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**STATE OF ILLINOIS
HEALTH FACILITIES AND SERVICES REVIEW BOARD**

RE: PROJECT 10-081 HOLY CROSS HOSPITAL

PUBLIC HEARING

JANUARY 28, 2011

ORIGINAL

NATIONWIDE SCHEDULING

OFFICES: MISSOURI Springfield Jefferson City Kansas City Columbia Rolla Cape Girardeau ■ KANSAS Overland Park ■ ILLINOIS Springfield

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STATE OF ILLINOIS
HEALTH FACILITIES AND SERVICES REVIEW BOARD
525 West Jefferson Street, 2nd Floor
Springfield, Illinois 62761
(217)782-3516

PUBLIC HEARING

Re: Project 10-081 Holy Cross Hospital

Public Hearing held on January 28, 2011,
at the Marquette Park Field House, 6734 South
Kedzie, Chicago, Illinois 60629

Reported by:

Linda DeBisschop, CSR-MO, CCR-IL
Midwest Litigation Services
401 N. Michigan Avenue
Chicago, Illinois 60611

1 (START TIME 10:00)

2 MR. RYAN: We are about to get underway.
3 The Administrator for the Illinois Health Facilities
4 and Services Review Board is here. We will be
5 distributing through the crowd and we will have
6 people bring it around so everybody doesn't have to
7 go to the back. There are people who will be
8 testifying and there are a lot of people here who
9 are testifying. Those people will sign in on the
10 testimonial page and there will be two pages. One
11 for "for" and one for "against" and there will also
12 be a page for people to sign in for attendance.
13 Courtney Avery, who is the Administrator is here.

14 MS. AVERY: Good morning, everyone. I'm
15 Courtney Avery from the Illinois Health Facilities
16 and Services Review Board and I am here today to act
17 as a public hearing officer and facilitator for the
18 meeting. Unfortunately, I cannot respond to any
19 questions or give you any feedback on the
20 application, so we're just going to have it on the
21 court record and the full Health Facilities Clinic
22 Board will review all of the testimony that's given
23 here today. So I will read into the record what we
24 are here today to do.

25 Our purpose here today is to listen to

1 opposition, support for the Project Number 10-081,
2 Holy Cross Hospital in Chicago, Illinois, which is
3 proposing to transfer ownership to Vanguard Health
4 Systems, Incorporated. As part of the rules of the
5 Illinois Health Facilities and Services Review
6 board, I would like to read the previously posted
7 legal notice into the record. So you will hear
8 dates that have passed us, but this is how it
9 appeared and must be done per the rules.

10 A Notice of review and opportunity for
11 public hearing and written comment, Project Number
12 10-081, Holy Cross Hospital, Chicago, Illinois. In
13 accordance with the requirements of the Illinois
14 Health Facilities Planning Act, notice is given of
15 receipt to transfer ownership of an acute hospital,
16 Project 10-081, Holy Cross Hospital located in
17 Chicago, Illinois. Applicants are Vanguard Health
18 Systems, Incorporated; Vanguard Health Management,
19 Incorporated; Vanguard Health Financial Corporation,
20 LLC; Hospital Development Company Number Two,
21 Incorporated and Holy Cross Hospital.

22 The applicants propose to transfer
23 ownership of the 274-bed hospital located at 2701
24 West 68 Street, Chicago, Illinois. The project cost
25 is \$19,355,000.

1 A public hearing is to be held by the
2 Illinois Department of Public Health pursuant to the
3 Illinois Health Facilities Planning Act. The
4 hearing is open to the public and would afford on
5 opportunity for parties with interest to present
6 written and oral, verbal comment relevant to the
7 project. All allegations or assertions should be
8 relevant to the need for the proposed project and be
9 supported with two copies of documentation or
10 materials that are printed or typed on paper size 8
11 and a half by 11-inches. Consideration by the State
12 Board has been tentatively scheduled for March 22,
13 2011, the state board meeting.

14 The public hearing will take place
15 pursuant to part 1130.910. The hearing is scheduled
16 for 10:00 a.m. January 28, 2011 located at Marquette
17 Park Field House, 6734 South Kedzie, Chicago,
18 Illinois 62629. For additional information, call
19 217-782-3516, TTY number 800-547-0466, which is used
20 for impaired hearing only.

21 Any persons wanting to submit written
22 comment on this project must submit these comments
23 by 9 a.m. on March 2, 2011.

24 Right now, I don't know if everyone has
25 had the chance to sign in, but there are sheets that

1 will be circulated. If you have not done so when
2 the sheets are circulated, the green form is for
3 those individuals who would like to provide
4 testimony in support of the project. The blue is
5 for those who would like to provide testimony in
6 opposition of the project. The yellow form is for
7 those individuals who would like to register their
8 attendance, but do not wish to provide any
9 testimony.

10 To insure that the State Board's public
11 hearing will protect the privacy and maintain the
12 confidentiality of an individual's health
13 information and covered entities, as defined by the
14 Health Insurance Portability Act of 1996, such as
15 facilities, hospital providers, health plans and
16 health clearinghouses submitting oral or written
17 testimony that discloses protected information of
18 individuals should have a valid written
19 authorization from that individual. The
20 authorization shall allow the covered entities to
21 share individual's protected health information at
22 this hearing.

23 If you have prepared text and you want to
24 submit it, please do so. We will take those copies
25 and give it to the court reporter. If you give oral

1 testimony, please be as brief as possible so that we
2 can give everyone an opportunity to participate and
3 we will have to limit you to, at least, five
4 minutes. If you want to speak more than five
5 minutes, you can do so after everyone has had the
6 opportunity to do. The notice asked that you
7 provide the two copies. If you don't have them and
8 can send them to us later, please do so, and there
9 is also a flyer that is being circulated with the
10 next meeting date, location and time. It also has
11 information on where to submit your written
12 comments.

13 We will do our best to take everyone in
14 the order that is on the forms, but we may get a
15 little out of order, so please be patient with us.

16 At this time, I would ask that anyone from
17 the applicant who would like to give testimony
18 first, to please do so.

19 BY SISTER REGINA DUBICKAS: I am Sister
20 Regina Dubickas, and I am a member of the
21 congregation of the Sisters of St. Casimir of
22 Chicago. I have served on Holy Cross Hospital's
23 Board of Trustees for the past 13 years. I am
24 pleased to see the many supporters of the
25 certificate of need and who have taken time out of

1 their busy schedules to be here with us today.

2 The Sisters of St. Casimir have ministered
3 to the people of Chicago since as early as 1909.
4 Over the years, we have carried out our mission of
5 teaching and evangelizing, caring for the sick, the
6 aging and sharing Christ's special love for the poor
7 through ministries in education, health care and
8 community development. Holy Cross Hospital has
9 served as one of the primary vehicles through which
10 we have carried out these ministries for the past 83
11 years.

12 The Sisters of St. Casimir began their
13 ministry of Holy Cross Hospital in 1928. Holy Cross
14 has always operated as a stand-alone hospital
15 without the financial support of a larger health
16 system. Over the past 20 years, due to the
17 increasing number of low income and uninsured
18 patients served by the hospital, we have struggled
19 to keep Holy Cross Hospital's doors open.

20 Let me be clear, the Sisters love Holy
21 Cross Hospital. We care deeply about the community
22 that we serve, the people that we employ, the
23 doctors who care for our patients. The decision to
24 transition the ownership of Holy Cross to Vanguard
25 was not one that came lightly, nor is it one that

1 did not involve extensive investigation, due
2 diligence and prayer. We are absolutely convinced
3 that, through our collaboration with Vanguard, Holy
4 Cross will thrive, continuing to serve the community
5 that counts on us to be there for them.

6 In making the difficult decision to
7 initiate the sale of the hospital, the following
8 were key considerations that we identified in
9 looking for a potential purchaser: Insuring that
10 Holy Cross Hospital maintain its commitment to
11 Catholic health care; the ability of Holy Cross
12 Hospital to have access to capital for needed
13 improvements; the ability of the purchaser to
14 continue the day-to-day operations of Holy Cross
15 Hospital; maintaining the jobs of Holy Cross
16 Hospital's current employees; allowing the Sisters
17 of St. Casimir to maintain active at the hospital
18 and retaining responsibility for the Catholic
19 aspects of the hospital's operations. Finally,
20 enhancing the ability of Holy Cross Hospital to
21 continue to provide quality health care to the
22 community and to continue to actively reach out to
23 and participate in addressing the needs of the
24 surrounding community.

25 For many years, we have explored a number

1 of options and engaged in an extensive process to
2 find a suitable partner that would satisfy these key
3 considerations. After long and diligent efforts, we
4 found Vanguard to be the best option to ensure the
5 viability of the mission of Holy Cross Hospital into
6 the future.

7 As part of the transaction, Vanguard will
8 enter into a Stewardship Agreement with the Sisters
9 of St. Casimir whereby Vanguard agrees to keep the
10 hospital Catholic and will continue to follow the
11 Catholic directives.

12 Under the Stewardship Agreement, the
13 sisters will continue to provide oversight and
14 monitoring services to strengthen the Catholic
15 identity and the mission of the hospital.
16 Additionally, the sisters will have the following
17 rights: To nominate members of the hospital's
18 advisory board; approval of the appointment of all
19 members of the ethics committee; approval of the
20 mission, philosophy and value statements of the
21 hospital; to be consulted by Vanguard regarding the
22 selection of the CEO; approval of the vice-president
23 of mission effectiveness; ability to remove the
24 vice-president of mission effectiveness and approval
25 of the hospital's charity care policy. An

1 independent ethical review, along with Cardinal
2 George's own analysis, affirm that through the
3 protections that have been initiated and others, the
4 Catholic mission of the hospital would be protected.

5 In addition to the commitment to keeping
6 Holy Cross Catholic, Vanguard has agreed to assume
7 the hospital's pension liability which is well into
8 the millions. This is especially important because
9 it ensures that we will have sufficient funds in
10 place for our employees when they retire. Only a
11 large health system, such as Vanguard, will be able
12 to assume a liability of this magnitude.

13 By agreeing to operate the hospital,
14 Vanguard is assuring that the jobs of Holy Cross
15 Hospital, approximately 1,200 employees, will be
16 preserved. This provides security for both our
17 employees and the residents of the community they
18 serve.

19 In addition, Vanguard has agreed to make a
20 significant capital investment over the next five
21 years which will be used to help Holy Cross Hospital
22 make much needed capital improvements. This is well
23 beyond the hospital's historic ability to replenish
24 capital.

25 In summary, with Vanguard purchasing Holy

1 Cross Hospital, we are assured that the hospital
2 will remain Catholic; that our employees' jobs are
3 secured; that the hospital will receive the capital
4 that it needs and that the Sisters of St. Casimir
5 will continue their ministry and remain an active
6 part of Holy Cross Hospital. This transaction will
7 insure that the mission of Holy Cross Hospital and
8 the mission of the Sisters of St. Casimir will
9 continue to have a positive impact on the community
10 surrounding Holy Cross Hospital.

11 The Sisters of St. Casimir have over 100
12 years of leadership in serving the needs of those
13 who have come to our door, our emergency room and
14 our Maria High School looking for comfort, support,
15 a helping hand, health care or an education. We are
16 the bedrock of our community and we embrace our role
17 of serving all, but especially the vulnerable and
18 those in need. Our main priority has always been to
19 keep Holy Cross Hospital open and operating as a
20 Catholic institution. The action that we are
21 requesting today is a right decision for the right
22 time.

23 Thank you for holding this hearing today
24 and allowing us to share our story with you.

25 MS. AVERY: Thank you. I also ask for the

1 benefit of the court reporter that you give the
2 spelling of your name. The next speaker will be
3 Sister Margaret Zalot.

4 BY SISTER MARGARET ZALOT: This is a letter
5 from Cardinal George.

6 I am writing this letter to express my
7 support of the transition of Holy Cross Hospital to
8 ownership by Vanguard Health System. By virtue of
9 this unique partnership between the Sisters of St.
10 Casimir and Vanguard, Holy Cross Hospital will
11 continue to be a vital Catholic presence serving the
12 people of southwest Chicago.

13 For more than a century, the Sisters of
14 St. Casimir, through their health care and
15 educational ministries, have served the people of
16 Marquette Park and surrounding neighborhoods.
17 Various demographic changes and economic hardships
18 have often made this work challenging. Through
19 their compassionate presence among the poor and
20 underserved, the Sisters have been a stable beacon
21 of faith, hope and love.

22 For many years, Holy Cross Hospital has
23 faced significant financial difficulties, at times
24 coming close to closure. After a thorough search of
25 all possible alternatives, the Sisters came to me

1 with a new approach that would allow them to extend
2 their charitable and spiritual mission of health
3 care. I am convinced that their desire to partner
4 with Vanguard Health System is the best way to allow
5 Catholic health care to continue at Holy Cross
6 Hospital.

7 While a for-profit Catholic hospital may
8 appear to be counter-intuitive concept, Holy Cross
9 will not be unique in adopting this approach. Since
10 2005, Vanguard's St. Vincent Hospital in Worcester,
11 Massachusetts has operated as a genuinely Catholic
12 for-profit, yet charitable institution under the
13 oversight of the Diocese of Worcester. The Sisters
14 of St. Casimir will oversee the Catholicity of Holy
15 Cross and have reserve powers to assure continuation
16 of the hospital's Catholic's mission.

17 Ethicists of the Archdiocese of Chicago
18 have reviewed the Sisters' proposal and found it to
19 be ethically and spiritually sound. The Archdiocese
20 and the Sisters have received the approval of the
21 Holy See, which is required by church law, to enter
22 into this transaction with Vanguard. This
23 partnership will assure quality health care in a
24 neighborhood that would otherwise not be served.
25 Sincerely yours, Francis Cardinal George, Archbishop

1 of Chicago.

2 MS. AVERY: Thank you.

3 MR. PILGRIM: Good morning. My name is Trip
4 Pilgrim. I'm Senior Vice-president and Chief
5 Development Officer with Vanguard Health Systems.
6 I've worked with Vanguard in various capacities over
7 the last ten years and currently the company's point
8 person in transaction with Holy Cross.

9 First, I want to thank you for the
10 opportunity to speak today to the Illinois Health
11 Facilities and Services Review Board, and as they
12 consider transfer the proposed transfer of ownership
13 from Holy Cross to Vanguard. I deeply appreciate
14 the many community organizations, elected officials
15 and regular citizens who have already expressed
16 their support for those applications. A special
17 thanks to all of you who chose to attend today and
18 wearing the yes buttons.

19 I'm deeply appreciative also of Cardinal
20 Francis George and his staff for their support for
21 the proposed transaction and the Cardinal's interest
22 in working with Vanguard to keep Holy Cross open and
23 a Catholic institution.

24 Our company provides health care services
25 to a diverse group of patients and communities

1 serving 26 hospitals located in five states,
2 including four facilities here in the Chicago land
3 area. We have nearly 30,000 employees and almost
4 6,000 employees here in Chicago that we bring to the
5 table with a broad spectrum of experience from
6 clinical care, operations, contracting, financial,
7 purchasing, finance, human resources.

8 Our company also has a track record of
9 investment and growth. Over the last five years,
10 Vanguard has funded capital expenditures in excess
11 of a billion dollars and we've increased our work
12 force by more than 15,000 employees. We embrace the
13 communities in which we serve and assure that
14 residents never have to leave their communities to
15 have access to the highest level of care and
16 services. This is our philosophy and that is the
17 level of service we provide.

18 While Vanguard may own the physical assets
19 of our four Chicago hospitals, it is our teams of
20 local administrators and medical professionals and
21 employees who own the operations, set the policies
22 and help make these hospitals successful. We bring
23 the same philosophy to Holy Cross because we know
24 this model works and it's worked for us across the
25 company in our other markets.

1 Vanguard has a long track record of
2 success and strengthening the hospitals we own
3 through significant capital investment and thought
4 leadership. This approach enhances their efficiency
5 and, most importantly, improves clinical care and
6 experience with the patient and the patient's
7 family. The communities we serve have seen health
8 care improve as a result of our efforts. Simply
9 put, we don't buy hospitals to maintain the status
10 quo or to close them.

11 We are committed to developing urban-based
12 integrated delivery systems. Therefore, we purchase
13 hospitals as a part of our desire to develop these
14 regional systems, to improve their clinical care,
15 enhance the quality of services, increase patient
16 experience and grow the number of patients that we
17 actually serve.

18 Our commitment to the Chicago region began
19 in 2000 with the acquisition of MacNeal Hospital in
20 Berwyn. It continued in 2002 with the purchase of
21 Weiss Memorial on the north side and just last
22 summer we added Westlake and West Suburban Hospital
23 to our Chicago land market.

24 I am proud also to be here today to talk
25 about Vanguard's desire to expand the services we

1 provide in the region through the purchase of Holy
2 Cross Hospital. We share the views of many in this
3 room that this partnership will provide the
4 stability and assurance for Holy Cross' patients,
5 employees, doctors, neighbors and partners that have
6 been missing for a number years.

7 We recognize the critical role of the
8 hospital and the Sisters of St. Casimir have played
9 on Chicago's south side for nearly a century. They
10 have done absolutely amazing work under
11 exceptionally difficult circumstances in the face of
12 some enormous challenges.

13 Holy Cross, like our other institutions in
14 Chicago, is more than just a hospital. It is a
15 community foundation in which many depend. We
16 embrace this responsibility that comes along with
17 owning and operating Holy Cross and continuing its
18 legacy.

19 As you've heard, Vanguard has reached an
20 agreement with Cardinal George to continue operating
21 Holy Cross as a Catholic institution. Under this
22 agreement, the hospital continues to follow the
23 ethical and religious directors of the Catholic
24 Church, provide active pastoral care to patients and
25 be listed amongst other Catholic institutions.

1 The Sisters of St. Casimir will be seated
2 in the hospital's advisory board and will maintain a
3 reserve authority on matters of Catholicity. This
4 is something we have experienced. As mentioned in
5 2005, we acquired St. Vincent Hospital in Worcester,
6 Massachusetts. It was a Catholic institution and
7 remains so today. In keeping with that hospital's
8 faithful history, Vanguard entered into a legal
9 agreement with the Bishop of Worcester to preserve
10 St. Vincent's as a Catholic institution. The bishop
11 has moral and spiritual authority over the actions
12 of the hospital. This includes insuring hospital
13 operations and practices to conform to the Catholic
14 Church's ethical and religious directives for
15 healthcare services.

16 As part of our commitment to provide
17 spiritual and emotional support to patients and
18 families, a hospital chapel is staffed by religious
19 order priests under the supervision of the Bishop
20 where daily mass is offered and I know the Sisters
21 of St. Casimir visited St. Vincents in Worcester and
22 we appreciate that.

23 Annually, St. Vincent's spends about 2.3
24 million on charity care and almost 300,000 in other
25 community programs. We also own other hospital

1 systems in the country that have a faith-based
2 history.

3 I served as president and CEO of the
4 Baptist Health System in San Antonio, Texas, which
5 is owned by Vanguard and it has been affiliated with
6 the Baptist General Convention of Texas since 1952.
7 Today, the Baptist General Convention of Texas holds
8 the Baptist Health System in San Antonio out as a
9 model of how you do faith-based care under the
10 Baptist mission.

11 Here in Chicago, West Suburban and
12 Westlake Hospitals, which we acquired last summer,
13 both continue to follow the guidelines under
14 Catholic health care.

15 In all of these institutions, Vanguard has
16 been able to maintain the religious identities of
17 the hospitals while providing a robust level of
18 charity care, filling strong, reliable community
19 partnerships and providing high level care to our
20 patients, their families which includes largely
21 underserved populations.

22 Vanguard recognizes the role we play in
23 these communities. Since 2010, our hospitals
24 provided almost 100 million in charity care and
25 there were 450 million in uncompensated care

1 nationwide.

2 Here in Chicago, among the region's
3 largest hospitals, including not for profits, a
4 recent Crain's business analysis ranked MacNeal and
5 Weiss in the top percentile of hospitals providing
6 charity here. MacNeal was one of six Chicago area
7 hospitals that pays taxes, but also had a high rate
8 of charity care and public aid compared to the
9 majority of the 20 hospitals in the Chicago area,
10 which are the large not for profits. The same data
11 indicates Weiss also spent more on charity care than
12 half of the area's 20 largest hospitals. We are
13 constantly looking for ways to further engage our
14 work force to improve our hospitals.

15 As mentioned earlier, our one asset is our
16 work force. Here in Chicago our employee engagement
17 scores rank in the 82nd percentile among the Gallup
18 health care database. Our hospitals are proud
19 partners with the communities in which we operate.
20 Our doctors, our nurses and staff serve on the board
21 of neighbored charities, schools, community
22 organizations and religious groups. This is a model
23 that Holy Cross also follows and it is our hope to
24 transition for hospital employees and community
25 partners will be seamless.

1 We believe Holy Cross has a reason to
2 exist and continually to serve the city's south
3 community for years to come. We also believe, given
4 Holy Cross's proximity to other Vanguard hospitals,
5 the countless patients and medical staff Holy Cross
6 shares with MacNeal that there are opportunities to
7 gain additional efficiencies.

8 As the process moves forward, we welcome
9 to opportunity to welcome Illinois Facilities and
10 Services Review Board, appropriate state agencies
11 and the communities of southwest Chicago to ensure
12 the work done by Holy Cross Hospital and the legacy
13 of the Sisters of St. Casimir continues. Thank you
14 very much.

15 MS. AVERY: Thank you. We next have
16 Dr. John Ball.

17 BY DR. JOHN BALL: Good morning. I'm John
18 Ball. I'm a physician and former hospital executive
19 and I'm currently the vice chair of Holy Cross
20 Hospital Board of Trustees. Due to a scheduling
21 conflict, Dr. Diane Howard, the board of trustees
22 chair, is unable to testify today, so I will speak
23 on behalf of the board.

24 Over the past decade, the over 80-year
25 mission of Holy Cross Hospital has been severely

1 challenged by the dramatic socio-economic changes of
2 the communities of which it serves. On many
3 occasions, the hospital administration has sought
4 and often received significant state, Federal and
5 philanthropic assistance to maintain desperately
6 needed hospital services.

7 With a dedicated stewardship and financial
8 assistance of the Sisters of St. Casimir, the
9 hospital has survived and in some very important
10 ways become more responsive to community needs.
11 However, it became obvious to the Sisters and to the
12 board that a more viable, long-term solution should
13 be sought due to the lack of necessary capital, the
14 likelihood of an increasingly challenging health
15 care environment and the diminishing resources of
16 the Sisters of St. Casimir.

17 After seeking many options for a stronger
18 and viable partner, the Sisters brought a solid
19 acquisition offer from Vanguard Health Systems to
20 the board. This affiliation provides all of the
21 fundamental elements that the board feels are
22 essential in an agreement that will maintain the
23 mission of Holy Cross Hospital for the communities
24 it serves and builds a more financially stable
25 future.

1 The Vanguard affiliation will bring
2 improved quality development, necessary capital,
3 more sophisticated management systems, a larger
4 referral network, economies of sale and a more
5 stable environment for both the physicians and the
6 work forces.

7 In a diligent assessment by the Board of
8 Trustees, Vanguard Health Systems has demonstrated a
9 commitment to quality improvement, charity care,
10 employee development, solid financial management and
11 responsiveness to community needs. In addition to
12 making certain that Holy Cross maintains a Catholic
13 identity, all of these elements help to match the
14 past hospital mission with future objectives.

15 I'm pleased to state that the Holy Cross
16 Hospital Board of Trustees is happy to support the
17 decision to sell Holy Cross Hospital to become part
18 of Vanguard Health Systems. Thank you.

19 MS. AVERY: Thank you. Next, Dr. Wayne
20 Lerner.

21 BY DR. WAYNE LERNER: Good morning. My name
22 is Wayne Lerner. I've been the Chief Executive
23 Officer of Holy Cross Hospital since October of
24 2007. I'm here today in support of the transfer of
25 Holy Cross Hospital to Vanguard. Since I joined the

1 Holy Cross Hospital family, it has been an uphill
2 battle to keep the hospital open. We have had to
3 make very difficult decisions such as laying off
4 employees, suspending OB services, freezing
5 salaries, implementing pay cuts, and drastically
6 reducing the amount of capital improvements just in
7 order to keep the hospital open.

8 The Sisters of St. Casimir have been
9 critical in supporting Holy Cross Hospital through
10 the recent years of significant financial stress.
11 This stress has been caused by, among other things,
12 a large and increasing number of uninsured patients
13 receiving care at the hospital.

14 In 2008, the hospital had only four days
15 cash on hand and was in danger of closing. The
16 Sisters of St. Casimir helped to continue the
17 mission of the hospital by loaning \$2.5 million
18 dollars to keep the hospital open. The Sisters
19 subsequently forgave the loan, so that the hospital
20 could use its scarce resources to continue to
21 provide care to the community.

22 In addition to the support of the Sisters,
23 Holy Cross Hospital has relied heavily on the work
24 of its senior management in obtaining both state and
25 Federal funding for the basic operations of the

1 hospital. However, to address necessary problematic
2 expansion and facility improvements at the hospital,
3 Holy Cross needs permanent financial support. It is
4 unlikely, given the financial status of the State of
5 Illinois, that Holy Cross Hospital could expect
6 emergency special funding from the Illinois
7 legislature.

8 The sale of Holy Cross Hospital to
9 Vanguard will address these serious financial
10 issues. Vanguard has the operational expertise, the
11 capabilities and the financial capacity to address
12 Holy Cross Hospital's needs. Towards this end,
13 Vanguard has agreed to make a multi-million dollar
14 capital commitment to Holy Cross over a five-year
15 period. With its financial struggles, Holy Cross
16 has historically only been able to allocate
17 approximately \$3 million per year for capital
18 improvements. Last year, we had to reduce it to
19 approximately \$1 million in order to preserve cash.

20 The commitment by Vanguard will allow the
21 hospital to make much needed capital improvements
22 and service enhancements. In addition to the
23 capital commitment, as Sister Regina just mentioned,
24 Vanguard has agreed to assume the liability for the
25 under funding of Holy Cross Hospital's pension

1 program. This huge liability, also many millions of
2 dollars, has a direct impact on the future of our
3 employees. Without Vanguard assuming this
4 liability, the stability of our long-term employees
5 retirement fund would be uncertain at best.

6 The sale of the hospital to Vanguard also
7 provides our employees with the job security they
8 have not had for a very long time. I'm often
9 approached by members of the staff who voice their
10 concern about the hospital's financial situation and
11 how long the hospital will be able to remain open.

12 Since the sale of the hospital has been
13 announced, many employees have told me that they can
14 now breathe a sigh of relief because their jobs are
15 considerably more secure being part of a large, high
16 quality system. The sale of Holy Cross to Vanguard
17 provides Holy Cross Hospital with the resources it
18 desperately needs to thrive in this community. The
19 Vanguard Holy Cross partnership will allow us to
20 continue our mission of providing compassionate
21 health care to those in our community. For these
22 reasons and many more, we fully support the sale to
23 Vanguard.

24 MS. AVERY: Thank you. Next, we will have
25 Senator Jacqueline Collins.

1 BY MS. COLLINS: Good morning. I am
2 Illinois State Senator Jacqueline Collins and I
3 serve the 16th Legislative District. For many years
4 I have been a strong advocate for the ministry of
5 the Sisters of St. Casimir and the vital mission of
6 Holy Cross Hospital. The hospital is in my district
7 and, moreover, I am acutely aware of the tremendous
8 health care needs and the frail support available
9 for the nearly half million people that live in the
10 Holy Cross service area.

11 On many occasions over the years I have
12 led coalitions to rally around and reinforce Holy
13 Cross Hospital. At several times, it seemed that
14 the hospital might not survive. Given this dire
15 reality, elected officials at every level of
16 government have come to recognize the multi-level
17 disaster, that failure of this hospital would
18 create. We have acted collectively and against many
19 odds to maintain hospital services and support
20 quality care.

21 The Sisters of St. Casimir have been our
22 trusted and endearing partners in the shared mission
23 of health care. At many times over many decades,
24 the Sisters have put their energy, actions, prayers
25 and financial resources into the fight to both

1 provide necessary services and to work as a
2 religious relentless force for community
3 stabilization, respect and the valuing of diversity.
4 The Sisters' witness has served as an example and a
5 living testimony of the power of faith field service
6 in times of adversity. Now, given an aging
7 membership and lessened capacity, the Sisters have
8 chosen to partner their mission with Vanguard Health
9 Systems.

10 This partnership will keep Holy Cross
11 Hospital a Catholic institution and it will provide
12 the commitment to charity care, faith based ethical
13 standards and the compassionate service we have come
14 to expect and value at Holy Cross Hospital. This is
15 a commitment that will keep alive the faith, value
16 of caring for those who are the most vulnerable in
17 society, the least, the last and the lost.

18 Additionally, Vanguard Health Systems will
19 contribute funding for much needed capital
20 improvements, maintain the jobs of a large, skilled
21 work force and continual outreach for community
22 support.

23 I look forward to the continued
24 improvement of Holy Cross Hospital and I strongly
25 support the affiliation. Thank you very much to the

1 Illinois Department of Public Health and the Board
2 for this hearing and my opportunity to speak. I
3 would think assertively, aggressively in support of
4 the partnership between Vanguard and Holy Cross
5 Hospital. Thank you.

6 MS. AVERY: Thank you. Senator Martin
7 Sandoval.

8 BY MR. SANDOVAL: Good morning. My name is
9 State Senator Martin Sandoval. It's a proud day to
10 be here today with all of you in the neighboring
11 districts that I serve. I represent the 12th
12 Legislative District in the Illinois Senate next
13 door and I'm here to proudly support the transfer of
14 control of the Holy Cross Hospital to Vanguard
15 Health Systems. Vanguard's MacNeal Hospital in
16 Berwyn is in my district and several of my
17 constituents attend Holy Cross, so this hits close
18 to home for me.

19 Just as a side, it's good to be here with
20 the Sisters of St. Casimir. This is home for me.
21 Many of you should know that I am a product of the
22 Sisters of St. Casimir. In fact, my second grade
23 teacher is sitting in the seats here and I would
24 like to recognize her, Sister Margaret Zalot. So
25 don't blame her for my politics. You can blame her

1 for my spirit of social justice and caring for this
2 community.

3 I also want to share with you briefly
4 before I get into my testimony, that the Sisters of
5 St. Casimir have played a significant role in my
6 family's life and they have been the ones who have
7 educated my sisters and my daughter and one of my
8 sisters, who is no longer with us today, was a
9 student at Maria High School and today there is a
10 beautiful school park campus named in her honor.
11 She died in a tragic car accident some years ago,
12 but she was also a product of the Sisters of St.
13 Casimir. My sister, Judy, also a graduate of Maria
14 High School, a nurse, a product of the Sisters of
15 St. Casimir. And my daughter, Angie, a Junior at
16 the University of Illinois at Chicago, an education
17 major, a future teacher, also a product of Maria
18 High School, a product of the Sisters of St.
19 Casimir. So the Sandovals, in large part, owe our
20 commitment and our dedication and our spirit of
21 social justice in giving to the Sisters of St.
22 Casimir.

23 So it's an honor to be here in joining the
24 Sisters of St. Casimir as they engage in this future
25 partnership of Vanguard Health System.. I also

1 would like to recognize our good family friend and
2 leader, Father Pizzo, who most recently served as
3 presiding priest for the funeral of my mom just a
4 few months ago. Father, thank you for being here
5 providing testimony to this partnership.

6 When I testified last spring in support of
7 the transfer of West Suburban and Westlake Hospitals
8 to Vanguard Health Systems, I spoke about my belief
9 in the promises Vanguard made to both of the
10 facilities and communities. As I stand here today,
11 less than six months later, I can probably say that
12 I am speaking based not just on promises made, but
13 on promises kept and Vanguard is not just talk about
14 what needs to be done to improve its Chicago
15 hospital, but they get it done. They get to work.

16 We have already seen increases in capital
17 and investment and community involvement at both
18 Westlake and West Suburban and many more projects
19 are underway. Vanguard's Chicagoland network is
20 growing and people of our city are reaping the
21 benefits as they will here on the southwest side of
22 Chicago. Even more importantly, the transfer and
23 control of Vanguard will insure that Holy Cross
24 Hospital stays open and continues to serve the
25 people of the southwest side.

1 We cannot afford to close hospitals,
2 particularly, in our most underprivileged
3 communities during these most crucial economic times
4 in this country. The southwest side is a densely
5 populated area with a few hospitals in reasonable
6 distance. This hospital must stay open and will
7 stay open after the approval of the sale and we will
8 make sure that it doesn't close its doors.

9 My experience, along with the experiences
10 I hear about from my constituents every day and my
11 colleague, Senator Jackie Collins, demonstrate
12 Vanguard's commitment to serving working families
13 and the underprivileged.

14 The idea that because Vanguard is a
15 for-profit company, its hospitals will deliver less
16 than charity care and serve fewer Medicaid patients
17 is preposterous and ridiculous. It has been proven
18 wrong time and time again as charity care and
19 Medicaid numbers at each Chicago Vanguard hospitals
20 have either increased or remained the same and
21 Senator Collins and I continue to keep watch to
22 insure that Vanguard continues to provide charity
23 care to this region and to the constituents here on
24 the southwest side.

25 For both its words and, more importantly,

1 its actions, Vanguard has demonstrated a firm
2 commitment to the Latino community, working families
3 and the underserved. This is consistent with my
4 values and the values of my constituents. We have a
5 responsibility as a community to provide quality
6 health care to all patients in need. My
7 constituents and I have seen this over ten years
8 that Vanguard has owned MacNeal Hospital in my
9 district and we have seen it in less than six months
10 since Vanguard took over West Suburban and Westlake
11 Hospitals. We look forward to seeing this same
12 dedication when Holy Cross joins the network in the
13 coming months. Anyone speak Spanish? I will be
14 very brief. (Remainder of testimony spoken in
15 Spanish.) Thank you very much.

16 MS. AVERY: Thank you. T-H-Y-A-T-I-R-I-A
17 T-O-W-N-S.

18 BY MS. TOWNS: Hello. My name is Thyatiria
19 Towns. I bring you greetings from the Office of
20 U.S. Congressman Bobby Rush who couldn't be here
21 today because he is in Washington D.C. and I have a
22 small little testimony about Holy Cross Hospital on
23 a personal note.

24 I lost my grandmother three years ago and
25 I received a phone call to my office saying that my

1 grandmother was sick and she was at Holy Cross
2 Hospital. Immediately, because of the relationships
3 that we have within our office, I picked up the
4 phone and I called Dennis Ryan and I said, I'm on my
5 way, my grandmother is in the hospital and I don't
6 know what's going on because my aunts, they were
7 literally all over the place.

8 When I made it to the hospital, I saw my
9 grandmother. She was laughing and talking and
10 saying she had a great time, but Dennis came over to
11 me and he said I want to talk to you outside. He
12 told me that my grandmother, her condition was
13 serious, and she was going to expire. We didn't
14 know the time and day because we don't know that.

15 I can truly say that the entire time my
16 family was at Holy Cross Hospital, my grandmother
17 was so happy with the service that she received
18 until the time when it was time for us to move her
19 down to hospice and I told her that we are going to
20 take you away from this room, we are going to
21 another place and she was so excited. Dennis
22 allowed me to bring a little table top Christmas
23 tree. We had her Christmas tree sitting there. It
24 was in December after Christmas, had her tree
25 sitting on her little desk and she said she was

1 going downstairs.

2 The ladies in hospice, they gave us a
3 wonderful little book. That little book prepared me
4 of the transition my grandmother was going to go
5 through and that transition, everything that was in
6 the book definitely happened. But my grandmother
7 was so at peace, she was so warm and welcomed. That
8 entire staff welcomed and just helped my entire
9 family and I know it wasn't because of the position
10 working for Congressman Rush, because being in
11 hospice for about a week, we met like almost
12 everybody on the floor and the entire staff was
13 truly, truly a wonderful welcoming to my entire
14 family.

15 I felt that, once my grandmother expired
16 and she expired on New Year's Eve around 8:00 that
17 night and, once it happened, the family went through
18 their transition, but I was happy because I had that
19 book and we went through the whole process, but
20 that's my personal story that happened with me at
21 Holy Cross Hospital. So before I read the remarks
22 of the Congressman, I just wanted to say thank you
23 to the Sisters of Casimir and all the faculty and
24 staff at Holy Cross Hospital, thank you on behalf of
25 my family.

1 Now, I'm reading remarks from Congressman
2 Bobby L. Rush. Congressman Bobby L. Rush is in
3 support of the transition. As U.S. Representative
4 of the First Congressional District of Illinois, I'm
5 acutely aware of the importance of local health care
6 resources in the many neighborhoods that make up my
7 district. In addition to observing the strains that
8 are already hurting hospitals and communities are
9 experiencing as a result of this nation's deep
10 financial meltdown, I am actively committed to
11 making the necessary and vital communities to give
12 the support and the function at their best.

13 The hospital and their services are a very
14 valuable part of the fabric that binds and holds the
15 well being of the people of my district. On many
16 occasions, I visited Holy Cross Hospital, taken a
17 keen interest in their mission and joined the
18 efforts with them to become more valuable and more
19 responsive to community needs.

20 I know and have seen the Sisters of St.
21 Casimir and the hospital's leadership reach out to
22 form a new bond with the people that needs their
23 help and their services. Because of the profound
24 mission and the hospital's good effort, I worked
25 with Federal government to obtain grants and have

1 improved the patient care environment, helped the
2 way with safety upgrades and reduced long-term
3 energy consumption expenses.

4 Over the years, Sisters of St. Casimir
5 have stayed in a changing and challenging community.
6 They have long been a force of good. Now, as their
7 numbers diminish, it is time for them to step back
8 and support the new leadership that will continue
9 their mission of healing.

10 As a strong advocate of Holy Cross
11 Hospital's mission, I will continue to support the
12 sisters and the community as they launch the
13 foundation for a strong future with Vanguard Health
14 Systems. And this is just a snippet. The
15 Congressman would like to submit additional remarks
16 at a later time and I think we should have it within
17 the end of the week.

18 MS. AVERY: By March 2. Thank you. Next we
19 will have Commander John Kupczyk.

20 BY MR. KUPCZYK: Good morning. My name is
21 Commander John Kupczyk from the Eighth District of
22 the Chicago Police Department. We are located now
23 in the Eighth District. The hospital is located in
24 the Eighth District and I'm proud to say I'm a
25 product of the Eighth District. I was born and

1 raised in this district. I grew up in Marquette
2 Park.

3 I've been associated the hospital. I was
4 a klutzy kid. I broke my arm when I was 12 and they
5 set it there. I have family and my wife attended
6 Maria High School and 40 years later I get to stand
7 here and support the hospital and Sisters of St.
8 Casimir, so I am proud of that.

9 I'm Commander John Kupczyk of the Chicago
10 Police Department's Eight District. Today I testify
11 in support of the Sisters of St. Casimir's decision
12 to make Holy Cross Hospital a viable part of the
13 Vanguard Health Care System.

14 Holy Cross Hospital has one of the busiest
15 emergency departments and receives the most
16 ambulances of all the hospitals in the State of
17 Illinois. The hospital's service area also includes
18 some of the most violent plagued communities in the
19 City of Chicago. I speak for all of the surrounding
20 police districts in affirming that we rely
21 unequivocally on the close and responsive
22 partnership with Holy Cross Hospital, especially the
23 emergency room department. That is where the
24 majority of people we serve and protect are brought
25 for care. It is where our forensic patients are

1 often treated. It is also where our own officers
2 and staff are often seen and given emergency care.

3 Holy Cross Hospital has been our strong
4 and essential ally in protection and service to the
5 community that we all serve. The closure of Holy
6 Cross Hospital would have a tremendous and
7 unthinkable negative consequence for the operation
8 of not only the police department, but this
9 community.

10 In the past several years, the financial
11 instability of Holy Cross Hospital has made many
12 institutions further realize the importance of the
13 hospital as a community anchor and we have strongly
14 advocated for resources to keep the hospital
15 services viable for our community.

16 The affiliation of Vanguard Health Systems
17 with Holy Cross Hospital is regarded by the police
18 department as a viable way of keeping this great
19 community asset sustained and strong. In addition,
20 through our deep values for the commitment of the
21 Sisters of St. Casimir, what they have demonstrated
22 their sponsorship to the hospital and to the
23 community in establishing a stable new future.

24 Thank you.

25 MS. AVERY: Thank you. Next we will hear

1 from Dr. Earl Frederick.

2 BY DR. FREDERICK: Good morning. I'm
3 Dr. Earl Frederick from Department of Emergency
4 Medicine at Holy Cross. Forgive my cold, but I
5 wanted to come and testify in support of the merger.

6 As the officer pointed out, we have the
7 busiest emergency department in the state. It is a
8 place where at any given time critically ill
9 patients, critically injured patients are cared for
10 and treated with care and compassion. However, we
11 have been strapped for resources and, because of our
12 need for resources, this merger makes a lot of
13 sense.

14 I've been a former chairman of the
15 emergency department and currently I'm the Regional
16 Director for the Emergency Staffing Group that runs
17 the ED. I also sit on the hospital's Quality
18 Committee and chair the Joint Quality Committee. We
19 report to the board on quality initiatives and
20 things that we need to get done from a quality
21 perspective and we've identified the fact that we
22 need additional resources to get a lot of these
23 things done.

24 Frequently, our hospital is subject to
25 additional patient loads when other hospitals go on

1 bypass or ambulance diversion where ambulances are
2 diverted to other places and so I just wanted to
3 support on a personal level and also from the
4 perspective from the hospital and our physician
5 group this merger. We think it is very important.
6 Thank you.

7 MS. AVERY: Thank you. Vera Bonds from
8 Commissioner Steele's office.

9 BY DR. BONDS: Good morning. Beautiful day.
10 I am Dr. Vera Bonds, Special System to Cook County
11 Board of Commissioners representing Commissioner
12 Robert Steele, Second District.

13 To the Illinois Health Resources and
14 Services Review Board, I am Robert Steele, Cook
15 County Commissioner for the district that is home to
16 Holy Cross Hospital. I would like to express my
17 support for the affiliation of Holy Cross Hospital
18 with Vanguard Health Systems. The Cook County Board
19 is well aware that the southwest side of Chicago is
20 severely challenged with low average health indexes
21 and limited medical resources.

22 Through the recent extremely turbulent
23 economic downturn, already fragile hospitals in this
24 area have seen increased numbers of underfunded
25 patients and higher incidence of health and disease

1 complications. It has become increasingly clear
2 that the best practice health care requires access
3 to capital, sophisticated technology, advanced
4 information systems and more expensive access to
5 medical professions.

6 It is my understanding that the Sisters of
7 St. Casimir, the sponsors of Holy Cross Hospital
8 with considerate foresight, strategically sought and
9 now have obtained a partner to continue the hospital
10 mission into the future. Vanguard Health System has
11 agreed to buy the hospital, invest heavily in
12 equipment infrastructure, staff and community
13 services. In addition, the hospital, while
14 continuing as a Catholic hospital, will be for
15 profit and pay taxes.

16 As the resources available to county
17 government become stretched more than then, it is
18 through collaborations like the Sisters of St.
19 Casimir, Holy Cross Hospital and Vanguard Health
20 Systems that improve health care and will be
21 possible. I support this affiliation and will
22 encourage Cook County leadership to do the same.
23 Thank you, Commissioner Robert Steele, Second County
24 District.

25 MS. AVERY: Thank you. Dr. Pierre Wakim.

1 BY DR. WAKIM: Good morning, everyone. I
2 don't know if I can match all the previous people
3 that came ahead of me. I am Dr. Pierre Wakim and I
4 am the President of Emergency Care Providers, a
5 professional specialist physician group that has
6 provided the contract emergency department physician
7 services to Holy Cross Hospital for almost a decade
8 now and also at Weiss Hospital, which is owned by
9 Vanguard Health Systems.

10 We have provided emergency specialist
11 physicians at both Holy Cross and Weiss Hospitals.
12 The sale of Holy Cross Hospital to Vanguard will
13 provide, in my experience, improved systems,
14 technology and support services and will attract
15 increasingly capable staff.

16 Holy Cross Hospital has one of the busiest
17 EDs and the highest EMS ambulance runs in the state
18 and the level of acuity that many patients arrive
19 with are both expensive and very complex. In the
20 years that I have been at Holy Cross Hospital, there
21 have been opportunities where better access to
22 capital could have brought improved technology,
23 equipment and systems for more efficient and
24 effective operation.

25 At Weiss Hospital, Vanguard Health Systems

1 has been an excellent partner and has assets to
2 provide for improved quality, efficiency and support
3 resources. While deeply appreciative of the
4 generous and dedicated support the Sisters of St.
5 Casimir have given the Holy Cross Hospital mission
6 through the years, I know that the larger and
7 stronger partner is a necessity.

8 I am very happy and I encourage this
9 affiliation with Vanguard Health Systems and our
10 group of emergency specialist physicians is very
11 willing to add their strong support. Thank you for
12 seeking professional input in this important
13 transfer. Thank you.

14 MS. AVERY: Thank you. Dr. Satya Ahuja.

15 BY DR. AHUJA: Good morning. Madam Hearing
16 Officer, Ladies And gentlemen, my name is Satya
17 Ahuja. I'm the Vice-president of the Holy Cross
18 Hospital Medical Staff and a practicing kidney
19 specialist, nephrologist.

20 I have been a member of Holy Cross
21 Hospital's medical staff since October of 1992. In
22 addition to my support, I can assure you that the
23 vast majority of the Holy Cross Hospital's medical
24 staff members also support the sale of Holy Cross
25 Hospital to Vanguard.

1 The medical staff at Holy Cross Hospital
2 has a long history of providing quality medical care
3 in the Marquette Park community. We wholeheartedly
4 support the sale of Holy Cross Hospital to Vanguard
5 because Vanguard is in a position to provide more
6 capital dollars for much needed equipment upgrades
7 and services.

8 Similarly, with Vanguard's other Chicago's
9 hospitals partners, our medical staff will have
10 access to broader network of care providers and
11 experts and a wider variety of services for our
12 patients. This will allow our medical staff to
13 further enhance the high level of health care
14 services we provide to our patients and the
15 communities we serve. Thank you for your support
16 for this transition.

17 MS. AVERY: Alderman Toni Foulkes.

18 BY MS. FOULKES: Good morning. I am
19 Alderman Toni Foulkes of the City of Chicago's 15th
20 Ward. As an alderman for Holy Cross Hospital's
21 ward, I see day and night that the hospital is a hub
22 for critical services, activity and employment.
23 Holy Cross receives more ambulances than any other
24 hospital in Illinois. Seniors and families rely
25 heavily on its emergency outpatient, inpatient

1 services of this only hospital in many miles in all
2 directions.

3 The hospital has been a generous and a
4 flexible community partner through programs,
5 participation, outreach and the center for wide
6 range of community meetings and organizations. As
7 alderman, I have been aware of the import functions
8 and hospital are at risk without strong and capable
9 partners.

10 The Sisters and the hospital leadership
11 has been both trusted allies and strong advocates
12 for progressive change and community stability.
13 Many local institutions and organizations and
14 leaders look to Holy Cross Hospital as big shoulders
15 in community strength. It will be unimaginable that
16 the services of Holy Cross Hospital would not
17 continue and yet there are many threats to lone
18 hospitals in under resourced areas.

19 The Sisters, after long and serious
20 deliberations, have chosen to have Holy Cross
21 Hospital be a partner of Vanguard Health Systems.
22 In this collaboration, the hospital is committed to
23 provide a broad range of essential care services,
24 constant quality improvement, infrastructure
25 investments, advance technology and secure

1 employment and benefits for hundreds of staff.

2 As one of the largest area employers, a
3 strong Holy Cross Hospital is the foundational
4 element in a stabilized and secure future for this
5 area. Due to the large number of important and
6 often critical reasons, I want to enthusiastically
7 give my support to keep alive the legacy of this
8 community-based hospital and to build a foundation
9 for long-term health care excellence through the
10 partnership of Holy Cross Hospital and Vanguard
11 Health Systems.

12 Thank you for your serious commitment to
13 learn the needs and the solutions of a strong future
14 of the neighborhood that I am honored to serve.
15 Thank you very much.

16 MS. AVERY: Thank you. Next, is Elba
17 Aranda-Suh.

18 BY MS. ANRANDA-SUH: Good morning. My name
19 is Elba Aranda. I am the Executive Director of the
20 National Latino Education Institute, formerly the
21 Spanish Coalition for Jobs. The National Latino
22 Institute thanks the board for the opportunity to
23 share our testimony today.

24 NLEI is a non-profit 501C3 community
25 organization founded in the late 1960s in response

1 to the Latino community's urgent need for equal
2 employment opportunities. Our mission puts us at
3 the crossroads of education and employment for our
4 communities. Our job training, educational
5 programming and work force services include several
6 health care training programs among others. Every
7 year our constituency is equipped with the tools
8 necessary to succeed in an increasingly competitive
9 multi-cultural and service-oriented economy.

10 Through our programs, many have achieved
11 an enhanced quality of life and enjoyed new careers
12 in health care. This affords them the ability to
13 provide better education, shelter and medical care
14 for their families, ceasing the cycle of poverty.
15 These programs would not have been made possible
16 without the support of loyal partners such as
17 Vanguard, Holy Cross and the Sisters of St. Casimir.

18 For many years NLEI has worked with these
19 institutions to strengthen and promote our mission
20 of Latino education through personal involvement and
21 in investment to prepare individuals for working in
22 the health care sector. Vanguard has already
23 demonstrated commitment to the communities it is
24 part of and for other hospitals in the Chicago area
25 where the positive effects are undeniable.

1 Since NLEI already has an established
2 relationship with Vanguard, Holy Cross and the
3 Sisters of St. Casimir, the synergy of this new
4 partnership will create an even stronger alliance.
5 I want to share that I can truly speak about these
6 very important partners of this new alliance.

7 I was born at a Vanguard hospital and I
8 was raised and educated by the Sisters of
9 St. Casimir and I volunteered as a teenager at Holy
10 Cross Hospital. I am a product of this community
11 and I can speak personally about the values of the
12 institutions involved and it gives me comfort to
13 know that the institutions involved are committed to
14 insuring that the legacy and the values, the values
15 that I continue to hold, Sisters, many of them are
16 here who are part of my upbringing. So it brings me
17 comfort to know that these values will continue in
18 the betterment of our community.

19 Many employees of Holy Cross have
20 volunteered, including its leadership, serving as
21 support to our organization, to our students, giving
22 community residents an opportunity to participate in
23 many enrichment opportunities including
24 interviewing, receiving counsel from professionals,
25 learning about a variety of health care professions

1 and the impact of health care training and wellness.

2 Through its health care program advisory,
3 Holy Cross insures assessability of quality training
4 to best prepare disadvantaged Latinos for a career
5 path in this growing field.

6 In addition to understanding the
7 importance of equipping the Latino community with
8 skills necessary to work in the health care sector,
9 Holy Cross has contributed, participated in a
10 special initiatives that support training programs
11 that include not only allied health training, but
12 worker wellness education which promotes health
13 education within the community.

14 Under Vanguard's leadership, Holy Cross
15 will not only improve the range and quality of
16 health care, but continue and expand its tradition
17 about reaching an education among Latinos. In order
18 for our communities to thrive, we must educate and
19 empower its members to work in fields that promise
20 growth. And Holy Cross, the Sisters of St. Casimir
21 in conjunction with Vanguard will do just that, and
22 I urge the board to approve this application. Thank
23 you very much for your time.

24 MS. AVERY: Next is Dr. Dheeraj Mahajan.

25 BY DR. MAHAJAN. Hello, good morning. My

1 name is Dheeraj Mahajan. I'm an internal medicine
2 physician at Lake Hospital and I specialize in
3 geriatrics care. I also serve as the Medical
4 Director for the Geriatric Program Development for
5 Vanguard Chicago market. I thank you all for the
6 opportunity for speaking today.

7 Due to my role overseeing the geriatrics
8 program development for all Vanguard hospitals in
9 Chicago, I think I'm in the great position to speak
10 about the benefits of Holy Cross Hospital that it
11 will enjoy by joining the network. My network-wide
12 responsibilities include geriatric community
13 outreach, physician development, inpatient unit
14 development and other senior-related activities.

15 I have been a member of the medical staff
16 at Westlake Hospital for almost ten years and never
17 seen our geriatric care in better shape than what it
18 is in today and we have only been under Vanguard
19 ownership for less than six months.

20 The program we are currently developing at
21 Westlake is rooted in all that Vanguard has
22 accomplished at Weiss Memorial Hospital. We have
23 made Weiss the hospital to go for seniors in the
24 area of uptown Chicago. The senior wellness program
25 includes educational sessions for patients to learn

1 about their health care options, free health
2 screenings, senior walking clubs and housing
3 referrals. We have also rebuilt a senior center
4 within the hospital where the geriatric patients or
5 the seniors can spend time between appointments.

6 The response from the community has been
7 incredible. Some of the programs that were launched
8 were on a temporary basis and were supposed to be
9 lasting only three months. Due to the high demand
10 and success and good results, nearly all of them are
11 going to be permanent. Some of us actually signed a
12 petition to our CEO at the end of three months to
13 keep this program going. Due to the success, we are
14 now working to replicate this program throughout the
15 network.

16 The development of West Suburban Hospital
17 is nearly complete and we are planning for the
18 official launch on February 3rd. Everybody is
19 invited to the open house. The initial response at
20 Westlake has also been extremely positive forcing us
21 to immediately expand our first round of programs
22 and, hopefully, some time in March we will also be
23 doing the open house for the Westlake program.

24 By joining Vanguard's network, Holy Cross
25 will have access to the similar program development

1 expertise. Having experienced throughout the city,
2 I'm familiar with the larger population that the
3 Holy Cross Hospital serves on the southwest side of
4 Chicago. Under Vanguard's ownership, I'm confident
5 that Holy Cross staff will raise their level of
6 geriatric care even higher.

7 Our growing geriatric program is just an
8 example of benefits Holy Cross Hospital will enjoy
9 by joining Vanguard network. These other types of
10 programs that attract the best doctors in order to
11 provide quality care for a growing population of
12 patients.

13 Since Vanguard purchased Westlake last
14 summer, I have already seen measurable increase in
15 patient satisfaction and the attitude and morale of
16 the entire staff has been improved. Therefore, I
17 urge you to approve this transaction so the staff of
18 Holy Cross and the community it serves are given the
19 same opportunities to enjoy throughout the Chicago
20 network of Vanguard.

21 MS. AVERY: Thank you. Mr. Brian Lemon.

22 BY MR. LEMON: Good morning. Well, isn't
23 this something. Thank you for the opportunity to
24 testify in support of transferring control of Holy
25 Cross Hospital to Vanguard Health Systems. My name

1 is Brian Lemon. I'm the CEO of MacNeal Hospital. I
2 spent 24 of the last 28 years as a member of the
3 management team at MacNeal including 17 years prior
4 to its becoming part of Vanguard in the year 2000
5 and six years following. I've known MacNeal
6 Hospital directly and intimately both before and
7 after its conversion from a free-standing
8 not-for-profit hospital to being part of a
9 multi-hospital, investor-owned system. I also live
10 in the community served by MacNeal less than a mile
11 from the hospital and have since 1990.

12 During the time that I was not at MacNeal,
13 it was a privilege to be CEO of Holy Cross Hospital
14 from 2003 to 2006. I provide this background to
15 help you understand my direct experience and
16 personal stake in Holy Cross becoming part of
17 Vanguard.

18 Let me start by saying a few things about
19 Holy Cross Hospital. I think, as you've heard today
20 from a lot of the personal and heart felt testimony,
21 Holy Cross is a special place. During my time
22 there, I experienced the dedication of the Sisters
23 of St. Casimir and their health care ministry on the
24 southwest side. I came to understand directly how
25 important Holy Cross is to the densely populated

1 communities Holy Cross serves. We cannot let it
2 fall behind the many changes taking place in health
3 care, and certainly, closure of the hospital would
4 be a tragedy.

5 Many people question how Vanguard will be
6 able to stabilize Holy Cross because of this
7 challenge that you've heard today with a very busy
8 emergency department serving many uninsured and
9 Medicaid patients. My experience with these two
10 organizations, Vanguard and Holy Cross, tells me
11 that it can be done. In fact, the improvements we
12 made at Holy Cross during my time there was based in
13 large part on management disciplines I experienced
14 with Vanguard following its acquisition of MacNeal
15 in the year 2000.

16 I also know that Holy Cross is blessed
17 with many talented, dedicated employees who care
18 deeply about the hospital and its ongoing mission.
19 There is no question that a lot of hard work lies
20 ahead. But there is a great harmony between the
21 spirit and philosophy of Holy Cross and the help for
22 life mission of Vanguard. I think our balanced,
23 intense focus on quality and safety, patient
24 experience, employee engagement, community service,
25 growth and financial stability will be successful at

1 Holy Cross. These and many others are the reasons
2 why I'm confident that Holy Cross will be able to
3 grow and continue to improve as part of our Vanguard
4 Chicago network.

5 I think, as you've already heard today,
6 one of the areas where Vanguard's mission clearly
7 overlaps with the Sisters is our commitment to
8 charity care. By charity care, we mean health care
9 services provided to folks who have no health
10 insurance or inadequate health insurance and cannot
11 pay for the services they receive. This is critical
12 when considering Holy Cross is a safety net hospital
13 serving a densely populated, largely underprivileged
14 community.

15 The notion that investor-owned hospitals
16 turns their backs in people in need and refuse to
17 provide free care is one of the most damaging and
18 widely held misperceptions out there. Because the
19 reality is that hospitals, all hospitals, whether
20 organized as not for profit or investor owned, are
21 organizations of, by and for the communities they
22 serve.

23 Our mission at MacNeal and Vanguard is
24 simply stated. To help people achieve health for
25 life. Critical to our success and delivering on

1 this mission is that we make a commitment to our
2 communities and key to that commitment is being part
3 of the social services health care fabric that takes
4 care of people in need.

5 Last year an analysis by Crain's Chicago
6 Business examined the rates of charity care provided
7 by Chicago area non-profit hospitals compared to
8 investor hospitals. Crain's highlighted the fact
9 that local investor-owned hospitals provide as much
10 and often more charity care than their non-profit
11 peers. The amount of charity care at MacNeal has
12 actually increased during the years that MacNeal has
13 been part of Vanguard Chicago network. That Crain's
14 analysis found MacNeal was one of six investor-owned
15 Chicago area hospitals to pay taxes and spend a
16 bigger percentage of its revenue on a combination of
17 charity and treatment of public aid patients than
18 was spent by the majority of the areas' 20 largest
19 non-profit hospitals.

20 In our last fiscal year ending June 30,
21 MacNeal provided approximately 3.3 million dollars
22 in charity care and I suspect the hospital to
23 provide \$3.6 million dollars in charity care this
24 year. These figures are stated at cost. In other
25 words, the cost of the free care we will provide.

1 Having had the opportunity to work at both
2 Holy Cross and MacNeal, I know Holy Cross will be a
3 welcome addition to our Vanguard Chicago family.
4 Our values are consistent with one another and our
5 commitments to helping those in need are completely
6 in line. It will be a great partnership and I'm
7 excited to move forward. Thank you for your
8 attention today.

9 MS. AVERY: Thank you. Patricia Lopez.

10 BY MS. LOPEZ: My name is Patricia Lopez.
11 Thank you for the opportunity to speak in support of
12 Vanguard purchasing Holy Cross. I am here wearing a
13 number of hats. First and foremost, as a former
14 patient of both Holy Cross and Vanguard's MacNeal
15 Hospital. I was actually born at Holy Cross
16 Hospital, graduated from Holy Cross School, and now
17 am a patient at MacNeal since Vanguard has purchased
18 it on countless occasions.

19 My first two children were born at MacNeal
20 Hospital. My third child, whom is adopted, quickly
21 joined the family tradition. We took her to
22 MacNeal's Kildare Clinic for her first check-up
23 because of the full faith in the facility and the
24 care and the providers.

25 A year ago I was brought to both MacNeal

1 and Holy Cross under a rather unfortunate
2 circumstance. My mother became ill. During this
3 very stressful time, the attention and guidance from
4 the talented staff of both hospitals were
5 indispensable. While she was in and out of the
6 hospital for over three months, I knew we were able
7 to count on the doctors and medical staff to give us
8 the most thorough explanation and trustworthy
9 advice.

10 MacNeal and Holy Cross are hospitals where
11 I know my loved ones and I will receive the best
12 care available. I trust Vanguard will help Holy
13 Cross enhance and expand its care and service in the
14 community. I also look forward to the improvements
15 that a partnership with Vanguard will bring to Holy
16 Cross, not only the range of quality of services
17 they offer, but also an expansion of community
18 outreach and development.

19 In my professional life, I am assistant to
20 Senator Antonio Munoz. I have seen firsthand the
21 positive impact Vanguard has on the community
22 through MacNeal's participation in our annual toy
23 and food drives.

24 At one of our holiday toy drives, we had a
25 family come in with a four-year old son with

1 cerebral palsy. He could not afford crutches so
2 instead they used sticks. Immediately I called
3 Esther Corpuz from Vanguard. As a result of
4 Vanguard's commitment to charity care, she assisted
5 the family in scheduling a measurement for his
6 crutches and providing him with adequate care. I am
7 happy to say that Philipe now has the proper
8 crutches. Thank you, MacNeal, and, thank you,
9 Vanguard, and especially thank you, Esther.

10 An increase in the hospital's resources
11 will also be beneficial enhancing the hospital's
12 reputation. I have complete faith Vanguard will be
13 able to stabilize and develop Holy Cross to provide
14 its patients with the most advanced level of care.
15 Both of these hospitals have played and will
16 continue to play central roles in my life and the
17 lives of my loved ones. I am ecstatic they will
18 soon be part of the same network. I urge the board
19 to approve the pending application. Thank you.

20 MS. AVERY: Thank you. Next is Patrick
21 Durkin.

22 BY MR. DURKIN: Good morning. My name is
23 Patrick Durkin and I am the Chief Operating Officer
24 of Westlake Hospital. I'm here giving testimony on
25 behalf of Patricia Shehorn, the Chief Executive

1 Officer of Westlake Hospital.

2 My name is Patricia Shehorn and I have
3 been CEO of Westlake Hospital for more than 11
4 years. As many of you know, last year Westlake and
5 West Suburban Hospitals underwent a process similar
6 to the one Holy Cross is going through now to
7 transfer control to Vanguard Health Systems. At the
8 time Westlake and West Suburban faced financial
9 strains in a challenging economy, we hoped then like
10 Holy Cross hopes now that a partnership with
11 Vanguard would ease this hardship and open doors to
12 capital investment and operating capital to keep the
13 hospital open and serve the community.

14 During the process, Vanguard Health
15 Systems made significant promise and commitments to
16 improving the hospital and to maintain the highest
17 quality of care. As I stand here today just six
18 months later, I can proudly say that Vanguard has
19 kept its promise.

20 Since the sale was completed last summer,
21 Vanguard has already made significant improvements
22 at Westlake and in the Melrose Park community.
23 These are the same types of improvements Holy Cross
24 and Southwest Chicago residents can look forward to
25 in the near future.

1 Vanguard has made a number of capital
2 investments at Westlake. In addition to cosmetic
3 improvements to the facility itself, we already have
4 new equipment in our cardiac cath lab, radiology,
5 bariatric surgery and ophthalmology programs.
6 Several more capital projects are underway.

7 We have also seen the positive impact of
8 being part of a strong network of Chicago land
9 hospitals. For example, we have used the expertise
10 of professionals at Weiss Hospital to start our own
11 seniors program at Westlake. Weiss helped us build
12 a framework of programming that we launched on
13 November 1st. We now host lunch and learns once a
14 month, have a senior walking club, offer free health
15 testing and host sessions to help patients
16 understand their medical bills.

17 Since the program launched, we have almost
18 170 senior members participating and are
19 consistently expanding the program due to high
20 demand. This program, which would not have been
21 built without the help of Weiss staff, is just one
22 example of network cooperation benefiting all the
23 hospitals involved. We are working on several other
24 initiatives at all four Vanguard Chicagoland
25 hospitals that will help us better serve our

1 respective communities. I am confident that, once
2 Holy Cross joins the network, these opportunities
3 will grow.

4 The transition of Vanguard has also
5 boosted employee morale and instilled a sense of
6 confidence and excitement for the future at
7 Westlake. I recently presented our strategic plan
8 to hospital leadership and reported that we would be
9 working very hard to strengthen and expand services
10 in geriatrics, orthopedics, rehabilitation, senior
11 programming and pain management. I looked around
12 the room and all I saw were smiles. One employee
13 who has been at Westlake for eight years said this
14 is the most excited she's ever been about the future
15 of our hospital.

16 We are also experiencing several firsts
17 under Vanguard ownership. For the first time in my
18 tenure, we have a meaningful board made up of four
19 positions and eight community members. For the
20 first time we have a chief financial officer and a
21 chief medical officer. We are also putting together
22 an advisory board of local business leaders who will
23 come together once or twice a year to give their
24 input on the needs of the community and ways that
25 Westlake Hospital can contribute to a healthy work

1 force. Our first meeting will be held February 3rd.

2 Vanguard is also giving us the support we
3 need to continue and expand programs that are
4 important to the hospital and the people of our
5 community. Our community health and education
6 advisory board made up of Westlake staff and local
7 business, church, school and social service agency
8 leaders is currently planning a simple steps to
9 fitness walk and health screening in May. We
10 continue to provide a dietician in the local schools
11 to help combat childhood obesity and to offer health
12 screenings in partnership with local churches and
13 agencies. Westlake has been a part of over a dozen
14 health fairs providing free screening to over 500
15 members of the community since we became a part of
16 Vanguard.

17 The work Vanguard has done at Westlake is
18 a clear indication of what I believe Holy Cross
19 patents, doctors and staff can expect as part of
20 Vanguard's Chicagoland network. We have gained
21 strength, scale and recognition to help us better
22 serve the Melrose Park, Maywood, Bellwood and the
23 near west Chicago community. In addition, Westlake,
24 along with the rest of the Vanguard network at
25 MacNeal, Weiss and West Suburban, will benefit from

1 the purchase of Holy Cross.

2 There used to be a fear that every time I
3 held a staff meeting, I was going to announce the
4 hospital would close. Now, people are not just
5 confident that Westlake will stay open under
6 Vanguard's leadership, they are confident that it
7 will thrive. The employees at Holy Cross, along
8 with all of the Chicago southwest side deserve that
9 same confidence. Thank you.

10 MS. AVERY: Next we have Sheila Mischke.

11 BY MS. MISCHKE: Good morning. My name is
12 Sheila Mischke and I'm the Vice-president of Patient
13 Services at Holy Cross Hospital. All of the area
14 nursing areas and the majority of the clinical
15 positions within the hospital are my responsibility.

16 The foremost requirement for a hospital is
17 quality of care for the patients that it serves. In
18 order to have consistently high quality care, the
19 hospital has to be able to attract, retain and
20 support a great work force. Over the years, Holy
21 Cross has developed a reputation for having very
22 many competent and committed nurses and support
23 staff. We work very hard to keep them with us and
24 to attract more. In order to do that, our hospital
25 must have the equipment, technology, education,

1 support, resources and the benefits that keep us at
2 best practice.

3 A larger organization like Vanguard Health
4 Systems will bring the capital, the information
5 systems, best practice experience and shared
6 resources for improvement that will make our
7 hospital a more attractive career environment for
8 both attracting and retaining the excellent nursing
9 and support staff. The affiliation of Holy Cross
10 Hospital with Vanguard Health Systems is a real plus
11 for our continual quest for excellence and for our
12 mission of caring. Thank you.

13 MS. AVERY: Thank you. Next is Warren
14 Brodine.

15 BY MR. BRODINE: Good morning. My name is
16 Warren Brodine. I'm the Chief Executive Officer of
17 Chicago Family Health Center. We are a federally
18 qualified health center that operates five sites
19 throughout the south, southeast and southwest sides
20 of the City of Chicago. Our newest site opened just
21 last year less than one mile from here.

22 Chicago Family Health Center provides
23 comprehensive accessible primary health care to the
24 communities of south and southeast Chicago
25 regardless of an individual's race, religion,

1 gender, age, income or ability to pay. Last year we
2 provided more than 4.7 million dollars of
3 uncompensated care on a budget of just 20 million.

4 The disproportionately high incidence of
5 chronic illness and disease in the Holy Cross
6 Hospital service area makes the partnership between
7 primary care providers, community health centers,
8 specialty providers and the community hospital very
9 important. Through the last year, Chicago Family
10 Health Center has worked closely with Holy Cross
11 Hospital to expand health care service options and
12 to link care capacity. Together, we can increase
13 community health care services.

14 The strength of Holy Cross Hospital is
15 absolutely imperative in broad success for a
16 healthier Marquette Park community. Without the
17 benefits of a larger and stronger institutional
18 partner like Vanguard Health Systems, it is hard to
19 imagine that the vaulted tradition of the Sister's
20 mission could keep pace with the future needs of
21 investment and change. Chicago Family Health
22 Centers strongly supports the partnership of Holy
23 Cross and Vanguard. Thank you.

24 MS. AVERY: Father Pizzo.

25 BY FR. PIZZO: I'm Father Anthony Pizzo and

1 I'm the pastor here at St. Rita of Cascia Catholic
2 Church on the southwest side. I am also the Dean
3 for this area of the vicariate of the Catholic
4 Archdiocese. The parish serves over 3,500
5 households or families in a given area. A large
6 number of these families are experiencing
7 record-breaking job losses, home foreclosures and
8 limited access to affordable health care.

9 Thanks to Holy Cross Hospital's efforts,
10 three new federally qualified community health
11 centers have opened. The hospital's emergency
12 department has been expanded and a revitalized and
13 newly renovated full service family birth center has
14 been reopened in the last two years.

15 While it is true that Holy Cross has been
16 improving the quality of care, expanding services
17 and upgrading technology, we also know that the long
18 term financial health of our hospital has been
19 perilous. For people that live here, this hospital
20 is literally the difference at times between life
21 and death. It's where our grandparents go to be
22 treated and to be rehabilitated after a stroke. It
23 is where many of us will go if we feel chest pain.
24 It is where our young mothers will go when a baby is
25 about to be born and is a home to a welcoming

1 hospice that cares for families when a young one is
2 nearing the end of life. This is our hospital.

3 Many large and vibrant Catholic parishes
4 look to Holy Cross as a part of our family. We want
5 to succeed and to thrive. We want it to employ our
6 parishioners. We want it to support life and
7 provide healing. We want it to carry on the mission
8 of quality and compassionate care of venerable
9 Mother Maia Kaupas and the Sisters of St. Casimir.

10 It is with this desire to sustain and
11 build a stronger community future that we stand in
12 support of the Sisters' affiliation with Vanguard
13 Health Systems. Thank you.

14 And, Sisters, we hope and we pray that the
15 mission and our collaboration with Vanguard will be
16 blessed. Amen.

17 MS. AVERY: Thank you. Next, we have Carmen
18 Velasquez.

19 BY MS. VELASQUEZ: My name is Carmen
20 Velasquez and I'm Executive Director of Alivio
21 Medical Center. We are also a qualified health care
22 center, bilingual and a multi-culture organization.

23 For over two decades we have committed
24 ourselves in our mission and our practice to service
25 the immigrant community including the undocumented.

1 We are in the neighborhoods of Pilsen, Little
2 Village, Back of the Yards, some of the people here
3 in this community and I have seen a lot of people
4 come and go who say they care about us, that they
5 care about our community, but when we need them,
6 when we need them, they are usually nowhere to be
7 found. When we hear about hospitals changing hands
8 and companies pledging to invest in our community,
9 it is understandable for people to be skeptical and,
10 frankly, I'm usually one of them, but this is not
11 the case today.

12 I am here to express my complete support
13 for the pending Certificate of Need application to
14 transfer control of Holy Cross Hospital to Vanguard
15 Health Systems. I grew up on the southside of
16 Chicago and understand the important role that Holy
17 Cross plays in this community. My father served on
18 the board of Holy Cross, so I understand many of the
19 challenges the hospital faces and why it must stay
20 open.

21 I also am a graduate of Maria High School
22 and sometimes it's been hard for the Sisters of St.
23 Casimir to really work in our community as things
24 have been changing. I am happy, I am pleased that
25 they will continue to be part of the hospital. If

1 Holy Cross is under the responsibility of Vanguard,
2 Holy Cross will not only stay open, but it will
3 prosper and grow. This is what the people of the
4 southwest side of Chicago deserve.

5 Some of you may know, Alivio Medical
6 Center also has a strong relationship with
7 Vanguard's MacNeal Hospital in Berwyn. We worked
8 together in recent years to provide health care for
9 the uninsured and needy. As a partner with MacNeal,
10 because the hospital has a presence in our
11 community, it has permanence and this is what this
12 relationship will bring to this community.

13 We all know hospitals and community health
14 centers are different and have different models of
15 care. None of us can stand alone and those of us
16 who are organizing, we say we cannot be lone
17 rangers. All of us must come together to address
18 patient care and be the medical home people deserve.
19 I have seen firsthand the commitment of MacNeal's
20 staff and administration toward our neighborhoods
21 and people who live in them.

22 MacNeal is a trusted partner of Alivio
23 Medical Center. They share their resources and work
24 with us and we've heard today what has happened in
25 the past six months with the other three hospitals

1 in the other communities that have been spoken
2 about.

3 Finally, most importantly, I want to
4 acknowledge that MacNeal works tirelessly with
5 groups like mine to help patients find a medical
6 home. This is especially true for those who have no
7 alternative but to use the emergency room for their
8 primary care needs. I know Vanguard's desire to
9 purchase Holy Cross as a welcome investment in our
10 community and a sign of the system's continued
11 commitment to Chicago.

12 From where I come from, we look for people
13 to not only say the right thing, but more
14 importantly, to do the right thing. Vanguard has
15 stepped up to the plate to meet the needs of
16 patients. I urge the board to do the same and
17 approve this application.

18 MS. AVERY: Thank you. Mr. Jeff Bartow.

19 BY MR. BARTOW: Good morning. My name is
20 Jeff Bartow. I'm the Executive Director of the
21 Southwest Organizing Project. SWOP, as we are
22 known, is a broad-based organization of churches,
23 mosques, schools and other institutions in southwest
24 Chicago. Our mission is to enable families who
25 exercise common values, determine their own future

1 and to connect with each other to improve life in
2 our neighborhoods.

3 We have 26 member institutions and we work
4 together to reduce violence, fight foreclosures and
5 keep families in their homes, win rights and protect
6 the civil liberties of undocumented immigrants and
7 to improve the quality of education our children
8 receive in local schools.

9 The Sisters of St. Casimir and Holy Cross
10 Hospital are founding members of SWOP and are
11 partners in the efforts I've just named. Through
12 the years we have relied heavily on both of these
13 institutions as part of our organizational strength
14 and as true pillars for the foundation of our
15 community.

16 One of the most important parts of these
17 alliances is the consistent wisdom and grounded
18 experience that the leadership of the Sisters of St.
19 Casimir and Holy Cross Hospital continue to bring to
20 SWOP's leadership table. Their support and wisdom
21 are unequivocally valued. Sr. Immacula Wendt, Sr.
22 Margaret Zalot and Dennis Ryan serve on SWOP's
23 strategy team, our board of directors.

24 What does SWOP want from our hospital?

25 First, good quality health care that is affordable,

1 accessible and responsive to our community. We also
2 want the range of jobs and opportunities for
3 advancement that a hospital and health system can
4 provide for our workers. In addition, we want
5 committed advocates and creative partners in working
6 on issues like those I named above aimed at raising
7 the quality of life for all in our neighborhood.
8 This means, among other things, a demonstrated
9 willingness for provision of much needed charity
10 care.

11 As trusted institutional members, the
12 Sisters of St. Casimir and Holy Cross Hospital have
13 asked for our support. We believe that this
14 Vanguard Health Systems alliance will both maintain
15 our community hospital and add to an already over 80
16 year tradition of responsive care and continuum
17 mission of much needed service where the needs are
18 the greatest. Thank you.

19 MS. AVERY: Thank you. Next we have
20 Mr. Dennis Ryan.

21 BY MR. RYAN: I'm Dennis Ryan. I'm
22 Vice-president of Community and External Affairs for
23 Holy Cross Hospital. Over the past seven years, a
24 deeply challenged hospital in a very challenged
25 community has maintained and often improved

1 services. This has been possible due to the
2 stewardship of the Sisters of St. Casimir and the
3 Board of Trustees, the commitment of the hospital's
4 physicians, administration and staff and a
5 tremendous amount of support from community
6 institutions, elected leaders, government agencies
7 and general advocates.

8 The cargo that the ship of Holy Cross
9 Hospital carries is essential and valuable. It is
10 people. Without the services of this hospital, a
11 broad swath of people from our surrounding area
12 would be left to distant resources for the care that
13 they need and most deserve. A community already
14 fragile from job losses would receive a devastating
15 blow. For many years, our collective focus has been
16 to keep our mission and services to the community
17 alive and healthy.

18 With a sharp and deep downturn in the
19 economy and the rapid changes in health care
20 delivery, it is absolutely apparent that Holy Cross
21 Hospital will only continue to survive with the
22 expertise and resources of a larger and more capable
23 partner. Vanguard Health Systems will be able to
24 provide that kind of partnership. I know and
25 respect leadership at Vanguard and I know that their

1 Chicagoland hospitals have been soundly managed and
2 thrive in their care and services for their
3 patients. Our communities will be well served by
4 the affiliation of Holy Cross Hospital with Vanguard
5 Health Systems. Thank you very much.

6 Ms. Avery has asked that I make an
7 announcement. First, and she's already said this,
8 but she would ask to emphasize it very respectfully,
9 that all testimonies should try to be a minute at
10 the most or minute and a half. So if you are over
11 that, please, just bring it down in respect to
12 everyone who is here.

13 Also we will take a 15-minute break. Just
14 a fifteen-minute break and there are lunches
15 available, box lunches in the room right off to the
16 right as you walk out. We will be back here at
17 12:16 to continue.

18 (A BREAK WAS TAKEN IN THE HEARING)

19 BY MR. RYAN: Again, thank you for your
20 patience. We very much appreciate everybody being
21 here. We have decided, as a result of the number of
22 people and number of testimonies, Ms. Avery has
23 decided that it will be acceptable and we actually
24 encourage people to give written testimony and, if
25 you want to give oral testimony, you are more than

1 welcome to do that, but the written testimony can be
2 submitted and it will be part of the record.

3 We would also like to make sure to thank
4 everyone for your kindness and being here and
5 participation. So we now would like to have two of
6 the physicians, who have clinics that they need to
7 get back to right away, present their testimony and
8 then anyone else is welcome to come up and present
9 written testimony here. It will be signed in and be
10 officially part of the record, but you do not feel
11 that you need to testify. Any questions?

12 Dr. Streitmatter.

13 BY DR. STREITMATTER: Good afternoon. I'm
14 Dr. Nancy Streitmatter and I'm a board certified
15 cardiologist at Holy Cross. I'm been at Holy Cross
16 for 32 years. I'm also a member of the Board of
17 Trustees for 11 years and I'm on countless number of
18 committees.

19 For over a decade, Holy Cross Hospital has
20 been seriously impacted by growing numbers of under
21 and uninsured patients that live in the communities
22 we serve and come to us for care. Many challenging
23 and indeed valiant efforts have been made to be
24 self-sufficient and do it by ourselves in an
25 increasingly complex and technology driven world of

1 modern health care.

2 I have spent my professional career
3 working to treat my patients to best practice
4 medicine with a compassionate and caring manner. I
5 have wholeheartedly shared my work as an extension
6 of the Holy Cross hospital mission. It is, however,
7 glaringly apparent to me, both as a physician and a
8 neighborhood resident, that the community, our
9 patients, my fellow physicians, the hospital staff
10 and the many institutions that are our trusted
11 partners in doing good work to be able to maintain
12 and build on our efforts -- we will build on these
13 efforts by becoming a member of a stronger and
14 skilled health care organization.

15 It is with both excitement and relief that
16 I'm able to share the good news of the Vanguard
17 Health Systems affiliation with my patients and
18 their families. Thank you.

19 MS. AVERY: Dr. Mark Bednard.

20 BY DR. BEDNARD: It's a little intimidating
21 following somebody who has been on staff at Holy
22 Cross almost as long as I have been alive.

23 Good afternoon. My name is Mark Bednard.
24 I'm currently an internist at MacNeal Hospital, but
25 I also practiced at Holy Cross for ten years. Thank

1 you for the opportunity to testify in support of the
2 transfer of Holy Cross to the Vanguard Systems.

3 At MacNeal, the medical staff is given the
4 best opportunity to provide our patients with the
5 best possible care. The staff is young, it's
6 energetic, which is a breath of fresh air. We have
7 the pleasure of working with some of the best nurses
8 in the city. The nursing staff is not overwhelmed
9 with large number of patients and they are able to
10 devote the time necessary to each and every one of
11 them. All of this contributes to a better
12 environment for our patients which is the ultimate
13 goal for anyone who works in a hospital.

14 The doctors at MacNeal are very
15 comfortable in their roles. We come to work knowing
16 every day we have the support necessary to care for
17 our patients. Having practiced at Holy Cross for so
18 long, I understand the challenges the hospital faces
19 and appreciate the incredible job done each day by
20 the staff.

21 I also believe they have the potential to
22 deliver even better care if they are given the
23 access to the types of resources that Vanguard
24 provides us at MacNeal. Those of us at MacNeal and
25 throughout our network are excited about the

1 prospect of adding Holy Cross to our team.

2 Every doctor deserves to practice in a
3 superior environment that allows us to do our job
4 efficiently and effectively. Every patient deserves
5 access to a hospital with such an environment. I am
6 confident Holy Cross doctors and patients will have
7 this opportunity under Vanguard's new ownership.
8 Thank you.

9 MS. AVERY: Dr. Sandra Vega.

10 BY DR. VEGA: Good afternoon, everyone. My
11 name is Sandra Vega and I'm an obstetrician and
12 gynecologist at MacNeal Hospital. Prior to coming
13 to MacNeal, for more than eight years, I worked at
14 Holy Cross Hospital until its labor and delivery,
15 unfortunately, closed in 2008.

16 Having worked at Holy Cross so long, I'm
17 very familiar with the southwest side community and
18 its challenges that the hospital faces. There are
19 few options in the area and many residents have
20 limited access to transportation.

21 When I was practicing at Holy Cross, many
22 of my patients would walk to the hospital in labor
23 and it was the only way, it was their only option.
24 So for pregnant women in the area, I believe that
25 the reopening was vital to the neighborhood and I'm

1 very happy that that has already happened.

2 There is also a large Hispanic population
3 in the area and, as a Hispanic American, I care
4 deeply about delivering quality care into this often
5 underserved group. Many of my patients were first
6 and second generation Hispanic Americans who
7 appreciated receiving care from a Spanish speaking
8 physician who could relate to them and their family
9 and their culture.

10 If Holy Cross closed or services suffered,
11 patients like these may no longer have access to
12 quality care in their own neighborhood and would
13 likely neglect their own health. Many of these
14 patients fear going outside of their local
15 neighborhood and seek medical attention locally.
16 Because of this, they may delay getting care. I
17 think that early diagnosis, preventative care and
18 education is what in keeping Holy Cross open would
19 mean to these people.

20 My experience under Vanguard at MacNeal
21 gives me faith that, if this transaction were
22 approved, Holy Cross would not just stay open, but
23 it would improve and expand. Vanguard is
24 consistently investing funds back into the hospital
25 and is committed to setting the bar high for quality

1 of care. The experienced staff is well prepared and
2 exudes a positive attitude that you can feel
3 throughout the building. Clearly, the Vanguard
4 leadership team cares deeply about its physicians,
5 staff and patients and is dedicated to delivering
6 the best quality care.

7 To prove their commitment, Vanguard has
8 instituted several quality and safety initiatives
9 that have raised physician and staff performance to
10 a higher level. My fellow physicians and I are
11 constantly provided with resources to deliver better
12 care to the patients of MacNeal Hospital.

13 Southwest residents rely on Holy Cross
14 Hospital for safe and quality care and this will not
15 change under Vanguard's ownership. In fact, I am
16 confident that patients, physicians and staff will
17 see hospital services improve under Vanguard and
18 will soon welcome them in their new ownership as we
19 have at MacNeal. Thank you for the opportunity to
20 testify today.

21 MS. AVERY: Dr. Kevin Cullinane.

22 BY DR. CULLINANE: Briefly, I will depart
23 from my script. Three reasons why -- I'm Kevin
24 Cullinane. I am a family medicine physician at West
25 Suburban and have been over for 25 years. Three

1 reasons why I think that Vanguard would be a good
2 partner for Holy Cross as it has been for us.

3 Stability in the staff. When they came
4 in, they maintained the level of staffing across the
5 hospital which helps preserve programs and morale.

6 Two, the investment in capital
7 expenditures and capital projects and, three, the
8 new programs that have been developed that we have
9 been waiting for for years and these three things
10 and their ability to listen to the doctors makes me
11 feel that it will be a great partner for Holy Cross
12 as they have been for West Suburban. Thank you.

13 MS. AVERY: Dr. Kenneth Blair.

14 BY DR. BLAIR: Good afternoon. I've known
15 Kevin for many years. He always departs from the
16 script. I do better if I stick to my script.

17 I'm Kenneth Blair. I'm a family physician
18 at West Suburban Medical Center in Oak Park. I'm
19 honored and blessed also to serve on the Board of
20 Trustees at West Suburban and I thank you for the
21 opportunity to speak.

22 I've been at West Suburban since 1975. I
23 came there as an intern. I've had no prior
24 experience working with a for-profit health care
25 company before Vanguard came in in August. I didn't

1 know what to expect and I decided to judge the new
2 owners based on what they accomplished after the
3 sale.

4 Less than six months later, I'm very
5 favorably impressed by the new ownership. I'm proud
6 to be a part of a new era at my hospital and have
7 high expectations looking at it. Contrary to what
8 some may expect or fear with a for-profit company
9 like Vanguard, they did not immediately shake things
10 up and sweep people out. Their leadership took time
11 to get to know the people at my hospital and began
12 an ongoing dialogue. Vanguard has shown a
13 determination to insure the community's health care
14 needs are identified and met.

15 Our new CEO has instilled a sense of
16 accountability and responsibility at West Suburban.
17 He's firmly demonstrated his ability to overcome
18 challenges that we face in a straightforward way.
19 This has set a clear direction at our hospital.

20 One great example stems from my new role
21 on the Board of Trustees. We are a quality
22 oversight board made up of individuals from the
23 communities that surround our hospital. Board
24 members are professionally and ethnically diverse as
25 are our communities. I believe we are well suited

1 to make important decisions for our future. Only a
2 few members are a carryover from previous boards
3 which I think is a sign of welcoming new and fresh
4 ideas. So we met just a few months. We've already
5 discussed such things as expanded partnerships with
6 important community institutions like PCC Community
7 Wellness Center.

8 I believe people inside and around the
9 hospital are all beginning to get an idea of what we
10 hope to accomplish at West Suburban. You've heard
11 people talk about capital investment and program
12 expansion. I will not go back over that. I just
13 want to say I've witnessed a boost in morale among
14 physicians and employees at West Suburban. We have
15 a sense of stability and we can focus more on
16 patient care. This has been a true turn around and
17 a gratifying start and I look forward to seeing what
18 proceeds under Vanguard's leadership.

19 I think, if Vanguard purchases Holy Cross
20 Hospital, that its employees, doctors and
21 surrounding community will experience no loss. In
22 fact, I think you should be excited for the future
23 and eager to get to work just like we are here at
24 West Suburban. Thank you.

25 MS. AVERY: Karen Ward.

1 BY MS. WARD: Good afternoon. My name is
2 Karen Ward and I'm a phlebotomist at West Suburban
3 Medical Center. I've been there for 16 years. In
4 my 16 years, I covered a lot of parts and I've
5 touched a lot of hearts. I can truly say that
6 Vanguard was one of the greatest things that I can
7 say happened to us at West Suburban. There were
8 many days that I came to work and I felt like I had
9 weights in my heart and the facility just seemed
10 heavy and dark.

11 Once Vanguard came, the lights were on and
12 I could see a way to give the care and I could
13 really sense that the patients could tell that we
14 cared. I just want to say to Holy Cross Hospital
15 that it's normal to worry and not be sure, but I
16 could tell you that it's all worth what you're going
17 to experience once they're there with you.

18 We have a CEO, Mr. Jack Cleary. I think
19 he's one of the greatest things that I could have
20 experienced in our transition and I hope that your
21 CEO is as great as the one they gave to us. Thank
22 you.

23 BY MS. AVERY: Next is Patty Cormack.

24 BY MS. CORMACK: Good afternoon. I know
25 it's been a long day, so I will just say a couple of

1 things.

2 I share the same sentiment that I've heard
3 in testimony from people at Holy Cross. West
4 Suburban is not just any employer, West Suburban is
5 my community hospital. I live in my community, so I
6 too was nervous with transition. We struggled with
7 worrying about closing and our financial status and
8 our ability to serve our underserved community.

9 So the few things that I want to say is
10 that, in all the changes I've seen big and small
11 since Vanguard took ownership, one stands out and
12 that is the attitude in the halls of West Suburban
13 and our employees. We are re-energized. We are
14 focused in our goals. We feel excitement and pride
15 in our workplace under the leadership of Vanguard.

16 In life I always believe actions speak
17 louder than words. Vanguard's integrity speaks
18 volumes to me and my community and I think it will
19 to yours too.

20 In closing, my experience with Vanguard
21 leads me to believe that everyone here at Holy
22 Cross, all the communities and people it serves can
23 count on them to follow through to the commitments
24 they made to you today and in the future. Thank
25 you.

1 MS. AVERY: Karen Johnson.

2 BY MS. JOHNSON: Good afternoon. My name is
3 Karen Johnson and I'm from Westlake Hospital in
4 Melrose Park. I would first like to take the
5 opportunity to thank you for allowing me to speak
6 about my experiences at Westlake Hospital and why I
7 support the sale of Holy Cross Hospital to Vanguard
8 Health Systems.

9 I'm a supervisor for the Hospitality
10 Services Department and my primary responsibility is
11 to assist in overseeing the food service staff at
12 Westlake Hospital. I have been at the hospital
13 since 2001 and I've seen the hospital undergo
14 significant changes which includes the most recent
15 transition from Resurrection Health Care to Vanguard
16 Health System.

17 At the time of the sale, Vanguard Health
18 Systems knew that the employees at Westlake Hospital
19 had not received a pay increase in over two years.
20 They promised that the employees would be given a
21 raise by the year's end and, in this past December,
22 they followed through with their promise and all
23 employees received a raise.

24 Additionally, employees in my department
25 and I were concerned about our jobs, years of

1 service, our vacation time and our extended illness
2 bank. Despite other hospitals closing and employees
3 losing their jobs, Vanguard Health Systems'
4 personnel were very concerned about our feeling.
5 They reassured us that no jobs would be lost, our
6 wage positions would not change and our PTO and EIB
7 would be carried over.

8 Vanguard Systems did everything they could
9 to ease our nerves during this transition. In fact,
10 when some employees expressed a desire to change
11 their health care plans shortly after the
12 transition, Vanguard Health Systems called an
13 unscheduled open session on our health care plan, so
14 that those employees who needed to make a change
15 were able to do so.

16 My team and I are very excited about the
17 commitment to the employees to educate the staff
18 regarding safety, patient excellence and health.
19 This is proven by the programs they have instituted
20 at Westlake Hospital.

21 Additionally, a senior center has been
22 developed for our community.

23 In closing, my family and I are very
24 thankful to Vanguard Health Systems for purchasing
25 Westlake Hospital. As a working mom of two small

1 children, my husband and I rely on this income.
2 Based on my experiences, I know that Vanguard Health
3 Systems will do everything they can to follow
4 through with the promises that they make to the
5 employees at Holy Cross Hospital and the surrounding
6 communities. Thank you.

7 MS. AVERY: Celeste Basom.

8 BY MS. BASOM: Good afternoon. My name is
9 Celest Basom, and I'm the Regional Sales Manager of
10 Business Development for Superior Ambulance Service.
11 I have been the liaison for the last ten years
12 developing a partnership with Holy Cross Hospital to
13 provide services for the patients of Chicago's west
14 side.

15 Superior Ambulance Service provides
16 transportation for discharged patients, transfers
17 for critically ill patients and air evacuation when
18 necessary.

19 Holy Cross Hospital is vital to Chicago's
20 southwest side and we support the affiliation with
21 Vanguard Health Systems which will continue and
22 strengthen the care provided to the people of this
23 community. Thank you.

24 MS. AVERY: Is there anyone else who wants
25 to address the audience or give oral presentations?

1 BY MS. CORPUZ: I think most people know me.
2 I'm Esther Corpuz. I'm Vice-president for
3 Government and Community Relations for Vanguard
4 Health Systems and I will submit my testimony, but I
5 just had to say that I was really very humbled and
6 moved by the support for the transaction that we're
7 here to support unanimously, because it was a very
8 one-sided meeting today, but we are so looking
9 forward to working with Holy Cross.

10 My family is very, very involved with Holy
11 Cross, so I'm personally very excited to be working
12 with Holy Cross and, Dennis, who I've worked with in
13 the past, and I just think that it will be a
14 wonderful addition to the Vanguard family.

15 I want to thank everyone. I know it was a
16 long day and everyone is busy and had to probably
17 move things to be here, but we really do appreciate
18 it on behalf of Vanguard. Thank you.

19 I want to also share that we have letters
20 of support from some legislators. We have a letter
21 of support from Assistant Majority Leader
22 Representative Edward Avevedo; Senator Don Herman;
23 Senator Antonio Munios; Senator Kimberly Lightferd.
24 Also from Jan Pate, who is the President and CEO of
25 the YMCA in Oak Park and also a board member at West

1 Suburban; Cook County Commissioner Jeffrey Sibulski;
2 Representative Michael Duluski and also a letter
3 from Reverend Stanley Stevens with the Westside
4 Pastors Coalition for Aids and Inner City Health and
5 a Patrick Guconi from Catholic Health. That's it.
6 Thank you.

7 MS. AVERY: Thank you for coming and please
8 remember, if you want to add anything to this
9 project, application, do so by March 2 and you can
10 submit it via fax or written comments through the
11 address that is listed on the flyer or the website.

12

13 (THE FOLLOWING PEOPLE HAVE SUBMITTED WRITTEN
14 TESTIMONY IN LIEU OF LIVE TESTIMONY:)

15

16 Esther Corpuz, Eyad Ali, Karin Johnson, Doris
17 Salomon, Diane Bures, English Gonzalez, Hector Rico,
18 Olga Solares, Doris Gutierrez, Rose Currie, Jana
19 Estell, Susan Morby, Nick Kollias, Connie Nowak,
20 Aimee Navarro, Andrea Thapedi, Camille Odeh.

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23 (THE TRANSCRIPTS OF THEIR TESTIMONY ARE ATTACHED.)

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25 (END TIME 1:00)

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CERTIFICATE OF REPORTER

I, Linda DeBisschop, Certified Shorthand Reporter, Notary Public within and for the State of Missouri, do hereby certify that the witness whose testimony appears in the foregoing deposition was duly sworn by me; the testimony of said witness was taken by me to the best of my ability and thereafter reduced to typewriting under my direction; that I am neither counsel for, related to, nor employed by any of the parties to the action in which this deposition was taken, and further that I am not a relative or employee of any attorney or counsel employed by the parties thereto, nor financially or otherwise interested in the outcome of the action.

Linda DeBisschop

Notary Public within and for
the State of Missouri

Linda A. DeBisschop - Notary Public
Notary Seal, State of
Missouri - St. Louis County
Commission #09458475
My Commission Expires 9/16/2013

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