PUBLIC HEARING 9/2/2020

Page 1

1	BEFORE THE	
2	ILLINOIS HEALTH FACILITIES AND SERVICES REVIEW BOARD	
3		
4		
5	PROJECT #20-030	
6	SARAH BUSH LINCOLN HEALTH CENTER	
7	EFFINGHAM MEDICAL OFFICE BUILDING	
8	ETTINOMIT HEDIOME OTTICE BOTEDING	
9	PUBLIC HEARING	
10		
11	SEPTEMBER 2, 2020	
12	12:00 NOON	
13		
14	Thelma Keller Convention Center	
15	Holiday Inn	
16	1202 North Keller Drive	
17	Effingham, Illinois 62401	
18		
19		
20		
21		
22		
23		
24		

PUBLIC HEARING 9/2/2020

Page 2

1	INDEX	
2		
3	SPEAKERS	Page
4	Jerry Esker	7
5	Theresa Rutherford	12
6	Erica Stollard	16
7	Julie Goebel	20
8	Senator Dale Righter	24
9	Dr. Ruben Boyajian	28
10	Nick Williams on behalf of Dr. Peter Bonutti	32
11	Dr. John Scherschel	37
12	Scott Wilson	41
13	Dr. Andrew Mahtani	44
14	Doug Wohltman	47
15	Meghan Rewers	49
16	Tom Grunloh	51
17	Sister Carol Beckermann	53
18	Amy Dammerman	56
19	John Kingery	59
20	Online Attendees	64
21		
22		
23		
24		

Page 3

```
1
    APPEARANCES:
    MR. GEORGE ROATE, Hearing Officer
 2
 3
    MR. MIKE CONSTANTINO
     Illinois Department of Public Health
     Illinois Health Facilities and Services Review Board
 5
     535 West Jefferson Street
     Springfield, Illinois 62761
 6
 7
 9
10
11
12
13
14
15
16
17
18
19
    REPORTED BY:
20
    Joyce Lawrence
21
    CSR-IL, RPR, CCR-MO
22
    Alaris Litigation Services
23
    15 S. Old State Capitol Plaza
24
    Springfield, Illinois 62701
```

1 (Hearing commenced at 12:00 p.m.) 2 MR. ROATE: Good afternoon. My name is 3 George Roate. I am accompanied by Mr. Mike 4 Constantino, who is out in the lobby at this time. 5 We are from the Illinois Department of Public Health 6 and represent the Illinois Health Facilities and 7 Services Review Board. We are here to conduct a 8 public hearing on the proposed project known as Project 20-030, Sarah Bush Lincoln Health Center 9 10 Effingham Medical Office Building. As per the rules of the Illinois Health 11 12 Facilities and Services Review Board, I would like 13 to read the legal notice into the record. 14 In accordance with the requirements of 15 the Illinois Health Facilities Planning Act, notice 16 is given of receipt to establish a medical office 17 building in Effingham, Illinois. Project 2 --20-030 Effingham Medical Office Building Effingham. 18 19 Applicants: Sarah Bush Lincoln Health System and 20 Sarah Bush Lincoln Health Center. The applicants 21 propose to establish a two-story medical office 22 building in 65,400 gross square feet of space 2.3 located at 1303 West Evergreen Avenue, Effingham. 24 Project cost: \$36,292,202.

1 A public hearing will take place pursuant 2 to 20 Illinois -- ILCS 3960. The hearing is 3 scheduled for Wednesday, September 2, 2020 at 12 p.m. and 2 p.m. at the Thelma Keller Convention 4 5 Center at the Holiday Inn, 1202 North Keller Drive, 6 Effingham, Illinois. 7 The public hearing is to be held by the 8 Illinois Department of Public Health pursuant to the 9 Illinois Health Facilities Planning Act. 10 hearing is open to the public and will afford an opportunity for parties with interest to present 11 12 written and/or verbal comment relevant to the 13 project. All allegations or assertions should be 14 relevant to the need for the proposed project and be 15 supported with two copies of documentation or 16 materials that are printed or typed on paper, size 17 8 1/2 inches by 11 inches. Consideration by the State Board has been tentatively scheduled for 18 19 September 22, 2020 Illinois Health Facilities and 20 Service Review Board meeting. 21 If you have not done so, please sign in 22 using the appropriate registration forms in the 23 lobby. One form is for individuals who want to 24 provide testimony in favor of the project. Another

- 1 form is for people to provide testimony who oppose
- 2 the project. The last form is for individuals to
- 3 register their attendance who do not wish to
- 4 testify.
- 5 To ensure that the Illinois Health
- 6 Facilities and Services Review Board's public
- 7 hearings protect the privacy and maintain the
- 8 confidentiality of an individual's health
- 9 information, covered entities, as defined by the
- 10 Health Insurance Portability Act of 1996, such as
- 11 facilities, hospital -- hospital providers, health
- 12 plans and health care clearinghouses, submitting
- oral or written testimony that discloses protected
- 14 health information of individuals shall have a valid
- 15 written authorization from that individual. The
- 16 authorization shall allow the covered entity to
- 17 share the individual's protected health information
- 18 at this hearing.
- 19 To maintain -- to maintain compliance
- 20 with COVID-19 health protection protocols, we ask
- 21 that all attendees maintain appropriate social
- 22 distancing, wear masks, and that no more than 25
- 23 attendees occupy the meeting room at any given time.
- 24 You will be called to speak in the order in which

- 1 you signed in, and we ask that you exit the room
- 2 immediately after providing your testimony. Those
- 3 of you who came with prepared text for your
- 4 presentation may choose to submit that text without
- 5 giving testimony. However, if you are giving oral
- 6 testimony, please be as brief as possible. As per
- 7 the legal notice, I would appreciate two copies of
- 8 your testimony. When you make your presentation,
- 9 please give the court reporter the spelling of your
- 10 complete name. If there is a chief spokesperson for
- 11 the applicant, we would like that individual to make
- 12 the first presentation. The remaining testimony
- 13 will be taken in the order of the names on the
- 14 registers. Please hold your questions until all
- 15 testimony is presented.
- 16 And we already have a set list of
- 17 presenters, so I'll go ahead and call up the first
- 18 presenter.
- 19 At this time, we ask Jerry Esker to
- 20 please approach the stand.
- 21 MR. ESKER: That's Jerry with a J. Last
- 22 name Esker, E-s-k-e-r.
- 23 All right. Good afternoon everyone. I'm
- 24 Jerry Esker. I am the president and CEO of Sarah

- 1 Bush Lincoln Health Center.
- 2 Sarah Bush Lincoln has been drawn into a
- 3 public debate with a large Springfield company that
- 4 owns 100 percent of the hospital here in Effingham.
- 5 I would like to make this point clear to the
- 6 residents of Effingham: Sarah Bush Lincoln wants no
- 7 part of this very divisive conflict. Because the
- 8 HSHS Corporation requested a public hearing and
- 9 engaged lobbyists and consultants and went to the
- 10 media, reached out to legislators and even
- 11 unsuccessfully tried to involve the Illinois
- 12 Hospital Association in support of their attempt to
- 13 block this construction, because of all of those
- 14 things, we have been forced to respond in this very
- 15 public forum.
- This is a really, really tough day for
- 17 me. I was born in this Effingham hospital, as many
- 18 of you know. So was my wife, Lana, sitting here,
- 19 and all of our many siblings. My parents, my own
- 20 four siblings and their families still live here, as
- 21 do many of my wife's family. All of them, along
- 22 with several life-long friends and their family live
- 23 within the city limits of Effingham or just right
- 24 outside.

1 I remember skating at the local rink as a 2 That's now a 50-year-old building that was 3 converted to a clothing store -- and I think it was 4 The World of Clothing; that just came to me -- and 5 then it was later converted to the Bonutti Clinic. 6 That's the same Bonutti Clinic building, the 7 50-year-old building that we are now replacing. 8 I have publicly expressed disappointment 9 and some surprise. Surprise because we've been told 10 it's very unusual, highly unusual for a hospital to oppose the construction of a replacement doctor's 11 12 office. And disappointment because there are 13 efforts to block a project that will bring so much 14 good to the greater Effingham area. This project 15 involves millions of dollars in new construction, a 16 beautiful building sitting right at the intersection 17 of two of our country's largest interstates. is the Crossroads of America, the real Crossroads of 18 19 America. It's a building that will house the 20 nationally recognized Bonutti Orthopedic Clinic and 21 serve as a symbol for all of the high quality care 22 that we deliver inside. We asked the architects, 23 including a firm from Effingham, to design a 24 building that reflects the pride and entrepreneurial

- 1 spirit of this community. And if we can all agree
- 2 on one thing today, I think we can agree that the
- 3 architects delivered.
- 4 HSHS continues to tell the community it
- 5 does not object to a new building, it just has
- 6 questions about the size and redundancy of services.
- 7 And assuming those questions are genuine, I'm happy
- 8 to provide the answers. The additional space is
- 9 required to house existing services. The floor plan
- 10 is clear. Every square foot is accounted for.
- 11 There is no shell space in this building. It would
- 12 be cost prohibitive to the point of absurdity to
- 13 convert the new space into surgery suites, as has
- 14 been suggested. And regarding redundancy, we have
- 15 been performing these services in this community for
- 16 many years and that will not change regardless of
- 17 the outcome of this hearing. And I need to be
- 18 really clear about that. There is no service that
- 19 we offer our patients in Effingham that will change
- 20 regardless of the outcome of this hearing.
- 21 The only thing blocking construction of this
- 22 building -- the only purpose it will serve will be
- 23 to inconvenience our patients and deprive this
- 24 community of a boost to economic development.

1 The HSHS Corporation in Springfield is a 2 Goliath. Publicly available information released a 3 few years ago and system report shows a balance of \$128 million in cash and \$1.5 billion in assets 4 5 that's set aside by its Board of Directors to use at 6 its discretion. Replacement of an outdated office 7 building with a larger office building will not 8 place the local hospital at risk of closing its 9 emergency department. It's not reasonable to even 10 suggest that. If the local ER closes, it's only 11 because the corporate owner in Springfield decided 12 the emergency services in Effingham don't merit the 13 expenditure. And they are never going to do that. 14 So many of the people that I love, including my 15 parents, all of my siblings, live less than ten 16 minutes from the St. Anthony emergency room. If I 17 thought there was even a remote possibility of this 18 project putting emergency services at risk, I would 19 not be standing here. My integrity is important me. 20 I care deeply about what my family and friends in 2.1 Effingham think of my actions. We're here to do 22 To bring our high brand of high quality 2.3 health care -- to bring our brand of high quality 24 health care, to reinvest our margins directly back

- 1 into this community, to make the Effingham area
- 2 better, stronger, healthier. We're not here to do
- 3 harm.
- I strongly urge the Illinois Health
- 5 Facilities and Services Review Board to approve the
- 6 Effingham Medical Office Building Project.
- 7 Thank you.
- 8 MR. ROATE: Thank you.
- 9 Next, I would like to call Theresa
- 10 Rutherford to the stand.
- MS. RUTHERFORD: Theresa, T-h-e-r-e-s-a;
- 12 Rutherford, R-u-t-h-e-r-f-o-r-d.
- Good afternoon. First, thank you to the
- 14 Review Board for traveling to Effingham. We
- 15 appreciate that and convening this hearing today.
- 16 This process was established as a format for
- 17 questions, such as ours, to be addressed.
- My name is Theresa Rutherford and I have
- 19 the honor of serving as the President and CEO of
- 20 HSHS St. Anthony's Memorial Hospital. I appear
- 21 today in opposition of CON Project 20-030 as
- 22 originally submitted.
- 23 Please know that this is extraordinarily
- 24 rare for St. Anthony's or the Hospital Sisters

- 1 Health System to oppose a CON application. In the
- 2 seven years as St. Anthony's CEO, and for the nine
- 3 previous years as a hospital COO, I personally have
- 4 never been involved in opposing a CON project. We
- 5 cannot find a record at any point in its 144-year
- 6 history of St. Anthony's ever before opposing a CON
- 7 application. This is not something we do casually
- 8 or take lightly.
- 9 The basis of our opposition is simple, in
- 10 my view. As proposed, Project 20-030 will
- 11 unnecessarily duplicate existing and presently
- 12 underutilized hospital services and redirect away
- 13 from the hospital both patients and revenue that
- 14 support essential and under-reimbursed hospital
- 15 services, associated hospital jobs, and a wide range
- 16 of community benefit projects which totaled over
- 17 \$11,000,000 last year alone.
- 18 As anyone involved in health care would
- 19 well understand, our concerns over this CON
- 20 application are particularly acute, given the harsh
- 21 impacts of the ongoing COVID-19 pandemic on rural
- 22 hospitals like ours.
- The mission of St. Anthony's and the
- 24 Hospital Sisters Health System is to reveal and

- 1 embody Christ's healing love for all people through
- 2 our high quality Franciscan health care ministry.
- 3 Our hospital is non-profit as a matter of both law
- 4 and mission. Hospital revenues are important to us
- 5 as a means of supporting our mission of service to
- 6 the community.
- 7 This is personal for me, also, Jerry.
- 8 Thank you. Every day for my immediate family and
- 9 also when my seven grandchildren come to spend time
- 10 in Effingham, I have the piece of mind knowing that
- 11 a high quality hospital with essential services,
- 12 like an emergency department, is just 12 minutes
- 13 from our door.
- 14 It's personal for me every time I walk
- 15 into our hospital doors. I started my career in
- 16 1979 as a nurse's aide. I spent 11 years as a
- 17 licensed practical nurse and 30 years as an RN.
- 18 Eventually, I became a chief of nursing officer
- 19 before assuming leadership roles as COO and now CEO.
- 20 Those early years at the bedside, on the front line
- 21 of delivering patient care, are deeply engrained in
- 22 me.
- I found my ultimate calling at St.
- 24 Anthony's, a federally-designated Sole Community

- 1 Hospital, where we provide care to everyone who
- 2 seeks our services, regardless of financial means.
- 3 The core values of St. Anthony's -- respect, care,
- 4 competence, and joy -- deeply resonate with me and
- 5 the team I lead.
- Just weeks ago, in response to a
- 7 state-ordered curtailment of elective procedures and
- 8 associated loss of hospital revenues, it was
- 9 heartbreaking to lay off colleagues at St.
- 10 Anthony's. I know what that meant to our team and
- 11 their families and the communities that we serve.
- 12 When this CON application was filed, it
- 13 omitted the usually included information. We
- 14 requested this hearing to get more information. We
- 15 have no concerns over the modernization and
- 16 replacement of an existing medical office building.
- 17 And as a member of this community, I welcome it.
- 18 Our concerns and objectives center on the proposed
- 19 expansion of existing and new services and the
- 20 building size. Our difficulty is with the scope and
- 21 scale, not the concept. My concerns are not of HSHS
- 22 or Sarah Bush Lincoln, but about the people we
- 23 serve. The 23,000 who will need emergency services
- 24 in our ER this year, the nearly 700 families who

- 1 will expand their families and deliver babies in our
- 2 hospital. Both, essential services. And the
- 3 thousands who will need and use the social services
- 4 and programs we support through our community
- 5 benefit programming.
- 6 With more complete information and
- 7 appropriate modifications, we ultimately hope to
- 8 support this project. Just not as presently
- 9 proposed. We have long been good partners with many
- 10 of the providers represented by the CON application
- in providing health care to Effingham and the
- 12 surrounding communities and we do this because the
- 13 care of the providers -- the care that these
- 14 providers deliver is in the best interest of those
- 15 we serve. I hope the ultimate resolution of this
- 16 manner honors that partnership to further our
- 17 mission of service.
- 18 Thank you.
- MR. ROATE: Thank you.
- 20 The Board would like to call Erica
- 21 Stollard to the stand at this time.
- MS. STOLLARD: E-r-i-c-a.
- S-t-o-l-l-a-r-d.
- 24 Good afternoon. I am Erica Stollard,

- 1 Director of Planning and Business Development at
- 2 Sarah Bush Lincoln Health Center in Mattoon,
- 3 Illinois.
- 4 My remarks summarize the written
- 5 testimony that I am submitting today.
- 6 Sarah Bush Lincoln has submitted a CON
- 7 application to construct a medical office building
- 8 in Effingham, Illinois, which will replace our
- 9 outdated medical office building and house existing
- 10 services that we currently provide in Effingham.
- 11 We respectfully request that the Illinois
- 12 Health Facilities and Services Review Board approve
- 13 the project for the following reasons:
- 14 First, the application has documented the
- 15 need for the project as required by the Illinois
- 16 Certificate of Need, CON, rules. The current
- 17 medical office building is undersized and
- 18 dilapidated. It was built 50 years ago as a skating
- 19 rink. Dr. Peter Bonutti converted the space into a
- 20 medical office building several years ago. The
- 21 current volume warrants the 65,400-square-foot,
- 22 two-story medical office building. The replacement
- 23 building will be constructed just east of our
- 24 current existing building and the current medical

1 office building will be demolished upon occupancy of 2 that new building. The application clearly 3 documents the project does not include unfinished or 4 shell space. All space is designated for medical 5 office use. And the floor plans that we submitted 6 with our application are actually here on display 7 for you today, if you would like to take a look. 8 Sarah Bush Lincoln meets the Illinois state standards for the size of the project. Sarah 9 Bush Lincoln conducted 40,143 office visits in 10 11 Effingham-based practices in fiscal year '20, 12 showing a 5 percent growth. SBL projects a 7 13 percent growth each year for the next three years. 14 Sarah Bush Lincoln also meets the 15 Illinois state standards for utilization of the 16 project for CT, ultrasound, and MRI services. 17 project meets the state standards for two x-ray machines, which will be placed on the second floor 18 19 in the orthopedic clinic. A third x-ray machine is 20 being requested for this project, which will be 21 located on the first floor in the walk-in clinic. 22 This will allow for walk-in clinic patients to 23 receive access to x-ray images without disrupting 24 care in the orthopedic clinic.

1 Because there are no specific state 2 utilization standards for patient exam rooms, 3 procedure rooms, laboratory procedures, and rehabilitation services, the size of those areas 4 were determined based on review of historical 5 volumes and future projected demand. 6 7 All services, with the exception of CT, 8 are currently provided in the Effingham Planning 9 Area. Again, all services, with the exception of 10 CT, are currently provided in the Effingham Planning 11 The CT imaging is necessary and will be 12 primarily used in conjunction with the MAKO robotic 13 arm for hip and knee joint replacement. 14 application has clearly documented that the addition 15 of CT will not negatively impact HSHS St. Anthony's 16 Hospital. Based on the most recent data available 17 in the Illinois Hospital Profile Report, HSHS St. Anthony will continue to operate at a capacity of 18 19 94.8 percent for CT scan services. 20 Also, the project clearly meets the 2.1 financial viability criterion and is documented in 22 this application. Sarah Bush Lincoln has an A+ bond 23 rating from Standard and Poor's. 24 Lastly, I would like to draw your

- 1 attention to the thousands of individuals who are
- 2 supporting this project. The press release
- 3 announcing the project, the editorial from the
- 4 Effingham Daily News supporting our project, and
- 5 other media interviews have generated hundreds of
- 6 social media comments in support of this project.
- 7 Additionally, 301 Effingham residents have signed a
- 8 petition supporting the project. 1,074 employees
- 9 from Sarah Bush Lincoln have submitted letters of
- 10 support. And more than 100 respected business
- 11 leaders and community members from Effingham and the
- 12 surrounding communities have submitted letters of
- 13 support for this project. Attached to my testimony,
- 14 I am submitting the media coverage, petitions, and
- 15 social media comments related to this project so
- 16 that you may directly review the incredible support
- 17 and enthusiasm we have received to replace our
- 18 medical office building.
- 19 Thank you for the opportunity to present
- 20 my testimony today. I strongly encourage you to
- 21 approve Effingham Medical Office Building Project
- 22 20-030.
- MR. ROATE: Thank you.
- Next, I would like to call Julie Goebel

1 to the stand. 2 MS. GOEBEL: Julie, J-u-l-i-e; Goebel, 3 G-o-e-b-e-1. 4 Hi, my name is Julie Goebel. I am Vice 5 President of Strategy for the Illinois Division of 6 Hospital Sisters Health System. 7 Thank you, Mr. Roate and Mr. Constantino, 8 for accommodating our public hearing request and 9 providing this opportunity today. 10 We hope everyone understands that HSHS does not oppose the modernization of existing 11 12 facilities. We have stated that repeatedly and 13 affirm it again today. What we oppose is the 14 unnecessary duplication of services, the costly 15 over-expansion of facilities, and the creation of 16 excess capacity in violation of the Review Board's 17 regulations. This project violates those regulations in material ways and it is to that 18 19 extent that we oppose it. 20 The permit application contained 2.1 conflicting information as to the scope of this

project and its compliance with applicable rules.

After we made an initial inquiry about this, the

applicant finally acknowledged just this week that,

22

2.3

24

yes, indeed, they did not follow the Board's rules

Fax: 314.644.1334

- 2 and they had omitted important information from the 3 permit application. 4 They provided some new information, but 5 it still conflicts with other responses or other 6 representations they have made. And it still does 7 not fully comply with the Review Board's rules. 8 They have not complied with the basic 9 requirement of providing physician referral letters 10 to show where the patients for the proposed services are coming from, and that the project will not 11 12 adversely impact existing providers. The applicant 13 now concedes that it did not provide the required
- 16 with respect to all required services. In addition,

referral letters. Although the applicant recently

submitted some referral letters, it is not done so

- with respect to air required services. In addition
- 17 the submitted referral letters are incomplete, as
- 18 they do not attest to where the historical
- 19 procedures were performed and how many patients will
- 20 be referred from each existing facility.
- Their information is still incomplete and
- 22 it still does not allow for a full assessment of the
- 23 impact of this project. But the information they
- 24 have provided shows that the project is likely to

1

14

15

- 1 have a large adverse impact on St. Anthony's.
- 2 For example, the applicant only has
- 3 enough patient volume of its own to operate the
- 4 ultrasound equipment at 11 percent capacity. No one
- 5 buys expensive medical equipment with the
- 6 expectation it will hardly ever be used, which is
- 7 what this application seems to suggest. They need
- 8 to operate this equipment at a much higher capacity
- 9 to make it viable. Since they cannot do so with
- 10 their own patient volume, we can only assume they
- 11 will seek to obtain this volume from St. Anthony's.
- 12 They will need close to 3,000 patient visits that
- 13 they do not currently have to operate the ultrasound
- 14 to full capacity.
- They want a CT scanner that they say will
- 16 operate at less than 15 percent capacity. That is
- 17 not a viable level of operation. Their new
- information admits that they are already planning to
- 19 take volume away from St. Anthony's for the CT
- 20 scanner. They will need over 6,000 patient visits
- 21 that they do not currently have to operate the CT
- 22 scanner at full capacity.
- 23 They want three x-ray machines, even
- 24 though they barely justify one with their own

- 1 patient volume. They will need almost 15,000 x-ray
- 2 procedures that they do not currently have to
- 3 operate the x-ray machines at full capacity.
- 4 This is not a project designed to merely
- 5 update old facilities and equipment. This is a
- 6 highly aggressive expansion of services that
- 7 requires substantial numbers of St. Anthony's
- 8 patients to become financially viable. And to the
- 9 extent this gamble pays off for them, it will
- 10 severely impair the financial viability of St.
- 11 Anthony's.
- The Review Board's regulations and
- 13 policies are intended to preserve the financial
- 14 viability of existing providers within a community.
- 15 This project is not in compliance with those
- 16 regulations and should be denied as submitted.
- 17 Thank you.
- 18 MR. ROATE: Thank you.
- 19 Next, I would like to call Senator Dale
- 20 Righter to the stand.
- 21 SENATOR RIGHTER: Dale, D-a-l-e; last
- 22 name Righter, R-i-g-h-t-e-r.
- Thank you. My name is Dale Righter. I
- 24 am a State Senator from the 55th District. My

1 comments here today will closely track the 2 correspondence that I have provided to the Board. As the State Senator from the 55th 3 4 District, my area of representation and my area of 5 concern includes both Effingham and Coles Counties. 6 My interest here today is two-fold: 7 First, to see that an accurate, fact-based 8 discussion of the application and its potential 9 impact takes precedence. Second, I am an advocate 10 for the overall advancement of this region, both in 11 terms of financial investment and patient care. 12 As you are aware, the application before you contemplates the construction of a replacement 13 14 medical facility which represents an approximately 15 \$35 million investment in the City of Effingham for 16 purposes of housing, with one small exception, 17 services already being provided by the Sarah Bush Lincoln Bonutti Clinic. Currently, the clinic's 18 19 services are housed in several facilities throughout 20 the City of Effingham. The new facility will allow 21 for consolidation of several services under one 22 roof. The benefit to the patients who choose to 2.3 seek services at the clinic is both clear and substantial. 24

1 The sole exception referenced above is 2 the addition of a single CT scan machine. According 3 to the submitted materials and other available 4 information, St. Anthony's Hospital in Effingham, 5 which is a facility owned by the HSHS system based in Springfield, performs approximately 13,600 CT 6 7 scans per year. The addition of a single CT scan machine at the clinic will benefit the patients and 8 9 will result in approximately 300 scans currently 10 being performed at the HSHS facility in Effingham instead being provided by the clinic. As a 11 12 percentage, that would constitute a mere 2 percent 13 of those scans. 14 Critical to the evaluation of this 15 application, as with all such applications, is the 16 willingness to ensure that public comments regarding 17 the potential impact of any project be verified by and comport with the application itself. And I want 18 19 to emphasize by the application itself and not by 20 strained attempts to justify opposition. 21 On that note, claims have been made that 22 the St. Anthony's HSHS facility will lose over \$30 2.3 million in revenue as a result of the project at 24 issue. But from my review of the application and

- 1 other materials available, there is no evidence to
- 2 support such a claim. Any significant revenue loss
- 3 to St. Anthony's which results from the clinic's
- 4 operations is occurring already today. Construction
- 5 of a new replacement facility will not change that
- 6 fact. In fact, in my 23 years in the legislature
- 7 and of all of the Certificate of Need processes in
- 8 which I have been involved or which I have
- 9 monitored, I'm not sure I have ever seen a more
- 10 blatant or transparent effort to mislead members of
- 11 the Board or members of the community about the
- 12 impact of the application itself.
- 13 As I noted at the top of this
- 14 correspondence, my interest in this issue is driven
- by a desire to see the discussion and consideration
- 16 of this application be driven by the contents and
- 17 predictable impacts of the actual project under
- 18 consideration and the advancement of the region as a
- 19 whole. The proposed medical office building, in
- 20 bringing the services already being provided by the
- 21 Sarah Bush Lincoln Bonutti Clinic under one roof and
- 22 investing \$35 million in new construction in
- 23 Effingham, is certainly an advancement both
- 24 financially and in terms of patient care.

1 As such, I respectfully urge the Board to 2 approve the application. 3 Thank you. 4 MR. ROATE: Thank you. 5 Next, I would like to call Dr. Ruben 6 Boyajian. 7 DR. BOYAJIAN: Thank you. R-u-b-e-n, 8 B-o-y-a-j-i-a-n. 9 Good afternoon. Mr. Constantino and 10 Mr. Roate, I appreciate you hearing my concerns 11 today. 12 My name is Dr. Ruben Boyajian. 13 specialize in general surgery. I am currently in 14 active practice. I am also serving as the medical 15 director of Women's Wellness Center and Cancer 16 Services at St. Anthony's Hospital in the community. 17 I am an independent physician, meaning 18 that I'm not affiliated with either the CON 19 applicant or the affected hospital. 20 In addition to being free of direct 2.1 financial ties to either the applicant or St. 22 Anthony's Memorial Hospital, my tenure as a surgeon

applicant first came to town. I came to Effingham

in Effingham dates back well before the CON

23

24

- 1 moonlighting in the emergency room an average of one
- 2 weekend a month while I was proudly serving as a
- 3 Major in the United States Air Force, a voluntary
- 4 service. I was attracted to the community by the
- 5 caliber of the hospital and the perception -- and
- 6 exceptional community and unusually level of
- 7 sophistication for a rural community of the source.
- 8 After more than 40 years practicing my
- 9 specialty in Effingham, I believe I understand the
- 10 community and its health care needs. I make no
- 11 apology for advocating for my home hospital and
- 12 community.
- I respectfully oppose Project 20-030 as
- 14 submitted. An appropriately-sized replacement
- 15 building that does not duplicate existing health
- 16 services would enjoy my unqualified support. In its
- 17 current form, Project 20-030 will inevitably lead to
- 18 service cuts and job losses at our Sole Community
- 19 Hospital. The net effect will be negative for the
- 20 Effingham area.
- Collaboration has always been a
- 22 cornerstone of effective rural health care. Unlike
- 23 urban environments with multiple hospitals and other
- 24 providers, rural America is a zero-sum game.

1 In areas of static or declining 2 population, like Effingham, the gains of one 3 provider only come at the expense of another. Collaboration and education of our future 4 5 physicians and health occupation colleagues is also work done at St. Anthony's with the assistance of 6 7 community physicians. This investment is building the future of health care for the communities we 8 9 serve. 10 When the physician group affiliated with 11 this application first arrived some 20 years ago, 12 St. Anthony's could not have been more supportive. 13 The hospital gave these doctors an entire floor and 14 exclusive use of expensive and sophisticated 15 equipment. These physicians thrived in Effingham in 16 large measure because of the support they received 17 from St. Anthony's. 18 A few short years ago, the applicant 19 itself showed up in town and the support and 20 collaboration by St. Anthony's continued unabated. 2.1 Physicians associated with the applicant enjoyed 22 privileges, space and access to equipment at the 23 hospital. St. Anthony's has recruited doctors now 24 affiliated with the applicant. Collaboration

- 1 through the Physician Certified Integrated Network
- 2 has led to consistency of practice, quality, cost
- 3 containment, and resource utilization.
- 4 Perhaps a hallmark of this recent
- 5 collaboration was St. Anthony's becoming one of just
- 6 two hospitals in Illinois to earn the Joint
- 7 Commission of Gold Seal of Approval for Advanced
- 8 Total Hip and Knee Replacement Certification.
- 9 Collaboration in rural health care, and
- 10 specifically in Effingham, is needed now more than
- 11 ever. The COVID-19 pandemic has financially
- 12 challenged all Illinois hospitals and produced
- 13 necessary layoffs at St. Anthony's, especially now.
- 14 It makes little sense to allow this unnecessary
- 15 duplication and expansion of existing hospital
- 16 services.
- I truly hope the staff and members of the
- 18 Review Board will find a way to the win-win solution
- 19 that this community both wants, needs and deserves.
- 20 First step in getting there would be more complete
- 21 information on this application.
- I would really like to thank you for the
- 23 opportunity provided to express my opinion in this
- 24 very important subject.

1 Thank you. 2 MR. ROATE: Thank you, Doctor, and thank 3 you for your service. Next, the Board would like to call 4 5 Mr. Nick Williams to speak on behalf of Dr. Peter 6 Bonutti. 7 MR. WILLIAMS: Nick, N-i-c-k; Williams, 8 W-i-l-l-i-a-m-s. Good afternoon. I am Nick Williams 9 10 reading remarks prepared by Peter Bonutti, 11 orthopedic surgeon at Sarah Bush Lincoln Bonutti 12 Clinic. 13 My remarks summarize the written 14 testimony that I am submitting today. 15 I am Peter Bonutti and it is my name on 16 the building and the practice. I am an orthopedic 17 surgeon and, for the past 30 years, I have done everything in my power to provide excellent and 18 19 cutting-edge care to my patients. Despite offers to 20 practice at prestigious institutions, such as 2.1 Stanford, Emery and University of Florida, among 22 others, I chose to practice in Effingham, Illinois, 23 bringing the newest orthopedic care to my patients.

Patients have traveled from 41 states and 6

24

- 1 countries to the Bonutti Clinic for their care. We
- 2 see patients on a daily basis who travel hundreds of
- 3 miles to our clinic. This has required us to build
- 4 a multidisciplinary facility which will encompass
- 5 all clinical and diagnostic services under one roof,
- 6 therefore, allowing patients to have access to all
- 7 services in the same day. This consolidation of
- 8 services enhances not only the quality, but the cost
- 9 efficiency of the patient's care.
- Despite exclusive work for more than 25
- 11 years at St. Anthony's Hospital, it became clear
- 12 that St. Anthony/HSHS was not willing to adequately
- invest in our practice and a much needed new
- 14 facility.
- Three years ago, Jerry Esker, the Sarah
- 16 Bush Lincoln President and CEO, and I talked about
- 17 advancing orthopedics and the quality of care.
- 18 After understanding Jerry and Sarah Bush Lincoln's
- 19 commitment for improving and investing in the
- 20 quality of care for our patients, not only I, but
- 21 the entire group of providers and staff all chose to
- 22 partner with SBL.
- 23 After five years of attempting to
- 24 negotiate a partnership with HSHS, we realized they

- 1 would not make the investment in a quality facility.
- 2 Instead, HSHS demanded I travel to numerous
- 3 facilities up to and including the metro St. Louis
- 4 area and provide orthopedic and surgical care there,
- 5 rather than keeping it in our Effingham community.
- 6 This would have meant spending a substantial amount
- 7 of time and business outside of the Effingham area,
- 8 such as Breeze, Greenville and O'Fallon. This would
- 9 have taken surgeries and revenue away from
- 10 Effingham.
- Our partnership allows me to focus on
- 12 patient care while continuing my research and
- 13 development. We have published more than a hundred
- 14 papers, have more than 400 patents, and in excess of
- 15 700 licenses for medical products. This allows me
- 16 to continue to bring cutting-edge technology to
- 17 Central Illinois. I share this information simply
- 18 because the accumulation of clinical practice,
- 19 clinical research and medical product development
- 20 has brought Effingham both national and
- 21 international notoriety.
- 22 Both Sarah Bush Lincoln's reinvestment in
- 23 the local community is what earned my trust and
- 24 convinced me to partner with it three years ago.

- 1 With the substantial investment Sarah Bush Lincoln
- 2 is making in this new facility, it has shown 100
- 3 percent reinvestment in the local community. This
- 4 is essential for providing quality of care and will
- 5 serve our community decades to come. My partners,
- 6 to this date, still cover ER orthopedic call at HSHS
- 7 St. Anthony's Hospital, which is a valuable service
- 8 to the community.
- 9 Sarah Bush Lincoln focuses on quality and
- 10 safety for its patients. It is the recipient of the
- 11 Top Rural Hospital, and a grade of A from the
- 12 Leapfrog Group, a nationally recognized group that
- 13 measures quality and safety. These recognitions
- 14 placed Sarah Bush Lincoln in the top 6 percent of
- 15 the hospitals nationwide.
- 16 Community members have embraced us by
- 17 giving us many awards throughout the years. This
- 18 year, I was presented the Vocational Excellence
- 19 Award from the Effingham Noon Rotary group by the
- 20 former mayor of Effingham, Mr. Jeff Bloemker.
- 21 Therefore, showing the Effingham community continues
- 22 to support us and has always trusted us with their
- 23 care.
- During my 30 years of contributing to the

- 1 local economy, by attracting patients from around
- 2 the United States and employing approximately 200
- 3 individuals at the clinic and research facility,
- 4 attracting CEOs and corporate executives to
- 5 Effingham to evaluate and license technology, I have
- 6 never asked, nor have received, any financial
- 7 incentives from the city. Sarah Bush is providing
- 8 all capital to build a first-rate medical building.
- 9 Even HSHS agrees the Bonutti Clinic needs
- 10 to be replaced. Our current structure is 50+ years
- 11 old and that is not able to accommodate growth.
- 12 This Certificate of Need application spells out
- 13 specifically why the space is needed and how it will
- 14 be used.
- The clinic we are asking to build is a
- 16 high quality building that will combine several
- 17 medical practices into one location and streamline
- 18 services and create efficiencies and comfort for all
- 19 of our patients. It is amazing that Sarah Bush is
- 20 willing to invest \$35 million into a
- 21 state-of-the-art building for our community. This
- 22 new facility is its long-term commitment to
- 23 providing jobs and quality of care in the Effingham
- 24 community.

Sarah Bush Lincoln is a dedicated 1 2 organization with the largest orthopedic group in 3 downstate Illinois that provides specialty services 4 not available through HSHS St. Anthony. 5 subspecialists at Sarah Bush Lincoln will be using this facility to provide care. Sarah Bush Lincoln 6 7 continues to grow because of its commitment to 8 reinvest in its communities and helps everyone 9 regardless of pay or source. It is exactly why we 10 entered medicine, to help everyone in need, not just those with insurance. 11 12 Please accept this letter as an 13 indication of my wholehearted support of Effingham 14 Medical Office Building No. 20-030. I look forward 15 to an expedited approval of the Certificate of Need, 16 as our aging facility is in urgent need of a new 17 quality building to continue to provide excellent care to our patients. 18 19 Thank you. 20 MR. ROATE: Thank you. 21 Next, I would like to call Dr. John 22 Scherschel. 2.3 MR. CONSTANTINO: We have Dr. Scherschel online. He is now unmuted. 2.4

1 MR. ROATE: Okay. Thank you, Mike. 2 MR. SCHERSCHEL: Good afternoon. John, 3 J-o-h-n, Scherschel, S-c-h-e-r-s-c-h-e-l. 4 Good afternoon and thank you for allowing 5 me to provide comment on this public hearing 6 regarding this CON application. 7 My name is Dr. John Scherschel. I am an 8 electrophysiologist and President of Prairie Cardiovascular. Prairie is a 72-physician 9 10 cardiovascular specialty practice which includes 11 cardiology, vascular medicine, electrophysiology, 12 and vascular surgeons serving patients across 13 central and southern Illinois. We have a full-time location within the Prairie Heart Institute at 14 15 St. Anthony's Hospital in Effingham, Illinois. We 16 are affiliated with the Hospital Sisters Health 17 System. My remarks are in respectful opposition 18 19 to CON Project 20-030. An appropriately sized 20 replacement building that does not duplicate 21 hospital services merits approval, but not this 22 application as it is submitted. Prairie Cardiovascular has served the 2.3 24 Effingham community for more than 30 years. We are

- 1 deeply concerned over the duplication of
- 2 higher-margin outpatient services represented here,
- 3 which can only lead to service cuts, job losses and
- 4 reduced community engagement by HSHS St. Anthony's
- 5 Memorial Hospital, a federally designated Sole
- 6 Community Hospital.
- 7 I want to respond to public comments by
- 8 the applicant's CEO, who last week said, I'm looking
- 9 out my window at a brand new multimillion-dollar
- 10 building that HSHS St. Anthony's just built a mile
- 11 from Sarah Bush. Quite frankly, that HSHS building
- is not at all comparable to the one proposed in this
- 13 CON application.
- 14 First, the new HSHS building is just
- one-fifth of the size of the 65,400 square foot
- 16 building proposed in this project and was completed
- 17 at a small fraction of the cost. More importantly
- is why that HSHS building came to be needed at all.
- 19 After the CON applicant unilaterally terminated a
- 20 long-standing, exclusive, professional services
- 21 agreement with Prairie Cardiovascular, it became
- 22 necessary for HSHS to construct that small building
- 23 to assure that the patients of Coles County
- 24 continued to have access to cardiology, vascular and

- 1 electrophysiology services. So again, a completely
- 2 different story than the situation with this CON
- 3 application. If anything, this reference to a new
- 4 HSHS building impairs, not helps, the CON
- 5 applicant's case. The HSHS building sought to
- 6 maintain existing services to that community, while
- 7 the applicant today proposes an expansion and new
- 8 services. The HSHS building was so small and
- 9 inexpensive that no CON was required, while the
- 10 applicant today proposes a very pricey and oversized
- 11 new building to support new services. The thing
- 12 that they have in common, unfortunately, is that
- 13 both were born out of non-collaboration by this CON
- 14 applicant.
- 15 Our Sole Community Hospital has
- 16 endeavored to be a good partner with the applicant
- in serving the greater Effingham area. St.
- 18 Anthony's has long provided hospital privileges,
- 19 space and equipment to physicians associated with
- 20 the applicant and the hospital has recruited
- 21 physicians to the Effingham community who now work
- 22 for the applicant. St. Anthony's and the applicant
- 23 collaborated to become one of only two hospitals in
- 24 Illinois to earn The Joint Commission's Gold Seal of

- 1 Approval for Advanced Total Hip and Knee Replacement
- 2 Certification. That sort of collaboration well
- 3 serves patients in this rural community.
- In closing, I sincerely believe that we
- 5 can and should ultimately get to an appropriate
- 6 result, but this is predicated upon the condition
- 7 that our community and all stakeholders are afforded
- 8 fuller and clearer information on Project 20-030.
- 9 To date, the applicant has provided vague and
- 10 inconsistent information about the scope and impacts
- 11 of this project. Let's all work together, please,
- 12 to achieve the right outcome for all concerned,
- 13 especially the patients and people of greater
- 14 Effingham.
- Thank you.
- MR. ROATE: Thank you, Doctor.
- 17 Next, I would like to call Scott Wilson
- 18 to the stand.
- 19 MR. WILSON: Scott Wilson. S-c-o-t-t,
- W-i-l-s-o-n.
- 21 Good afternoon. I am Scott Wilson,
- 22 Immediate Past President of Sarah Bush Lincoln
- 23 Health Center Board of Directors in Mattoon,
- 24 Illinois.

1 My remarks summarize the written 2 testimony that I am submitting today. 3 Trust is important in life, particularly 4 when it involves your health care. You want to 5 trust your doctor to treat your illness 6 appropriately and to trust the staff that will take 7 care of you. Your trust -- you trust that your health information remains confidential. 8 9 Sarah Bush Lincoln's leadership has 10 earned the community's trust through its words that 11 are supported by its actions. This hospital is 12 deeply committed to creating access to care for its 13 community. Recently, replacement plans were 14 unveiled for an aging medical office building in 15 Effingham, the Sarah Bush Lincoln Bonutti Clinic. Ι 16 support the Effingham Medical Office Building No. 17 20-030. As the immediate past chairperson of the Sarah Bush Lincoln Board of Directors, I assure you 18 19 that it is just a replacement building. It is large 20 enough to accommodate 17 medical staff members and 6 2.1 busy practices, as well as their ancillary services. 22 I can also assure you that there was 23 never discussion, a mention, or a thought that Sarah 24 Bush Lincoln would convert the new medical office

- 1 building into a micro-hospital or a surgery center,
- 2 as some have suggested. The building is not
- 3 appropriately defined to accommodate surgical
- 4 procedures and the Illinois Department of Public
- 5 Health would never approve the building designed for
- 6 this use. I am well-acquainted with many of the
- 7 Sarah Bush Lincoln leaders and I can say without
- 8 reservation that their word is their bond. They are
- 9 the epitome of integrity and is the foundation of
- 10 their decision making.
- 11 Our board is a steward of the
- 12 organization. Over the years, I have come to
- 13 appreciate the complexity of health care. I have
- 14 witnessed fellow board members wrestle with tough
- 15 decisions at every turn. Should we enter a new
- 16 service line? Should we build a new facility?
- 17 Should we partner with another organization?
- Sarah Bush Lincoln has a long history of
- 19 making thoughtful decisions because its staff
- 20 members mine data, develop long-term projections and
- 21 make fact-based decisions that serve the
- 22 community-at-large quite well. SBL does this to
- 23 achieve its mission, which is to provide excellent
- 24 care for all and create healthy communities. This

- 1 means that no one is ever turned away for an
- 2 inability to pay.
- 3 At 43 years old, Sarah Bush Lincoln is a
- 4 financially strong organization with an A+ rating
- 5 from S & P Global Ratings and is ranked in the top 6
- 6 percent of hospitals in the nation for quality and
- 7 safety. It has earned the designation of Top Rural
- 8 Hospital by the Leapfrog Group. Sarah Bush Lincoln
- 9 is a trusted source of care in the region destined
- 10 for an even greater impact.
- I urge you to approve the Certificate of
- 12 Need for the Sarah Bush Lincoln Bonutti Clinic
- 13 Effingham Medical Office Building No. 20-030.
- 14 Thank you for your time.
- MR. ROATE: Thank you.
- Next, the Board will accept testimony
- 17 from Dr. Andrew Mahtani.
- MR. CONSTANTINO: We have Dr. Mahtani
- 19 online.
- DR. MAHTANI: Yes.
- MR. ROATE: Thank you, Doctor. You may
- 22 begin.
- 23 DR. MAHTANI: I am Dr. Andrew Mahtani. I
- 24 serve the Effingham community as a hospitalist. For

1 those unfamiliar with the term, that means I am a 2 dedicated inpatient physician who works exclusively 3 in a hospital. Specifically, for me, that is St. Anthony's Memorial Hospital, an officially 4 5 designated Sole Community Hospital in Effingham. I appreciate the Review Board staff for 6 7 coming here today. I respectfully appear in 8 opposition to Project No. 20-030 as proposed. 9 It may be that, in other times, Illinois 10 officials could be less vigilant in safeguarding against unnecessary duplication of existing hospital 11 12 services. If so, that should no longer be the case, 13 given the enormous financial and operational 14 challenges to all hospitals from this ongoing 15 COVID-19 pandemic. No category of hospital has been 16 more profoundly harmed than rural hospitals. Their 17 always delicate financial conditions have been strained in an unprecedented manner. 18 19 St. Anthony's has been responding to this 20 pandemic since March. Among other things, the 21 hospital prepared a COVID unit, conserved personal 22 protective equipment, and followed CDC guidelines, 2.3 Executive Orders of the Governor and IDPH guidance

to close non-emergency services. St. Anthony's

24

- 1 followed state orders and prepared for an influx of
- 2 COVID patients that never came. The loss of revenue
- 3 from curtailed elective procedures was never offset
- 4 by COVID-related patient volume.
- 5 All the while, our Sole Community
- 6 Hospital continued to make its essential services
- 7 and resources available, even as usage declined.
- 8 Federal CARES Act funds helped somewhat, but they
- 9 didn't come close to making St. Anthony's whole for
- 10 its COVID losses. Hospital layoffs became
- 11 necessary.
- 12 While the hospital has gradually seen an
- improvement in patient volumes and revenue, they
- 14 remain well below pre-COVID numbers.
- 15 Fully 75.9 percent of St. Anthony's
- 16 revenue comes from outpatient procedures of the sort
- 17 that are duplicated in this CON application. That
- 18 revenue must cross-subsidize essential services,
- 19 including the emergency room, respiratory therapy,
- 20 obstetrics, emergency surgery, and post-operative
- 21 care and intensive care units. I am deeply
- 22 concerned that Project No. 20-030 will threaten our
- 23 Sole Community Hospital's ability to sustain these
- 24 essential services.

1 I sincerely hope that the Review Board 2 will be especially vigilant during this pandemic in 3 safequarding against the unnecessary duplication of 4 existing and currently underutilized hospital 5 services. The incomplete, vaque and inconsistent information provided thus far by the CON applicant 7 is not fully fair to the Effingham community. 8 hope the Review Board will insist on fuller and 9 clearer documentation and ultimately approve an 10 appropriate win-win solution, a right-sized 11 replacement building without duplicated services. 12 Thank you for your time. 13 MR. ROATE: Thank you. 14 Next, the Board would like to ask Doug 15 Wholtman to approach the stand. 16 MR. WOHLTMAN: Doug Wohltman, D-o-u-q, 17 W-o-h-l-t-m-a-n. 18 Good afternoon. I am Doug Wohltman of 19 Wohltman Construction of Effingham, Illinois. 20 My remarks today will summarize the 2.1 written testimony that I am submitting today. 22 As an Effingham business owner and 23 resident, I am writing in support of the newly 24 proposed Sarah Bush Lincoln Bonutti Clinic, which is

1 Effingham Medical Office Building No. 20-030. 2 I was very surprised to learn that HSHS 3 St. Anthony Hospital had filed an objection to this 4 \$35 million project. St. Anthony and HSHS have been 5 right-sizing their organization for some time. In a community of 12,000 people, the loss of 100-plus 6 7 jobs hurts. We have seen this directly with family 8 members of our employees. It also hurts the local 9 auto dealers, the furniture stores, the restaurants, 10 and retail establishments. Without a doubt, we need Sarah Bush Lincoln, its facilities and its 11 12 investment into our community. 13 This replacement building represents 14 positive growth for this entrepreneurial community, 15 one that I am very proud to be a part of. Besides 16 the significant amount of construction jobs that 17 this project will bring to Effingham during the 18-month build process, the project will create a 18 19 considerable amount of trickle-down jobs in the 20 community. A building of this caliber along I-70 21 will most definitely be a welcome addition to the 22 landscape and create a wow impression to those 23 taking exit 160 into Effingham. 24 This is a time for all Effingham

- 1 businesses to focus on the community at large and
- 2 move forward with a growth mindset.
- 3 Thank you for the opportunity to speak
- 4 today. I urge you to approve the Effingham Medical
- 5 Office Building No. 20-030.
- 6 Thank you.
- 7 MR. ROATE: Thank you.
- Next, may I call Meghan Rewers to the
- 9 stand.
- MS. REWERS: Meghan, M-e-g-h-a-n. Last
- 11 name is Rewers, R-e-w-e-r-s.
- Good afternoon. My name is Meghan
- 13 Rewers. I serve as the Executive Director of Crisis
- 14 Nursery of Effingham County. I appear before you as
- 15 an opponent to the CON Project No. 20-030 in its
- 16 current form.
- Ours is just one of many community
- 18 organizations in Effingham that exist largely due to
- 19 the support of St. Anthony's Memorial Hospital. We
- 20 provide protection from and prevention of childhood
- 21 trauma, abuse and neglect through 24-hour emergency
- 22 shelter care. At Crisis Nursery, there are no
- 23 income or demographic guidelines. Our services are
- 24 free and open to any family or child in need. We

- 1 help children birth to age 6. Over the last three
- 2 years, Crisis Nursery has provided more than 500
- 3 children with more than 20,000 collective hours of
- 4 emergency childcare services.
- 5 St. Anthony's provided the seed money for
- 6 the development of Crisis Nursery and remains our
- 7 most significant source of financial and operational
- 8 support. It is no exaggeration to say that, but for
- 9 St. Anthony's, Crisis Nursery would not exist.
- The continued existence of many other
- 11 community organizations in Effingham largely depends
- on St. Anthony's. There is no question that our
- 13 rural community is better for it.
- No new patients or doctors are envisioned
- 15 by this CON application. Only a redirection of
- 16 outpatient volume away from a federally designated
- 17 Sole Community Hospital that already operates below
- 18 the statute utilization standards. By shifting
- 19 revenue out of St. Anthony's, Project No. 20-030
- 20 will leave our rural hospital with fewer resources
- 21 to engage in the important community support upon
- 22 which the Effingham community has come to rely.
- Nobody objects to a similarly-sized
- 24 replacement medical office building that does not

- 1 duplicate existing hospital services. It's the
- 2 scope and the scale, not the basic concept, that is
- 3 a problem. A win-win solution for everyone should
- 4 be possible. To get there, I do believe the
- 5 applicant should give everyone more information, not
- 6 the incomplete and inconsistent documentation
- 7 submitted thus far. Our community simply cannot
- 8 afford to get this wrong.
- 9 Thank you.
- MR. ROATE: Thank you.
- 11 Next, may I call Tom Grunloh to the
- 12 stand.
- MR. GRUNLOH: Tom, T-o-m; Grunloh,
- $14 \quad G-r-u-n-l-o-h.$
- Good afternoon. My name is Tom Grunloh.
- 16 I am the President of Grunloh Construction here in
- 17 Effingham.
- I would like to preface my remarks first
- 19 to say that we do work for every health facility in
- 20 the local and regional area. So my remarks today
- 21 should be taken as a pro-Effingham remark. So --
- 22 My remarks summarize the written
- 23 testimony that I am submitting today.
- 24 As the owner of a local construction

- 1 company, I am pleased to welcome the proposed Sarah
- 2 Bush Lincoln Bonutti Clinic, the Effingham Medical
- 3 Office Building 20-030 in Effingham.
- 4 My company has been involved with many
- 5 large projects, so I know firsthand the immediate
- 6 impact this will have on our community. The math is
- 7 pretty simple. Every construction job creates 1.6
- 8 downstream jobs. For the Sarah Bush Lincoln Bonutti
- 9 Clinic, that translates to 160 new jobs in our
- 10 community of 12,339 people. Sarah Bush Lincoln has
- 11 a history of doing business with local companies
- 12 whenever possible and I am certain this is -- the
- 13 project will be no different.
- I know some have concerns about
- 15 competition and saturation. I am here to tell you
- 16 that competition is good for a community. I see it
- 17 every day in my line of work. It creates efficiency
- 18 and excellence. It makes products better. It makes
- 19 services better. It makes companies better.
- 20 Competition is good.
- 21 Sarah Bush Lincoln has shown itself to be
- 22 a true community partner in so many ways for
- 23 decades. A program that is particularly important
- 24 to me and to which I have made substantial donation

- 1 is the Sarah Bush Lincoln Dental Services. It
- 2 provides necessary dental care to children on the
- 3 state-of-the-art bus that visits throughout the
- 4 region, including Effingham. Kids get their care
- 5 they need and get back to school free of pain and
- 6 worry.
- 7 I support Sarah Bush Lincoln programs,
- 8 like Sarah Bush Lincoln Dental Services, because
- 9 Sarah Bush Lincoln supports the community. I
- 10 strongly encourage you to approve the Effingham
- 11 Medical Office Building 20-030. We need this
- 12 project, these jobs, and this state-of-the-art
- 13 medical center in Effingham.
- 14 Thank you very much.
- MR. ROATE: Thank you.
- 16 Next, I would like to call Sister Carol
- 17 Beckermann to the stand.
- 18 SISTER BECKERMANN: Sister Carol,
- 19 C-a-r-o-1, Beckermann, B-e-c-k-e-r-m-a-n-n.
- 20 Good afternoon. I am Sister Carol
- 21 Beckermann, a Franciscan Sister of Our Lady of
- 22 Perpetual Help, and I serve as area director for
- 23 Effingham Catholic Charities.
- I respectfully oppose the CON application

- 1 as submitted. If the applicant refiles this project
- 2 to avoid duplicating existing services at HSHS St.
- 3 Anthony Memorial Hospital, a non-profit, federally
- 4 designated Sole Community Hospital, my concerns
- 5 would be addressed.
- 6 As with virtually every significant civic
- 7 and charitable organization in our region, Effingham
- 8 Catholic Charities has enjoyed a long, significant
- 9 and necessary support from St. Anthony's. That
- 10 support takes many forms, including medical
- 11 prescription assistance, predominantly in the form
- of emergency medication co-pays, free or greatly
- 13 reduced diabetic medications and nutrition
- 14 counseling, vouchers for uninsured dental needs,
- 15 donations to our pantry's wellness food bags,
- 16 including special foods for those with people who
- 17 suffer from diabetes and/or heart disease. And a
- 18 gallon of milk each month for each of our pantry
- 19 clients.
- 20 Duplicating services and redirecting
- 21 patient volumes and revenue away from our Sole
- 22 Community Hospital, Project No. 20-030 will put at
- 23 risk St. Anthony's continuing support for the work
- 24 of Effingham Catholic Charities and many other civic

- 1 and charitable organizations. Hospital service cuts
- 2 and job losses are also a real and inevitable
- 3 possibility.
- 4 I sincerely believe that our community
- 5 would benefit from a clearer and more consistent
- 6 information regarding Project No. 20-030. Perhaps
- 7 in an effort to simplify things for an audience
- 8 unfamiliar with hospital operations and finances,
- 9 the applicant has left out important details when
- 10 describing this project to the public. For example,
- 11 the applicant took out newspaper ads soliciting
- 12 letters of support for Project 0 -- No. 0 --
- 13 sorry -- Project No. 20-030, describing it as simply
- 14 a modernization. Earlier press releases and press
- 15 statements, likewise, failed to mention the new
- 16 services. Even in the application itself, the new
- 17 services were not accompanied by traditional
- demonstration of need and documented impacts on
- 19 existing providers. As with anything, details
- 20 matter.
- 21 A mere modernization and replacement of
- 22 an existing medical office building would not raise
- 23 the concerns present in Project No. 20-030. I hope
- 24 the Review Board will deny this CON application as

- 1 originally submitted and ultimately approve a
- 2 modernization that does not duplicate existing
- 3 hospital services.
- 4 Thank you for your time and attention.
- 5 MR. ROATE: Thank you.
- Next, the Board would like to call a Amy
- 7 Dammerman to the stand.
- 8 MS. DAMMERMAN: Amy, A-m-y, Dammerman,
- 9 D-a-m-m-e-r-m-a-n.
- 10 Good afternoon. I am Amy Dammerman,
- 11 Clinic Director of the Sarah Bush Lincoln Clinic in
- 12 Effingham, Illinois.
- 13 My remarks summarize the written
- 14 testimony that I am submitting today.
- I am supporting the Sarah Bush Lincoln
- 16 Bonutti Clinic Effingham Medical Office Building No.
- 17 20-030 because Sarah Bush Lincoln continues to
- 18 invest in Effingham, my hometown.
- 19 I am the clinic director of the Sarah
- 20 Bush Lincoln Bonutti Clinic. I manage the
- 21 day-to-day operations of the busy clinic, solve
- 22 issues, hire staff, and address the needs of the
- 23 medical team. Before I talk about why this critical
- 24 project for Effingham, I want to talk about the

1 investment Sarah Bush Lincoln has made in Effingham. 2 To date, my organization has invested 3 nearly 13 million in new buildings and land 4 acquisitions in the last 12 years. I am not even 5 telling the cost of equipment in various buildings. 6 The Effingham Medical Building is an 7 important replacement project. The roof leaks, the 8 HVAC system is inefficient, it floods during heavy 9 rains, there are issues with the automatic doors, 10 the MRI unit is currently positioned outside of our 11 building, it is poorly designed and floors are 12 uneven where additions to the building were added. 13 Despite all of these failings, the underlying issue 14 is space. We have 14 medical staff members 15 providing care in crowded, cramped exam rooms. Ιt 16 is not ideal and certainly not comfortable for 17 patients and employees. I participated in the new 18 design and can guarantee that there is no shell 19 space for later developments. There will be no 20 surgeries performed in this building. It is not 21 even part of the application. The noted procedural 22 rooms for the treatments -- are for treatments like 23 our joint injections and suture removals. 24 square inch of this 65,000 square foot building is

- 1 designed for use.
- 2 The medical and clinical staff is beloved
- 3 by their patients. The community has embraced Sarah
- 4 Bush Lincoln in this 35 million investment in
- 5 Effingham. It allows us to consolidate services of
- 6 our existing busy Effingham practice. We employ
- 7 more than 100 local and area residents in this
- 8 building and 345 Effingham County residents
- 9 throughout our health system. These well-paying
- 10 jobs impact the community and help keep the economy
- 11 moving.
- Some people have claimed we are offering
- 13 redundant services. This is not true. In fact,
- 14 throughout the pandemic, the SBL walk-in clinic
- 15 currently operating in Effingham remained open and
- 16 provided care for many people who needed care
- 17 quickly, while HSHS St. Anthony Convenient Care
- 18 shuttered during the pandemic and reopened this past
- 19 week. We were glad to be available to serve the
- 20 community. We continue to provide COVID-19 specimen
- 21 collection and testing to all community members.
- In HSHS St. Anthony's President and CEO
- 23 Theresa Rutherford's radio interview recently, she
- 24 talked about how HSHS has right-sized its

- 1 organization and asked local business to hire those
- 2 that they let go. Sarah Bush Lincoln has offered
- 3 positions to several of these people with valuable
- 4 health care knowledge and expertise.
- If this CON is approved, we start
- 6 building right away and infuse money back into the
- 7 economy. If this is not approved, we will continue
- 8 to provide the same world-class care we always have
- 9 in the deteriorating and undersized building. In
- 10 the entrepreneurial community, I cannot believe that
- 11 is what they would want.
- I strongly urge you to approve the
- 13 Certificate of Need for the Effingham Medical
- 14 Building No. 20-030. Thank you.
- MR. ROATE: Thank you.
- 16 Next, the Board would like to call John
- 17 Kingery to the stand.
- 18 MR. KINGERY: John, J-o-h-n, Kingery,
- 19 K-i-n-q-e-r-y.
- Good afternoon and thank you to the
- 21 Review Board staff for being here today.
- I speak in opposition to the CON Project
- 23 20-030 as currently proposed.
- 24 My name is John Kingery. I am the

- 1 founder of one of Effingham's largest employers,
- 2 Kingery Printing Company, and am deeply committed to
- 3 and involved in my local community.
- 4 My wife and I started Kingery Printing 52
- 5 years ago in a small rented building on the
- 6 courthouse square in Effingham. Over the years, our
- 7 business grew, requiring a succession of moves to
- 8 ever larger spaces in Effingham. In 1984, we
- 9 finally built our own facility on 10 acres of land
- 10 just outside of Effingham and it now spans over
- 11 125,000 square feet.
- 12 Throughout those many years and with a
- deep sense of gratitude for all this community has
- done for our business, I have donated both time and
- 15 resources to many civic and charitable organizations
- 16 in and around Effingham. Years ago, I served as a
- 17 volunteer board member of HSHS St. Anthony's
- 18 Memorial Hospital. As a community leader, I well
- 19 understand the Effingham area, the health care needs
- 20 of its people, and what our Sole Community Hospital
- 21 means to this community.
- St. Anthony's is the largest employer in
- 23 Effingham County. It provides all essential
- 24 hospital services, including an emergency room that

- 1 never closes. Even when they don't pay for
- 2 themselves. St. Anthony's serves everyone,
- 3 including those who cannot pay for their services.
- 4 St. Anthony's supports our local schools, our park
- 5 district, and our police and fire departments with a
- 6 wide range of medical services. Many social service
- 7 organizations in the greater Effingham area are
- 8 supported by St. Anthony's.
- 9 In short, our 144-year-old hospital is
- 10 fundamentally important to virtually every aspect of
- 11 life in Effingham. It is a precious asset worthy of
- 12 preservation.
- Folks around here are witnessing the
- 14 harsh impacts of COVID-19 on our hospital, which led
- 15 to unavoidable layoffs. The always fragile
- 16 foundation of rural health care has never required
- 17 more care and attention than now.
- The proposed new services in this CON
- 19 application, as well as the oversized replacement
- 20 building, are simply not in the best interest of our
- 21 community.
- 22 Please do not allow an unnecessary
- 23 duplication of existing and presently underutilized
- 24 hospital services. Please do not redirect patient

- 1 volume and revenue away from a hospital that
- 2 requires those resources to support essential
- 3 services, jobs and community involvement. Please
- 4 right-size this project.
- 5 We can and should do better. A win-win
- 6 solution is certainly possible and consistent with
- 7 the Review Board's regulations. To that end, it
- 8 would help everyone to have a complete, clear and
- 9 consistent information from the applicant.
- 10 Thank you.
- MR. ROATE: Thank you.
- 12 Is there anyone who wishes to testify who
- 13 has not had an opportunity?
- Seeing none, is there anyone who wishes
- 15 to testify or anyone who wishes to provide
- 16 additional testimony?
- Okay. I would remind everyone to submit
- 18 your written comments to us so that we may have this
- 19 information for the record.
- 20 Also, this project is scheduled for
- 21 consideration by the Illinois Health Facilities and
- 22 Services Review Board at its September 22, 2020
- 23 meeting, which will be held at Bolingbrook Golf
- 24 Club, 2001 Rodeo Drive, Bolingbrook, Illinois.

1 The public has until September 2, 2020 to submit written comments. 2 These comments can be sent 3 to my attention at the Illinois Health Facilities and Services Review Board, care of the Illinois 4 5 Department of Public Health, 525 West Jefferson Street, Second Floor, Springfield, Illinois 62761. 6 7 If you prefer, you may fax your comments. Our fax number is area code (217) 785-4111. 8 9 Are there any questions? 10 MR. CONSTANTINO: George. 11 MR. ROATE: Sir. 12 MR. CONSTANTINO: We have over 50 people 13 connected online through Webex. Are we going to 14 accept testimony from these online attendees? 15 MR. ROATE: I think that would be a good 16 idea, by all means. 17 Do we have a -- do we have a roll that we 18 can call from? 19 MR. CONSTANTINO: I have the names of most of them. Some of them are just -- did not give 20 2.1 their names when they signed into the meeting, so we 22 can't call on them. But I do have names of, yeah, a 23 rather lengthy list of names. Do we want to just go 24 down those and see if people want to testify or how

1 do you want to handle this? 2 MR. ROATE: Yes, please do. Can I ask 3 you to call them by name? 4 MR. CONSTANTINO: Okay. 5 MR. ROATE: Thank you. MR. CONSTANTINO: All right. We have an 6 7 Andrea Koberlein online. Do you wish to present any testimony? Andrea Koberlein. 8 9 We'll move on. 10 We have Andy Watson online. Do you wish 11 to present testimony? 12 MR. WATSON: No, I do not. 13 MR. CONSTANTINO: Thank you. 14 We have Angel DiPasquale online. 15 We have Bernie Pluard on the line. Do 16 you wish to present testimony? 17 Hello. Is this Bernie Pluard? 18 Hello. 19 MS. PLUARD: I do not wish to. 20 MR. CONSTANTINO: Okay. Thank you. 2.1 We have Brad Beesley online. Did you 22 wish to present testimony? 2.3 MR. BEESLEY: This is Brad Beesley. Just 24 wanted to mention, I'm an Effingham resident and

1 also in support of the Sarah Bush Lincoln Project. 2 Thank you. 3 MR. CONSTANTINO: Thank you. 4 I have Brian Murphy on the line. Do you 5 want to submit testimony? 6 MR. MURPHY: I do not. 7 MR. CONSTANTINO: Thank you. 8 All right. I have Cathy Blythe online. 9 Do you wish to submit testimony? 10 MS. BLYTHE: No, thank you. 11 MR. CONSTANTINO: Thank you. 12 We have Catie Sheehan online. Do you 13 wish to submit testimony? 14 MS. SHEEHAN: No, I do not. Thank you. 15 MR. CONSTANTINO: Thank you. 16 We have Christine Joiner online. Do you 17 wish to submit testimony? 18 Christene Joiner. 19 All right. I have Deanna Hunsaker 20 online. Do you wish to submit testimony? 2.1 Hello, Deanna Hunsaker? 22 All right. I have a Jane Ries. Do you 23 wish to submit testimony? 24 I have Janice Westendorf. Do you wish

1 to submit testimony? Janice Westendorf. 2 All right. Next, I have a Joe Ourth 3 online. Do you wish to submit testimony? 4 MR. OURTH: No, I do not. 5 MR. CONSTANTINO: Thank you. 6 We have Kayla Bowling online. Do you 7 wish to submit testimony? 8 MS. BOWLING: I do not. 9 MR. CONSTANTINO: Thank you. 10 We have Kim Rhodes online. Do you wish 11 to submit testimony? 12 MS. RHODES: Not at this time. 13 MR. CONSTANTINO: Thank you. 14 I have Kristin Doster online. Do you 15 wish to submit testimony to this project? 16 MS. DOSTER: I do not. Thank you. 17 MR. CONSTANTINO: Thank you. 18 All right. I have Lexie Carraway 19 online. Do you wish to submit testimony? 20 MS. CARRAWAY: I'm an Effingham County 2.1 resident and I support this project. 22 MR. CONSTANTINO: Thank you. I have Mike Kasdorf online. Would you 2.3 24 like to submit testimony? Mike Kasdorf.

1	All right. I have a Morgan Wagner on
2	the line. Would you like to submit testimony?
3	MS. WAGNER: Yes. I am a resident of
4	Effingham County and I support this project.
5	MR. CONSTANTINO: Thank you.
6	I have Shelby Jackson online. Would you
7	like to submit testimony?
8	MS. JACKSON: This is Shelby Jackson. I
9	am a resident of Cumberland County and proud Sarah
10	Bush employee and I am in support of this project.
11	MR. CONSTANTINO: Thank you.
12	I have Steve Raymond online. Would you
13	like to submit testimony? Steve Raymond.
14	All right. I have Tammy Weinstock
15	online. Would you like to submit testimony?
16	MS. WEINSTOCK: Hello. Good afternoon.
17	I am a long-time Sarah Bush employee and I fully
18	support this project. Thank you.
19	MR. CONSTANTINO: Thank you.
20	That is the list that I have.
21	MR. ROATE: Thank you, Mike.
22	MR. CONSTANTINO: All right.
23	MR. ROATE: Okay. Question?
24	DR. STEWART: Yes, clarification. There

```
was testimony given that HSHS has never in its
 1
 2
     history opposed a CON and I believe, in 1994, when
 3
     there was a surgery center that was offered, there
     was pretty vehement opposition by St. Anthony's and
 4
     HSHS to that project. So just a clarification that
 5
 6
     I believe that was not correct.
 7
                MR. ROATE: Okay. Thank you.
 8
                Are there any further questions?
 9
                Seeing that there are no additional
     questions or comments, I deem this public hearing
10
11
     adjourned.
12
                Thank you.
13
           (Hearing adjourned at 1:26 p.m.)
14
15
16
17
18
19
20
2.1
22
23
24
```

1	CERTIFICATE OF REPORTER
2	
3	
4	I, JOYCE LAWRENCE, CSR# 84-1716, for
5	the State of Illinois, do hereby certify that
6	the hearing was reported by me in stenotype and
7 8	that the transcript is a true and correct transcription of my shorthand notes of said hearing.
9	I further certify that said hearing
10	took place at the time and place hereinabove set forth and that the taking of said hearing was
11	commenced and completed as hereinabove set out.
12	I further certify that I am not
13	counsel for nor in any way related to any of the parties to this suit, nor am I in any way interested in the outcome thereof.
14	interested in the outcome thereof.
15	
16	
17	Forman entering to the state of
18	Carrie o museum
19	Joyce D. Lawrence Certified Shorthand Reporter
20	Registered Professional Reporter
21	State of Illinois CSR License #84-1716
22	
23	
24	

PUBLIC HEARING 9/2/2020

	address 56:22	agrees 36:9	45:19,24 46:9	26:15
A FG.O	address 50.22	ahead 7:17	46:15 49:19	appreciate 7:7
A-m-y 56:8	54:5	aide 14:16	50:5,9,12,19	12:15 28:10
ability 46:23	adequately	Air 29:3	54:9,23	43:13 45:6
able 36:11	33:12	All 29.3 Alaris 3:22	58:22 60:17	
absurdity 10:12	adjourned 68:11	allegations 5:13	60:22 61:2,4	approach 7:20 47:15
abuse 49:21	68:13	allow 6:16 18:22	61:8 68:4	
accept 37:12	admits 23:18	22:22 25:20		appropriate 5:22 6:21 16:7
44:16 63:14	ads 55:11	31:14 61:22	Anthony/HSHS 33:12	41:5 47:10
access 18:23	Advanced 31:7		apology 29:11	
30:22 33:6		allowing 33:6		appropriately
39:24 42:12	41:1	38:4	appear 12:20	38:19 42:6
accommodate	advancement	allows 34:11,15	45:7 49:14	43:3
36:11 42:20	25:10 27:18	58:5	APPEARANC	appropriately
43:3	27:23	amazing 36:19	3:1	29:14
accommodati	advancing	America 9:18,19	applicable	approval 31:7
21:8	33:17	29:24	21:22	37:15 38:21
accompanied	adverse 23:1	amount 34:6	applicant 7:11	41:1
4:3 55:17	adversely 22:12	48:16,19	21:24 22:12,14	approve 12:5
accounted	advocate 25:9	Amy 2:18 56:6	23:2 28:19,21	17:12 20:21
10:10	advocating	56:8,10	28:24 30:18	28:2 43:5
accumulation	29:11	ancillary 42:21	30:21,24	44:11 47:9
34:18	affiliated 28:18	and/or 5:12	39:19 40:7,10	49:4 53:10
accurate 25:7	30:10,24	54:17	40:14,16,20	56:1 59:12
achieve 41:12	38:16	Andrea 64:7,8	40:22,22 41:9	approved 59:5
43:23	affirm 21:13	Andrew 2:13	47:6 51:5 54:1	59:7
acknowledged	afford 5:10 51:8	44:17,23	55:9,11 62:9	approximately
21:24	afforded 41:7	Andy 64:10	applicant's 39:8	25:14 26:6,9
acquisitions	afternoon 4:2	Angel 64:14	40:5	36:2
57:4	7:23 12:13	announcing	applicants 4:19	architects 9:22
acres 60:9	16:24 28:9	20:3	4:20	10:3
Act 4:15 5:9	32:9 38:2,4	answers 10:8	application 13:1	area 9:14 12:1
6:10 46:8	41:21 47:18	Anthony 11:16	13:7,20 15:12	19:9,11 25:4,4
actions 11:21	49:12 51:15	19:18 37:4	16:10 17:7,14	29:20 34:4,7
42:11	53:20 56:10	48:3,4 54:3	18:2,6 19:14	40:17 51:20
active 28:14	59:20 67:16	58:17	19:22 21:20	53:22 58:7
actual 27:17	age 50:1	Anthony's	22:3 23:7	60:19 61:7
acute 13:20	aggressive	12:20,24 13:2	25:8,12 26:15	63:8
added 57:12	24:6	13:6,23 14:24	26:18,19,24	areas 19:4 30:1
addition 19:14	aging 37:16	15:3,10 19:15	27:12,16 28:2	arm 19:13
22:16 26:2,7	42:14	23:1,11,19 24:7	30:11 31:21	arrived 30:11
28:20 48:21	ago 11:3 15:6	24:11 26:4,22	36:12 38:6,22	aside 11:5
additional 10:8	17:18,20 30:11	27:3 28:16,22	39:13 40:3	asked 9:22
62:16 68:9	30:18 33:15	30:6,12,17,20	46:17 50:15	36:6 59:1
Additionally	34:24 60:5,16	30:23 31:5,13	53:24 55:16	asking 36:15
20:7	agree 10:1,2	33:11 35:7 [°]	55:24 57:21	aspect 61:10
∠∪.,	_	38:15 39:4,10	61:19	assertions 5:13
	i agreement	JU. 1J JJ. T, 1U	01.13	u33C uO 3 3.13
additions 57:12	agreement 39:21	40:18,22 45:4	applications	assessment

ALARIS LITIGATION SERVICES
www.alaris.us Phone: 1.800.280.3376 Fax: 314.644.1334

PUBLIC HEARING 9/2/2020

22:22	53:19	16:20 17:12	9:6,7,16,19,24	57:1 58:4
asset 61:11	B-o-y-a-j-i-a-n	25:2 27:11	10:5,11,22 11:7	59:2 65:1
assets 11:4	28:8	28:1 31:18	11:7 12:6 15:16	67:10,17
assistance 30:6	babies 16:1	32:4 41:23	15:20 17:7,9,17	business 17:1
54:11	back 11:24	42:18 43:11,14	17:20,22,23	20:10 34:7
associated	28:23 53:5	44:16 45:6	17:24 18:1,2	47:22 52:11
13:15 15:8	59:6	47:1,8,14	20:18,21 27:19	59:1 60:7,14
30:21 40:19	bags 54:15	55:24 56:6	29:15 30:7	businesses 49:1
Association	balance 11:3	59:16,21 60:17	32:16 36:8,16	busy 42:21
8:12	barely 23:24	62:22 63:4	36:21 37:14,17	56:21 58:6
assume 23:10	based 19:5,16	Board's 6:6	38:20 39:10,11	buys 23:5
assuming 10:7	26:5	21:16 22:1,7	39:14,16,18,22	
14:19	basic 22:8 51:2	24:12 62:7	40:4,5,8,11	C
assure 39:23	basis 13:9 33:2	Bolingbrook	42:14,16,19	C-a-r-o-l 53:19
42:18,22	beautiful 9:16	62:23,24	43:1,2,5 44:13	caliber 29:5
Attached 20:13	Beckermann	bond 19:22	47:11 48:1,13	48:20
attempt 8:12	2:17 53:17,18	43:8	48:20 49:5	call 7:17 12:9
attempting	53:19,21	Bonutti 2:10 9:5	50:24 52:3	16:20 20:24
33:23	becoming 31:5	9:6,20 17:19	53:11 55:22	24:19 28:5
attempts 26:20	bedside 14:20	25:18 27:21	56:16 57:6,11	32:4 35:6
attendance 6:3	Beesley 64:21	32:6,10,11,15	57:12,20,24	37:21 41:17
attendees 2:20	64:23,23	33:1 36:9	58:8 59:6,9	49:8 51:11
6:21,23 63:14	behalf 2:10	42:15 44:12	59:14 60:5	53:16 56:6
attention 20:1	32:5	47:24 52:2,8	61:20	59:16 63:18
56:4 61:17	believe 29:9	56:16,20	buildings 57:3	63:22 64:3
63:3	41:4 51:4 55:4	boost 10:24	57:5	called 6:24
attest 22:18	59:10 68:2,6	born 8:17 40:13	built 17:18 39:10	calling 14:23
attracted 29:4	beloved 58:2	Bowling 66:6,8	60:9	Cancer 28:15
attracting 36:1,4	benefit 13:16	Boyajian 2:9	bus 53:3	capacity 19:18
audience 55:7	16:5 25:22	28:6,7,12	Bush 1:6 4:9,19	21:16 23:4,8
authorization	26:8 55:5	Brad 64:21,23	4:20 8:1,2,6	23:14,16,22
6:15,16	Bernie 64:15,17	brand 11:22,23	15:22 17:2,6	24:3
auto 48:9	best 16:14 61:20	39:9	18:8,10,14	capital 36:8
automatic 57:9	better 12:2	Breeze 34:8	19:22 20:9	Capitol 3:23
available 11:2	50:13 52:18,19	Brian 65:4	25:17 27:21	cardiology 38:11
19:16 26:3	52:19 62:5	brief 7:6	32:11 33:16,18	39:24
27:1 37:4 46:7	billion 11:4	bring 9:13 11:22	34:22 35:1,9	cardiovascular
58:19	birth 50:1	11:23 34:16	35:14 36:7,19	38:9,10,23
Avenue 4:23	blatant 27:10	48:17	37:1,5,6 39:11	39:21
average 29:1	block 8:13 9:13	bringing 27:20	41:22 42:9,15	care 6:12 9:21
avoid 54:2	blocking 10:21	32:23	42:18,24 43:7	11:20,23,24
Award 35:19	Bloemker	brought 34:20	43:18 44:3,8	13:18 14:2,21
awards 35:17	35:20	build 33:3 36:8	44:12 47:24	15:1,3 16:11,13
aware 25:12	Blythe 65:8,10	36:15 43:16	48:11 52:2,8	16:13 18:24
	board 1:2 3:4	48:18	52:10,21 53:1	25:11 27:24
B	4:7,12 5:18,20	building 1:7 4:10	53:7,8,9 56:11	29:10,22 30:8
B-e-c-k-e-r-m	11:5 12:5,14	4:17,18,22 9:2	56:15,17,20	31:9 32:19,23
	•	•	1	•

ALARIS LITIGATION SERVICES
www.alaris.us Phone: 1.800.280.3376 Fax: 314.644.1334

PUBLIC HEARING 9/2/2020

				1
33:1,9,17,20	59:13 69:1	6:12	57:16	54:4,22 55:4
34:4,12 35:4	Certification	clearly 18:2	coming 22:11	58:3,10,20,21
35:23 36:23	31:8 41:2	19:14,20	45:7	59:10 60:3,13
37:6,18 42:4,7	Certified 31:1	clients 54:19	commenced 4:1	60:18,20,21
42:12 43:13	69:19	clinic 9:5,6,20	69:10	61:21 62:3
43:24 44:9	certify 69:5,9,12	18:19,21,22,24	comment 5:12	community's
46:21,21	chairperson	25:18,23 26:8	38:5	42:10
49:22 53:2,4	42:17	26:11 27:21	comments 20:6	community-at
57:15 58:16,16	challenged	32:12 33:1,3	20:15 25:1	43:22
58:17 59:4,8	31:12	36:3,9,15	26:16 39:7	companies
60:19 61:16,17	challenges	42:15 44:12	62:18 63:2,2,7	52:11,19
63:4	45:14	47:24 52:2,9	68:10	company 8:3
career 14:15	change 10:16,19	56:11,11,16,19	Commission	52:1,4 60:2
CARES 46:8	27:5	56:20,21	31:7	comparable
Carol 2:17 53:16	charitable 54:7	58:14	Commission's	39:12
53:18,20	55:1 60:15	clinic's 25:18	40:24	competence
Carraway 66:18	Charities 53:23	27:3	commitment	15:4
66:20	54:8,24	clinical 33:5	33:19 36:22	competition
case 40:5 45:12	chief 7:10 14:18	34:18,19 58:2	37:7	52:15,16,20
cash 11:4	child 49:24	close 23:12	committed	complete 7:10
casually 13:7	childcare 50:4	45:24 46:9	42:12 60:2	16:6 31:20
category 45:15	childhood	closely 25:1	common 40:12	62:8
Catholic 53:23	49:20	closes 11:10 61:1	communities	completed
54:8,24	children 50:1,3	closing 11:8 41:4	15:11 16:12	39:16 69:10
Cathy 65:8	53:2	clothing 9:3,4	20:12 30:8	completely 40:1
Catie 65:12	choose 7:4	Club 62:24	37:8 43:24	complexity
CCR-MO 3:21	25:22	co-pays 54:12	community 10:1	43:13
CDC 45:22	chose 32:22	code 63:8	10:4,15,24 12:1	compliance
center 1:6,14	33:21	Coles 25:5	13:16 14:6,24	6:19 21:22
4:9,20 5:5 8:1	Christ's 14:1	39:23	15:17 16:4	24:15
15:18 17:2	Christene 65:18	collaborated	20:11 24:14	complied 22:8
28:15 41:23	Christine 65:16	40:23	27:11 28:16	comply 22:7
43:1 53:13	city 8:23 25:15	collaboration	29:4,6,7,10,12	comport 26:18
68:3	25:20 36:7	29:21 30:4,20	29:18 30:7	CON 12:21 13:1
central 34:17	civic 54:6,24	30:24 31:5,9	31:19 34:5,23	13:4,6,19 15:12
38:13	60:15	41:2	35:3,5,8,16,21	16:10 17:6,16
CEO 7:24 12:19	claim 27:2	colleagues 15:9	36:21,24	28:18,23 38:6
13:2 14:19	claimed 58:12	30:5	38:24 39:4,6	38:19 39:13,19
33:16 39:8	claims 26:21	collection 58:21	40:6,15,21	40:2,4,9,13
58:22	clarification	collective 50:3	41:3,7 42:13	46:17 47:6
CEOs 36:4	67:24 68:5	combine 36:16	44:24 45:5	49:15 50:15
certain 52:12	clear 8:5 10:10	come 14:9 30:3	46:5,23 47:7	53:24 55:24
certainly 27:23	10:18 25:23	35:5 43:12	48:6,12,14,20	59:5,22 61:18
57:16 62:6	33:11 62:8	46:9 50:22	49:1,17 50:11	68:2
Certificate 17:16	clearer 41:8	comes 46:16	50:13,17,21,22	concedes 22:13
27:7 36:12	47:9 55:5	comfort 36:18	51:7 52:6,10	concept 15:21
37:15 44:11	clearinghouses	comfortable	52:16,22 53:9	51:2

ALARIS LITIGATION SERVICES
www.alaris.us Phone: 1.800.280.3376 Fax: 314.644.1334

				1
concern 25:5	67:19,22	cornerstone	criterion 19:21	date 35:6 41:9
concerned 39:1	constitute 26:12	29:22	critical 26:14	57:2
41:12 46:22	construct 17:7	corporate 11:11	56:23	dates 28:23
concerns 13:19	39:22	36:4	cross-subsidize	day 8:16 14:8
15:15,18,21	constructed	Corporation 8:8	46:18	33:7 52:17
28:10 52:14	17:23	11:1	Crossroads	day-to-day
54:4 55:23	construction	correct 68:6	9:18,18	56:21
condition 41:6	8:13 9:11,15	69:7	crowded 57:15	dealers 48:9
conditions	10:21 25:13	corresponde	CSR 69:4,20	Deanna 65:19
45:17	27:4,22 47:19	25:2 27:14	CSR-IL 3:21	65:21
conduct 4:7	48:16 51:16,24	cost 4:24 10:12	CT 18:16 19:7,10	debate 8:3
conducted	52:7	31:2 33:8	19:11,15,19	decades 35:5
18:10	consultants 8:9	39:17 57:5	23:15,19,21	52:23
confidential	contained	costly 21:14	26:2,6,7	decided 11:11
42:8	21:20	counsel 69:12	Cumberland	decision 43:10
confidentiality	containment	counseling	67:9	decisions 43:15
6:8	31:3	54:14	current 17:16,21	43:19,21
conflict 8:7	contemplates	Counties 25:5	17:24,24 29:17	declined 46:7
conflicting 21:21	25:13	countries 33:1	36:10 49:16	declining 30:1
conflicts 22:5	contents 27:16	country's 9:17	currently 17:10	dedicated 37:1
conjunction	continue 19:18	County 39:23	19:8,10 23:13	45:2
19:12	34:16 37:17	49:14 58:8	23:21 24:2	deem 68:10
connected	58:20 59:7	60:23 66:20	25:18 26:9	deep 60:13
63:13	continued	67:4,9	28:13 47:4	deeply 11:20
conserved	30:20 39:24	court 7:9	57:10 58:15	14:21 15:4 39:1
45:21	46:6 50:10	courthouse	59:23	42:12 46:21
considerable	continues 10:4	60:6	curtailed 46:3	60:2
48:19	35:21 37:7	cover 35:6	curtailment 15:7	defined 6:9
consideration	56:17	coverage 20:14	cuts 29:18 39:3	43:3
5:17 27:15,18	continuing	covered 6:9,16	55:1	definitely 48:21
62:21	34:12 54:23	COVID 45:21	cutting-edge	delicate 45:17
consistency	contributing	46:2,10	32:19 34:16	deliver 9:22
31:2	35:24	COVID-19 6:20		16:1,14
consistent 55:5	Convenient	13:21 31:11	<u>D</u>	delivered 10:3
62:6,9	58:17	45:15 58:20	D 69:19	delivering 14:21
consolidate	convening 12:15	61:14	D-a-l-e 24:21	demand 19:6
58:5	Convention 1:14	COVID-related	D-a-m-m-e-r	demanded 34:2
consolidation	5:4	46:4	56:9	demographic
25:21 33:7	convert 10:13	cramped 57:15	D-o-u-g 47:16	49:23
Constantino 3:3	42:24	create 36:18	daily 20:4 33:2	demolished 18:1
4:4 21:7 28:9	converted 9:3,5	43:24 48:18	Dale 2:8 24:19	demonstration
37:23 44:18	17:19	48:22	24:21,23	55:18
63:10,12,19	convinced	creates 52:7,17	Dammerman	denied 24:16
64:4,6,13,20	34:24	creating 42:12	2:18 56:7,8,8	dental 53:1,2,8
65:3,7,11,15	COO 13:3 14:19	creation 21:15	56:10	54:14
66:5,9,13,17	copies 5:15 7:7	Crisis 49:13,22	data 19:16 43:20	deny 55:24
66:22 67:5,11	core 15:3	50:2,6,9	45.20	department 3:4

				_
4:5 5:8 11:9	20:16 48:7	D r 2:9,10,11,13	4:23 5:6 8:4,6	electrophysio
14:12 43:4	director 17:1	17:19 28:5,7	8:17,23 9:14	38:11 40:1
63:5	28:15 49:13	28:12 32:5	9:23 10:19	embody 14:1
departments	53:22 56:11,19	37:21,23 38:7	11:12,21 12:1,6	embraced
61:5	Directors 11:5	44:17,18,20	12:14 14:10	35:16 58:3
depends 50:11	41:23 42:18	44:23,23	16:11 17:8,10	emergency 11:9
deprive 10:23	disappointment	67:24	19:8,10 20:4,7	11:12,16,18
describing	9:8,12	draw 19:24	20:11,21 25:5	14:12 15:23
55:10,13	discloses 6:13	drawn 8:2	25:15,20 26:4	29:1 46:19,20
deserves 31:19	discretion 11:6	Drive 1:16 5:5	26:10 27:23	49:21 50:4
design 9:23	discussion 25:8	62:24	28:23,24	54:12 60:24
57:18	27:15 42:23	driven 27:14,16	29:9,20 30:2	Emery 32:21
designated 18:4	disease 54:17	due 49:18	30:15 31:10	emphasize
39:5 45:5	display 18:6	duplicate 13:11	32:22 34:5,7	26:19
50:16 54:4	disrupting 18:23	29:15 38:20	34:10,20	employ 58:6
designation	distancing 6:22	51:1 56:2	35:19,20,21	employee 67:10
44:7	district 24:24	duplicated	36:5,23 37:13	67:17
designed 24:4	25:4 61:5	46:17 47:11	38:15,24	employees
43:5 57:11	Division 21:5	duplicating	40:17,21 41:14	20:8 48:8
58:1	divisive 8:7	54:2,20	42:15,16 44:13	57:17
desire 27:15	doctor 32:2	duplication	44:24 45:5	employer
Despite 32:19	41:16 42:5	21:14 31:15	47:7,19,22	60:22
33:10 57:13	44:21	39:1 45:11	48:1,17,23,24	employers 60:1
destined 44:9	doctor's 9:11	47:3 61:23	49:4,14,18	employing 36:2
details 55:9,19	doctors 30:13		50:11,22 51:17	encompass
deteriorating	30:23 50:14	E	52:2,3 53:4	33:4
59:9	documentation	E-r-i-c-a 16:22	53:10,13,23	encourage
determined	5:15 47:9 51:6	E-s-k-e-r 7:22	54:7,24 56:12	20:20 53:10
19:5	documented	Earlier 55:14	56:16,18,24	endeavored
develop 43:20	17:14 19:14,21	early 14:20	57:1,6 58:5,6	40:16
development	55:18	earn 31:6 40:24	58:8,15 59:13	engage 50:21
10:24 17:1	documents 18:3	earned 34:23	60:6,8,10,16	engaged 8:9
34:13,19 50:6	doing 52:11	42:10 44:7	60:19,23 61:7	engagement
developments	dollars 9:15	east 17:23	61:11 64:24	39:4
57:19	donated 60:14	economic 10:24	66:20 67:4	engrained 14:21
diabetes 54:17	donation 52:24	economy 36:1	Effingham's	enhances 33:8
diabetic 54:13	donations 54:15	58:10 59:7	60:1	enjoy 29:16
diagnostic 33:5	door 14:13	editorial 20:3	Effingham-ba	enjoyed 30:21
different 40:2	doors 14:15	education 30:4	18:11	54:8
52:13	57:9	effect 29:19	effort 27:10	enormous
difficulty 15:20	Doster 66:14,16	effective 29:22	55:7	45:13
dilapidated	doubt 48:10	efficiencies	efforts 9:13	ensure 6:5
17:18	Doug 2:14 47:14	36:18	either 28:18,21	26:16
DiPasquale	47:16,18	efficiency 33:9	elective 15:7	enter 43:15
64:14	downstate 37:3	52:17	46:3	entered 37:10
direct 28:20	downstream	Effingham 1:7,17	electrophysio	enthusiasm
directly 11:24	52:8	4:10,17,18,18	38:8	20:17
<u>'</u>		<u> </u>	1	

	-	-	•	-
entire 30:13	55:10	extent 21:19	finances 55:8	forth 69:10
33:21	excellence	24:9	financial 15:2	forum 8:15
entities 6:9	35:18 52:18	extraordinarily	19:21 24:10,13	forward 37:14
entity 6:16	excellent 32:18	12:23	25:11 28:21	49:2
entrepreneurial	37:17 43:23		36:6 45:13,17	found 14:23
9:24 48:14	exception 19:7	F	50:7	foundation 43:9
59:10	19:9 25:16	facilities 1:2 3:4	financially 24:8	61:16
environments	26:1	4:6,12,15 5:9	27:24 31:11	founder 60:1
29:23	exceptional	5:19 6:6,11	44:4	four 8:20
envisioned	29:6	12:5 17:12	find 13:5 31:18	fraction 39:17
50:14	excess 21:16	21:12,15 24:5	fire 61:5	fragile 61:15
epitome 43:9	34:14	25:19 34:3	firm 9:23	Franciscan 14:2
equipment 23:4	exclusive 30:14	48:11 62:21	first 7:12,17 12:13	53:21
23:5,8 24:5	33:10 39:20	63:3	17:14 18:21	frankly 39:11
30:15,22	exclusively	facility 22:20	25:7 28:24	free 28:20
40:19 45:22	45:2	25:14,20 26:5	30:11 31:20	49:24 53:5
57:5	Executive	26:10,22 27:5	39:14 51:18	54:12
ER 11:10 15:24	45:23 49:13	33:4,14 34:1	first-rate 36:8	friends 8:22
35:6	executives 36:4	35:2 36:3,22	firsthand 52:5	11:20
Erica 2:6 16:20	exist 49:18 50:9	37:6,16 43:16	fiscal 18:11	front 14:20
16:24	existence 50:10	51:19 60:9	five 33:23	full 22:22 23:14
Esker 2:4 7:19	existing 10:9	fact 27:6,6	floods 57:8	23:22 24:3
7:21,22,24	13:11 15:16,19	58:13	floor 10:9 18:5	full-time 38:13
33:15	17:9,24 21:11	fact-based 25:7	18:18,21 30:13	fuller 41:8 47:8
especially 31:13	22:12,20	43:21	63:6	fully 22:7 46:15
41:13 47:2	24:14 29:15	failed 55:15	floors 57:11	47:7 67:17
essential 13:14	31:15 40:6	failings 57:13	Florida 32:21	fundamentally
14:11 16:2 35:4	45:11 47:4 51:1	fair 47:7	focus 34:11 49:1	61:10
46:6,18,24	54:2 55:19,22	families 8:20	focuses 35:9	funds 46:8
60:23 62:2	56:2 58:6	15:11,24 16:1	Folks 61:13	furniture 48:9
establish 4:16	61:23	family 8:21,22	follow 22:1	further 16:16
4:21	exit 7:1 48:23	11:20 14:8	followed 45:22	68:8 69:9,12
established	expand 16:1	48:7 49:24	46:1	future 19:6 30:4
12:16	expansion 15:19	far 47:6 51:7	following 17:13	30:8
establishments	24:6 31:15	favor 5:24	food 54:15	
48:10	40:7	fax 63:7,8	foods 54:16	G
evaluate 36:5	expectation	Federal 46:8	foot 10:10 39:15	G-o-e-b-e-l 21:3
evaluation	23:6	federally 39:5	57:24	G-r-u-n-l-o-h
26:14	expedited 37:15	50:16 54:3	Force 29:3	51:14
Eventually 14:18	expenditure	federally-desi	forced 8:14	gains 30:2
Evergreen 4:23	11:13	14:24	form 5:23 6:1,2	gallon 54:18
evidence 27:1	expense 30:3	feet 4:22 60:11	29:17 49:16	gamble 24:9
exactly 37:9	expensive 23:5	fellow 43:14	54:11	game 29:24
exaggeration	30:14	fewer 50:20	format 12:16	general 28:13
50:8	expertise 59:4	filed 15:12 48:3	former 35:20	generated 20:5
exam 19:2 57:15	express 31:23	finally 21:24	forms 5:22	genuine 10:7
example 23:2	expressed 9:8	60:9	54:10	George 3:2 4:3
<u> </u>	l ·	<u> </u>	<u> </u>	

63:10	35:19 37:2	15:14 21:8	8:4,12,17 9:10	39:18,22 40:4
getting 31:20	44:8	28:10 38:5	11:8 12:20,24	40:5,8 48:2,4
give 7:9 51:5	grow 37:7	68:10,13 69:6	13:3,12,13,14	54:2 58:17,22
63:20	growth 18:12,13	69:8,9,10	13:15,24 14:3	58:24 60:17
given 4:16 6:23	36:11 48:14	hearings 6:7	14:4,11,15 15:1	68:1,5
13:20 45:13	49:2	heart 38:14	15:8 16:2 19:16	hundred 34:13
68:1	Grunloh 2:16	54:17	19:17 21:6	hundreds 20:5
giving 7:5,5	51:11,13,13,15	heartbreaking	26:4 28:16,19	33:2
35:17	51:16	15:9	28:22 29:5,11	Hunsaker 65:19
glad 58:19	guarantee	heavy 57:8	29:19 30:13	65:21
Global 44:5	57:18	held 5:7 62:23	30:23 31:15	hurts 48:7,8
go 7:17 59:2	guidance 45:23	Hello 64:17,18	33:11 35:7,11	HVAC 57:8
63:23	guidelines	65:21 67:16	38:15,16,21	
Goebel 2:7	45:22 49:23	help 37:10 50:1	39:5,6 40:15	<u> </u>
20:24 21:2,2		53:22 58:10	40:18,20 42:11	I-70 48:20
21:4	H	62:8	44:8 45:3,4,5	idea 63:16
going 11:13	hallmark 31:4	helped 46:8	45:11,15,21	ideal 57:16
63:13	handle 64:1	helps 37:8 40:4	46:6,10,12	IDPH 45:23
Gold 31:7 40:24	happy 10:7	hereinabove	47:4 48:3	ILCS 5:2
Golf 62:23	harm 12:3	69:9,10	49:19 50:17	Illinois 1:2,17 3:4
Goliath 11:2	harmed 45:16	Hi 21:4	50:20 51:1	3:4,5,24 4:5,6
good 4:2 7:23	harsh 13:20	high 9:21 11:22	54:3,4,22 55:1	4:11,15,17 5:2
9:14 11:22	61:14	11:22,23 14:2	55:8 56:3	5:6,8,9,19 6:5
12:13 16:9,24	healing 14:1	14:11 36:16	60:18,20,24	8:11 12:4 17:3
28:9 32:9	health 1:2,6 3:4	higher 23:8	61:9,14,24	17:8,11,15 18:8
38:2,4 40:16	3:4 4:5,6,9,11	higher-margin	62:1	18:15 19:17
41:21 47:18	4:15,19,20 5:8	39:2	Hospital's	21:5 31:6,12
49:12 51:15	5:9,19 6:5,8	highly 9:10 24:6	46:23	32:22 34:17
52:16,20	6:10,11,12,14,17	hip 19:13 31:8	hospitalist	37:3 38:13,15
53:20 56:10	6:20 8:1 11:23	41:1	44:24	40:24 41:24
59:20 63:15	11:24 12:4 13:1	hire 56:22 59:1	hospitals 13:22	43:4 45:9
67:16	13:18,24 14:2	historical 19:5	29:23 31:6,12	47:19 56:12
Governor 45:23	16:11 17:2,12	22:18	35:15 40:23	62:21,24 63:3
grade 35:11	21:6 29:10,15	history 13:6	44:6 45:14,16	63:4,6 69:5
gradually 46:12	29:22 30:5,8	43:18 52:11	hours 50:3	69:20
grandchildren	31:9 38:16	68:2	house 9:19 10:9	illness 42:5
14:9	41:23 42:4,8	hold 7:14	17:9	images 18:23
gratitude 60:13	43:5,13 51:19	Holiday 1:15 5:5	housed 25:19	imaging 19:11
greater 9:14	58:9 59:4	home 29:11	housing 25:16	immediate 14:8
40:17 41:13	60:19 61:16	hometown	HSHS 8:8 10:4	41:22 42:17
44:10 61:7	62:21 63:3,5	56:18	11:1 12:20	52:5
greatly 54:12	healthier 12:2	honor 12:19	15:21 19:15,17	immediately 7:2
Greenville 34:8	healthy 43:24	honors 16:16	21:10 26:5,10	impact 19:15
grew 60:7	hearing 1:9 3:2	hope 16:7,15	26:22 33:24	22:12,23 23:1
gross 4:22	4:1,8 5:1,2,7,10	21:10 31:17	34:2 35:6	25:9 26:17
group 30:10	6:18 8:8 10:17	47:1,8 55:23	36:9 37:4	27:12 44:10
33:21 35:12,12	10:20 12:15	hospital 6:11,11	39:4,10,11,14	52:6 58:10
	I	<u> </u>	<u> </u>	<u> </u>

impacts 13:21	7:11	intersection	48:7,16,19	laboratory 19:3
27:17 41:10	individual's 6:8	9:16	52:8,9 53:12	Lady 53:21
55:18 61:14	6:17	interstates 9:17	58:10 62:3	Lana 8:18
impair 24:10	individuals 5:23	interview 58:23	Joe 66:2	land 57:3 60:9
impairs 40:4	6:2,14 20:1	interviews 20:5	John 2:11,19	landscape
important 11:19	36:3	invest 33:13	37:21 38:2,7	48:22
14:4 22:2	inefficient 57:8	36:20 56:18	59:16,18,24	large 8:3 23:1
31:24 42:3	inevitable 55:2	invested 57:2	Joiner 65:16,18	30:16 42:19
50:21 52:23	inevitably 29:17	investing 27:22	joint 19:13 31:6	49:1 52:5
55:9 57:7	inexpensive	33:19	40:24 57:23	largely 49:18
61:10	40:9	investment	joy 15:4	50:11
importantly	influx 46:1	25:11,15 30:7	Joyce 3:20	larger 11:7 60:8
39:17	information 6:9	34:1 35:1		_
			69:4,19	largest 9:17
impression	6:14,17 11:2	48:12 57:1	Julie 2:7 20:24	37:2 60:1,22
48:22	15:13,14 16:6	58:4	21:2,4	Lastly 19:24
improvement	21:21 22:2,4	involve 8:11	justify 23:24	law 14:3
46:13	22:21,23	involved 13:4,18	26:20	Lawrence 3:20
improving 33:19	23:18 26:4	27:8 52:4	K	69:4,19
inability 44:2	31:21 34:17	60:3		lay 15:9
incentives 36:7	41:8,10 42:8	involvement	K-i-n-g-e-r-y	layoffs 31:13
inch 57:24	47:6 51:5	62:3	59:19	46:10 61:15
inches 5:17,17	55:6 62:9,19	involves 9:15	Kasdorf 66:23	lead 15:5 29:17
include 18:3	infuse 59:6	42:4	66:24	39:3
included 15:13	initial 21:23	issue 26:24	Kayla 66:6	leader 60:18
includes 25:5	injections 57:23	27:14 57:13	keep 58:10	leaders 20:11
38:10	Inn 1:15 5:5	issues 56:22	keeping 34:5	43:7
including 9:23	inpatient 45:2	57:9	Keller 1:14,16	leadership 14:19
11:14 34:3	inquiry 21:23		5:4,5	42:9
46:19 53:4	inside 9:22	J	kid 9:2	leaks 57:7
54:10,16	insist 47:8	J 7:21	Kids 53:4	Leapfrog 35:12
60:24 61:3	Institute 38:14	J-o-h-n 38:3	Kim 66:10	44:8
income 49:23	institutions	59:18	Kingery 2:19	learn 48:2
incomplete	32:20	J-u-l-i-e 21:2	59:17,18,18,24	leave 50:20
22:17,21 47:5	insurance 6:10	Jackson 67:6,8	60:2,4	led 31:2 61:14
51:6	37:11	67:8	knee 19:13 31:8	left 55:9
inconsistent	Integrated 31:1	Jane 65:22	41:1	legal 4:13 7:7
41:10 47:5	integrated 31.1	Janice 65:24	know 8:18 12:23	legislators 8:10
51:6	43:9	66:1	15:10 52:5,14	legislature 27:6
inconvenience	intended 24:13	Jeff 35:20	knowing 14:10	lengthy 63:23
10:23	intended 24:13	Jefferson 3:5	knowledge	Let's 41:11
incredible	intensive 40.21	63:5	59:4	letter 37:12
20:16	16:14 25:6	Jerry 2:4 7:19,21	known 4:8	letters 20:9,12
independent	27:14 61:20	7:24 14:7	Koberlein 64:7	22:9,14,15,17
28:17	interested	33:15,18	64:8	55:12
INDEX 2:1	69:13	job 29:18 39:3	Kristin 66:14	
		52:7 55:2		level 23:17 29:6
indication 37:13	international	jobs 13:15 36:23	L	Lexie 66:18
individual 6:15	34:21	 JUDS J. 13 JU.23		license 36:5

ALARIS LITIGATION SERVICES
Phone: 1.800.280.3376

www.alaris.us

Fax: 314.644.1334

69:20	location 36:17	matter 14:3	60:17	money 50:5
licensed 14:17	38:14	55:20	members 20:11	59:6
licenses 34:15	long 16:9 40:18	Mattoon 17:2	27:10,11 31:17	monitored 27:9
life 42:3 61:11	43:18 54:8	41:23	35:16 42:20	month 29:2
life-long 8:22	long-standing	mayor 35:20	43:14,20 48:8	54:18
lightly 13:8	39:20	meaning 28:17	57:14 [°] 58:21	moonlighting
likewise 55:15	long-term	means 14:5 15:2	Memorial 12:20	29:1
limits 8:23	36:22 43:20	44:1 45:1	28:22 39:5	Morgan 67:1
Lincoln 1:6 4:9	long-time 67:17	60:21 63:16	45:4 49:19	move 49:2 64:9
4:19,20 8:1,2	longer 45:12	meant 15:10	54:3 60:18	moves 60:7
8:6 15:22 17:2	look 18:7 37:14	34:6	mention 42:23	moving 58:11
17:6 18:8,10,14	looking 39:8	measure 30:16	55:15 64:24	MRI 18:16 57:10
19:22 20:9	lose 26:22	measures 35:13	mere 26:12	multidisciplin
25:18 27:21	loss 15:8 27:2	media 8:10	55:21	33:4
32:11 33:16	46:2 48:6	20:5,6,14,15	merely 24:4	multimillion-d
35:1,9,14 37:1	losses 29:18	medical 1:7 4:10	merit 11:12	39:9
37:5,6 41:22	39:3 46:10	4:16,18,21 12:6	merits 38:21	multiple 29:23
42:15,18,24	55:2	15:16 17:7,9,17	metro 34:3	Murphy 65:4,6
43:7,18 44:3,8	Louis 34:3	17:20,22,24	micro-hospital	
44:12 47:24	love 11:14 14:1	18:4 20:18,21	43:1	N
48:11 52:2,8		23:5 25:14	Mike 3:3 4:3	N-i-c-k 32:7
52:10,21 53:1	M	27:19 28:14	38:1 66:23,24	name 4:2 7:10
53:7,8,9 56:11	M-e-g-h-a-n	34:15,19 36:8	67:21	7:22 12:18
56:15,17,20	49:10	36:17 37:14	mile 39:10	21:4 24:22,23
57:1 58:4	machine 18:19	42:14,16,20	miles 33:3	28:12 32:15
59:2 65:1	26:2,8	42:24 44:13	milk 54:18	38:7 49:11,12
Lincoln's 33:18	machines 18:18	48:1 49:4	million 11:4	51:15 59:24
34:22 42:9	23:23 24:3	50:24 52:2	25:15 26:23	64:3
line 14:20 43:16	Mahtani 2:13	53:11,13 54:10	27:22 36:20	names 7:13
52:17 64:15	44:17,18,20	55:22 56:16	48:4 57:3	63:19,21,22
65:4 67:2	44:23,23	56:23 57:6,14	58:4	63:23
list 7:16 63:23	maintain 6:7,19	58:2 59:13	millions 9:15	nation 44:6
67:20	6:19,21 40:6	61:6	mind 14:10	national 34:20
Litigation 3:22	Major 29:3	medication	mindset 49:2	nationally 9:20
little 31:14	making 35:2	54:12	mine 43:20	35:12
live 8:20,22	43:10,19 46:9	medications	ministry 14:2	nationwide
11:15	MAKO 19:12	54:13	minutes 11:16	35:15
lobby 4:4 5:23	manage 56:20	medicine 37:10	14:12	nearly 15:24
lobbyists 8:9	manner 16:16	38:11	mislead 27:10	57:3
local 9:1 11:8,10	45:18	meeting 5:20	mission 13:23	necessary 19:11
34:23 35:3	March 45:20	6:23 62:23	14:4,5 16:17	31:13 39:22
36:1 48:8	margins 11:24	63:21	43:23	46:11 53:2
51:20,24 52:11	masks 6:22	meets 18:8,14,17	modernization	54:9
58:7 59:1	material 21:18	19:20	15:15 21:11	need 5:14 10:17
60:3 61:4	materials 5:16	Meghan 2:15	55:14,21 56:2	15:23 16:3
located 4:23	26:3 27:1	49:8,10,12	modifications	17:15,16 23:7
18:21	math 52:6	member 15:17	16:7	23:12,20 24:1
	I	l ————————————————————————————————————		<u> </u>

ALARIS LITIGATION SERVICES
Phone: 1.800.280.3376 Fax: 314.644.1334

www.alaris.us

27:7 36:12	54:3	20:21 27:19	oppose 6:1 9:11	owned 26:5
37:10,15,16	Noon 1:12 35:19	37:14 42:14,16	13:1 21:11,13,19	owner 11:11
44:12 48:10	North 1:16 5:5	42:24 44:13	29:13 53:24	47:22 51:24
49:24 53:5,11	note 26:21	48:1 49:5	opposed 68:2	owns 8:4
55:18 59:13	noted 27:13	50:24 52:3	opposing 13:4,6	
needed 31:10	57:21	53:11 55:22	opposition	P
33:13 36:13	notes 69:7	56:16	12:21 13:9	P 44:5
39:18 58:16	notice 4:13,15	officer 3:2 14:18	26:20 38:18	p.m 4:1 5:4,4
needs 29:10	7:7	officially 45:4	45:8 59:22	68:13
31:19 36:9	notoriety 34:21	officials 45:10	68:4	Page 2:3
54:14 56:22	number 63:8	offset 46:3	oral 6:13 7:5	pain 53:5
60:19	numbers 24:7	Okay 38:1 62:17	order 6:24 7:13	pandemic 13:21
negative 29:19	46:14	64:4,20 67:23	orders 45:23	31:11 45:15,20
negatively 19:15	numerous 34:2	68:7	46:1	47:2 58:14,18
neglect 49:21	nurse 14:17	old 3:23 24:5	organization	pantry 54:18
negotiate 33:24	nurse's 14:16	36:11 44:3	37:2 43:12,17	pantry's 54:15
net 29:19	Nursery 49:14	omitted 15:13	44:4 48:5	paper 5:16
Network 31:1	49:22 50:2,6	22:2	54:7 57:2 59:1	papers 34:14
never 11:13 13:4	50:9	one-fifth 39:15	organizations	parents 8:19
36:6 42:23	nursing 14:18	ongoing 13:21	49:18 50:11	11:15
43:5 46:2,3	nutrition 54:13	45:14	55:1 60:15	park 61:4
61:1,16 68:1		online 2:20	61:7	part 8:7 48:15
new 9:15 10:5	0	37:24 44:19	originally 12:22	57:21
10:13 15:19	O'Fallon 34:8	63:13,14 64:7	56:1	participated
18:2 22:4	object 10:5	64:10,14,21	orthopedic	57:17
23:17 25:20	objection 48:3	65:8,12,16,20	9:20 18:19,24	particularly
27:5,22 33:13	objectives 15:18	66:3,6,10,14	32:11,16,23	13:20 42:3
35:2 36:22	objects 50:23	66:19,23 67:6	34:4 35:6	52:23
37:16 39:9,14	obstetrics	67:12,15	37:2	parties 5:11
40:3,7,11,11	46:20	open 5:10	orthopedics	69:13
42:24 43:15	obtain 23:11	49:24 58:15	33:17	partner 33:22
43:16 50:14	occupancy 18:1	operate 19:18	Ourth 66:2,4	34:24 40:16
52:9 55:15,16	occupation	23:3,8,13,16	outcome 10:17	43:17 52:22
57:3,17 61:18	30:5	23:21 24:3	10:20 41:12	partners 16:9
newest 32:23	occupy 6:23	operates 50:17	69:13	35:5
newly 47:23	occurring 27:4	operating 58:15	outdated 11:6	partnership
News 20:4	offer 10:19	operation 23:17	17:9	16:16 33:24
newspaper	offered 59:2	operational	outpatient 39:2	34:11
55:11	68:3	45:13 50:7	46:16 50:16	patents 34:14
Nick 2:10 32:5,7	offering 58:12	operations 27:4	outside 8:24	patient 14:21
32:9	offers 32:19	55:8 56:21	34:7 57:10	19:2 23:3,10
nine 13:2	office 1:7 4:10,16	opinion 31:23	60:10	23:12,20 24:1
non-collabora	4:18,21 9:12	opponent 49:15	over-expansion	25:11 27:24
40:13	11:6,7 12:6	opportunity 5:11	21:15	34:12 46:4,13
non-emergen	15:16 17:7,9,17	20:19 21:9	overall 25:10	54:21 61:24
45:24	17:20,22 18:1	31:23 49:3	oversized 40:10	patient's 33:9
non-profit 14:3	18:5,10 20:18	62:13	61:19	patients 10:19
			<u> </u>	<u> </u>

ALARIS LITIGATION SERVICES
Phone: 1.800.280.3376 Fax: 314.644.1334

www.alaris.us

10:23 13:13	physician 22:9	power 32:18	58:22	project 1:5 4:8,9
18:22 22:10,19	28:17 30:10	practical 14:17	press 20:2	4:17,24 5:13,14
24:8 25:22	31:1 45:2	practice 28:14	55:14,14	5:24 6:2 9:13
26:8 32:19,23	physicians 30:5	31:2 32:16,20	prestigious	9:14 11:18 12:6
32:24 33:2,6	30:7,15,21	32:22 33:13	32:20	12:21 13:4,10
33:20 35:10	40:19,21	34:18 38:10	pretty 52:7	16:8 17:13,15
36:1,19 37:18	piece 14:10	58:6	68:4	18:3,9,16,17
38:12 39:23	place 5:1 11:8	practices 18:11	prevention	18:20 19:20
41:3,13 46:2	69:9,9	36:17 42:21	49:20	20:2,3,4,6,8
50:14 57:17	placed 18:18	practicing 29:8	previous 13:3	20:13,15,21
58:3	35:14	Prairie 38:8,9,14	pricey 40:10	21:17,22 22:11
pay 37:9 44:2	plan 10:9	38:23 39:21	pride 9:24	22:23,24 24:4
61:1,3	planning 4:15	pre-COVID	primarily 19:12	24:15 26:17
pays 24:9	5:9 17:1 19:8	46:14	printed 5:16	26:23 27:17
people 6:1 11:14	19:10 23:18	precedence	Printing 60:2,4	29:13,17 38:19
14:1 15:22	plans 6:12 18:5	25:9	privacy 6:7	39:16 41:8,11
41:13 48:6	42:13	precious 61:11	privileges	45:8 46:22
52:10 54:16	Plaza 3:23	predicated 41:6	30:22 40:18	48:4,17,18
58:12,16 59:3	please 5:21 7:6	predictable	pro-Effingham	49:15 50:19
60:20 63:12	7:9,14,20	27:17	51:21	52:13 53:12
63:24	12:23 37:12	predominantly	problem 51:3	54:1,22 55:6
percent 8:4	41:11 61:22,24	54:11	procedural	55:10,12,13,23
18:12,13 19:19	62:3 64:2	preface 51:18	57:21	56:24 57:7
23:4,16 26:12	pleased 52:1	prefer 63:7	procedure 19:3	59:22 62:4
35:3,14 44:6	Pluard 64:15,17	prepared 7:3	procedures	62:20 65:1
46:15	64:19	32:10 45:21	15:7 19:3	66:15,21 67:4
percentage	point 8:5 10:12	46:1	22:19 24:2	67:10,18 68:5
26:12	13:5	prescription	43:4 46:3,16	projected 19:6
perception	police 61:5	54:11	process 12:16	projections
29:5	policies 24:13	present 5:11	48:18	43:20
performed	Poor's 19:23	20:19 55:23	processes 27:7	projects 13:16
22:19 26:10	poorly 57:11	64:7,11,16,22	produced 31:12	18:12 52:5
57:20	population 30:2	presentation	product 34:19	propose 4:21
performing	Portability 6:10	7:4,8,12	products 34:15	proposed 4:8
10:15	positioned	presented 7:15	52:18	5:14 13:10
performs 26:6	57:10	35:18	professional	15:18 16:9
permit 21:20	positions 59:3	presenter 7:18	39:20 69:20	22:10 27:19
22:3	positive 48:14	presenters 7:17	Profile 19:17	39:12,16 45:8
Perpetual	possibility 11:17	presently 13:11	profoundly	47:24 52:1
53:22	55:3	16:8 61:23	45:16	59:23 61:18
personal 14:7,14	possible 7:6	preservation	program 52:23	proposes 40:7
45:21	51:4 52:12	61:12	programming	40:10
personally 13:3	62:6	preserve 24:13	16:5	protect 6:7
Peter 2:10 17:19	post-operative	president 7:24	programs 16:4	protected 6:13
32:5,10,15	46:20	12:19 21:5	53:7	6:17
petition 20:8	potential 25:8	33:16 38:8	prohibitive	protection 6:20
petitions 20:14	26:17	41:22 51:16	10:12	49:20
	1		<u> </u>	'

protective	putting 11:18	receipt 4:16	5:22	55:21 57:7
45:22		receive 18:23	regulations	61:19
protocols 6:20	Q	received 20:17	21:17,18 24:12	replacing 9:7
proud 48:15	quality 9:21	30:16 36:6	24:16 62:7	report 11:3 19:17
67:9	11:22,23 14:2	recipient 35:10	rehabilitation	reported 3:19
proudly 29:2	14:11 31:2 33:8	recognitions	19:4	69:6
provide 5:24	33:17,20 34:1	35:13	reinvest 11:24	reporter 7:9
6:1 10:8 15:1	35:4,9,13	recognized	37:8	69:1,19,20
17:10 22:13	36:16,23 37:17	9:20 35:12	reinvestment	represent 4:6
32:18 34:4	44:6	record 4:13 13:5	34:22 35:3	representation
37:6,17 38:5	question 50:12	62:19	related 20:15	25:4
43:23 49:20	67:23	recruited 30:23	69:12	representatio
58:20 59:8	questions 7:14	40:20	release 20:2	22:6
62:15	10:6,7 12:17	redirect 13:12	released 11:2	represented
provided 19:8	63:9 68:8,10	61:24	releases 55:14	16:10 39:2
19:10 22:4,24	quickly 58:17	redirecting	relevant 5:12,14	represents
25:2,17 26:11	quite 39:11	54:20	rely 50:22	25:14 48:13
27:20 31:23	43:22	redirection	remain 46:14	request 17:11
40:18 41:9		50:15	remained 58:15	21:8
47:6 50:2,5	R	reduced 39:4	remaining 7:12	requested 8:8
58:16	R-e-w-e-r-s	54:13	remains 42:8	15:14 18:20
provider 30:3	49:11	redundancy	50:6	required 10:9
providers 6:11	R-i-g-h-t-e-r	10:6,14	remark 51:21	17:15 22:13,16
16:10,13,14	24:22	redundant	remarks 17:4	33:3 40:9
22:12 24:14	R-u-b-e-n 28:7	58:13	32:10,13 38:18	61:16
29:24 33:21	R-u-t-h-e-r-f-o	reference 40:3	42:1 47:20	requirement
55:19	12:12	referenced 26:1	51:18,20,22	22:9
provides 37:3	radio 58:23 rains 57:9	referral 22:9,14	56:13	requirements
53:2 60:23	raise 55:22	22:15,17	remember 9:1	4:14
providing 7:2	range 13:15 61:6	referred 22:20	remind 62:17	requires 24:7
16:11 21:9 22:9	ranked 44:5	refiles 54:1	remote 11:17	62:2
35:4 36:7,23	rare 12:24	reflects 9:24	removals 57:23	requiring 60:7
57:15	rating 19:23	regarding 10:14	rented 60:5	research 34:12
public 1:9 3:4	44:4	26:16 38:6	reopened 58:18	34:19 36:3
4:5,8 5:1,7,8	Ratings 44:5	55:6	repeatedly	reservation
5:10 6:6 8:3,8	Raymond 67:12	regardless	21:12	43:8
8:15 21:8	67:13	10:16,20 15:2	replace 17:8	resident 47:23
26:16 38:5	reached 8:10	37:9	20:17	64:24 66:21
39:7 43:4	read 4:13	region 25:10	replaced 36:10	67:3,9
55:10 63:1,5	reading 32:10	27:18 44:9	replacement	residents 8:6
68:10	real 9:18 55:2	53:4 54:7	9:11 11:6 15:16	20:7 58:7,8
publicly 9:8 11:2	realized 33:24	regional 51:20	17:22 19:13	resolution 16:15
published 34:13	really 8:16,16	register 6:3	25:13 27:5	resonate 15:4
purpose 10:22	10:18 31:22	Registered	29:14 31:8	resource 31:3
purposes 25:16	reasonable 11:9	69:20	38:20 41:1	resources 46:7
pursuant 5:1,8	reasons 17:13	registers 7:14	42:13,19 47:11	50:20 60:15
put 54:22		registration	48:13 50:24	62:2

ALARIS LITIGATION SERVICES
Phone: 1.800.280.3376 Fax: 314.644.1334

www.alaris.us

respect 15:3 22:16 59:6 64:6 7:4 59:6 64:6 7:4 59:6 64:6 59:22 22:1,7 respected 65:8,19,22 20:10 66:2,18 67:1 4:22 29:32,24 31:9 52:20,22 21:7 respectfully right-size 62:4 right-sized 29:13 45:7 47:10 58:24 right-sized 29:13 45:7 47:10 58:24 right-sized 29:13 45:7 46:19 Right-sized 29:13 46:19 responds 1:4 24:20,21,22 39:7 responding rink 9:1 17:19 risk 11:8,18 response 15:6 54:23 Sco-b-e-r-s-c-will 29:13 55:16 5:16 5:10 5:10 5:10 5:10 5:10 5:10 5:10 5:10					
22:16 respected 59:6 64:6 doi:10.2010 rural 13:21 29:7 scanner 23:15 abrives 41:3 61:2 service 5:20 20:20:21.43 19:9 abrives 5:20 fol:18 4:5 abrives 5:20 fol:18 6:2 abrives 5:2	respect 15:3	9:16 41:12	21:22 22:1.7	scan 19:19 26:2	60:16
20:10	•				
20:10	respected	65:8,19,22	29:22,24 31:9	scanner 23:15	service 5:20
respectfully 38:18 respectfully right-sized 22:4 right-sized 75:124 right-sized 75:18 62:20 39:3 43:16 Scheduled 5:3 5:18 62:20 39:2 47:12 Scheduled 5:3 5:16 62:13 Scheduled 5:3 5:16 62:11 Scheduled 5:3 5:16 62:11	1		35:11 41:3 44:7		10:18 14:5
respectfully right-sized clift 50:20 61:16 scheduled 5:3 32:3 35:7 17:11 28:1 48:71/10 58:24 right-sized Rutherford 2:5 5:18 62:20 39:3 43:16 53:24 right-sizing Rutherford 2:5 5:18 62:20 39:3 43:16 76:19 48:5 48:5 48:5 58:23 38:3,7 32:2 4:7,12 32:2 4:7,12 38:23 48:2 48:7 48:9 48:9 48:9 54:23 5c-c-b-t-e-r-s-c 38:3 55:2 5c-c-b-t-41:19 5c-c-b-t-e-r-s-c 38:3 55:2 16:23 17:10.12 16:23 38:14:10 16:23 38:34 41:19 16:23 36:13 17/40:24 25:17/9.21 23:19 24:18 28:4,10 25:17/9.21 25:16 63:24 25:17/9.21 25:17/9.21 25:17/9.21 33:3 57.7 33:2 52:16 36:3 17/9.21 25:17/9.21 25:17/9.21 25:17/9.21 25:17/9.21 25:17/9.21 26:23 27:2 28:18 14:10 25:17/9.21 26:23 27:2 28:16 19 25:17/9.21 25:17 27:21 25:13 56:5 36:52 17/9.21 25:17 27:21 25:13 56:5 <td>respectful 38:18</td> <td>•</td> <td>45:16 50:13</td> <td>scans 26:7,9,13</td> <td>16:17 29:4,18</td>	respectful 38:18	•	45:16 50:13	scans 26:7,9,13	16:17 29:4,18
17:11 28.1 right-sized 47:10 58:24 47:10 58:24 47:10 58:24 47:10 58:24 47:10 58:24 12:10,11,12,18 33:37 33:22 47:12 33:37 33:23 44:5 50xolos 61:4 50xol	1	right-size 62:4	50:20 61:16	· · ·	32:3 35:7
Tespiratory 48:5 58:23 37:22,23 38:2 38:7 33:22 47:712 38:7 39:7 39:7 7esponding 45:19 7esponse 15:6 7esponse 22:5 7estaurants 48:9 12:8 16:19 7esult 26:9,23 41:6 24:18,23 42:10 47:10 47:3 47:10 47:		•	Rutherford 2:5	5:18 62:20	39:3 43:16
Tespiratory 48:5 58:23 37:22,23 38:2 38:7 33:22 47:712 38:7 39:7 39:7 7esponding 45:19 7esponse 15:6 7esponse 22:5 7estaurants 48:9 12:8 16:19 7esult 26:9,23 41:6 24:18,23 42:10 47:10 47:3 47:10 47:	29:13 45:7	47:10 58:24	12:10,11,12,18	Scherschel 2:11	55:1 61:6
respiratory 48:5 58:23 38:3,7 3:22 4:7,12 6:6 10:6,9,15 5 6:6 10:6,9,15 5 6:6 10:6,9,15 5 6:6 10:6,9,15 5 6:6 10:6,9,15 11:12,18 12;15 11:12,18 12;15 11:12,18 12;15 11:12,18 12;15 11:12,18 12;15 11:12,18 12;15 11:12,18 12;15 11:12,18 12;15 11:12,18 12;15 11:12,18 12;15 11:12,18 12;15 11		right-sizing		37:22,23 38:2	services 1:2 3:4
46:19 Righter 2:8 24:20,21,22 24:23 School 53:5 53:23 44:5 school 53:5 schools 61:4 scope 15:20 6:6 10:6,9,15 11:12,18 12:5 schools 61:4 11:12,18 12:5 schools 61:4 13:21,5 14:11 responding 45:19 responses 15:6 responses 22:5 restaurants 48:9 78.14:17 Roate 3:2 4:2,3 12:8 16:19 20:23 21:7 44:6 Scho-I-t-41:19 5-c-I-t-	respiratory		58:23	38:3,7	3:22 4:7,12
respond 8:14		Righter 2:8		school 53:5	6:6 10:6,9,15
39:7 24:23 \$3:23 44:5 \$c-ch-er-sc 21:21 41:10 15:2,19,23 15:2,19,23 15:2,19,23 15:2,19,23 15:2,19,23 16:2,3 17:10,12 15:2,19,23 16:2,3 17:10,12 15:2,19,23 16:2,3 17:10,12 19:19 2:1:14	respond 8:14			schools 61:4	11:12,18 12:5
responding 45:19 risk 1:18,18 responses 15:6 responses 22:5 RN 14:17 St-to-l-l-a-r-d 41:19 Scott 2:12 41:17 lb:19 19:19 2:114 result 26:9,23		24:23	S 3:23 44:5	scope 15:20	
45:19 risk 11:8,18 38:3 51:2 16:2,3 17:10,12 responses 15:6 54:23 S-c-0-t-t 41:19 Scott 2:12 41:17 18:16 19:4,7,9 responses 22:5 RN 14:17 Roate 3:2 4:2,3 41:62:23 Safeguarding 41:19,21 19:19 21:14 result 26:9,23 42:18 28:4,10 24:18 28:4,10 45:10 47:3 25:9 63:6 27:20 28:16 retail 48:10 38:1 41:16 38:1 41:16 5arety 35:10,13 42:20 7:24 8:2 33:2,21 revenue 13:13 49:7 51:10 42:0 7:24 8:2 5eed 50:5 33:5,7,8 36:18 revenue 13:13 49:7 51:10 17:6 18:8,9,14 68:9 39:2,20 40:1 46:16,18 50:19 59:15 62:11 19:22 20:9 56:21 72:21 5eek 23:11 45:24 46:6,18 revenues 14:4 68:7 7 robotic 19:12 35:14 36:7,19 78:13 55:4 55:15 55:15 55:15 55:15 55:17 27:21 59:15 52:3 55:16,17 56:3 review 1:2 3:4 Rodeo 62:24 70:16 31:16 42:2 35:19 70:22 35:19 55:16 56:11 55:15 55:15 55:15 55:15 55:17 57:15 55:16,56 57:15,56 33:13,15,68 36:19	responding	rink 9:1 17:19	S-c-h-e-r-s-c	-	15:2,19,23
responses 22:5 RN 14:17 Roate 3:2 4:2,3 48:9 12:8 16:19		risk 11:8,18	38:3	51:2	16:2,3 17:10,12
responses 22:5 restaurants 48:9 12:8 16:19 result 26:9,23 20:23 21:7 45:10 47:3 46:10 47:13 46:10 47:13 46:10 47:13 46:10 47:13 46:16 4:9,19 63:24 58:ed 50:5 39:2,20 40:1 58:ed 50:5 39:2,20 40:1 58:ed 50:5 39:2,20 40:1 58:ed 50:5 40:10 40:6,8,11 46:10,18 50:19 54:21 62:1 64:5 67:21,23 7:20 7:20 7:20 8:16 68:9 46:2,13 46:16,18 50:19 54:21 62:1 66:5 67:21,23 7:20 13:5 66:5 7:20 28:10 40:24 47:5,11 56:24 47:5,11 56:24 46:6,18 46:10,18 50:19 54:21 62:1 66:5 67:21,23 7:20 14:20 42:21 51:2 52:2 52:3 46:24 47:5,11 52:19 53:1 47:12 19:5 70botic 19:12 70boti	response 15:6	54:23	S-c-o-t-t 41:19	Scott 2:12 41:17	18:16 19:4,7,9
48:9 12:8 16:19 safeguarding second 18:18 25:17,19,21,23 result 26:9,23 20:23 21:7 45:10 47:3 second 18:18 25:17,19,21,23 41:6 24:18 28:4,10 45:10 47:3 second 18:18 25:17,19,21,23 results 27:3 32:2 37:20 44:7 33:2 52:16 33:5,7,8 36:18 retail 48:10 38:1 41:16 Sarah 1:6 4:9,19 42:20 7:24 8:2 seed 50:5 33:5,7,8 36:18 revenue 13:33 49:7 51:10 36:6 15:22 17:2 33:2 52:16 33:5,7,8 36:18 26:23 27:2 53:15 56:5 17:6 18:8,9,14 68:9 42:21 45:12 seek 25:17 27:15 39:2,20 40:1 26:23 27:2 53:15 56:5 17:6 18:8,9,14 68:9 42:21 45:12 seek 23:11 45:24 46:6,18 45:24 46:6,18 46:24 47:5,11 58:21 45:12 seek 23:11 45:24 46:6,18 46:24 47:5,11 52:23 46:24 47:5,11 52:23 52:4 46:6,18 47:23 50:4 48:7 53:8 54:2,20 53:8 54:2,20 53:8 54:2,20 53:8 54:2,20 42:14,24 42:14,24 42:14,24:24 42:14,24:24 42:14,24:24		RN 14:17	S-t-o-l-l-a-r-d	41:19,21	19:19 21:14
48:9 12:8 16:19 safeguarding 45:10 47:3 afte 16:10 47:3 afte 16:10 47:3 afte 17:20 afte 18:16 are sults 27:3 asefty 35:10,13 afte 18:10 ase 25:7 27:15 asefty 35:10,13 asefty 35:10,1	<u>.</u>	Roate 3:2 4:2,3		Seal 31:7 40:24	22:10,16 24:6
41:6 24:18 28:4,10 results 27:3 32:2 37:20	48:9	12:8 16:19		second 18:18	25:17,19,21,23
results 27:3 32:2 37:20 44:7 33:2 52:16 33:5,7,8 36:18 retail 48:10 38:1 41:16 5arah 1:6 4:9,19 4:20 7:24 8:2 seed 50:5 39:2,20 40:1 5eeing 62:14 40:6,8,11 68:9 42:21 45:12 53:15 56:5 17:6 18:8,9,14 68:9 42:21 45:12 54:21 62:1 64:5 67:21,23 66:16,18 50:19 70 folic 19:12 70 fo	result 26:9,23	20:23 21:7		25:9 63:6	27:20 28:16
retail 48:10 reveal 13:24 revenue 13:13	41:6	24:18 28:4,10	_	see 25:7 27:15	29:16 31:16
reveal 13:24 revenue 13:13	results 27:3	32:2 37:20	· ·	33:2 52:16	33:5,7,8 36:18
revenue 13:13	retail 48:10	38:1 41:16	· ·	63:24	37:3 38:21
26:23 27:2 53:15 56:5 17:6 18:8,9,14 68:9 42:21 45:12 34:9 46:2,13 59:15 62:11 19:22 20:9 5eek 23:11 45:24 46:6,18 46:16,18 50:19 63:11,15 64:2 25:17 27:21 25:23 46:24 47:5,11 54:21 62:1 64:5 67:21,23 32:11 33:15,18 5eeks 15:2 5eek 23:11 45:24 46:6,18 34:22 35:1,9 54:21 62:1 70botic 19:12 35:14 36:7,19 48:7 53:8 54:2,20 70botic 19:12 70	reveal 13:24	44:15,21 47:13		seed 50:5	39:2,20 40:1
34:9 46:2,13 59:15 62:11 19:22 20:9 seek 23:11 45:24 46:6,18 46:16,18 50:19 63:11,15 64:2 25:17 27:21 25:23 46:24 47:5,11 54:21 62:1 64:5 67:21,23 32:11 33:15,18 seek 15:2 49:23 50:4 revenues 14:4 68:7 34:22 35:1,9 seen 27:9 46:12 51:1 52:19 53:1 15:8 robotic 19:12 35:14 36:7,19 48:7 53:8 54:2,20 review 1:2 3:4 Rodeo 62:24 37:1,5,6 39:11 48:7 53:8 54:2,20 4:7,12 5:20 roles 14:19 41:22 42:9,15 24:19,21,24 58:5,13 60:24 6:6 12:5,14 roll 63:17 42:18,23 43:7 25:3 61:3,6,18,24 47:12 19:5 roof 25:22 43:18 44:3,8 44:12 47:24 60:13 serving 12:19 22:7 24:12 57:7 48:11 52:1,8,10 sent 63:2 28:14 29:2 26:24 31:18 11:16 29:1 53:9 56:11,15 5:3,19 62:22 set 7:16 11:5 49:8,10,11,13 Rotary 35:19 80:11,15 10:22 15:11,23 seven 13:2 14:9 49:8,10,11,13 Rotary 35:19 88uration 16:15 30:9 share 6:17 34:17 Shee	revenue 13:13	49:7 51:10		Seeing 62:14	40:6,8,11
46:16,18 50:19 63:11,15 64:2 25:17 27:21 32:11 33:15,18 32:11 33:15,18 32:11 33:15,18 34:22 35:1,9 34:22 35:1,9 34:22 35:1,9 34:22 35:1,9 35:14 36:7,19 35:14 36:14 36:13 36:14 36:13 36:14 36:13 36:14 36:14 36:14 36:14 36:14 36:14 36:14 36:14 36:14 36:14 36:14 36:14 36:14 36:14 3	26:23 27:2	53:15 56:5		68:9	42:21 45:12
54:21 62:1 64:5 67:21,23 32:11 33:15,18 seeks 15:2 49:23 50:4 revenues 14:4 68:7 34:22 35:1,9 seen 27:9 46:12 51:1 52:19 53:1 review 1:2 3:4 Rodeo 62:24 37:1,5,6 39:11 48:7 53:8 54:2,20 review 1:2 3:4 Rodeo 62:24 41:22 42:9,15 Senator 2:8 55:16,17 56:3 4:7,12 5:20 rolls 14:19 41:22 42:9,15 Senator 2:8 55:16,17 56:3 66:12:5,14 roll 63:17 42:18,23 43:7 25:3 61:3,6,18,24 17:12 19:5 roof 25:22 43:18 44:3,8 sense 31:14 62:3,22 63:4 20:16 21:16 27:21 33:5 44:12 47:24 60:13 serving 12:19 22:7 24:12 57:7 48:11 52:1,8,10 sent 63:2 28:14 29:2 26:24 31:18 11:16 29:1 53:9 56:11,15 5:3,19 62:22 52:14 29:2 49:8,10,11,13 Rotary 35:19 86:17,9,17 10:22 15:11,23 sever 13:2 14:9 49:8,10,11,13 Rotary 35:19 8aturation 16:15 30:9 share 6:17 34:17 80:12 8bl 18:12 33:22 </td <td>34:9 46:2,13</td> <td>59:15 62:11</td> <td></td> <td>seek 23:11</td> <td>45:24 46:6,18</td>	34:9 46:2,13	59:15 62:11		seek 23:11	45:24 46:6,18
revenues 14:4	46:16,18 50:19	63:11,15 64:2		25:23	46:24 47:5,11
15:8 robotic 19:12 35:14 36:7,19 48:7 53:8 54:2,20 review 1:2 3:4 Rodeo 62:24 37:1,5,6 39:11 48:7 53:8 54:2,20 4:7,12 5:20 roles 14:19 41:22 42:9,15 24:19,21,24 58:5,13 60:24 6:6 12:5,14 roll 63:17 42:18,23 43:7 25:3 61:3,6,18,24 17:12 19:5 roof 25:22 43:18 44:3,8 sense 31:14 62:3,22 63:4 20:16 21:16 27:21 33:5 44:12 47:24 60:13 serving 12:19 22:7 24:12 57:7 52:21 53:1,7,8 sent 63:2 28:14 29:2 26:24 31:18 11:16 29:1 53:9 56:11,15 5:3,19 62:22 set 7:16 11:5 45:6 47:1,8 11:16 29:1 55:39 56:11,15 5:3,19 62:22 seven 13:2 14:9 55:24 59:21 46:19 60:24 56:17,19 57:1 63:1 seven 13:2 14:9 62:7,22 63:4 57:15,22 65:1 67:9,17 serve 9:21 seven 13:2 14:9 49:8,10,11,13 Rotary 35:19 52:15 35:5 43:21 Sheehan 65:12 66:12 Ruben 2:9 28:5 5BL 18:12 33:	54:21 62:1	64:5 67:21,23		seeks 15:2	49:23 50:4
review 1:2 3:4	revenues 14:4	68:7	· ·	seen 27:9 46:12	51:1 52:19 53:1
4:7,12 5:20 roles 14:19 41:22 42:9,15 24:19,21,24 58:5,13 60:24 6:6 12:5,14 roll 63:17 42:18,23 43:7 25:3 61:3,6,18,24 17:12 19:5 roof 25:22 43:18 44:3,8 sense 31:14 62:3,22 63:4 20:16 21:16 27:21 33:5 44:12 47:24 60:13 serving 12:19 22:7 24:12 57:7 48:11 52:1,8,10 sent 63:2 28:14 29:2 26:24 31:18 11:16 29:1 53:9 56:11,15 5:3,19 62:22 set 7:16 11:5 45:6 47:1,8 46:19 60:24 56:17,19 57:1 58:3 59:2 69:9,10 55:24 59:21 57:15,22 65:1 67:9,17 serve 9:21 seven 13:2 14:9 Rewers 2:15 57:15,22 65:1 67:9,17 10:22 15:11,23 severely 24:10 49:8,10,11,13 Rotary 35:19 52:15 35:5 43:21 Sheehan 65:12 66:12 Ruben 2:9 28:5 SBL 18:12 33:22 44:24 49:13 56:14 Ries 65:22 28:12 43:22 58:14 53:22 58:19 5helby 67:6,8	15:8	robotic 19:12	,	48:7	53:8 54:2,20
6:6 12:5,14 roll 63:17 42:18,23 43:7 25:3 61:3,6,18,24 17:12 19:5 roof 25:22 43:18 44:3,8 sense 31:14 62:3,22 63:4 20:16 21:16 27:21 33:5 44:12 47:24 60:13 serving 12:19 22:7 24:12 57:7 48:11 52:1,8,10 sent 63:2 28:14 29:2 26:24 31:18 room 6:23 7:1 53:9 56:11,15 5:3,19 62:22 set 7:16 11:5 46:19 60:24 56:17,19 57:1 53:1 59:2 63:1 serve 9:21 62:7,22 63:4 rooms 19:2,3 57:15,22 65:1 67:9,17 serve 9:21 seven 13:2 14:9 49:8,10,11,13 Rotary 35:19 RRR 3:21 52:15 35:5 43:21 Sheehan 65:12 66:12 Ruben 2:9 28:5 SBL 18:12 33:22 44:24 49:13 53:22 58:19 Shelby 67:6,8	review 1:2 3:4	Rodeo 62:24		Senator 2:8	55:16,17 56:3
17:12 19:5 roof 25:22 43:18 44:3,8 sense 31:14 62:3,22 63:4 20:16 21:16 27:21 33:5 44:12 47:24 60:13 serving 12:19 22:7 24:12 57:7 48:11 52:1,8,10 sent 63:2 28:14 29:2 26:24 31:18 room 6:23 7:1 53:9 56:11,15 5:3,19 62:22 set 7:16 11:5 45:6 47:1,8 11:16 29:1 53:9 56:11,15 5:3,19 62:22 set 7:16 11:5 55:24 59:21 46:19 60:24 56:17,19 57:1 63:1 serve 9:21 seven 13:2 14:9 62:3,22 63:4 52:15 59:11,15 5:3,19 62:22 set 7:16 11:5 69:9,10 8ewers 2:15 57:15,22 65:1 67:9,17 10:22 15:11,23 sever 13:2 14:9 49:8,10,11,13 Rotary 35:19 8aturation 16:15 30:9 share 6:17 34:17 8hodes 66:10 RPR 3:21 SBL 18:12 33:22 44:24 49:13 55:14 8heehan 65:12 65:14 53:22 58:19 5helby 67:6,8	4:7,12 5:20	roles 14:19	· ·	24:19,21,24	58:5,13 60:24
20:16 21:16 27:21 33:5 44:12 47:24 60:13 serving 12:19 22:7 24:12 57:7 48:11 52:1,8,10 sent 63:2 28:14 29:2 26:24 31:18 room 6:23 7:1 52:21 53:1,7,8 5eptember 1:11 38:12 40:17 45:6 47:1,8 11:16 29:1 53:9 56:11,15 5:3,19 62:22 set 7:16 11:5 55:24 59:21 46:19 60:24 56:17,19 57:1 63:1 seven 13:2 14:9 62:7,22 63:4 rooms 19:2,3 57:15,22 serve 9:21 seven 13:2 14:9 Rewers 2:15 57:15,22 65:1 67:9,17 sever ey:21 severely 24:10 49:8,10,11,13 Rotary 35:19 75:15 35:5 43:21 Sheehan 65:12 8huben 2:9 28:5 8bL 18:12 33:22 44:24 49:13 65:14 8hees 65:22 28:12 43:22 58:14 53:22 58:19 5helby 67:6,8	6:6 12:5,14	roll 63:17	*	25:3	61:3,6,18,24
22:7 24:12 57:7 room 6:23 7:1 52:21 53:1,7,8 45:6 47:1,8 11:16 29:1 11:16 29:1 55:24 59:21 62:7,22 63:4 rooms 19:2,3 57:15,22 Rewers 2:15 49:8,10,11,13 Rhodes 66:10 66:12 Ruben 2:9 28:5 Ries 65:22 8:12 48:11 52:1,8,10 5ent 63:2 28:14 29:2 38:14 29:2 5eptember 1:11 5:3,19 62:22 5ept	17:12 19:5	roof 25:22		sense 31:14	62:3,22 63:4
26:24 31:18 room 6:23 7:1 11:16 29:1 53:9 56:11,15 53:9 56:11,15 53:19 62:22 63:4 rooms 19:2,3 57:15,22 75:15,22 75:15,22 Rewers 2:15 Ries 65:22 Ries 65:22 7:12 7:16 11:16 29:1 70 75:10	20:16 21:16	27:21 33:5		60:13	serving 12:19
45:6 47:1,8 11:16 29:1 53:9 56:11,15 5:3,19 62:22 set 7:16 11:5 55:24 59:21 46:19 60:24 56:17,19 57:1 63:1 seven 13:2 14:9 Rewers 2:15 57:15,22 65:1 67:9,17 sever 9:21 sever 9:21 sever 9:21 49:8,10,11,13 Rotary 35:19 saturation 16:15 30:9 share 6:17 34:17 Rhodes 66:10 RPR 3:21 52:15 35:5 43:21 Sheehan 65:12 Ries 65:22 28:12 43:22 58:14 53:22 58:19 Shelby 67:6,8	22:7 24:12	57:7		sent 63:2	28:14 29:2
55:24 59:21 46:19 60:24 56:17,19 57:1 63:1 69:9,10 Rewers 2:15 57:15,22 65:1 67:9,17 serve 9:21 seven 13:2 14:9 49:8,10,11,13 Rotary 35:19 saturation 16:15 30:9 share 6:17 34:17 Rhodes 66:10 RPR 3:21 52:15 35:5 43:21 Sheehan 65:12 Ries 65:22 28:12 43:22 58:14 53:22 58:19 Shelby 67:6,8	26:24 31:18			September 1:11	
62:7,22 63:4 rooms 19:2,3 58:3 59:2 serve 9:21 seven 13:2 14:9 Rewers 2:15 57:15,22 65:1 67:9,17 10:22 15:11,23 severely 24:10 49:8,10,11,13 Rotary 35:19 saturation 16:15 30:9 share 6:17 34:17 Rhodes 66:10 RPR 3:21 52:15 35:5 43:21 Sheehan 65:12 Ries 65:22 28:12 43:22 58:14 53:22 58:19 Shelby 67:6,8		11:16 29:1	•	5:3,19 62:22	set 7:16 11:5
Rewers 2:15 49:8,10,11,13 Rhodes 66:10 66:12 Ries 65:22 Ries 65:22 Rewers 2:15 57:15,22 Rotary 35:19 Saturation 52:15 Saturation 52:15 SBL 18:12 33:22 43:22 58:14 53:22 58:19 Severely 24:10 share 6:17 34:17 Sheehan 65:12 44:24 49:13 55:14 Shelby 67:6,8					· ·
49:8,10,11,13 Rhodes 66:10 66:12 Ries 65:22 Ries 65:22 Rotary 35:19 Rotary 35:19 Rotary 35:19 Rotary 35:19 Saturation 52:15 SBL 18:12 33:22 44:24 49:13 65:14 Shelby 67:6,8	62:7,22 63:4	· ·		serve 9:21	
Rhodes 66:10 66:12 Ries 65:22 Ries 65:22 Rhodes 66:10 RPR 3:21 Ruben 2:9 28:5 28:12 Special Size of Si	Rewers 2:15	57:15,22	•	10:22 15:11,23	severely 24:10
66:12 Ruben 2:9 28:5 SBL 18:12 33:22 44:24 49:13 65:14 Shelby 67:6,8		•			
Ries 65:22 28:12 43:22 58:14 53:22 58:19 Shelby 67:6,8	Rhodes 66:10			35:5 43:21	Sheehan 65:12
1. 45 04 54 0 00.22 00.13 One of the office					
right 7:23 8:23 rules 4:11 17:16 scale 15:21 51:2 served 38:23 shell 10:11 18:4					_
	right 7:23 8:23	rules 4:11 17:16	scale 15:21 51:2	served 38:23	shell 10:11 18:4
			I	l ————————————————————————————————————	ı

57:18	skating 9:1 17:18	specimen	21:1 24:20	stronger 12:2
shelter 49:22	small 25:16	58:20	41:18 47:15	strongly 12:4
shifting 50:18	39:17,22 40:8	spelling 7:9	49:9 51:12	20:20 53:10
short 30:18 61:9	60:5	spells 36:12	53:17 56:7	59:12
shorthand 69:7	social 6:21 16:3	spend 14:9	59:17 59:17	structure 36:10
69:19	20:6,15 61:6	spending 34:6	Standard 19:23	subject 31:24
show 22:10	sole 14:24 26:1	spent 14:16	standards 18:9	submit 7:4
showed 30:19	29:18 39:5	spirit 10:1	18:15,17 19:2	62:17 63:2
showing 18:12	40:15 45:5	spokesperson	50:18	65:5,9,13,17
35:21	46:5,23 50:17	7:10	standing 11:19	65:20,23 66:1
shown 35:2	54:4,21 60:20	Springfield 3:5	Stanford 32:21	66:3,7,11,15,19
52:21	soliciting 55:11	3:24 8:3 11:1,11	start 59:5	66:24 67:2,7
shows 11:3	solution 31:18	26:6 63:6	started 14:15	67:13,15
22:24	47:10 51:3	square 4:22	60:4	submitted
shuttered 58:18	62:6	10:10 39:15	state 3:23 5:18	12:22 17:6
siblings 8:19,20	solve 56:21	57:24,24 60:6	18:9,15,17 19:1	18:5 20:9,12
11:15	somewhat 46:8	60:11	24:24 25:3	22:15,17 24:16
sign 5:21	sophisticated	St 11:16 12:20	46:1 69:5,20	26:3 29:14
signed 7:1 20:7	30:14	12:24 13:2,6	state-of-the-art	38:22 51:7
63:21	sophistication	13:23 14:23	36:21 53:3,12	54:1 56:1
significant 27:2	29:7	15:3,9 19:15,17	state-ordered	submitting 6:12
48:16 50:7	sorry 55:13	23:1,11,19 24:7	15:7	17:5 20:14
54:6,8	sort 41:2 46:16	24:10 26:4,22	stated 21:12	32:14 42:2
similarly-sized	sought 40:5	27:3 28:16,21	statements	47:21 51:23
50:23	source 29:7	30:6,12,17,20	55:15	56:14
simple 13:9	37:9 44:9	30:23 31:5,13	states 29:3	subspecialists
52:7	50:7	33:11,12 34:3	32:24 36:2	37:5
simplify 55:7	southern 38:13	35:7 37:4	static 30:1	substantial 24:7
simply 34:17	space 4:22 10:8	38:15 39:4,10	statute 50:18	25:24 34:6
51:7 55:13	10:11,13 17:19	40:17,22 45:4	stenotype 69:6	35:1 52:24
61:20	18:4,4 30:22	45:19,24 46:9	step 31:20	succession
sincerely 41:4	36:13 40:19	46:15 48:3,4	Steve 67:12,13	60:7
47:1 55:4	57:14,19	49:19 50:5,9	steward 43:11	suffer 54:17
single 26:2,7	spaces 60:8	50:12,19 54:2	STEWART	suggest 11:10
Sir 63:11	spaces 00.8 spans 60:10	54:9,23 58:17	67:24	23:7
Sister 2:17	speak 6:24	58:22 60:17	Stollard 2:6	suggested
53:16,18,18,20	32:5 49:3	60:22 61:2,4	16:21,22,24	10:14 43:2
53:21	59:22	61:8 68:4	store 9:3	suit 69:13
Sisters 12:24	SPEAKERS 2:3	staff 31:17 33:21	stores 48:9	suites 10:13
13:24 21:6	special 54:16	42:6,20 43:19	story 40:2	suntes 10.13 summarize 17:4
38:16	specialize 28:13	45:6 56:22	strained 26:20	32:13 42:1
sitting 8:18 9:16	specialty 29:9	57:14 58:2	45:18	47:20 51:22
situation 40:2	37:3 38:10	57.14 56.2 59:21	Strategy 21:5	56:13
size 5:16 10:6	specific 19:1	stakeholders	streamline	support 8:12
15:20 18:9	specifically	41:7	36:17	13:14 16:4,8
19:4 39:15	31:10 36:13	stand 7:20	Street 3:5 63:6	20:6,10,13,16
sized 38:19	45:3	12:10 16:21	strong 44:4	27:2 29:16
312CU 30.13	40.0	12.10 10.21	340119 44.4	27.2 29.10

30:16,19	42:6	37:20 38:1,4	today 10:2 12:15	two 5:15 7:7
35:22 37:13	taken 7:13 34:9	41:15,16 44:14	12:21 17:5 18:7	9:17 18:17 31:6
40:11 42:16	51:21	44:15,21 47:12	20:20 21:9,13	40:23
47:23 49:19	takes 25:9	47:13 49:3,6,7	25:1,6 27:4	two-fold 25:6
50:8,21 53:7	54:10	51:9,10 53:14	28:11 32:14	two-story 4:21
54:9,10,23	talk 56:23,24	53:15 56:4,5	40:7,10 42:2	17:22
55:12 62:2	talked 33:16	59:14,15,20	45:7 47:20,21	typed 5:16
65:1 66:21	58:24	62:10,11 64:5	49:4 51:20,23	typed 5.10
67:4,10,18	Tammy 67:14	64:13,20 65:2	56:14 59:21	U
supported 5:15	team 15:5,10	65:3,7,10,11,14	told 9:9	ultimate 14:23
42:11 61:8	56:23	65:15 66:5,9	Tom 2:16 51:11	16:15
			51:13,15	ultimately 16:7
supporting 14:5	technology	66:13,16,17,22	· · · · · · · · · · · · · · · · · · ·	41:5 47:9 56:1
20:2,4,8	34:16 36:5	67:5,11,18,19	top 27:13 35:11	ultrasound
56:15	tell 10:4 52:15	67:21 68:7,12	35:14 44:5,7	18:16 23:4,13
supportive	telling 57:5	Thelma 1:14 5:4	Total 31:8 41:1	unabated
30:12	ten 11:15	therapy 46:19	totaled 13:16	30:20
supports 53:9	tentatively 5:18	thereof 69:13	tough 8:16	unavoidable
61:4	tenure 28:22	Theresa 2:5	43:14	61:15
sure 27:9	term 45:1	12:9,11,18	town 28:24	under-reimbu
surgeon 28:22	terminated	58:23	30:19	13:14
32:11,17	39:19	thing 10:2,21	track 25:1	
surgeons 38:12	terms 25:11	40:11	traditional 55:17	underlying 57:13
surgeries 34:9	27:24	things 8:14	transcript 69:7	
57:20	testify 6:4 62:12	45:20 55:7	transcription	undersized
surgery 10:13	62:15 63:24	think 9:3 10:2	69:7	17:17 59:9
28:13 43:1	testimony 5:24	11:21 63:15	translates 52:9	understand
46:20 68:3	6:1,13 7:2,5,6	third 18:19	transparent	13:19 29:9
surgical 34:4	7:8,12,15 17:5	thought 11:17	27:10	60:19
43:3	20:13,20	42:23	trauma 49:21	understanding
surprise 9:9,9	32:14 42:2	thoughtful	travel 33:2 34:2	33:18
surprised 48:2	44:16 47:21	43:19	traveled 32:24	understands
surrounding	51:23 56:14	thousands 16:3	traveling 12:14	21:10
16:12 20:12	62:16 63:14	20:1	treat 42:5	underutilized
sustain 46:23	64:8,11,16,22	threaten 46:22	treatments	13:12 47:4
suture 57:23	65:5,9,13,17	three 18:13	57:22,22	61:23
symbol 9:21	65:20,23 66:1	23:23 33:15	trickle-down	uneven 57:12
system 4:19 11:3	66:3,7,11,15,19	34:24 50:1	48:19	unfamiliar 45:1
13:1,24 21:6	66:24 67:2,7	thrived 30:15	tried 8:11	55:8
26:5 38:17	67:13,15 68:1	ties 28:21	true 52:22	unfinished 18:3
57:8 58:9	testing 58:21	time 4:4 6:23	58:13 69:7	unfortunately
	text 7:3,4	7:19 14:9,14	truly 31:17	40:12
	thank 12:7,8,13	16:21 34:7	trust 34:23 42:3	unilaterally
T-h-e-r-e-s-a	14:8 16:18,19	44:14 47:12	42:5,6,7,7,10	39:19
12:11	20:19,23 21:7	48:5,24 56:4	trusted 35:22	uninsured 54:14
T-o-m 51:13	24:17,18,23	60:14 66:12	44:9	unit 45:21 57:10
take 5:1 13:8	28:3,4,7 31:22	69:9	turn 43:15	United 29:3
18:7 23:19	32:1,2,2 37:19	times 45:9	turned 44:1	36:2
	<u> </u>	<u> </u>	<u> </u>	<u> </u>

University 32:21 unmuted 37:24 unnecessarily 13:11 unnecessary 21:14 31:14 45:11 47:3 61:22 unprecedented	viable 23:9,17 24:8 Vice 21:4 view 13:10 vigilant 45:10 47:2 violates 21:17 violation 21:16 virtually 54:6	69:13 ways 21:18 52:22 We'll 64:9 We're 11:21 12:2 we've 9:9 wear 6:22	64:16,19,22 65:9,13,17,20 65:23,24 66:3,7,10,15 66:19 wishes 62:12,14	13:2,3 14:16,17 14:20 17:18,20 18:13 27:6 29:8 30:11,18 32:17 33:11,15
University 32:21 unmuted 37:24 unnecessarily 13:11 unnecessary 21:14 31:14 45:11 47:3 61:22 unprecedented	24:8 Vice 21:4 view 13:10 vigilant 45:10 47:2 violates 21:17 violation 21:16	ways 21:18 52:22 We'll 64:9 We're 11:21 12:2 we've 9:9 wear 6:22	65:9,13,17,20 65:23,24 66:3,7,10,15 66:19	14:20 17:18,20 18:13 27:6 29:8 30:11,18 32:17 33:11,15
unmuted 37:24 unnecessarily 13:11 unnecessary 21:14 31:14 45:11 47:3 61:22 unprecedented	view 13:10 vigilant 45:10 47:2 violates 21:17 violation 21:16	52:22 We'll 64:9 We're 11:21 12:2 we've 9:9 wear 6:22	65:23,24 66:3,7,10,15 66:19	18:13 27:6 29:8 30:11,18 32:17 33:11,15
unnecessarily 13:11 v unnecessary 21:14 31:14 45:11 47:3 61:22 v unprecedented	view 13:10 vigilant 45:10 47:2 violates 21:17 violation 21:16	We'll 64:9 We're 11:21 12:2 we've 9:9 wear 6:22	66:3,7,10,15 66:19	29:8 30:11,18 32:17 33:11,15
13:11 v unnecessary 21:14 31:14 v 45:11 47:3 v 61:22 v unprecedented	vigilant 45:10 47:2 violates 21:17 violation 21:16	We're 11:21 12:2 we've 9:9 wear 6:22	66:19	32:17 33:11,15
unnecessary 21:14 31:14 v 45:11 47:3 v 61:22 v unprecedented	47:2 violates 21:17 violation 21:16	we've 9:9 wear 6:22		
21:14 31:14 v 45:11 47:3 v 61:22 v unprecedented	violates 21:17 violation 21:16	wear 6:22	************	33:23 34:24
45:11 47:3 v 61:22 v unprecedented	violation 21:16		62:15	35:17,24
61:22 vunprecedented		Webex 63:13	witnessed	36:10 38:24
unprecedented		Wednesday 5:3	43:14	43:12 44:3
•	61:10	week 21:24	witnessing	50:2 57:4
	/isits 18:10	39:8 58:19	61:13	60:5,6,12,16
unqualified	23:12,20 53:3	weekend 29:2	Wohltman 2:14	00.5,0,12,10
	Vocational	weeks 15:6	47:16,16,18,19	Z
unsuccessfully	35:18	Weinstock	Women's 28:15	zero-sum 29:24
	olume 17:21	67:14,16	word 43:8	
unusual 9:10,10	23:3,10,11,19	welcome 15:17	words 42:10	0
unusually 29:6	24:1 46:4	48:21 52:1	work 30:6 33:10	0 55:12,12
unveiled 42:14	50:16 62:1	well-acquaint	40:21 41:11	
	/olumes 19:6	43:6	51:19 52:17	<u> </u>
urban 29:23	46:13 54:21	well-paying	54:23	1,074 20:8
	oluntary 29:3	58:9	works 45:2	1.5 11:4
	volunteer 60:17	wellness 28:15	World 9:4	1.6 52:7
		54:15	world-class	1/2 5:17
	ouchers 54:14			1:26 68:13
urgent 37:16 –	w	went 8:9	59:8	10 60:9
usage 46:7	W-i-l-l-i-a-m-s	West 3:5 4:23	worry 53:6	100 8:4 20:10
4.55	32:8	63:5	worthy 61:11	35:2 58:7
18:5 30:14	W-i-l-s-o-n	Westendorf	wow 48:22	100-plus 48:6
10.0 00.1	41:20	65:24 66:1	wrestle 43:14	11 5:17 14:16
usually 15:13	W-o-h-l-t-m-a-n	wholehearted	writing 47:23	23:4
4424	47:17	37:13	written 5:12	11,000,000
19:2 31:3	Wagne r 67:1,3	Wholtman 47:15	6:13,15 17:4	13:17
000	walk 14:14	wide 13:15 61:6	32:13 42:1	12 2:5 5:3 14:12
		wife 8:18 60:4	47:21 51:22	57:4
	walk-in 18:21,22	wife's 8:21	56:13 62:18	12,000 48:6
vague 41:9 47:5	58:14	Williams 2:10	63:2	12,339 52:10
	want 5:23 23:15	32:5,7,7,9	wrong 51:8	12:00 1:12 4:1
valuable 35:7	23:23 26:18	willing 33:12	X	1202 1:16 5:5
59:3	39:7 42:4	36:20	-	125,000 60:11
values 15:3	56:24 59:11	willingness	x-ray 18:17,19,23	128 11:4
various 57:5	63:23,24 64:1	26:16	23:23 24:1,3	13 57:3
vascular 38:11	65:5	Wilson 2:12	Υ	13,600 26:6
	wanted 64:24	41:17,19,19,21	yeah 63:22	1303 4:23
	wants 8:6 31:19	win-win 31:18		14 57:14
	warrants 17:21	47:10 51:3	year 13:17 15:24	144-year 13:5
	Watson 64:10	62:5	18:11,13 26:7	144-year-old
viability 19:21	64:12	window 39:9	35:18	61:9
24:10,14 w	way 31:18 69:12	wish 6:3 64:7,10	years 10:16 11:3	01.5

ALARIS LITIGATION SERVICES
Phone: 1.800.280.3376

Fax: 314.644.1334

15,000 24:1 16 2:6 16 2:6 16 048:23 52:9 17 42:20 18-month 48:18 1979 14:16 1984 60:8 1994 66:2 1996 6:10 2 21:111 4:17 5:3.4 26:12 63:1 30:01 20-30 1:5 4:9 4:18 12:21 13:10 20:22 29:13,17 37:14 38:9 4:18 42:17 44:13 45:15 50:19 52:3 53:11 54:22 48:1 49:5,15 50:19 52:3 53:11 54:22 48:1 49:5,15 50:19 52:3 53:11 54:22 55:6,13,23 56:17 59:14 59:23 20,000 50:3 200 36:2 2001 62:24 2020 1:11 5:3,19 62:22 63:1 217 63:8 22 5:9 24 2:8 3000 25:2 30:10 57:24 65,400-squar 17:21 7 72:4 18:12 7 7 72:4 18:12 7 7 72:4 18:12 7 7 72:4 18:12 7 7 72:4 18:12 7 7 72:4 18:12 7 7 72:4 18:12 7 7 72:4 18:12 7 7 72:4 18:12 7 7 72:4 18:12 7 7 72:4 18:12 7 7 72:4 18:12 7 7 72:4 18:12 7 7 8-4-171 6:38 8 8 5:17 8-171 6:38 8 5:17 8-171 6:38 8 5:17 8-171 6:38 8 8 5:17 8-171 6:38 8 8 5:17 8-171 6:38 8 8 5:17 8-171 6:3				
3,000 23:12 30 14:17 26:22 42:20 44:5 50:1 6,000 23:20 62401 1:17	16 2:6 160 48:23 52:9 17 42:20 18-month 48:18 1979 14:16 1984 60:8 1994 68:2 1996 6:10 2 2 1:11 4:17 5:3,4 26:12 63:1 20 2:7 5:2 18:11 30:11 20-030 1:5 4:9 4:18 12:21 13:10 20:22 29:13,17 37:14 38:19 41:8 42:17 44:13 45:8 46:22 48:1 49:5,15 50:19 52:3 53:11 54:22 55:6,13,23 56:17 59:14 59:23 20,000 50:3 200 36:2 2001 62:24 2020 1:11 5:3,19 62:22 63:1 217 63:8 22 5:19 62:22 23 27:6 23,000 15:23 24 2:8 24-hour 49:21 25 6:22 33:10	300 26:9 301 20:7 32 2:10 345 58:8 35 25:15 27:22 36:20 48:4 58:4 36,292,202 4:24 37 2:11 3960 5:2 4 40 29:8 40,143 18:10 400 34:14 41 2:12 32:24 43 44:3 44 2:13 47 2:14 49 2:15 5 518:12 50 17:18 36:10 63:12 50-year-old 9:2 9:7 500 50:2 51 2:16 52 60:4 525 63:5 53 2:17 535 3:5 55th 24:24 25:3 56 2:18 59 2:19 6	64 2:20 65,000 57:24 65,400 4:22 39:15 65,400-squar 17:21 7 7 2:4 18:12 700 15:24 34:15 72-physician 38:9 75.9 46:15 785-4111 63:8 8 8 5:17 84-1716 69:4,20	
3,000 23:12 30 14:17 26:22 42:20 44:5 50:1 6,000 23:20 62401 1:17	23,000 15:23 24 2:8 24-hour 49:21 25 6:22 33:10	56 2:18 59 2:19 6		
	3 3,000 23:12	42:20 44:5 50:1 6,000 23:20 62401 1:17		

ALARIS LITIGATION SERVICES
Phone: 1.800.280.3376

Fax: 314.644.1334