 the tradition MacNeal prides itself on --
21 commitment to safe, compassionate, and
22 knowledgeable patient care. Giving me the
23 opportunity to not only begin my education but to
24 further it only promotes the health of community.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

100

1 MacNeal commits itself to its patients
2 through committing itself to its employees. I'm
3 proud to work at MacNeal, for MacNeal, and in
4 cooperation with MacNeal.

5 Thank you for giving me the opportunity to
6 speak of my experiences.

7 (Applause.)

8 HEARING OFFICER HALL: Erica Lopez.

9 MS. LOPEZ: Hello. My name is Erica
10 Lopez, and I have been a critical care nurse at
11 MacNeal for the past four years. As a resident
12 of Berwyn I have had the pleasure of caring and
13 serving the people of my own community. Also, as
14 a bilingual nurse, I've facilitated communication
15 between Hispanic patients and other members of
16 the health care team.

17 The support that I received from MacNeal
18 Hospital and the Vanguard Health System made my
19 dream of a nursing career possible. MacNeal
20 Hospital's dedication to their community can be
21 seen through my story. I am a living example of
22 how investing in your employees and communities
23 now can reap far greater benefits in the future.

24 I will always be appreciative of the

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

101

1 support I received from MacNeal, and because of
2 this I do plan on pursuing more knowledge and
3 certifications in the nursing field to
4 incorporate into my clinical practice so that I
5 can better serve the people of Berwyn and the
6 surrounding communities.

7 Thank you.

8 (Applause.)

9 HEARING OFFICER HALL: Vivian Brown.

10 MS. BROWN: Vivian Brown,
11 V-i-v-i-a-n, B-r-o-w-n.

12 Good morning. Thank you for allowing me to
13 testify today in support of the Certificate of
14 Need application.

15 My name is Vivian Brown. I am a resident
16 of Forest Park and an environmental services
17 employee in the emergency room at MacNeal Hospital.

18 I have heard a lot of people talk today
19 about how West Suburban and Westlake employees
20 should be concerned about what it would be like
21 to work for Vanguard Health Systems and how the
22 company will treat its employees poorly. Well,
23 that just isn't the case at MacNeal.

24 I started working at MacNeal 10 years ago

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

102

1 this past January. Before then I worked at
2 Grant Hospital, which later became Lincoln Park.
3 I didn't want to leave Grant Hospital at the
4 time, but the hospital was changing, and though I
5 was close to 20 years, I left.

6 In my time at MacNeal, I can honestly say
7 that I have not looked back once. We have a real
8 work family at MacNeal, and I'm proud to be a
9 part of it.

10 All you have to do is visit the ER where I
11 work to see the type of family the administrators
12 emphasize. Nurses and doctors in the ER put
13 patient care first while administrators go out of
14 their way to interact with all of the other
15 hospital employees regardless of their positions.

16 On top of that, employees are treated well
17 and appreciated. Our benefits are more than
18 generous, and every month we are asked to
19 participate in a customer service meeting with
20 administrators to talk about ways they can
21 improve the hospital and level of quality care we
22 provide to our patients.

23 These aren't the type of meetings where
24 they talk and we listen. Instead, we, the

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

103

1 employees, do the talking while the administrators
2 ask us what we think and listen to our answers.

3 Every holiday season the hospital adopts
4 families in our community who need a little extra
5 help. We all donate food and money while our
6 bosses go out and purchase gifts and food so that
7 families who are hurting are able to celebrate,
8 too.

9 Everybody deserves the opportunity to work
10 at a place like MacNeal. We know that we're an
11 important part of the community, and the
12 community appreciates the work that we do. Not
13 one day goes by that I don't leave the hospital
14 feeling like I really made a difference today.
15 Everyone should be so lucky.

16 (Applause.)

17 HEARING OFFICER HALL: Henderson
18 Yarbrough.

19 MS. WILLIAMS: Good afternoon. My
20 name is Mindy Williams. I'm reading this on
21 behalf of Mayor Henderson Yarbrough.

22 "Please convey to the Illinois Health
23 Facilities and Services Review Board my support
24 for the transfer of ownership of Westlake

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

104

1 Hospital from Resurrection Health Care to
2 Vanguard Health Systems, Inc.

3 "Westlake Hospital is an important
4 institution for our community. For more than
5 85 years the hospital has cared for our residents.
6 Westlake not only provides critical medical
7 service and jobs but also free programs,
8 screenings, and outreach to the uninsured and
9 others in need.

10 "It is essential that Westlake Hospital
11 continues to operate. I support Vanguard Health's
12 commitment to this institution and our community.

13 "Respectfully, Henderson Yarbrough."

14 HEARING OFFICER HALL: Danny Davis.

15 MS. WILLIAMS: My name is Mindy
16 Williams. I'm reading this on behalf of
17 Congressman Danny Davis.

18 "I would like to offer my support for your
19 request seeking a Certificate of Need from the
20 Illinois Health Facilities and Services Review
21 Board to transfer ownership of West Suburban
22 Medical Center and Westlake Hospital from
23 Resurrection Health Care to Vanguard Health
24 Systems, Inc.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

105

1 "My family and have I have close personal
2 relationship with West Suburban Medical Center.
3 I have been a neighbor of the facility for a
4 number of years, and the hospital has served my
5 community for almost a century. In addition,
6 I've had long and positive experiences with
7 Westlake Hospital.

8 These hospitals offer a number of community
9 programs and educational classes along with its
10 top quality health care. On top of all these
11 positive attributes, the hospital provides
12 millions of dollars of free care to those with
13 the greatest of need. Vanguard Health will
14 continue these hospitals' dedication to the
15 community.

16 "It is imperative the communities served by
17 West Suburban Medical Center that the acquisition
18 of this hospital move forward without delay. I'd
19 like to see the Health Facilities and Services
20 Review Board, consistent with its capabilities,
21 expedite the review and approval of the change of
22 ownership applications and, in doing so,
23 facilitate the associated transaction's
24 completion.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

106

1 "It is vitally important that West Suburban
2 Medical Center continues to serve the community I
3 represent."

4 The following -- I have letters of support
5 from the following individuals: Cathy Stenberg,
6 executive director of Melrose Park Chamber of
7 Commerce; Bishop Claude Porter, president and CEO
8 of Proviso-Leyden Council for Community Action;
9 Reverend Thomas R. Johnson, pastor of St. Paul
10 Lutheran Church; Silvia Villa, executive director
11 of the Illinois Welcoming Center; a resolution
12 from the Westlake Hospital Medical Executives; a
13 resolution from the Westlake Leadership Team; a
14 letter of support from Marlene Groll; a resolution
15 from the Oak West Primary Physicians Association;
16 letter of support from Commissioner Tony Peraica;
17 letter of support from Commissioner Edwin Reyes;
18 and letter of support from Representative Karen
19 Yarbrough.

20 HEARING OFFICER HALL: Janice Lindquist.

21 (No response.)

22 HEARING OFFICER HALL: Silvia Villa.

23 (No response.)

24 HEARING OFFICER HALL: Representative

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

107

1 Lisa Hernandez.

2 (No response.)

3 HEARING OFFICER HALL: Edward Acevedo.

4 MS. LOPEZ: Good morning. My name is
5 Patricia Lopez, L-o-p-e-z, and I'm here on behalf
6 of State Senator Antonio Munoz and Representative
7 Edward Acevedo. I'd like to read a letter on
8 their behalf.

9 "Please convey our support to the Illinois
10 Facilities and Services Review Board for the
11 Certificate of Need to transfer ownership of West
12 Suburban Hospital and Westlake Hospital from
13 Resurrection Health Care to Vanguard Health
14 Systems, Inc.

15 "Vanguard Health Systems owns two hospitals
16 in the Chicago area, MacNeal, which joined
17 Vanguard Health in 2000, and Louis A. Weiss
18 Memorial Hospital in 2002. These hospitals have
19 long-standing reputations of serving Berwyn and
20 Chicago's north-side communities. Under Vanguard
21 Health's ownership MacNeal and Weiss have
22 improved their reputation of providing high-
23 quality health care services, and both hospitals
24 provide Medicaid and Medicare services on par

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

108

1 with nonprofit hospitals in their respective
2 markets.

3 "It is imperative to the communities served
4 by West Suburban Medical Center and Westlake
5 Hospital that the acquisition of these hospitals
6 move forward without delay. We would like to see
7 the Health Facilities and Services Review Board,
8 consistent with its rules and capabilities,
9 expedite the review and approval of the change of
10 ownership applications and, in doing so,
11 facilitate the associated transaction's
12 completion.

13 "We request that the Illinois Health
14 Facilities and Services Review Board approve the
15 application for a Certificate of Need.

16 "Sincerely, Illinois State Representative
17 Edward Acevedo and Illinois State Senator
18 Antonio Munoz."

19 (Appause.)

20 MR. KOFFEY: Hi. My name is Patrick
21 Koffey, P-a-t-r-i-c-k, K-o-f-f-e-y. I'm reading
22 testimony on behalf of Illinois State
23 Representative Lisa Hernandez. The letter is
24 written to Brian Lemon, chief executive officer

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

109

1 for MacNeal Hospital.

2 "Dear Mr. Lemon: Please convey my support
3 to the Illinois Facilities and Services Review
4 Board for a Certificate of Need to transfer
5 ownership of West Suburban Medical Center and
6 Westlake Hospital from Resurrection Health Care
7 to Vanguard Health Systems, Inc.

8 "Vanguard Health Systems owns two hospitals
9 in the Chicago area, MacNeal Hospital, which
10 joined Vanguard Health in 2000, and Louis A. Weiss
11 Memorial Hospital in 2002. These hospitals have
12 long-standing reputations of serving Berwyn and
13 Chicago's north-side communities. Under
14 Vanguard's ownership, MacNeal and Weiss have
15 improved their reputations of providing high-
16 quality health care services, and both hospitals
17 are on par with not-for-profit hospitals in their
18 respective markets.

19 "It is imperative to the communities served
20 by West Suburban Medical Center and Westlake
21 Hospital that the acquisitions of these hospitals
22 move forward without delay. I would like to see
23 the Health Facilities and Services Review Board,
24 consistent with its rules and capabilities,

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

110

1 expedite the review and approval of the change
2 ownership applications and, in doing so,
3 facilitate the associated transaction's completion.

4 "I request that the Illinois Health
5 Facilities and Services Review Board approve the
6 application for a Certificate of Need.

7 "Sincerely, Elizabeth Hernandez, State
8 Representative, 24th District."

9 HEARING OFFICER HALL: Jeannie Frey.

10 MS. FREY: Good morning. My name is
11 Jeannie Carmedelle Frey, J-e-a-n-n-i-e,
12 C-a-r-m-e-d-e-l-l-e, F-r-e-y. I'm senior vice
13 president of legal affairs for Resurrection
14 Health Care Corporation. I'm also the corporate
15 secretary of Westlake Hospital.

16 On behalf of Westlake Hospital and all of
17 Resurrection Health Care, I would like to express
18 our gratitude to the Illinois Health Facilities
19 and Services Review Board for giving us and the
20 many supporters of this application the opportunity
21 to speak at today's public hearing. We would
22 also like to acknowledge the conscientious work
23 done at this hearing by both the Hearing Officer
24 and the Court Reporter.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

111

1 Resurrection appreciates that some may have
2 sincere concerns regarding the proposed sale of
3 this hospital. I believe that any such concerns
4 have been well addressed, sometimes quite
5 eloquently, in the testimony of the numerous
6 individuals who have spoken here today in favor
7 of this sale, including community members and
8 community leaders, physicians, employees,
9 government officials, members of the clergy,
10 leaders of other nearby hospitals and health
11 providers, as well as Vanguard Health Systems.

12 Inherent in the testimony of all such
13 speakers is a recognition that this transaction
14 is critically important to the future of the
15 hospital and the community it serves. Their
16 testimony today clearly illustrates the strong,
17 broad-based support for a transition that, while
18 difficult, makes sense for this community and is,
19 in fact, the best way to save this hospital and
20 its services over the long term.

21 It has been a full morning. I will,
22 therefore, reiterate and clarify just a few
23 key points.

24 First of all, all of us at Resurrection

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

112

1 Health Care are truly heartbroken that this sale
2 has become necessary. As Sister Patricia Ann
3 Koschalke has noted, we come to this juncture
4 only after a process of long consideration and
5 prayer reflecting on the impact of the whole
6 community of all possible alternatives.

7 Since making Westlake part of the
8 Resurrection system in 1998, its employees have
9 become our colleagues and, more importantly, our
10 friends, while the members of the community
11 became part our extended family of care. We at
12 Resurrection can assure the community and the
13 Board that we have not come to this point lightly.

14 We knew when Westlake joined Resurrection
15 that it faced real operational challenges.
16 However, we also knew that the community needed
17 Westlake Hospital, and as an organization we put
18 our heart and soul, as well as the system's
19 financial resources, into helping this hospital
20 serve that community. Although the hospital has
21 lost money for many years, we tried many things
22 and considered many alternatives before
23 concluding that we had done all that we could and
24 that it was time to pass the torch on to another

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

113

1 health care system.

2 Although many other Catholic and
3 not-for-profit health care systems in the area
4 were asked to consider taking over responsibility
5 for Westlake Hospital, no one was willing to even
6 make an offer, citing their own financial
7 constraints or that the location of this hospital
8 did not fit their strategic plan. We are,
9 therefore, very grateful that Vanguard alone was
10 willing to step up and commit to making this
11 hospital one of its own.

12 Our sadness at the prospect of Westlake
13 Hospital no longer being part of the Resurrection
14 family is tempered by the belief that as part of
15 the Vanguard Health Systems Westlake will have
16 the support of a committed health care provider
17 with a proven track record of meeting community
18 needs and operating quality hospitals in
19 Illinois, Arizona, Texas and Massachusetts. They
20 have a strong commitment to serving Medicaid
21 patients, thereby assuring continued availability
22 of hospital services to those most in need. As
23 Carmen Velasquez of Alivio Medical Center has
24 said, they not only say the right thing, but they

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

114

1 do the right thing.

2 Second, I know that you've heard from
3 representatives of Vanguard Health Systems
4 regarding their philosophy and history of
5 acquiring hospitals and not just keeping them
6 open but growing and developing them and
7 expanding their workforce.

8 As Mr. Woodson from AFSCME has acknowledged,
9 this is a challenging time to be a health care
10 provider. In Illinois, unlike other states, we
11 have a governmental body, the Illinois Health
12 Facilities and Services Review Board, that must
13 approve not only any change in control of the
14 hospital such as in this case but any hospital
15 closure or discontinuation of a significant
16 hospital service.

17 Therefore, no matter what commitment a
18 hospital operator does or doesn't make, hospital
19 owners are not asked to maintain their hospitals
20 into the future for any length of time. State
21 law provides that no hospital can close or
22 diminish its services without the Board's approval
23 after a comprehensive evaluation of community
24 residents' health care needs. That protection is

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

115

1 a strong one and allows the Board to react to
2 future community health needs as those future
3 needs arise and in light of then current
4 realities.

5 Thirdly and lastly, while we know that in
6 pure financial terms -- that is, of simple
7 economic market value as evidenced based on a
8 comprehensive independent market evaluation --
9 Westlake Hospital is not considered worth very
10 much. However, we also well know that in human
11 terms this hospital is incredibly valuable.

12 You have heard testimony from a large
13 number of individuals who have given witness to
14 that value from a wide variety of perspectives.
15 We at Resurrection are proud to have contributed
16 to that value over the past 12 years. We know
17 that we have put into the hospital far more money
18 than it can ever afford to repay, but we will
19 leave with the compensation of having helped
20 Westlake become better than it was before and
21 having therefore contributed to the health and
22 security of hospitals' patients, employees, and
23 community members.

24 Scripture teaches us that for every time

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

116

1 there is a season. With a large measure of
2 reluctance and sadness, Resurrection recognizes
3 it's time to turn over the future of Westlake
4 Hospital to another qualified organization.
5 However, we do so with the belief that it is in
6 the very best interests of Westlake Hospital, its
7 employees and staff, as well as the many people
8 who are served by and support this important
9 community resource. We, therefore, respectfully
10 ask the Illinois Health Facilities and Service
11 Review Board to act in a timely manner to approve
12 this application.

13 Thank you.

14 (Applause.)

15 HEARING OFFICER HALL: Is there
16 anyone who not given testimony that wishes to
17 give testimony?

18 (No response.)

19 HEARING OFFICER HALL: I would like
20 to thank the Melrose Park Village Hall for the
21 use of their facility today.

22 I would remind everyone to submit your
23 written comments to me so that we have this
24 information for the record.

REPORT OF PROCEEDINGS -- 04/26/2010
Westlake Hospital, Project #10-013

117

1 This project is scheduled for consideration
2 by the Illinois Facilities and Services Review
3 Board at its June 8th through 9th, 2010, meeting.
4 A location for this meeting is still being
5 determined.

6 The public has until May 19th to submit
7 written comments. These comments can be sent to
8 my attention at the Illinois Department of Public
9 Health at 525 West Jefferson Street, Second Floor,
10 Springfield, Illinois 62761-001. If you prefer,
11 you may fax your comments. Our a fax machine --
12 our fax number is (217) 785-4111.

13 Are there any questions?

14 (No response.)

15 HEARING OFFICER HALL: Seeing that
16 there are no additional questions or comments, I
17 deem this public hearing adjourned.

18 Thank you.

19 (Which were all the proceedings
20 had in the above-entitled matter
21 at the hour of 12:05 p.m.)

22

23

24

A				
ability 10:13 22:4	action 52:1,2,5,7,9	adversely 65:19	allowing 68:16	92:10 95:10 100:7
23:14 49:22 69:11	52:14 53:4,15	advocacy 44:6	101:12	101:8 103:16
78:18 83:14 94:12	64:20 106:8	58:19	allows 52:10 115:1	108:19 116:14
able 62:1,4,10 67:6	active 80:1 96:3	aerobic 93:13	alternative 84:5	applicant 6:20
77:6 87:11 88:14	actively 47:5	affairs 68:15	alternatives 44:2	63:19 64:4,21,22
93:15 103:7	activists 23:16	110:13	47:8 112:6,22	65:12
above-entitled	activities 91:18	affect 23:13 65:19	amazed 12:6 98:13	Applicants 3:23 4:5
117:20 118:9	acute 4:7 11:4	affiliates 88:3	ambitious 15:21	59:22 63:23
absolutely 57:11	64:16	affixed 118:13	American 72:6,7	application 5:1,5
97:5	adapting 26:13	affluent 46:6	America's 44:8	24:12 29:5 31:12
accept 52:2	add 40:13 88:2	afford 4:16 35:6	amount 40:7 41:21	43:14 47:3 59:19
accepted 54:4	91:11	84:22 115:18	42:9	61:16,21 62:19
access 14:4 64:13	added 46:11 77:8	afforded 78:18	analysis 41:16 60:1	65:21 66:7,10
81:2 91:10	adding 73:7	affording 86:10	60:2,4,5	68:5,17 74:23
accessibility 63:15	addition 18:21 21:3	aforsaid 118:11	analyzed 42:2	75:15 76:5,17
86:24	61:14 72:8 82:23	African-American	Andrea 75:5	79:3 82:1 84:21
accountable 11:1	93:6 96:14 105:5	33:14	and/or 4:18	90:4,12 92:6 95:4
accounts 36:6	additional 97:11	AFSCME 23:7,20	Ann 7:3,8,10 112:2	96:21 97:2 101:14
accreditation 50:11	117:16	24:16,22 25:4	anniversary 71:4	108:15 110:6,20
50:14,23 54:15	Additionally 94:4	63:8 114:8	announce 61:21	116:12
accredited 54:16	additions 77:13	afternoon 103:19	announced 46:17	applications 13:3
83:5,12	address 5:10 39:24	age 51:19	annual 72:11 78:5	31:9 47:12 59:12
accrediting 50:15	43:23 46:14 50:1	agencies 22:23	93:10,21 94:11	59:14 105:22
Acevedo 107:3,7	51:23 52:23 54:19	50:19 72:23	96:13	108:10 110:2
108:17	66:6 69:22 82:19	agency 51:5,9	answer 42:23	apply 59:9
achieve 41:7 52:9	addressed 51:12	aging 44:11	answered 47:23	appointments
achieved 20:3 86:8	111:4	ago 35:3 41:15,24	answers 103:2	44:17
acknowledge	addressing 62:11	45:12 57:21 80:11	Antonio 8:13 15:14	appreciate 6:15
110:22	adequately 65:14	99:1 101:24	16:7,10,15,22,24	29:1 54:19 68:1
acknowledged	adjourned 117:17	agreement 38:19	22:18 107:6	69:1 76:15,23
114:8	administration	47:7	108:18	appreciated 102:17
acquire 4:6 21:24	82:21 83:6	agrees 59:14	Antonio's 15:22	appreciates 103:12
24:12 63:20 66:1	administrator 77:1	aid 18:16 32:3	17:9	111:1
acquired 15:20	administrators	aids 65:6	Apna 19:9	appreciation 12:24
16:17 53:16,23	14:11 79:23	Alexandra 97:14	apparently 47:8	appreciative
acquires 89:23	102:11,13,20	97:15	appeared 2:6	100:24
acquiring 16:5 46:7	103:1	alive 74:17	Applause 12:2 23:4	approach 83:18
114:5	admissions 54:11	Alivio 19:8 70:16	25:11 29:10,20	approached 20:24
acquisition 53:6	admit 49:23	70:21,24 71:3	32:19 34:1,8,21	83:6
54:8 105:17 108:5	adopts 103:3	80:24 81:1,11	36:14 37:7,19	approaching 22:5
acquisitions 31:4	adult 97:20 99:16	82:8,9 83:22	39:1 43:20 48:16	appropriate 5:13
109:21	advanced 70:11	113:23	54:24 56:6 58:8	22:22
act 1:15 3:19 4:15	86:9	allegations 4:20	61:7 62:23 66:15	approval 8:18 31:8
6:1 48:2 59:11	advancements	allow 6:7 19:11	68:8 73:10 75:2	105:21 108:9
63:11,17 116:11	49:16	64:14 83:1 99:15	76:10 79:7 80:20	110:1 114:22
	adverse 64:20	allowed 77:13,22	85:2 89:7 91:4	approve 31:12

32:15 59:13 74:23 84:21 92:5 108:14 110:5 114:13 116:11 approved 14:15 50:14 51:2 52:24 59:19 79:4 90:12 95:4 97:3 approximately 13:17 16:18 17:23 42:14 April 1:20 51:15 53:24 Aranda 85:3,5 ARANDA-SUH 85:4 Archer 29:18 area 8:8 9:24 13:7 13:20 18:2 24:8 27:3 30:4,15 33:2 34:7 42:3 48:14 64:17 79:19 80:6 80:9 84:11 88:8 92:21 107:16 109:9 113:3 areas 44:1 46:13 47:22 49:19 66:7 97:4 area's 18:17,20 argument 35:9 Arizona 22:19 113:19 art 98:11 artery 74:2 article 42:1 asked 102:18 113:4 114:19 asking 55:24 61:20 aspect 98:3 assertions 4:20 assets 8:14 14:10 48:23 58:24 61:4 assist 70:7 assistance 17:2 78:16 94:13 assistant 87:9	88:21 assisted 71:18 99:12 assisting 71:12 associated 8:14 9:7 31:10 105:23 108:11 110:3 Association 72:6 89:15 106:15 assumed 49:15 53:15 assure 11:18 19:12 61:15 112:12 assured 45:14 75:21 assuring 10:12 113:21 attempted 45:17 attendance 5:18 93:23 attending 71:12 attention 42:24 96:18 117:8 attest 96:7 Attorney 59:5 attributes 105:11 AUDIENCE 3:2,7 7:6 authorities 65:3 authority 14:9 authorization 6:6,7 autonomy 14:8 availability 63:12 113:21 available 19:14 33:9 50:13 Avelo 63:4 Avenue 1:19 92:20 aware 22:13 27:22 A-n-n 7:9 A-r-a-n-d-a 85:6 a.m 1:20 B bachelor 98:9,11 back 12:5 51:8	70:12 74:12 81:14 89:22 92:2 93:3 96:12 98:12 102:7 background 39:19 backs 40:18 balance 93:19 balancing 36:8 bantered 36:21 Baptist 8:12 15:14 15:18 based 115:7 basic 74:1 becoming 39:11,22 42:18 78:17 beds 64:16 bedside 24:19 began 87:14 98:20 behalf 25:17 38:21 75:7 92:14 95:9 103:21 104:16 107:5,8 108:22 110:16 behaved 47:1 belief 23:17 113:14 116:5 believe 11:19 14:9 21:14,20 22:9,10 32:8 38:5 57:18 59:18 63:21 64:14 69:8 73:1 75:18 75:24 90:9 111:3 Bellwood 26:3 33:1 Beltrame 75:3,8,10 76:9 benchmarks 54:18 benefactor 26:22 beneficial 71:24 93:1 beneficiaries 18:24 benefit 90:9 benefits 79:3 84:14 95:7 100:23 102:17 Bernice 37:8,12 Berwyn 13:22 29:22 30:18 39:6	79:14 80:1 82:10 89:13,16,19 90:17 90:18,20 91:22 92:20 94:18 95:14 95:22 96:3 97:2 100:12 101:5 107:19 109:12 Berwyn-Cicero 92:14 95:9 Berwyn/Cicero 81:15 best 11:21 24:2 49:19 56:15 77:19 99:7 111:19 116:6 better 23:18 34:14 79:16 86:11 88:6 91:22 98:14,23 101:5 115:20 betterment 80:17 Bexar 16:9 beyond 88:10 BHS 16:17,22,24 bicultural 70:3 72:2 81:1 88:4 bilingual 70:3 72:2 81:1 88:5,8,20 100:14 bilingual/bicultu... 87:8 billion 19:24 66:1 bills 55:21 birth 96:11 Bishop 106:7 bit 82:5 blessed 28:3 blocks 35:5 blossomed 88:19 Blue 58:22,22 board 1:3 2:2 3:16 4:10,12 5:3,21 7:19,20,23 12:19 22:22 23:20 24:13 25:4 30:10 31:6 31:12 33:5,8,11 37:4,16 38:22 43:11,12,15 47:3	47:9 48:5,10 58:13 63:18 64:3 64:10,19 66:5,13 70:15 71:10 74:22 76:4 84:20 85:10 89:13 91:2 94:1,4 103:23 104:21 105:20 107:10 108:7,14 109:4,23 110:5,19 112:13 114:12 115:1 116:11 117:3 boards 19:5 98:20 Board's 29:4 46:22 68:4 114:22 body 114:11 Bongiorno 56:9 book 72:10 78:6 born 35:4 74:6 97:24,24 bosses 103:6 bought 55:10 80:12 boy 85:5 boys 89:18 Brian 39:2,4 108:24 brief 6:13 bring 13:8 14:15 17:18 27:18 53:18 80:5 broad 9:21 13:9 broader 64:1 broad-based 111:17 Brown 32:20,21,22 34:2,9 101:9,10 101:10,15 BSN 98:18 budget 41:16 44:15 Buenos 29:13 56:9 68:12 build 11:6 66:2 71:18 77:6 79:16 79:17 93:6 building 51:12 52:20 53:10 54:2
--	--	--	---	--

98:1 buildings 77:12 burden 25:1 Bureau 44:14 business 18:8 41:24 89:15,19 91:6,7 95:22 businesses 28:22 68:19 79:15 buy 15:3 34:2 55:23 buyer 11:16 B-e-l-t-r-a-m-e 75:8 B-r-i-a-n 39:4 B-r-o-w-n 32:22 101:11	19:13 20:2 23:10 23:14 24:3,18,23 25:24 27:2,20,23 28:12,13,20 29:7 30:12,22 31:16 32:13 33:10 35:14 35:24 36:12,17 40:2,2,3,7,11,16 40:19,24 41:11,12 41:14,17,22 42:3 42:7,9,14,16,20 44:2,9,12,18,22 45:22 46:24 47:10 48:13 56:11,12 57:15,17,17,21 58:2,15 59:1 60:6 60:16 61:1,18 62:4,11,20 63:12 63:14 64:16,21 65:15 66:19 67:1 67:4,7,9,15,23 68:5,24 69:7,9 71:1 73:2,20 74:3 74:14 75:21 76:2 77:2 78:19 80:6 81:3,17 82:2,12 82:17,19 83:3,15 84:6 86:3,10,12 87:3,7,13,17 88:1 88:17,18 90:5,15 97:1,8,18,20 99:5 99:7,22 100:10,16 102:13,21 104:1 104:23 105:10,12 107:13,23 109:6 109:16 110:14,17 112:1,11 113:1,3 113:16 114:9,24 cared 16:9 104:5 career 71:14,21 85:17 87:2,13 100:19 careers 26:12 71:8 86:9 caregivers 84:1 Caren 76:11,13	Care's 9:2,7 45:3 caring 28:11 37:24 70:21 99:2 100:12 Carmedelle 110:11 Carmen 80:21,23 113:23 carotid 74:2 carrying 28:20 53:14 case 14:7 81:23 101:23 114:14 cases 46:11 Catholic 8:11 21:5 56:17,22,23 57:3 57:6,7,24 113:2 Cathy 106:5 CBO 41:19 ceasing 86:12 celebrate 103:7 celebrated 68:22 71:4 celebration 78:5 center 8:1 12:21 17:14 19:8,24 24:13 31:3 34:3 37:13,14,18 38:12 43:19 44:4 46:18 48:3 66:1 70:16 70:18 71:2 72:4 77:9 80:24 81:12 83:22 93:8,10 104:22 105:2,17 106:2,11 108:4 109:5,20 113:23 centered 9:5 69:7 centers 50:7 78:9 82:17 century 105:5 CEO 15:17 106:7 certain 45:9 60:14 79:1 certainly 94:10 Certificate 7:17 8:18 30:10 31:13 32:16 37:4 59:11 61:16 68:17 75:14	76:17 82:1 90:4 92:6 95:3 96:21 101:13 104:19 107:11 108:15 109:4 110:6 certification 99:12 certifications 101:3 certified 26:24 87:9 118:4,17 certify 118:7 Cervone 73:11,12 73:13 chair 7:19 71:10 challenge 72:16 99:19 challenged 20:20 challenges 15:20 17:8 19:16 22:2,8 24:22 112:15 challenging 114:9 chamber 90:19 106:6 chance 91:17 97:11 change 23:22 31:8 43:14 46:22 47:3 47:20 59:12 68:21 96:15 105:21 108:9 110:1 114:13 changed 79:23,23 93:20 changing 26:13 69:22 78:19 81:19 102:4 charge 78:4 charitable 58:24 61:4 charities 19:6 charity 17:24 18:6 18:12,16,19 40:2 40:2,7,11,16 41:14 42:3,6,9,14 42:20 57:15 Chicago 8:8 13:7 18:7 19:8 22:18 24:4 29:17 30:15	31:22 34:7 41:24 42:3 43:5 44:19 46:8,9 47:10 53:8 73:5,8 82:8 92:8 97:11 98:19 107:16 109:9 Chicagoland 13:20 18:2 27:3 54:22 72:3 84:10 Chicago's 30:19 70:21 81:8,12 107:20 109:13 Chicago-area 18:13 24:18 chief 6:19 7:24 12:11 25:19 39:4 48:19 66:20 75:9 75:12 108:24 child 38:2 96:9 childhood 27:14 72:17 children 96:11 children's 20:8 74:5 choose 6:11 52:11 83:14 chooses 52:2 chose 45:17 47:9 chosen 46:14 Chris 79:8 Christine 79:9 church 57:7 106:10 churches 56:17,18 72:12 79:15 Cicero 29:22 70:18 79:13 80:1 89:16 cited 65:2 citing 113:6 citizen 57:4,4 citizens 13:1 city 16:7 29:22 73:6 90:18,20 95:19 civic 79:19 clarify 111:22 clarity 47:23 class 20:2 71:14
---	---	---	--	---

classes 78:4 105:9	combat 27:14	61:17 70:21 77:16	70:18 71:1,16	competitive 86:6
Claude 106:7	combination 18:15	81:2,6 98:8	72:12,14,20 74:18	complaint 50:20
Claudio 56:7,16	combined 20:18,22	113:16	74:21 75:20,21	complete 6:18
cleaning 88:10	come 21:16 22:8	committee 91:6	76:3,6,14,20,20	52:14 118:10
cleanliness 65:5	26:17 30:3,4,6	committees 94:1,6	76:24 77:2,6,10	completed 53:3
clear 19:16 67:14	33:10 55:2,15,24	committing 100:2	77:14,17,22,24	54:3 93:8 97:16
clearinghouses 6:3	56:4 61:18 74:11	common 51:13	78:9,13,20 79:13	98:11
clearly 65:5 111:16	74:24 81:16 82:19	communicate	80:5,7 81:4,8,17	completing 98:18
clergy 111:9	84:16 89:12 91:17	88:14	81:21 82:15,17	completion 31:10
cliente 93:18	99:18 112:3,13	communication	83:17 84:9 85:12	52:1,6 53:1
climate 10:4	comes 55:18	70:8 100:14	85:17,22 86:23	105:24 108:12
clinic 44:15 74:9	coming 69:2 72:13	communities 8:3	87:5,19,23 88:24	110:3
clinical 13:10 14:23	commend 58:4	9:12 11:21 13:5	89:22 90:1,1,15	compliance 50:9
15:8,24 16:6,7	comment 4:18	14:24 19:4,15	90:23 91:8,13	64:9
20:2,5 71:19	58:14	21:16 22:11,24	92:1,4 94:7,8,18	compliant 51:21
87:14 101:4	comments 1:6	24:9 30:19 31:2	94:20,24 95:22	complicated 73:19
clinics 45:22 80:5	116:23 117:7,7,11	31:20,22 41:4,10	96:1 97:9,18 98:6	complies 59:20
close 15:4 21:18	117:16	45:14 47:1 59:16	99:5,24 100:13,20	comprehensive
45:9 48:12 75:22	Commerce 106:7	67:24 70:13 77:20	103:4,11,12 104:4	7:22 48:3,7,13
86:16 90:13 97:3	commission 50:17	78:14,23 79:2,14	104:12 105:5,8,15	114:23 115:8
102:5 105:1	51:4 52:13 54:15	79:16 80:2,18	106:2,8 111:7,8	compromise 38:14
114:21	92:5 118:19	81:13 85:15,20	111:15,18 112:6	compromised
closed 46:2,10	Commissioner	86:17,21 88:7,23	112:10,12,16,20	64:13
57:23	106:16,17	91:19 92:23 95:6	113:17 114:23	CON 65:21
closing 46:1 47:20	commit 48:8 60:20	97:12 99:18	115:2,23 116:9	concern 39:24 40:9
closure 11:11 57:23	113:10	100:22 101:6	community's 26:14	concerned 90:11
114:15	commitment 13:20	105:16 107:20	27:6 85:14	101:20
closures 44:15	24:10,12,14,17	108:3 109:13,19	community-based	concerns 24:17
club 78:6	25:7,8 28:5 33:21	community 4:3	17:12 44:24 68:18	39:21 43:14,22
clubs 78:6	33:23 34:6 37:24	9:18,19 12:24	70:2	46:12,15 49:20
CMS 50:8,12,14,16	40:1 41:9,10	13:12 14:1,3	community-focu...	80:12,13 111:2,3
50:18,23 51:4,9	46:16 47:18 66:11	15:22 16:1 17:21	89:5	concluding 21:1
52:7,10 53:2	69:14 70:1 72:21	19:6 24:16 26:4,5	companies 58:22	112:23
coaching 71:22	73:5 82:21 84:10	26:13,19 27:5,9	81:20	conclusion 42:17
Coalition 85:9	85:22 90:2 91:21	27:17,21 28:8,13	company 8:9 13:4	61:2
coastal 17:2	94:9 96:4 97:9,10	28:18 29:6,8 30:1	13:13 17:6 40:23	concrete 60:15
cochair 91:6	97:23 98:15 99:21	30:5,5 32:1,13	101:22	condition 43:16,21
code 53:19	104:12 113:20	33:24 34:14,20	company's 12:14	73:19 74:8
codes 51:22 52:21	114:17	35:11 36:19 38:24	compare 54:17	conditions 24:2
cognizant 35:11,13	commitments	39:6,17 42:21	compared 18:17	50:6,10 51:7
collaboration 49:2	60:16 86:19	45:1 49:5 57:13	41:18	59:20 64:17 65:1
collaborative 48:22	commits 64:7 100:1	57:14 58:7 59:8	compassionate 9:4	65:10
89:5	committed 9:17	61:5,23 62:1,3,8	9:11 28:11 62:11	conduct 3:5,12
colleagues 61:15	14:2 15:5 17:12	62:14,17,20 63:20	99:2,21	52:3 60:3
76:24 112:9	18:5 22:12 27:21	65:15 67:8,13,14	compensation	conducted 53:8
collected 18:9	28:10 34:3 46:20	68:6,24 69:8,19	60:19 115:19	conducts 91:7

conference 91:10 confidence 67:20 confident 28:14 62:9 89:23 97:9 confidentiality 5:22 configured 21:11 conforms 63:24 confusion 50:1 54:20 Congregation 7:11 Congressional 41:16 Congressman 104:17 connected 71:8 conscientious 110:22 consensus 47:23 consider 64:20 113:4 consideration 4:10 47:7 48:15 112:4 117:1 considered 11:12 112:22 115:9 considers 12:19 consistent 31:7 48:6 105:20 108:8 109:24 consistently 18:4 94:19 constituency 86:5 constraints 113:7 construction 87:7 consumer 58:18,19 Consumers 58:12 58:17 59:4 contact 47:9 contacted 21:4 context 45:3 continually 69:24 continuation 8:19 continue 8:22 9:13 10:13 19:11 21:15 28:7 33:8 45:16	57:14 60:20 62:10 62:19 64:7 67:12 68:6 70:23 76:2 88:22 99:17 105:14 continued 10:19 11:19 13:23 28:16 43:24 67:22 75:22 80:17 84:10 90:10 93:9,21 113:21 continues 19:13 93:1 96:1 104:11 106:2 continuing 9:1 22:4 87:24 99:19 contract 60:3 contracting 13:10 contrast 20:17 contributed 115:15 115:21 contribution 17:6 contributions 86:23 91:24 93:10 contributors 16:23 control 64:5,15 65:4,9 90:6 114:13 conveniently 33:17 conversion 39:14 58:20 convey 30:8 103:22 107:9 109:2 convinced 36:23 Cook 31:21 44:13 89:4 cooperation 100:4 coordinating 11:3 copies 4:22 6:16 copy 5:1,5 66:12 copying 5:7 core 10:2 26:5 corporate 31:18 77:19 110:14 corporation 4:1,2 24:14 31:19 46:19 89:14 90:17	110:14 Corpuz 68:11,12 68:13 90:24 94:3 correct 6:18 118:10 correction 54:1,5 corrections 53:3 corrective 51:24 53:4,14 cost 4:8 19:1 22:6 42:15,16 45:21 51:20 52:24 54:3 60:5 cost-effective 81:3 Cotton 63:6,7,8 Council 23:8,20 24:22 25:4 63:8 106:8 count 45:1 countless 93:2 country 17:18 92:16 county 16:9,10 31:21 44:13 45:22 89:4 118:2,6 couple 44:23 82:23 Court 6:17 110:24 covered 5:23 6:7 coworkers 38:21 98:24 Crain's 18:7 41:24 42:4 create 48:4 59:23 77:23 creates 77:24 creating 16:17 64:17 creation 48:3 credential 83:10 crisis 27:15 44:9,9 criteria 59:10 63:23 critical 19:13 57:12 62:16 75:19 100:10 104:6 critically 111:14 criticized 40:10,13	Cross 58:22 crossroad 27:18 crossroads 85:19 Crucial 41:8 CSR 118:5 culturally 88:8 culture 16:21 49:15 cultures 81:5 current 42:12 54:1 59:14,18 60:19,21 60:21,22 115:3 currently 8:7 12:11 12:14 19:20 21:11 21:19 54:16 64:24 75:23 91:5 customer 96:19 102:19 cut 55:3 cuts 44:15 cycle 86:12 C-a-r-m-e-d-e-l-l-e 110:12 C-e-r-v-o-n-e 73:13 C-h-r-i-s-t-i-n-e 79:10 C-o-r-p-u-z 68:14	debt 65:19 decades 81:6 December 41:15 decision 38:23 57:19 86:18 decisions 23:13 48:6 declined 44:12 decrease 42:19 dedicated 25:2 26:12 28:11,20 62:13 69:6 77:11 dedication 97:17 98:17 99:5,10 100:20 105:14 deem 117:17 deemed 49:21 50:1 50:13,22 51:2,10 52:7,17 53:5 54:20 deep 8:1 12:23 25:14 deepen 79:18 deficiencies 51:11 51:23 52:19,23 53:9,10,12,19 66:6 defined 5:24 definitely 56:24 definition 40:24 defray 45:20 degree 98:10,11 delay 31:5 105:18 108:6 109:22 delivering 41:8 delivery 15:6 65:8 88:8 89:5 demand 23:21 44:10 88:21 demographics 69:22 demonstrate 24:14 50:9 63:24 65:13 90:2 97:10 99:4,9 demonstrated 42:21 69:24 72:21
--	--	---	--	--

86:22 demonstrates 91:21 department 1:3 3:4 3:11 4:14 18:9 45:24 46:10 67:17 75:7,9 95:20 96:15 117:8 departments 45:11 73:22 depend 36:17 37:21 38:19 deserve 24:5,9 33:17 37:24 38:8 deserves 62:21 103:9 designated 50:23 designation 50:16 desire 13:19 15:7 84:7 despite 8:23 11:11 27:16 details 5:7 deteriorating 44:20 determined 117:5 Detroit 19:21,24 24:12 34:3,6 46:18 66:1 develop 15:7 79:18 developed 16:22 developing 15:5 114:6 development 12:12 76:14 85:23 88:12 89:14 90:17,20,23 91:9 devoted 17:15 dialog 78:13 difference 27:8 41:19,21 103:14 differences 69:19 different 19:20,22 19:23 49:19 80:8 82:16 91:13 difficult 19:18 24:2 24:23 25:1 35:22	35:23 36:22 111:18 dignity 69:10 diligence 21:23 diligently 91:1 diminish 114:22 dinners 72:11 direct 39:20 direction 7:21 57:16 directly 39:13 director 43:4 68:14 79:11 80:23 85:7 90:24 92:15 106:6 106:10 directors 7:20 70:15 89:13 91:3 94:1 disadvantaged 87:1 discernment 8:4 disciplines 99:4 discloses 6:4 disclosures 65:18 discontinuation 114:15 discontinued 29:8 76:7 discovered 53:20 disease 77:8 disruption 37:23 distinct 82:18 district 29:15 30:2 110:8 districts 95:20 diverse 13:5 15:22 divest 21:2 divestiture 11:15 DMC 20:3,7,11,15 20:19 doctor 35:16 doctors 19:4 72:15 94:4 102:12 documents 4:22 doing 31:9 82:7 105:22 108:10	110:2 dollars 20:23 105:12 Donald 73:11,13 donate 103:5 Donnie 73:23 doors 26:8 31:24 32:2,2,4 doubt 32:9 Doug 23:5,7 downturn 10:17 Dr 61:8,10 73:24 dream 100:19 driven 44:5 due 21:23 dysfunctional 44:8 D-e-b-i 95:13 d/b/a 4:3 días 29:13 56:9 68:13	efficiency 14:22 efficient 8:18 29:4 62:18 68:4 76:5 efficiently 74:22 effort 8:23 efforts 15:2 17:1 48:22 53:20 76:21 eight 9:21 34:4 49:6 55:9 97:16 either 11:11 18:23 40:3 54:13 el 56:9 Elba 85:3,4 elected 13:1 45:19 68:19 element 94:17 elements 57:12 eliminate 60:8 eliminated 97:4 eliminates 60:22 Elizabeth 110:7 eloquently 111:5 embraces 14:1 emergency 45:10 45:18,24 46:2 65:11 67:17 75:6 75:18,21,22 76:3 76:6 84:6 101:17 emerging 69:23 emphasize 102:12 employee 26:11 33:3 48:24 101:17 employees 11:23 13:8,17 14:12 16:18,19 20:1 23:9,11,17,24 24:5,8 25:2,8 28:11,19,22 34:12 34:16,19 35:18 36:10 37:21 38:7 49:12,14 59:16 60:21 98:17 99:10 100:2,22 101:19 101:22 102:15,16 103:1 111:8 112:8 115:22 116:7	employer 26:6,9 88:4 employment 29:5 36:1 38:17 85:15 85:20 empower 88:24 empowered 48:4 empowerment 85:18,23 empowers 10:4 63:17 EMR 20:15 enabled 26:23 93:6 encouraged 27:6 encourages 90:19 encouraging 73:3 engage 91:13 engagement 79:19 enhance 15:9 44:6 67:6 85:16 92:4 enhanced 11:6 enhances 14:22 enjoy 86:9 91:18 96:24 enjoyed 95:24 enrolling 98:9 ensure 5:20 29:6 35:23 58:24 59:7 64:9 68:5 76:4 ensuring 14:2 15:23 43:23 48:11 86:24 88:13 entire 17:4,21 25:17 26:9,12 69:14 73:14 entirely 46:3 entities 4:5 5:23 28:1 62:5 entity 6:7 51:3 environment 11:8 78:19 environmental 101:16 equal 85:15 equipment 93:12 93:16
---	---	--	--	---

equipped 86:5 equipping 87:5 ER 102:10,12 Erica 100:8,9 Eshaghy 73:24 especially 16:16 31:20 38:7 84:4 essential 8:19 36:20 48:1 63:14 94:17 104:10 established 50:7 86:16 establishing 81:11 Esther 68:11,13 90:24 94:3 estimated 54:3 ethic 99:8 ethics 71:14 evacuees 17:2 evaluation 48:13 59:22 114:23 115:8 event 91:16,21 93:24 events 72:9 77:14 78:1,5 eventually 15:16 71:22 everybody 12:5 57:6 103:9 everybody's 55:21 55:22 evidenced 115:7 evidence-based 10:23 evident 10:19 evolving 26:14 exactly 37:10 example 69:21 70:14 100:21 examples 78:1 82:23 91:23 exceeded 97:8 excellence 98:16 excellent 74:3 excellently 99:6	exchange 77:19 excited 84:12 excluded 54:9 exclusion 81:5 exclusively 17:15 excuse 60:1 executive 7:24 25:19,20 39:5 43:4 48:20 68:14 70:15 80:23 85:7 90:24 92:15 106:6 106:10 108:24 Executives 106:12 exempt 40:10 exercise 59:6 77:10 77:12 78:3 93:13 exist 8:23 21:15 existence 21:10 exists 9:3 expand 13:19 19:11 45:23 70:17 expanded 9:19 93:7 expanding 16:5 80:6 83:6 114:7 expect 42:13 99:6 expectations 97:8 expected 52:24 53:1,4 expedite 31:8 105:21 108:9 110:1 expenditures 13:15 expense 70:20 expensive 11:11 experience 7:23 8:9 13:9 14:24 15:13 17:17 39:20 72:18 79:3 82:6 84:13 87:19 95:7 98:13 experienced 96:11 experiences 96:17 100:6 105:6 expert 60:3 expires 118:19 express 36:11 37:2 81:24 110:17	expressed 8:24 13:2 28:5 expressing 12:23 25:14 extended 112:11 extension 69:13 extensive 67:7 external 68:15 extra 103:4 extraordinary 90:23 extremely 71:24 eyes 22:1 E-l-b 85:5 E-l-b-a 85:5 E-s-t-h-e-r 68:13	105:3 116:21 facing 15:19 17:9 19:17 fact 35:11,13 42:5,8 51:15 57:1 64:14 71:11 74:6 111:19 factor 88:16 facts 41:13 42:22 fail 18:24 failed 33:21 63:23 failures 65:3 fair 59:7 72:9,10 91:16 fairly 51:13 fairs 78:2 87:23 94:6 faith 56:2 68:19 faith-based 8:10 21:6 familiar 89:20 90:16 families 26:9 27:5 32:11,12 70:2 83:7 86:12 87:22 88:14 94:14 103:4 103:7 family 7:12,15,24 9:4 13:24 17:1,4 28:14 54:23 72:10 73:8 80:6 98:3 102:8,11 105:1 112:11 113:14 family-centered 9:11 family-oriented 91:16 far 100:23 115:17 father 35:4 56:16 favor 111:6 favorably 54:17 fax 117:11,11,12 feature 48:1 Federal 10:21 44:22 50:4 fee 94:13 feel 26:16 28:3	34:17 38:15 71:7 76:21 feeling 103:14 fees 5:7 fellow 7:13 10:15 95:24 felt 96:18 fewer 11:5 44:20 field 101:3 fields 89:1 figure 42:15 final 42:8 finally 10:3 20:15 47:20 60:18 84:2 finance 13:11 finances 66:4 financial 3:24 9:23 10:5 15:19 22:13 27:18,23 60:11 65:13 67:10 72:23 82:24 112:19 113:6 115:6 financially 20:19 23:19 47:9 94:11 find 14:4 84:4 findings 48:6 fine 74:11 fire 51:21 75:8,9,12 firefighter 75:11 firmly 14:9 73:1 first 6:21 12:6 13:21 45:7 52:22 56:3,10 57:5 70:20 72:14 81:11 83:11 87:8 96:9 102:13 111:24 firsthand 73:5 78:21 82:20 firsts 16:7 fiscal 42:12 fit 113:8 fitness 72:4 93:12 five 13:14 20:22 flexible 99:14 flip 40:13 Floor 2:4 5:4 117:9
--	--	---	--	---

focus 9:24 10:12 11:5 44:7 99:15 focused 99:16 focuses 77:8 focusing 69:15 folks 40:3 following 39:12 55:1 59:20 106:4 106:5 food 91:11 103:5,6 force 43:8 forced 90:14 forces 10:16 forefront 89:3 foregoing 118:9 foresight 88:6 Forest 8:16 101:16 form 5:14,16,17 17:14 23:11 38:6 formally 30:8 former 77:1 formerly 85:8 forms 5:13 Formulating 44:5 fortunate 26:20 67:3 forward 22:20 31:5 37:1 54:21 71:5 80:16 92:1 105:18 108:6 109:22 for-profit 21:5 40:23 45:5 58:23 60:8 72:19 79:24 found 11:10 41:19 51:13 81:18 foundation 26:21 59:23 67:5 founded 80:14 85:13 four 13:6 100:11 fraction 20:18 frame 16:12 frames 36:20 Frank 48:17,19 frankly 81:22 free 27:11 40:24	42:16 78:4 93:12 104:7 105:12 freedom 49:11 freestanding 39:14 Frey 110:9,10,11 friends 112:10 front 7:14 34:12 fulfill 63:17 full 24:10 52:6 111:21 fully 17:14 22:13 54:16 59:1,2 62:14 89:23 funded 13:15 funding 49:8 70:2 fundraisers 72:11 93:24 further 53:19 54:1 64:13 65:21 66:3 99:24 future 11:19 21:10 22:16 38:9,17 47:18 49:5 56:15 58:6 71:6 100:23 111:14 114:20 115:2,2 116:3 F-r-e-y 110:12	G Gage 29:18 gain 21:20 gained 8:1 Garcia 62:24 Garfield 29:18 general 59:5 63:13 64:9 generate 45:8 generation 26:7,8 generations 61:18 74:24 generosity 91:20 generous 90:22 93:5 95:2 102:18 genuine 23:17 geriatric 77:9 getting 3:9 51:20	Ghar 19:9 gifts 103:6 give 6:17 55:2 68:24 89:22 116:17 given 3:20 6:22 9:22 11:13 21:16 36:18 47:15 49:10 74:8 96:18 97:11 99:19 115:13 116:16 gives 96:6 giving 6:12,13 25:15 39:19 43:6 70:12 99:22 100:5 110:19 Glenn 61:8,10,11 go 35:6 56:24 74:13 74:20 81:9,16 102:13 103:6 goal 78:8 goals 15:21,23 God 55:15 God's 9:3 goes 72:4 103:13 going 55:3,19 57:2 57:8 good 3:1,2,10 10:8 12:4,5,10 16:16 23:6 25:13 29:12 34:10,23,23 37:12 39:3 55:6 56:8,13 57:6 63:7 66:17 68:12 73:12 75:4 76:12 79:11 89:9 92:7,8,12 95:12 101:12 103:19 107:4 110:10 government 50:4 111:9 governmental 114:11 governments 10:21 78:10 graduate 99:13 grandchildren 74:6	grant 71:18 102:2,3 grants 26:22,23 grateful 55:9 113:9 gratitude 25:14 110:18 Grau 37:11,12,20 great 15:15 26:18 34:18 40:8,21 74:13 82:7 90:8 greater 45:2 93:15 100:23 greatest 105:13 grew 16:10 Groll 106:14 ground 71:19 groundswell 28:17 group 13:5 20:5 43:5 groups 19:7 72:12 84:3 91:13 grow 15:10 22:16 72:2 78:18 growing 44:10 69:4 87:6 88:6 114:6 growth 13:14 16:8 16:16 74:19 87:2 89:1 90:10 guarantee 25:5 63:11 guess 35:12 guidance 71:21 G-l-e-n-n 61:11 G-r-a-u 37:9	80:21 85:3 89:8 92:11 95:11 97:14 100:8 101:9 103:17 104:14 106:20,22,24 107:3 110:9 116:15,19,20 117:15 halted 46:1 hand 118:13 hands 79:23 81:19 happen 97:6 hard 36:1 38:3,4,4 hard-to-fill 70:6 hate 57:1 74:20 hates 56:23 head 36:22 health 1:3,3,8,15 1:17 2:2 3:4,11,15 3:19,23,24 4:2,3,5 4:14,15 5:2,20,23 5:24 6:2,2,4,8 7:4 7:20,22 8:2,5,10 8:13,20,21 9:2,7 9:17 10:1,20,24 11:1,8,20 12:12 12:18,22 13:4 15:1,6,14,19 17:22 18:10 19:9 22:21 23:10 24:23 25:24 26:21 27:2 27:13,17,20,23 28:3,8 30:9,12,13 30:14,22 31:6,11 33:5 35:23 36:12 37:3 39:8,23 40:2 40:4,4 41:7,11 42:12,19 43:4,10 43:11,13,17 44:3 44:5,6,7,8,12,14 44:18,22,24 45:3 45:5,20 46:24 47:10,24 48:2,3,7 48:13 53:15,17 57:3,11,17 58:12 58:15,17 59:1,8
--	--	--	---	--	---

59:11 60:1,4,6,16 61:4 62:2,3,9,15 63:10,12,14,17,21 64:6,11,15,21 65:3,14 66:6 67:1 67:2,4,8,9,21,23 69:7 70:18 71:1,2 71:8 73:16 75:16 76:1,2,22 77:2,3,4 77:7,16 78:2,5,11 78:17,19,23 79:1 80:5,11 81:3 82:4 82:6,12,17 83:19 84:19 85:24 86:2 86:10 87:3,7,13 87:17,23 88:1,14 88:17,18 89:23 90:5,7,8,21 91:24 92:22 94:6,20 95:19 99:5,24 100:16,18 101:21 103:22 104:1,2,20 104:23,23 105:10 105:13,19 107:13 107:13,15,17,23 108:7,13 109:6,7 109:8,10,16,23 110:4,14,17,18 111:10,11 112:1 113:1,3,15,16 114:3,9,11,24 115:2,21 116:10 117:9 healthier 67:19 94:15 healthy 11:3 69:17 71:5 73:4 Health's 64:23 65:16,24 71:17 73:2,4 84:7 89:21 91:20 95:16 97:7 104:11 107:21 hear 7:5 12:5 24:4 36:18 81:19 heard 20:20,24 35:2 39:7 101:18	114:2 115:12 hearing 1:4 2:6 3:1 3:3,5,8,12 4:13,16 5:8,10 6:9 12:3 23:5 25:12 29:11 32:20 34:22 37:8 39:2 40:1 43:1 48:17 55:1 56:7 58:9 61:8 62:24 63:2,4,6 66:16 68:9,11 69:3 71:13 73:11 75:3 76:11 79:8 80:21 85:3 89:8 92:11 95:11 97:14 100:8 101:9 103:17 104:14 106:20,22 106:24 107:3 110:9,21,23,23 116:15,19 117:15 117:17 hearings 68:24 heart 29:24 49:1 57:24 72:6 73:19 74:2,8 112:18 heartbroken 112:1 Heights 29:18 held 4:13 40:20 Hello 32:21 58:10 100:9 help 14:13 34:13 41:7 45:20 67:19 76:1 77:20 84:3 88:10 93:10 103:5 helped 17:14 99:11 115:19 helping 27:17 69:17 87:22 112:19 Henderson 103:17 103:21 104:13 hereunto 118:12 heritage 45:15 Hernandez 107:1 108:23 110:7 Herrera 63:2	HFSRB 59:9 60:2,5 Hi 108:20 high 65:19 69:9 107:22 109:15 highest 14:4 17:10 61:17 highlighted 42:5 highly 51:18 high-quality 10:23 23:14 30:22 33:17 hired 68:20 hiring 88:8 Hispanic 100:15 historically 17:13 history 27:19 42:22 114:4 HMOs 58:21 Hokel 94:3 hold 6:24 61:2 77:13 holiday 103:3 Holy 7:12,15,24 Holzer 56:7,8,16 home 75:22 77:1 78:12 84:4 honestly 97:6 102:6 hope 72:1 hospital 1:7,16 3:13,21,21 4:1,4,7 6:1 8:5,12 12:21 13:22,23 20:1,8,9 21:17 25:17,20,23 26:2,4,7,10,15 27:24 29:3 30:4 30:11,12,15,17 31:4,14,16,17 32:5,7,24 33:6,9 33:18,22,23 34:11 34:19 35:6,14,16 36:2,10,19 37:23 39:5,6,13,15,18 43:18 45:13 46:3 46:8,13 48:12,20 49:4 50:9 51:1,6 51:10 52:18 53:7 55:10 56:15 57:15	57:22,23,24 61:1 61:13,20,22 62:5 62:6,12,15,17 63:20 64:11,16 65:23 66:3,20,21 66:24 67:1,11 68:3,15,22 69:24 72:19 73:3,5,16 73:17,20 74:12,18 74:19,24 75:16,19 75:23 76:2,15,18 77:9,23 78:8,12 79:20,22 80:8 82:10,14 85:24 86:15,16 88:2 89:3,21,24 91:1 91:11 92:20,24 93:3,8 94:2,17 95:16,17 97:7,23 100:18 101:17 102:2,3,4,15,21 103:3,13 104:1,3 104:5,10,22 105:4 105:7,11,18 106:12 107:12,12 107:18 108:5 109:1,6,9,11,21 110:15,16 111:3 111:15,19 112:17 112:19,20 113:5,7 113:11,13,22 114:14,14,16,18 114:18,21 115:9 115:11,17 116:4,6 hospitals 8:7,15 9:8 9:12,20,21 11:4 11:10,12,17 13:6 14:8,14,18,20 15:3,7 17:19,22 18:3,5,10,14,18 18:21 19:3 20:8 20:21 21:14 22:11 23:19,24 24:11,18 25:7,9 27:3 30:14 30:17,23,24 31:4 32:1,4 34:4 38:9	38:20 40:8,10,14 40:17 41:2,18,19 41:23 42:4,4,6,20 44:20 45:5,8,9 46:5,17 47:2,6,13 47:14,21 48:10 50:6,24 51:16,19 51:21,24 52:8,11 56:20 58:16,21 59:17 64:23 65:2 65:16 66:12 69:1 70:9 72:3,5 73:7 74:9,14 81:19 82:3,7,16 84:22 90:6,13 95:5 96:22 97:3 105:8 105:14 107:15,18 107:23 108:1,5 109:8,11,16,17,21 111:10 113:18 114:5,19 115:22 hospital's 45:18 51:8 52:4 60:11 93:14 94:11 95:1 100:20 hour 1:20 117:21 hours 45:23 house 35:5 55:23 household 69:6 housekeeper 32:23 housekeepers 65:7 human 10:5 13:11 115:10 hundreds 7:16 12:8 hurricanes 17:3 hurting 103:7
---	--	---	--	--

I

ideas 77:19
identified 20:4 53:9
identify 11:16
34:13
IDPH 50:12 51:9
51:17 52:2,2,6,15
52:18,24 53:2,8
53:13,22 54:4

ignored 81:10 Ike 17:4 Illinois 1:3,15,19 2:5 3:4,11,14,15 3:19 4:14,15 5:2,4 5:20 12:18 18:9 22:4,6,21 29:16 30:1,3,7,9 31:11 36:5 37:3 43:10 43:11 48:2 51:14 51:16,20 58:12 59:5,10 63:10 64:23 65:15 103:22 104:20 106:11 107:9 108:13,16,17,22 109:3 110:4,18 113:19 114:10,11 116:10 117:2,8,10 118:1,7 illustrates 111:16 ILP 80:1 imagine 73:7 immediately 32:10 32:15 immigrant 81:8 impact 47:21 60:1 60:1,4,24 78:21 87:20 112:5 imperative 31:2 32:14 105:16 108:3 109:19 implement 26:23 implementing 27:12 importance 11:2 83:9 87:4 important 10:15 12:1 33:11 37:16 56:11 59:6 74:21 83:16 90:22 91:9 96:20 103:11 104:3 106:1 111:14 116:8 importantly 14:23 49:9 84:2,18	112:9 improve 10:1 15:1 15:8 24:20 27:17 28:8 49:8 62:2 63:13 73:6 92:22 102:21 improved 30:21 107:22 109:15 improvements 53:11 54:2 improves 14:23 94:12 improving 9:17 15:24 34:13 78:24 inadequate 40:4 inception 91:14 include 25:6 54:7 83:8 86:2 included 8:16 16:4 65:7 91:12 includes 19:8 including 8:8 13:7 18:3 21:4 39:10 51:17 74:9 81:8 98:24 111:7 inclusion 66:11 incorporate 101:4 Incorporated 3:24 4:2 8:6 26:1 58:17 67:2 75:17 incorrectly 40:15 increase 15:9 63:15 67:16 70:3 increased 13:16 42:10 increasing 44:21 increasingly 24:1 86:6 incredibly 115:11 incumbent 88:12 independent 44:4 59:22,23,24 60:3 92:18 115:8 indicated 18:19 36:16 indication 47:4	65:21 indigent 63:16 individual 6:6,20 96:2 individuals 5:14,18 5:23 6:5 69:9 92:22 94:13 106:5 111:6 115:13 individual's 6:8 industry 49:19 inextricably 60:10 infection 65:4,9 influence 95:18 information 5:23 6:5,9 116:24 infrastructure 28:2 50:21 Inherent 111:12 initiative 12:9 77:23 91:9 initiatives 80:9 injuries 20:11 innovative 26:24 89:4 institute 71:10 72:1 85:8,10 institution 31:15,19 56:24 57:2,12 79:24 88:11 93:4 104:4,12 institutions 50:15 69:8 78:10 79:17 87:18 89:2 insurance 5:24 40:4,5 58:21 integral 91:8 integrated 10:23 15:5 intends 64:4 interact 102:14 interest 4:17 8:24 21:7 40:8 interested 21:9,13 interests 59:15 116:6 interface 76:19	Interfaith 79:12 80:4 interpreter 27:1 37:11,20 interpreters 70:7 interrupted 29:8 76:7 intimately 39:13 89:20 intricate 97:21 invest 11:18 24:19 65:23 81:20 invested 53:17 88:11 94:19 investigations 50:20 investing 46:4 100:22 investment 13:14 14:21 19:10 22:14 29:6 70:8 84:9 86:20 investments 16:3 62:6 investors 65:18 investor-owned 39:16 40:14,17 41:3,18 42:4,5 involved 19:21 98:2 involvement 86:21 95:2 involving 15:24 issues 39:21	jobs 11:13 16:17 36:24 38:3 55:12 55:14,20 60:22 71:23 85:9 104:7 Joe 63:6,8 John 92:15 Johnson 106:9 join 72:13 joined 13:24 24:8 30:16 107:16 109:10 112:14 joining 90:21 91:2 Joint 50:17 51:3 52:13 54:15 Juana 63:2 July 53:2 98:22 juncture 10:9,10 112:3 June 4:11 42:13 117:3 jurisdiction 51:8 51:17 52:15 53:13 53:22 justification 38:16 justify 40:11 J-a-n-e 66:18 J-e-a-n-n-i-e 110:11 J-o-a-n 92:13
K				
K 118:2 Kane 118:6 Karen 1:4 2:3 106:18 Katrina 17:3 keep 24:10 25:7 28:10 33:6,21 34:4 36:24 37:1 37:17 46:18 55:7 55:11,20 56:3 66:11 keeping 9:8 11:2 114:5 key 41:10 54:6 63:23 67:6 80:15				

111:23 kick 36:21 kids 55:13 93:22 Kim 66:10 kind 26:7,15 kinds 24:19 kitchen 88:10 knew 112:14,16 know 14:17 31:14 35:19 36:22 39:12 55:13,19 56:1 57:2 73:22 78:15 82:9,12,16 84:11 90:7 92:17 103:10 114:2 115:5,10,16 knowledge 57:8 101:2 knowledgeable 99:22 known 3:6,13 31:15 36:18 39:12 85:8 knows 58:1 Koffey 108:20,21 Koschalke 7:3,5,7 7:8,10 112:3 Kushner 61:9,10 61:11 K-o-f-f-e-y 108:21 K-o-s-c-h-a-l-k-e 7:9 K-u-s-h-n-e-r 61:11	20:13 30:1 56:17 81:12 lastly 115:5 late 85:13 Latino 29:24 30:5 31:22,24 33:13 71:9,15 72:10 81:3,12 85:7,9,14 85:17 87:5 91:6,7 Latinos 30:2 87:1 Latino-Mexican 69:23 Latino/Hispanic 88:7 launch 71:8 87:8 law 64:2 71:13 114:21 Lawn 29:17 law's 64:9 lead 23:18 67:19 76:20 leader 30:5 49:4 66:22 89:19 leaders 10:14 28:18 68:19 72:14 111:8 111:10 leadership 14:22 61:19 79:12,18 80:4 86:24 87:17 106:13 leading 17:1 Leapfrog 20:5 learned 77:2 learning 87:11 learns 78:2 lease 70:20 leased 46:3 47:17 leave 14:3 102:3 103:13 115:19 leaves 50:22 lecture 71:21 left 102:5 legal 3:17 6:15 110:13 legislation 44:23 Legislative 29:15	legislator 30:6 Lemon 39:2,3,4 108:24 109:2 length 114:20 letter 58:11,14 59:4 66:9,13 106:14,16 106:17,18 107:7 108:23 letters 106:4 let's 55:16,24 56:1 56:1,2,4 level 14:4,6 22:5 61:17 65:19 77:19 90:2,23 96:24 102:21 levels 49:17 57:15 60:14,21,23 96:2 Lewis 98:10 library 87:12 license 98:20 life 9:16 41:8 52:21 69:7 73:6,14 74:4 74:5 77:4 85:16 86:9 98:2 lifelong 69:16 lifestyle 73:4 lifter 93:17 light 115:3 Lightford 66:10 lightly 112:13 limit 50:19 limited 10:7 11:5 44:2 49:22 50:18 Lincoln 102:2 Linda 68:9 Lindquist 106:20 lines 34:12 linked 60:10 Lisa 107:1 108:23 list 72:4 listen 102:24 103:2 listened 35:7 little 24:1 29:19 43:9 81:14 82:5 103:4 live 28:9 33:1 39:16	91:22 lived 32:5,6 73:13 livelihood 28:21 lives 23:13 27:8,10 67:19 69:18 living 94:15 100:21 LLC 4:1 local 14:9,11 27:13 28:22 42:5 61:1 72:12 78:10,13 79:15,17 located 4:7 13:6 33:18 46:5,8 92:19 location 113:7 117:4 long 14:19 38:20 44:16 49:10 52:8 74:17 95:18 105:6 111:20 112:4 longer 27:23 57:3 62:4 67:10 113:13 long-standing 30:18 92:23 107:19 109:12 long-term 10:12 26:10 46:15 look 54:21 57:5 80:16 84:16 92:1 looked 102:7 looks 71:5 Lopez 100:8,9,10 107:4,5 Lorenzo 63:4 lose 84:22 loss 11:13 45:24 60:9 losses 9:7 27:18,24 67:10 lost 20:22 65:16 112:21 lot 15:12 55:13 81:16 101:18 Louis 30:16 46:7 107:17 109:10 love 9:4,10 31:17	low 47:16 low-cushion 65:20 low-income 33:16 45:13 loyal 86:14 Loyola 98:19 99:13 lucky 76:21 103:15 lunch 78:2 lurched 44:9 Lutheran 106:10 Lyons 58:9,10,11 L-e-m-o-n 39:4 L-o-p-e-z 107:5
M				
M 118:4 machine 117:11 machines 93:13 MacNeal 13:22 14:7,10 18:3,13 21:17 28:6 30:4 30:15,20 31:14,18 32:4 39:5,7,10,12 39:17 41:6 42:9 42:11,13 49:21,21 52:16,18 54:9,14 54:21 68:15,20 69:13,21 70:6,17 70:18 71:2,4,17 71:20,23 72:1,4 72:13,19 73:1 79:20 80:3,12,15 82:10,13,22 83:1 83:4,9,12,19,21 84:2,15 85:24 86:15,16,18 87:4 87:12 88:2,5,20 89:3,21 91:1,14 92:19,24 93:9,14 93:20 94:2,4,9,17 95:1,16,17 96:1,6 96:10 97:1,7,17 97:21,23,24 98:2 98:4,7,23 99:11 99:17,20 100:1,3 100:3,4,11,17,19				

101:1,17,23,24 102:6,8 103:10 107:16,21 109:1,9 109:14 MacNeal's 18:22 42:22 53:5 54:11 70:11 83:16 86:22 87:10,19 98:17 Magazine 58:19 magnet 20:7 maintain 15:4 43:17 46:16 52:12 57:11 60:13,19 63:13 64:4 93:18 114:19 maintained 54:14 59:2 maintaining 14:9 48:9 maintains 5:22 maintenance 93:11 major 49:16 96:12 majority 18:17 makers 86:18 makeup 70:4 making 34:10 36:7 57:18 91:22 112:7 113:10 mammograms 27:11 96:13 managed 8:9 management 1:8 3:23 10:8 38:1,16 39:10 45:16 98:7 99:14 manager 75:6 Manhattan 58:1 manner 116:11 marathon 93:17 Marcia 55:5,8 Margaret 58:9,11 Margie 43:1,3 Maricopa 45:22 mark 31:20 market 9:24 10:16 16:10 24:24 59:8	115:7,8 markets 10:2 11:6 31:1 108:2 109:18 Marlene 106:14 Martin 29:11,14 Massachusetts 8:12 22:19 113:19 massive 11:13 matched 17:6 materials 4:23 maternity 45:10 matter 26:16 51:14 74:5 114:17 117:20 118:9 mature 93:18 Mayo 74:9 mayor 35:1 103:21 Maywood 26:3 mean 40:2 73:8 meaning 90:13 meaningful 86:17 means 51:10 56:14 60:2 measure 116:1 mechanisms 10:22 Medicaid 18:23 22:4,6 30:23 32:3 33:15 49:23 50:5 50:8 54:13 60:17 107:24 113:20 medical 8:1 12:21 14:12 19:8,13,24 20:12,13 24:13 26:11,24 28:18 29:7 31:3 34:3 37:13,14,17 38:12 43:18,24 46:18 48:24 61:12,14,16 66:1 67:15 68:5 70:7,16 71:12,13 80:24 81:11 83:22 83:23 84:4 86:11 87:9 88:21 96:18 104:6,22 105:2,17 106:2,12 108:4 109:5,20 113:23	medically 63:16 Medicare 18:23 30:23 49:23 50:5 50:6,8,10 51:7 52:11 54:10,11,13 65:1 107:24 Medicine 43:4,13 44:3 meet 50:6 51:6 69:20 78:11 84:19 93:16 meeting 4:12 83:19 102:19 113:17 117:3,4 meetings 77:18 102:23 Melrose 1:16,18,19 3:14,22 4:8 19:14 22:23 26:2 35:2 35:12 56:18,21 61:23 67:23 73:14 75:9,11 79:2 106:6 116:20 member 7:11 39:9 43:8 79:20 80:1 80:16 89:24 90:22 98:7 members 24:16 28:13 91:12 94:2 98:4 100:15 111:7 111:9 112:10 115:23 membership 93:24 94:15 Memorial 13:23 30:17 45:13,15 46:8 48:20 76:14 107:18 109:11 mention 78:7 96:5 mentioned 5:11 mentored 87:15 mentorship 87:24 mere 24:6 message 12:1 met 43:9 87:12 97:7 Mexican 69:5	81:13 mic 3:9 Michelle 72:14 Michigan 19:21 Midwest 30:2 midwife 89:17 midwifery 83:2,5 83:12 midwives 83:8 mile 39:18 million 13:16 16:3 17:23,24 20:23 42:14 45:21 49:7 53:18 65:16 66:2 millions 105:12 mind 32:9 38:23 77:21 Mindy 103:20 104:15 mine 84:3 minimal 60:14 minimum 33:7 43:19 64:6,12 minor 96:12 minority 33:16 minute 66:8 minutes 55:4 misperceptions 40:20 mission 8:3 9:2,15 10:3,13 28:20 32:6 41:6,9 44:5 45:15 70:11,24 72:22 73:2 77:4 81:7 85:16,19 92:21 94:24 mitigate 43:22 model 14:17 27:1 83:2,15 models 82:16 modest 47:13 Molinaro 48:17,18 48:19 moms 72:15 Monday 25:15 money 34:13 103:5	112:21 115:17 monitored 58:20 monitoring 54:5 64:24 month 59:4 102:18 Monthly 78:1 months 41:24 51:23 72:13 83:13 Moore 55:5,6,8 morning 3:1,2,10 12:4,10 23:6 25:13 29:12 34:23 34:24 37:12 39:3 42:2 55:6 56:8 63:7 66:17 68:12 73:12 75:4 76:12 79:11 89:9,10 92:12 95:12 101:12 107:4 110:10 111:21 mortgages 32:12 55:22 mother 55:12 98:6 99:1 motion 93:19 motivated 9:15 23:16 move 31:5 32:14 105:18 108:6 109:22 moved 53:13 moves 22:20 77:11 moving 37:1 MRI 96:13,15 much-needed 62:6 67:15 68:5 72:2 93:6 multicultural 86:7 multihospital 39:16 Multiple 98:3 multi-community 91:16 multi-faceted 87:20 municipalities 90:9 Munoz 107:6
---	--	--	---	---

108:18 mutual 58:19 mutually 93:1 M-o-l-i-n-a-r-o 48:19 M.D 83:4	90:4 92:6 95:3 96:21 101:14 103:4 104:9,19 105:13 107:11 108:15 109:4 110:6 113:22 needed 11:7 21:2 22:14 28:1 29:7 67:12 112:16 needs 8:2 9:23 26:14 48:13 60:16 62:7,12,21 69:20 70:1,8 77:17 78:11 83:20 84:6 84:20 88:5,15 93:16 94:24 113:18 114:24 115:2,3 needy 82:12 neglected 81:10 negotiated 47:16 neighbor 26:6 105:3 neighborhood 19:6 33:4 69:4 72:8 96:4 neighborhoods 21:17,18 29:17 78:22 81:15 84:22 neighboring 22:24 neighbors 84:12 90:14 net 10:18 44:19 network 69:15 networks 47:10 never 14:3 Nevertheless 49:24 new 11:7 16:5 19:12 45:16 66:2 70:18 86:9 96:14 News 20:4 nine 12:13 NLEI 71:21 85:12 nonacute 10:19 nongovernmental 51:3	nonprofit 21:5 41:18 42:3,7 44:4 47:5 58:18,21 80:5 85:12 92:21 93:4 108:1 nonurgent 44:17 north 1:19 92:19 Northlake 56:19 north-side 30:19 107:20 109:13 notable 86:22 Notarial 118:13 Notary 118:6 note 47:12 noted 52:19 112:3 notes 118:11 notice 3:17,19 6:15 notify 52:7 notion 40:17,23 not-for-profit 18:18,21 30:24 39:15 41:3 109:17 113:3 not-for-profits 18:3 November 54:3 number 5:6 15:10 40:9 43:13 44:21 63:22 67:16 105:4 105:8 115:13 117:12 numbers 16:8 numerous 17:11 26:22 72:8 73:22 95:23 111:5 nurse 66:22 75:6 97:20 98:12,21 99:16 100:10,14 nurses 19:5 65:6,6 71:20 72:15 99:1 102:12 nursing 16:13,15 20:7 66:20,23 77:1 98:10,19 99:12 100:19 101:3	nutrition 27:12 <hr/> O Oak 19:14 22:23 56:19 79:2 89:16 89:17 90:1 92:2,7 92:20 106:15 Obama 72:14 obesity 27:15 72:17 obtain 5:5 99:11 obtained 98:20 obvious 44:8 obviously 35:12 OB/GYN 46:10 83:4 occasions 53:22 96:8 occur 59:3 occurrence 51:14 October 18:8 118:19 Octoberfest 72:10 offer 21:24 83:17 91:19 94:13 104:18 105:8 113:6 offered 27:7 93:4 offering 27:11 78:2 80:7 91:17 offerings 88:19 offers 91:10 office 5:3,6,7 41:16 officer 1:4 2:6 3:1,3 3:8 7:24 12:3,12 23:5 25:12,20 29:11 32:20 34:22 37:8 39:2,5 43:1 48:17,20 55:1 56:7 58:9 61:8 62:24 63:2,4,6 66:16,20 68:9,11 73:11 75:3 76:11 79:8 80:21 85:3 89:8 92:11 95:11 97:14 100:8 101:9 103:17 104:14	106:20,22,24 107:3 108:24 110:9,23 116:15 116:19 117:15 officials 13:1 45:19 68:20 111:9 off-site 96:16 Okay 3:10 Ollin 68:9 once 38:12 52:2,6 53:2 93:8 102:7 ones 17:17 19:12 on-site 52:3 70:6 open 4:16 22:1 24:11 25:7 33:6 33:22 34:4 37:18 46:18 66:12 70:17 74:2 95:5 114:6 opened 31:24 32:2 98:1 operate 19:4 43:17 46:16 49:11 64:11 77:18 104:11 operated 20:21 44:4 53:7 60:9 64:22 93:3 operates 8:7 operating 8:10 9:7 9:13 11:4 46:20 51:1 65:9 81:15 113:18 operation 8:14,22 9:1 11:19 47:18 60:24 64:7 operational 15:20 60:11 112:15 operations 13:10 14:13 49:9 51:12 65:20 operator 114:18 opportunities 21:20 opportunity 4:17 11:24 12:17 15:15 22:21 29:1 35:8 35:18,20 43:6
---	---	--	--	---

49:24 54:19 67:22 68:1,23 76:15 79:5 85:10 86:10 95:8 99:23 100:5 103:9 110:20 oppose 5:17 option 11:14,21 50:13 options 11:9 oral 6:3,13 order 6:22 21:1 29:5 50:3 64:8 organization 11:1 40:22 50:22 58:20 70:16 79:13,14 81:2 85:13 91:12 112:17 116:4 organizations 12:24 19:7,22 41:4 68:18 70:2 78:9 79:21 80:16 91:2 95:6 99:9 organized 41:3 organizer 23:7 organizing 23:12 originally 68:20 orthopedic 98:21 99:12 Oscar 62:24 outpatient 8:15 58:16 96:12 outreach 19:9 57:14 76:20 77:6 91:7 104:8 outside 90:15 overall 10:17 21:2 21:21 73:2 overcome 19:18 oversight 59:6 owned 53:7 64:22 owners 48:23 49:1 114:19 ownership 1:7,17 3:20 4:6 11:10,20 12:20 23:22 25:5 25:23 28:15,23	29:2 30:11,20 31:9 36:12 43:15 46:23 47:4 49:15 59:12 62:15 64:5 66:24 67:21 68:2 68:21 71:17 75:15 75:24 82:3 93:20 96:22 103:24 104:21 105:22 107:11,21 108:10 109:5,14 110:2 owning 11:4 owns 14:10 30:14 107:15 109:8 <hr/> P packages 60:20 paid 70:7,19,19 painfully 27:22 paper 4:23 par 30:24 107:24 109:17 Paradise 46:6 paraprofessional 88:9 park 1:16,18,19 3:14,22 4:8 19:14 19:14 22:23,23 26:3 29:18 35:2 35:12 56:18,19,21 61:23 67:24 73:14 75:9,12 79:2,2 89:16,17 90:1 92:2,7,20 95:20 101:16 102:2 106:6 116:20 part 15:7 27:19 28:4 33:1 39:8,11 39:15,23 41:11 42:11,18 57:3 71:13 74:4,5,21 78:17 91:8 102:9 103:11 112:7,11 113:13,14 partera 89:18 parteras 83:2	partial 35:12 participate 52:10 94:14 102:19 participated 70:10 participating 17:11 participation 50:7 50:10 51:7 52:12 54:9 65:2 94:16 particularly 44:1 parties 4:17 partner 80:3 82:13 83:21 94:5 partnered 26:20 70:17 partners 19:3 77:22 78:24 79:21 85:21 86:14 partnership 46:9 71:5,24 82:10 89:2 90:18 92:24 94:8 partnerships 19:12 61:24 pass 112:24 passed 98:19 pastor 56:17 106:9 Pat 25:12,18 path 50:24 paths 87:14 patient 14:24 15:10 33:1,3 35:15 61:1 61:18 65:4 66:19 67:7 69:23 73:17 73:24 82:19 96:7 97:18 99:22 102:13 patients 10:2 11:3 13:5 14:18 15:11 16:8 18:16,23 23:15 25:3 29:7 32:3 33:13,15 34:15,19 36:10 37:21 38:19 49:23 50:5 54:11,12 59:16 60:17 67:17 67:18 68:6 69:16	70:1,5,23 78:11 83:3,20 84:4,12 84:20 88:5,13 96:6 98:15 99:8 100:1,15 102:22 113:21 115:22 Patricia 7:3,8,10 107:5 112:2 Patrick 108:20 Paul 89:8,11 106:9 Paula 118:4 Pav 72:5 92:18 93:5,21 pay 18:14 32:12,13 40:5,14 59:21,24 69:11 payers 10:21 paying 40:12 payment 10:22 payments 36:7 50:4 peers 42:7 pending 59:11 82:1 90:3 people 5:16 27:9 28:12 30:7 32:13 33:10 35:8,14,24 36:2,9 40:18,21 41:7,12 44:21 45:1 55:13 56:10 56:13 57:7,21 72:24 73:22 77:15 81:16,21 84:16 92:7 96:23 100:13 101:5,18 116:7 Peraica 106:16 perceived 40:15 percent 16:11,11 18:22,22 33:12,13 33:14 41:20 51:15 54:10,12 56:21 64:15 percentage 18:15 period 46:4 52:4 periodic 52:3 Perlmutter 76:11,12 76:13	permanence 82:15 permit 43:16 perpetuity 60:14 person 5:8 12:15 personal 15:13 39:20 40:21 82:6 86:20 94:9 105:1 personally 31:14 35:15,19 70:12 71:7 96:7 personnel 10:8 88:10 perspective 94:22 perspectives 115:14 philosophy 14:5,16 114:4 Phoenix 45:12,15 45:19 46:6 phone 5:5 physical 14:10 48:23 physicians 11:22 28:12,22 49:12,15 61:24 62:13,16 71:20 106:15 111:8 physiologist 77:12 Pilgrim 12:3,4,10 Pilsen 69:4 81:13 place 28:24 32:10 49:12 51:4 56:13 91:22 98:23 103:10 placement 71:15 places 11:2 25:1 plan 46:1 47:24 48:4,7 52:5,7,23 53:4,15 54:1,4 65:24 74:10 101:2 113:8 planning 1:15 3:19 4:15 43:10 48:2,4 63:11 64:17 plans 6:2 8:9 45:4 52:1,3,10,14 71:2
--	---	---	--	--

planted 88:20	99:16	proceeds 59:24	58:15 63:24 111:2	30:22 31:15 40:11
plate 84:19	pray 55:15	process 8:4 22:20	proposing 38:11	40:15 46:15 61:17
platform 85:21	prayer 112:5	37:5 61:3 112:4	prospect 113:12	62:20 71:1 76:2
played 91:8	predominately	proclaims 9:3,15	protect 29:5 32:11	81:2 107:22
please 5:12 6:13,17	81:13	10:3	59:15 61:4	109:15
6:24 55:24 103:22	prefer 83:3 117:10	professional 69:6	protected 6:4,8	provision 43:24
107:9 109:2	preferred 50:23	70:7 83:24 88:9	59:9	63:14
pleased 7:16 36:18	pregnant 83:7	118:17	protecting 78:24	provisions 59:15
80:15 95:15	prepared 6:10	professionals 14:12	protection 114:24	Proviso 26:3 27:12
pleasure 98:4	prescriptions 44:17	87:13	protects 5:21	67:24
100:12	presence 75:19	profitable 20:16	proud 13:18 16:21	Proviso-Leyden
pledging 81:20	82:14	34:10	19:3 23:2 49:13	106:8
point 12:15 26:9	present 2:1 4:17	profits 45:8	85:6 100:3 102:8	public 1:3,6 2:6 3:4
35:16 36:23 39:19	94:18 95:22	profound 87:21	115:15	3:5,11,12 4:13,14
112:13	presentation 6:11	program 27:1	proudly 69:5 83:11	4:16 5:8 18:10,16
points 54:6 111:23	6:17,21	52:11 54:10 71:9	proven 85:22	32:3 44:7,11 59:7
policies 14:13	presented 7:2	71:12,19 77:6,10	113:17	63:13 65:3 90:17
policy 43:5 44:6	presently 92:16	80:6 83:12 87:10	provide 5:14,16	110:21 117:6,8,17
60:7	preserved 59:1	88:21 93:23 94:12	9:13 13:20 14:6	118:6
Polner 92:11,12,13	president 12:11	94:16 98:19 99:13	17:2,21 18:11	publicly 61:21
poorly 101:22	15:17 25:19 61:13	programming 86:1	19:2 23:14 24:2	published 41:16
Pope 79:8,9,9	66:19 76:13 89:13	programs 9:22	30:23 33:21 34:5	42:1
population 17:9	89:14 106:7	17:12 18:24 26:24	40:19,24 42:6,10	publisher 58:18
44:11 56:22 69:23	110:13	27:5,7,8,9,10,13	42:13,16,20 57:9	purchase 13:22
93:15	pressed 45:19	57:14 62:1 67:8	60:16 62:1,5,18	14:15 15:6 47:6
populations 17:13	prevention 77:8	80:7 86:3,8,13	65:14 67:7,11,21	84:7 103:6
Portability 5:24	price 47:13,16	95:23 104:7 105:9	67:22 70:9 71:21	purchased 15:13
Porter 106:7	priceless 93:2	progress 52:5,9	73:2 76:16 82:11	45:12 47:15
portion 9:6	94:10	54:5	86:11 102:22	purchaser 47:6
position 22:16	prices 64:18	project 1:6 3:6,13	107:24	purchasers 8:24
80:11	prides 99:20	3:21 4:8,19,21 5:9	provided 17:23	purchasing 8:10
positions 70:6	primary 17:14	5:15,17 71:7	27:4 40:3,7 41:17	13:11
87:17 102:15	20:11 84:6 106:15	79:12 80:4 117:1	41:22 42:3 49:7	pure 115:6
positive 49:5 87:21	printed 4:23	projected 45:20	57:15 59:10 75:23	purpose 63:10,17
95:17 105:6,11	prior 7:23 39:11	projects 70:11	76:23 87:6	64:1,10
possible 6:14 24:2	48:12 53:6 68:21	promise 87:2 89:1	provider 83:15	pursuant 4:14
32:17 61:18 86:14	priorities 50:20	promote 10:4	113:16 114:10	pursued 47:5
89:1 91:21 98:16	privacy 5:22	promotes 77:7	providers 6:2 8:11	pursuing 101:2
100:19 112:6	private 90:18	99:24	9:8 10:1,12,17	put 15:3 22:15 51:1
potential 8:24	privilege 40:12	promoting 40:23	20:6 22:5 83:5,11	102:12 112:17
poverty 86:13	48:22	proper 65:14	111:11	115:17
practice 77:20 81:7	probably 36:6	property 40:12,14	provides 13:4 20:2	puts 9:9 85:19
83:2,10 101:4	problem 36:3	proposals 19:19	28:15 57:12 71:14	P-a-t-r-i-c-i-a 7:9
practices 49:19	procedures 44:18	propose 4:6	90:19 104:6	P-a-t-r-i-c-k 108:21
practicing 97:19	proceedings 1:13	proposed 3:5,12	105:11 114:21	P-a-u-l 89:11
practitioner 97:20	117:19 118:8	4:21 5:9 14:14	providing 24:23	P-o-l-n-e-r 92:13

P-o-p-e 79:10 p.m 117:21				
Q				
qualified 50:3 116:4	108:21	reforming 10:22	remain 36:19 50:3 62:7	resident 30:3 33:3 95:14 100:11 101:15
quality 15:9 24:18 34:14 35:23 36:17 49:17 62:11 63:12 67:23 73:2 81:3 85:16 86:9,24 88:16 96:6,18 97:8 102:21 105:10 107:23 109:16 113:18	real 25:7 102:7 112:15	refuse 40:18	remained 27:21	residents 14:3 24:3 24:8 26:6 28:18 33:16 36:17 44:1 44:2 45:14 46:12 47:21 67:23 68:19 75:20 78:22 79:1 82:22 83:18 91:17 94:21 95:21,24 104:5 114:24
question 42:23 47:22	realities 115:4	regain 93:18	remaining 6:21 9:12 10:11 11:14	resolution 106:11 106:13,14
questions 6:24 45:6 63:22 117:13,16	reality 10:20 36:3,4 36:5 41:2	regard 52:16 69:11	remember 95:18	resource 26:5 62:7 95:19 99:3 116:9
Quetsch 118:4	really 36:20 38:3,4 57:18 69:1 74:20 80:10 103:14	regarded 51:18	remind 116:22	resources 10:6,7 11:5,18 13:11 24:20 50:18 65:13 65:23 67:11 72:23 82:24 83:23 86:20 112:19
quickly 74:22	reap 100:23	regarding 1:6 8:4 23:22 43:14 46:22 49:20 50:1 111:2 114:4	reminding 63:9	respect 9:16 10:7 14:8 68:23 69:10
quite 111:4	reason 21:15 44:7 56:14 97:5	regardless 102:15	remiss 96:5	respectfully 29:3 68:3 76:4,8 104:13 116:9
quo 15:4	reasons 96:20	region 13:21 18:10 44:19 47:24	renovating 16:4	respecting 34:16
quote 64:4	receipt 3:20	region's 17:15 18:2	renovation 70:19	respective 31:1 108:1 109:18
quoted 42:22	receive 40:6 50:3 67:15 74:15	register 5:18 6:23	repay 115:18	respond 78:18
R	received 20:14 28:17 50:15 74:3 100:17 101:1	Registered 118:17	replacement 93:12	responder 75:18
R 106:9	receiving 59:7 73:20 74:11 88:16	registration 5:13	Report 1:13 20:4	responding 26:14 88:4
rac 81:5	recipients 22:6	regular 13:1 77:18 93:10	Reported 18:7 65:20 118:8	response 27:7 45:18 63:1,3,5 68:10 78:15 85:14 106:21,23 107:2 116:18 117:14
radiology 96:14	recognize 28:21 62:3 69:18	regularly 18:24 71:20 91:10	Reporter 6:17 110:24 118:5,17 118:17	responsibility 17:20 53:14 77:3 77:21 113:4
raise 24:17 64:18	recognized 17:8 49:18 50:16 69:21 83:9	regulations 51:22 64:1,3,19 65:12	Reports 58:18	responsible 7:21 35:10 48:11 56:2 88:3
raised 17:4 39:22 49:20 69:5 72:5	recognizes 17:20 24:22 116:2	rehab 20:9	represent 29:16,21 29:24 35:13 106:3	responsibly 47:1
raises 45:6 63:22	recognition 20:3,15 24:1 83:16 111:13	reimburse 19:1 22:5 60:5	Representative 106:18,24 107:6 108:16,23 110:8	
range 27:10 49:10 93:19	recognize 28:21 62:3 69:18	reimbursement 10:18	representatives 35:20 114:3	
ranked 18:4	recognized 17:8 49:18 50:16 69:21 83:9	reinforce 54:6	representing 30:6	
rapidly 69:22 87:5	record 3:17 13:13 14:19 63:21 113:17 116:24	reinvest 28:1	reputation 107:22	
rate 17:10	red 20:21	reiterate 111:22	reputations 30:18 30:21 107:19 109:12,15	
rates 41:17 42:2	redesign 43:10	related 53:10 65:3 65:5	request 5:9 29:3 31:11 68:3 104:19 108:13 110:4	
ratio 65:20	reduces 60:23	relations 13:12	require 33:5 37:17 64:3,10,19 65:12 66:5	
reached 15:21	reduction 44:16	relationship 97:21 105:2	required 48:5 60:13,15,18	
react 115:1	references 47:7	relationships 26:19 69:16 79:18 86:17	requirement 43:16	
read 3:17 58:11 107:7	referred 42:1	relative 4:18	requirements 1:14 3:18	
reading 75:7 103:20 104:16	reflecting 86:19 112:5	relevant 4:21	requiring 48:8	
	reflective 83:18	reliable 77:21	Research 43:5	
	reflects 70:4	relies 33:4 67:14 78:10	reside 89:16	
	reform 10:20 11:8 44:22	religious 7:11 19:7 78:10		
		relocated 93:7		
		reluctance 116:2		
		rely 47:1		

rest 9:9 restored 52:8 result 11:14 15:1 16:6 17:3 42:19 44:10 53:12,20 resulted 16:22 49:16 Resurrection 4:2 7:4,14,20 8:21 9:2 9:6,23 10:24 12:15,22 20:24 21:4,14 23:10,21 24:6,24 25:24 27:2,19,22 30:12 31:16 32:7 37:14 38:6 45:3 46:24 47:5,8,15,17 57:16 58:15 59:13 62:3 67:1,4,9 82:2 90:5 104:1,23 107:13 109:6 110:13,17 111:1 111:24 112:8,12 112:14 113:13 115:15 116:2 Resurrection's 92:6 returned 53:5 revenue 18:15 reverence 9:16 Reverend 106:9 revert 51:8 review 1:3 2:2 3:16 5:3,21 8:18 12:19 22:22 29:4 30:10 31:6,8,12 37:4,16 43:12 58:13 59:10 61:3 62:18 63:18 63:19,23 68:4 76:5 103:23 104:20 105:20,21 107:10 108:7,9,14 109:3,23 110:1,5 110:19 114:12 116:11 117:2 reviewed 5:1 52:21	revised 48:1 reward 10:22 Reyes 106:17 RHC 9:3,9,15,19 10:7 11:5,16 Richard 75:8,10 76:9 Rick 75:3 Ridge 29:18 right 18:1 38:5,12 38:13,23 56:3 84:17,18,24 89:10 98:1 113:24 114:1 rights 38:17 risk 9:10 risks 22:8 Rita 17:3 River 8:16 RN 98:20 Road 72:9 89:15 91:15 role 15:16 89:12 Ron 35:1 Ronald 34:22 room 45:18 46:2 65:10,11 84:6 101:17 rooms 91:10 Roosevelt 72:9 89:15 91:15 RPR 118:5 rules 3:15 31:7 46:22 108:8 109:24 run 25:9 45:22 77:11 runner 93:17 runs 8:8 <hr/> S <hr/> sadness 113:12 116:2 safe 99:21 safest 99:7 safety 44:19 49:17 52:21 65:4 75:20	sake 98:15 sale 8:4 33:19 47:13 58:15 59:23 63:24 64:14 111:2 111:7 112:1 San 8:13 15:14,22 16:7,10,15,22,24 17:9 22:18 Sandoval 29:11,12 29:14,21 satisfaction 15:10 40:21 save 111:19 saved 27:10 saving 34:13 Saviozzi 75:4,5 saw 35:19 56:12 saying 57:10 scale 10:11 scenario 60:7 Schaps 43:1,2,3,21 scheduled 4:11 54:2 117:1 scheduling 99:14 scholarship 93:22 94:12 school 16:13,15 20:12,13 71:14 schools 19:6 27:13 32:12 95:20 science 98:10 screening 78:3 screenings 27:4 104:8 Scripture 115:24 Seal 118:13 search 90:14 season 103:3 116:1 Second 2:4 5:4 46:24 114:2 117:9 secretary 110:15 sector 44:12 87:1,6 secular 21:6 secure 71:23 secured 47:17 securing 71:18	security 24:7 115:22 see 7:16 28:19 31:5 48:22 56:10,23 57:5,22 74:20 78:20 102:11 105:19 108:6 109:22 seeds 87:6 88:20 seeing 22:12 117:15 seek 50:13 58:24 seeking 23:11 63:19 93:18 104:19 seen 15:1 26:7 67:16 73:4 81:16 82:20 96:3 99:9 100:21 self-development 98:9 sell 45:4 Senator 29:15 66:9 107:6 108:17 senior 12:11 15:16 61:19 77:9,12,23 78:5,9 110:12 seniors 77:11,24 78:4 sense 111:18 sensitive 88:9 sent 59:4 117:7 serious 21:11 33:23 34:9 43:13,23 47:17 63:22 64:24 86:19 Serpico 34:22,23 35:1 36:15 serve 7:19 9:17 14:18 15:1,11,16 19:5 21:15 22:11 41:5 44:21 59:17 69:19 70:5,13 71:10 72:24 76:19 88:6 92:23 93:15 94:23 99:17 101:5 106:2 112:20	served 7:23 9:12 11:22 21:19 27:1 31:2 39:17 45:13 70:15 75:12 87:10 105:4,16 108:3 109:19 116:8 serves 9:19 14:2 21:17 33:12,15 54:12 70:22 86:18 89:22 98:6 111:15 service 14:6 30:4 31:15 33:2 44:1 46:13 47:22 49:17 62:20 69:12 83:7 83:16 88:7 89:5 96:6,19 97:1,17 102:19 104:7 114:16 116:10 services 1:3 2:2 3:16 5:2,21 8:20 9:22 11:6 12:19 13:4,19 14:5 15:9 16:5 19:1 22:22 30:9,22,24 31:6 31:12 33:9 36:24 37:3 40:3,5 41:11 43:12,24 44:10,14 44:16,24 45:10 47:21 48:9 50:5,8 58:13 59:2 60:9 60:14 63:14,15,18 66:19 67:7 75:22 76:3,6 83:17 86:2 88:15 90:19 97:3 101:16 103:23 104:20 105:19 107:10,23,24 108:7,14 109:3,16 109:23 110:5,19 111:20 113:22 114:12,22 117:2 service-oriented 86:7 serving 17:13,15 26:2,13 27:21 30:18 34:14 61:22
---	---	--	--	---

62:13 70:1 76:24 79:13 81:7 89:4 100:13 107:19 109:12 113:20 set 14:13 15:21 43:15 47:14 49:10 69:8 118:12 settings 10:19 seven 16:2 55:13 66:21 severe 10:16 shame 58:3 share 6:8 11:24 16:10 33:16 41:13 42:8 66:8 70:12 73:15 82:22 83:22 85:11 shared 70:24 Shehorn 25:12,13 25:18 shelter 86:11 Shield 58:22 shift 10:19 Shirley 32:20,22 short 55:7 65:6 shorthand 118:5,8 118:11,17 short-term 64:16 shoulders 25:2 showed 87:2 shut 32:1,4 side 24:4 29:17 31:21 40:13 sides 35:9 sign 5:12 25:16 84:9 significant 9:6 14:21 15:19 16:8 17:20 19:17 44:16 51:20 60:24 114:15 significantly 9:20 46:5 64:18 Silvia 106:10,22 similar 17:17 79:3 95:7	Similarly 46:7 simple 115:6 simply 15:3 41:7 51:1 sincere 111:2 Sincerely 108:16 110:7 single 55:12 58:5 single-branch 92:18 single-campus 20:13 singular 44:5 Sister 7:3,5,7,7,10 112:2 Sisters 7:12,13,14 7:15 10:15 34:24 57:18 sit 34:11 94:3 site 87:11 sitting 35:9 situation 9:23 36:4 38:8 situations 19:23 six 18:13 41:24 48:21 size 4:23 20:18 skeptical 81:22 skilled 99:2 skills 88:22 smaller 9:24 sneering 40:22 social 41:11 77:9 Society 72:7 solvency 15:23 soon 32:16 97:19 sorry 10:10 sought 11:16 soul 49:2 112:18 south 98:1 southwest 29:16 31:21 space 46:3 Spanish 85:9 speak 12:17,18 26:17 33:2 35:18	35:20 43:6 79:6 95:8 100:6 110:21 speaker 55:5 speakers 35:17 55:2 111:13 special 50:16 73:24 93:24 94:1 specializing 20:10 specific 39:24 59:15 60:9 65:7 Specifically 59:18 specifics 52:16 specify 38:13 Spectacular 91:15 spectrum 9:21 13:9 spelling 6:18 spend 65:24 spending 44:11 spent 18:14,19 26:12 39:9 spinal 20:10 spirit 23:20 31:16 32:6,6 spoken 111:6 spokesperson 6:19 sponsored 72:8 91:14 sponsors 10:14 sponsorship 7:19 93:22 sponsorships 95:23 Springfield 2:5 5:4 117:10 squarely 25:2 SS 118:1 St 8:11 106:9 stabilize 49:8 staff 19:5 26:11 28:19 48:24 60:19 61:12,14,17 66:23 73:18,23 80:8 82:21 94:3,4,5,9 99:1 116:7 staffed 17:14 staffing 60:21,23 65:6	staffs 83:24 stage 69:17 stake 28:23 39:20 84:24 stand 38:5 82:18 standard 65:14 standards 69:9 standing 35:10 stands 77:4 stark 20:17 start 19:12 25:14 63:9 started 13:21 35:3 97:18,21 101:24 state 4:10,11 10:21 20:12 22:23 29:14 29:16 30:2,6,7 36:5 37:3 43:8 50:12,19 51:4,9 51:18 54:17 64:19 64:24 65:18 66:9 107:6 108:16,17 108:22 110:7 114:20 118:1,7 stated 41:7 42:15 52:9 57:13 77:4 statement 9:3 10:3 57:10 72:22 states 13:6 17:11 20:6,14 114:10 state-of-the-art 93:16 status 15:4 20:7 49:21 50:2,14,22 51:2,11 52:8,17 53:5 54:20 58:23 stay 69:17 95:5 stemmed 52:20 Stenberg 106:5 Stenske 66:16,17 66:18 step 48:11 113:10 stepped 84:19 steward 10:5 stewards 10:9 stickers 12:7	Stickney 29:23 stipulated 46:21 story 100:21 strain 66:3 strategic 86:19 113:8 Street 2:4 4:7 5:3 72:9 91:15 117:9 strength 93:19 strengthen 10:11 21:1 79:16 strengthened 26:18 strengthening 14:20 28:7 stress 8:17 stretched 65:22 strides 26:18 strong 61:24 82:9 93:22 94:23 111:16 113:20 115:1 stronger 58:7 strongest 9:24 struggle 44:20 struggling 49:4 students 16:14,14 71:11,22 87:10,11 87:16,16 studies 99:15,16 study 11:11 41:19 submit 5:9 6:11 51:24 59:21 116:22 117:6 submitted 76:9 82:2 90:5 submitting 6:3 66:12 subsidies 9:14 suburb 46:6 suburban 9:14 12:20 14:16 15:18 17:19 19:10,17 20:17 21:19,24 22:15 23:1,23 24:15,21 25:6 30:11 31:3,21
---	---	---	---	---

37:13,17,22 38:11 38:22,24 39:22 42:18 43:18 45:4 45:7 46:12,20 47:2,19 48:9 54:22 64:7 82:3 84:8,13,23 89:24 90:6 95:4 96:22 96:24 101:19 104:21 105:2,17 106:1 107:12 108:4 109:5,20 suburbs 24:3 succeed 11:7 22:12 86:6 success 14:19 41:8 successes 27:16 successful 14:14 22:15 23:19 successfully 98:18 Suchy 95:11,12,13 suffered 44:14 sufficient 11:18 45:8 Suh 85:6 suitable 11:16 Sulik 97:14,15,16 summarizes 8:3 Summer 91:15 support 5:15 13:2 25:16,22 28:17 29:2 30:8 36:11 36:24 37:2 61:14 61:15,21 62:4,14 67:3,6,10 68:2,17 69:2 70:24 72:11 73:15 75:14 76:16 76:23 77:22 81:24 85:21 86:14 90:3 92:3 93:5,9,14,20 93:23 94:11 95:2 95:3,21 96:20 100:17 101:1,13 103:23 104:11,18 106:4,14,16,17,18 107:9 109:2	111:17 113:16 116:8 supported 4:22 72:20,20 supporters 7:16 12:8 110:20 supportive 94:19 95:15 99:14 supports 66:10,24 sure 33:8 37:9,10 surgeries 96:12 surgery 74:2 96:12 surprisingly 46:11 surrounding 78:22 101:6 survey 50:11,12,19 51:4,8,9,16 52:14 53:8,12,21 surveyed 51:2 52:18 surveyor 52:20 surveys 50:21 52:3 survive 22:10 sustain 27:23 36:1 sustaining 9:4 swiftly 32:15 system 4:3 7:22 8:13 9:9,9 15:14 15:17,19,21 16:3 16:19,20 20:1,12 21:2,21 23:10 28:4 34:4 36:13 39:16 44:9 57:3 64:18 65:22 66:2 84:11 100:18 112:8 113:1 systems 1:17 8:5 11:21 12:12 15:6 15:8 21:4,5,6,6 25:24 28:4 30:13 30:14 32:5 33:6 39:8,23 42:12,19 43:17 44:6 45:5 45:20 53:16,17 57:11 58:17 62:10 62:16 67:2,21	73:16 75:16 76:1 76:22 77:3,16 78:17 82:4 85:24 90:7 91:24 101:21 104:2,24 107:14 107:15 109:7,8 111:11 113:3,15 114:3 system's 10:14 15:23 84:10 112:18 S-a-v-i-o-z-z-i 75:5 S-c-h-a-p-s 43:3 S-h-e-h-o-r-n 25:18 S-h-i-r-l-e-y 32:22 S-i-s-t-e-r 7:8 S-t-e-n-s-k-e 66:18 S-u-c-h-y 95:13 S-u-h 85:6 S57990 1:1 <hr/> T table 13:9 tackle 72:16 take 11:17 22:7 28:24 32:9 40:21 49:24 51:22 57:21 58:2 66:8 83:19 taken 1:14,18 6:22 7:17 64:20 118:11 takes 35:14 38:23 41:12 talk 13:18 34:11 82:5 101:18 102:20,24 talking 19:19 56:20 103:1 targeting 12:8 task 43:8 Tax 40:10 taxes 18:14 40:12 40:15 teach 56:2 teachers 72:15 teaches 115:24 teaching 20:11 39:6	team 25:17 39:10 55:18,19 61:20 98:8 99:6,15 100:16 106:13 teams 14:11 Teamwork 55:17 technician 97:19 technologies 16:6 technology 28:2 techs 65:6 tell 66:23 95:15 tempered 113:14 tend 50:19 tentatively 4:11 term 38:20 111:20 terms 33:19 115:6 115:11 testify 5:19 24:9 38:10 68:16 101:13 testimony 1:13 5:15,16 6:4,12,13 6:16,21 7:1,1 8:3 35:3,7 55:2 75:7 76:16 85:11 108:22 111:5,12 111:16 115:12 116:16,17 118:12 Texas 8:13 17:10 66:3 113:19 text 6:10,12 thank 11:24 12:7 12:17 23:3 25:10 25:16 29:9 32:18 37:6 42:24 43:2,5 48:15 58:7 61:6 61:19 62:22 66:14 68:7,16 73:9 75:1 76:8 79:5 80:19 85:1 89:6 92:9 95:8 97:13 100:5 101:7,12 116:13 116:20 117:18 thanks 85:10 thin 65:22 thing 16:16 84:24	113:24 114:1 things 57:5 84:17 84:18 112:21 think 35:16 36:6 37:9 38:18 42:21 103:2 third 50:13 91:19 Thirdly 115:5 Thomas 106:9 thorough 61:3 thoroughly 63:19 thought 14:21 98:22 thousands 27:4 33:9 37:21 three 8:8 20:7 45:21 46:21 53:22 55:4 63:22 64:6 65:17 66:7 76:19 thrive 22:10 88:23 time 7:17 16:12 35:6,22,23 36:20 36:23 42:24 44:18 49:14 51:6,11 52:4,13,22 54:8 56:12,13 62:22 70:5 76:8 83:4 89:6 102:4,6 112:24 114:9,20 115:24 116:3 timely 8:17 29:4 62:18 68:4 76:5 116:11 times 25:1 timetables 52:1 tirelessly 69:20 84:3 today 3:5,12 8:23 12:18 13:18 16:14 16:19 19:19 21:8 24:4 25:22 30:3 35:7,17,19 36:8 37:2 38:10 42:24 56:11 66:22 68:16 71:11,20 75:14 76:16 79:6 81:23
--	--	---	--	--

85:11 86:4 87:15 88:18 90:3 92:14 94:2 95:9 101:13 101:18 103:14 111:6,16 116:21 today's 24:23 71:13 110:21 todos 56:9 told 55:17 74:10 tonsillectomy 96:10 Tony 106:16 tools 86:5 top 16:23 20:5 50:20 77:20 102:16 105:10,10 topic 40:8 torch 112:24 total 17:6,24 49:7 touching 77:14 tough 57:19 town 29:22 57:20 Township 26:3 27:12 67:24 track 13:13 14:19 113:17 tradition 62:10 99:20 traditional 69:5 83:4 train 83:23 training 71:15 86:1 86:3 87:1,7,9,14 87:24 88:12,18 transaction 8:16 12:16 59:6 60:8 111:13 transactions 31:10 59:3 transaction's 105:23 108:11 110:3 transcript 118:10 transfer 1:7,16 3:20 11:20 12:20 25:5,23 28:14,23 29:2 30:11 32:9	32:16 36:11 62:14 66:24 67:20 68:2 73:15 75:15,24 82:2 90:5 96:21 103:24 104:21 107:11 109:4 transferred 49:3 transferring 11:9 transition 111:17 transparent 61:3 transported 96:16 traumatic 20:10 treat 49:23 101:22 treated 69:10 102:16 treating 22:6 treatment 18:16 20:10 67:19 74:10 74:13,14 tried 112:21 Trip 12:3,10 true 72:22 78:24 84:5 118:10 truly 77:3 94:19 99:9 112:1 trusted 83:21 try 35:23,24 45:23 trying 79:17 turn 40:18 116:3 turnaround 16:1 turned 80:13 turning 22:1,24 67:18 two 4:22 6:16 8:8 8:20 9:8,20 13:7 19:23 21:3,14 30:14 33:22,22 35:4 41:22 45:18 46:21 47:13,21 50:2 56:17,20 58:15 64:8,23 65:16 73:7 74:6 81:6 89:18 94:2 107:15 109:8 type 60:7 99:8 102:11,23	typed 4:23 types 41:22 84:14 Typically 51:24 <hr/> U <hr/> ultimately 23:18 unable 8:21 9:10 uncertain 33:20 uncompensated 18:1 41:17,22 undergoing 50:11 underinsured 70:22 81:4 underserved 17:13 63:16 Understaffing 65:8 understand 3:7 31:17 67:9 68:23 80:13 87:13 understandable 81:21 understanding 8:2 21:8 understands 33:11 understood 87:4 88:15 underway 71:3 underwrite 93:11 undesirable 11:13 undocumented 81:9 unemployed 55:21 unfolds 44:23 Unfortunately 9:22 46:14 unheard 34:17 uninsured 17:9,10 17:16 27:11 60:17 70:22 81:4 82:12 104:8 union 23:9,11,16 23:18 35:21 38:6 58:12,17 59:5 unique 69:18 77:17 unit 65:8 98:21 United 16:24 17:11	20:6,14 University 46:9 53:7 98:10 99:13 unjustly 40:13 unmatchable 74:16 unprecedented 44:15 unsanitary 65:10 updated 52:21 upgrading 16:4 upper 18:4,11 urban 15:8 urban-based 15:5 urge 24:13 33:5 43:15 59:9 61:2 64:10 66:5 74:22 76:4 84:20 92:5 urged 59:5 urgent 45:21 85:14 urges 23:20 25:4 66:11 use 84:5 116:21 Usmial 92:15 usually 81:18,22 utilize 87:12 utilizes 70:6 U.S 20:4 <hr/> V <hr/> vaccinations 78:3 valid 6:5 validate 52:4 validation 50:21 Valley 46:6 valuable 115:11 value 47:14 59:8 115:7,14,16 values 49:10 Vanguard 1:7,17 3:23,24 4:5 8:5,7 11:20 12:12,13,22 13:15 14:1,10,19 15:13 16:17 17:4 17:8,19 19:20 21:3,9 22:7 23:21 24:6,10,11 25:1	25:24 28:3,5,10 28:15 30:13,14,16 31:18 32:5 33:5 33:20,20 34:3,5,9 36:12,23 37:17 38:11 39:8,11,23 40:22 41:6 42:11 42:19 43:17 45:5 45:9,12,17,19 46:1,4,10,14,17 48:8,23 49:6,9 53:15,17 55:10,18 57:8,11,13 58:4 58:16 59:14,19,21 59:24 60:13,15,18 60:20,22 62:9,15 63:21 64:6,11,15 64:23 65:15,18,24 66:5 67:2,21 69:14 71:17 73:1 73:4,16 75:16 76:1,22 77:3,16 78:17,23 80:11 82:4,6 83:19 84:7 84:18 85:24 89:21 89:23 90:7,8,21 91:20,24 95:16 96:23 97:6,10 100:18 101:21 104:2,11,23 105:13 107:13,15 107:17,20 109:7,8 109:10 111:11 113:9,15 114:3 Vanguard's 13:19 24:17 30:20 40:1 54:22 72:19 92:19 109:14 variety 115:14 various 12:14 91:18,24 93:4 94:5 95:23 99:3 vast 44:8 Velasquez 80:21,22 80:23 113:23 verbal 4:18
---	--	---	--	---

verified 52:6 53:2	78:6	12:20 14:16 15:18	75:19 76:1 82:3	82:20 83:23 88:24
verify 64:3	want 5:14,16 8:17	17:19 19:10,17	84:8,13,23 90:6	89:20 90:8 91:22
VHS 4:1	12:23 25:13 55:18	20:17 21:19,24	95:5 96:22,23	95:1 96:1 98:4,23
viability 28:16	55:20 56:10,15	22:15 23:1,23	101:19 103:24	99:4,6,8 100:3
60:12	57:4,21 58:5 63:9	24:3,4,15,21 25:6	104:3,6,10,22	101:21 102:8,11
viable 11:9,14	68:15 74:12 82:5	29:17 30:11 31:3	105:7 106:12,13	103:9,12 110:22
21:22 47:10 62:7	83:15 88:2 102:3	31:20 37:13,17,22	107:12 108:4	worked 12:13
vibrant 49:4 91:18	wanted 38:10 49:24	38:11,22,24 39:22	109:6,20 110:15	23:24 32:23 38:4
vice 12:11 25:19	66:8 80:10,14	42:18 43:18 45:4	110:16 112:7,14	38:6 82:11 83:10
66:19 76:13	wanting 5:8	45:7 46:12,20	112:17 113:5,12	91:1 99:1 102:1
110:12	wants 28:4	47:2,19 48:9	113:15 115:9,20	worker 37:13 77:10
victims 17:5	warmth 74:15	54:21 64:7 82:3	116:3,6	workers 38:24
view 84:7	watching 92:3	84:8,13,23 89:24	Westlake's 33:2	workforce 13:16
views 78:23	way 16:24 29:8	90:6 95:4 96:22	we're 15:4 79:12,14	26:11 49:1 70:4
Villa 106:10,22	33:7 60:10 76:7	96:24 101:19	80:15 103:10	72:3 86:2 88:13
village 1:18 27:14	102:14 111:19	104:21 105:2,17	we've 16:2 22:17	114:7
29:19,23 75:11	Wayne 20:12	106:1,15 107:11	22:18,18 67:6	working 12:15
81:14 116:20	ways 34:13 93:2	108:4 109:5,20	WHEREOF	17:16 23:9 28:8
Villita 29:19	102:20	117:9	118:12	34:18 36:2 38:3
Vincent's 8:11	week 57:24	Westlake 1:7,16	wide 22:1 115:14	52:13 55:8 58:2
violations 65:1,5,7	weekly 78:3	3:13,21 4:1,3,4	widely 40:20	69:13 70:3 72:18
65:9	weight 93:17	8:5 9:14 12:21	wife 89:17	76:18,21 80:4
virtually 41:21	weights 93:13	14:16 15:18 17:19	Williams 103:19,20	87:23 98:21
vision 10:24 11:2	Weiss 13:23 14:8	19:11,17 20:18	104:15,16	101:24
49:10	14:11 18:4,19,22	21:19,24 22:15	willing 22:7 98:14	works 14:17 84:3
visit 35:8 96:9	30:16,21 46:7	23:1,22 24:15,20	113:5,10	world 20:2,4
102:10	48:20,24 49:2,3,7	25:6,17,20,21,23	willingness 83:17	world-class 20:8,9
vital 22:11 36:24	49:10,12,16,21,22	26:2,12,15,21	wish 5:19	worried 55:14
75:23 88:16	52:17 53:6,16	27:24 28:4,7 29:3	wishes 116:16	worst 36:7,7
vitality 106:1	54:8,12,14,20	30:12 31:3 32:23	witness 9:3,10	worth 115:9
Vivian 101:9,10,15	71:3 76:14,18	33:1,4,6,10,12,12	115:13	wouldn't 94:22
voice 23:12,17	77:5,11,23 78:8	33:15,19 34:10,18	witnessed 74:19	Wow 12:6
25:22 29:1 38:7	78:22 107:17,21	35:3,14,15 36:2	women 27:11 83:7	write 58:14
68:1	109:10,14	36:12,15 39:22	83:14	written 4:18 5:9
voices 34:16	welcome 7:13	42:18 43:18 45:4	wonderful 96:19	6:3,6 108:24
volumes 10:18	22:20 26:16 84:8	45:7 46:13,20	99:3	116:23 117:7
voluntary 52:12	96:15	47:2,18 48:10	Woodson 23:5,6,7	
volunteer 87:12	welcoming 54:21	54:22 55:9,10,17	114:8	Y
volunteers 80:8	92:2 106:11	57:2,15 61:12,20	Worcester 8:12	Yarbrough 103:18
86:21	wellness 67:8 77:7	61:22 62:4,15,17	words 41:20 42:15	103:21 104:13
V-i-v-i-a-n 101:11	87:22 93:8,9 94:6	64:8,11 65:23	work 11:23 22:14	106:19
	94:20	66:20,21,23 67:1	22:21 23:13 50:21	yard 92:2
W	well-being 9:18	67:4,11 68:2	55:16 58:6 67:12	Yards 81:14
waits 44:16	10:1 28:9 62:2	73:15,17,18,20,23	68:18 69:19 70:23	year 16:23,23 17:4
walk 26:8	well-run 33:17	74:3,4,4,7,15,17	74:1 78:8 79:15	18:20 33:10 35:4
walking/knitting	west 2:4 5:3 9:14	74:21,23 75:6,16	79:21 80:17 82:7	37:14 39:8 42:12

43:9,9 45:17	\$1.5 66:1	15 8:7 13:6 32:24	25 61:13	8th 117:3
70:20,23 71:3	\$100 17:23	37:15 56:18 68:22	25th 1:19	8-9 4:11
77:14 86:4 91:20	\$115 66:2	16 118:19	26th 1:20	80 18:22 26:4 54:12
years 8:1 12:13	\$120,000 54:4	17 39:10	27 39:9	56:21
13:14 16:2 20:16	\$125,000 71:18	1700 37:21	28 16:11	85 35:3 36:16 56:21
20:22 21:16 25:21	\$162,000 17:5	19th 117:6	29 75:12	104:5
26:4,18 27:20	\$166 20:23	1927 61:23		8500 77:15
28:6 32:8,24 33:7	\$2 19:24	1960s 85:13	3	
33:22,22 34:5,17	\$20,310,500 4:9	1983 52:20 98:1	3 41:15	9
35:2,3 36:16	\$21,000 72:5	1989 81:12	30 44:3 73:21	9th 117:3
37:15,18,23 38:1	\$26 53:18	1990 39:18	30th 42:13	9:23 1:20
38:14 39:9,10,11	\$3.6 42:14	1996 6:1	31 23:8,20 24:22	
40:9 41:15 42:11	\$300 17:24	1997 9:20	25:4 63:8	
43:19 44:3,13,23	\$325,000 17:7	1998 53:9 112:8	33 33:14	
45:12 46:2,19,21	\$450 16:3		34 54:10	
46:21 48:5,10,21	\$6,000 72:7	2	36 16:11	
49:3,6 51:23 55:9	\$60 49:7	20 18:17,21 33:12		
55:12 57:20 58:23	\$69 65:16	51:15 58:23 79:22	4	
61:13 64:6,8,12	\$900,000 53:1	98:5,13 102:5	40 33:13 95:14	
65:17 66:22 67:5	\$950 13:16	20,000 13:8	400 53:9	
67:18 68:22 70:10	0	2000 13:21 30:16	4500 16:18	
70:14 73:21 74:20	084-003733 118:5	39:8 90:21 107:17	47 64:15	
75:12,13 76:19	1	109:10	5	
77:5 79:22,22	1 37:14 41:20	2002 13:23 30:17	5 39:11 75:13	
80:3,11 82:11	1.5 45:21	53:6,16,18,23	5,000 13:17	
89:20 93:3 95:14	1/2 4:24 16:11	97:22 107:18	500 16:14 77:14	
97:16 98:5,12,13	41:15	109:11	510(c)(3) 85:12	
99:1,18 100:11	10 3:6 28:6 33:7	2003 15:15 16:13	525 2:4 5:3 117:9	
101:24 102:5	34:5 37:18,23	16:18	55 18:22	
104:5 105:4	38:1,14 43:19	2005 98:22	6	
112:21 115:16	46:19 48:10 55:12	2006 41:15	6th 118:13	
YMCA 72:5 92:14	64:12 101:24	2008 33:14 70:17	6,000 16:19	
92:17,18,19 93:5	10-year 24:10 25:6	2009 17:22 52:19	6/10ths 41:20	
93:7,21 94:5,9,15	34:5 66:11	52:22 53:24	60 24:7 55:20	
94:22 95:9	10-013 1:6 3:13,21	2010 1:20 4:11	60 24:7 55:20	
YMCA's 92:23	1000 1:19	51:15 54:3 117:3	62761 2:5 5:4	
young 38:2 93:17	11 4:24 25:21	118:14	62761-001 117:10	
Z	12 27:20 67:5	2011 53:2	7	
ZIMMERMAN	115:16	2013 118:19	7 20:1	
91:5	12th 29:15	21st 71:4	7th 51:15	
Zimmermann 89:8	12,000 20:1	21,000 70:22	782-3516 2:5 5:6	
89:9,11	12:05 117:21	217 2:5 5:6 117:12	785-4111 117:12	
Z-i-m-m-e-r-m-a...	1225 4:7	225-bed 4:6	8	
89:12	125 16:14	23 8:1 39:9	8 4:24	
\$	13 35:2	24 77:12		
		24th 110:8		