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ORIGINAL**

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

In Re:)
)
Public Comments Regarding)
Application to Transfer) Project No. 10-014
Ownership of a 234-bed acute)
Care hospital, West Suburban)
Medical Center.)

**REPORT OF PROCEEDINGS had and testimony
taken in accordance with the requirements of the
Illinois Health Facilities Planning Act on an
application to transfer ownership of a 234-bed
acute care hospital, West Suburban Medical Center,
taken at Oak Park, Council Chambers, 123 Madison
Street, Oak Park, Illinois, on April 26, 2010, at
the hour of 1:22 p.m.**

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HEALTH FACILITIES &
SERVICES REVIEW BOARD

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PRESENT:

**ILLINOIS HEALTH FACILITIES and SERVICES REVIEW
BOARD, by**

MS. KAREN HALL,

Second Floor

525 West Jefferson Street

Springfield, Illinois 62761

(217) 782-3516

appeared as Public Hearing Officer.

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1 HEARING OFFICER HALL: Good afternoon.

2 Can everybody hear me?

3 THE AUDIENCE: Yes.

4 HEARING OFFICER HALL: Good.

5 Good afternoon.

6 My name is Karen Hall. I'm with the
7 Illinois Department of Public Health. I'm here
8 today to conduct a public hearing on the proposed
9 project known as 10-014, West Suburban Medical
10 Center, Oak Park, Illinois.

11 As per the rules of the Health Facilities
12 and Services Review Board, I would like to read
13 the legal notice into the record: In accordance
14 with the requirements of the Illinois Health
15 Facilities Planning Act, notice is given of
16 receipt to transfer ownership of a hospital,
17 Project 10-014, West Suburban Medical Center, Oak
18 Park, Illinois.

19 Applicants: Vanguard Health Systems,
20 Incorporated; Vanguard Health Management,
21 Incorporated; Vanguard Health Financial
22 Corporation, LLC; VHS West Suburban Medical
23 Center, Incorporated; Resurrection Health Care
24 Corporation, and West Suburban Medical Center.

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1 The Applicants, Vanguard Health entities,
2 propose to acquire ownership of the 234-bed acute
3 care hospital, located at 3 Erie Court, Oak Park,
4 Illinois. The cost of the project is \$21,139,500.

5 Consideration by the State Board has been
6 tentatively scheduled for the June 8 through 9,
7 2010 State Board meeting.

8 A public hearing is to be held by the
9 Illinois Department of Public Health pursuant to
10 the Illinois Health Facilities Planning Act. The
11 hearing is open to the public and will afford an
12 opportunity for parties at interest to present
13 written and/or verbal comment relevant to the
14 project.

15 All allegations or assertions should be
16 relevant to the need for the proposed project and
17 should be supported with two copies of
18 documentation or materials that are printed or
19 typed on paper size 8 1/2 by 11.

20 A copy of the application may be viewed at
21 the Illinois Health Facilities and Services Review
22 Board Office at 525 West Jefferson Street, Second
23 Floor, Springfield, Illinois 62761.

24 Any person wanting a public hearing on the

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1 proposed project must submit a written request for
2 such to the address that I just read to you.

3 If you have not done so, please sign in
4 using the appropriate registration forms. One
5 form is for individuals who want to provide
6 testimony in support of the project. Another form
7 is for people who want to provide testimony who
8 oppose the project. The last form is for
9 individuals who want to register their attendance
10 who do not wish to testify.

11 To ensure that the Illinois Health
12 Facilities and Services Review Board's public
13 hearing protects and maintains the confidentiality
14 of an individual's health information, covered
15 entities, as defined by the Health Insurance
16 Portability Act of 1996, such as facilities,
17 hospital providers, health plans, and health care
18 clearinghouses, submitting oral or written
19 testimony that discloses protected health
20 information of individuals shall have a valid
21 written authorization from that individual. The
22 authorization shall allow the covered entity to
23 share the individual's protected health
24 information at this hearing.

1 Those of you who came with prepared text for
2 your presentation may choose to submit that text
3 without giving testimony. However, if you are
4 giving oral testimony, please be as brief as
5 possible. When I say "brief," preferably 1 1/2 to
6 two minutes because we have an overwhelming amount
7 of people here.

8 Those of you who came prepared with text --
9 with prepared text for your presentation, you may
10 choose to submit that text without giving
11 testimony, as I read before.

12 When you make your testimony and your
13 presentation, please give the court reporter the
14 spelling of your complete name.

15 If there's a chief spokesperson for the
16 Applicant, we would like that individual to make
17 the first presentation. The remaining testimony
18 will be given in the order of the names on the
19 register.

20 Please hold all of your questions and
21 applause until the end of the testimony and until
22 all the testimony has been presented.

23 Okay. Is there a someone from the Applicant
24 who wishes to make the first presentation?

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1 That would be Patricia Ann --

2 MS. KOSCHALKE: Koschalke.

3 HEARING OFFICER HALL: -- Koschalke.

4 MS. KOSCHALKE: Good afternoon.

5 I am Sister Patricia Ann Koschalke,

6 P-a-t-r-i-c-i-a A-n-n K-o-s-c-h-a-l-k-e.

7 I am a member of the religious congregation
8 of the Sisters of Holy Family of Nazareth. I have
9 with me Sisters of the Resurrection, Sisters of
10 Christian Charity, and Sisters of the Holy Family
11 of Nazareth. As you can see, they took the front
12 seats. We don't -- you know, usually in church
13 everybody sits in the back. This is front row
14 seats.

15 I would also like to thank all of you for
16 coming this afternoon to listen to this
17 presentation on the importance of the certificate
18 of need, which you have taken time out of your
19 daily busy schedule to be with us this afternoon.

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

24 Prior to my board experience, I served as

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1 chief executive officer of Holy Family Medical
2 Center for 23 years, where I gained a deep
3 understanding of the health care needs of the
4 communities.

5 My testimony summarizes the mission
6 discernment process regarding the sale of Westlake
7 Hospital and West Suburban Medical Center to
8 Vanguard Health Systems, Incorporated.

9 Vanguard currently operates 15 hospitals,
10 including two in the Chicago area, and runs three
11 managed care plans.

12 The company has experience purchasing and
13 operating faith-based health care providers:
14 St. Vincent's, a Catholic hospital in Worcester,
15 Penn -- I'm sorry, Worcester, Massachusetts, and
16 Baptist Health System in San Antonio, Texas.

17 All assets associated with the operation of
18 both hospitals and the outpatient campus in River
19 Forest are included in this transaction.

20 I want to stress that a timely and efficient
21 review and approval of this certificate of need is
22 essential to the continuation of health care
23 services at these two facilities. Resurrection
24 Health Care will be unable to continue operation

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1 of the facilities as they exist today; and despite
2 much effort, no other potential purchasers have
3 expressed interest in continuing the operation of
4 these facilities.

5 Resurrection Health Care's mission statement
6 proclaims, "RHC exists to witness God's sustaining
7 love through compassionate, family-center care."
8 A significant portion of Resurrection Health
9 Care's operating losses are associated with these
10 two hospitals.

11 Keeping these providers in our system puts
12 the rest of the RH system at risk. We will be
13 unable to witness love through compassionate,
14 family-centered care in the communities served by
15 our remaining hospitals and facilities if we
16 continue to provide operating subsidies to West
17 Suburban and Westlake.

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

22 The community that RHC serves has expanded
23 significantly since 1997 -- from two hospitals to
24 eight hospitals and a broad spectrum of other

1 services and programs.

2 Unfortunately, given our financial
3 situation, Resurrection now needs to focus on a
4 smaller market area and our strongest providers to
5 improve the health and well-being of patients in
6 those core markets.

7 Finally, our mission statement proclaims:
8 "We promote a climate that empowers all of us to
9 effectively steward our human and financial
10 resources." RHC has very limited resources with
11 respect to capital and management personnel.

12 As good stewards, we are at a juncture at
13 which we need to scale down to strengthen our
14 remaining providers and focus on assuring our
15 long-term ability to continue our mission. As one
16 of the leaders of the system's sponsors, this is
17 very important to me and to my fellow sisters.

18 Market forces in a severe economic downturn
19 are affecting many providers. Overall volumes and
20 net reimbursement are down and a continued shift
21 to nonacute care settings is evident.

22 National health care reform is now a
23 reality. State and federal governments and other
24 payers will be reforming payment mechanisms to

1 reward high-quality, integrated, evidence-based
2 care.

3 The vision for Resurrection Health Care is
4 to become an accountable health care organization.
5 This vision places more importance on keeping
6 patients healthy and coordinating their care than
7 on owning and operating acute care hospitals.
8 RHC must focus its limited resources on fewer
9 markets and services and build enhanced
10 capabilities needed to succeed in this new
11 environment of health care reform.

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

19 RHC sought to identify a suitable buyer to
20 take over the hospitals, one who would have
21 sufficient resources to invest and assure their
22 continued operation into the future.

23 We believe the transfer of ownership to
24 Vanguard Health Systems is the best option for the

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1 communities served by these facilities, the
2 physicians, and the employees who work there.

3 Thank you for the opportunity to share this
4 important message with you.

5 (Applause.)

6 HEARING OFFICER HALL: David Pope.

7 MR. POPE: My name is David Pope. I'm
8 the President of the Village of Oak Park.

9 I want to thank all of you for being here
10 and for your commitment to and dedication to the
11 important need for providing high-quality health
12 care here in our community. I will acknowledge
13 right off the bat that 43 years ago I was born at
14 West Suburban.

15 (Applause.)

16 MR. POPE: Madame Chair, thank you for
17 your time and your energy here today. Appreciate
18 it.

19 I'm going to read from a letter that I sent
20 to Mr. Galassie, chairman of the Health Facilities
21 and Services Review Board, on March 12th regarding
22 the West Suburban Medical Center transfer of
23 ownership to Vanguard Health Systems,
24 Incorporated.

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1 "Dear Mr. Galassie:

2 "West Suburban Medical Center is a
3 foundational institution here in Oak Park and for
4 the entire region, and we rely heavily upon the
5 full range of medical services provided there.
6 Many residents, particularly in the adjacent
7 economically challenged Austin neighborhood of
8 Chicago, have few, if any, other immediately
9 accessible options to address their critical
10 medical and emergent care needs.

11 "West Suburban is an exceptionally important
12 and high quality provider of critically needed
13 medical care services. It is also the largest
14 private employer in Oak Park, one of the larger
15 cities in Illinois, population 53,187. In turn,
16 the continued viability and success of West
17 Suburban is central to our public health as well
18 as to our economic well-being and the stability of
19 our region as a whole.

20 "In its relatively short tenure as owner of
21 WSMC, Resurrection Health Care has made a
22 significant commitment to our community and to the
23 residents of its entire service area. With the
24 construction of a brand new, state-of-the-art, \$24

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1 million emergency room facility, Resurrection has
2 provided our region with a critical health care
3 asset that can serve all residents of this area
4 for generations to come.

5 "At the same time, Resurrection now is
6 experiencing tremendous financial challenges.
7 They have clearly communicated their inability to
8 continue to sustain the debt and operating losses
9 associated with WSMC and their entire system. And
10 yet, for our community and our region, the closure
11 of West Suburban Medical Center would be
12 unthinkable and a profoundly unacceptable
13 response.

14 "In turn, we understand Resurrection's
15 effort to address its financial challenges by
16 seeking to sell WSMC to another health care
17 provider. Such a transfer would not be
18 objectionable, provided that, one, West Suburban
19 Medical Center remains an ongoing concern; and,
20 two, WSMC continues to offer the critically needed
21 high quality medical and emergent care services
22 upon which residents of this entire area rely,
23 including providing needed levels of charity care
24 to continue to serve our most vulnerable

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1 residents.

2 "The proposed transfer of WSMC to Vanguard
3 Health Systems, now under consideration by the
4 Health Facilities and Services Review Board,
5 should offer a number of benefits for our
6 community and for the region.

7 "Resurrection has highlighted Vanguard's far
8 greater capacity to make the additional
9 investments necessary to preserve and further
10 enhance West Suburban's level of care. Vanguard's
11 track record of investment and commitment to
12 continued provision of quality care is also
13 welcome.

14 "Nearly as important as the quality of care
15 is their reputation as a national leader in terms
16 of employee satisfaction. Satisfied employees
17 contribute to a work environment that ensures both
18 high quality care and enhanced commitment to the
19 community. That Vanguard has also committed to
20 retain all employees during this transition period
21 is a positive consideration.

22 "Finally, their commitment to continue to
23 provide significant levels of charity care is a
24 critically important condition in the evaluation

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1 of this request for a certificate of need to
2 facilitate a transfer of ownership.

3 "In summary, West Suburban Medical Center is
4 a critically important regional institution.
5 Given that Resurrection's financial circumstances
6 make either a transfer or closure of WSMC
7 inevitable, such a transfer of ownership is the
8 only acceptable answer.

9 "To the extent that Vanguard commits to
10 continue to provide needed services as outlined
11 above, we will welcome them as a critical new
12 partner in our effort to advance the collective
13 public health of the residents of Oak Park and of
14 all those throughout our entire region.

15 "Thank you very much for your continuing
16 service to all the people of our state."

17 (Applause.)

18 HEARING OFFICER HALL: Trip Pilgrim.

19 MR. PILGRIM: Thank you. Good
20 afternoon.

21 Again, I see all the supporters with the
22 "Yes" buttons. Thank you for coming out this
23 afternoon and taking the time this Monday.

24 My name is Trip Pilgrim. I'm senior vice

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1 president and chief development officer for
2 Vanguard Health Systems. I have worked for
3 Vanguard now for over nine years in various
4 capacities. I am the company's point person in
5 working with Resurrection as we move this
6 transaction forward.

7 Thank you for the opportunity to speak today
8 as the Illinois Health Facilities and Services
9 Review Board considers the proposed transfer of
10 ownership of West Suburban Medical Center and
11 Westlake Hospital from Resurrection Health Care
12 Corporation to Vanguard.

13 I want to begin by expressing my deep
14 appreciation for the many community organizations,
15 elected officials, and regular citizens who have
16 already expressed their support for these
17 applications.

18 Our company provides health care services to
19 a diverse group of patients and communities
20 through 15 hospitals and facilities located in
21 four states, including two facilities here in
22 Chicago.

23 Our more than 20,000 employees bring to the
24 table with them a broad spectrum of experience --

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1 from clinical care, operations, contracting, and
2 finance to purchasing, human resources, and
3 community relations.

4 Our company also has a track record of
5 investment and growth. Over the last five years,
6 Vanguard has funded capital expenditures of over
7 \$950 million in our facilities nationwide, and we
8 have grown our work force by approximately 5,000
9 employees.

10 I am proud to be here today to talk about
11 Vanguard's desire to expand the services we
12 provide in the Chicagoland area. Our commitment
13 to this region first started in 2000 with the
14 purchase of MacNeal Hospital in Berwyn and
15 continued in 2002 when Weiss Memorial Hospital
16 joined our family.

17 Vanguard embraces the communities which it
18 serves and is committed to ensuring that residents
19 never have to leave their community to find access
20 to the highest level of care and services. That
21 is our philosophy, and that is the level of
22 service we will -- we do and will provide.

23 As was, and still is, the case with MacNeal
24 and Weiss, we respect our hospitals' autonomy and

1 firmly believe in maintaining local authority.

2 Vanguard owns the physical assets of MacNeal
3 and Weiss, but it is our teams of local
4 administrators, medical professionals, and
5 employees who own the operations, set the
6 policies, and help make the hospitals successful.

7 If the proposed purchase is approved, we
8 will bring the same philosophy to West Suburban
9 and Westlake because we know this is a model that
10 works for our hospitals and the patients they
11 serve.

12 Vanguard has a long track record of success
13 in strengthening the hospitals we own through
14 sufficient capital investment -- significant
15 capital investment and thought leadership that
16 enhances their efficiency and, most importantly,
17 improves clinical care, and the experience for the
18 patients.

19 The communities we serve have seen health
20 care improve as a result of our efforts. Simply
21 put, we do not buy hospitals to maintain the
22 status quo or to close them.

23 We're committed to developing urban-based
24 integrated health delivery systems. Therefore, we

1 purchase hospitals as part of our desire to
2 develop these urban systems, to improve their
3 clinical care, enhance the quality of services,
4 increase patient satisfaction, and grow the number
5 of patients we serve. To that end, I have a lot
6 of recent and personal experience.

7 When Vanguard purchased the Baptist Health
8 System in San Antonio, Texas, in January 2003, I
9 had the opportunity to serve there in a senior
10 role and eventually became the president and CEO
11 of the system.

12 Like West Suburban and Westlake, Baptist
13 Health System was facing significant financial and
14 operational challenges when we acquired it. We
15 set ambitious goals for the system and reached out
16 to San Antonio's diverse community with the goals
17 of ensuring the system's solvency, improving its
18 clinical care, and involving the community in its
19 turnaround.

20 In the last seven years, we have made
21 capital investments of over \$450 million into the
22 system, including upgrading and renovating
23 facilities, expanding services, and acquiring new
24 clinical technologies. The result was many

1 clinical firsts for the City of San Antonio and a
2 significant growth in the number of patients we
3 cared for. In Bexar County alone, our market
4 share grew from 28.5 percent to almost 36 percent.

5 We also own a nursing school in San Antonio.
6 In 2003, there were 125 students. Today, we have
7 over 500 students being trained at that school.

8 Growth is a good thing, especially for
9 creating jobs. When Vanguard acquired the Baptist
10 Health System in 2003, there were approximately
11 4,500 employees employed by BHS. Currently, there
12 are over 6,000 employees working there.

13 I'm also proud to say the culture we
14 developed in San Antonio has resulted in Baptist
15 being among the top contributors year in and year
16 out to the United Way of San Antonio.

17 The BHS family also was among those leading
18 efforts in San Antonio to provide assistance to
19 coastal evacuees as a result of hurricanes
20 Katrina, Rita, and later Ike. This year, our
21 entire Vanguard family, the entire company, raised
22 \$162,000 for Haiti, which the company matched for
23 a total contribution of \$325,000.

24 Vanguard also recognized the challenges

1 facing San Antonio's uninsured population, as
2 Texas has the highest uninsured rate in the United
3 States.

4 Among participating in numerous other
5 community-based programs committed to serving
6 historically underserved populations, we helped
7 form a fully staffed primary care center devoted
8 exclusively to serving the region's working
9 uninsured. It is this experience and similar ones
10 from throughout the country that we bring with us
11 to West Suburban and Westlake hospitals.

12 Vanguard recognizes the significant
13 responsibility that we have to provide care to the
14 entire community we serve. In 2009 alone, our
15 hospitals and health care facilities provided
16 approximately \$100 million in charity care and
17 over \$300 million of uncompensated care across our
18 systems.

19 Right here in Chicagoland, among the
20 region's largest hospitals, including
21 not-for-profits, MacNeal and Weiss are
22 consistently ranked in the upper echelon of
23 hospitals that are most committed to charity care.
24 This was reported on by Crain's Chicago Business

1 just this past October.

2 According to data collected by the Illinois
3 Department of Public Health, our hospitals in this
4 region continue to rank in the upper echelon of
5 those who provide charity care in the Chicagoland
6 area.

7 MacNeal was one of six Chicago-area
8 hospitals that pays taxes and spent a larger
9 percentage of its revenue on a combination of
10 charity care and the treatment of public aid
11 patients compared to the majority of the area's 20
12 largest non-profit hospitals.

13 The same data indicated that Weiss also
14 spent more on charity care last year than half of
15 the area's 20 largest non-for-profit hospitals.

16 In addition, nearly 80 percent of Weiss
17 patients and 55 percent of MacNeal's patients are
18 either Medicare or Medicaid beneficiaries,
19 programs that regularly fail to reimburse for the
20 cost of services that we provide.

21 Our hospitals are proud partners with the
22 communities in which they operate. Our doctors,
23 nurses, and staff serve on the boards of
24 neighborhood charities, schools, community

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1 organizations, and religious groups. This
2 includes the Alivio Medical Center here in
3 Chicago, Chicago Health Outreach, Apna Ghar, just
4 to name a few.

5 Our investment in West Suburban and Westlake
6 will allow us to continue and expand these
7 partnerships, start new ones, and ensure that
8 critical medical care continues to be available in
9 the Oak Park and Melrose Park communities.

10 Let me make clear that the challenges facing
11 West Suburban and Westlake are significant and
12 will be difficult to overcome. Moreover, the
13 proposals we are talking about today are very
14 different than that which Vanguard is currently
15 involved in Detroit, Michigan. That is because
16 these are very different organizations and the two
17 situations are very different.

18 The Detroit Medical Center is a \$2 billion,
19 seven-hospital system with over 12,000 employees.
20 It is widely recognized as providing top clinical
21 care and has been identified by both US News and
22 World Report and the Leapfrog Group as among the
23 top clinical providers in the United States.

24 The DMC has three magnet status nursing

1 hospitals, a world class children's hospital, and
2 a world class rehab hospital specializing in the
3 treatment of traumatic spinal injuries.

4 Also, the DMC is the primary teaching system
5 for Wayne State Medical School, the largest single
6 campus medical school in the country. They have
7 received national recognition for its electronic
8 medical record. And, finally, the DMC has been
9 operating in the black for the last seven years.

10 In stark contrast, West Suburban and
11 Westlake together are a fraction of the size of
12 the DMC. They are financially challenged
13 facilities. Both hospitals have operated in the
14 red for the last five years and together lost a
15 combined \$166 million in that time frame.

16 As you have heard, Resurrection approached
17 us after concluding that in order to strengthen
18 their overall system, they needed to divest these
19 two facilities. In addition to Vanguard,
20 Resurrection contacted other systems, including
21 non-for-profits and for-profit systems, Catholic
22 systems, and secular systems.

23 Other than Vanguard, there was no interest.
24 It was our understanding then, and it is still our

1 understanding today that if Vanguard had not been
2 interested, then the future existence of these
3 facilities as they are currently configured would
4 have been in serious jeopardy.

5 But we are interested. As does
6 Resurrection, we believe that these two hospitals
7 have a reason to exist and can continue to serve
8 their communities for years to come. Also, given
9 the neighborhoods that MacNeal Hospital serves are
10 close to those neighborhoods which are currently
11 served by West Suburban and Westlake, we believe
12 there are opportunities to gain some efficiencies
13 that can make the overall system more viable.

14 We have done our due diligence and made our
15 offer to acquire West Suburban and Westlake with
16 our eyes wide open. Turning around these
17 facilities will not be easy, and the challenges
18 will be many, not the least of which is the
19 continuing ability of Illinois Medicaid to
20 reimburse providers at some level approximating
21 the cost of treating Illinois Medicaid recipients.

22 However, Vanguard is willing to take on
23 these challenges and the risks that come with them
24 because we believe these facilities cannot only

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1 survive, but can thrive. We believe these
2 hospitals are vital to the communities they serve
3 and are committed to seeing them succeed.

4 We are fully aware of the financial
5 investment and work that will be needed to be
6 successful at West Suburban and Westlake to put
7 them in a position to grow in the future because
8 we have done it before. We've done it here in
9 Chicago, and we've done it in San Antonio,
10 Arizona, and Massachusetts.

11 As the process moves forward, we welcome the
12 opportunity to work with the Illinois Health
13 Facilities and Services Review Board, appropriate
14 State agencies, Oak Park, Melrose Park, and
15 neighboring communities in turning West Suburban
16 and Westlake into facilities that we can all be
17 proud of.

18 Thank you very much.

19 (Applause.)

20 HEARING OFFICER HALL: Pat Shehorn.

21 MS. SHEHORN: My name is Pat Shehorn,
22 P-a-t S-h-e-h-o-r-n.

23 I want to start by thanking all of you.

24 It's an overwhelming show of support, the hundreds

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1 of you who came here, giving up your time, not
2 only in this room, but those of you who are
3 viewing us in room 101. Thank you so very, very
4 much.

5 I am the executive vice president and chief
6 executive officer at West Suburban Medical Center.
7 I have been at West Suburban Medical Center for 15
8 months, and I am here to voice my complete support
9 of this certificate of need application for the
10 transfer of ownership of West Suburban Medical
11 Center from Resurrection Health Care to Vanguard
12 Health Systems, Incorporated.

13 West Suburban Medical Center has been
14 providing high quality care to the communities of
15 Oak Park, River Forest, and Austin since 1914.
16 West Suburban is a local institution and a
17 resource for health care needs in our community.

18 We are a hospital that boasts a loyal
19 medical staff and an incredible dedicated
20 auxiliary. Many of our physicians are graduates
21 of our internal medicine or family medicine
22 residency program and have not only remained here
23 to serve the community, but they have also become
24 a part of the community, living here, raising

1 their families here, and becoming actively
2 involved in initiatives both within the hospital
3 and within our community.

4 The level of health care and health
5 expertise offered at West Suburban is second to
6 none. We are graced with national leaders in
7 their respective fields and innovators in medical
8 advancement. These physicians have had options to
9 go elsewhere, but they have remained at West
10 Suburban because they are vested in the hospital
11 and committed to the hospital's success.

12 This long-term dedication is shared by our
13 employees, who have also spent the greater part of
14 their careers at West Suburban Medical Center and
15 who are also residents of our local communities.

16 I have been privileged to see the pride and
17 commitment displayed by the many physicians and
18 employees during my time at West Suburban Medical
19 Center.

20 Our staff has embraced the diversity within
21 our community and worked hard to address the
22 different challenges and struggles that the
23 community faces when trying to access health care.

24 In addition to the -- in addition to the

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1 compassionate care our staff provides to all who
2 come to us for health care, we have implemented
3 programs such as Reach Out that demonstrates our
4 commitment to the long-term well-being of the
5 people of our community.

6 Through this program alone, we have been
7 able to help almost 1,000 individuals each year
8 identifying primary care providers so that they
9 can access routine health care services, and we
10 have provided about 600 connections each month
11 linking people in our community to employment,
12 food, and housing resources.

13 We operate one of the busiest emergency
14 rooms, caring for 50,000 members of our community
15 each year when they need us the most. And the
16 caring and generosity of our employees extends far
17 beyond our walls, as our staff collect food and
18 clothing for local agencies throughout the year.
19 We are committed to this community.

20 Unfortunately, our financial losses outweigh
21 our ability to continue in our current state.

22 Six years ago Resurrection Health Care
23 acquired West Suburban Medical Center, and since
24 that time has invested well over \$74 million in

1 our facility. These investments have been
2 tremendous and are appreciated by our physicians,
3 staff, and certainly our patients.

4 However, Resurrection Health Care is no
5 longer able to sustain the financial losses of
6 West Suburban Medical Center and its other
7 hospitals. Even with the generous support and
8 pledges that we have received from our auxiliary
9 throughout the hospital's existence, it simply is
10 not enough.

11 We nonetheless remain committed to our
12 community and realize that the community is
13 depending on us. As the largest employer in Oak
14 Park, we know that our employees are depending on
15 us to identify the best options for our
16 sustainability.

17 We feel strongly, as does our medical staff,
18 community leaders, and employees that the transfer
19 of ownership to Vanguard is the best option for
20 West Suburban.

21 I urge the Illinois Facilities and Services
22 Review Board to expeditiously review and approve
23 this certificate of need. Our physicians, our
24 employees, and our community are counting on West

1 Suburban to continue to be a vibrant force in our
2 community, to be the employer of choice, to fuel
3 the local economy, and to carry out our long
4 tradition of quality care and compassionate
5 caring.

6 Thank you very much.

7 (Applause.)

8 HEARING OFFICER HALL: Laura Drake.

9 MS. DRAKE: Good afternoon.

10 My name is Laura Drake, and I'm an organizer
11 with AFSCME Council 31. Our union has been
12 working with employees of the Resurrection Health
13 Care System who are seeking to form a union so
14 that they may have a voice in the decisions that
15 affect their work lives and their ability to
16 provide high quality care to their patients.

17 These union activists are motivated by a
18 belief that a genuine voice for employees through
19 a union will lead to higher quality and ultimately
20 more financially successful hospitals.

21 It is in this spirit that AFSCME Council 31
22 urges the Board to demand more from Vanguard and
23 Resurrection regarding the change of ownership of
24 Westlake and West Suburban hospitals.

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1 Employees of Westlake and West Suburban have
2 worked with little recognition and are under
3 increasingly difficult conditions to provide the
4 best possible care to the residents of the west
5 suburbs and the west side of Chicago.

6 Today you will hear from many of these
7 employees about why they deserve more from
8 Vanguard and Resurrection than a mere 60 days of
9 job security.

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

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

24 AFSCME Council 31 recognizes the challenge

1 of providing health care in today's difficult
2 market. But this deal between Resurrection and
3 Vanguard places the burden of difficult times
4 squarely on the shoulders of the dedicated
5 employees and patients.

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

12 Thank you.

13 (Applause.)

14 HEARING OFFICER HALL: Excuse me. Do
15 you have two copies?

16 Tina Devito.

17 MS. DEVITO: Tina Devito, T-i-n-a
18 Devito, D-e-v-i-t-o.

19 Good afternoon.

20 My name is Tina Devito. I have been a
21 registered nurse for 20 years and have worked at
22 West Suburban Hospital in the family birthing
23 center for 15 of those years.

24 I really appreciate the opportunity to

1 testify today because making sure that West
2 Suburban survives is so important to me. I urge
3 the Board to require Vanguard Health Systems to
4 keep the hospital open for a minimum of 10 years.

5 I choose to work at West Suburban Medical
6 Center because I want to serve the diverse
7 community and patient population that requires --
8 that relies on this hospital for their medical
9 care.

10 I continue to work there despite the fact I
11 have a very long commute. I have a busy home life
12 with four children. It would be easier to go
13 anyplace closer, but I love what I'm doing, and I
14 love where I am, and I just want to make sure that
15 we remain open.

16 I believe that this is where my skills are
17 most needed, and that's why I am so distressed
18 about the limited two-year commitment that
19 Vanguard has made to the hospital. It's less than
20 the modest three-year requirement in the Board
21 rules, and I think it's certainly less than what
22 the patients and employees deserve.

23 I know that Vanguard has said it will
24 continue to provide charity care to people who are

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1 eligible, and that's a very positive step. But I
2 feel if the hospital closes in two years, I'm not
3 sure how generous that actually will be.

4 Vanguard's actions at other hospitals add to
5 our concerns. In Phoenix, Vanguard has bought
6 hospitals in a community like West Suburban which
7 served a diverse population. Shortly after the
8 purchase, the corporation tried to close the ER,
9 but was stopped by community opposition. Several
10 years later, they closed the hospital and leased
11 out the space. I would hate to see that happen to
12 a wonderful hospital like West Suburban Hospital.

13 I am here today to urge the Board to take
14 action because I don't want this to happen.

15 Thank you so much.

16 (Applause.)

17 HEARING OFFICER HALL: Brian Lemon.

18 Excuse me. Do you guys actually have two
19 copies of your testimony?

20 AUDIENCE MEMBER: We'll bring it down.

21 HEARING OFFICER HALL: Okay.

22 Brian Lemon.

23 Frank Molinaro.

24 AUDIENCE MEMBER: Brian Lemon is on

1 his way up.

2 AUDIENCE MEMBER: Frank Molinaro is on
3 his way down.

4 MR. MOLINARO: My name is Frank
5 Molinaro, M-o-l-i-n-a-r-o.

6 I am the chief executive officer at Weiss
7 Memorial Hospital. Over the last six years, it
8 has been my privilege to see the collaborative
9 efforts between Vanguard Health Systems, as the
10 owners of the physical assets of Weiss, and the
11 medical staff and employee work force, who are the
12 owners of the heart and soul of Weiss.

13 This collaboration has transformed Weiss
14 over the last several years from a hospital
15 struggling to survive into a vibrant leader in the
16 community with a very positive future.

17 Over the last eight years, Vanguard has
18 provided Weiss just under \$60 million in total
19 funding to stabilize and improve the facility and
20 its operations. More importantly, Vanguard has
21 given Weiss a long-range vision, a set of values
22 to operate under, and the freedom to the
23 physicians and employees to make Weiss a place
24 that we are all very proud of.

1 At the same time, our employees and
2 physicians have assumed the ownership of the
3 culture at Weiss, which has resulted in major
4 advances in our safety, quality, and service
5 levels. So much so that we are recognized as
6 having industry best practices in many different
7 areas.

8 Recently, concerns were raised regarding the
9 deemed status of MacNeal and Weiss. MacNeal nor
10 Weiss has ever been limited in their ability to
11 admit and treat Medicare or Medicaid patients.
12 Nevertheless, I want to take this opportunity to
13 address any confusion regarding the deemed status
14 of the two facilities.

15 In order to remain qualified and receive
16 payments from the federal government for their
17 services to Medicare and Medicaid patients, all
18 hospitals must meet the Medicare conditions of
19 participation.

20 A hospital may demonstrate its compliance
21 with the Medicare conditions of participation by
22 undergoing a survey of accreditation by CMS or a
23 State survey agency, such as IDPH.

24 A third option is to seek deemed status

1 through accrediting institutions who have received
2 special designation from CMS -- the most
3 recognized of which is the Joint Commission.

4 Because of the limited resources of CMS and
5 State survey agencies, they tend to limit their
6 priorities on complaint investigations, validation
7 surveys, and infrastructure work. This leaves the
8 deemed status organizations designated by CMS as
9 the preferred accreditation path for most
10 hospitals.

11 Simply put, a hospital operating under
12 deemed status is surveyed under an approved
13 nongovernmental agency such as the Joint
14 Commission in place of CMS or a State agency.

15 If at any time a hospital does not meet the
16 Medicare conditions of participation, that
17 hospital's survey jurisdiction can revert back to
18 CMS or a State survey agency such as IDPH. This
19 means that the hospital does not have deemed
20 status during the time the deficiencies with the
21 building or operations are addressed. I found
22 this to be a fairly common occurrence here in
23 Illinois.

24 As a matter of fact, on April 7th, 2010,

1 over 20 percent of the hospitals in Illinois were
2 under the survey jurisdiction of IDPH, including
3 some of the most highly regarded facilities in the
4 state.

5 Because of the age of many of the hospitals
6 in Illinois and the significant cost of getting
7 the hospitals compliant with the most recent fire
8 codes and other regulations, it can often take
9 months to years to address all of the
10 deficiencies.

11 Typically, hospitals submit corrective
12 action plans with timetables of completion to
13 IDPH. Once IDPH chooses to accept the action
14 plans, they will conduct periodic on-site surveys
15 over the time period to validate the hospital's
16 progress on its action plan.

17 Once IDPH has verified full completion of
18 the action plan, they will notify CMS and deemed
19 status will be restored.

20 Most hospitals choose to maintain their
21 voluntary survey participation with the Joint
22 Commission while at the same time working to
23 complete their action plans under IDPH.

24 With regard to the specifics of MacNeal's

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1 and Weiss' deemed status -- MacNeal was surveyed
2 by IDPH in May of 2009. There were deficiencies
3 noted by the surveyor that stemmed from a 1983
4 building being reviewed against updated Life
5 Safety Codes for the first time in 2009.

6 The plan to address those deficiencies has
7 been approved by IDPH. The expected cost is
8 900,000, and the expected completion date is July
9 2011. Once IDPH has verified to CMS that those
10 corrections have been completed as per the
11 corrective action plan, it is expected that
12 MacNeal's deemed status will be returned.

13 Prior to its acquisition in 2002, Weiss
14 Hospital was owned and operated by the University
15 of Chicago. During a survey conducted by IDPH in
16 May of 1998, over 400 deficiencies were
17 identified. Most of the deficiencies were related
18 to building improvements.

19 As a result, survey jurisdiction was moved
20 to IDPH and the responsibility of carrying out the
21 corrective action plan was assumed by Vanguard
22 Health Systems when it acquired Weiss in 2002.

23 Vanguard Health Systems has invested \$26
24 million since 2002 to bring the facility up to

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1 code; however, further deficiencies have been
2 discovered during these efforts, and as a result,
3 the facility has been under the survey
4 jurisdiction of IDPH on three occasions since it
5 was acquired in 2002 with the most recent being
6 April 2009.

7 The current plan of correction for further
8 building improvements is scheduled to be completed
9 by November 2010 at an estimated cost of \$120,000.
10 IDPH has accepted the plan of correction and is
11 monitoring our progress

12 Key points I'd like to reinforce include:
13 At no time since acquisition has Weiss or MacNeal
14 been excluded from participation in the Medicare
15 program. More than 34 percent of MacNeal's
16 admissions are Medicare patients and more than 80
17 percent of the patients Weiss serves are either
18 Medicare or Medicaid patients.

19 Both Weiss and MacNeal have maintained their
20 accreditation with the Joint Commission throughout
21 their ownership time. They are currently both
22 fully accredited and compare very favorably with
23 State and national benchmarks.

24 I appreciate the opportunity to address any

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1 confusion about the deemed statuses at Weiss and
2 MacNeal and look forward to welcoming West
3 Suburban and Westlake to the Vanguard Chicagoland
4 family.

5 Thanks for your time.

6 (Applause.)

7 HEARING OFFICER HALL: Brian Lemon.

8 MR. LEMON: Good afternoon, everyone.

9 My name is Brian Lemon. I am the chief
10 executive officer of MacNeal Hospital, a community
11 teaching hospital in Berwyn.

12 As many of you know, MacNeal became part of
13 Vanguard Health Systems in the year 2000. I
14 personally have spent 23 of the last 27 years as a
15 member of the management team at MacNeal,
16 including 17 years prior to its becoming part of
17 Vanguard and five years following.

18 So I know and have known MacNeal Hospital
19 directly and intimately both before and after its
20 conversion from a freestanding non-for-profit
21 hospital to being a part of a multi-hospital
22 investor-owned system, Vanguard. I also live in
23 the community served by MacNeal, less than a mile
24 from the hospital, and have since 1990.

1 My point in giving you this background is
2 that I have direct experience and a personal stake
3 in some of the issues or concerns that have been
4 raised about West Suburban and Westlake becoming
5 part of Vanguard Health Systems.

6 The specific concern that I'd like to
7 address at this hearing today has to do with
8 Vanguard's commitment to charity care. Now, by
9 "charity care," I mean, health care services
10 provided to folks who have no health insurance or
11 inadequate health insurance that does not fully
12 pay for their care and cannot pay for the services
13 that they receive.

14 The amount of charity care provided by
15 hospitals has been a topic of great interest,
16 debate, and concern for a number of years now.
17 Tax-exempt hospitals have been criticized unfairly
18 for not providing enough charity care to justify
19 the privilege of not paying property taxes. On
20 the flip side, investor-owned hospitals that do
21 pay property taxes are incorrectly perceived as
22 not providing charity care.

23 The notion that investor-owned hospitals
24 turn their backs on people in need and refuse to

1 provide free care is one of the most damaging and
2 widely held misperceptions out there.

3 Some people take satisfaction in looking at
4 an organization like Vanguard and promoting the
5 notion that because it is for-profit or owned by
6 investors, it will by definition not provide free
7 care to those in need.

8 The reality is that hospitals, all
9 hospitals -- whether organized as non-for-profit
10 or as investor-owned -- are organizations of, by,
11 and for the communities they serve.

12 Our mission at MacNeal and Vanguard is very
13 simply stated: "To help people achieve health for
14 life." Crucial to our success in delivering on
15 this mission is that we make a commitment to our
16 communities, and key to that commitment is being
17 part of the social services and health care fabric
18 that takes care of people in need.

19 I'd like to finish by sharing some facts
20 with you.

21 First, three-and-a-half years ago, in
22 December of 2006, the Congressional Budget Office
23 published an analysis of the rates of
24 uncompensated care provided by nonprofit hospitals

1 as to compared to investor-owned hospitals. The
2 CBO study found a difference of only six-tenths of
3 1 percent. In other words, virtually no
4 difference in the amount of uncompensated care
5 provided by the two types of hospitals.

6 And just six months ago, Crain's Chicago
7 Business published this article that analyzed the
8 rates of charity care provided by Chicago area
9 non-profit hospitals and investor-owned hospitals.
10 Crain's highlighted the fact that local
11 investor-owned hospitals in the Chicago area
12 provide as much as and often more charity care as
13 compared to their nonprofit peers.

14 Then bringing it even closer to home, a
15 final fact that I can share with you is that at
16 MacNeal, the amount of charity care we provide has
17 actually increased during the years that MacNeal
18 has been part of Vanguard Health Systems.

19 In our current fiscal year that will end
20 June 30th, I expect MacNeal to provide
21 approximately \$3.6 million in charity care. This
22 figure is stated at cost. In other words, it is
23 the cost of the free care that we will provide.

24 So in conclusion, will having West Suburban

1 and Westlake become part of Vanguard Health
2 Systems result in a decrease in the charity care
3 these hospitals provide to their communities? It
4 should be clear from these facts that the
5 resounding answer to that question is, no, they
6 will not.

7 Thank you for your time and attention.

8 (Applause.)

9 HEARING OFFICER HALL: Father Salmon.

10 MR. SALMON: Good afternoon.

11 My name is Father Ed Salmon, just like the
12 fish.

13 I'm a Roman Catholic priest, and I've served
14 as a parish priest at one of Oak Park's parishes,
15 St. John's Parish, for the past 25 years.

16 We have provided pastoral ministry to the
17 hospital. We have assisted the present pastoral
18 staff. Of course, we have many of our
19 parishioners who are there as patients. I've been
20 there myself over those years five times as a
21 patient.

22 I have also been involved for the past
23 several years with some of the employees that you
24 have heard from and will hear from about some of

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1 the difficulties they've had, and my own father
2 once worked in the maintenance department at West
3 Suburban for 15 years.

4 I come not opposing Vanguard. They have
5 done some very, very good things, and it seems we
6 don't have much of a choice anyway if we want to
7 maintain the services that West Sub and
8 Resurrection have so well provided.

9 My concern is for a long-time commitment.
10 The employees -- of course, the jobs are paramount
11 in our community. Many of the employees that I've
12 met with are single parents. This is their only
13 hope. There aren't many jobs available. The
14 medical care and coverage that they get is
15 essential.

16 I'm also concerned about Vanguard's
17 commitment. While they say they have served well
18 and their record seems to be good, it seems that
19 they're only committing to our community for a
20 very short time.

21 Now, while we will have national health
22 coverage, that doesn't kick in for several years,
23 and you're more aware than I am that there are
24 still many millions who will not be covered by

1 that. I'm afraid that many of those men, women,
2 and children are residents of our communities.
3 What will happen if this provider is not here?

4 They have made a long-time commitment
5 elsewhere. I'm aware of that. I think our
6 community is worthy of that and deserving of that
7 and definitely in need of that.

8 Your own mandate calls that you make sure
9 that the underserved and the indigent are covered,
10 and that is my main concern. How will we serve
11 those in our community who are really in need?
12 Because a community can really only judge itself
13 on how it cares for their weakest brothers and
14 sisters, and so we hope that you will somehow make
15 sure that that is ongoing for our community.

16 Thank you.

17 (Applause.)

18 HEARING OFFICER HALL: Ethel Barbee.

19 AUDIENCE MEMBER: Perhaps you could
20 give the name of the next person in line to speak
21 so that person can get in position and move up to
22 the podium quickly.

23 HEARING OFFICER HALL: Good
24 suggestion.

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1 MS. BARBEE: Good afternoon.

2 My name is Ethel Barbee, and I'm a
3 registered nurse. I have been a nurse for 30
4 years, 14 of those years at West Suburban
5 Hospital.

6 Today, I urge the Board to require Vanguard
7 Health System to keep the hospital open for 10
8 years. I also believe the Board should ensure
9 that Vanguard is committed to making a serious
10 investment in providing improvement for our
11 hospital. The employees and the patients deserve
12 a real commitment for the future of our hospital.

13 I am very concerned that Vanguard has not
14 made any commitments to invest in improving our
15 hospital, and the commitment to the employees is
16 only 60 days. In Detroit, Vanguard is providing
17 serious commitment, including an agreement for 850
18 million in upgrades.

19 In order for West Suburban to better serve
20 the patients and to succeed financially, we need
21 investment in better staffing and equipment.

22 Experienced employees are a great asset in any
23 business, but especially in health care.

24 Retaining experienced staff is not just a question

1 of profitability, but of patient safety and
2 quality care.

3 The other critical issue is having enough
4 staff. No amount of expensive marketing can
5 overcome the problems of a hospital having
6 inadequate staffing.

7 I can tell you from my own experience that
8 inadequate staffing compromises patient care and
9 limits the nurse's ability to act as an autonomous
10 professional. This is why many of us have been
11 working to form a union. We need a voice to
12 improve our patient care and safety of care that
13 we provide.

14 By investing in better nurse staffing and
15 working with us as professionals, Vanguard can
16 improve the quality of care, and as a result, the
17 financial performance of the hospital. This will
18 ensure that the communities who rely on the
19 services of West Suburban can continue to have
20 access to critical services.

21 I hope that the Board will act to protect
22 patients and require Vanguard to make a serious
23 commitment to West Suburban Hospital.

24 Thank you for your time.

1 (Applause.)

2 HEARING OFFICER HALL: Dr. Michael
3 DeHaan, and following will be Senior Carol.

4 MR. DeHAAN: Thank you for this
5 opportunity.

6 I'm Dr. Michael DeHaan. I've been on staff
7 at the medical center there for 19 years now, and
8 I'm currently president of the medical staff.

9 In addition to my support, I can assure you
10 that my colleagues support this certificate of
11 need application. Our medical staff is committed
12 to provide the highest level of patient care
13 possible.

14 I'd like to thank the senior leadership team
15 of West Suburban for providing me with the
16 opportunity to publicly announce my support for
17 the application.

18 West Suburban has been serving the community
19 of Oak Park and River Forest and Austin for nearly
20 100 years. We have a long history of providing
21 quality care that we take great pride in.

22 My colleagues and I wholeheartedly support
23 the transfer of ownership of West Suburban Medical
24 Center to Vanguard Health Systems.

1 We recognize the significant contributions
2 that Resurrection Health Care has made to the
3 hospital, including the construction of a much
4 needed emergency department; however, we also
5 understand that Resurrection Health Care is no
6 longer in a position to support the financial
7 losses of West Suburban and its other hospitals.

8 As a medical staff, we are united in
9 providing care to this community. We, in fact,
10 are the community. Many of us have chosen to live
11 in the community and fully recognize the
12 importance of working with West Suburban Medical
13 Center. We have entrusted the care of our own
14 families and friends to the hospital and will
15 continue to do so in the future.

16 Our community relies on West Suburban
17 Medical Center to be present and deliver the best
18 possible medical care. As physicians, we also
19 rely on the hospital to deliver on this same care.
20 We are committed to partnering with Vanguard to
21 protect the legacy of care that we have all
22 contributed to over the years.

23 I am confident that what is proposed in this
24 application will further enhance the high level of

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1 health care delivery provided to all of our
2 patients, provide continued employment
3 opportunities, and ensure our legacy of care --
4 that this legacy will be preserved.

5 I want to especially stress my hope that the
6 Board will review and approve this application in
7 a timely manner so that the transition to new
8 ownership can occur quickly so that we will be
9 able to continue to provide for the health care
10 needs of the community.

11 Thank you very much.

12 (Applause.)

13 MS. COOK: Hello. My name is Sister
14 Carol Cook.

15 HEARING OFFICER HALL: S-r.

16 MS. COOK: S-r is sister. Thank you.

17 HEARING OFFICER HALL: Senior.

18 MS. COOK: Well, that fits too. You
19 can see that.

20 HEARING OFFICER HALL: Before you
21 speak, I want to make sure the next two people are
22 ready, to move this along.

23 Deborah Davisson and Margaret Fulkerson.

24 Okay. We're done.

1 MS. COOK: Thank you for the
2 opportunity to be here and to speak about this
3 very, very serious proposition.

4 I am a sister of Charity of the Blessed
5 Virgin Mary. I live here in Oak Park. I've been
6 here for 17 years. I also have made use of the
7 medical services of both West Suburban Medical
8 Center and Resurrection Health Care.

9 I am opposed to the sale of West Suburban
10 Medical Center to Vanguard Health Systems, unless
11 Vanguard provides assurances to patients and
12 employees that the hospital and all its current
13 services remain open for at least 10 years.

14 I have experienced and observed the impact
15 that the sale of a hospital has on a community,
16 the medical staff, and the patients.

17 Resurrection Health Care was meant to carry
18 out a vision put forth by Cardinal Bernardin to
19 create a network of Catholic hospitals that could
20 thrive and better carry out their healing missions
21 by working together. Sadly, that reality has
22 fallen short of the vision.

23 Instead of greater charity, the corporation
24 reduced care to the uninsured. Instead of

1 respectful treatment of workers, the corporation
2 worked to silence those that raised concerns. I
3 have observed this as well as read about it.

4 Now, Resurrection Health Care wants to sell
5 two of its eight hospitals to Vanguard Health
6 Systems, a for-profit corporation. We believe
7 that represents an abandonment of the vision of
8 Catholic health care in the Chicago area.

9 On a practical level, it also means
10 abandoning to market forces the thousands of
11 patients who have relied on West Suburban Medical
12 Center, which serves thousands of minority and
13 lower-income patients every year. The majority of
14 patients are on Medicare or Medicaid.

15 Once West Suburban Medical Center is owned
16 by a for-profit corporation, the legal obligations
17 change. It will not be accountable to State laws
18 related to charitable trusts and does not need to
19 conform to a charitable mission, and, indeed, it
20 is easier for a for-profit corporation to close a
21 hospital.

22 That's why we need a real commitment now to
23 ensure that our communities will continue to have
24 access to medical services regardless of ability

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1 to pay and that the hospital will be there over a
2 long period of time.

3 Thank you.

4 (Applause.)

5 MS. DAVISSON: Hi. My name is Deborah
6 Davisson, D-e-b-o-r-a-h D-a-v-i-s-s-o-n.

7 Good afternoon.

8 I'm standing before you as the vice
9 president of patient care services at West
10 Suburban Medical Center. I have been at West
11 Suburban for nine years.

12 I am here today as a nursing leader to
13 support the certificate of need application for
14 the transfer of ownership of West Suburban Medical
15 Center from Resurrection Health Care to the
16 Vanguard Health systems. I can also tell you that
17 the nursing staff supports this transfer of
18 ownership as well.

19 Our nursing staff is very dedicated to
20 providing the highest quality care to the
21 communities of Oak Park, River Forest, and Austin.
22 We recognize there's a great need for medical care
23 in our communities, and we see firsthand every day
24 the impact that we're able to have on people's

1 lives.

2 We are grateful to Resurrection Health Care
3 for their significant contributions during the
4 past six years, but we understand that they are no
5 longer able to support the financial losses both
6 for us and the other hospitals.

7 We also need investments, and that's what we
8 are looking forward to having with Vanguard. It
9 is these investments that are needed in order for
10 us to continue to grow and thrive. Although we're
11 not a trauma center, our emergency department is
12 very busy. It's the busiest in the Chicagoland
13 area.

14 We have worked hard with our community to
15 provide them with both education and resources to
16 improve their health, and we certainly understand
17 the importance of preventive and primary care. A
18 transfer of ownership at this time will allow us
19 to continue our work in the community and to be
20 here for the community.

21 I urge you to review and approve this
22 application in an efficient and timely manner so
23 that our nursing staff and all of our employees
24 can continue to provide medical care and service

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1 to meet our community needs.

2 Thank you.

3 (Applause.)

4 MS. FULKERSON: Hello. I am Margaret
5 Fulkerson, M-a-r-g-a-r-e-t F-u-l-k-e-r-s-o-n.

6 I have lived here in Oak Park for 50 years.
7 I have raised my family here. I was even born at
8 West Suburban Hospital as was my daughter.

9 I am very committed to this community. Oak
10 Park has a long history of leading the way in
11 efforts to be inclusive, to actively support
12 diversity, to recognize our responsibilities to
13 our neighbors and our neighboring communities.

14 That is why I am so concerned about the sale
15 of West Suburban Hospital -- Medical Center to a
16 for-profit corporation that appears to have little
17 commitment to helping to keep the hospital open.

18 West Suburban serves a wonderfully diverse
19 patient population. Residents from Oak Park,
20 River Forest, Forest Park, and Chicago's Austin
21 neighborhood all rely on the hospital for medical
22 services. In fact, the majority of West
23 Suburban's patients live in Austin, and many are
24 on Medicaid or have no health insurance at all.

1 Clearly, West Suburban Medical Center is of vital
2 importance to the residents from many
3 neighborhoods.

4 That became even more evident when residents
5 and employees launched a petition campaign
6 regarding the proposed sale of the hospital. In a
7 manner of weeks, over 10,000 people signed a
8 petition asking the Illinois Attorney General to
9 carefully review the sale of West Suburban Medical
10 Center along with Westlake Hospital in Melrose
11 Park. The petition also urged the Attorney
12 General to set five conditions on the sale to
13 protect patients, employees, and access to health
14 care.

15 As I circulated the petition in my
16 neighborhood and talked to my neighbors about the
17 issue, the overwhelming concern was about the
18 hospital closing. They strongly support the call
19 for a binding commitment to keep the hospital open
20 for 10 years.

21 Unfortunately, in the purchase agreement,
22 Vanguard only committed to keep the hospital open
23 for two years. This is not even the bare minimum
24 of three years set out in the rules of the

1 Illinois Health Facilities Planning Act.

2 Some people expressed concern about the
3 personal impact of the hospital closing or
4 downsizing. Having a hospital emergency room
5 close by can make a big difference if you are
6 having a heart attack.

7 Many also expressed concern about the impact
8 of the hospital closing in our communities. They
9 are concerned about limiting access to care for
10 many who have few alternatives.

11 In addition, West Suburban is the major
12 employer in Oak Park with about 1700 employees,
13 many of whom are our neighbors. Closing the
14 hospital would be a devastating blow to our
15 community.

16 If Vanguard Health Systems would make a
17 serious commitment to our community, I believe it
18 would make a significant difference in how Oak
19 Park residents view the sale and the future
20 management of the hospital.

21 I urge the Board to take steps to ensure the
22 future operation of West Suburban in order to
23 maintain vital medical services for our community.
24 Please require that Vanguard agree to keep the

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1 hospital open for a minimum of 10 years.

2 Thank you.

3 (Applause.)

4 HEARING OFFICER HALL: David Levy and
5 following will be Bill Barclay and Patty Cormack
6 and Kelly Beringer.

7 MR. LEVY: Thanks very much. My name
8 is David Levy. I know a number of you from here
9 in Oak Park. I live here in Oak Park.

10 HEARING OFFICER HALL: Catch your
11 breath.

12 MR. LEVY: Sorry. I just wanted to
13 make sure I got down here.

14 HEARING OFFICER HALL: Have a seat.

15 MR. LEVY: For years a number of you
16 I've known from when I was commissioner of Our
17 Ball here in Oak Park for our five- to
18 eight-year-olds.

19 But I have another job. I'm a member of the
20 medical staff at MacNeal, as I've been for the
21 last 20 years. I also presently serve as chair of
22 the department of family medicine.

23 In addition, I've lived here in Oak Park
24 with my family for the past 18 years. My children

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1 attend OPRF, the high school, and I have a
2 daughter at Brooks Middle School.

3 If one of my family members were to need
4 emergent care, we would go to West Suburban.
5 Members of my community receive excellent health
6 care here at West Suburban, so I clearly have a
7 vested interest in seeing that history continue.

8 I have also witnessed the process of
9 Vanguard Health Systems buying and assuming
10 stewardship of MacNeal Hospital. I have observed
11 the corporation evolve in its overall approach to
12 managing and leading the hospital and the medical
13 community, and I can, without reservation, state
14 that the policy that guides the organization is to
15 provide the highest quality of care for all its
16 patients.

17 At MacNeal, we care for all our patients,
18 insured and uninsured, with respect and caring
19 regardless of their medical or financial issues.
20 We serve Berwyn and Cicero. They are not wealthy
21 communities. There are many who have no
22 insurance. We take care of all of them. Please
23 be assured of that, and we do it with the top
24 quality of care in mind.

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1 I've read the articles in our local
2 community magazines, the Oak Leaves and the
3 Wednesday Journal, expressing fear that a
4 for-profit hospital will not take good care of
5 those with modest or no resources.

6 Those articles are based, in my mind, on
7 fears and biases of the authors, not on the
8 history of the extensive degree to which our
9 medical team takes care of patients at MacNeal,
10 the way we take care of the poor and of the
11 uninsured, people of Berwyn and Cicero and the
12 surrounding communities. Once again, these are
13 not wealthy communities.

14 I have noted that Vanguard runs its
15 hospitals in an efficient manner that maintains
16 the highest level of quality as its benchmark. In
17 this way, it's able to maintain itself financially
18 and continue to provide excellent health care for
19 all the members of the community. I would think
20 that's exactly what you want for West Suburban.

21 Our highest priorities must be that the
22 doors to the hospital remain open and it continues
23 to serve the community in the best way it can.
24 Vanguard will help West Suburban meet those

1 priorities, just as it has for MacNeal.

2 Thank you very much.

3 (Applause.)

4 HEARING OFFICER HALL: Please do not
5 rush. Take all the time you need. We'll wait for
6 you. If it takes a little bit longer, we'll just
7 wait or go to the next person, but you do not have
8 to rush. I am more than patient. If I get home
9 at ten o'clock, that's fine. Please don't rush.
10 You don't have to be out of breath.

11 MR. BARCLAY: Good afternoon.

12 My name is Bill Barclay, B-a-r-c-l-a-y.

13 My wife and I have lived in Oak Park for 30
14 years. We live three blocks from West Suburban
15 Hospital, and it has been the hospital we normally
16 go to for our health needs.

17 I'm here to speak in opposition to the
18 granting of the certificate of need unless certain
19 conditions are met. I was interested in the
20 statements made by the gentleman from Vanguard
21 Health Systems because I think that the conditions
22 we're asking for are congruent with what he said,
23 and my concern is that what he said should be
24 codified.

1 I guess I'll give you a little anecdote.
2 I've worked at exchanges for most of my life.
3 People bid an offer very quickly on stocks, bonds,
4 et cetera, and they used to say to me, "My bid on
5 an offer is good for as long as my breath is
6 warm." So if you don't codify it, you really
7 haven't got anything to rely on.

8 So first, I think a commitment to keep the
9 two hospitals open for 10 years is perfectly
10 reasonable. Everybody, including people who are
11 representing Resurrection or Vanguard, especially
12 Resurrection, have expressed a concern about the
13 impact that closing one of these hospitals would
14 have on our communities.

15 10 years is a reasonable time frame for
16 planning. So I urge the Board to require a
17 10-year commitment to maintain the two hospitals
18 and the level of critical services, such as ER and
19 labor and delivery.

20 Secondly, in terms of charity care -- and by
21 the way, I should note in passing, one gentleman
22 said that there were unfair criticisms of
23 non-profit in terms of the level of charity care.
24 Evidently the Illinois Supreme Court didn't agree

1 that those criticisms were unfair because they
2 actually removed from that -- from tax-exempt
3 status.

4 I think a reasonable codification here,
5 recognizing that Vanguard is a for-profit and not
6 a non-for-profit, would be to require them to
7 maintain a level of charity care at the average
8 level for all hospitals in Cook County. I think
9 that's also again consistent with the
10 representations I've heard from people
11 representing Vanguard.

12 Lastly, and this is probably not something
13 that the Board can do, but I do urge, along the
14 lines of what the gentleman from Vanguard said in
15 terms of their commitment to the community and
16 their staff, that they remain neutral in any
17 decision of their employees to decide whether or
18 not to form a union.

19 Thank you.

20 (Applause.)

21 HEARING OFFICER HALL: Patty Cormack,
22 following will be Kelly Beringer, then Esther
23 Corpuz, and then Woodrow Taylor.

24 MS. CORMACK: Hello. I'm in my

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1 uniform, so excuse me.

2 West Suburban Medical Center has served this
3 great community for almost a century. But West
4 Sub, as it's better known, has been more than my
5 employer for over 23 years. It's been my hometown
6 hospital, the birthplace of my children, and the
7 health care provider to all my friends and family.

8 My name is Patty Cormack, and I'm not only a
9 proud West Suburban ICU nurse, I have been an Oak
10 Parker for over two decades who cares deeply about
11 my communities' health care needs.

12 As of late, our Village newspapers, our
13 mailboxes, even our public events have been
14 flooded with misinformation from the AFSCME Union
15 seeking to involve themselves in the sale of West
16 Suburban from Resurrection Health Care to Vanguard
17 Health Systems.

18 My question is singular: Why? I struggle
19 to understand the involvement of organized labor
20 in this matter since legally they represent none
21 of the parties involved. Let me be clear.

22 (Applause.)

23 MR. CORMACK: Let me be clear. My
24 co-workers and I are not contingents of this Union

1 nor have we ever supported any of their theatrical
2 protests or slanderous propaganda.

3 We stand by our profession and West
4 Suburban's reputation as a cutting edge medical
5 center. There is no debating our hospital's
6 reputation for being on the forefront of the
7 medical community. That changing is not my
8 trepidation.

9 My ultimate fear is the Union involvement
10 may put the future of West Suburban and the health
11 care needs of my community at risk, which is
12 unacceptable. I am confident that Vanguard
13 understands the importance of West Suburban
14 Medical Center in our community.

15 The transfer of ownership from Resurrection
16 Health Care to Vanguard Health Systems will
17 provide the needed security for us to continue to
18 serve our community.

19 I ask that you approve this application so
20 that the nurses, such as myself, and the rest of
21 the staff at West Suburban Medical Center can
22 continue to provide the highest level of medical
23 care to our community for another 100 years.

24 Thank you.

1 (Applause.)

2 HEARING OFFICER HALL: You guys are
3 great applauders really. If this was game show,
4 the sound would be great.

5 But we've got to cut down on the applause a
6 little bit because it takes us a little longer to
7 do the applause. I know you're excited, but we've
8 got to move it.

9 Kelly Beringer.

10 MS. BERINGER: It's Kelly, K-e-l-l-y,
11 Beringer, B-e-r-i-n-g-e-r.

12 Well, I'm glad Patty and I will agree on one
13 thing, and that's that we want a commitment to our
14 community, and we want to provide quality care.

15 My name is Kelly Beringer, and I have worked
16 also as a registered nurse at West Suburban
17 Hospital. I work in the labor and delivery
18 department. I have worked there for 16 years, and
19 I'm also a graduate of the West Suburban College
20 of nursing. I'm also an Oak Park resident for 22
21 years.

22 I'm here today because I want to also urge
23 the Vanguard Board to keep West Suburban Medical
24 Center open for a minimum of 10 years. I have

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1 always called West Suburban Hospital a jewel in
2 our community. The diversity of the patients and
3 the caring commitment of the employees on the
4 front lines of patient care make this a very, very
5 special institution.

6 While the hospital is located in Oak Park,
7 65 percent of our patients live in the Austin
8 community. 27 percent of our patients are on
9 Medicaid. It is because of our patients, of the
10 communities that West Suburban serves, that so
11 many of us are willing to work to ensure and fight
12 to ensure the future of this hospital.

13 Our most critical concern is Vanguard Health
14 System's commitment to keeping the hospital and
15 all its current services open. Vanguard is a
16 for-profit corporation and can more easily close
17 or sell the hospital because it is not governed by
18 the laws applying to charitable trusts.

19 In its purchase agreement with Resurrection,
20 Vanguard has only committed to keep the hospital
21 open for two years and to provide employees 60
22 days of job security once the corporation takes
23 ownership of West Suburban. This does not
24 represent a serious commitment to our hospital.

1 Two years is simply not enough time to
2 assess operations, identify and implement
3 improvements, and have a significant impact on
4 profitability. And 60 days is certainly not
5 enough time to evaluate the strengths and
6 weaknesses of each department and of individual
7 employees.

8 In contrast, Vanguard has made a commitment
9 to keep all eight hospitals in the Detroit Medical
10 System open for 10 years. We're not as large as
11 DMC, but we are still taking care of people in
12 need.

13 (Applause.)

14 MS. BERINGER: Vanguard is also
15 promising DMC employees the same wages, benefits,
16 and job duties after the sale.

17 If Vanguard would provide West Suburban
18 employees and patients with a serious commitment,
19 I believe that we could forge a partnership that
20 would improve quality, boost employee morale, and
21 build community support.

22 This is the kind of partnership needed to
23 ensure that West Suburban Hospital survives,
24 thrives, and better serves this beautifully

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1 diverse population that continues to depend on its
2 services.

3 The Board has a responsibility to ensure the
4 future operation of West Suburban in order to
5 maintain vital medical services for our
6 communities, and it can do so by requiring
7 Vanguard to agree to keep the hospital open for 10
8 years.

9 Thank you so much.

10 (Applause.)

11 HEARING OFFICER HALL: Esther.

12 We're going to go to a 2 1/2 minute time
13 limit now. Your applause is taking up a lot of
14 time.

15 MS. CORPUZ: Good afternoon. My name
16 is Esther Corpuz. That's E-s-t-h-e-r C-o-r-p-u-z.

17 I'm the executive director for external
18 affairs at MacNeal Hospital. Thank you for
19 allowing me to testify in support of the
20 certificate of need application.

21 In my role, I work with community-based
22 organizations, residents, business, faith leaders
23 and elected officials. I was originally hired by
24 MacNeal prior to the change of ownership to

1 Vanguard Health Systems and recently celebrated 15
2 years of service with the hospital.

3 I understand and respect the opportunities
4 these hearings give to communities who care so
5 much about their hospitals, and I truly appreciate
6 all the support of the individuals who came out
7 for today's hearing.

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

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

24 For example, MacNeal recognized the need to

1 address the changing demographics of its rapidly
2 emerging Latino-Mexican patient population. The
3 hospital has continually demonstrated its
4 commitment to serving the needs of its patients
5 and families by funding community-based
6 organizations and working to increase the
7 bilingual, bicultural work force that reflects the
8 makeup of the patients we serve.

9 At the same time, for hard to fill
10 positions, MacNeal utilizes on-site paid,
11 professional medical interpreters to assist with
12 communication needs for patients, families, and
13 visitors, an investment that many hospitals still
14 do not provide.

15 Over the years, I have participated in many
16 projects that have advanced MacNeal's mission --
17 which I personally share -- and that is of giving
18 back to the community we serve.

19 For example, for the past several years, I
20 have served on the executive board of directors
21 for Alivio Medical Center, an organization which
22 MacNeal partnered with in 2008 to expand and open
23 a new community health center in Cicero. MacNeal
24 paid for the renovation of the facility and paid

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1 for the first-year lease expense.

2 Alivio is committed to caring for Chicago's
3 uninsured and underinsured and serves over 21,000
4 patients each year. We will continue to work and
5 support Alivio and our shared mission for
6 providing health care to our community.

7 Early plans for a new health care center on
8 the campus of MacNeal and Weiss are underway.
9 This year, I am proud to announce that Alivio
10 Medical Center celebrated its 21st anniversary and
11 MacNeal looks forward to a healthy partnership for
12 years to come.

13 Another project that I feel personally
14 connected to is the launch of the health careers
15 program at the National Latino Education
16 Institute, which I serve as board chair. Earlier
17 today, we had over 50 medical assistant students
18 that were here on a field trip as part of their
19 law and ethics class. Unfortunately, with the
20 capacity issues, they were not allowed in.

21 The school provides career training and job
22 placement for the Latino community. Under
23 Vanguard's ownership, MacNeal assisted with
24 securing a \$125,000 grant to build a clinical lab

1 to get the program off the ground.

2 Today, MacNeal physicians and nurses
3 regularly lecture at NLEI and provide career
4 guidance and coaching to students, many of whom
5 eventually secure jobs at MacNeal.

6 The partnership is extremely beneficial to
7 both MacNeal and the Institute. Together we hope
8 to continue the much needed bilingual, bicultural
9 work force that hospitals require throughout
10 Chicagoland.

11 The list goes on, and other partnerships
12 include the MacNeal Fitness Center at the Pav
13 YMCA, the over \$21,000 that was raised by hospital
14 employees for the American Heart Association, and
15 the over 6,000 for the American Cancer Society.

16 We also sponsor numerous neighborhood events
17 such as the Roosevelt Road Street Fair,
18 Octoberfest, the Latino Book and Family Fair, and
19 many annual fundraising dinners for local churches
20 and community groups.

21 In the months to come, MacNeal will also
22 join Michelle Obama, community leaders, teachers,
23 doctors, nurses, moms, and dads in a nationwide
24 campaign to tackle the challenge of childhood

1 obesity.

2 It is my experience working for Vanguard's
3 MacNeal -- yes, a for-profit hospital -- that I
4 have been supported, and our community has been
5 supported. They have demonstrated this commitment
6 not only in their mission statement but with true
7 financial resources for the agencies and the
8 people that we serve.

9 At MacNeal, we firmly believe in Vanguard's
10 overall mission to provide quality care not only
11 to the hospital, but also encouraging a healthy
12 lifestyle out of it.

13 I have seen Vanguard's commitment to Chicago
14 firsthand. If one hospital can do so much to
15 improve the life in our city, just imagine what
16 adding two more hospitals could do for the Chicago
17 area.

18 Thank you.

19 (Applause.)

20 HEARING OFFICER HALL: Woodrow Taylor,
21 following Robert Urso, then Alex O'Neal.

22 MR. TAYLOR: Hello. My name is
23 Woodrow Taylor. I am a long-time resident of the
24 Austin community in Chicago and a member of the

1 South Austin Coalition Community Council.

2 The South Austin Coalition is a grassroots
3 organization that has fought for decades to
4 improve the neighborhood with programs that
5 address housing, education, economic development,
6 the cost of utilities, jobs, and health care.

7 Five years ago, the South Austin Coalition
8 helped form the Oak Park/Austin Health Alliance to
9 make sure that West Suburban Medical Center
10 provided quality care to people from our community
11 and respected workers' rights.

12 We know that thousands of residents in our
13 community rely on West Suburban for their care.
14 In fact, my whole family, three generations have
15 relied on West Suburban for our medical care. So
16 I understand personally how important this
17 hospital is.

18 Now, Resurrection wants to sell West
19 Suburban Medical Center to Vanguard Health
20 Systems, a for-profit corporation. As a
21 for-profit corporation, Vanguard's first priority
22 may be to investors. That is why South Austin
23 Coalition has concerns and why we helped circulate
24 a petition to the Chicago Attorney General.

1 Over 10,000 people signed the petition
2 asking the Attorney General to protect patients
3 and employees and make sure Vanguard keeps the
4 hospital open for 10 years. I represented the
5 South Austin Coalition with the group that took
6 the petition to the Attorney General's office, and
7 the Attorney General's staff agreed to do a
8 careful review of the sale.

9 We believe Vanguard must make a long-term
10 commitment to our community. So far it has only
11 agreed to keep West Suburban open for two years
12 and has only agreed to keep current workers for 60
13 days after the hospital is sold. This is not real
14 commitment, and access to medical service in our
15 community will suffer if no action is taken now to
16 make sure the hospital will be there in the
17 future.

18 The South Austin Coalition urges the Board
19 to require Vanguard Health System to keep West
20 Suburban Medical Center open for a minimum of 10
21 years.

22 Thank you very much.

23 (Applause.)

24 HEARING OFFICER HALL: Robert Urso.

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1 MR. URSO: Thank you. Robert J. Urso,
2 U-r-s-o, president and CEO of PCC Community
3 Wellness Center.

4 I'd like to read into the record the
5 following -- I'd like to read the following letter
6 for the record, dated February 18th, 2010, to
7 Patricia Shehorn, regarding West Suburban Medical
8 Center transfer of ownership to Vanguard Health
9 Systems.

10 "Dear Ms. Shehorn:

11 "I write to support West Suburban Medical
12 Center's request for a certificate of need
13 pertaining to the transfer of ownership to
14 Vanguard Health Systems.

15 "PCC Community Wellness Center has a -- has
16 had a working relationship with West Suburban for
17 many years. We provide obstetrics staff to West
18 Suburban, and over the years, the hospital has
19 provided PCC Community Wellness Center with
20 support necessary to bring quality primary care
21 and obstetric care to Chicago's West Side. I
22 emphasize that.

23 "As a result, many of our patients are
24 referred to West Suburban Medical Center. We

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1 perform more than 1,500 deliveries at West
2 Suburban. The existence of the hospital is
3 unquestionable to our ability to provide services
4 to over 35,000 patients.

5 "The sale of West Suburban Medical Center
6 will enable the hospital to continue its mission
7 of providing top quality medical care to the
8 communities we mutually serve. The hospital's
9 continued operation is imperative to the health of
10 the people living and working on the west side of
11 Chicago.

12 "I will encourage the Illinois Health
13 Facilities and Services Review Board to approve a
14 certificate of need for the transfer of ownership
15 to Vanguard Health Systems."

16 Thank you.

17 (Applause.)

18 HEARING OFFICER HALL: Alex O'Neal.

19 Carmen Velasquez.

20 Okay. We're on a timer now.

21 MS. VELASQUEZ: Good afternoon.

22 My name is Carmen Velasquez, and I am the
23 executive director of the Alivio Medical Center.

24 Alivio is a bilingual, bicultural

1 organization committed to provide access to
2 quality cost-effective health care to the Latino
3 community, to the insured and underinsured, and
4 not to the exclusion of other cultures and races.

5 For over two decades, we have committed
6 ourselves in our mission and our practice to serve
7 Chicago's immigrant community, including -- and
8 I'll say this again -- including the undocumented,
9 and those who all too often go neglected and
10 ignored.

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

19 When we hear about hospitals changing hands
20 and companies pledging to invest in our community,
21 it is no surprise that people are skeptical and,
22 frankly, I'm usually one of them. But that's not
23 the case today.

24 I am here to express my support for the

1 pending certificate of need application recently
2 submitted by Resurrection Care to transfer
3 ownership of 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 and one of its
7 hospitals that is already doing great work here in
8 Chicago, and specifically with my organization,
9 Alivio.

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

17 We all know hospitals have different models
18 of care, and community health centers are
19 distinct. None of us can stand alone, and all of
20 us must come together to address patient care.

21 I have seen firsthand through the work that
22 we have done the commitment that the staff and the
23 administration at MacNeal have to our
24 neighborhoods and residents.

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1 I'd like to share a couple examples in
2 addition to the financial resources stated before.

3 HEARING OFFICER HALL: I'm sorry, 30
4 seconds.

5 MS. VELASQUEZ: 30 seconds. Let me go
6 to the end.

7 From where I come from, we look for people
8 to not only say the right things, but more
9 importantly to do the right things. Vanguard has
10 stepped up to the plate to meet the needs of
11 patients. I urge the Board to do the same and
12 approve this application.

13 Our neighborhoods cannot afford to lose
14 hospitals like West Suburban and Westlake. Too
15 much is at stake for us not to do the right thing.

16 Thank you.

17 (Applause.)

18 HEARING OFFICER HALL: Meg
19 Lewis-Sidime.

20 MS. LEWIS-SIDIME: It's Meg
21 Lewis-Sidime, M-e-g L-e-w-i-s -- S-i-d-i-m-e. I'm
22 with AFSCME, and I am also a resident of Oak Park.

23 I wanted to just start out by thanking all
24 of the workers, all of the employees at Westlake

1 and West Suburban that have taken the day off,
2 members of the community, religious supporters
3 that have come out to support the commitment to
4 keep the hospitals open and keep the services for
5 the community and protect job security for the
6 next 10 years. So thank you.

7 The purpose of the Illinois Health
8 Facilities Planning Act is to guarantee the
9 availability of quality health care to the general
10 public, to maintain and improve the provision of
11 essential health care services, and to increase
12 the accessibility of those services to the
13 medically underserved and indigent.

14 To fulfill that purpose, the Act empowers
15 the Health Facilities and Services Review Board to
16 thoroughly review the record of any applicant
17 seeking to acquire a community hospital.

18 We believe the record on Vanguard raises a
19 number of serious questions. On three key review
20 criteria, the Applicants have failed to
21 demonstrate that the proposed sale conforms to the
22 regulations or to the broader purpose of the law.

23 The Planning Act rules require the Board to
24 consider the Applicant's plans for discontinuing

1 services and for ensuring access to care. The
2 regulations require the Board to verify that the
3 Applicant intends to maintain ownership and
4 control of the facility for a minimum of three
5 years, yet Vanguard commits to continue operation
6 of West Suburban and Westlake for just two years.
7 In order to ensure compliance with the law's
8 purpose, Vanguard should be required to operate
9 both hospitals for at least 10 years.

10 Access would be further compromised by the
11 fact that the sale would allow Vanguard to control
12 47 percent of all short-term acute care hospital
13 beds in the planning area, creating the conditions
14 for the system to significantly raise prices.

15 State regulations also require the Board to
16 consider whether adverse action has been taken
17 against the Applicant or against any health care
18 facility owned or operated by the Applicant.

19 Vanguard's two Illinois hospitals are
20 currently under State monitoring for serious
21 violations of the Medicare conditions of
22 participation. The hospitals were cited by public
23 health authorities for failures related to patient
24 safety, infection control, and cleanliness,

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1 violations clearly related to short staffing for
2 nurses, nurses' aides and techs and housekeepers.

3 Specific violations included: understaffing
4 in the labor and delivery unit, infection control
5 violations in the operating room, and unsanitary
6 conditions in the emergency room.

7 Regulations require the applicant to
8 demonstrate that it has the financial resources to
9 adequately provide a proper standard of health
10 care for the community.

11 HEARING OFFICER HALL: 30 seconds.

12 MS. LEWIS-SIDIME: In Illinois,
13 Vanguard's two hospitals lost over \$69 million
14 over the past three years, and Vanguard's
15 disclosures to investors state: "Our high level
16 of debt may adversely affect our operations."

17 We urge the Board to require Vanguard to
18 address the deficiencies in its applications in
19 these three areas.

20 We would also like to take the opportunity
21 to note that Senator Kim Lightford has sent a
22 letter of support regarding this transfer of
23 ownership urging the inclusion of a 10-year
24 commitment to keep the hospitals open, and we are

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1 submitting a copy of that letter to the Board.

2 (Applause.)

3 HEARING OFFICER HALL: Thomas Ebsen.

4 MR. EBSEN: Good afternoon.

5 My name is Thomas Ebsen. I am interim fire
6 chief of the Village of Oak Park. I was born and
7 raised in Oak Park. To be more specific, I was
8 born at West Suburban Hospital. I have a very
9 personal attachment to it, as were three of my
10 children. I have served the community as a
11 firefighter and paramedic for 30 years.

12 I'm here today to support the certificate of
13 need application for the transfer of ownership of
14 West Suburban Medical Center to Vanguard Health
15 Systems.

16 Emergency medical care for the community is
17 one of its greatest strengths. With two premier
18 hospitals located on each side of the village,
19 roughly half of our emergency transfers and
20 transports are to West Suburban, and our
21 paramedics report that the new emergency
22 department is state of the art.

23 The transfer of ownership to Vanguard will
24 ensure that our citizens have the very best

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1 medical facilities and professional care available
2 to them.

3 I encourage an efficient and timely review
4 and approval of this application, so that
5 emergency services are not in any way interrupted
6 or discontinued.

7 Thank you.

8 (Applause.)

9 HEARING OFFICER HALL: Maggie Lyons,
10 following Paul Zimmerman.

11 MS. LYONS: Thank you. My name is
12 Maggie Lyons, M-a-g-g-i-e L-y-o-n-s.

13 I am here to read a letter from the
14 Consumers Union to the Illinois Health Facilities
15 and Services Review Board.

16 "We write this letter to comment on the
17 proposed sale of two Resurrection Health Care
18 hospitals and an outpatient facility to Vanguard
19 Health Systems, Incorporated.

20 "Consumers Union, the nonprofit publisher of
21 Consumer Reports magazine is a national consumer
22 advocacy organization that has monitored the
23 conversion of nonprofit hospitals, HMOs, and
24 insurance companies, such as Blue Cross and Blue

1 Shield, to for-profit status over 20 years. We
2 seek to ensure that charitable assets are fully
3 preserved and that health care services are
4 appropriately maintained when these transactions
5 occur.

6 "In a letter we sent last month, Consumers
7 Union urged the Illinois Attorney General to
8 exercise oversight in this important transaction
9 to ensure that the public is receiving fair market
10 value, and the health of the community is
11 protected.

12 "We now urge the HFSRB to apply their review
13 criteria provided for under the Illinois Health
14 Facilities Planning Act to the pending certificate
15 of need applications for change of ownership of
16 the Resurrection facilities and to approve these
17 CON applications only if Vanguard agrees to
18 specific provisions to protect the interests of
19 patients, employees, and the communities these
20 hospitals serve.

21 "Specifically, we believe the CON
22 application should only be approved if Vanguard
23 complies with the following conditions:

24 "Vanguard should pay for and submit to an

1 independent valuation.

2 "The applicants should create an independent
3 foundation with the sale proceeds.

4 "Vanguard should pay for an independent
5 health impact analysis, which means the HFSRB
6 should contract with an expert to conduct an
7 independent health impact analysis, and Vanguard
8 should reimburse the HFSRB for the cost of this
9 analysis.

10 "Because according to the Lewin Group, a
11 nationally renowned health care policy group, the
12 most likely scenario in this type of transaction
13 is that the for-profit will eliminate those
14 specific services that operate at a loss or that
15 are not in some way inextricably linked to the
16 hospital's financial or operational viability.
17 Vanguard should be required to maintain certain
18 minimum levels of essential services in
19 perpetuity.

20 "Vanguard should be required to make
21 concrete commitments to provide for the health
22 care needs of the uninsured and patients on
23 Medicaid.

24 "Finally, Vanguard should be required to

1 maintain current staff and compensation packages.

2 "Vanguard must commit to continue the
3 employment of current employees and current
4 staffing levels. If Vanguard eliminates any of
5 the current jobs or reduces staffing levels, there
6 may be a significant impact on the operation of
7 the hospital, patient care, and the local economy.

8 "In conclusion, we urge you to hold a
9 thorough and transparent review process and impose
10 those conditions necessary to protect the
11 charitable assets and the health of the
12 community."

13 (Applause.)

14 HEARING OFFICER HALL: Paul Zimmerman.

15 MR. ZIMMERMAN: Good afternoon.

16 My name is Paul Zimmerman, and I am here in
17 my role as the president of the board of directors
18 of the Berwyn Development Corporation, as well as
19 president of the Roosevelt Road Business
20 Association of Berwyn, Cicero, and Oak Park. I'd
21 like to thank you for the opportunity to speak at
22 this hearing today.

23 I reside in Oak Park with my wife, who is a
24 midwife, and then also my two sons.

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1 As a business leader in Berwyn for many
2 years, I am intimately familiar with the work
3 Vanguard's MacNeal Hospital does every day to give
4 back to the community it serves. I am fully
5 confident that if Vanguard acquires West Suburban
6 Hospital and becomes a member of the Oak Park
7 community -- my community -- they will demonstrate
8 the same level of commitment.

9 I am here today to support the pending
10 certificate of need application recently submitted
11 by Resurrection Health Care to transfer control of
12 West Suburban and Westlake hospitals to Vanguard
13 Health Systems. I know about the great work
14 Vanguard already does and believe that these
15 municipalities would benefit from its continued
16 growth.

17 Even more, I am concerned that if this
18 application is not approved, then it is likely
19 that the hospitals will have to close, meaning
20 that my neighbors and I will be forced to search
21 outside of the community for care.

22 For those of you not familiar with the
23 Berwyn Development Corporation, we are a
24 public-private partnership with the City of Berwyn

1 that provides chamber services and encourages
2 economic development throughout the City of
3 Berwyn. Since joining in 2000, Vanguard has been
4 an important member and has been very generous
5 with its extraordinary level of community
6 involvement.

7 Esther Corpuz, the executive director of
8 external affairs for MacNeal Hospital has worked
9 diligently for the organization since joining our
10 board of directors.

11 She currently is a co-chair on our Latino
12 business committee, which conducts outreach to the
13 Latino business community, and she played an
14 integral part in the development of this important
15 initiative.

16 She also regularly offers access to
17 conference rooms at the hospital for members of
18 our organization, usually with food included, to
19 engage different community groups.

20 Since its inception, MacNeal has sponsored
21 the Roosevelt Road Summer Spectacular Street Fair,
22 a family-oriented multi-community event offering
23 residents the chance to come together and enjoy
24 the various activities of our vibrant communities.

1 Now in its third year, Vanguard's generosity makes
2 this event possible and demonstrates its
3 commitment to making Berwyn a better place to live
4 and work.

5 These are just a few examples of the various
6 contributions Vanguard Health Systems has made to
7 the Berwyn community. I look forward to welcoming
8 them into Oak Park -- my own backyard -- and
9 watching what they will do to support and enhance
10 our community as well as that of the Austin
11 community.

12 I urge the Commission to approve
13 Resurrection's certificate of need application,
14 not only for the good of the people of Oak Park
15 and the Austin neighborhood, but for the good of
16 all Chicago.

17 Thank you.

18 (Applause.)

19 HEARING OFFICER HALL: Is there anyone
20 who is here in opposition who has not had an
21 opportunity to speak, who wishes to speak?

22 (No response.)

23 HEARING OFFICER HALL: Caren
24 Perlmutter, following will be Chris Pope, following

1 will be Elba Aranda-Suh.

2 MS. PERLMUTER: Caren Perlmutter,
3 C-a-r-e-n P-e-r-l-m-u-t-e-r.

4 Hi. My name is Caren Perlmutter, and I'm
5 vice president of development and community at
6 Weiss Memorial Hospital. I appreciate the
7 opportunity to provide testimony today in support
8 of the certificate of need application.

9 I have been working at Weiss for three years
10 and serve as the interface with the community and
11 lead our community outreach efforts. I feel very
12 lucky to be working for Vanguard Health Systems in
13 this capacity and appreciate the support it has
14 provided to me and my colleagues in serving our
15 community.

16 As a former nursing home administrator, I
17 have learned that health care is a community
18 responsibility. Vanguard Health Systems truly
19 stands for health for life, our stated mission.

20 In the last several years at Weiss, we have
21 been able to build a community outreach program
22 that promotes wellness, health education, and
23 focuses on disease prevention.

24 We have added a senior center in the

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1 hospital, a geriatric social worker, and a
2 community exercise program for seniors called
3 Weiss Moves run by dedicated exercise
4 physiologists in 24 senior buildings in our area.
5 These additions have allowed us to hold 500
6 community events last year, touching almost 8500
7 people.

8 Vanguard Health Systems is committed to the
9 unique needs of each community in which we
10 operate. We have regular meetings at a corporate
11 level to exchange ideas and best practice on how
12 to help our communities. Top in mind is our
13 responsibility to be reliable community partners.

14 This support has allowed us to create a
15 senior initiative at Weiss that creates a
16 community for seniors. Just a couple of examples:
17 We have monthly luncheon sessions with our
18 doctors, health fairs offering screenings and
19 vaccinations, weekly exercise classes free of
20 charge for seniors, annual health event days, and
21 even walking groups and knitting clubs, just to
22 mention a few.

23 At Weiss Hospital our goal is to work with
24 community organizations, senior centers, religious

1 institutions, and local government to meet the
2 health needs of our patients not only at the
3 hospital, but also when they are at home and in
4 the community.

5 Our dialogue with the community is such that
6 they can call and know that they will get a
7 response and assistance. Becoming part of
8 Vanguard Health Systems has afforded us the
9 ability to grow and respond to the changing health
10 care environment.

11 Every day I am out in the community. I see
12 firsthand the impact that we are having on the
13 residents of Weiss's surrounding neighborhoods.
14 Vanguard views these communities as true partners
15 in protecting and improving the health of our
16 residents, and I am certain that the Oak Park and
17 Melrose Park communities will experience similar
18 benefits when this application is approved.

19 Thank you very much for the opportunity to
20 speak today.

21 (Applause.)

22 HEARING OFFICER HALL: Chris Pope.

23 MR. COFFEY: My name is Patrick

24 Coffey, and I'll be reading testimony on behalf of

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1 Chris Pope. She had to leave.

2 "Good morning. My name is Chris Pope, and I
3 am the director of the Interfaith Leadership
4 Project. Interfaith is a community organization
5 serving the Cicero and Berwyn communities. The
6 organization is made up of local churches and
7 businesses working together to build better
8 communities and strengthen local institutions by
9 fostering relationships, developing leaders, and
10 deepening civic engagement.

11 "MacNeal Hospital has been one of our member
12 organizations and partners in this work for the
13 past 20 years. The hospital has changed hands,
14 changed administrators, and become a for-profit
15 institution, but has always been an active member
16 of ILP and the Cicero and Berwyn communities.

17 "Over the years, MacNeal has been a partner
18 with Interfaith Leadership Project working to
19 bring non-profit community health clinics to the
20 area, expanding the family care program, and in
21 offering community health programs and staff
22 volunteers for many initiatives in the area.

23 "We as a community organization had some
24 real concerns when MacNeal became a for-profit

1 hospital 10 years ago. I understand these
2 community concerns, but there are also real
3 concerns that these two hospitals will likely
4 close if changes are not made.

5 "We are pleased to have MacNeal Hospital as
6 one of our key member organizations and look
7 forward to our continued partnership for the
8 betterment of our communities."

9 (Applause.)

10 HEARING OFFICER HALL: Elba
11 Aranda-Suh.

12 MS. ARANDA-SUH: Good afternoon.

13 My name is Elba Aranda-Suh. That's E-l-b,
14 as in "boy," -a A-r-a-n-d-a -- S, as in "Sam,"
15 -u-h.

16 I am the executive director of the National
17 Latino Education Institute, formerly known as the
18 Spanish Coalition for Jobs. The National Latino
19 Education Institute thanks you for the opportunity
20 to share our testimony today.

21 National Latino Education Institute is a
22 nonprofit 501(c)(3) community-based organization
23 that was founded in the mid-60s in response to the
24 Latino community's urgent need for equal

1 employment opportunities.

2 Our mission is to enhance the quality of
3 life for Latinos and other disadvantaged
4 populations through education, career training,
5 and economic empowerment.

6 Our mission puts us at the crossroads of
7 education and employment in our communities. It
8 is from this platform that we support partners who
9 have proven their commitment to community
10 development and economic empowerment, such as
11 Vanguard Health Systems' MacNeal Hospital.

12 Our job training, educational programming,
13 and work force services includes several health
14 care training programs, among others. Every year
15 our constituency is equipped with the tools
16 necessary to succeed in an increasingly
17 competitive multi-cultural and service-oriented
18 economy.

19 Through our programs, many have achieved an
20 enhanced quality of life and enjoy new careers in
21 health care, affording them the ability to provide
22 better education, shelter, and medical care for
23 their families -- ultimately ceasing the cycle of
24 poverty. These programs would not have been made

1 possible without the support of loyal partners
2 such as MacNeal Hospital.

3 MacNeal Hospital has established close and
4 meaningful relationships with the communities it
5 serves. Decision makers at MacNeal have made
6 serious commitments reflecting their strategic
7 investment of resources and their personal
8 involvement as volunteers within our communities.

9 One of MacNeal's notable and demonstrated
10 contributions to our community was their
11 leadership in ensuring accessibility of quality
12 training for disadvantaged Latinos in a sector
13 that showed job and career growth promise --
14 health care.

15 MacNeal understood the need and importance
16 in equipping the Latino community for this rapidly
17 growing sector as they provided the seeds for the
18 construction of a health care training lab that
19 would launch the first bilingual certified medical
20 assistant education program, now nationally
21 accredited.

22 MacNeal's campus served our students as a
23 learning site where students were able to utilize
24 the library, met with MacNeal volunteer health

1 care professionals to understand career paths, and
2 began their clinical training.

3 Our experience with MacNeal's community
4 impact is multi-faceted, but this one alone has
5 had profound and positive effects on many
6 families.

7 I would also like to share that I was born
8 at MacNeal Hospital, and my many extended family
9 from both sides travel very far to go to MacNeal
10 because they believe in the quality of care.

11 I also want to add that MacNeal Hospital and
12 its affiliates have been a responsible employer in
13 responding to the bicultural and bilingual needs
14 of their patients. MacNeal has had the foresight
15 to better serve the growing Latino communities
16 within their service delivery area by having
17 bilingual and culturally sensitive professional
18 and para-professional personnel.

19 This institution has invested in the
20 training and development of their incumbent work
21 force, ensuring that patients and their families
22 are able to communicate their needs and so the
23 services are well understood. This I know
24 firsthand because we have graduates who have

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1 wonderful careers within the MacNeal system.

2 Today, our health care training and
3 education offerings have blossomed because of the
4 seeds MacNeal planted for our bilingual medical
5 assistant program as the demand for these skills
6 continues.

7 For our communities to thrive, we must
8 educate and empower our community in fields that
9 promise growth. This has been possible through
10 the partnership with institutions such as MacNeal,
11 but I have to add it's not just in job training.
12 We have created together wellness programs, we do
13 community health fairs together, and we even have
14 graduation ceremonies at their campus.

15 It is important that we continue to work
16 with partners such as MacNeal and continue to be
17 on the forefront in serving Cook County through
18 these innovative and collaborative community-
19 focused service delivery.

20 Thank you very much for your time.

21 (Applause.)

22 HEARING OFFICER HALL: Joan Polner for
23 John Usmial, Debi Suchy, Alexandra Sulik, and
24 Vivian Brown.

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1 MS. POLNER: Good afternoon.

2 My name is Joan Polner, J-o-a-n P-o-l-n-e-r.

3 I am here today on behalf of the YMCA of
4 Berwyn-Cicero and our Executive Director John
5 Usmial, who is presently out of the country.

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

10 As an area nonprofit with a mission to
11 improve the whole health of the individuals and
12 communities we serve, our YMCA's longstanding
13 partnership with MacNeal Hospital has been, and
14 continues to be, mutually beneficial and, in
15 countless ways, priceless.

16 Years back when the hospital operated as a
17 nonprofit institution, it offered very generous
18 capital support of the Pav YMCA. This enabled us
19 to build a much-needed addition to our YMCA
20 facility, which relocated and expanded our
21 wellness center.

22 Once completed, the hospital continued its
23 support of our MacNeal wellness center with
24 regular, annual contributions to help underwrite

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1 the maintenance and necessary replacements of our
2 fitness equipment -- from free weights to aerobic
3 exercise machines.

4 With MacNeal Hospital's support, we were
5 able to better serve a greater population with
6 state-of-the-art equipment to meet the needs of
7 the young marathon runner or weight lifter to a
8 more mature clientele seeking to maintain or
9 regain strength, range of motion, or balance.

10 When MacNeal Hospital changed ownership, its
11 support of the Pav YMCA still continued with
12 annual support of our Strong Kids Scholarship
13 Program, the support and attendance of our special
14 fundraising events, and membership on our board of
15 directors and special committees.

16 Today, two members of the MacNeal Hospital
17 staff, Esther Corpuz and Dean Hokel, sit on our
18 board. Additionally, MacNeal staff and doctors
19 often partner with our YMCA staff on various
20 wellness committees and health fairs in the
21 community. It is this community partnership and
22 the personal commitment of the MacNeal staff to
23 our YMCA which are certainly priceless.

24 Financially, the hospital's annual support

1 of our scholarship program improves our ability to
2 offer fee assistance to many individuals and
3 families so that they may participate in healthier
4 living through YMCA membership and program
5 participation.

6 MacNeal Hospital is a central element to the
7 Berwyn community. They are ever present,
8 consistently supportive, and truly invested in the
9 health and wellness of our community and its
10 residents.

11 From our perspective as a YMCA, we wouldn't
12 be nearly as strong and capable to serve the needs
13 of our community through our own mission work were
14 it not for MacNeal Hospital's most generous
15 support and involvement.

16 We support the certificate of need
17 application to be approved so that West Suburban
18 and Westlake hospitals can stay open, and
19 organizations like ours in both communities can
20 experience similar benefits.

21 Thank you for this opportunity.

22 (Applause.)

23 MS. SUCHY: Good afternoon.

24 My name is Debi Suchy, D-e-b-i S-u-c-h-y.

1 I have been a resident of Berwyn for almost
2 40 years. I can't tell you how pleased and
3 supportive I am of Vanguard's MacNeal Hospital.

4 MacNeal has had a positive influence for as
5 long as I can remember. It has been a resource to
6 our city, our health department, our schools, and
7 our park districts.

8 Their support to residents as well as to the
9 business community in Berwyn has been present
10 through numerous sponsorships of various programs,
11 which my fellow residents and I have enjoyed.
12 MacNeal continues to work with the community on
13 many levels, and as an individual who is active
14 throughout Berwyn, I have seen their commitment to
15 our neighborhood over and over again.

16 I would be remiss not to mention the quality
17 of service MacNeal gives to its patients. I can
18 personally attest to having been a patient myself
19 on many occasions.

20 My first visit came when I was a child for a
21 tonsillectomy. Since then at MacNeal, I have
22 experienced the births of both of my children,
23 major back surgery, minor outpatient surgery, and
24 annual mammograms, and most recently an MRI which

1 was done in the new addition to the radiology
2 department. The MRI was a welcome change from
3 having to be transported to an off-site facility.

4 Through all my experiences, I have always
5 felt I was given quality medical attention as well
6 as wonderful customer service.

7 For these important reasons, I support the
8 certificate of need application to transfer
9 ownership of Westlake and West Suburban hospitals
10 to Vanguard. The people of Westlake and West
11 Suburban should enjoy the same level of service
12 and care that we get from MacNeal in Berwyn.

13 More so, if this application is not
14 approved, these hospitals may close and services
15 in these areas would be eliminated. There is no
16 reason we should let this happen.

17 I can honestly say Vanguard's MacNeal
18 Hospital has not only met, but exceeded my
19 expectations of quality care and commitment to the
20 community. I am confident Vanguard will
21 demonstrate the same commitment, if given the
22 chance, in additional Chicago communities.

23 Thank you.

24 (Applause.)

1 MS. SULIK: Hello. I'm here to
2 support Vanguard in its transition through
3 expressing personal experiences that Vanguard
4 through MacNeal has committed to its employees and
5 its communities.

6 My name is Alexandra Sulik, and I have
7 recently completed eight years of dedication and
8 service to the MacNeal community. I started as a
9 patient care technician and will soon begin
10 practicing as an adult-care nurse practitioner;
11 however, my intricate relationship with MacNeal
12 started much earlier than 2002.

13 MacNeal Hospital has made a commitment to me
14 since I was born. I was born at MacNeal in 1983
15 right before the south building opened up. Ever
16 since then, my life has involved MacNeal in every
17 aspect of my being, as a patient and as an
18 employee.

19 Multiple family members have had the
20 pleasure to work for MacNeal over the last 20
21 years. My mother still serves the community
22 through MacNeal as a member of the management team
23 and has recently committed to her self-development
24 by enrolling for her bachelor of science degree in

1 nursing at Lewis University. She has completed
2 her bachelor's of art degree a few years back and
3 has been a nurse for over 20 years.

4 I am amazed that with such experience, she
5 is more than willing to better herself for the
6 sake of her patients. Even her commitment to
7 educational excellence has been made possible
8 because of MacNeal's dedication to its employees.

9 After successfully completing my BSN program
10 at Loyola Chicago, I passed my boards and obtained
11 my nursing license. I began working as a nurse on
12 the orthopedic unit in 2005. Since then I have
13 not thought of a better place to work for other
14 than MacNeal. My coworkers, including a few that
15 have worked as staff nurses with my mother years
16 ago, are compassionate, caring, skilled, and
17 wonderful educational resources.

18 The various disciplines that I work with
19 also demonstrate dedication to the health care of
20 the community. We work excellently as a team and
21 expect nothing less than the safest and best care
22 for our patients. This type of work ethic can
23 only be seen in organizations that truly
24 demonstrate dedication to its employees.

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1 Josie Jones.

2 President John Rigas.

3 MS. WILLIAMS: My name is Penny
4 Williams, and I'll be reading a letter on behalf
5 of President Rigas, dated February 17th, 2010, to
6 Pat Shehorn.

7 "I am writing to support the certificate of
8 need necessary to approve the sale of West
9 Suburban Medical Center to Vanguard Health
10 Systems, Incorporated. The continued mission of
11 this 100-year-old institution is important to the
12 quality of health care in my community.

13 "Along with a state-of-the-art emergency
14 room at West Suburban Medical Center, Resurrection
15 Health Care owns and operates outpatient centers
16 in River Forest. These centers are an integral
17 part of primary health care delivery to my
18 constituents.

19 "As a representative of the Village of River
20 Forest, if required, I am prepared to offer
21 testimony in full support of the hospital sale to
22 the Illinois Health Facilities and Services Review
23 Board.

24 "Sincerely, John P. Rigas, president,

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1 Village of River Forest."

2 I've got the rest of them.

3 My name is Penny Williams. I'm reading a
4 letter on behalf of Philip Rock, dated March 3rd,
5 2010, to Pat Shehorn.

6 "I have had a great deal of personal
7 involvement with West Suburban Medical Center for
8 many years. I am an active citizen in the Village
9 of Oak Park and served on the hospital's board of
10 directors before it became part of Resurrection
11 Health Care. I am writing today to convey my
12 support for Resurrection Health Care's sale of the
13 hospital to Vanguard Health Systems.

14 "I am confident that most Oak Park residents
15 know the hospital's reputation for providing
16 excellent medical service to those who need it
17 most. Annually, the hospital provides millions of
18 dollars in free care to the uninsured and hosts a
19 number of free community programs that benefit all
20 of us.

21 "The hospital's newly opened emergency
22 department is vital to our community's health.
23 This new facility brings much needed technology,
24 efficiency, and space in terms of emergency care.

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1 "I feel it is important to continue this
2 fine tradition of health care delivery. That is
3 why I support the hospital's certificate of need
4 application."

5 I have a resolution from the West Suburban
6 Medical Center Executive Committee signed by
7 Dr. Michael DeHaan, Dr. John Kiriklakis,
8 Dr. Victor Romano, and Dr. Kevin Cullinane.

9 I have a resolution from the Oak Park
10 Development Corporation.

11 "Whereas, West Suburban Medical Center, a
12 century-old Oak Park health care provider, has
13 asked the Oak Park Development Corporation to
14 support a certificate of need approval by the
15 Illinois Department of Public Health's Health
16 Facilities and Services Review Board for the sale
17 of West Suburban Medical Center to Vanguard Health
18 Systems; and,

19 "Whereas, Oak Park Development Corporation
20 is the Oak Park community's primary catalyst for
21 economic development and is one of the most -- one
22 of Chicago area's most successful community
23 economic redevelopment agencies; and,

24 "Whereas, for the last 36 years, Oak Park

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1 Development Corporation, a not-for-profit
2 corporation, has been managed by the financial
3 institutions and businesses of the Village of Oak
4 Park, a community with more than 50,000 residents;
5 and,

6 "Whereas, Oak Park Development Corporation
7 acts as a catalyst between developers, property
8 and business owners, and the Village staff and
9 officials to: Develop and administer financial
10 incentives to attract and support businesses, help
11 companies find commercial locations through its
12 database of available properties, encourage new or
13 expanded business development and tourism, and
14 work to increase Oak Park's tax base and tax
15 revenue; and,

16 "Whereas, West Suburban Medical Center, an
17 active Oak Park Development Corporation member, is
18 one of the leading institutions in the community
19 that provides quality medical services for the
20 people of Oak Park, the City of Chicago, and the
21 surrounding suburban communities; and,

22 "Whereas, West Suburban Medical Center is
23 the largest employer in Oak Park and provides
24 substantial economic support for the welfare of

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1 the community; and,

2 "Whereas, despite the high quality of care
3 the medical center has provided and the
4 significant investments the institution has made,
5 West Suburban Medical Center is faced with
6 financial pressures caused by the weakened
7 national economy and increasing costs of
8 operations and believes that the long-term
9 viability of the medical center can be best
10 sustained by transferring ownership of West
11 Suburban Medical Center to Vanguard; and,

12 "Whereas Vanguard operates 15 hospitals in
13 California, Arizona, Massachusetts, Illinois, two
14 of which are in the greater Chicago community,
15 MacNeal Memorial Hospital and Louis A. Weiss
16 Memorial Hospital; and,

17 "Whereas, in fiscal year 2009, Vanguard
18 reported \$3.2 billion in revenue, \$28.6 million in
19 net income and had 18,500 employees and 4,135 beds
20 in its 15 hospitals; and,

21 "Whereas, Vanguard has committed to continue
22 to provide health care services, Medicare, charity
23 care, and employment opportunities, as West
24 Suburban Medical Center currently provides; and,

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1 "Whereas, Vanguard as a for-profit
2 corporation may substantially increase tax
3 payments to the community beyond what has been
4 payable by West Suburban Medical Center as a
5 not-for-profit organization; now therefore,

6 "Let it be resolved that the Oak Park
7 Development Corporation recommends that the Health
8 Facilities and Services Review Board of the
9 Illinois Department of Public Health approve a
10 certificate of need for the sale of West Suburban
11 Medical Center to Vanguard Health Systems.

12 "Authorized by: Martin J. Noll, Oak Park
13 Development Corporation Chairman, and Sara Faust,
14 President."

15 (Applause.)

16 MS. WILLIAMS: In addition, I have
17 letters of support from Reverend Stanley Stevens,
18 president of the West Side Pastor's Coalition for
19 AIDS and Innerscity Health; a letter of support
20 from Representative Deborah Graham, 78th district;
21 Representative La Shawn K. Ford, 8th District; a
22 resolution signed by the West Suburban Medical
23 Center Leadership Team; a resolution signed by the
24 West Suburban Medical Health Providers,

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1 Incorporated; a letter of support from Congressman
2 Danny Davis; a letter of support from Jacqueline
3 Reed, president and CEO West Side Health
4 Authority; a letter of support from Robin Lewis
5 Flowers, West Side Ministers Coalition; a letter
6 of support from Cook County Commissioner Earlean
7 Collins; a letter of support from Cook County
8 Commissioner Edwin Reyes; a letter of support from
9 Alderman Ed Smith; a letter of support from
10 Alderman Emma Mitts; a letter of support from
11 Reverend Carl Morello, Church of St. Giles; a
12 letter of support from State Senator Martin
13 Sandoval; a letter of support from Representative
14 Lisa Hernandez; a letter of support from Donna
15 Carroll, president of Dominican University; a
16 letter of support from Representative Edward
17 Acevedo; a letter of support from Senator Antonia
18 Munoz; and a letter of support from Jan Pate,
19 trustee of the Village of Oak Park, and president
20 and CEO of West Cook YMCA.

21 Thank you.

22 (Applause.)

23 HEARING OFFICER HALL: Jeannie Frey.

24 MS. FREY: Good afternoon.

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1 I am Jeannie Carmedelle Frey, J-e-a-n-n-i-e
2 C-a-r-m-e-d-e-l-l-e F-r-e-y.

3 I am senior vice president of legal affairs
4 for Resurrection Health Care Corporation. I am
5 also an officer of West Suburban Medical Center.

6 On behalf of West Suburban Medical Center
7 and all of Resurrection Health Care, I would like
8 to express our gratitude to the Illinois Health
9 Facilities and Services Review Board for giving us
10 and the many supporters of this application the
11 opportunity to speak at today's hearing.

12 We also would like to acknowledge the
13 conscientious and fine work done at this hearing
14 by both the hearing officer and the very patient
15 court reporter.

16 Resurrection appreciates that some may have
17 sincere concerns regarding the proposed sale of
18 this hospital. Such concerns are natural. I
19 believe they have been well-addressed, sometimes
20 quite eloquently, in the testimony of numerous
21 individuals who have spoken here today in favor of
22 this sale, including patients, community members,
23 community leaders, physicians, employees,
24 government officials, members of the clergy,

1 leaders of other nearby community hospitals and
2 health providers, as well as Vanguard Health
3 Systems.

4 Inherent in the testimony of all such
5 speakers is a recognition that this transaction is
6 critically important to the future of the hospital
7 and the community it serves. Their testimony
8 today clearly illustrates the strong and
9 broad-based support for a transition, that while
10 difficult, makes sense for this community and is,
11 in fact, the best way to save this hospital and
12 its services.

13 It has been a long afternoon. I will
14 therefore reiterate and clarify just a few key
15 points.

16 First of all, we at Resurrection Health Care
17 are truly heartbroken that this sale has become
18 necessary. As Sister Patricia Ann Koschalke has
19 noted, we have come to this juncture only after a
20 process of long and careful consideration and
21 prayer, reflecting on the impact of all possible
22 alternatives on all affected parties.

23 Since welcoming West Suburban into the
24 Resurrection system in 2004, its employees have

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1 become our colleagues and our friends, while the
2 members of the community have become part of our
3 extended family of care.

4 We at Resurrection can assure this community
5 and the Board that we have not reached this point
6 lightly. We knew when West Suburban joined
7 Resurrection that it faced real operational and
8 financial challenges.

9 However, we also knew that the community
10 needed West Suburban Medical Center; and as an
11 organization, we put our heart and soul, as well
12 as the system's financial resources into helping
13 this community -- this hospital serve that
14 community.

15 Although the hospital has lost money for
16 many years, we tried many things and considered
17 many alternatives before concluding that we had
18 done all we could and that it was time to pass the
19 torch to another health care system.

20 Although many other Catholic and other
21 non-for-profit hospitals and health systems in the
22 area were asked to consider taking over
23 responsibility for West Suburban Medical Center,
24 no one was willing to even make an offer, citing

1 their own financial constraints or that the
2 location of this hospital did not fit their
3 strategic plan.

4 We are very grateful that Vanguard alone was
5 willing to step up and commit to making this
6 hospital one of its own.

7 Our sadness at the prospect of West Suburban
8 Medical Center no longer being part of the
9 Resurrection family is therefore tempered by the
10 belief that as part of the Vanguard Health system,
11 West Suburban will have the support of a committed
12 health care provider with a proven track record of
13 meeting community needs and operating quality
14 hospitals here in Illinois, as well as in Arizona,
15 Texas, and Massachusetts.

16 They have a generous charity care policy and
17 a strong commitment to serving Medicaid patients,
18 thereby assuring continued availability to
19 hospital services to those most in need. As
20 Carmen Velasquez, CEO of Alivio Medical Center has
21 testified, Vanguard not only says the right thing,
22 it does the right thing.

23 Second, I would like to clarify certain
24 misconceptions which I think exist regarding

1 minimum time commitments.

2 You have heard from representatives of
3 Vanguard Health Systems regarding their philosophy
4 and history of acquiring hospitals and not just
5 keeping them open, but growing and developing them
6 and expanding their work force.

7 As Ms. Drake from AFSCME Local 31 has
8 acknowledged, this is a challenging time to be a
9 health care provider. Without Vanguard's
10 agreement to purchase West Suburban Medical Center
11 and its sister facility, Westlake Hospital,
12 closure of one or -- closure of one or both
13 facilities are an unfortunate, awful, but real
14 possibility.

15 It is very -- these are not financially
16 well-grounded facilities. Together they lose an
17 average of \$2 million a month. Resurrection
18 regrets that we simply do not have the funds to
19 continue to subsidize these operating losses,
20 which over the past five years have totaled over
21 \$165 million.

22 To their great credit, Vanguard is willing
23 to try to turn around these facilities and thereby
24 assure their long-term viability to the community.

1 It is also very important to understand that
2 in Illinois, unlike other states, we have a
3 governmental body, the Illinois Health Facilities
4 and Services Review Board, that must approve not
5 only any change of control of the hospital as in
6 this case, but also any hospital closure or
7 discontinuation of a significant hospital service.

8 Therefore, no matter what commitments a
9 hospital operator does or does not make, and
10 noting that existing hospital owners are not
11 currently asked to commit to maintain their
12 hospitals into the future for any length of time,
13 State law provides that no hospital can close or
14 diminish its services without the Board's approval
15 after a comprehensive evaluation of community
16 residents' health care needs.

17 That protection is a strong one and allows
18 the Board to react to future community health
19 needs at those future times and in light of the
20 then current realities.

21 Third and lastly, we know, based on a
22 detailed and independent valuation that
23 Resurrection commissioned, that in pure financial
24 terms, that is simple economic market value, this

1 hospital is not considered worth very much;
2 however, we all note that in human terms, this
3 hospital is incredibly valuable.

4 You have heard testimony from a large number
5 of individuals who have given witness to that
6 value from a wide variety of different
7 perspectives.

8 We at Resurrection are proud to have
9 contributed to that value over the past six years.
10 We know that we have put into the hospital far
11 more money, including over \$74 million in capital
12 improvements in the past six years, than the
13 hospital can ever afford to repay us, but we leave
14 with the compensation of having helped West
15 Suburban and its community be better than it was
16 before and having thereby contributed to the
17 health and security of hospital patients,
18 employees, and community members.

19 Scripture teaches us that for every time
20 there is a season. With a large measure of
21 reluctance and sadness, Resurrection recognizes
22 that it is time to turn over the future of West
23 Suburban Medical Center to another qualified
24 organization; however, we do so in the firm belief

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1 this is the very -- this is in the very best
2 interest of West Suburban Medical Center, its
3 employees, and its staff, as well as the many
4 people who are served by and support this vital
5 community resource.

6 We therefore respectfully ask the Health
7 Facilities and Services Review Board to act in a
8 timely manner and approve this application.

9 Thank you.

10 (Applause.)

11 HEARING OFFICER HALL: Is there anyone
12 who has not testified who wishes to testify?

13 (No response.)

14 HEARING OFFICER HALL: I would like to
15 thank the Village of Oak Park for the use of their
16 facility today.

17 I would remind everyone to submit your
18 written comments to me so that we have this
19 information for the record.

20 This project is scheduled for consideration
21 by the Illinois Health Facilities and Services
22 Review Board at its June 8th through 9th, 2010,
23 meeting. A location for this meeting is still
24 being determined.

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1 The public has until May 19th, 2010, to
2 submit written comments. These comments can be
3 sent to my attention at the Illinois Department of
4 Public Health at 525 West Jefferson Street, Second
5 Floor, Springfield, Illinois 62761-0001.

6 If you prefer, you may fax your comments.
7 Our fax number is 217-785-4111.

8 Are there any questions?

9 (No response.)

10 HEARING OFFICER HALL: Seeing that
11 there are no additional questions or comments, I
12 deem this public hearing adjourned.

13 Thank you.

14 (Which were all of the
15 proceedings had in the
16 above-entitled matter ending at
17 3:52 p.m.)

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STATE OF ILLINOIS)
) SS.
COUNTY OF KANE)

I, Joanne E. Ely, Certified Shorthand Reporter No. 84-4169, Registered Professional Reporter, a Notary Public in and for the County of Kane, State of Illinois, do hereby certify that I reported in shorthand the proceedings had in the above-entitled matter and that the foregoing is a true, correct and complete transcript of my shorthand notes so taken as aforesaid.

IN TESTIMONY WHEREOF I have hereunto set my hand and affixed my notarial seal this 5th day of May, 2010.

Joanne E. Ely



Notary Public

My commission expires

May 16, 2012.

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