

ILLINOIS HEALTH FACILITIES
AND SERVICES REVIEW BOARD
PUBLIC HEARING
IN RE: EXEMPTION E-026-24
PRESENCE LAKESHORE GASTROENTEROLOGY, DES PLAINES.

REPORT OF PROCEEDINGS

Held at the Des Plaines Public Library at
1501 Ellinwood Street in Des Plaines, Illinois
60016 on Wednesday, September 25th, 2024, at 1:15
p.m.

Board Members Present:

MR. GEORGE ROATE

MR. JOHN KNIERY, Board Administrator

MS. BLANCA DOMINGUEZ, Board Legal Counsel

MR. MIKE CONSTANTINO, Senior Reviewer

Reported By: Jessica Shines, CSR, RPR

PUBLIC ATTENDEES:

1

2

3 JACK AXEL

4 JULIE ROKNICH

5 OLGA SOLARES

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

1	C O N T E N T S	
2	OPENING OF MEETING BY BOARD	
3	MR. GEORGE ROATE	4
4		
5	PRESENTATIONS	
6	BY MS. JULIE MIROSTAW (Ascension Illinois)	7
7	BY MR. STEVE ALEMAN (Prime HealthCare)	8
8	BY MS. YOLANDE WILSON-STUBBS (Holy Family)	13
9		
10	ADJOURNMENT BY BOARD	
11	MR. GEORGE ROATE	13
12		
13		
14		
15		
16		
17		
18		
19		
20		
21		
22		
23		
24		

P R O C E E D I N G S

(On the record at 1:15 p.m.)

MR. ROATE: Good afternoon. My name is George Roate. I am accompanied by Mr. John Kniery, Board Administrator; Ms. Blanca Dominguez, Board Legal Counsel; and Mr. Mike Constantino, Senior Reviewer. We are from the Illinois Department of Public Health and represent the Illinois Health Facilities and Services Review Board. We are here to conduct a public hearing on the proposed project known as Exemption E-026-24, Presence Lakeshore Gastroenterology, Des Plaines. As per the rules of the Illinois Health Facilities and Services Review Board, I would like to read the legal notice into record.

Prime HealthCare incorporated is purchasing Presence Lakeshore Gastroenterology located at 150 North River Road, Suite 250, Des Plaines, at a cost of \$600,000, this transaction is germane with Prime HealthCare Incorporated's proposal to purchase nine hospitals and two ambulatory surgery centers located throughout the

1 metropolitan Chicago area at a total cost of
2 approximately \$375 million.

3 A public hearing will take place
4 pursuant to Illinois Statute 3960. The
5 hearing is scheduled for Wednesday, September
6 25th, 2024, at the Des Plaines Public
7 Library, 1501 Ellinwood, Des Plaines.

8 The public hearing is to be held
9 by the Illinois Department of Public Health
10 pursuant to the Illinois Health Facilities
11 Planning Act. The hearing is open to the
12 public and will afford an opportunity for
13 parties with interest to present written
14 and/or verbal comment relevant to the
15 project. All allegations or assertions
16 should be relevant to the need for the
17 proposed project and be supported with two
18 copies of documentation or materials that are
19 printed or typed on paper sized 8 1/2 inches
20 by 11 inches. Consideration by the State
21 Board has been tentatively scheduled by the
22 October 29th, 2024, Illinois Health
23 Facilities and Services Review Board meeting.

24 If you have not done so, please

1 sign in using the appropriate registration
2 forms. One form is for individuals who want
3 to provide testimony in favor or opposition
4 to the project. The last form is for
5 individuals to register their attendance who
6 do not wish to testify. To ensure that the
7 Illinois Health Facilities and Services
8 Review Board public hearings protect the
9 privacy and maintain the confidentiality of
10 an individual's health information, covered
11 entities as defined by the Health Insurance
12 Portability Act of 1996 such as facilities,
13 hospital providers, health plans, and
14 healthcare clearinghouses, submitting oral or
15 written testimony that discloses protected
16 health information of individuals shall have
17 a valid written authorization from that
18 individual. This authorization shall allow
19 the covered entity to share the individual's
20 protected health information at this hearing.

21 Those of you who came with
22 prepared text for your presentation may
23 choose to submit that text without giving
24 testimony. However, if you are giving oral

1 testimony, please be as brief as possible.
2 As per the legal notice, I would appreciate
3 two copies of your testimony. When you make
4 your presentation, please give the court
5 reporter the spelling of your complete name.
6 We have identified a chief spokesperson for
7 the applicant and we would like that
8 individual to make the first presentation.
9 The remaining testimony will be taken in the
10 order of the names on the registration.
11 Please hold all questions until the testimony
12 is presented.

13 And we'll get our first speaker
14 set up. The Board would like to call
15 Julie -- Mirostaw?

16 MS. MIROSTAW: Mirostaw.

17 MR. ROATE: Mirostaw. I apologize.

18 THE WITNESS: Good afternoon. My name
19 is Julie Mirostaw and I serve as the chief
20 advocacy office for Ascension Illinois. I'd
21 like to start by thanking the Illinois Health
22 Facilities and Services Review Board for
23 taking the opportunity to speak -- for taking
24 the opportunity to speak to you on behalf of

1 Ascension Illinois hospitals. I'm happy to
2 be here to share with you how we came to the
3 decision to transfer ownership of nine of our
4 14 hospitals and a number of our ambulatory
5 sites to Prime HealthCare.

6 In order to ensure our mission of
7 serving those most vulnerable continues to
8 flourish, we continually explore new options
9 to best serve our communities as we adapt to
10 the rapidly changing healthcare environment.
11 After thorough due diligence, a values
12 compatibility assessment, and an ethics
13 discernment process, Ascension selected Prime
14 HealthCare as best steward of those
15 facilities in the future. Prime HealthCare
16 is well positioned to serve our communities
17 through an integrated care delivery system to
18 ensure that the greater Chicago area has
19 sustainable quality healthcare access for
20 generations to come. Thank you.

21 MR. ROATE: Thank you.

22 Next, the Board would like to call
23 Mr. Steve Aleman.

24 MR. ALEMAN: Good afternoon, everybody.

1 My name is Steve Aleman. I'm the chief
2 financial officer of Prime HealthCare and
3 Prime HealthCare considers it an honor and a
4 tremendous responsibility to have been
5 selected by Ascension Health as the stewards
6 of its Illinois facilities, their employees
7 and patients. And their combined legacy of
8 service to their communities.

9 Prime HealthCare was founded in
10 2001 with the mission of saving, improving,
11 and investing in community hospitals. We
12 have since delivered on that mission, growing
13 into an integrated delivery system that
14 includes 44 hospitals in 14 states with more
15 than 300 outpatient locations and nearly
16 45,000 employees and physicians. We are
17 excited to welcome the Ascension facilities
18 into our Prime HealthCare family and we
19 strongly believe that we are uniquely
20 positioned to serve these hospitals and their
21 communities to ensure that the greater
22 Chicago area continues to have sustainable
23 quality healthcare access far into the
24 future. We have done this for communities

1 across the nation and are confident we can
2 deliver for the residents of Chicagoland and
3 beyond.

4 It is Prime HealthCare's
5 unwavering dedication to providing
6 compassionate quality care, building value
7 and preserving access, and improving health
8 outcomes that allows Prime to consistently be
9 nationally ranked among the best hospital
10 systems in the nation. Prime HealthCare has
11 been named to a Top 10 and Top 15 health
12 system by Truven Health Analytics. Our
13 hospitals have been named among the nation's
14 top 100 hospitals 69 times and have received
15 more patient safety excellence awards from
16 health grades than any other system in the
17 past eight years. In 2023 alone, we received
18 more than 500 clinical quality awards from
19 national organizations, such as The Leapfrog
20 Group, U.S. News & World Report, and many
21 more.

22 Prime has also been recognized as
23 a Top 10 health system in the nation by the
24 Lown Institute with A grades for health

1 equity, social responsibility, patient and
2 clinical outcomes, and inclusivity. Prime
3 HealthCare is in order to only bringing this
4 commitment to quality and health equity to
5 the Ascension Illinois facilities. We have
6 also committed \$250 million dollars in the
7 Ascension facilities to fund capital
8 improvements, including substantial
9 technology investments and system upgrades.
10 As well as hiring all of the acquired
11 facility's workforce subject to Prime
12 standard hiring practices, policies, and
13 titles.

14 Prime HealthCare has also
15 committed to continuing all services at the
16 facilities in this location and pending our
17 internal review, hope to expand services
18 based on community needs. We have also
19 committed to maintaining levels of charity
20 care and continuing existing charity care and
21 community benefit programs, preserving these
22 facilities' roles as valued community
23 partners. This is not an exceptional
24 commitment. It is what we do for all

1 communities that we serve. In fact, Prime
2 HealthCare has provided more than \$12 billion
3 in charity care and community benefits since
4 2020 and nearly \$2 billion in capital
5 improvements since 2005 to transform
6 hospitals and ensure health equity and care
7 in communities across the country.

8 Since 2001, Prime HealthCare has
9 also rescued various Catholic hospitals,
10 respecting the traditions of these historic
11 facilities while promoting the spiritual care
12 and well-being for all members of the
13 community, including the most vulnerable on
14 the margins of society. We pledge to do this
15 for all the Ascension facility assets as
16 well.

17 I want to close with the words of
18 our founder, that "If you can see the
19 potential for good, feel the impact of
20 kindness on others, touch the spirit of a
21 generous cause just a bit every day, then you
22 have embarked on a noble path." This
23 perfectly encapsulates the dedication to
24 compassion and care and social responsibility

1 at the heart of Prime HealthCare's mission.
2 We look forward to sharing that dedication to
3 caring and improving our communities with all
4 the patients who depend on these hospitals
5 and facilities for generations to come.
6 Thank you.

7 MR. ROATE: Next, the Board would like
8 to call Ms. Yolande Wilson-Stubbs.

9 MS. WILSON-STUBBS: Good afternoon. My
10 name is Yolande Wilson-Stubbs.
11 Y-O-L-A-N-D-E. Wilson, W-I-L-S-O-N. Hyphen,
12 Stubbs, S-T-U-B-B-S. We thank the Board for
13 -- I'm sorry. I am the CEO at Holy Family
14 Hospital. We thank the board for providing
15 us the opportunity to hearing from the
16 community today during this public hearing
17 and look forward to appearing before the
18 Board. Their support of this transfer of
19 ownership preserves the jobs and ensures the
20 needed health care access across Chicagoland
21 as well as investment in Illinois for the
22 future. Thank you.

23 MR. ROATE: Is there anyone who wishes
24 to testify who has not had an opportunity?

1 Seeing none, is there anyone who
2 has testified who wishes to provide
3 additional testimony?

4 I would remind everyone to Schmidt
5 your written comments to us so that we have
6 this information for the record. Also, this
7 project is scheduled for consideration by the
8 Illinois Health Facilities and Services
9 Review Board at its October 29th, 2024,
10 meeting. This meeting will be held at the
11 municipal Bolingbrook Golf Club, 2001 Rodeo
12 Drive, Bolingbrook, Illinois.

13 The public has until October 9th,
14 2024, to submit written comments. These
15 comments can be sent to my attention at the
16 Illinois Health Facilities And Services
17 Review Board care of the Illinois Department
18 of Public Health, 525 west Jefferson Street,
19 2nd Floor, Springfield, Illinois 62761. If
20 you prefer, you may email your comments. Our
21 email address is dph.hsfrb@illinois.gov.

22 Are there any questions? Seeing
23 that there are no additional questions or
24 comments, I deem this public hearing

1 adjourned. Thank you.

2 (Off the record at 1:27 p.m.)

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

CERTIFICATE OF COURT REPORTER - NOTARY PUBLIC.

I, Jessica Shines, the officer before whom the foregoing public hearing proceeded, do hereby certify that said proceedings were electronically recorded by me; and that I am neither counsel for, related to, nor employed by any of the parties involved in this matter and have no interest, financial or otherwise, in its outcome.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my notarial seal this 15th day of October, 2024.

Notary Registration No.: 929934

My Commission Expires: 04/12/2025

Jessica Shines

Jessica Shines, Certified Shorthand Reporter, Registered Professional Reporter, and Notary Public for the State of Illinois



Magna

Key Contacts

Schedule a Deposition:

Scheduling@MagnaLS.com | 866-624-6221

Order a Transcript:

CustomerService@MagnaLS.com | 866-624-6221

General Billing Inquiries:

ARTeam@MagnaLS.com | 866-624-6221

Scheduling Operations Manager:

Patricia Gondor (E: PGondor@MagnaLS.com | C: 215-221-9566)

Customer Care:

Cari Hartley (E: CHartley@MagnaLS.com | C: 843-814-0841)

Director of Production Services:

Ron Hickman (E: RHickman@MagnaLS.com | C: 215-982-0810)

National Director of Discovery Support Services:

Carmella Mazza (E: CMazza@MagnaLS.com | C: 856-495-1920)

Billing Manager:

Maria Capetola (E: MCapetola@MagnaLS.com | C: 215-292-9603)

Director of Sales Operations:

Kristina Moukina (E: KMoukina@MagnaLS.com | C: 215-796-5028)

A access 8:19 9:23 10:7 13:20 accompanied 4:4 acquired 11:10 Act 5:11 6:12 adapt 8:9 additional 14:3,23 address 14:21 adjourned 15:1 ADJOURNMENT 3:10 Administrator 1:16 4:5 advocacy 7:20 affixed 16:12 afford 5:12 afternoon 4:3 7:18 8:24 13:9 Aleman 3:7 8:23,24 9:1 allegations 5:15 allow 6:18 allows 10:8 ambulatory 4:23 8:4 Analytics 10:12 and/or 5:14 apologize 7:17	appearing 13:17 applicant 7:7 appreciate 7:2 appropriate 6:1 approximately 5:2 area 5:1 8:18 9:22 Ascension 3:6 7:20 8:1,13 9:5 9:17 11:5,7 12:15 assertions 5:15 assessment 8:12 assets 12:15 attendance 6:5 ATTENDEES 2:1 attention 14:15 authorization 6:17,18 awards 10:15,18 AXEL 2:3 B based 11:18 behalf 7:24 believe 9:19 benefit 11:21 benefits 12:3 best	8:9,14 10:9 beyond 10:3 billion 12:2,4 bit 12:21 Blanca 1:17 4:5 board 1:2,14,16,17 3:2,10 4:5,6,10,15 5:21,23 6:8 7:14,22 8:22 13:7,12,14,18 14:9 14:17 Bolingbrook 14:11,12 brief 7:1 bringing 11:3 building 10:6 C C 3:1 4:1 call 7:14 8:22 13:8 capital 11:7 12:4 care 8:17 10:6 11:20,20 12:3,6,11,24 13:20 14:17 caring 13:3 Catholic 12:9 cause 12:21 centers 4:24 CEO 13:13 CERTIFICATE	16:1 Certified 16:19 certify 16:5 changing 8:10 charity 11:19,20 12:3 Chicago 5:1 8:18 9:22 Chicagoland 10:2 13:20 chief 7:6,19 9:1 choose 6:23 clearinghouses 6:14 clinical 10:18 11:2 close 12:17 Club 14:11 combined 9:7 come 8:20 13:5 comment 5:14 comments 14:5,14,15,20,24 Commission 16:16 commitment 11:4,24 committed 11:6,15,19 communities 8:9,16 9:8,21,24 12:1 12:7 13:3 community 9:11 11:18,21,22 12:3,13 13:16 compassion
---	--	--	---

12:24	12:21 16:12	eight	explore
compassionate	decision	10:17	8:8
10:6	8:3	electronically	
compatibility	dedication	16:5	F
8:12	10:5 12:23 13:2	Ellinwood	facilities
complete	deem	1:10 5:7	1:1 4:9,15 5:10,23
7:5	14:24	email	6:7,12 7:22 8:15 9:6
conduct	defined	14:20,21	9:17 11:5,7,16
4:11	6:11	embarked	12:11 13:5 14:8,16
confident	deliver	12:22	facilities'
10:1	10:2	employed	11:22
confidentiality	delivered	16:7	facility
6:9	9:12	employees	12:15
consideration	delivery	9:6,16	facility's
5:20 14:7	8:17 9:13	encapsulates	11:11
considers	Department	12:23	fact
9:3	4:8 5:9 14:17	ensure	12:1
consistently	depend	6:6 8:6,18 9:21 12:6	family
10:8	13:4	ensures	3:8 9:18 13:13
Constantino	Des	13:19	far
1:18 4:7	1:5,9,10 4:13,20 5:6	entities	9:23
continually	5:7	6:11	favor
8:8	diligence	entity	6:3
continues	8:11	6:19	feel
8:7 9:22	discernment	environment	12:19
continuing	8:13	8:10	financial
11:15,20	discloses	equity	9:2 16:9
copies	6:15	11:1,4 12:6	first
5:18 7:3	documentation	ethics	7:8,13
cost	5:18	8:12	Floor
4:20 5:1	dollars	everybody	14:19
counsel	11:6	8:24	flourish
1:17 4:6 16:6	Dominguez	excellence	8:8
country	1:17 4:6	10:15	foregoing
12:7	dph.hsfrb@illinois...	exceptional	16:4
court	14:21	11:23	form
7:4 16:1	Drive	excited	6:2,4
covered	14:12	9:17	forms
6:10,19	due	Exemption	6:2
CSR	8:11	1:4 4:12	forward
1:23		existing	13:2,17
	E	11:20	founded
D	E	expand	9:9
4:1	3:1 4:1,1	11:17	founder
day	E-026-24	Expires	12:18
	1:4 4:12	16:16	fund

11:7 future 8:15 9:24 13:22	14:8,16,18 healthcare 3:7 4:17,22 6:14 8:5 8:10,14,15,19 9:2,3 9:9,18,23 10:10 11:3,14 12:2,8 HealthCare's 10:4 13:1 hearing 1:3 4:11 5:3,5,8,11 6:20 13:15,16 14:24 16:4 hearings 6:8 heart 13:1 held 1:9 5:8 14:10 hereunto 16:11 hiring 11:10,12 historic 12:10 hold 7:11 Holy 3:8 13:13 honor 9:3 hope 11:17 hospital 6:13 10:9 13:14 hospitals 4:23 8:1,4 9:11,14,20 10:13,14 12:6,9 13:4 Hyphen 13:11	5:4,9,10,22 6:7 7:20 7:21 8:1 9:6 11:5 13:21 14:8,12,16,17 14:19 16:21 impact 12:19 improvements 11:8 12:5 improving 9:10 10:7 13:3 inches 5:19,20 includes 9:14 including 11:8 12:13 inclusivity 11:2 incorporated 4:17 Incorporated's 4:22 individual 6:18 7:8 individual's 6:10,19 individuals 6:2,5,16 information 6:10,16,20 14:6 Institute 10:24 Insurance 6:11 integrated 8:17 9:13 interest 5:13 16:8 internal 11:17 investing 9:11 investment 13:21 investments 11:9	involved 16:8
G		J	
G 4:1 Gastroenterology 1:5 4:13,19 generations 8:20 13:5 generous 12:21 George 1:15 3:3,11 4:4 germane 4:21 give 7:4 giving 6:23,24 Golf 14:11 good 4:3 7:18 8:24 12:19 13:9 grades 10:16,24 greater 8:18 9:21 Group 10:20 growing 9:12		JACK 2:3 Jefferson 14:18 Jessica 1:23 16:3,19 jobs 13:19 John 1:16 4:4 Julie 2:4 3:6 7:15,19	
H		K	
hand 16:11 happy 8:1 health 1:1 4:8,9,14 5:9,10 5:22 6:7,10,11,13 6:16,20 7:21 9:5 10:7,11,12,16,23,24 11:4 12:6 13:20		kindness 12:20 Kniery 1:16 4:5 known 4:12	
	I	L	
identified 7:6 Illinois 1:1,10 3:6 4:8,9,14		Lakeshore 1:5 4:13,18 Leapfrog 10:19 legacy 9:7 legal 1:17 4:6,16 7:2 levels 11:19 Library 1:9 5:7 located 4:19,24 location 11:16 locations 9:15 look 13:2,17	

Lown 10:24	nationally 10:9	opportunity 5:12 7:23,24 13:15 13:24	5:3
M	nearly 9:15 12:4	opposition 6:3	Plaines 1:5,9,10 4:13,20 5:6 5:7
maintain 6:9	need 5:16	options 8:8	Planning 5:11
maintaining 11:19	needed 13:20	oral 6:14,24	plans 6:13
margins 12:14	needs 11:18	order 7:10 8:6 11:3	please 5:24 7:1,4,11
materials 5:18	neither 16:6	organizations 10:19	pledge 12:14
matter 16:8	new 8:8	outcome 16:9	policies 11:12
meeting 3:2 5:23 14:10,10	News 10:20	outcomes 10:8 11:2	Portability 6:12
members 1:14 12:12	nine 4:23 8:3	outpatient 9:15	positioned 8:16 9:20
metropolitan 5:1	noble 12:22	ownership 8:3 13:19	possible 7:1
Mike 1:18 4:6	North 4:19	P	potential 12:19
million 5:2 11:6	notarial 16:12	P 4:1	practices 11:12
Mirostaw 3:6 7:15,16,16,17,19	Notary 16:1,15,20	p.m 1:12 4:2 15:2	prefer 14:20
mission 8:6 9:10,12 13:1	notice 4:16 7:2	paper 5:19	prepared 6:22
municipal 14:11	number 8:4	parties 5:13 16:7	Presence 1:5 4:12,18
N	O	partners 11:23	present 1:14 5:13
N 3:1,1 4:1	O 3:1 4:1	path 12:22	presentation 6:22 7:4,8
name 4:3 7:5,18 9:1 13:10	October 5:22 14:9,13 16:13	patient 10:15 11:1	PRESENTATIONS 3:5
named 10:11,13	office 7:20	patients 9:7 13:4	presented 7:12
names 7:10	officer 9:2 16:3	pending 11:16	preserves 13:19
nation 10:1,10,23	OLGA 2:5	perfectly 12:23	preserving 10:7 11:21
nation's 10:13	open 5:11	physicians 9:16	Prime 3:7 4:17,22 8:5,13,15 9:2,3,9,18 10:4,8,10 10:22 11:2,11,14
national 10:19	OPENING 3:2	place	

12:1,8 13:1			
printed			
5:19			
privacy			
6:9			
proceeded			
16:4			
proceedings			
1:8 16:5			
process			
8:13			
Professional			
16:20			
programs			
11:21			
project			
4:12 5:15,17 6:4 14:7			
promoting			
12:11			
proposal			
4:22			
proposed			
4:11 5:17			
protect			
6:8			
protected			
6:15,20			
provide			
6:3 14:2			
provided			
12:2			
providers			
6:13			
providing			
10:5 13:14			
public			
1:3,9 2:1 4:8,11 5:3,6			
5:8,9,12 6:8 13:16			
14:13,18,24 16:1,4			
16:21			
purchase			
4:23			
purchasing			
4:18			
pursuant			
5:4,10			
	Q		
	quality		
	8:19 9:23 10:6,18		
	11:4		
	questions		
	7:11 14:22,23		
	R		
	R		
	4:1		
	ranked		
	10:9		
	rapidly		
	8:10		
	read		
	4:16		
	received		
	10:14,17		
	recognized		
	10:22		
	record		
	4:2,16 14:6 15:2		
	recorded		
	16:6		
	register		
	6:5		
	Registered		
	16:20		
	registration		
	6:1 7:10 16:15		
	related		
	16:7		
	relevant		
	5:14,16		
	remaining		
	7:9		
	remind		
	14:4		
	Report		
	1:8 10:20		
	Reported		
	1:23		
	reporter		
	7:5 16:1,19,20		
	represent		
		S	
		S	
		3:1 4:1	
		S-T-U-B-B-S	
		13:12	
		safety	
		10:15	
		saving	
		9:10	
		scheduled	
		5:5,21 14:7	
		Schmidt	
		14:4	
		seal	
			16:12
			see
			12:18
			Seeing
			14:1,22
			selected
			8:13 9:5
			Senior
			1:18 4:7
			sent
			14:15
			September
			1:11 5:5
			serve
			7:19 8:9,16 9:20 12:1
			service
			9:8
			services
			1:2 4:10,15 5:23 6:7
			7:22 11:15,17 14:8
			14:16
			serving
			8:7
			set
			7:14 16:11
			share
			6:19 8:2
			sharing
			13:2
			Shines
			1:23 16:3,19
			Shorthand
			16:19
			sign
			6:1
			sites
			8:5
			sized
			5:19
			social
			11:1 12:24
			society
			12:14
			SOLARES
			2:5
			sorry

13:13 speak 7:23,24 speaker 7:13 spelling 7:5 spirit 12:20 spiritual 12:11 spokesperson 7:6 Springfield 14:19 standard 11:12 start 7:21 State 5:20 16:21 states 9:14 Statute 5:4 Steve 3:7 8:23 9:1 steward 8:14 stewards 9:5 Street 1:10 14:18 strongly 9:19 Stubbs 13:12 subject 11:11 submit 6:23 14:14 submitting 6:14 substantial 11:8 Suite	4:20 support 13:18 supported 5:17 surgery 4:24 sustainable 8:19 9:22 system 8:17 9:13 10:12,16 10:23 11:9 systems 10:10 T T 3:1,1 take 5:3 taken 7:9 technology 11:9 tentatively 5:21 testified 14:2 testify 6:6 13:24 testimony 6:3,15,24 7:1,3,9,11 14:3 text 6:22,23 thank 8:20,21 13:6,12,14 13:22 15:1 thanking 7:21 thorough 8:11 times 10:14 titles 11:13	today 13:16 top 10:11,11,14,23 total 5:1 touch 12:20 traditions 12:10 transaction 4:21 transfer 8:3 13:18 transform 12:5 tremendous 9:4 Truven 10:12 two 4:23 5:17 7:3 typed 5:19 U U.S 10:20 uniquely 9:19 unwavering 10:5 upgrades 11:9 V valid 6:17 value 10:6 valued 11:22 values 8:11 various 12:9	verbal 5:14 vulnerable 8:7 12:13 W W-I-L-S-O-N 13:11 want 6:2 12:17 we'll 7:13 Wednesday 1:11 5:5 welcome 9:17 well-being 12:12 west 14:18 WHEREOF 16:11 Wilson 13:11 Wilson-Stubbs 3:8 13:8,9,10 wish 6:6 wishes 13:23 14:2 WITNESS 7:18 16:11 words 12:17 workforce 11:11 World 10:20 written 5:13 6:15,17 14:5,14 X Y Y-O-L-A-N-D-E 13:11
---	--	---	--

years	2005	14:19	
10:17	12:5	69	
Yolande	2020	10:14	
3:8 13:8,10	12:4		
	2023	7	
Z	10:17	7	
	2024	3:6	
0	1:11 5:6,22 14:9,14	8	
04/12/2025	16:13	8	
16:16	250	8	
	4:20 11:6	3:7 5:19	
1	25th	9	
1/2	1:11 5:6	929934	
5:19	29th	16:15	
1:15	5:22 14:9	9th	
1:11 4:2	2nd	14:13	
1:27	14:19		
15:2			
10	3		
10:11,23	300		
100	9:15		
10:14	375		
11	5:2		
5:20	3960		
12	5:4		
12:2	4		
13	4		
3:8,11	3:3		
14	44		
8:4 9:14	9:14		
15	45,000		
10:11	9:16		
150	5		
4:19	500		
1501	10:18		
1:10 5:7	525		
15th	14:18		
16:12	6		
1996	600,000		
6:12	4:21		
2	60016		
12:4	1:11		
2001	62761		
9:10 12:8 14:11			