Transcript of Public Hearing

Date: June 13, 2017
Case: Meadowbrook Manor of Geneva

Planet Depos
Phone: 888-433-3767
Fax: 888-503-3767
Email: transcripts@planetdepos.com
www.planetdepos.com

1

ILLINOIS DEPARTMENT OF PUBLIC HEALTH
HEALTH FACILITIES AND SERVICES REVIEW BOARD
BEFORE HEARING OFFICER JUAN MORADO, JR.

----------x
IN RE: :
Public Comments Regarding :
Application for a Permit : Project No. 17-012
to Establish a Long-Term :
Care Facility, Meadowbrook :
Manor of Geneva. :
----------x

PUBLIC HEARING
Geneva, Illinois
Tuesday, June 13, 2017
12:00 p.m.

Job No.: 142526
Pages: 1 - 48
Reported by: Melanie L. Humphrey-Sonntag,
CSR, RDR, CRR, CRC, FAPR

2

HEARING held at the location of:

KANE COUNTY GOVERNMENT CENTER
719 Batavia Avenue
Geneva, Illinois 60134
(630) 232-3400

Before Melanie L. Humphrey-Sonntag, a Certified Shorthand Reporter, Registered Diplomate Reporter, and Certified Realtime Reporter.

3

PRESENT:
ILLINOIS HEALTH FACILITIES AND SERVICES
REVIEW BOARD, by
JUAN MORADO, JR., Public Hearing Officer
RICHARD SEWELL, Board Member
JEANNIE MITCHELL, Assistant General Counsel
525 West Jefferson Street
Second Floor
Springfield, Illinois 62761
(217) 782-3516

4

P R O C E E D I N G S

HEARING OFFICER MORADO: Good afternoon. Thank you for participating in today's proceedings.

My name is Juan Morado. I am the general counsel and Hearing Officer for the Illinois Health Facilities and Services Review Board.

Present with me today are representatives of the HFSRB. We have Board Member Richard Sewell, along with Assistant General Counsel Jeannie Mitchell.

On behalf of the HFSRB, we thank you for attending this hearing, and, per the rules of the Illinois Health Facilities and Services Review Board, I'm going to have to read this very long, legal notice into the record.

In accordance with the requirements of the Illinois Health Facilities Planning Act, notice is given of a receipt of an application for permit to establish a long-term care facility in Geneva, Illinois, Project No. 17-012, Meadowbrook Manor of Geneva. The Applicants are Butterfield Health Care III, LLC and MMG Partners, LP.

The Applicants propose to establish a 150-bed skilled long-term care facility in

5

1 94,816 gross square feet of newly constructed space.
2 The facility will be located at 37 West 220
3 Keslinger Road, Geneva, Illinois. The project cost
4 is $23,245,319.
5 The public hearing is to be held by the
6 Illinois Health Facilities and Services Review Board
7 staff pursuant to the Illinois Health Facilities
8 Planning Act. The hearing is open to the public and
9 will afford an opportunity for parties with an
10 interest to present written and/or verbal comments
11 relevant to the project.
12 All allegations or assertions should be
13 relevant to the need for the proposed project and be
14 supported with two copies of documentation or
15 materials that are printed or typed on paper sized
16 8 1/2 by 11.
17 The hearing is today, Tuesday, June 13th,
18 2017, at the Kane County Government Center. That's
19 at 719 South Batavia Road, Geneva, Illinois. It
20 will begin at 12:00 p.m. and run through 1:30 p.m.
21 Sign-in was to begin at 11:30 a.m.
22 The public hearing will be accessible to
23 persons with special needs upon notification of
24 anticipated attendance. Persons with special needs

6

1 should call (217) 782-3516 or send their request in
2 writing no later than two days prior to the hearing
3 date.
4 For additional information, you can call
5 Courtney Avery, administrator at the Illinois Health
6 Facilities and Services Review Board,
7 (312) 814-4825, or at courtney.avery@illinois.gov.
8 The application itself was declared complete
9 an March 29th, 2017. A copy of the application may
10 be viewed on the Illinois Health Facilities and
11 Services Review Board website at the address that
12 I'll give you a little bit later.
13 Consideration by the State Board has been
14 tentatively scheduled for September 26th, 2017, at
15 the State Board meeting, and any person wanting to
16 submit written comments on this project must submit
17 those comments by September 6th, 2017.
18 Please note that, in order to ensure that
19 the Health Facilities and Services Review Board's
20 public hearings protect the privacy and maintain the
21 confidentiality of an individual's health
22 information, covered entities, as defined by the
23 Health Insurance Portability and Accountability Act
24 of 1996 -- such as hospital providers, health plans,

7

1 and health care clearing houses -- submitting oral
2 or written testimony that discloses protected health
3 information of individuals shall have a valid,
4 written authorization from that individual. The
5 authorization shall allow the covered entity to
6 share the individual's protected health information
7 at this hearing.
8 Now, we had some sign-in going on a little
9 bit earlier. The pink sheets are for folks who
10 wanted to register attendance but didn't necessarily
11 want to speak. The white sheets were if you wanted
12 to go ahead and give testimony.
13 You still have an opportunity to get a sheet
14 from Jeannie. She's right up here. So if you want
15 one, come on up to the front.
16 Those of you who have prepared a written
17 text of your testimony, please note that you can
18 submit the written text, which will be entered into
19 today's record and be available to all the members
20 of the Board prior to the September 26th Board
21 meeting.
22 I'm going to ask that you limit your
23 testimony to three minutes. Participants will be
24 called in numerical order as assigned on your

8

1 sign-in sheets. As you approach the speaker's
2 podium -- which does not exist.
3 (Laughter.)
4 HEARING OFFICER MORADO: This is the
5 speaker's podium so -- I would say this square seems
6 good enough. If you can come into this square and
7 you can face us over here, that would be great.
8 Please give your sheet to -- you can leave
9 your written comments right up here with us, and
10 it's very important that, prior to beginning your
11 speech, that you say your name and spell it, both
12 first and last, for the benefit of the court
13 reporter. That's very important. And if you have
14 written copies, again, leave those with us.
15 Are there any questions regarding these
16 instructions?
17 (No response.)
18 HEARING OFFICER MORADO: So two last things
19 about the three-minute rule: I think we have enough
20 folks here that we should be able to let people do
21 their three minutes. If it goes a little over, that
22 should be fine, but if it starts to get a little bit
23 winded, please don't be offended if I cut you off
24 because I certainly will.

9

1 And the last thing is I have been known in
2 the past to butcher last names, so don't be offended
3 about that, either. So thank you.
4 And we're going to start today with an
5 opening statement from the Applicant representative,
6 Jackie Molen.
7 MS. MOLEN: Hi. Jackie, J-a-c-k-i-e; Molen,
8 M-o-l-e-n. Good afternoon.
9 My name is Jackie Molen, and I am the
10 director of marketing for Butterfield Health Care,
11 one of the Applicants for Meadowbrook Manor of
12 Geneva.
13 I would like to thank everyone who has come
14 to support this project, and I would also like to
15 thank the Review Board for the opportunity to
16 provide additional information on the proposed
17 Meadowbrook Manor of Geneva.
18 We propose to establish a 150-bed skilled
19 long-term care facility. Importantly, the proposed
20 Meadowbrook Manor of Geneva will be located adjacent
21 to the Northwestern Delnor-Community Hospital
22 campus, which includes physician and specialists'
23 offices as well as an ambulatory surgery center.
24 While not physically situated on a hospital

10

1 campus, a fully occupied 90-bed independent living
2 facility is located near the northwest corner of the
3 hospital campus. The addition of a skilled
4 long-term care facility would provide a continuum of
5 care from independent living to acute care to this
6 health care hub.
7 Furthermore, the proposed Meadowbrook Manor
8 of Geneva will improve access to skilled long-term
9 care to individuals living in Kane County,
10 particularly Medicaid beneficiaries.
11 While, admittedly, there is no shortage of
12 skilled term long-term facilities in the facility --
13 or in the service area; I apologize -- there is an
14 absence of Medicaid beds. Collectively, there are
15 only 661 skilled long-term care beds for Medicaid
16 beneficiaries within the service area.
17 This number is further reduced when the
18 facility admissions restrictions are taken into
19 account. For example, three facilities within the
20 service area are continuing care retirement
21 communities. While not operating under a closed
22 admissions policy, Medicaid beds in the CCRCs are
23 generally reserved for individuals of the community
24 who have exhausted their financial resources and not

11

1 otherwise available to the general public.
2 With respect to Medicaid certification, it
3 is also important to note that facilities that
4 participate in the Medicaid program are not required
5 to accept any Medicaid residents.
6 Among the remaining skilled long-term care
7 facilities in the service area, only 44 percent of
8 the residents are Medicaid beneficiaries. This is
9 low considering Medicaid is the primary payer of
10 long-term care facilities, accounting for 62.2 of
11 long-term care expenditures in 2010.
12 As previously noted, Meadowbrook Manor of
13 Geneva will be dually certified, and we have a track
14 record of accepting Medicaid residents. I do it
15 myself.
16 In fact, we operate three facilities in
17 Illinois, and approximately 80 percent of our
18 residents are Medicaid beneficiaries.
19 What will further set this facility apart
20 from other services in the area is its clinical
21 programming. As with our other facilities, we will
22 provide a cardiology, pulmonary, wound care, and
23 nephrology clinic as well as bedside dialysis to
24 residents suffering from kidney failure.

12

1 Rather than having to leave the facility for
2 appointments, residents can schedule appointments
3 with a specialist who conducts weekly rounds. Not
4 only is this a convenience for our residents, but it
5 improves the quality of patient care.
6 Additionally, skilled long-term care beds
7 are warranted in Geneva. As noted in the market
8 survey prepared for this project, the service area
9 population is rapidly aging. By 2021, 15 percent of
10 the population will be over the age of 65, compared
11 to 12 percent in 2016.
12 As a result of the rapid population growth
13 in the 65-and-over age cohort, the current inventory
14 of skilled long-term beds will be insufficient to
15 address the future demand, particularly among
16 Medicaid beneficiaries. Accordingly, this proposed
17 project is warranted.
18 Thank you for your time and attention.
19 I respectfully request the Health Facilities and
20 Services Review Board approve Meadowbrook Manor of
21 Geneva.
22 Thank you.
23 HEARING OFFICER MORADO: Thank you.
24 We're going to have James Helms.

13

1 MR. HELMS: J-a-m-e-s H-e-l-m-s.
2 Our son has been in Meadowbrook for 13 years
3 with a severe brain injury. They've taken very good
4 care of him. It's a very clean facility.
5 And if it wasn't for them, I wouldn't be
6 here today. I had a severe heart attack there and
7 they took care of me. If they didn't have, I would
8 not be here.
9 They took care of me right away, they got me
10 to the hospital, and I'm still here, as you can see.
11 And I appreciate Meadowbrook very much. And they
12 keep it very clean and nice there, and they take
13 very good care of our son.
14 And that's about all I've got to say.
15 Thank you.
16 HEARING OFFICER MORADO: Thank you for your
17 time.
18 Jean Gaines.
19 MS. GAINES: Jean, J-e-a-n; Gaines,
20 G-a-i-n-e-s. I would like to express my support for
21 a long-term care facility in Geneva.
22 We have a wonderful hospital campus. When
23 one leaves that facility, it is important to provide
24 care for those who are not yet ready to be

14

1 independent. Currently we do not have anything
2 available.
3 The location for the proposed 150-bed
4 Meadowbrook Manor is perfect, right in the middle of
5 a highly populated Tri-City area with proximity to
6 Delnor Hospital.
7 People tend to stay in Geneva beyond
8 retirement, and the services that will be provided
9 are needed and necessary. Our population is aging
10 and medical services are very important to our
11 community.
12 The facility will also provide jobs, which
13 are an added benefit, both in construction and for
14 staff once it is in operation. We support the
15 facility.
16 HEARING OFFICER MORADO: Thank you very
17 much. If you can leave it right up here, that would
18 be great.
19 MS. GAINES: Thank you.
20 HEARING OFFICER MORADO: Thanks so much.
21 Next up will be Fred Berkovits.
22 MR. BERKOVITZ: Good afternoon. My name is
23 Fred Berkovits, B-e-r-k-o-v-i-t-s, and I'm the
24 director of operations for BRIA of Geneva.

15

1 We are one of the 30 -- we are one of the
2 facilities within the 30-minute drive time for the
3 proposed project, as well as within 20 miles of the
4 self-defined 20-minute drive time proposed by the
5 Applicant.
6 As this Board is aware, this project
7 extension was denied in September 2016, as the Board
8 concluded that the Applicant did not proceed with
9 due diligence on this project. The Applicant now
10 seeks another extension to 2020.
11 This project began in 2009. Since that time
12 at least 426 new beds have opened or been approved
13 for construction within the market area.
14 As a facility that has been in Geneva for
15 many years, we understand the needs of the
16 community. Simply put, there is no need for
17 additional beds in the area. We believe that the
18 4,127 beds in the area provide all of the services
19 needed.
20 Furthermore, according to Applicant's own
21 submission, current occupancy in the 27 Kane County
22 facilities is only 64.5 percent. Moreover,
23 according to the 2017 LTC facility update reports,
24 not only is there no need for more beds, there is an

16

1 excess of 590 beds.
2 BRIA of Geneva is licensed for 107 beds, and
3 our census has consistently been well below
4 90 percent, and the majority of our resident
5 population is Medicaid patients.
6 We have never turned away an indigent
7 patient for lack of beds. Currently our patient
8 population is made up of 84 percent Medicaid
9 patients, and we currently have 16 empty beds that
10 can be filled with Medicaid patients.
11 In order for Applicant to achieve the
12 projected stabilized income shown in their
13 submission, they would have to run their facility
14 with a minimum of 30 percent Medicare patients.
15 That's Medicare, not Medicaid.
16 This project is not meant to serve Medicaid
17 patients, as claimed by the Applicant. If the
18 Applicant were allowed to proceed and further
19 saturate the market with another 150 beds, it will
20 cause financial hardship to all of the surrounding
21 facilities by further lowering census while at the
22 same time increasing the demand for quality nursing
23 staffing in a market suffering from shortages.
24 Where does the Applicant propose to find

17

1 that staffing? I can tell you, by soliciting staff
2 from the area facilities which are already having a
3 difficult time hiring staff. BRIA of Geneva has,
4 for the first time, been forced to resort to agency
5 staffing for nurses and nurses aides.
6 The 2017 extension packet submitted by
7 Applicant is full of inconsistencies and conflicts
8 with data from previous filings, as fully set forth
9 in the written submission that I gave earlier today.
10 Can I keep going?
11 HEARING OFFICER MORADO: Go ahead.
12 MR. BERKOVITZ: The Applicant states that,
13 quote, "While there have been a couple new
14 facilities in the greater 30-minute travel time
15 service area and a few more in the pipeline, the
16 existing and new facilities also appear to limit
17 access to Medicaid-certified beds." By the same
18 token, the Applicant's data shows that there is
19 currently significant excess in Medicaid beds in the
20 market area, that the average household income for
21 the area is projected to increase significantly in
22 the high-income brackets and well outpace the
23 lower-income brackets, and Applicant admits that it
24 plans to serve -- to fill at least 30 percent of its

18

1 beds with Medicare patients. When talking about
2 limiting access to Medicaid beds, Applicant's
3 project does just that.
4 And for all the foregoing reasons and those
5 reasons set forth in my written submission, BRIA of
6 Geneva objects to this project and asks the Board to
7 once again deny the extension request as it has done
8 in the past.
9 Thank you.
10 HEARING OFFICER MORADO: Thank you.
11 Judy Carroll.
12 MS. CARROLL: Hi. It's Judy Carroll,
13 C-a-r-r-o-l-l.
14 My name is Judy Carroll. I do believe there
15 is a need for a medical care facility that can
16 bridge the gap between hospital and home for the
17 residents of the Tri-Cities.
18 A facility located in Geneva with its
19 proximity to Delnor Hospital could provide the
20 progressive services needed by our local senior
21 citizens and their families.
22 Thank you.
23 HEARING OFFICER MORADO: Thank you.
24 Sandeep Kalra.

19

1 DR. KALRA: Good afternoon. My name is
2 Dr. Sandeep Kalra, S-a-n-d-e-e-p; Kalra, K-a-l-r-a.
3 I'm a board-certified internal medicine physician.
4 I practice internal medicine in Naperville and
5 surrounding suburbs.
6 I have been part of the visiting physician
7 facility at both the Meadowbrooks for the last
8 12 years. I've had the honor and privilege of
9 serving hundreds of patients at both these
10 facilities and currently have a -- I have about
11 60 patients in each facility.
12 In these last 12 years I've found these
13 facilities to be very kind and generous in diversity
14 of patients they have accepted as well as diversity
15 of employees that they have employed.
16 They have served so many underprivileged
17 patients as well as Medicaid/public aid patients,
18 some of whom call Meadowbrook as their home now.
19 These are probably the only two facilities in
20 Naperville and Bolingbrook -- and I wanted to
21 highlight that -- which afford different levels of
22 care, including a first floor for rehab patients, a
23 second floor for intermediate care patients, a third
24 floor for dementia patients and more chronic

20

1 conditions, and a separate memory unit.
2 I think both the Meadowbrooks, as a nursing
3 home and their corporate, have done a tremendous
4 service to both Naperville, Bolingbrook, and their
5 surrounding suburbs. They have excellent owners,
6 well-qualified staff who have evolved over
7 the years, and have not shied away from upgrading
8 and updating to the best new standards in health
9 care.
10 Going above the fact, I think both the
11 Meadowbrook owners should be allowed to provide the
12 same extension of care and long-term care to their
13 elderly patients of this community. They
14 participate in regular State surveys and are trying
15 to meet the requirements of the State of Illinois
16 for their licensing, as well as the care of their
17 patients.
18 They're also trying to keep up with all the
19 requirements of the health field and are
20 collaborating with the accountability care
21 organizations of the surrounding hospitals of the
22 area.
23 Thank you.
24 HEARING OFFICER MORADO: Thank you.

21

1 Do you want to -- you can leave your
2 comments here. Thank you so much.
3 DR. KALRA: Thank you.
4 HEARING OFFICER MORADO: Lauri Ciaccio-
5 Huerta.
6 MS. CIACCIO-HUERTA: Pretty well. You said
7 you butcher names.
8 It's Lauri, L-a-u-r-i; Ciaccio,
9 C-i-a-c-c-i-o, dash, H-u-e-r-t-a. That's quite
10 well.
11 So my name is Lauri. My dad, Dennis, had a
12 stroke 8 1/2 years ago. Forgive me. I'm going to
13 get choked up talking.
14 MS. MITCHELL: That's fine.
15 MS. CIACCIO-HUERTA: Because of his medical
16 needs, we could not bring him home. Thankfully, we
17 found Meadowbrook.
18 The facility itself is exceptional, always
19 clean, always kept up. The rooms are a perfect
20 combination of privacy with the individual
21 televisions in the wardrobes and things but also
22 with the companionship of a roommate. My dad always
23 had somebody to talk to late at night.
24 We especially, as a family, appreciated all

22

1 of the additional living spaces, the courtyard, the
2 private dining rooms, the ice cream parlor. We were
3 still able to get together as a family and have
4 family birthdays and holidays or even just get
5 together and play cards and maybe have dinner
6 together. It gave us a little bit of a home life.
7 But most importantly -- this is where
8 I really get choked up -- are the people. Their
9 dedication, their caring is so above and beyond.
10 It's because of that that we were able to have my
11 dad with us for an additional eight years.
12 From Day One, everybody there worked as hard
13 as they could to rehab my dad back as far as he
14 could come and then to help him maintain that for as
15 long as was possible. I know everybody throws
16 around this term, "continuity of care," these days,
17 but I cannot tell you what a comfort it was for my
18 dad to have familiar faces taking care of him while
19 he was there, to know his aides and know his nurses
20 as they were coming in to him and what it meant to
21 us as a family to not once in eight years -- to be
22 able to go home at night and never once worry that
23 my dad was being taken care of, to know that these
24 people were looking out for him at all times.

23

1 Not only should you 100 percent build this
2 facility in Geneva, but this facility should be the
3 model for every single nursing facility in this
4 country.
5 Thank you.
6 HEARING OFFICER MORADO: Thank you for
7 sharing.
8 Patti Long.
9 MS. LONG: Patti; last name is Long,
10 L-o-n-g.
11 Hello. My name is Patti Long. I'm the
12 administrator at BRIA of Geneva, where I've worked
13 for the last 2 1/2 years.
14 BRIA of Geneva has 107 dual-certified beds,
15 and during my time there we have never reached
16 occupancy. We serve a predominately Medicaid
17 population and have never turned down a Medicaid
18 patient due to lack of beds. We are committed to
19 providing the highest quality of care to all we
20 serve.
21 Staffing in our nursing department has been
22 our greatest challenge, and over the last year we
23 have been forced to use agency nurses and CNAs for
24 the first time in our existence.

24

1 In my opinion, there is no need for an
2 additional 150 beds in Geneva, and allowing this
3 project to go forward will have a negative impact on
4 all surrounding facilities.
5 Thank you.
6 HEARING OFFICER MORADO: Thank you.
7 Scott Vavrinchik.
8 MR. VAVRINCHIK: Good afternoon, ladies and
9 gentlemen. My name is Scott Vavrinchik, S-c-o-t-t;
10 V, as in "Victor," -a-v, as in "Victor,"
11 -r-i-n-c-h-i-k.
12 I'm one of the owners of Affiliated Dialysis
13 Centers, providing in-house hemodialysis services to
14 skilled care centers throughout Illinois, Ohio, and
15 California. We have had the extreme privilege of
16 partnering with Meadowbrook since 2011 at three of
17 their locations, namely La Grange, Naperville, and
18 Bolingbrook.
19 After reviewing our data, we have
20 administered over 27,000 dialysis treatments over
21 the past six years to those three locations. They
22 have been and continue to be an excellent partner,
23 utilizing state-of-the-art equipment, thus providing
24 cutting-edge dialysis therapy for their residents in

25

1 need.
2 The address of the proposed location,
3 37 West 220 Keslinger Road, Geneva, would be a prime
4 location for a skilled care center offering in-house
5 hemodialysis, the geography bordering on
6 Carpentersville to the east, south to Channahon,
7 west to Annawan, north to Mount Carroll, and back
8 east to Carpentersville. To our knowledge, there
9 are no skilled care centers offering in-house
10 hemodialysis services in that area.
11 The closest skilled care centers offering
12 dialysis are located in Naperville, which is one of
13 Mr. Vangel's, Elgin, and Rockford. The need for a
14 skilled care center in that middle market patient
15 segment offering in-house hemodialysis services are
16 obvious and well warranted.
17 Thank you.
18 HEARING OFFICER MORADO: Thank you.
19 Lisa Taylor.
20 MS. TAYLOR: Hello. Lisa Taylor, L-i-s-a
21 T-a-y-l-o-r.
22 My name is Lisa Taylor. I specialize in
23 advanced wound care and general surgery. I'm a
24 nurse-practitioner and I provide services at

26

1 La Grange and Bolingbrook.
2 And I have to tell you my background
3 includes working as an RN in rehab, so that's kind
4 of where a lot of my background comes into this,
5 what I'm going to say.
6 There might not be, in other people's
7 opinion, a need for more beds, but what I can tell
8 you is there is a need for quality because I follow
9 patients that have come from other facilities into
10 my hospital for their wound care. Take them to the
11 OR, clean them up, they get sent back to the rehab
12 facilities, and some are less than stellar.
13 And I can tell you Meadowbrook has been
14 excellent. They -- for all the crazy things that,
15 you know, I demand, they actually -- you know, for
16 my patients -- they follow through. So I would
17 never associate myself or my collaborating physician
18 with any facility that would not provide excellent
19 care.
20 And one of the buildings that I'm at
21 currently is going over 200 days without an acquired
22 pressure ulcer. That's quite exceptional. Many
23 places do not achieve that. And I know that because
24 my background, again, comes from a rehab background,

27

1 so I can tell you that quality is number one. It's
2 not about how many beds you need, how many beds you
3 have, it's about how many of those beds are quality,
4 and I can tell you Meadowbrook is quality.
5 HEARING OFFICER MORADO: Thank you.
6 Donald Woodard.
7 MR. WOODARD: She took my speech.
8 (Laughter.)
9 MR. WOODARD: Donald Woodard, W-o-o-d-a-r-d.
10 I'm from Naperville Meadowbrook. I've been
11 the resident council president for three years, very
12 proud of it.
13 But I know -- I heard about the beds and
14 stuff. I was in another nursing home in Rockford.
15 It was like -- bad. You know what I mean? For
16 service, atmospheres. You could barely see in the
17 hallways. If you got a glass of water or a cup of
18 water, it took a while.
19 While I've been here, it's like -- it's like
20 the best place you could be. I mean, it's like a
21 family place. I mean, you walk in, everything's
22 clean. People are friendly. It's like -- how do
23 you explain it?
24 It's like -- I ask the ombudsman to come for

28

1 a meeting once a month. I says, "How do we rate
2 when you go to a lot of places?"
3 They go, "You're right up there because
4 you're one of the best."
5 We have 20-plus people at our meeting every
6 month. It's a lot more than normal. And I don't
7 know. I don't -- it's like a family there. You
8 know what I mean? It's like -- I don't know.
9 I can't visualize these people that are there going
10 anyplace else.
11 Geneva, like you say, they might not have --
12 they might think they have a lot of empty beds. But
13 if people are going to go to a nursing home,
14 hopefully they can go to someplace where it's nice,
15 no odors, clean, et cetera. All right?
16 Thank you.
17 HEARING OFFICER MORADO: Thank you, sir.
18 Allan Castillo.
19 MR. CASTILLO: Good afternoon. I'm Allan
20 Castillo, C-a-s-t-i-l-l-o.
21 Hi. I've been a CNA, a scheduler at BRIA of
22 Geneva for three years now. Our staff is dedicated
23 to provide the highest quality care. Due to
24 staffing shortage in the area, I'm often called upon

29

1 to work overtime and double shifts. I try to help
2 as often as I can, but I do so at the expense of
3 spending time with my family.
4 For the last several months, we have used
5 agency staffing because it has been so hard to hire
6 staff. Agency work hard and try their best, but
7 they do not know our, you know, residents the way we
8 do. This makes it difficult to provide continuity
9 of care and adds more stress to our already
10 overworked staff. Another facility in Geneva will
11 only make the staffing crisis worse and will hurt
12 everyone in the area.
13 Thank you.
14 HEARING OFFICER MORADO: Thank you.
15 Jacqueline Rice.
16 MS. RICE: Jacqueline Rice,
17 J-a-c-q-u-e-l-i-n-e. Last name, Rice, R-i-c-e.
18 Hello. I am a certified family
19 nurse-practitioner, and I've been going to the
20 Meadowbrook facilities for the past 17 years.
21 I have seen patients in all three of the
22 facilities at one time or another, Meadowbrook
23 La Grange, Meadowbrook Bolingbrook, and Meadowbrook
24 Naperville. These facilities serve a diverse

30

1 population. They not only take Medicaid patients
2 but they also take VA patients, which I feel is a
3 necessity in this time.
4 They provide rehab, long-term care, and they
5 also have dementia care, which I can tell you, in a
6 number of the facilities that I go to, they have --
7 they no longer have their dementia units, so that is
8 a big necessity, also, to have a dementia unit.
9 These facilities, they keep them up-to-date.
10 They're Joint Commission certified. They have a
11 well-qualified staff who not only works together as
12 a team but they also work together as a family and
13 provide a caring, homelike environment for the
14 residents that they serve.
15 My patients who live there are very happy
16 and content, and I have recommended these facilities
17 to many of my patients and friends because of the
18 excellent care that my patients have received there.
19 I think that another Meadowbrook facility would be
20 an asset to your community.
21 Thank you.
22 HEARING OFFICER MORADO: Thank you.
23 Mark Hocuk.
24 MR. HOCUK: You're the fifth person in my

31

1 life who pronounced that right.
2 Did he not? I mean, no one's ever done
3 that.
4 Mark Hocuk, H-o-c-u-k.
5 MS. MITCHELL: He's having a really good day
6 today.
7 HEARING OFFICER MORADO: I'm feeling special
8 right now.
9 MR. HOCUK: So I want to say -- Mark Hocuk.
10 I'm the administrator at Meadowbrook Manor of
11 Naperville. I want to thank you for the opportunity
12 to talk in front of you, in front of the Board here.
13 I've worked for the Vangel and Jafari family
14 for the last nine years. I'm here to attest that
15 these families are actively involved in making sure
16 that the highest level of care is being provided to
17 their patients and our residents.
18 Nowhere else have I seen owners who work so
19 hands-on in our buildings. You will not find this
20 at other skilled nursing facilities, owners who come
21 in weekly, know the names of our residents and our
22 patients, and the residents and patients know the
23 names of our owners.
24 Meadowbrook Manor specializes in short-term

32

1 rehabilitation services for those patients that have
2 gone through anything from a knee replacement to
3 spinal surgery and anything in between. We also
4 have a dedicated memory care unit in our building
5 that serves the ever-growing aging population.
6 We strive to offer the best care for our
7 people. We offer topnotch facilities. We groom our
8 coworkers to be the best they can be. And there is
9 no other place that I would rather work nor any
10 employer that I would want to work for.
11 It is with great pleasure that I stand
12 before you and give my own testimonial to what a
13 great addition I think that Meadowbrook Manor of
14 Geneva would be to your community, as I witness it
15 firsthand every day, all the great things that these
16 families have accomplished in our own community.
17 Thank you very much.
18 HEARING OFFICER MORADO: Thank you.
19 John Maze.
20 MR. MAZE: My name is John Maze, M-a-z-e.
21 I've worked for the owners for 10 years.
22 Part of my job is taking the owners' passion
23 and developing that inside their existing buildings.
24 Latest technologies, latest trends, we're in the

33

1 constant form of upgrade in all of their buildings.
2 I'm here today to show support for Geneva.
3 This project will bring 150-plus construction jobs,
4 let alone the facility jobs, as well.
5 Thank you.
6 HEARING OFFICER MORADO: Thank you, sir.
7 Holly Stech.
8 MS. STECH: Hello. I'm Holly Stech,
9 H-o-l-l-y S-t-e-c-h. Hi.
10 MS. MITCHELL: Good morning.
11 MS. STECH: I'm the director of admissions
12 at the Meadowbrook of Bolingbrook. I've been in
13 health care for over 25 years, the last 14 of those
14 being at Meadowbrook Manor.
15 At Meadowbrook Manor we offer a variety of
16 services for our community, ranging from respite
17 stays, which gives family care takers a break or
18 just a few days off, to long-term care. Our
19 short-term postacute unit provides therapy and
20 nursing care after a hospital stay, which enables
21 our residents to recover and return to their homes
22 without having to leave the community.
23 We have excellent physicians and specialists
24 from the area available, as well, several of which

34

1 attend to our residents right at the facility.
2 One of the things I like the most about
3 Meadowbrook Manor is the family atmosphere.
4 Everyone's treated like family, whether it's our
5 residents, their families, or our staff. I can
6 speak from personal experience, as well, as I had my
7 mom at the facility for care. They have a great
8 team of employees, many who have been with the
9 company 10-plus years. We offer a large array of
10 employment opportunities to the community.
11 So, in conclusion, I love being able to go
12 to a place every day where I feel I can make a
13 difference. I don't provide physical care, but
14 I certainly provide compassion and support, which I
15 feel helps to enhance the healing process.
16 Thank you.
17 HEARING OFFICER MORADO: Thank you.
18 Isabel Perez.
19 MS. PEREZ: Hello. Isabel Perez,
20 I-s-a-b-e-l; Perez, P-e-r-e-z.
21 I've been a registered nurse for over
22 22 years. And of those 22 years, 17 of those years
23 have been working with the Vangel family.
24 I've had the privilege to be a part of a

35

1 remarkable team, working with Meadowbrook Manor
2 nursing home and rehab. I started as a staff LPN
3 and worked my way through to director of nursing for
4 the last 10 years.
5 As a resident of the very community where
6 Meadowbrook resides at this time, both my parents
7 have actually resided as residents there. I can
8 truly state that this company places great effort on
9 providing excellent care to their residents and they
10 take great pride in providing support to the
11 families.
12 Meadowbrook Manor provides a variety of
13 services to the community and to the surrounding
14 communities. The services range from postacute
15 rehab, intermediate care, skilled care, as well as
16 memory care.
17 We are one of the very few facilities that
18 offer medical care and services to our veterans,
19 which offer their families some sort of support,
20 from respite care to allow them to be caregivers and
21 time off, as well as long-term care.
22 We partner with a majority of the hospice
23 community, as well, hospice companies out there that
24 actually practice at our facilities, to allow the

36

1 families that time.
2 Meadowbrook Manor is more than just another
3 corporation. They are a family. It's my
4 professional opinion that there are very few
5 facilities out there that offer such rewarding
6 careers and where you are appreciated for the
7 profession and advocacy you have chosen.
8 Like myself, there are many, many
9 individuals working there that are greater than
10 10 years. So if you provide good support to your
11 actual employees, they're not going to leave.
12 HEARING OFFICER MORADO: Thank you.
13 MS. PEREZ: Thank you.
14 HEARING OFFICER MORADO: KC Karanth.
15 MS. KARANTH: First name is KC, the letters
16 K and C. Last name is K-a-r-a-n-t-h.
17 Hello. I'm pleased to say that I've worked
18 with Meadowbrook Manor in Naperville for nearly
19 20 years, of which the last 9 years has been as the
20 assistant administrator of this facility.
21 I'm incredibly proud to be -- proud of the
22 care and the services provided by our facility and
23 our excellent, high-qualified staff. As a
24 family-owned and -operated corporation, it's

37

1 reassuring to our residents to see the ownership
2 walk through the building, take the time to talk and
3 meet the residents, addressing any of their concerns
4 that they may have in a very timely manner.
5 The facility provides a large variety of
6 services, as you've heard, to the community,
7 including bedside dialysis, wound treatment,
8 physical, occupational, and speech, cardio/pulmo, as
9 well as a dedicated memory care unit.
10 Not only do we have activities throughout
11 the day, there are trips to casinos, ballparks,
12 movie theaters, scheduled entertainment. Our meals
13 are prepared fresh daily, and menus are varied and
14 diverse, just like our population.
15 Our residents come from all walks of life
16 and so do our staff, from all economic backgrounds,
17 and are very diverse in ethnicity, yet here at
18 Meadowbrook we are all family. Our residents enjoy
19 mingling with one another as well as with the staff.
20 Deep bonds are formed with their caregivers.
21 And while our family -- I'm sorry.
22 While our facility may not be the house that
23 they lived in for many years, they do call it their
24 home. I'm honored to be part of this wonderful team

38

1 and the community it serves.
2 Thank you.
3 HEARING OFFICER MORADO: Thank you.
4 Dr. Zaid Jabbar.
5 DR. JABBAR: Good afternoon, guys.
6 My name is Zaid Jabbar. I'm a primary care
7 doctor. I refer to Meadowbrook facilities, and I'm
8 here to show them my support for this facility.
9 The main thing I think -- a couple points to
10 point out: Number one, I think the facility will
11 serve a huge need in this growing area for a skilled
12 facility as we head into the next 10, 20 years.
13 I think what makes Meadowbrook special is
14 that they have a lot of specialty care. As a
15 primary care doctor, I like to be able to have a
16 cardiologist in-house; I like to have a
17 pulmonologist in-house, wound care.
18 This is very different than other facilities
19 I've been to that we're able to consult
20 cardiologists, be able to see -- for the patient to
21 see a cardiologist, to see a pulmonologist, so, to
22 me, that's such a huge thing, to be able to have
23 access to specialty care in a skilled nursing
24 facility.

39

1 The third point I think that's important is
2 the location. I think the location's perfect. It's
3 next to the hospital. There is, I understand, an
4 independent living facility there, so it will
5 provide a good continuum of care between acute care,
6 subacute rehab or skilled nursing, and then
7 independent care.
8 So I'm here to show my support.
9 HEARING OFFICER MORADO: Thank you.
10 Richard Lynn.
11 MR. LYNN: My name is Richard Lynn, L-y-n-n.
12 I appreciate the Board having this open
13 forum today and the ability to talk with you about
14 this opportunity.
15 As I mentioned, my name is Richard Lynn, and
16 I work with a company called Marcus & Millichap.
17 And what we are is investment sales brokers of all
18 types of senior housing, which includes both skilled
19 nursing facilities, like what is proposed here, as
20 well as assisted living, memory care, independent
21 living, and throughout the country -- in Illinois
22 and throughout the country. So that's just a little
23 bit of my background and, you know, my knowledge.
24 I have known this organization for over

40

1 20 years, and I personally have done -- completed
2 transactions with them, both for commercial
3 real estate as well as health care-related
4 facilities, and they've all been able to go through
5 from finish to end [sic] in a very professional and
6 excellent manner.
7 This particular facility from an investment
8 side -- or from our side -- I looked at it just a
9 little bit differently. I know your zones are a
10 little further out, but I looked at it within the
11 7-mile radius. And within that 7-mile radius, there
12 are eight other skilled nursing facilities, and, of
13 those, the average age of those are 30 years.
14 And so it is very beneficial to the industry
15 to bring new facilities to the marketplace to
16 freshen up. You have Delnor-Community Hospital and
17 Northwestern, which is brand-new. This would
18 complement it. The industry needs to be lifted up
19 to a higher level.
20 Of the eight that we looked at in town, the
21 other ones, there are several of them that have
22 either out-of-state owners or managers -- or
23 out-of-area is a better way to put it -- or large
24 corporations that take care of it.

41

1 Meadowbrook Manor facilities, these people
2 are local and strong to the area and add a real
3 benefit to the ability to have health care and one
4 of the major strengths of looking for health care
5 people that we look for in the area.
6 I would just like to, you know, reiterate
7 that this group is experienced, they are well
8 capitalized, and they're professionally staffed.
9 They, in other words, can make it happen.
10 You know, with that said, this project,
11 I believe, is very well conceived -- I've learned
12 about it for some time -- needed in the community,
13 and will be an asset both to the community as well
14 as the residents.
15 Thank you very much.
16 HEARING OFFICER MORADO: Thank you.
17 Before we have a closing statement, is there
18 anyone else who would like to speak who hasn't had
19 an opportunity to yet?
20 (No response.)
21 HEARING OFFICER MORADO: Okay. I'm going to
22 call Anne to come on and give her closing statement.
23 MS. COOPER: Good afternoon. My name is
24 Anne Cooper.

42

1 I'm one of the attorneys for Meadowbrook
2 Manor of Geneva, and I just wanted to summarize
3 briefly why this proposed skilled nursing facility
4 is warranted.
5 As you heard, Meadowbrook Manor will be a
6 150-bed, dually certified to participate in both the
7 Medicare and Medicaid programs. That's important
8 because this project will address the need for
9 Medicaid skilled nursing beds in the Geneva service
10 area.
11 Historically Meadowbrook facilities have
12 operated -- have been highly utilized and
13 approximately 80 percent of their residents are
14 Medicaid beneficiaries. Assuming this trend
15 continues with this facility, we're looking at
16 around a hundred Medicaid beneficiaries in this
17 facility.
18 Currently there are 14 facilities within the
19 immediate Geneva service area, that 20-minute
20 service area that was described earlier. And based
21 upon our analysis of admissions restrictions and
22 types of patient populations that are served, there
23 are really currently only 88 Medicaid -- or as of
24 2015 -- only 88 Medicaid beds available, which is

43

1 insufficient given the aging of this population in
2 Kane County and the increased demand for skilled
3 nursing facilities in this area.
4 Additionally, as described, the location of
5 the proposed Meadowbrook Manor of Geneva is an
6 integral part of this project. It was purposely
7 sited to be adjacent to the Northwestern Medicine
8 Delnor-Community Hospital campus, which not only
9 serves the acute care hospital but physician and
10 specialty offices and an ambulatory surgery center.
11 Additionally, an unrelated 90-bed
12 independent living facility is located in the
13 northwest corner adjacent to the medical/hospital
14 campus. The addition of Meadowbrook Manor of Geneva
15 will add a much needed skilled nursing component to
16 this burgeoning health care hub.
17 Furthermore, Meadowbrook Manor is part of
18 Northwestern's preferred provider skilled nursing
19 network. They collaboratively work with
20 Northwestern to reduce readmissions, infection
21 rates, and we anticipate that this collaborative
22 relationship with Northwestern will continue at the
23 Geneva facility.
24 As discussed earlier, too, what sets

44

1 Meadowbrook Manor apart from other facilities in the
2 area is the clinical programming which is not
3 available at other facilities in this area, namely
4 the pulmonology -- pulmonary, cardiac, and wound
5 care clinics where patients or residents can meet
6 with their physicians on a weekly basis to discuss
7 care plans, which provides for a better quality of
8 care.
9 Additionally, they also offer home
10 hemodialysis, which is crucial because, whether
11 you're on home -- when you're -- if you have to do
12 in-center hemodialysis, you have to be transported
13 to a facility three days a week for three to
14 five hours a week -- or three to five hours a
15 session -- so having home hemodialysis in the
16 facility is critical to patient care.
17 Finally, the facility will also be a modern,
18 state-of-the-art facility, and, as described
19 earlier, most of the facilities -- or nearly all the
20 facilities within the Geneva service area are
21 30 years or older. Only two facilities have been
22 built within the last five years.
23 Accordingly, the rooms are much smaller in
24 the older facilities, it has a more institutional

45

1 feel, and, therefore, they generally cannot
2 accommodate the current medical equipment needs of
3 residents like power wheelchairs, lifts, and other
4 respiratory equipment, other equipment that
5 residents may need.
6 Finally, I'd like to recognize that this
7 project has received support from the mayor of the
8 City of Geneva, the Geneva Chamber of Commerce, the
9 mayor of Bolingbrook, and the mayor of Stone Park.
10 Accordingly, I think this project is
11 warranted, and I respectfully request the Board
12 approve this project.
13 Thank you.
14 HEARING OFFICER MORADO: Thank you.
15 Well, I certainly feel special today,
16 getting a whole bunch of names correct.
17 MS. MITCHELL: He was very proud of himself
18 up here.
19 HEARING OFFICER MORADO: I feel like I've
20 earned my money today.
21 So we have this scheduled for a couple
22 more minutes -- a couple more minutes, until 1:30.
23 I don't want to hold everyone here until
24 that time, so I'm going to read some information

46

1 that I usually read before I close this out, and
2 then we're just going to kind of sit around and wait
3 to see if a bus is going to come and drop off a
4 whole bunch of people to give additional comment.
5 But I didn't want to, you know, hold anybody here,
6 so let me read this information for you.
7 Please note that this project is tentatively
8 scheduled for consideration by the Board at its
9 September 26th, 2017, meeting. The meeting is
10 tentatively scheduled to be held in Springfield,
11 Illinois. Please refer to the HFSRB website at
12 www.hfsrb.Illinois.gov for more details on possible
13 agenda changes.
14 I'm going to ask that you please prepare to
15 take note of the following times and dates: The
16 State Board staff report will be posted online at
17 www.hfsrb.illinois.gov\sars.htm on September 12th,
18 2017. The deadline to submit a written response to
19 the State Board staff report is 9:00 a.m.,
20 Wednesday, September 6th, 2017.
21 Written comments and responses should be
22 sent to the Illinois Health Facilities and Services
23 Review Board, attention Courtney Avery,
24 administrator. That's at 525 West Jefferson Street,

47

1 Second Floor, Springfield, Illinois 62761.
2 Does anybody have any additional questions?
3 (No response.)
4 HEARING OFFICER MORADO: All right. We're
5 going to sit around for a little bit and wait and
6 see if anybody shows up, then I'll get up and deem
7 this officially closed.
8 So thank you very much for coming and
9 participating today.
10 AUDIENCE MEMBERS: Thank you.
11 (A recess was taken from 12:48 p.m. to
12 1:15 p.m.)
13 HEARING OFFICER MORADO: Would anyone like
14 to give comment who hasn't given comment yet?
15 (No response.)
16 HEARING OFFICER MORADO: Hearing that there
17 are no additional comments or questions, I deem this
18 public hearing adjourned.
19 Thank you for your participation.
20 (Off the record at 1:15 p.m.)
21
22
23
24

48

1 CERTIFICATE OF SHORTHAND REPORTER
2
3 I, Melanie L. Humphrey-Sonntag, Certified
4 Shorthand Reporter No. 084-004299, CSR, RDR, CRR,
5 CRC, FAPR, the officer before whom the foregoing
6 proceedings were taken, do certify that the
7 foregoing transcript is a true and correct record of
8 the proceedings, that said proceedings were taken by
9 me stenographically and thereafter reduced to
10 typewriting under my supervision, and that I am
11 neither counsel for, related to, nor employed by any
12 of the parties to this case and have no interest,
13 financial or otherwise, in its outcome.
14
15 IN WITNESS WHEREOF, I have hereunto set my
16 hand this 25th day of June, 2017.
17
18 My CSR commission expires: May 31, 2019.
19 M L Humphrey Sonntag
20 _____
21
22
23
24

A
a-v 24:10
ability 39:13, 41:3
able 8:20, 22:3, 22:10, 22:22, 34:11, 38:15, 38:19, 38:20, 38:22, 40:4
about 8:19, 9:3, 13:14, 18:1, 19:10, 27:2, 27:3, 27:13, 34:2, 39:13, 41:12
above 20:10, 22:9
absence 10:14
accept 11:5
accepted 19:14
accepting 11:14
access 10:8, 17:17, 18:2, 38:23
accessible 5:22
accommodate 45:2
accomplished 32:16
accordance 4:16
according 15:20, 15:23
accordingly 12:16, 44:23, 45:10
account 10:19
accountability 6:23, 20:20
accounting 11:10
achieve 16:11, 26:23
acquired 26:21
act 4:17, 5:8, 6:23
actively 31:15
activities 37:10
actual 36:11
actually 26:15, 35:7, 35:24
acute 10:5, 39:5, 43:9
add 41:2, 43:15
added 14:13
addition 10:3, 32:13, 43:14
additional 6:4, 9:16, 15:17, 22:1, 22:11, 24:2, 46:4, 47:2, 47:17
additionally 12:6, 43:4, 43:11, 44:9
address 6:11, 12:15, 25:2, 42:8
addressing 37:3
adds 29:9
adjacent 9:20, 43:7, 43:13
adjourned 47:18
administered 24:20
administrator 6:5, 23:12, 31:10, 36:20, 46:24
admissions 10:18, 10:22, 33:11, 42:21
admits 17:23
admittedly 10:11
advanced 25:23
advocacy 36:7
affiliated 24:12
afford 5:9, 19:21
after 24:19, 33:20
afternoon 4:2, 9:8, 14:22, 19:1, 24:8, 28:19, 38:5, 41:23
again 8:14, 18:7, 26:24
age 12:10, 12:13, 40:13
agency 17:4, 23:23, 29:5, 29:6
agenda 46:13
aging 12:9, 14:9, 32:5, 43:1
ago 21:12
ahead 7:12, 17:11
aid 19:17
aides 17:5, 22:19
all 5:12, 7:19, 13:14, 15:18, 16:20, 18:4, 20:18, 21:24, 22:24, 23:19, 24:4, 26:14, 28:15, 29:21, 32:15, 33:1, 37:15, 37:16, 37:18, 39:17, 40:4, 44:19, 47:4
allan 28:18, 28:19
allegations 5:12
allow 7:5, 35:20, 35:24
allowed 16:18, 20:11
allowing 24:2
alone 33:4
along 4:9
already 17:2, 29:9
also 9:14, 11:3, 14:12, 17:16, 20:18, 21:21, 30:2, 30:5, 30:8, 30:12, 32:3, 44:9, 44:17
always 21:18, 21:19, 21:22
ambulatory 9:23, 43:10
among 11:6, 12:15
analysis 42:21

and-over
12:13
annawan
25:7
anne
41:22, 41:24
another
15:10, 16:19, 27:14, 29:10, 29:22, 30:19, 36:2, 37:19
anticipate
43:21
anticipated
5:24
any
6:15, 8:15, 11:5, 26:18, 32:9, 37:3, 47:2, 48:11
anybody
46:5, 47:2, 47:6
anyone
41:18, 47:13
anyplace
28:10
anything
14:1, 32:2, 32:3
apart
11:19, 44:1
apologize
10:13
appear
17:16
applicant
9:5, 15:5, 15:8, 15:9, 16:11, 16:17, 16:18, 16:24, 17:7, 17:12, 17:23
applicant's
15:20, 17:18, 18:2
applicants
4:21, 4:23, 9:11
application
1:8, 4:18, 6:8, 6:9
appointments
12:2
appreciate
13:11, 39:12
appreciated
21:24, 36:6
approach
8:1
approve
12:20, 45:12
approved
15:12
approximately
11:17, 42:13
area
10:13, 10:16, 10:20, 11:7, 11:20, 12:8, 14:5, 15:13, 15:17, 15:18, 17:2, 17:15, 17:20, 17:21, 20:22, 25:10, 28:24, 29:12, 33:24, 38:11, 41:2, 41:5, 42:10, 42:19, 42:20, 43:3, 44:2, 44:3, 44:20
around
22:16, 42:16, 46:2, 47:5
array
34:9
asks
18:6
assertions
5:12
asset
30:20, 41:13
assigned
7:24
assistant
3:6, 4:9, 36:20
assisted
39:20
associate
26:17
assuming
42:14
atmosphere
34:3
atmospheres
27:16
attack
13:6
attend
34:1
attendance
5:24, 7:10
attending
4:12
attention
12:18, 46:23
attest
31:14
attorneys
42:1
audience
47:10
authorization
7:4, 7:5
available
7:19, 11:1, 14:2, 33:24, 42:24, 44:3
avenue
2:5
average
17:20, 40:13
avery
6:5, 46:23
avery@illinois
6:7
aware
15:6
away
13:9, 16:6, 20:7

B

b-e-r-k-o-v-i-t-s
14:23
back
22:13, 25:7, 26:11
background
26:2, 26:4, 26:24, 39:23
backgrounds
37:16
bad
27:15
ballparks
37:11
barely
27:16
based
42:20
basis
44:6
batavia
2:5, 5:19
because
8:24, 21:15, 22:10, 26:8, 26:23, 28:3, 29:5, 30:17, 42:8, 44:10
bed
4:24, 9:18, 10:1, 14:3, 42:6, 43:11
beds
10:14, 10:15, 10:22, 12:6, 12:14, 15:12, 15:17, 15:18, 15:24, 16:1, 16:2, 16:7, 16:9, 16:19, 17:17, 17:19, 18:1, 18:2, 23:14, 23:18, 24:2, 26:7, 27:2, 27:3, 27:13, 28:12, 42:9, 42:24
bedside
11:23, 37:7
been
6:13, 9:1,

13:2, 15:12, 15:14, 16:3, 17:4, 17:13, 19:6, 23:21, 23:23, 24:22, 26:13, 27:10, 27:19, 28:21, 29:5, 29:19, 33:12, 34:8, 34:21, 34:23, 36:19, 38:19, 40:4, 42:12, 44:21
before
1:3, 2:13, 32:12, 41:17, 46:1, 48:5
began
15:11
begin
5:20, 5:21
beginning
8:10
behalf
4:11
being
22:23, 31:16, 33:14, 34:11
believe
15:17, 18:14, 41:11
below
16:3
beneficial
40:14
beneficiaries
10:10, 10:16, 11:8, 11:18, 12:16, 42:14, 42:16
benefit
8:12, 14:13, 41:3
berkovits
14:21, 14:23
berkovitz
14:22, 17:12
best
20:8, 27:20, 28:4, 29:6, 32:6, 32:8
better
40:23, 44:7
between
18:16, 32:3, 39:5
beyond
14:7, 22:9
big
30:8
birthdays
22:4
bit
6:12, 7:9, 8:22, 22:6, 39:23, 40:9, 47:5
board
1:2, 3:3, 3:5, 4:6, 4:8, 4:14, 5:6, 6:6, 6:11, 6:13, 6:15, 7:20, 9:15, 12:20, 15:6, 15:7, 18:6, 31:12, 39:12, 45:11, 46:8, 46:16, 46:19, 46:23
board's
6:19
board-certified
19:3
bolingbrook
19:20, 20:4, 24:18, 26:1, 29:23, 33:12, 45:9
bonds
37:20
bordering
25:5
both
8:11, 14:13, 19:7, 19:9, 20:2, 20:4, 20:10, 35:6, 39:18, 40:2, 41:13, 42:6
brackets
17:22, 17:23
brain
13:3
brand-new
40:17
break
33:17
bria
14:24, 16:2, 17:3, 18:5, 23:12, 23:14, 28:21
bridge
18:16
briefly
42:3
bring
21:16, 33:3, 40:15
brokers
39:17
build
23:1
building
32:4, 37:2
buildings
26:20, 31:19, 32:23, 33:1
built
44:22
bunch
45:16, 46:4
burgeoning
43:16
bus
46:3
butcher
9:2, 21:7
butterfield
4:21, 9:10

C

c-a-r-r-o-l-l
18:13
c-a-s-t-i-l-l-o
28:20
c-i-a-c-c-i-o
21:9
california
24:15
call
6:1, 6:4, 19:18, 37:23, 41:22
called
7:24, 28:24, 39:16
campus
9:22, 10:1, 10:3, 13:22, 43:8, 43:14
can't
28:9
cannot
22:17, 45:1
capitalized
41:8
cardiac
44:4
cardio
37:8
cardiologist
38:16, 38:21
cardiologists
38:20
cardiology
11:22
cards
22:5
care
1:10, 4:19, 4:22, 4:24, 7:1, 9:10, 9:19, 10:4, 10:5, 10:6, 10:9, 10:15, 10:20, 11:6, 11:10, 11:11, 11:22, 12:5, 12:6, 13:4, 13:7, 13:9, 13:13, 13:21, 13:24, 18:15, 19:22, 19:23, 20:9,

20:12, 20:16, 20:20, 22:16, 22:18, 22:23, 23:19, 24:14, 25:4, 25:9, 25:11, 25:14, 25:23, 26:10, 26:19, 28:23, 29:9, 30:4, 30:5, 30:18, 31:16, 32:4, 32:6, 33:13, 33:17, 33:18, 33:20, 34:7, 34:13, 35:9, 35:15, 35:16, 35:18, 35:20, 35:21, 36:22, 37:9, 38:6, 38:14, 38:15, 38:17, 38:23, 39:5, 39:7, 39:20, 40:24, 41:3, 41:4, 43:9, 43:16, 44:5, 44:7, 44:8, 44:16
care-related
40:3
careers
36:6
caregivers
35:20, 37:20
caring
22:9, 30:13
carpentersville
25:6, 25:8
carroll
18:11, 18:12, 18:14, 25:7
case
48:12
casinos
37:11
castillo
28:18, 28:19, 28:20
cause
16:20
ccrcs
10:22
census
16:3, 16:21
center
2:4, 5:18, 9:23, 25:4, 25:14, 43:10
centers
24:13, 24:14, 25:9, 25:11
certainly
8:24, 34:14, 45:15
certificate
48:1
certification
11:2
certified
2:13, 2:15, 11:13, 29:18, 30:10, 42:6, 48:3
certify
48:6
cetera
28:15
challenge
23:22
chamber
45:8
changes
46:13
channahon
25:6
choked
21:13, 22:8
chosen
36:7
chronic
19:24
ciaccio
21:4, 21:8
ciaccio-huerta
21:6, 21:15
citizens
18:21
city
45:8
claimed
16:17
clean
13:4, 13:12, 21:19, 26:11, 27:22, 28:15
clearing
7:1
clinic
11:23
clinical
11:20, 44:2
clinics
44:5
close
46:1
closed
10:21, 47:7
closest
25:11
closing
41:17, 41:22
cna
28:21
cnas
23:23
cohort
12:13
collaborating
20:20, 26:17
collaborative
43:21
collaboratively
43:19
collectively
10:14
combination
21:20
come
7:15, 8:6, 9:13, 22:14, 26:9, 27:24, 31:20, 37:15, 41:22, 46:3
comes
26:4, 26:24
comfort
22:17
coming
22:20, 47:8
comment
46:4, 47:14
comments
1:7, 5:10, 6:16, 6:17, 8:9, 21:2, 46:21, 47:17
commerce
45:8
commercial
40:2
commission
30:10, 48:18
committed
23:18
communities
10:21, 35:14
community
10:23, 14:11, 15:16, 20:13, 30:20, 32:14, 32:16, 33:16, 33:22, 34:10, 35:5, 35:13, 35:23, 37:6, 38:1, 41:12, 41:13
companies
35:23
companionship
21:22
company
34:9, 35:8, 39:16
compared
12:10
compassion
34:14
complement
40:18
complete
6:8
completed
40:1
component
43:15

conceived
41:11
concerns
37:3
concluded
15:8
conclusion
34:11
conditions
20:1
conducts
12:3
confidentiality
6:21
conflicts
17:7
consideration
6:13, 46:8
considering
11:9
consistently
16:3
constant
33:1
constructed
5:1
construction
14:13, 15:13, 33:3
consult
38:19
content
30:16
continue
24:22, 43:22
continues
42:15
continuing
10:20
continuity
22:16, 29:8
continuum
10:4, 39:5
convenience
12:4
cooper
41:23, 41:24
copies
5:14, 8:14
copy
6:9
corner
10:2, 43:13
corporate
20:3
corporation
36:3, 36:24
corporations
40:24
correct
45:16, 48:7
cost
5:3
could
18:19, 21:16, 22:13, 22:14, 27:16, 27:20
council
27:11
counsel
3:6, 4:5, 4:9, 48:11
country
23:4, 39:21, 39:22
county
2:4, 5:18, 10:9, 15:21, 43:2
couple
17:13, 38:9, 45:21, 45:22
court
8:12
courtney
6:5, 6:7, 46:23
courtyard
22:1
covered
6:22, 7:5
coworkers
32:8
crazy
26:14
crc
1:24, 48:5
cream
22:2
crisis
29:11
critical
44:16
crr
1:24, 48:4
crucial
44:10
csr
1:24, 48:4, 48:18
cup
27:17
current
12:13, 15:21, 45:2
currently
14:1, 16:7, 16:9, 17:19, 19:10, 26:21, 42:18, 42:23
cut
8:23
cutting-edge
24:24

D

dad
21:11, 21:22, 22:11, 22:13, 22:18, 22:23
daily
37:13
dash
21:9
data
17:8, 17:18, 24:19
date
6:3
dates
46:15
day
22:12, 31:5, 32:15, 34:12, 37:11, 48:16
days
6:2, 22:16, 26:21, 33:18, 44:13
deadline
46:18
declared
6:8
dedicated
28:22, 32:4, 37:9
dedication
22:9
deem
47:6, 47:17
deep
37:20
defined
6:22
delnor
14:6, 18:19
delnor-community
9:21, 40:16, 43:8
demand
12:15, 16:22, 26:15, 43:2
dementia
19:24, 30:5, 30:7, 30:8
denied
15:7
dennis
21:11
deny
18:7
department
1:1, 23:21
described
42:20, 43:4, 44:18
details
46:12
developing
32:23
dialysis
11:23, 24:12, 24:20, 24:24, 25:12, 37:7
difference
34:13

different
19:21, 38:18
differently
40:9
difficult
17:3, 29:8
diligence
15:9
dining
22:2
dinner
22:5
diplomate
2:14
director
9:10, 14:24, 33:11, 35:3
discloses
7:2
discuss
44:6
discussed
43:24
diverse
29:24, 37:14, 37:17
diversity
19:13, 19:14
doctor
38:7, 38:15
documentation
5:14
donald
27:6, 27:9
done
18:7, 20:3, 31:2, 40:1
double
29:1
down
23:17
dr
19:1, 19:2, 21:3, 38:4, 38:5
drive
15:2, 15:4
drop
46:3
dual-certified
23:14
dually
11:13, 42:6
due
15:9, 23:18, 28:23
during
23:15

E

each
19:11
earlier
7:9, 17:9, 42:20, 43:24, 44:19
earned
45:20
east
25:6, 25:8
economic
37:16
effort
35:8
eight
22:11, 22:21, 40:12, 40:20
either
9:3, 40:22
elderly
20:13
elgin
25:13
else
28:10, 31:18, 41:18
employed
19:15, 48:11
employees
19:15, 34:8, 36:11
employer
32:10
employment
34:10
empty
16:9, 28:12
enables
33:20
end
40:5
enhance
34:15
enjoy
37:18
enough
8:6, 8:19
ensure
6:18
entered
7:18
entertainment
37:12
entities
6:22
entity
7:5
environment
30:13
equipment
24:23, 45:2, 45:4
especially
21:24
establish
1:9, 4:19, 4:23, 9:18
estate
40:3
et
28:15
ethnicity
37:17
even
22:4
ever
31:2
ever-growing
32:5
every
23:3, 28:5, 32:15, 34:12
everybody
22:12, 22:15
everyone
9:13, 29:12, 45:23
everyone's
34:4
everything's
27:21
evolved
20:6
example
10:19
excellent
20:5, 24:22, 26:14, 26:18, 30:18, 33:23, 35:9, 36:23, 40:6
exceptional
21:18, 26:22
excess
16:1, 17:19
exhausted
10:24
exist
8:2
existence
23:24
existing
17:16, 32:23
expenditures
11:11
expense
29:2
experience
34:6
experienced
41:7
expires
48:18
explain
27:23
express
13:20
extension
15:7, 15:10, 17:6, 18:7, 20:12
extreme
24:15

F

face
8:7

faces
22:18
facilities
1:2, 3:2, 4:6, 4:13, 4:17, 5:6, 5:7, 6:6, 6:10, 6:19, 10:12, 10:19, 11:3, 11:7, 11:10, 11:16, 11:21, 12:19, 15:2, 15:22, 16:21, 17:2, 17:14, 17:16, 19:10, 19:13, 19:19, 24:4, 26:9, 26:12, 29:20, 29:22, 29:24, 30:6, 30:9, 30:16, 31:20, 32:7, 35:17, 35:24, 36:5, 38:7, 38:18, 39:19, 40:4, 40:12, 40:15, 41:1, 42:11, 42:18, 43:3, 44:1, 44:3, 44:19, 44:20, 44:21, 44:24, 46:22
facility
1:10, 4:19, 4:24, 5:2, 9:19, 10:2, 10:4, 10:12, 10:18, 11:19, 12:1, 13:4, 13:21, 13:23, 14:12, 14:15, 15:14, 15:23, 16:13, 18:15, 18:18, 19:7, 19:11, 21:18, 23:2, 23:3, 26:18, 29:10, 30:19, 33:4, 34:1, 34:7, 36:20, 36:22, 37:5, 37:22, 38:8, 38:10, 38:12, 38:24, 39:4, 40:7, 42:3, 42:15, 42:17, 43:12, 43:23, 44:13, 44:16, 44:17, 44:18
fact
11:16, 20:10
failure
11:24
familiar
22:18
families
18:21, 31:15, 32:16, 34:5, 35:11, 35:19, 36:1
family
21:24, 22:3, 22:4, 22:21, 27:21, 28:7, 29:3, 29:18, 30:12, 31:13, 33:17, 34:3, 34:4, 34:23, 36:3, 37:18, 37:21
family-owned
36:24
fapr
1:24, 48:5
far
22:13
feel
30:2, 34:12, 34:15, 45:1, 45:15, 45:19
feeling
31:7
feet
5:1
few
17:15, 33:18, 35:17, 36:4
field
20:19
fifth
30:24
filings
17:8
fill
17:24
filled
16:10
finally
44:17, 45:6
financial
10:24, 16:20, 48:13
find
16:24, 31:19
fine
8:22, 21:14
finish
40:5
first
8:12, 17:4, 19:22, 23:24, 36:15
firsthand
32:15
five
44:14, 44:22
floor
3:8, 19:22, 19:23, 19:24, 47:1
folks
7:9, 8:20
follow
26:8, 26:16
following
46:15
forced
17:4, 23:23
foregoing
18:4, 48:5, 48:7
forgive
21:12
form
33:1
formed
37:20
forth
17:8, 18:5
forum
39:13
forward
24:3
found
19:12, 21:17
fred
14:21, 14:23
fresh
37:13
freshen
40:16
friendly
27:22
friends
30:17
front
7:15, 31:12
full
17:7
fully
10:1, 17:8
further
10:17, 11:19, 16:18, 16:21, 40:10
furthermore
10:7, 15:20, 43:17
future
12:15

G

g-a-i-n-e-s
13:20
gaines
13:18, 13:19, 14:19
gap
18:16
gave
17:9, 22:6
general
3:6, 4:4, 4:9, 11:1, 25:23
generally
10:23, 45:1

generous
19:13
geneva
1:11, 1:14, 2:6, 4:19, 4:21, 5:3, 5:19, 9:12, 9:17, 9:20, 10:8, 11:13, 12:7, 12:21, 13:21, 14:7, 14:24, 15:14, 16:2, 17:3, 18:6, 18:18, 23:2, 23:12, 23:14, 24:2, 25:3, 28:11, 28:22, 29:10, 32:14, 33:2, 42:2, 42:9, 42:19, 43:5, 43:14, 43:23, 44:20, 45:8
gentlemen
24:9
geography
25:5
getting
45:16
give
6:12, 7:12, 8:8, 32:12, 41:22, 46:4, 47:14
given
4:18, 43:1, 47:14
gives
33:17
glass
27:17
go
7:12, 17:11, 22:22, 24:3, 28:2, 28:3, 28:13, 28:14, 30:6, 34:11, 40:4
goes
8:21
going
4:14, 7:8, 7:22, 9:4, 12:24, 17:10, 20:10, 21:12, 26:5, 26:21, 28:9, 28:13, 29:19, 36:11, 41:21, 45:24, 46:2, 46:3, 46:14, 47:5
gone
32:2
good
4:2, 8:6, 9:8, 13:3, 13:13, 14:22, 19:1, 24:8, 28:19, 31:5, 33:10, 36:10, 38:5, 39:5, 41:23
gov
6:7, 46:12
gov\sars
46:17
government
2:4, 5:18
grange
24:17, 26:1, 29:23
great
8:7, 14:18, 32:11, 32:13, 32:15, 34:7, 35:8, 35:10
greater
17:14, 36:9
greatest
23:22
groom
32:7
gross
5:1
group
41:7
growing
38:11
growth
12:12
guys
38:5

H

h-e-l-m-s
13:1
h-o-c-u-k
31:4
h-o-l-l-y
33:9
h-u-e-r-t-a
21:9
hallways
27:17
hand
48:16
hands-on
31:19
happen
41:9
happy
30:15
hard
22:12, 29:5, 29:6
hardship
16:20
head
38:12
healing
34:15
health
1:1, 1:2, 3:2, 4:5, 4:13, 4:17, 4:21, 5:6, 5:7, 6:5, 6:10, 6:19, 6:21, 6:23, 6:24, 7:1, 7:2, 7:6, 9:10, 10:6, 12:19, 20:8, 20:19, 33:13, 40:3, 41:3, 41:4, 43:16, 46:22
heard
27:13, 37:6, 42:5
hearing
1:3, 1:13, 2:1, 3:4, 4:2, 4:5, 4:12, 5:5, 5:8, 5:17, 5:22, 6:2, 7:7, 8:4, 8:18, 12:23, 13:16, 14:16, 14:20, 17:11, 18:10, 18:23, 20:24, 21:4, 23:6, 24:6, 25:18, 27:5, 28:17, 29:14, 30:22, 31:7, 32:18, 33:6, 34:17, 36:12, 36:14, 38:3, 39:9, 41:16, 41:21, 45:14, 45:19, 47:4, 47:13, 47:16, 47:18
hearings
6:20
heart
13:6
held
2:1, 5:5, 46:10
hello
23:11, 25:20, 29:18, 33:8, 34:19, 36:17
helms
12:24, 13:1
help
22:14, 29:1
helps
34:15
hemodialysis
24:13, 25:5, 25:10, 25:15, 44:10, 44:12, 44:15
here
7:14, 8:7, 8:9, 8:20, 13:6, 13:8, 13:10, 14:17, 21:2, 27:19, 31:12, 31:14, 33:2,

37:17, 38:8, 39:8, 39:19, 45:18, 45:23, 46:5
hereunto 48:15
hfsrb 4:8, 4:11, 46:11, 46:12, 46:17
hi 9:7, 18:12, 28:21, 33:9
high-income 17:22
high-qualified 36:23
higher 40:19
highest 23:19, 28:23, 31:16
highlight 19:21
highly 14:5, 42:12
himself 45:17
hire 29:5
hiring 17:3
historically 42:11
hocuk 30:23, 30:24, 31:4, 31:9
hold 45:23, 46:5
holidays 22:4
holly 33:7, 33:8
home 18:16, 19:18, 20:3, 21:16, 22:6, 22:22, 27:14, 28:13, 35:2, 37:24, 44:9, 44:11, 44:15
homelike 30:13
homes 33:21
honor 19:8
honored 37:24
hopefully 28:14
hospice 35:22, 35:23
hospital 6:24, 9:21, 9:24, 10:3, 13:10, 13:22, 14:6, 18:16, 18:19, 26:10, 33:20, 39:3, 40:16, 43:8, 43:9, 43:13
hospitals 20:21
hours 44:14
house 37:22
household 17:20
houses 7:1
housing 39:18
htm 46:17
hub 10:6, 43:16
huerta 21:5
huge 38:11, 38:22
humphrey-sonntag 1:23, 2:13, 48:3
hundred 42:16
hundreds 19:9
hurt 29:11

I

i-s-a-b-e-l 34:20
ice 22:2
iii 4:22
illinois 1:1, 1:14, 2:6, 3:2, 3:9, 4:5, 4:13, 4:17, 4:20, 5:3, 5:6, 5:7, 5:19, 6:5, 6:10, 11:17, 20:15, 24:14, 39:21, 46:11, 46:12, 46:17, 46:22, 47:1
immediate 42:19
impact 24:3
important 8:10, 8:13, 11:3, 13:23, 14:10, 39:1, 42:7
importantly 9:19, 22:7
improve 10:8
improves 12:5
in-center 44:12
in-house 24:13, 25:4, 25:9, 25:15, 38:16, 38:17
includes 9:22, 26:3, 39:18
including 19:22, 37:7
income 16:12, 17:20
inconsistencies 17:7
increase 17:21
increased 43:2
increasing 16:22
incredibly 36:21
independent 10:1, 10:5, 14:1, 39:4, 39:7, 39:20, 43:12
indigent 16:6
individual 7:4, 21:20
individual's 6:21, 7:6
individuals 7:3, 10:9, 10:23, 36:9
industry 40:14, 40:18
infection 43:20
information 6:4, 6:22, 7:3, 7:6, 9:16, 45:24, 46:6
injury 13:3
inside 32:23
institutional 44:24
instructions 8:16
insufficient 12:14, 43:1
insurance 6:23
integral 43:6

interest
5:10, 48:12
intermediate
19:23, 35:15
internal
19:3, 19:4
inventory
12:13
investment
39:17, 40:7
involved
31:15
isabel
34:18, 34:19
itself
6:8, 21:18

J

j-a-c-k-i-e
9:7
j-a-c-q-u-e-l-i--n-e
29:17
j-a-m-e-s
13:1
j-e-a-n
13:19
jabbar
38:4, 38:5, 38:6
jackie
9:6, 9:7, 9:9
jacqueline
29:15, 29:16
jafari
31:13
james
12:24
jean
13:18, 13:19
jeannie
3:6, 4:9, 7:14
jefferson
3:7, 46:24
job
1:21, 32:22
jobs
14:12, 33:3, 33:4
john
32:19, 32:20
joint
30:10
jr
1:3, 3:4
juan
1:3, 3:4, 4:4
judy
18:11, 18:12, 18:14
june
1:15, 5:17, 48:16

K

k-a-l-r-a
19:2
k-a-r-a-n-t-h
36:16
kalra
18:24, 19:1, 19:2, 21:3
kane
2:4, 5:18, 10:9, 15:21, 43:2
karanth
36:14, 36:15
kc
36:14, 36:15
keep
13:12, 17:10, 20:18, 30:9
kept
21:19
keslinger
5:3, 25:3
kidney
11:24
kind
19:13, 26:3, 46:2
knee
32:2
know
22:15, 22:19, 22:23, 26:15, 26:23, 27:13, 27:15, 28:7, 28:8, 29:7, 31:21, 31:22, 39:23, 40:9, 41:6, 41:10, 46:5
knowledge
25:8, 39:23
known
9:1, 39:24

L

l-a-u-r-i
21:8
l-i-s-a
25:20
l-o-n-g
23:10
l-y-n-n
39:11
la
24:17, 26:1, 29:23
lack
16:7, 23:18
ladies
24:8
large
34:9, 37:5, 40:23
last
8:12, 8:18, 9:1, 9:2, 19:7, 19:12, 23:9, 23:13, 23:22, 29:4, 29:17, 31:14, 33:13, 35:4, 36:16, 36:19, 44:22
late
21:23
later
6:2, 6:12
latest
32:24
laughter
8:3, 27:8
lauri
21:4, 21:8, 21:11
learned
41:11
least
15:12, 17:24
leave
8:8, 8:14, 12:1, 14:17, 21:1, 33:22, 36:11
leaves
13:23
legal
4:15
less
26:12
letters
36:15
level
31:16, 40:19
levels
19:21
licensed
16:2
licensing
20:16
life
22:6, 31:1, 37:15
lifted
40:18
lifts
45:3
limit
7:22, 17:16
limiting
18:2
lisa
25:19, 25:20, 25:22
little
6:12, 7:8, 8:21, 8:22, 22:6, 39:22, 40:9, 40:10, 47:5

live
30:15
lived
37:23
living
10:1, 10:5, 10:9, 22:1, 39:4, 39:20, 39:21, 43:12
llc
4:22
local
18:20, 41:2
located
5:2, 9:20, 10:2, 18:18, 25:12, 43:12
location
2:1, 14:3, 25:2, 25:4, 39:2, 43:4
location's
39:2
locations
24:17, 24:21
long
4:14, 22:15, 23:8, 23:9, 23:11
long-term
1:9, 4:19, 4:24, 9:19, 10:4, 10:8, 10:12, 10:15, 11:6, 11:10, 11:11, 12:6, 12:14, 13:21, 20:12, 30:4, 33:18, 35:21
longer
30:7
look
41:5
looked
40:8, 40:10, 40:20
looking
22:24, 41:4, 42:15
lot
26:4, 28:2, 28:6, 28:12, 38:14
love
34:11
low
11:9
lower-income
17:23
lowering
16:21
lp
4:22
lpn
35:2
ltc
15:23
lynn
39:10, 39:11, 39:15

M

m-a-z-e
32:20
m-o-l-e-n
9:8
made
16:8
main
38:9
maintain
6:20, 22:14
major
41:4
majority
16:4, 35:22
make
29:11, 34:12, 41:9
makes
29:8, 38:13
making
31:15
managers
40:22
manner
37:4, 40:6
manor
1:11, 4:20, 9:11, 9:17, 9:20, 10:7, 11:12, 12:20, 14:4, 31:10, 31:24, 32:13, 33:14, 33:15, 34:3, 35:1, 35:12, 36:2, 36:18, 41:1, 42:2, 42:5, 43:5, 43:14, 43:17, 44:1
many
15:15, 19:16, 26:22, 27:2, 27:3, 30:17, 34:8, 36:8, 37:23
march
6:9
marcus
39:16
mark
30:23, 31:4, 31:9
market
12:7, 15:13, 16:19, 16:23, 17:20, 25:14
marketing
9:10
marketplace
40:15
materials
5:15
maybe
22:5
mayor
45:7, 45:9
maze
32:19, 32:20
meadowbrook
1:10, 4:20, 9:11, 9:17, 9:20, 10:7, 11:12, 12:20, 13:2, 13:11, 14:4, 19:18, 20:11, 21:17, 24:16, 26:13, 27:4, 27:10, 29:20, 29:22, 29:23, 30:19, 31:10, 31:24, 32:13, 33:12, 33:14, 33:15, 34:3, 35:1, 35:6, 35:12, 36:2, 36:18, 37:18, 38:7, 38:13, 41:1, 42:1, 42:5, 42:11, 43:5, 43:14, 43:17, 44:1
meadowbrooks
19:7, 20:2
meals
37:12
mean
27:15, 27:20, 27:21, 28:8, 31:2
meant
16:16, 22:20
medicaid
10:10, 10:14, 10:15, 10:22, 11:2, 11:4, 11:5, 11:8, 11:9, 11:14, 11:18, 12:16, 16:5, 16:8, 16:10, 16:15, 16:16, 17:19, 18:2, 19:17, 23:16, 23:17, 30:1, 42:7, 42:9, 42:14, 42:16, 42:23, 42:24
medicaid-certified
17:17

medical
14:10, 18:15, 21:15, 35:18, 43:13, 45:2
medicare
16:14, 16:15, 18:1, 42:7
medicine
19:3, 19:4, 43:7
meet
20:15, 37:3, 44:5
meeting
6:15, 7:21, 28:1, 28:5, 46:9
melanie
1:23, 2:13, 48:3
member
3:5, 4:8
members
7:19, 47:10
memory
20:1, 32:4, 35:16, 37:9, 39:20
mentioned
39:15
menus
37:13
middle
14:4, 25:14
might
26:6, 28:11, 28:12
miles
15:3
millichap
39:16
mingling
37:19
minimum
16:14
minute
15:2, 15:4, 17:14, 42:19
minutes
7:23, 8:21, 45:22
mitchell
3:6, 4:10, 21:14, 31:5, 33:10, 45:17
mmg
4:22
model
23:3
modern
44:17
molen
9:6, 9:7, 9:9
mom
34:7
money
45:20
month
28:1, 28:6
months
29:4
morado
1:3, 3:4, 4:2, 4:4, 8:4, 8:18, 12:23, 13:16, 14:16, 14:20, 17:11, 18:10, 18:23, 20:24, 21:4, 23:6, 24:6, 25:18, 27:5, 28:17, 29:14, 30:22, 31:7, 32:18, 33:6, 34:17, 36:12, 36:14, 38:3, 39:9, 41:16, 41:21, 45:14, 45:19, 47:4, 47:13, 47:16
more
15:24, 17:15, 19:24, 26:7, 28:6, 29:9, 36:2, 44:24, 45:22, 46:12
moreover
15:22
morning
33:10
most
22:7, 34:2, 44:19
mount
25:7
movie
37:12
much
13:11, 14:17, 14:20, 21:2, 32:17, 41:15, 43:15, 44:23, 47:8
must
6:16
myself
11:15, 26:17, 36:8

N

name
4:4, 8:11, 9:9, 14:22, 18:14, 19:1, 21:11, 23:9, 23:11, 24:9, 25:22, 29:17, 32:20, 36:15, 36:16, 38:6, 39:11, 39:15, 41:23
namely
24:17, 44:3
names
9:2, 21:7, 31:21, 31:23, 45:16
naperville
19:4, 19:20, 20:4, 24:17, 25:12, 27:10, 29:24, 31:11, 36:18
near
10:2
nearly
36:18, 44:19
necessarily
7:10
necessary
14:9
necessity
30:3, 30:8
need
5:13, 15:16, 15:24, 18:15, 24:1, 25:1, 25:13, 26:7, 26:8, 27:2, 38:11, 42:8, 45:5
needed
14:9, 15:19, 18:20, 41:12, 43:15
needs
5:23, 5:24, 15:15, 21:16, 40:18, 45:2
negative
24:3
neither
48:11
nephrology
11:23
network
43:19
never
16:6, 22:22, 23:15, 23:17, 26:17
new
15:12, 17:13, 17:16, 20:8, 40:15
newly
5:1
next
14:21, 38:12, 39:3
nice
13:12, 28:14
night
21:23, 22:22
nine
31:14

normal
28:6
north
25:7
northwest
10:2, 43:13
northwestern
9:21, 40:17, 43:7, 43:20, 43:22
northwestern's
43:18
note
6:18, 7:17, 11:3, 46:7, 46:15
noted
11:12, 12:7
notice
4:15, 4:17
notification
5:23
nowhere
31:18
number
10:17, 27:1, 30:6, 38:10
numerical
7:24
nurse
34:21
nurse-practitioner
25:24, 29:19
nurses
17:5, 22:19, 23:23
nursing
16:22, 20:2, 23:3, 23:21, 27:14, 28:13, 31:20, 33:20, 35:2, 35:3, 38:23, 39:6, 39:19, 40:12, 42:3, 42:9, 43:3, 43:15, 43:18

O

objects
18:6
obvious
25:16
occupancy
15:21, 23:16
occupational
37:8
occupied
10:1
odors
28:15
offended
8:23, 9:2
offer
32:6, 32:7, 33:15, 34:9, 35:18, 35:19, 36:5, 44:9
offering
25:4, 25:9, 25:11, 25:15
officer
1:3, 3:4, 4:2, 4:5, 8:4, 8:18, 12:23, 13:16, 14:16, 14:20, 17:11, 18:10, 18:23, 20:24, 21:4, 23:6, 24:6, 25:18, 27:5, 28:17, 29:14, 30:22, 31:7, 32:18, 33:6, 34:17, 36:12, 36:14, 38:3, 39:9, 41:16, 41:21, 45:14, 45:19, 47:4, 47:13, 47:16, 48:5
offices
9:23, 43:10
officially
47:7
often
28:24, 29:2
ohio
24:14
okay
41:21
older
44:21, 44:24
ombudsman
27:24
once
14:14, 18:7, 22:21, 22:22, 28:1
one
7:15, 9:11, 13:23, 15:1, 22:12, 24:12, 25:12, 26:20, 27:1, 28:4, 29:22, 34:2, 35:17, 37:19, 38:10, 41:3, 42:1
one's
31:2
ones
40:21
online
46:16
only
10:15, 11:7, 12:4, 15:22, 15:24, 19:19, 23:1, 29:11, 30:1, 30:11, 37:10, 42:23, 42:24, 43:8, 44:21
open
5:8, 39:12
opened
15:12
opening
9:5
operate
11:16
operated
36:24, 42:12
operating
10:21
operation
14:14
operations
14:24
opinion
24:1, 26:7, 36:4
opportunities
34:10
opportunity
5:9, 7:13, 9:15, 31:11, 39:14, 41:19
oral
7:1
order
6:18, 7:24, 16:11
organization
39:24
organizations
20:21
other
11:20, 11:21, 26:6, 26:9, 31:20, 32:9, 38:18, 40:12, 40:21, 41:9, 44:1, 44:3, 45:3, 45:4
otherwise
11:1, 48:13
out
22:24, 35:23, 36:5, 38:10, 40:10, 46:1
out-of-area
40:23
out-of-state
40:22
outcome
48:13
outpace
17:22
over
8:7, 8:21, 12:10, 20:6, 23:22, 24:20,

26:21, 33:13, 34:21, 39:24
overtime 29:1
overworked 29:10
own 15:20, 32:12, 32:16
owners 20:5, 20:11, 24:12, 31:18, 31:20, 31:23, 32:21, 32:22, 40:22
ownership 37:1

P

p-e-r-e-z 34:20
packet 17:6
pages 1:22
paper 5:15
parents 35:6
park 45:9
parlor 22:2
part 19:6, 32:22, 34:24, 37:24, 43:6, 43:17
participants 7:23
participate 11:4, 20:14, 42:6
participating 4:3, 47:9
participation 47:19
particular 40:7
particularly 10:10, 12:15
parties 5:9, 48:12
partner 24:22, 35:22
partnering 24:16
partners 4:22
passion 32:22
past 9:2, 18:8, 24:21, 29:20
patient 12:5, 16:7, 23:18, 25:14, 38:20, 42:22, 44:16
patients 16:5, 16:9, 16:10, 16:14, 16:17, 18:1, 19:9, 19:11, 19:14, 19:17, 19:22, 19:23, 19:24, 20:13, 20:17, 26:9, 26:16, 29:21, 30:1, 30:2, 30:15, 30:17, 30:18, 31:17, 31:22, 32:1, 44:5
patti 23:8, 23:9, 23:11
payer 11:9
people 8:20, 14:7, 22:8, 22:24, 27:22, 28:5, 28:9, 28:13, 32:7, 41:1, 41:5, 46:4
people's 26:6
percent 11:7, 11:17, 12:9, 12:11, 15:22, 16:4, 16:8, 16:14, 17:24, 23:1, 42:13
perez 34:18, 34:19, 34:20, 36:13
perfect 14:4, 21:19, 39:2
permit 1:8, 4:18
person 6:15, 30:24
personal 34:6
personally 40:1
persons 5:23, 5:24
physical 34:13, 37:8
physically 9:24
physician 9:22, 19:3, 19:6, 26:17, 43:9
physicians 33:23, 44:6
pink 7:9
pipeline 17:15
place 27:20, 27:21, 32:9, 34:12
places 26:23, 28:2, 35:8
planning 4:17, 5:8
plans 6:24, 17:24, 44:7
play 22:5
please 6:18, 7:17, 8:8, 8:23, 46:7, 46:11, 46:14
pleased 36:17
pleasure 32:11
plus 28:5, 33:3, 34:9
podium 8:2, 8:5
point 38:10, 39:1
points 38:9
policy 10:22
populated 14:5
population 12:9, 12:10, 12:12, 14:9, 16:5, 16:8, 23:17, 30:1, 32:5, 37:14, 43:1
populations 42:22
portability 6:23
possible 22:15, 46:12
postacute 33:19, 35:14
posted 46:16
power 45:3
practice 19:4, 35:24
predominately 23:16
preferred 43:18

prepare
46:14
prepared
7:16, 12:8, 37:13
present
3:1, 4:7, 5:10
president
27:11
pressure
26:22
pretty
21:6
previous
17:8
previously
11:12
pride
35:10
primary
11:9, 38:6, 38:15
prime
25:3
printed
5:15
prior
6:2, 7:20, 8:10
privacy
6:20, 21:20
private
22:2
privilege
19:8, 24:15, 34:24
probably
19:19
proceed
15:8, 16:18
proceedings
4:3, 48:6, 48:8
process
34:15
profession
36:7
professional
36:4, 40:5
professionally
41:8
program
11:4
programming
11:21, 44:2
programs
42:7
progressive
18:20
project
1:8, 4:20, 5:3, 5:11, 5:13, 6:16, 9:14, 12:8, 12:17, 15:3, 15:6, 15:9, 15:11, 16:16, 18:3, 18:6, 24:3, 33:3, 41:10, 42:8, 43:6, 45:7, 45:10, 45:12, 46:7
projected
16:12, 17:21
pronounced
31:1
propose
4:23, 9:18, 16:24
proposed
5:13, 9:16, 9:19, 10:7, 12:16, 14:3, 15:3, 15:4, 25:2, 39:19, 42:3, 43:5
protect
6:20
protected
7:2, 7:6
proud
27:12, 36:21, 45:17
provide
9:16, 10:4, 11:22, 13:23, 14:12, 15:18, 18:19, 20:11, 25:24, 26:18, 28:23, 29:8, 30:4, 30:13, 34:13, 34:14, 36:10, 39:5
provided
14:8, 31:16, 36:22
provider
43:18
providers
6:24
provides
33:19, 35:12, 37:5, 44:7
providing
23:19, 24:13, 24:23, 35:9, 35:10
proximity
14:5, 18:19
public
1:1, 1:7, 1:13, 3:4, 5:5, 5:8, 5:22, 6:20, 11:1, 19:17, 47:18
pulmo
37:8
pulmonary
11:22, 44:4
pulmonologist
38:17, 38:21
pulmonology
44:4
purposely
43:6
pursuant
5:7
put
15:16, 40:23

Q

quality
12:5, 16:22, 23:19, 26:8, 27:1, 27:3, 27:4, 28:23, 44:7
questions
8:15, 47:2, 47:17
quite
21:9, 26:22
quote
17:13

R

r-i-c-e
29:17
r-i-n-c-h-i-k
24:11
radius
40:11
range
35:14
ranging
33:16
rapid
12:12
rapidly
12:9
rate
28:1
rates
43:21
rather
12:1, 32:9
rdr
1:24, 48:4
reached
23:15
read
4:14, 45:24, 46:1, 46:6
readmissions
43:20
ready
13:24
real
40:3, 41:2
really
22:8, 31:5, 42:23
realtime
2:15
reasons
18:4, 18:5

reassuring
37:1
receipt
4:18
received
30:18, 45:7
recess
47:11
recognize
45:6
recommended
30:16
record
4:15, 7:19, 11:14, 47:20, 48:7
recover
33:21
reduce
43:20
reduced
10:17, 48:9
refer
38:7, 46:11
regarding
1:7, 8:15
register
7:10
registered
2:14, 34:21
regular
20:14
rehab
19:22, 22:13, 26:3, 26:11, 26:24, 30:4, 35:2, 35:15, 39:6
rehabilitation
32:1
reiterate
41:6
related
48:11
relationship
43:22
relevant
5:11, 5:13
remaining
11:6
remarkable
35:1
replacement
32:2
report
46:16, 46:19
reported
1:23
reporter
2:14, 2:15, 8:13, 48:1, 48:4
reports
15:23
representative
9:5
representatives
4:7
request
6:1, 12:19, 18:7, 45:11
required
11:4
requirements
4:16, 20:15, 20:19
reserved
10:23
resided
35:7
resident
16:4, 27:11, 35:5
residents
11:5, 11:8, 11:14, 11:18, 11:24, 12:2, 12:4, 18:17, 24:24, 29:7, 30:14, 31:17, 31:21, 31:22, 33:21, 34:1, 34:5, 35:7, 35:9, 37:1, 37:3, 37:15, 37:18, 41:14, 42:13, 44:5, 45:3, 45:5
resides
35:6
resort
17:4
resources
10:24
respect
11:2
respectfully
12:19, 45:11
respiratory
45:4
respite
33:16, 35:20
response
8:17, 41:20, 46:18, 47:3, 47:15
responses
46:21
restrictions
10:18, 42:21
result
12:12
retirement
10:20, 14:8
return
33:21
review
1:2, 3:3, 4:6, 4:13, 5:6, 6:6, 6:11, 6:19, 9:15, 12:20, 46:23
reviewing
24:19
rewarding
36:5
rice
29:15, 29:16, 29:17
richard
3:5, 4:8, 39:10, 39:11, 39:15
right
7:14, 8:9, 13:9, 14:4, 14:17, 28:3, 28:15, 31:1, 31:8, 34:1, 47:4
rn
26:3
road
5:3, 5:19, 25:3
rockford
25:13, 27:14
roommate
21:22
rooms
21:19, 22:2, 44:23
rounds
12:3
rule
8:19
rules
4:12
run
5:20, 16:13

S

s-a-n-d-e-e-p
19:2
s-c-o-t-t
24:9
s-t-e-c-h
33:9
said
21:6, 41:10, 48:8
sales
39:17
same
16:22, 17:17, 20:12
sandeep
18:24, 19:2
saturate
16:19
say
8:5, 8:11, 13:14, 26:5, 28:11, 31:9, 36:17

says
28:1
schedule
12:2
scheduled
6:14, 37:12, 45:21, 46:8, 46:10
scheduler
28:21
scott
24:7, 24:9
second
3:8, 19:23, 47:1
see
13:10, 27:16, 37:1, 38:20, 38:21, 46:3, 47:6
seeks
15:10
seems
8:5
seen
29:21, 31:18
segment
25:15
self-defined
15:4
send
6:1
senior
18:20, 39:18
sent
26:11, 46:22
separate
20:1
september
6:14, 6:17, 7:20, 15:7, 46:9, 46:17, 46:20
serve
16:16, 17:24, 23:16, 23:20, 29:24, 30:14, 38:11
served
19:16, 42:22
serves
32:5, 38:1, 43:9
service
10:13, 10:16, 10:20, 11:7, 12:8, 17:15, 20:4, 27:16, 42:9, 42:19, 42:20, 44:20
services
1:2, 3:2, 4:6, 4:13, 5:6, 6:6, 6:11, 6:19, 11:20, 12:20, 14:8, 14:10, 15:18, 18:20, 24:13, 25:10, 25:15, 25:24, 32:1, 33:16, 35:13, 35:14, 35:18, 36:22, 37:6, 46:22
serving
19:9
session
44:15
set
11:19, 17:8, 18:5, 48:15
sets
43:24
several
29:4, 33:24, 40:21
severe
13:3, 13:6
sewell
3:5, 4:8
shall
7:3, 7:5
share
7:6
sharing
23:7
sheet
7:13, 8:8
sheets
7:9, 7:11, 8:1
shied
20:7
shifts
29:1
short-term
31:24, 33:19
shortage
10:11, 28:24
shortages
16:23
shorthand
2:14, 48:1, 48:4
should
5:12, 6:1, 8:20, 8:22, 20:11, 23:1, 23:2, 46:21
show
33:2, 38:8, 39:8
shown
16:12
shows
17:18, 47:6
sic
40:5
side
40:8
sign-in
5:21, 7:8, 8:1
signature-b0zer
48:19
significant
17:19
significantly
17:21
simply
15:16
since
15:11, 24:16
single
23:3
sir
28:17, 33:6
sit
46:2, 47:5
sited
43:7
situated
9:24
six
24:21
sized
5:15
skilled
4:24, 9:18, 10:3, 10:8, 10:12, 10:15, 11:6, 12:6, 12:14, 24:14, 25:4, 25:9, 25:11, 25:14, 31:20, 35:15, 38:11, 38:23, 39:6, 39:18, 40:12, 42:3, 42:9, 43:2, 43:15, 43:18
smaller
44:23
soliciting
17:1
some
7:8, 19:18, 26:12, 35:19, 41:12, 45:24
somebody
21:23
someplace
28:14
son
13:2, 13:13
sorry
37:21
sort
35:19
south
5:19, 25:6
space
5:1
spaces
22:1
speak
7:11, 34:6,

41:18
speaker's
8:1, 8:5
special
5:23, 5:24, 31:7, 38:13, 45:15
specialist
12:3
specialists
9:22, 33:23
specialize
25:22
specializes
31:24
specialty
38:14, 38:23, 43:10
speech
8:11, 27:7, 37:8
spell
8:11
spending
29:3
spinal
32:3
springfield
3:9, 46:10, 47:1
square
5:1, 8:5, 8:6
stabilized
16:12
staff
5:7, 14:14, 17:1, 17:3, 20:6, 28:22, 29:6, 29:10, 30:11, 34:5, 35:2, 36:23, 37:16, 37:19, 46:16, 46:19
staffed
41:8
staffing
16:23, 17:1, 17:5, 23:21, 28:24, 29:5, 29:11
stand
32:11
standards
20:8
start
9:4
started
35:2
starts
8:22
state
6:13, 6:15, 20:14, 20:15, 35:8, 46:16, 46:19
state-of-the-art
24:23, 44:18
statement
9:5, 41:17, 41:22
states
17:12
stay
14:7, 33:20
stays
33:17
stech
33:7, 33:8, 33:11
stellar
26:12
stenographically
48:9
still
7:13, 13:10, 22:3
stone
45:9
street
3:7, 46:24
strengths
41:4
stress
29:9
strive
32:6
stroke
21:12
strong
41:2
stuff
27:14
subacute
39:6
submission
15:21, 16:13, 17:9, 18:5
submit
6:16, 7:18, 46:18
submitted
17:6
submitting
7:1
suburbs
19:5, 20:5
suffering
11:24, 16:23
summarize
42:2
supervision
48:10
support
9:14, 13:20, 14:14, 33:2, 34:14, 35:10, 35:19, 36:10, 38:8, 39:8, 45:7
supported
5:14
sure
31:15
surgery
9:23, 25:23, 32:3, 43:10
surrounding
16:20, 19:5, 20:5, 20:21, 24:4, 35:13
survey
12:8
surveys
20:14

T

t-a-y-l-o-r
25:21
take
13:12, 26:10, 30:1, 30:2, 35:10, 37:2, 40:24, 46:15
taken
10:18, 13:3, 22:23, 47:11, 48:6, 48:8
takers
33:17
taking
22:18, 32:22
talk
21:23, 31:12, 37:2, 39:13
talking
18:1, 21:13
taylor
25:19, 25:20, 25:22
team
30:12, 34:8, 35:1, 37:24
technologies
32:24
televisions
21:21
tell
17:1, 22:17, 26:2, 26:7, 26:13, 27:1, 27:4, 30:5
tend
14:7
tentatively
6:14, 46:7, 46:10
term
10:12, 22:16
testimonial
32:12
testimony
7:2, 7:12, 7:17, 7:23
text
7:17, 7:18
th
5:17, 6:9,

6:14, 7:20, 46:9, 46:17, 48:16
thank
4:3, 4:11, 9:3, 9:13, 9:15, 12:18, 12:22, 12:23, 13:15, 13:16, 14:16, 14:19, 18:9, 18:10, 18:22, 18:23, 20:23, 20:24, 21:2, 21:3, 23:5, 23:6, 24:5, 24:6, 25:17, 25:18, 27:5, 28:16, 28:17, 29:13, 29:14, 30:21, 30:22, 31:11, 32:17, 32:18, 33:5, 33:6, 34:16, 34:17, 36:12, 36:13, 38:2, 38:3, 39:9, 41:15, 41:16, 45:13, 45:14, 47:8, 47:10, 47:19
thankfully
21:16
thanks
14:20
theaters
37:12
therapy
24:24, 33:19
thereafter
48:9
therefore
45:1
thing
9:1, 38:9, 38:22
things
8:18, 21:21, 26:14, 32:15, 34:2
think
8:19, 20:2, 20:10, 28:12, 30:19, 32:13, 38:9, 38:10, 38:13, 39:1, 39:2, 45:10
third
19:23, 39:1
three
7:23, 8:21, 10:19, 11:16, 24:16, 24:21, 27:11, 28:22, 29:21, 44:13, 44:14
three-minute
8:19
through
5:20, 26:16, 32:2, 35:3, 37:2, 40:4
throughout
24:14, 37:10, 39:21, 39:22
throws
22:15
time
12:18, 13:17, 15:2, 15:4, 15:11, 16:22, 17:3, 17:4, 17:14, 23:15, 23:24, 29:3, 29:22, 30:3, 35:6, 35:21, 36:1, 37:2, 41:12, 45:24
timely
37:4
times
22:24, 46:15
today
4:7, 5:17, 9:4, 13:6, 17:9, 31:6, 33:2, 39:13, 45:15, 45:20, 47:9
today's
4:3, 7:19
together
22:3, 22:5, 22:6, 30:11, 30:12
token
17:18
took
13:7, 13:9, 27:7, 27:18
topnotch
32:7
town
40:20
track
11:13
transactions
40:2
transcript
48:7
transported
44:12
travel
17:14
treated
34:4
treatment
37:7
treatments
24:20
tremendous
20:3
trend
42:14
trends
32:24
tri-cities
18:17
tri-city
14:5
trips
37:11
true
48:7
truly
35:8
try
29:1, 29:6
trying
20:14, 20:18
tuesday
1:15, 5:17
turned
16:6, 23:17
two
5:14, 6:2, 8:18, 19:19, 44:21
typed
5:15
types
39:18, 42:22
typewriting
48:10

U

ulcer
26:22
under
10:21, 48:10
underprivileged
19:16
understand
15:15, 39:3
unit
20:1, 30:8, 32:4, 33:19, 37:9
units
30:7
unrelated
43:11
until
45:22, 45:23
up-to-date
30:9
update
15:23
updating
20:8
upgrade
33:1
upgrading
20:7

use
23:23
usually
46:1
utilized
42:12
utilizing
24:23

V

va
30:2
valid
7:3
vangel
31:13, 34:23
vangel's
25:13
varied
37:13
variety
33:15, 35:12, 37:5
vavrinchik
24:7, 24:8, 24:9
verbal
5:10
veterans
35:18
victor
24:10
viewed
6:10
visiting
19:6
visualize
28:9

W

w-o-o-d-a-r-d
27:9
wait
46:2, 47:5
walk
27:21, 37:2
walks
37:15
want
7:11, 7:14, 21:1, 31:9, 31:11, 32:10, 45:23, 46:5
wanted
7:10, 7:11, 19:20, 42:2
wanting
6:15
wardrobes
21:21
warranted
12:7, 12:17, 25:16, 42:4, 45:11
water
27:17, 27:18
way
29:7, 35:3, 40:23
we're
9:4, 12:24, 32:24, 38:19, 42:15, 46:2, 47:4
website
6:11, 46:11
wednesday
46:20
week
44:13, 44:14
weekly
12:3, 31:21, 44:6
well-qualified
20:6, 30:11
west
3:7, 5:2, 25:3, 25:7, 46:24
wheelchairs
45:3
whereof
48:15
whether
34:4, 44:10
white
7:11
whole
45:16, 46:4
winded
8:23
within
10:16, 10:19, 15:2, 15:3, 15:13, 40:10, 40:11, 42:18, 44:20, 44:22
without
26:21, 33:22
witness
32:14, 48:15
wonderful
13:22, 37:24
woodard
27:6, 27:7, 27:9
words
41:9
work
29:1, 29:6, 30:12, 31:18, 32:9, 32:10, 39:16, 43:19
worked
22:12, 23:12, 31:13, 32:21, 35:3, 36:17
working
26:3, 34:23, 35:1, 36:9
works
30:11
worry
22:22
worse
29:11
wouldn't
13:5
wound
11:22, 25:23, 26:10, 37:7, 38:17, 44:4
writing
6:2
written
5:10, 6:16, 7:2, 7:4, 7:16, 7:18, 8:9, 8:14, 17:9, 18:5, 46:18, 46:21
www
46:12, 46:17

Y

year
23:22
years
13:2, 15:15, 19:8, 19:12, 20:7, 21:12, 22:11, 22:21, 23:13, 24:21, 27:11, 28:22, 29:20, 31:14, 32:21, 33:13, 34:9, 34:22, 35:4, 36:10, 36:19, 37:23, 38:12, 40:1, 40:13, 44:21, 44:22

Z

zaid
38:4, 38:6
zones
40:9

$

$23,245,319
5:4

0

00
1:16, 5:20, 46:19
004299
48:4
012
1:8, 4:20
084
48:4

1

1
5:20, 45:22,

47:12, 47:20
10
32:21, 34:9, 35:4, 36:10, 38:12
100
23:1
107
16:2, 23:14
11
5:16, 5:21
12
1:16, 5:20, 12:11, 19:8, 19:12, 46:17, 47:11
13
1:15, 5:17, 13:2
14
33:13, 42:18
142526
1:21
15
12:9, 47:12, 47:20
150
4:24, 9:18, 14:3, 16:19, 24:2, 33:3, 42:6
16
16:9
17
1:8, 4:20, 29:20, 34:22
1996
6:24

2

20
15:3, 15:4, 28:5, 36:19, 38:12, 40:1, 42:19
200
26:21
2009
15:11
2010
11:11
2011
24:16
2015
42:24
2016
12:11, 15:7
2017
1:15, 5:18, 6:9, 6:14, 6:17, 15:23, 17:6, 46:9, 46:18, 46:20, 48:16
2019
48:18
2020
15:10
2021
12:9
217
3:10, 6:1
22
34:22
220
5:2, 25:3
232
2:7
25
33:13, 48:16
26
6:14, 7:20, 46:9
27
15:21
27,000
24:20
29
6:9

3

30
5:20, 5:21, 15:1, 15:2, 16:14, 17:14, 17:24, 40:13, 44:21, 45:22
31
48:18
312
6:7
3400
2:7
3516
3:10, 6:1
37
5:2, 25:3

4

4,127
15:18
426
15:12
44
11:7
48
1:22, 47:11
4825
6:7

5

525
3:7, 46:24
590
16:1

6

60
19:11
60134
2:6
62.2
11:10
62761
3:9, 47:1
630
2:7
64.5
15:22
65
12:10, 12:13
661
10:15
6th
6:17, 46:20

7

7-mile
40:11
719
2:5, 5:19
782
3:10, 6:1

8

80
11:17, 42:13
814
6:7
84
16:8
88
42:23, 42:24

9

9
46:19
90
10:1, 16:4, 43:11
94,816
5:1