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

In Re: )  
)  
Public Comments Regarding ) Project No. 10-013  
Westlake Hospital Transfer )  
of Ownership to Vanguard )  
Health Management, Inc. )

REPORT OF PROCEEDINGS had and testimony  
taken in accordance with the requirements of the  
Illinois Health Facilities Planning Act on the  
Westlake Hospital, Melrose Park, Transfer of  
Ownership to Vanguard Health Systems, Inc.,  
taken at the Village of Melrose Park,  
1000 North 25th Avenue, Melrose Park, Illinois,  
on April 26th, 2010, at the hour of 9:23 a.m.

**RECEIVED**

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HEALTH FACILITIES &  
SERVICES REVIEW BOARD

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**PRESENT:**

HEALTH FACILITIES AND SERVICES REVIEW BOARD, by  
MS. KAREN HALL,  
Second Floor  
525 West Jefferson Street  
Springfield, Illinois 62761  
(217) 782-3516

appeared as Public Hearing Officer.

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1 HEARING OFFICER HALL: Good morning.

2 THE AUDIENCE: Good morning.

3 HEARING OFFICER HALL: I'm with the  
4 Illinois Department of Public Health. I'm here  
5 today to conduct a public hearing on the proposed  
6 project known as 10 --

7 THE AUDIENCE: We can't understand you.

8 HEARING OFFICER HALL: They're  
9 getting another mic.

10 Okay. Again, good morning. I'm with the  
11 Illinois Department of Public Health. I'm here  
12 today to conduct a public hearing on the proposed  
13 project known as 10-013, Westlake Hospital,  
14 Melrose Park, Illinois.

15 As per the rules of the Illinois Health  
16 Facilities and Services Review Board, I would  
17 like to read the legal notice into the record.

18 "In accordance with the requirements of the  
19 Illinois Health Facilities Planning Act, notice  
20 is given of receipt to transfer ownership of a  
21 hospital (Project 10-013), Westlake Hospital,  
22 Melrose Park.

23 "Applicants: Vanguard Health Management,  
24 Incorporated; Vanguard Health Financial

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1 Corporation, LLC; VHS; Westlake Hospital,  
2 Incorporated; Resurrection Health Care Corporation;  
3 and Westlake Community Health System, d/b/a  
4 Westlake Hospital.

5 "The Applicants, Vanguard Health entities,  
6 propose to acquire the ownership of a 225-bed  
7 acute care hospital located at 1225 Lake Street,  
8 Melrose Park. The cost for this project is  
9 \$20,310,500.

10 "Consideration by the State Board has been  
11 tentatively scheduled for the June 8-9, 2010, State  
12 Board meeting.

13 "A public hearing is to be held by the  
14 Illinois Department of Public Health pursuant to  
15 the Illinois Health Facilities Planning Act. The  
16 hearing is open to the public and will afford an  
17 opportunity for parties at interest to present  
18 written and/or verbal comment relative to the  
19 project.

20 "All allegations and assertions should be  
21 relevant to the need for the proposed project and  
22 be supported with two copies of documents or  
23 materials that are printed or typed on paper size  
24 8 1/2 by 11.

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1                    "A copy of the application may be reviewed  
2                    at the Illinois Health Facilities and Services  
3                    Review Board office at 525 West Jefferson Street,  
4                    Second Floor, Springfield, Illinois 62761. To  
5                    obtain a copy of the application, the phone  
6                    number for the office is (217) 782-3516. You can  
7                    call the office for copying fees and details.

8                    "Any person wanting a public hearing on the  
9                    proposed project must submit a written request  
10                    for such hearing to the address that I just  
11                    mentioned.

12                    "If you have not done so, please sign in  
13                    using the appropriate registration forms. One  
14                    form is for individuals who want to provide  
15                    testimony in support of the project. Another  
16                    form is for people to provide testimony who want  
17                    to oppose the project, and the last form is for  
18                    individuals to register their attendance who do  
19                    not wish to testify.

20                    "To ensure that the Illinois Health  
21                    Facilities and Services Review Board protects the  
22                    privacy and maintains the confidentiality of  
23                    individuals' health information, covered entities  
24                    as defined by the Health Insurance Portability

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1 Act of 1996, such as facilities, hospital  
2 providers, health plans, and health care  
3 clearinghouses submitting oral or written  
4 testimony that discloses protected health  
5 information of individuals shall have valid,  
6 written authorization from that individual. The  
7 authorization shall allow the covered entity to  
8 share the individual's protected health  
9 information at this hearing.

10 "Those of you who came with prepared text  
11 for your presentation may choose to submit that  
12 text without giving testimony. However, if you  
13 are giving oral testimony, please be as brief as  
14 possible.

15 "As per legal notice, I would appreciate  
16 two copies of your testimony. When you make your  
17 presentation, please give the Court Reporter the  
18 correct spelling of your complete name.

19 "If there is a chief spokesperson for the  
20 Applicant, we would like that individual to make  
21 the first presentation. The remaining testimony  
22 will be taken in the order of the names given on  
23 the register.

24 "Please hold all of your questions until

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7

1 the testimony -- until all of the testimony is  
2 presented."

3 Sister Patricia Ann Koschalke from  
4 Resurrection Health Care.

5 SISTER KOSCHALKE: Can you hear me?

6 THE AUDIENCE: Yes.

7 SISTER KOSCHALKE: I am Sister  
8 Patricia Ann Koschalke, S-i-s-t-e-r,  
9 P-a-t-r-i-c-i-a, A-n-n, K-o-s-c-h-a-l-k-e.

10 I am Sister Patricia Ann Koschalke, a  
11 member of the Religious Congregation of the  
12 Sisters of the Holy Family of Nazareth. I would  
13 like to welcome all of my fellow Sisters in  
14 front, the Sisters of the Resurrection, and the  
15 Sisters of the Holy Family of Nazareth. I am  
16 pleased to see the hundreds of supporters of the  
17 Certificate of Need who have taken time out of  
18 their day to be here with us.

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

23 Prior to my board experience I served as  
24 the chief executive officer of Holy Family

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1 Medical Center for 23 years where I gained a deep  
2 understanding of the health care needs of  
3 communities. My testimony summarizes the mission  
4 discernment process regarding the sale of  
5 Westlake Hospital to Vanguard Health Systems,  
6 Incorporated.

7 Vanguard currently operates 15 hospitals,  
8 including two in the Chicago area, and runs three  
9 managed care plans. The company has experience  
10 in purchasing and operating faith-based health  
11 care providers: St. Vincent's, a Catholic  
12 hospital in Worcester, Massachusetts, and Baptist  
13 Health System in San Antonio, Texas.

14 All assets associated with the operation of  
15 both hospitals and the outpatient campus in  
16 River Forest are included in this transaction.

17 I want to stress that a timely and  
18 efficient review and approval of this Certificate  
19 of Need is essential to the continuation of  
20 health care services for these two facilities.  
21 Resurrection Health Care will be unable to  
22 continue operation of the facilities as they  
23 exist today, and despite much effort, no other  
24 potential purchasers have expressed interest in

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1 continuing the operation of these facilities.

2 Resurrection Health Care's mission  
3 statement proclaims, "RHC exists to witness God's  
4 sustaining love through compassionate family-  
5 centered care."

6 A significant portion of Resurrection  
7 Health Care's operating losses are associated  
8 with the two hospitals. Keeping these providers  
9 in our system puts the rest of the RHC system at  
10 a risk. We will be unable to witness love  
11 through compassionate, family-centered care in  
12 the communities served by our remaining hospitals  
13 and facilities if we continue to provide operating  
14 subsidies to West Suburban and Westlake.

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

19 The community that RHC serves has expanded  
20 significantly since 1997 from two hospitals to  
21 eight hospitals and a broad spectrum of other  
22 services and programs. Unfortunately, given our  
23 financial situation, Resurrection now needs to  
24 focus on a smaller market area and our strongest

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1 providers to improve the health and well-being of  
2 patients in those core markets.

3 Finally, our mission statement proclaims,  
4 "We promote a climate that empowers all of us to  
5 effectively steward our human and financial  
6 resources."

7 RHC has very limited resources with respect  
8 to capital and management personnel. As good  
9 stewards, we are at a juncture where we may --  
10 I'm sorry -- we are at a juncture at which we  
11 need to scale down to strengthen our remaining  
12 providers and focus on assuring our long-term  
13 ability to continue our mission. As one of the  
14 leaders of the system's sponsors, this is very  
15 important to me and my fellow Sisters.

16 Market forces and a severe economic  
17 downturn are affecting many providers. Overall  
18 volumes and net reimbursement are down, and a  
19 continued shift to nonacute settings is evident.  
20 National health care reform is now a reality.  
21 State and Federal governments and other payers  
22 will be reforming payment mechanisms to reward  
23 high-quality, integrated, evidence-based care.

24 The vision for Resurrection Health Care is

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1 to become an accountable health care organization.  
2 This vision places more importance on keeping  
3 patients healthy and coordinating their care than  
4 on owning and operating acute care hospitals.  
5 RHC most focus its limited resources on fewer  
6 markets and services and build enhanced  
7 capabilities needed to succeed in this new  
8 environment of health care reform.

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

16 RHC sought to identify a suitable buyer to  
17 take over the hospitals, one who would have  
18 sufficient resources to invest and assure their  
19 continued operation into the future. We believe  
20 the transfer of ownership to Vanguard Health  
21 Systems is the best option for the communities  
22 served by these facilities, the physicians, and  
23 the employees who work there.

24 Thank you for the opportunity to share this

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1 important message with you.

2 (Applause.)

3 HEARING OFFICER HALL: Trip Pilgrim.

4 MR. PILGRIM: Good morning. Can  
5 everybody hear in the back? Good.

6 Wow, this is one of the first -- I'm amazed  
7 at all the yes stickers here. Thank you for  
8 targeting out nearly hundreds of supporters for  
9 this initiative.

10 Good morning. My name is Trip Pilgrim, and  
11 I'm currently the senior vice president and chief  
12 development officer for Vanguard Health Systems.  
13 I've worked for Vanguard for nine years in  
14 various capacities and currently as the company's  
15 point person working with Resurrection on this  
16 transaction.

17 Thank you for the opportunity to speak  
18 today and to speak as the Illinois Health  
19 Facilities and Services Review Board considers  
20 the transfer of ownership of West Suburban  
21 Medical Center and Westlake Hospital from  
22 Resurrection Health Care to Vanguard.

23 I want to begin by expressing my deep  
24 appreciation for the many community organizations,

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1           elected officials, and regular citizens who have  
2           already expressed their support for these  
3           applications.

4                     Our company provides health care services  
5           to a diverse group of patients and communities  
6           through 15 hospitals located in four states,  
7           including two facilities here in the Chicago area.

8                     Our more than 20,000 employees bring to the  
9           table with them a broad spectrum of experience  
10          from clinical care, operations, contracting and  
11          finance, to purchasing, human resources, and  
12          community relations.

13                    Our company also has a track record of  
14          investment and growth. Over the last five years,  
15          Vanguard has funded capital expenditures of over  
16          \$950 million and increased its workforce by  
17          approximately 5,000 employees nationwide.

18                    I'm proud to be here today to talk about  
19          Vanguard's desire to expand the services we  
20          provide in the Chicagoland area. Our commitment  
21          to this region first started in 2000 with the  
22          purchase of MacNeal Hospital in Berwyn and  
23          continued in 2002 when Weiss Memorial Hospital  
24          joined our family.

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1 Vanguard embraces the community which it  
2 serves and is committed to ensuring that  
3 residents never have to leave their community to  
4 find access to the highest level of care and  
5 services. That is our philosophy and that is the  
6 level of service we provide.

7 As was and still is the case with MacNeal  
8 and Weiss, we respect our hospitals' autonomy and  
9 firmly believe in maintaining local authority.  
10 Vanguard owns the physical assets of MacNeal and  
11 Weiss, but it is our teams of local administrators,  
12 medical professionals, and employees who own  
13 their operations, set their policies, and help to  
14 make the hospitals successful. If the proposed  
15 purchase is approved, we will bring the same  
16 philosophy to West Suburban and Westlake because  
17 we know this is a model that works for our  
18 hospitals and the patients they serve.

19 Vanguard has a long track record of success  
20 in strengthening the hospitals we own through  
21 significant capital investment, thought  
22 leadership that enhances their efficiency and,  
23 most importantly, improves clinical care and the  
24 experience for the patient. The communities we

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1           serve have seen health care improve as a result  
2           of our efforts.

3                         Simply put, we don't buy hospitals to  
4           maintain the status quo or to close them. We're  
5           committed to developing urban-based integrated  
6           health delivery systems. Therefore, we purchase  
7           hospitals as a part of our desire to develop  
8           these urban systems, to improve their clinical  
9           care, enhance the quality of services, increase  
10          patient satisfaction, and grow the number of  
11          patients we serve.

12                        To that end I have a lot of recent and  
13          personal experience. When Vanguard purchased the  
14          Baptist Health System in San Antonio in  
15          January 2003, I had the great opportunity to  
16          serve there in a senior role and eventually as  
17          president and CEO of that system.

18                        Like West Suburban and Westlake, Baptist  
19          Health System was facing significant financial  
20          and operational challenges when we acquired it.  
21          We set ambitious goals for the system and reached  
22          out to San Antonio's diverse community with the  
23          goals of ensuring the system's solvency,  
24          improving its clinical care, and involving the

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1 community in its turnaround.

2 In the last seven years we've made capital  
3 investments of over \$450 million into the system  
4 which included upgrading and renovating  
5 facilities, expanding services, and acquiring new  
6 clinical technologies. The result was many  
7 clinical firsts for the city of San Antonio and a  
8 significant growth in the numbers of patients we  
9 cared for. In Bexar County alone -- that's the  
10 county San Antonio is in -- our market share grew  
11 from 28 1/2 percent to almost 36 percent in this  
12 time frame.

13 We also own a nursing school. In 2003 we  
14 had 125 students. Today we have over 500 students  
15 in our nursing school in San Antonio.

16 Growth is a good thing, especially for  
17 creating jobs. When Vanguard acquired the BHS in  
18 2003, there were approximately 4500 employees in  
19 that system. Today there are over 6,000 employees  
20 in that system.

21 I'm also proud to say the culture we  
22 developed in San Antonio has resulted in BHS  
23 being among the top contributors year in, year  
24 out to the United Way of San Antonio. The BHS

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1 family there was among those leading the efforts  
2 to provide assistance to coastal evacuees as a  
3 result of hurricanes Katrina, Rita and then later  
4 Ike. This year our entire Vanguard family raised  
5 \$162,000 for the victims in Haiti, and that was  
6 matched by the company for a total contribution  
7 of \$325,000.

8 Vanguard also recognized the challenges  
9 facing San Antonio's uninsured population, as  
10 Texas has the highest uninsured rate in the  
11 United States. Among participating in numerous  
12 other community-based programs committed to  
13 serving historically underserved populations, we  
14 helped form a fully staffed primary care center  
15 devoted exclusively to serving the region's  
16 working uninsured.

17 It is this experience and similar ones from  
18 throughout the country that we bring with us to  
19 West Suburban and Westlake Hospitals. Vanguard  
20 recognizes the significant responsibility that we  
21 have to provide care to the entire community. In  
22 2009 alone our hospitals and health care  
23 facilities provided approximately \$100 million in  
24 charity care and over \$300 million in total

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1           uncompensated care nationwide. Right here in the  
2           Chicagoland area among the region's largest  
3           hospitals including not-for-profits MacNeal and  
4           Weiss are consistently ranked in the upper  
5           echelon hospitals that are most committed to  
6           charity care.

7                       This was reported on by Crain's Chicago  
8           Business just this past October. According to  
9           data collected by the Illinois Department of  
10          Public Health, our hospitals in this region are  
11          in the upper echelon of those who provide  
12          charity care.

13                      MacNeal was one of six Chicago-area  
14          hospitals that pay taxes and spent a larger  
15          percentage of its revenue on a combination of  
16          charity care and treatment of public aid patients  
17          compared to the majority of the area's 20 largest  
18          not-for-profit hospitals. That same data  
19          indicated that Weiss also spent more on charity  
20          care last year than half of the area's largest  
21          20 not-for-profit hospitals. In addition, nearly  
22          80 percent of Weiss and 55 percent of MacNeal's  
23          patients are either Medicare or Medicaid  
24          beneficiaries, programs that regularly fail to

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1           reimburse for the cost of the services that we  
2           provide.

3           Our hospitals are proud partners with the  
4           communities in which they operate. Our doctors,  
5           nurses, and staff serve on the boards of  
6           neighborhood charities, schools, community  
7           organizations, and religious groups. This  
8           includes the Alivio Medical Center, Chicago  
9           Health Outreach, and Apna Ghar, just to name a  
10          few. Our investment in West Suburban and  
11          Westlake will allow us to continue and expand  
12          these partnerships, start new ones, and assure  
13          that critical medical care continues to be  
14          available in the Oak Park and Melrose Park  
15          communities.

16          Let me make clear that the challenges  
17          facing West Suburban and Westlake are significant  
18          and will be difficult to overcome. Moreover, the  
19          proposals we are talking about today are very  
20          different than that which Vanguard is currently  
21          involved in in Detroit, Michigan. That is  
22          because these are very different organizations,  
23          and the two situations are very different.

24          The Detroit Medical Center is a \$2 billion,

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1           7 hospital system with over 12,000 employees. It  
2 provides world class clinical care and has  
3 achieved national recognition. The DMC has been  
4 identified by U.S. News and World Report and the  
5 Leapfrog Group as among the top clinical  
6 providers in the United States.

7           The DMC has three magnet status nursing  
8 hospitals and a world-class children's hospital.  
9 They also have a world-class rehab hospital  
10 specializing in the treatment of traumatic spinal  
11 injuries. Also, the DMC is the primary teaching  
12 system for Wayne State Medical School, which is  
13 the largest single-campus medical school in the  
14 United States. They have received national  
15 recognition for its EMR. Finally, the DMC has  
16 been profitable for the last several years.

17           In stark contrast, West Suburban and  
18 Westlake combined are a fraction of the size of  
19 the DMC, and they've been very financially  
20 challenged facilities. As you've already heard,  
21 both hospitals have operated in the red for the  
22 last five years and together have lost a combined  
23 \$166 million dollars.

24           As you have heard, Resurrection approached

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1           us after concluding that in order to strengthen  
2           their overall system they needed to divest these  
3           two facilities. In addition to Vanguard,  
4           Resurrection contacted other systems, including  
5           nonprofit and for-profit systems, Catholic  
6           systems, other faith-based and secular systems,  
7           and there was no interest. It was our  
8           understanding then, and it still is today, that  
9           if Vanguard had not been interested, then the  
10          future existence of these facilities as they're  
11          currently configured would be in serious  
12          jeopardy.

13                    But we are interested. As does  
14           Resurrection, we believe that these two hospitals  
15           have a reason to exist and can continue to serve  
16           their communities for years to come. Also, given  
17           the neighborhoods that MacNeal Hospital serves  
18           are close to those neighborhoods which are  
19           currently served by West Suburban and Westlake,  
20           we believe there are opportunities to gain some  
21           efficiencies that can make the overall system  
22           more viable.

23                    We have done our due diligence and made our  
24           offer to acquire West Suburban and Westlake with

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1           our eyes wide open. Turning around these  
2           facilities will not be easy, and the challenges  
3           will be many, not the least of which is the  
4           continuing ability of Illinois Medicaid to  
5           reimburse providers at some level approaching the  
6           cost of treating Illinois Medicaid recipients.

7           However, Vanguard is willing to take on  
8           these challenges and the risks that come with  
9           them because we believe these facilities cannot  
10          only survive but can thrive. We believe these  
11          hospitals are vital to the communities they serve  
12          and are committed to seeing them succeed.

13          We are fully aware of the financial  
14          investment and work that will be needed to be  
15          successful at West Suburban and Westlake to put  
16          them in a position to grow in the future because  
17          we have done it before. We've done it here in  
18          Chicago; and we've done it in San Antonio; we've  
19          done it in Arizona and in Massachusetts.

20          As this process moves forward, we welcome  
21          the opportunity to work with the Illinois Health  
22          Facilities and Services Review Board, appropriate  
23          state agencies, and the Oak Park, Melrose Park,  
24          and neighboring communities in turning

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1 West Suburban and Westlake into facilities we can  
2 all be proud of.

3 Thank you very much.

4 (Applause.)

5 HEARING OFFICER HALL: Doug Woodson.

6 MR. WOODSON: Good morning. My name  
7 is Doug Woodson, and I'm an organizer with AFSCME  
8 Council 31.

9 Our union has been working with employees  
10 with the Resurrection Health Care System who are  
11 seeking to form a union. Employees are  
12 organizing so that they may have a voice in the  
13 decisions that affect their work lives and their  
14 ability to provide high-quality care to their  
15 patients.

16 These union activists are motivated by a  
17 belief that a genuine voice for employees through  
18 a union will lead to better and, ultimately, more  
19 financially successful hospitals. It is in this  
20 spirit that AFSCME Council 31 urges the Board to  
21 demand more from Vanguard and Resurrection  
22 regarding the change of ownership of Westlake and  
23 West Suburban.

24 Employees of these hospitals have worked

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1 with little recognition and under increasingly  
2 difficult conditions to provide the best possible  
3 care to residents of the west suburbs and the  
4 west side of Chicago. Today you will hear from  
5 many of these employees about why they deserve  
6 more from Vanguard and Resurrection than a mere  
7 60 days of job security.

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

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

22 AFSCME Council 31 recognizes the challenges  
23 of providing health care in today's difficult  
24 market, but this deal between Resurrection and

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1 Vanguard places the burden of difficult times  
2 squarely on the shoulders of dedicated employees  
3 and patients.

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

10 Thank you.

11 (Applause.)

12 HEARING OFFICER HALL: Pat Shehorn.

13 MS. SHEHORN: Good morning. I want to  
14 start by expressing my deep gratitude for all of  
15 you for giving up your Monday to be here with us  
16 as a sign of support. Thank you very, very much  
17 on behalf of the entire Westlake Hospital team.

18 My name is Pat Shehorn, S-h-e-h-o-r-n. I  
19 am the executive vice president and chief  
20 executive officer at Westlake Hospital. I've  
21 been with Westlake for 11 years.

22 I'm here today to voice my support for  
23 transfer of ownership of Westlake Hospital from  
24 Resurrection Health Care to Vanguard Systems,

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1 Incorporated.

2 Westlake Hospital has been serving Melrose  
3 Park, Maywood, Bellwood, and Proviso Township for  
4 over 80 years. We are a community hospital at  
5 our core, a resource for the community, a  
6 neighbor, and an employer for many residents. We  
7 are the kind of hospital that has seen generation  
8 after generation walk through our doors. We have  
9 been an employer for entire families at one point  
10 or another. We are a hospital with a long-term  
11 medical staff and employee workforce. Many have  
12 spent their entire careers at Westlake dedicated  
13 to serving a changing community, always adapting  
14 and responding to the community's evolving needs.

15 Westlake is the kind of hospital that makes  
16 you feel welcome no matter who you are, where you  
17 come from, or what language you speak. Over the  
18 years we have made great strides and strengthened  
19 our relationships with our community. We have  
20 been fortunate to have partnered with the  
21 Westlake Health Foundation and have been the  
22 benefactor of numerous grants.

23 These grants have enabled us to implement  
24 innovative programs such as certified medical

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1 interpreter program that has served as a model  
2 within Resurrection Health Care and throughout  
3 hospitals in the Chicagoland area. We have  
4 provided thousands of screenings and many  
5 programs for families in our community.

6 We are always encouraged by the community's  
7 response to the many programs we have offered,  
8 programs that have made a difference in the lives  
9 of the people in this community, programs that  
10 have saved lives, programs that range from  
11 offering free mammograms to uninsured women in  
12 Proviso Township to implementing nutrition and  
13 health programs in our local schools and within  
14 the village to combat the nation's childhood  
15 obesity crisis.

16 Nonetheless, despite our many successes  
17 helping to improve the health of our community,  
18 our financial losses bring us to a crossroad in  
19 our history. We have been a part of Resurrection  
20 Health Care for 12 years and together have  
21 remained committed to serving our community.  
22 However, we are painfully aware that Resurrection  
23 health care can no longer sustain the financial  
24 losses at Westlake Hospital and its other

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1           entities and also reinvest in much needed  
2           facility infrastructure and technology.

3                       We feel blessed that Vanguard Health  
4           Systems wants Westlake as part of its system.  
5           Vanguard has expressed a commitment, just as they  
6           have for the past 10 years at MacNeal, to  
7           strengthening Westlake so that we can continue  
8           working in our community to improve the health  
9           and well-being of those who live here.

10                      Vanguard has committed to keep our  
11           dedicated, caring, compassionate employees and  
12           physicians who care for the people in the  
13           community as they would care for members of their  
14           own family. We are confident that the transfer  
15           of ownership to Vanguard provides us with  
16           continued viability.

17                      We have received a groundswell of support  
18           from community leaders, residents, our medical  
19           staff, and employees which you see here. We are  
20           dedicated to carrying out our mission of care.  
21           We also recognize that the livelihood of many  
22           employees, physicians, and local businesses are  
23           at stake if the transfer of ownership does not  
24           take place.

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1 I appreciate the opportunity to voice my  
2 support for the transfer of ownership of  
3 Westlake Hospital. I also respectfully request  
4 the Board's efficient and timely review of this  
5 application in order to protect employment and  
6 investment in this community and to ensure that  
7 the much needed medical care for patients in our  
8 community is in no way interrupted or discontinued.

9 Thank you.

10 (Applause.)

11 HEARING OFFICER HALL: Martin Sandoval.

12 MR. SANDOVAL: Good morning.

13 Buenos días.

14 My name is Martin Sandoval. I'm the State  
15 Senator for the 12th Legislative District in the  
16 State of Illinois. I represent the southwest  
17 side of Chicago, the neighborhoods of West Lawn,  
18 Gage Park, Archer Heights, Garfield Ridge, and  
19 La Villita, Little Village.

20 (Applause.)

21 MR. SANDOVAL: I also represent the  
22 Town of Cicero, the City of Berwyn, and the  
23 Village of Stickney.

24 I represent the heart of the Latino

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1 community in Illinois. It is the largest  
2 district of Latinos in the Midwest in the State  
3 of Illinois. I come here today as a resident of  
4 the service area of MacNeal Hospital; I come here  
5 as a community leader of the Latino community; I  
6 come here as a state legislator representing the  
7 people of the State of Illinois.

8 I'd like to formally convey my support to  
9 the Illinois Health Facilities and Services  
10 Review Board for a Certificate of Need to  
11 transfer ownership of West Suburban Hospital and  
12 Westlake Hospital from Resurrection Health Care  
13 to Vanguard Health Systems, Inc.

14 Vanguard Health Systems owns two hospitals  
15 in the Chicago area: MacNeal Hospital, which  
16 joined Vanguard in 2000, and Louis A. Weiss  
17 Memorial Hospital in 2002. These hospitals have  
18 long-standing reputations of serving Berwyn and  
19 Chicago's north-side communities.

20 Under Vanguard's ownership, MacNeal and  
21 Weiss have improved their reputations of  
22 providing high-quality health care services, and  
23 both hospitals provide Medicaid and Medicare  
24 services on par with not-for-profit hospitals

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1           within respective markets.

2                   It is imperative to the communities served  
3           by West Suburban Medical Center and Westlake  
4           Hospital that the acquisitions of these hospitals  
5           move forward without delay. I would like to see  
6           the Health Facilities and Services Review Board,  
7           consistent with its rules and capabilities,  
8           expedite the review and approval of the change of  
9           ownership applications and, in doing so,  
10          facilitate the associated transactions' completion.

11                   I request the Illinois Health Facilities  
12          and Services Review Board approve the application  
13          for Certificate of Need.

14                   I personally know that MacNeal Hospital is  
15          an institution that is known for providing service  
16          and care in the spirit of Resurrection Hospital --  
17          with love. I understand the need for a hospital  
18          like MacNeal and Vanguard, a corporate -- a  
19          corporation, an institution that has made its  
20          mark on our communities, especially here in west  
21          suburban Cook County and the southwest side of  
22          Chicago and in the Latino communities.

23                   They have done it when no one else has.

24                   They have opened the doors to the Latino

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1 community when many hospitals have shut their  
2 doors. They have opened their doors to the  
3 Medicaid and to the public aid patients when  
4 other hospitals have shut their doors. MacNeal  
5 Hospital and Vanguard systems have lived the  
6 spirit, have lived the spirit and the mission of  
7 Resurrection Hospital, and they've done it for  
8 many, many years. I believe that there is no  
9 doubt in my mind that this transfer should take  
10 place immediately.

11 We must protect also the families, the  
12 families that have mortgages to pay, schools to  
13 pay, and care for the people in our community.  
14 It is imperative that this move be done  
15 immediately and swiftly, and I approve the  
16 transfer and the Certificate of Need as soon as  
17 possible.

18 Thank you very much.

19 (Applause.)

20 HEARING OFFICER HALL: Shirley Brown.

21 MS. BROWN: Hello, everyone. My name  
22 is Shirley Brown, S-h-i-r-l-e-y, B-r-o-w-n.

23 I have worked as a housekeeper at Westlake  
24 Hospital for almost 15 years. I also have been a

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1 patient of Westlake. I live in Bellwood, a part  
2 of Westlake's service area, so I speak as an  
3 employee, a patient, and a resident of a  
4 neighborhood that relies on Westlake.

5 I urge the Board to require Vanguard Health  
6 Systems to keep Westlake Hospital open for a  
7 minimum of 10 years. This is the only way the  
8 Board can make sure there will continue to be  
9 hospital services available to the thousands of  
10 people who come to Westlake for care every year.

11 It is important that the Board understands  
12 who Westlake serves. 20 percent of Westlake  
13 patients are Latino, and over 40 percent are  
14 African-American. In 2008, 33 percent of our  
15 patients were on Medicaid. So Westlake serves a  
16 large share of minority and low-income residents.  
17 They deserve a high-quality, well-run, conveniently  
18 located hospital.

19 But the terms of the sale of Westlake to  
20 Vanguard make that very uncertain. Vanguard has  
21 failed to provide a commitment to keep our  
22 hospital open for more than two years. Two years  
23 is not a serious commitment to our hospital or  
24 our community.

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1 (Applause.)

2 MS. BROWN: In its deal to buy  
3 Detroit Medical Center, Vanguard has committed to  
4 keep the eight hospitals in the system open for  
5 10 years. If Vanguard can provide a 10-year  
6 commitment to Detroit, why not in the  
7 Chicago area?

8 (Applause.)

9 MS. BROWN: If Vanguard is serious  
10 about making Westlake a good and profitable  
11 hospital, then they should sit down and talk with  
12 employees. Because we are the front lines. We  
13 can help identify ways of saving money, improving  
14 quality, and better serving our community and  
15 patients.

16 By respecting the voices of employees that  
17 have been unheard for so many years, I feel that  
18 working together we can make Westlake a great  
19 hospital for the patients, the employees and the  
20 community.

21 (Applause.)

22 HEARING OFFICER HALL: Ronald Serpico.

23 MR. SERPICO: Good morning. Good  
24 morning, Sisters.

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1                   I am Ron Serpico. I've been the mayor of  
2                   Melrose Park now for 13 years. And I heard  
3                   testimony that Westlake started 85 years ago,  
4                   which is the same year my father was born two  
5                   blocks from here in a house. They couldn't  
6                   afford to go to the hospital at that time.

7                   I've listened to the testimony today. I  
8                   have had the opportunity to visit with people from  
9                   both sides of the argument, and sitting here as --  
10                  standing here as someone responsible for a whole  
11                  community, I'm cognizant of the fact -- and I  
12                  guess obviously being partial to Melrose Park,  
13                  I'm cognizant of the fact of who we represent and  
14                  who takes care of people at Westlake Hospital.

15                  I personally am a patient of Westlake  
16                  Hospital, and my doctor at one point -- I think  
17                  he's one of the speakers here today -- had the  
18                  opportunity to speak with other employees. Many  
19                  I saw today I know personally. I've had an  
20                  opportunity to speak with representatives of  
21                  the Union.

22                  It's a very difficult time. It's a  
23                  difficult time to try to ensure quality health  
24                  care for the people that we have and also to try

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1 to sustain the employment for all of the hard  
2 working people of Westlake Hospital.

3 The problem we have is we have a reality of  
4 a situation; we have a reality of an economy; we  
5 have a reality with the State of Illinois which I  
6 think by all accounts is probably one of the  
7 worst, if not the worst, on making their payments.

8 So I am here today in balancing all of that  
9 out to say that -- and as some people have said  
10 as employees, as patients of the hospital -- I'm  
11 here to express my support of the transfer of the  
12 ownership of Westlake to Vanguard Health Care  
13 System.

14 (Applause.)

15 MR. SERPICO: Westlake, again, as I  
16 indicated, has been here for 85 years. Our  
17 residents depend on the quality of care that's  
18 known to be given. I'm pleased to hear that the  
19 hospital will remain in our community, which is  
20 really essential. And time frames have been  
21 bantered around -- I've been kicking this around  
22 in my head, and I know it's difficult, but I'm  
23 convinced at this point in time that Vanguard  
24 will support the vital services and keep the jobs

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1 and keep us moving forward.

2 So I'm here today to express my support to  
3 the Illinois State Health Facilities and Services  
4 Review Board during the Certificate of Need  
5 process.

6 Thank you.

7 (Applause.)

8 HEARING OFFICER HALL: Bernice -- I'm  
9 not sure. I think it's G-r-a-u or L. I'm not  
10 exactly sure.

11 MS. GRAU: (Through Interpreter)  
12 Good morning. My name is Bernice Grau. I've  
13 been a worker at West Suburban Medical Center for  
14 1 year and at Resurrection Medical Center for  
15 15 years.

16 It is very important for the Review Board  
17 to require Vanguard to keep West Suburban Medical  
18 Center open for at least 10 years.

19 (Applause.)

20 MS. GRAU: (Through Interpreter)  
21 Thousands of patients and 1700 employees depend  
22 on West Suburban. There has already been much  
23 disruption at this hospital over the last 10 years.  
24 We deserve a commitment to effective and caring

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1 management for the next 10 years.

2 Since I've been a young child I've been  
3 working really hard, and I've had jobs that have  
4 been really hard, as well. I've also worked hard  
5 to stand up for what I believe is right. That is  
6 why I've worked to form a union at Resurrection  
7 so employees could have a voice, especially in a  
8 situation like this where we deserve a say in the  
9 future of the hospitals.

10 That is why I wanted to testify today.  
11 What Vanguard is proposing for West Suburban  
12 Medical Center is not right. Once again, I  
13 specify that it's not right that there isn't a  
14 compromise that's at least 10 years.

15 We don't feel that it's just that we can't  
16 have a justification with management about our  
17 employment rights and our future, and I don't  
18 think that it's just that there isn't an  
19 agreement with patients that they can't depend on  
20 these hospitals for the long term.

21 That's why, on behalf of my coworkers at  
22 West Suburban, we ask that this Board make the  
23 right decision that takes in mind not only the  
24 community but also the workers at West Suburban.

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1 (Applause.)

2 HEARING OFFICER HALL: Brian Lemon.

3 MR. LEMON: Good morning. My name is  
4 Brian Lemon, B-r-i-a-n, L-e-m-o-n. I'm the chief  
5 executive officer of MacNeal Hospital, a  
6 community teaching hospital in Berwyn.

7 MacNeal, as you've already heard, became  
8 part of Vanguard Health Systems in the year 2000.  
9 I've spent 23 of the last 27 years as a member of  
10 the management team at MacNeal, including 17 years  
11 prior to its becoming part of Vanguard and 5 years  
12 following. So I know and have known MacNeal  
13 Hospital directly and intimately both before and  
14 after its conversion from a freestanding,  
15 not-for-profit hospital to being part of a  
16 multihospital investor-owned system. I also live  
17 in the community served by MacNeal less than a  
18 mile from the hospital and have since 1990.

19 My point in giving you this background is I  
20 have direct experience and a personal stake in  
21 some of the issues or concerns that have been  
22 raised by West Suburban and Westlake becoming  
23 part of Vanguard health systems.

24 The specific concern I'd like to address at

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1           this hearing has to do with Vanguard's commitment  
2           to charity care. By charity care I mean health  
3           care services provided to folks who have either  
4           no health insurance or inadequate health  
5           insurance and cannot pay for the services they  
6           receive.

7                     The amount of charity care provided by  
8           hospitals has been a topic of great interest,  
9           debate, and concern for a number of years now.  
10          Tax exempt hospitals have been criticized for not  
11          providing enough charity care to justify the  
12          privilege of not paying property taxes, and I  
13          would add unjustly criticized. On the flip side,  
14          investor-owned hospitals that do pay property  
15          taxes are incorrectly perceived as not providing  
16          charity care.

17                    The notion that investor-owned hospitals  
18          turn their backs on people in need and refuse to  
19          provide care is one of the most damaging and  
20          widely held misperceptions out there. Some  
21          people seem to take great personal satisfaction  
22          in sneering at an organization like Vanguard and  
23          promoting the notion that a for-profit company  
24          will, by definition, not provide free care to

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1           those in need.

2                   The reality is that all hospitals, whether  
3           organized as not-for-profit or investor-owned,  
4           are organizations of, by, and for the communities  
5           that they serve.

6                   Our mission at MacNeal and Vanguard is,  
7           simply stated, to help people achieve health for  
8           life. Crucial to our success in delivering on  
9           this mission is that we make a commitment to our  
10          communities, and key to that commitment is being  
11          part of the social services and health care  
12          fabric that takes care of people in need.

13                   I'd now like to share some facts with you  
14          about charity care.

15                   3 1/2 years ago, in December of 2006, the  
16          Congressional Budget Office published an analysis  
17          of the rates of uncompensated care provided by  
18          nonprofit hospitals as compared to investor-owned  
19          hospitals. The CBO study found a difference of  
20          only 6/10ths of 1 percent. In other words,  
21          virtually no difference in the amount of  
22          uncompensated care provided by the two types of  
23          hospitals.

24                   Six months ago Crain's Chicago Business

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1 published this article that has been referred to  
2 earlier this morning that analyzed the rates of  
3 charity care provided by Chicago area nonprofit  
4 hospitals and investor-owned hospitals. Crain's  
5 highlighted the fact that local investor-owned  
6 hospitals provide as much and often more charity  
7 care as their nonprofit peers.

8 And the final fact that I can share with  
9 you is that at MacNeal the amount of charity care  
10 that we provide has actually increased during the  
11 years that MacNeal has been part of Vanguard  
12 Health Systems. In our current fiscal year  
13 ending this June 30th, I expect MacNeal to provide  
14 approximately \$3.6 million in charity care. This  
15 figure is stated at cost. In other words, that  
16 is the cost of the free care that we will provide.

17 In conclusion, I would ask, will having  
18 West Suburban and Westlake becoming part of  
19 Vanguard Health Systems result in a decrease in  
20 charity care these hospitals provide to their  
21 community? And I think I've demonstrated with  
22 MacNeal's history and the facts that I've quoted  
23 that the answer to that question is no.

24 Thank you for your time and attention today.

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1 HEARING OFFICER HALL: Margie Schaps.

2 MS. SCHAPS: Thank you very much. My  
3 name is Margie Schaps, S-c-h-a-p-s. I'm the  
4 executive director of the Health and Medicine  
5 Policy Research Group in Chicago, and I thank you  
6 very much for giving me this opportunity to speak  
7 before you.

8 I was a member of the state task force last  
9 year that met for a little over a year to  
10 redesign the Illinois Health Facilities Planning  
11 Board that now is the Illinois Health Facilities  
12 and Services Review Board.

13 Health and Medicine has a number of serious  
14 concerns regarding the application for a change  
15 of ownership. We urge the Board to set as a  
16 condition of the permit a requirement that  
17 Vanguard Health Systems maintain and operate  
18 Westlake Hospital and West Suburban medical  
19 center for a minimum of 10 years.

20 (Applause.)

21 MS. SCHAPS: While this condition  
22 would not mitigate all of our concerns, it would  
23 address the most serious. That is, ensuring  
24 continued provision of medical services to

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1 residents in the service areas, particularly  
2 residents with very limited alternatives for care.

3 For almost 30 years Health and Medicine has  
4 operated as an independent, nonprofit center  
5 driven by a singular mission: Formulating health  
6 policy advocacy and health systems to enhance the  
7 health of the public. The reason for our focus  
8 is obvious. America's vast dysfunctional health  
9 care system has lurched from crisis to crisis,  
10 demand for services is growing, and as a result  
11 of our aging population while spending on public  
12 sector health care has declined.

13 In the last several years the Cook County  
14 Bureau of Health Services has suffered  
15 unprecedented budget cuts, clinic closures,  
16 significant reduction of services, and long waits  
17 for prescriptions and appointments for nonurgent  
18 procedures. At the same time, the health care  
19 safety net across the Chicago region is  
20 deteriorating as fewer hospitals struggle to  
21 serve an ever increasing number of people in need.

22 As the Federal health care reform  
23 legislation unfolds over the next couple of years,  
24 the need for community-based health services that

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1 can -- that people in the community can count on  
2 will be ever greater.

3 In this context Resurrection Health Care's  
4 plans to sell Westlake and West Suburban  
5 Hospitals to for-profit Vanguard Health Systems  
6 raises several questions:

7 First, if West Suburban and Westlake  
8 Hospitals do not generate sufficient profits,  
9 will Vanguard close the hospitals or certain  
10 services such as maternity or emergency  
11 departments?

12 Some years ago Vanguard purchased Phoenix  
13 Memorial Hospital which served several low-income  
14 communities. Residents were assured that the  
15 mission and heritage of Phoenix Memorial would  
16 continue under the new management.

17 Within a year Vanguard attempted to close  
18 the hospital's emergency room. In response, two  
19 elected officials in Phoenix pressed Vanguard  
20 Health Systems to help defray the projected  
21 1.5 million it would have cost the three urgent  
22 care clinics run by the Maricopa County if they  
23 had to expand their hours to try to make up for  
24 the loss of the emergency department.

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1 Vanguard halted its plan for closing the  
2 emergency room but several years later closed the  
3 hospital entirely and leased the space. During  
4 that same period Vanguard was investing  
5 significantly in its hospitals located in  
6 Paradise Valley, an affluent suburb of Phoenix.

7 Similarly, after acquiring Louis Weiss  
8 Memorial Hospital located here in Chicago in  
9 partnership with the University of Chicago,  
10 Vanguard closed the OB/GYN department.

11 Not surprisingly, these cases have added to  
12 the concerns of residents in the West Suburban  
13 and Westlake Hospital service areas.

14 Unfortunately, Vanguard has not chosen to address  
15 these concerns by providing a long-term  
16 commitment to maintain and operate these  
17 hospitals. While Vanguard has recently announced  
18 it would keep Detroit Medical Center open for at  
19 least 10 years, the corporation has only  
20 committed to operating Westlake and West Suburban  
21 for two years, less than three years stipulated  
22 in the Board's rules regarding change of  
23 ownership.

24 Second, has Resurrection Health Care

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1 behaved responsibly to the communities that rely  
2 on West Suburban and Westlake Hospitals?

3 In the application to the Board for change  
4 of ownership there is no indication that  
5 Resurrection actively pursued a nonprofit  
6 purchaser for these hospitals. The purchase  
7 agreement references consideration of several  
8 alternatives, but apparently the Resurrection  
9 board chose not to contact any of the financially  
10 viable health care networks here in Chicago or  
11 nationally.

12 Also of note in these applications is the  
13 very modest sale price for the two hospitals,  
14 less than half the value set for the hospitals  
15 when they were purchased by Resurrection. Given  
16 the very low price negotiated, it would seem that  
17 Resurrection could have at least secured serious  
18 commitment to the future operation of Westlake  
19 and West Suburban.

20 Finally, how would the closing or change in  
21 services at these two hospitals impact residents  
22 in the service areas? This question cannot be  
23 answered until there is consensus and clarity on  
24 a health plan for the region.



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1 workforce who are the owners of the heart and  
2 soul of Weiss. This collaboration has  
3 transferred Weiss over the last several years  
4 from a struggling hospital into a vibrant leader  
5 in the community with a very positive future.

6 Over the last eight years Vanguard has  
7 provided Weiss just under \$60 million in total  
8 funding to stabilize and improve the facility and  
9 its operations. More importantly, Vanguard has  
10 given Weiss a long range vision, a set of values  
11 to operate under, and the freedom to the  
12 physicians and employees to make Weiss a place  
13 that we are all very proud of.

14 At the same time, our employees and  
15 physicians have assumed ownership of the culture  
16 at Weiss, which has resulted in major advancements  
17 in our safety, quality, and service levels. So  
18 much so that we are now recognized as having  
19 industry best practices in many different areas.

20 Recently concerns were raised regarding the  
21 "deemed" status of MacNeal and Weiss. MacNeal  
22 nor Weiss has ever been limited in their ability  
23 to admit and treat Medicare or Medicaid patients.  
24 Nevertheless, I wanted to take this opportunity

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1 to address any confusion regarding the deemed  
2 status of the two facilities.

3 In order to remain qualified to receive  
4 payments from the Federal government for their  
5 services to Medicare and Medicaid patients, all  
6 hospitals must meet the "Medicare Conditions of  
7 Participation" as established by the Centers for  
8 Medicare and Medicaid Services (CMS).

9 A hospital may demonstrate its compliance  
10 with the "Medicare Conditions of Participation"  
11 by undergoing a survey of accreditation by the  
12 CMS or a state survey such as IDPH.

13 A third option available is to seek deemed  
14 status accreditation through CMS approved  
15 accrediting institutions who have received  
16 special designation from CMS, the most recognized  
17 of which is the Joint Commission.

18 Because of the limited resources of CMS and  
19 state survey agencies, they tend to limit their  
20 top priorities to complaint investigations,  
21 validation surveys, and infrastructure work.  
22 This leaves the deemed status organization  
23 designated by CMS as the preferred accreditation  
24 path for most hospitals.

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1                   Simply put, a hospital operating under  
2                   deemed status is surveyed under an approved  
3                   nongovernmental entity such as the Joint  
4                   Commission in place of CMS or a State survey  
5                   agency.

6                   If at any time a hospital does not meet all  
7                   the Medicare conditions of participation, that  
8                   hospital's survey jurisdiction can revert back to  
9                   CMS or a State survey agency such as IDPH. This  
10                  means that the hospital does not have deemed  
11                  status during the time the deficiencies with the  
12                  building or operations are being addressed.

13                  I found this to be a fairly common  
14                  occurrence here in Illinois. As a matter of  
15                  fact, on April 7th, 2010, over 20 percent of the  
16                  hospitals in Illinois were under the survey  
17                  jurisdiction of IDPH, including some of the most  
18                  highly regarded facilities in the state.

19                  Because of the age of many of the hospitals  
20                  in Illinois and the significant cost of getting  
21                  the hospitals compliant with the most recent fire  
22                  codes and other regulations, it can often take  
23                  months or years to address all deficiencies.

24                  Typically hospitals submit corrective

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1           action plans with timetables of completion to  
2           IDPH. Once IDPH chooses to accept the action  
3           plans, they will conduct periodic on-site surveys  
4           over the time period to validate the hospital's  
5           progress on its action plan.

6                       Once IDPH has verified full completion of  
7           the action plan, they will notify CMS, and deemed  
8           status will be restored. As long as hospitals  
9           achieve the progress stated on their action  
10          plans, CMS allows them to participate in the  
11          Medicare program. Most hospitals choose to  
12          maintain their voluntary participation with the  
13          Joint Commission while at the same time working  
14          to complete their action plans under the survey  
15          jurisdiction of IDPH.

16                      So with regard to specifics of MacNeal and  
17          Weiss' deemed status:

18                      MacNeal Hospital was surveyed by IDPH in  
19          May of 2009. There were deficiencies noted by  
20          the surveyor that stemmed from a 1983 building  
21          being reviewed against updated life safety codes  
22          for the first time in 2009.

23                      The plan to address those deficiencies has  
24          been approved by IDPH. The expected cost is

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1           \$900,000, and the expected completion date is  
2           July of 2011. Once IDPH has verified to CMS that  
3           those corrections have been completed as per the  
4           corrective action plan, it is expected that  
5           MacNeal's deemed status will be returned.

6                        Prior to its acquisition in 2002, Weiss  
7           Hospital was owned and operated by the University  
8           of Chicago. During a survey conducted by IDPH in  
9           May of 1998, over 400 deficiencies were identified.  
10          Most of the deficiencies were related to building  
11          improvements.

12                       As a result of the deficiencies, survey  
13          jurisdiction was moved to IDPH, and the  
14          responsibility of carrying out the corrective  
15          action plan was assumed by Vanguard Health  
16          Systems when it acquired Weiss in 2002.

17                       Vanguard Health Systems has invested  
18          \$26 million since 2002 to bring the facility up  
19          to code. However, further deficiencies have been  
20          discovered during these efforts, and as a result  
21          the facility has been under the survey  
22          jurisdiction of IDPH on three occasions since it  
23          was acquired in 2002 with the most recent being  
24          in April of 2009.



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1 HEARING OFFICER HALL: The following  
2 speakers that will come to give testimony I'm  
3 going to have to ask that you cut it down to  
4 three minutes.

5 The next speaker is Marcia Moore.

6 MS. MOORE: Good morning, everyone.  
7 I'll keep it very short.

8 My name is Marcia Moore. I've been working  
9 at Westlake for eight years. I'm grateful that  
10 Vanguard had bought Westlake Hospital.

11 I would just like to say we need to keep  
12 our jobs at least 10 years. I'm a single mother  
13 of seven kids, and I know a lot of people here  
14 are worried about their jobs, also. We just need  
15 to pray and ask God for all of us to come  
16 together and let's make it work.

17 Teamwork, that's what Westlake told us; we  
18 are a team. So when Vanguard comes, we want to  
19 be a team, too, but we need to know are we going  
20 to keep our jobs more than 60 days. I don't want  
21 to be unemployed. Everybody's got bills;  
22 everybody's got mortgages. One day I would like  
23 to buy me a house.

24 So I'm asking you all, please, let's come

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1 together. Let's do this. You know, let's have  
2 faith, let's teach us to be responsible, do  
3 what's right and always keep our job first.

4 So let's come together. That's all I have  
5 to say.

6 (Applause.)

7 HEARING OFFICER HALL: Claudio Holzer.

8 MR. HOLZER: Good morning to  
9 everyone. Buenos días, el todos. Bongiorno.

10 First, I want to say, to see so many people  
11 today for this is important because you care,  
12 because we care. The only time I saw so many  
13 people in this place is when we have a good time  
14 dancing. That means we are here for one reason.  
15 We want the best for the future for the hospital.

16 Let me say, I am Father Claudio Holzer. I  
17 am the pastor of the two largest Catholic churches  
18 in Melrose Park. I am the dean of 15 churches  
19 between Oak Park and Northlake, so affecting the  
20 two hospitals that we are talking about.

21 And I can say in Melrose Park 80, 85 percent  
22 of the population is Catholic. If there is  
23 someone here who hates to see a Catholic  
24 institution to go, it's me definitely. And I

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1 hate to say it, I don't like the fact that, you  
2 know, this institution, Westlake, is not going to  
3 be part of the Catholic Health System any longer.

4 Also, as a citizen -- as a citizen I want  
5 to say a few things. First of all, I look to see  
6 the good in everybody, not in the Catholic  
7 church, not in the Catholic people. And  
8 according to my knowledge, Vanguard is going to  
9 provide that.

10 I have a statement from them saying,  
11 Vanguard Health Systems absolutely will maintain  
12 the critical elements this institution provides  
13 for our community. Vanguard has stated that it  
14 would continue community outreach programs and  
15 charity care levels provided by Westlake Hospital  
16 while it was under the direction of Resurrection  
17 Health Care. It is what I care about.

18 I really believe that the Sisters making  
19 this decision was a tough one but a necessary  
20 one. Because they came in this town a few years  
21 ago because they want to take care of the people,  
22 but also they can see that this hospital can face  
23 closure, that this hospital can be closed like  
24 last week another Catholic hospital in the heart

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1 of Manhattan knows, and now there is nobody  
2 working there, nobody can take care of it and  
3 this is a shame.

4 I'd like to commend Vanguard for being with  
5 us, and I want every single one of you in the  
6 future to work together and to make this  
7 community a stronger one. Thank you.

8 (Applause.)

9 HEARING OFFICER HALL: Margaret Lyons.

10 MS. LYONS: Hello. My name is  
11 Margaret Lyons, and I am here to read a letter  
12 from Consumers Union to the Illinois Health  
13 Facilities and Services Review Board.

14 "We write this letter to comment on the  
15 proposed sale of two Resurrection Health Care  
16 hospitals and an outpatient facility to Vanguard  
17 Health Systems, Incorporated. Consumers Union,  
18 the nonprofit publisher of Consumer Reports  
19 Magazine, is a mutual consumer advocacy  
20 organization that has monitored the conversion of  
21 nonprofit hospitals, HMOs, and insurance  
22 companies, such as Blue Cross and Blue Shield, to  
23 for-profit status for over 20 years.

24 "We seek to ensure that charitable assets

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1           are fully preserved and that the health care  
2           services are fully maintained when these  
3           transactions occur.

4                        "In a letter we sent last month, Consumers  
5           Union urged the Illinois Attorney General to  
6           exercise oversight in this important transaction  
7           to ensure that the public is receiving fair  
8           market value and the health community is  
9           protected. We now urge the HFSRB to apply the  
10          review criteria provided for under the Illinois  
11          Health Facilities Act to the pending Certificate  
12          of Need applications for change of ownership of  
13          the Resurrection facilities and to approve these  
14          current applications only if Vanguard agrees to  
15          the specific provisions to protect the interests  
16          of patients, employees, and the communities these  
17          hospitals serve.

18                       "Specifically, we believe the current  
19          application should only be approved if Vanguard  
20          complies with the following conditions:

21                        "Vanguard should pay for and submit to an  
22          independent evaluation. The Applicants should  
23          create an independent foundation with the sale  
24          proceeds. Vanguard should pay for an independent

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1 impact analysis -- excuse me -- health impact  
2 analysis, which means that the HFSRB should  
3 contract with an expert to conduct an independent  
4 impact health analysis and that it should  
5 reimburse HFSRB for the cost of this analysis.

6 "According to the National Health Care  
7 policy, the most likely scenario in this type of  
8 transaction is that the for-profit will eliminate  
9 those specific services that operated at a loss  
10 or that are not in some way inextricably linked  
11 to the hospital's operational or financial  
12 viability.

13 "Vanguard should be required to maintain  
14 certain minimal levels of services in perpetuity.  
15 Vanguard should be required to make concrete  
16 commitments to provide for the health care needs  
17 of the uninsured and patients on Medicaid.

18 "And, finally, Vanguard should be required  
19 to maintain current staff and compensation  
20 packages. Vanguard must commit to continue the  
21 current employees and current staffing levels.  
22 If Vanguard eliminates any of the current jobs or  
23 reduces staffing levels, there may be a  
24 significant impact on the operation of the

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1 hospital patient care and the local economy.

2 "In conclusion, we urge you to hold a  
3 thorough and transparent review process to  
4 protect the charitable assets and health of the  
5 community."

6 Thank you.

7 (Applause.)

8 HEARING OFFICER HALL: Dr. Glenn  
9 Kushner.

10 MR. KUSHNER: My name is Dr. Glenn  
11 Glenn, G-l-e-n-n, Kushner, K-u-s-h-n-e-r, and I  
12 have been on the medical staff at Westlake  
13 Hospital for 25 years. I am the president of the  
14 medical staff. In addition to my support, I can  
15 assure you that my colleagues support the  
16 Certificate of Need application. Our medical  
17 staff is committed to providing the highest level  
18 of patient care possible for generations to come.

19 I would like to thank the senior leadership  
20 team of Westlake Hospital for asking me to  
21 publicly announce my support of this application.

22 Westlake Hospital has been serving the  
23 community of Melrose Park since 1927. Through  
24 strong partnerships with physicians and the

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1 community we have been able to provide programs  
2 that improve the health and well-being of our  
3 community. We recognize that Resurrection Health  
4 Care is no longer able to support Westlake  
5 Hospital and its other entities and provide the  
6 much-needed capital investments the hospital  
7 needs to remain a viable resource in the  
8 community.

9 We are confident that the Vanguard Health  
10 Systems will be able to continue our tradition of  
11 compassionate and quality care while addressing  
12 the capital needs of the hospital. As  
13 physicians, we are dedicated to serving this  
14 community and fully support the transfer of  
15 ownership of Westlake Hospital to Vanguard Health  
16 Systems, Inc. It is critical to the physicians  
17 at Westlake Hospital and to this community that  
18 you will provide an efficient and timely review  
19 of this application so that we may continue  
20 providing the care and service our community  
21 needs and deserves.

22 Thank you for your time.

23 (Applause.)

24 HEARING OFFICER HALL: Oscar Garcia.

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1 (No response.)

2 HEARING OFFICER HALL: Juana Herrera.

3 (No response.)

4 HEARING OFFICER HALL: Lorenzo Avelo.

5 (No response.)

6 HEARING OFFICER HALL: Joe Cotton.

7 MR. COTTON: Good morning. My name  
8 is Joe Cotton. I'm with AFSCME Council 31, and I  
9 want to start by reminding all of us here what  
10 the purpose of the Illinois Health Facilities  
11 Planning Act is. It's to guarantee the  
12 availability of quality health care to the  
13 general public, to maintain and improve the  
14 provision of essential health care services and  
15 increase the accessibility of those services to  
16 the medically underserved and indigent. And to  
17 fulfill that purpose, the Act empowers the Health  
18 Facilities and Services Review Board to  
19 thoroughly review any applicant seeking to  
20 acquire a community hospital.

21 We believe the record on Vanguard Health  
22 raises a number of serious questions. On three  
23 key review criteria, the Applicants have failed  
24 to demonstrate that the proposed sale conforms to

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1 the regulations or the broader purpose of  
2 the law.

3 The regulations require the Board to verify,  
4 quote, "That the Applicant intends to maintain  
5 ownership and control of the facility for a  
6 minimum of three years." Yet, Vanguard Health  
7 commits to continue operation of West Suburban  
8 and Westlake for only two years. In order to  
9 ensure compliance with the law's more general  
10 purpose, we would urge the Board to require  
11 Vanguard Health to operate Westlake Hospital for  
12 a minimum of 10 years.

13 The access would be further compromised, we  
14 believe, by the fact that the sale would allow  
15 Vanguard Health to control 47 percent of all  
16 short-term acute care hospital beds in the  
17 planning area, creating conditions where the  
18 system can significantly raise prices.

19 State regulations also require the Board to  
20 consider whether adverse action has been taken  
21 against the Applicant or against any health care  
22 facility owned or operated by the Applicant.

23 Vanguard Health's two Illinois hospitals  
24 are currently under State monitoring for serious

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1           violations of the Medicare conditions of  
2           participation. The hospitals were cited by  
3           public health authorities for failures related to  
4           patient safety, infection control, and  
5           cleanliness -- violations clearly related to  
6           short staffing for nurses, nurses' aids, techs  
7           and housekeepers. Specific violations included:  
8           Understaffing in the labor and delivery unit,  
9           infection control violations on the operating  
10          room, and unsanitary conditions in the  
11          emergency room.

12                   Regulations require the Applicant to  
13                   demonstrate that it has the financial resources  
14                   to adequately provide a proper standard of health  
15                   care for the community. In Illinois, Vanguard  
16                   Health's two hospitals lost \$69 million over the  
17                   past three years.

18                   Vanguard disclosures to investors state,  
19                   "Our high level of debt may adversely affect our  
20                   operations." The low-cushion ratio reported in  
21                   the CON application is further indication that  
22                   the system is stretched thin and may not have the  
23                   resources to invest in Westlake Hospital.

24                   Vanguard Health's plan to spend

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1           \$1.5 billion to acquire Detroit Medical Center  
2           system and up to \$115 million to build a new  
3           hospital in Texas are likely to further strain  
4           its finances.

5                     We urge the Board to require Vanguard  
6           Health to address the deficiencies in this  
7           application in these three areas.

8                     I also wanted to take a minute to share  
9           with you a letter we got from State Senator  
10          Kim Lightford. She supports the application but  
11          urges inclusion of a 10-year commitment to keep  
12          the hospitals open. We are submitting a copy of  
13          that letter to the Board.

14                    Thank you.

15                                    (Appause.)

16                                    HEARING OFFICER HALL: Jane Stenske.

17                                    MS. STENSKE: Good morning. My name  
18           is Jane Stenske, J-a-n-e, S-t-e-n-s-k-e. I am  
19           the vice president of patient care services and  
20           the chief nursing officer at Westlake Hospital.

21                                    I've been with Westlake Hospital for seven  
22           years. I am here today as a nurse leader and can  
23           tell you that the nursing staff at Westlake  
24           Hospital supports the transfer of ownership of

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1 Westlake Hospital from Resurrection Health Care  
2 to Vanguard Health Systems, Incorporated.

3 We have been fortunate to have the support  
4 of both Resurrection Health Care and the Westlake  
5 foundation for 12 years. It is with their  
6 support that we've been able to enhance key  
7 patient care services and provide extensive  
8 community health and wellness programs. However,  
9 we understand that Resurrection Health Care can  
10 no longer support the financial losses at  
11 Westlake Hospital and provide the resources  
12 needed to continue our work with and for our  
13 community.

14 It is also clear our community relies on us  
15 to receive much-needed medical care more than  
16 ever. We have seen an increase in the number of  
17 patients in our emergency department during the  
18 past few years. Many patients are turning to us  
19 for treatment help to lead healthier lives.

20 We have confidence that the transfer of  
21 ownership to Vanguard Health Systems will provide  
22 us with the continued opportunity to provide  
23 quality health care to the residents of Melrose  
24 Park and Proviso Township communities.

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1 I appreciate the opportunity to voice my  
2 support for the transfer of ownership of Westlake  
3 Hospital. I also respectfully request the  
4 Board's efficient and timely review of this  
5 application to ensure much-needed medical care to  
6 the patients in our community continue.

7 Thank you very much.

8 (Applause.)

9 HEARING OFFICER HALL: Linda Ollin.

10 (No response.)

11 HEARING OFFICER HALL: Esther Corpuz.

12 MS. CORPUZ: Good morning. Buenos  
13 días. My name is Esther Corpuz, E-s-t-h-e-r,  
14 C-o-r-p-u-z. I'm the executive director for  
15 external affairs at MacNeal Hospital. I want to  
16 thank you for allowing me to testify today in  
17 support of the Certificate of Need application.

18 I work with community-based organizations,  
19 residents, businesses, faith leaders, and elected  
20 officials. I was originally hired at MacNeal  
21 prior to the change of ownership, and I recently  
22 celebrated 15 years with the hospital.

23 I understand and respect the opportunity  
24 these hearings give to the community who care

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1           about their hospitals, and I really appreciate so  
2           many of you coming out in support of this  
3           hearing.

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

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

21                      For example, MacNeal recognized the need to  
22          address the changing demographics of its rapidly  
23          emerging Latino-Mexican patient population. The  
24          hospital has continually demonstrated its

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1           commitment to serving the needs of patients and  
2           families by funding community-based organizations  
3           and working to increase the bilingual, bicultural  
4           workforce that reflects the makeup of the  
5           patients we serve. At the same time, for  
6           hard-to-fill positions, MacNeal utilizes on-site,  
7           paid, professional medical interpreters to assist  
8           with communication needs, an investment that many  
9           hospitals still do not provide.

10                   Over the years I have participated in many  
11           projects that have advanced MacNeal's mission --  
12           which I personally share -- of giving back to the  
13           communities we serve.

14                   For example, these past several years I  
15           have served on the executive board of directors  
16           for Alivio Medical Center, an organization which  
17           MacNeal partnered with in 2008 to expand and open  
18           a new community health center in Cicero. MacNeal  
19           paid for the renovation of the facility and paid  
20           for the first year lease expense.

21                   Alivio is committed to caring for Chicago's  
22           uninsured and underinsured and serves over 21,000  
23           patients each year. We will continue to work and  
24           support Alivio in our shared mission for

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1 providing health care to our community. Early  
2 plans for a health center on campus of MacNeal  
3 and Weiss are underway. This year Alivio  
4 celebrated its 21st anniversary, and MacNeal  
5 looks forward to a healthy partnership in the  
6 future.

7 Another project that I personally feel  
8 connected to is the launch of a health careers  
9 program at the Latino National Education  
10 Institute, which I serve as the board chair. In  
11 fact, with us today are students who are in our  
12 medical assisting program who are attending  
13 today's hearing as part of their medical law and  
14 ethics class. The school provides career  
15 training and job placement for the Latino  
16 community.

17 Under Vanguard Health's ownership, MacNeal  
18 assisted with securing a \$125,000 grant to build  
19 a clinical lab to get the program off the ground.  
20 Today, MacNeal physicians and nurses regularly  
21 lecture at NLEI and provide career guidance and  
22 coaching to students, many of whom eventually  
23 secure jobs at MacNeal.

24 The partnership is extremely beneficial to

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1           both MacNeal and the institute. Together we hope  
2           to grow the much-needed bilingual, bicultural  
3           workforce in hospitals throughout Chicagoland.

4           The list goes on: MacNeal fitness center  
5           at the Pav YMCA, the \$21,000 the hospitals raised  
6           for the American Heart Association, and the over  
7           \$6,000 for the American Cancer Society. In  
8           addition, we have sponsored numerous neighborhood  
9           events such as the Roosevelt Road Street Fair,  
10          Octoberfest, Latino Book and Family Fair, and we  
11          support annual fundraisers and dinners for many  
12          churches and local community groups.

13          In the coming months MacNeal will join  
14          First Lady Michelle Obama, community leaders,  
15          teachers, doctors, nurses, moms and dads in a  
16          nationwide campaign to tackle the challenge of  
17          childhood obesity.

18          It's been my experience working for  
19          Vanguard's MacNeal, a for-profit hospital, that I  
20          am supported and our community is supported, as  
21          well. They have demonstrated this commitment not  
22          only in their mission statement but with true  
23          financial resources for the agencies and the  
24          people we serve.



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1                   I have had everything from basic lab work  
2                   to carotid artery to open heart surgery at  
3                   Westlake. I have always received excellent care  
4                   at Westlake. Westlake has been part of my life  
5                   and now part of my children's life. As a matter  
6                   of fact, two of my grandchildren were born at  
7                   Westlake.

8                   Given my heart condition, I have been to  
9                   other hospitals, including Mayo Clinic. Even  
10                  there they told me that the plan of treatment I  
11                  have been receiving is fine. This is why I come  
12                  back. There is no other hospital that I want to  
13                  go to for my treatment. There are great  
14                  hospitals out there, but the treatment and care  
15                  and the warmth that I receive at Westlake is  
16                  unmatchable.

17                  As long as I have been alive, Westlake  
18                  Hospital is in our community, and I have  
19                  witnessed the growth of the hospital over the  
20                  years. I would really hate to see it go.  
21                  Westlake is an important part of the community.

22                  I urge the Board to efficiently and quickly  
23                  approve this application so that Westlake  
24                  Hospital can be here for generations to come.

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1 Thank you.

2 (Applause.)

3 HEARING OFFICER HALL: Rick Beltrame.

4 MS. SAVIOZZI: Good morning. My name  
5 is Andrea Saviozzi, S-a-v-i-o-z-z-i. I'm the  
6 nurse manager from the Westlake emergency  
7 department. I'm reading this testimony on behalf  
8 of Richard A. Beltrame, B-e-l-t-r-a-m-e, fire  
9 chief for the Melrose Park Fire Department.

10 "My name is Richard A. Beltrame. I have  
11 been a firefighter with the Village of Melrose  
12 Park for 29 years and have served as a fire chief  
13 for the last 5 of those years.

14 "I am here today to support the Certificate  
15 of Need application for the transfer of ownership  
16 of Westlake Hospital to Vanguard Health Systems,  
17 Incorporated:

18 "As an emergency responder, I believe the  
19 presence of Westlake Hospital is critical to the  
20 safety of the community. The residents of our  
21 community need to be assured that emergency care  
22 is close to home. Continued emergency services  
23 as currently provided by the hospital are vital.

24 "I believe the transfer of ownership to

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1 Vanguard Health Systems, Inc., will help Westlake  
2 Hospital to continue providing health care  
3 emergency services in our community. I  
4 respectfully urge the Board to ensure an  
5 efficient and timely review of this application  
6 so emergency services for our community are not  
7 in any way interrupted or discontinued.

8 "Thank you for your time. Respectfully  
9 submitted, Richard A. Beltrame."

10 (Applause.)

11 HEARING OFFICER HALL: Caren Perlmutter.

12 MS. PERLMUTER: Good morning. My  
13 name is Caren Perlmutter, and I am vice president  
14 of development and community at Weiss Memorial  
15 Hospital. I appreciate the opportunity to  
16 provide testimony today in support of the  
17 Certificate of Need application.

18 I have been working at Weiss Hospital for  
19 three years and serve as the interface with the  
20 community and lead our community outreach  
21 efforts. I feel very lucky to be working for  
22 Vanguard Health Systems in this capacity and  
23 appreciate the support it has provided to me and  
24 my colleagues in serving our community.

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1                   As a former nursing home administrator,  
2                   I've learned that health care is a community  
3                   responsibility. Vanguard Health Systems truly  
4                   stands for "Health for Life," our stated mission.

5                   In the last several years at Weiss, we have  
6                   been able to build a community outreach program  
7                   that promotes wellness, health education, and  
8                   focuses on disease prevention. We have added a  
9                   senior center in the hospital, a geriatric social  
10                  worker, and a community exercise program for  
11                  seniors called "Weiss Moves" run by a dedicated  
12                  exercise physiologist in 24 senior buildings.  
13                  These additions have allowed us to hold  
14                  500 community events last year touching more than  
15                  8500 people.

16                  Vanguard Health Systems is committed to the  
17                  unique needs of each community in which we  
18                  operate. We have regular meetings at the  
19                  corporate level to exchange ideas and best  
20                  practice on how to help our communities. Top of  
21                  mind is our responsibility to be reliable  
22                  community partners. This support has allowed us  
23                  to create a senior initiative at Weiss Hospital  
24                  that creates a community for seniors.

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1                   A few examples of the events: Monthly  
2                   "lunch and learns," health fairs offering  
3                   screening and vaccinations, weekly exercise  
4                   classes that are free of charge for all seniors,  
5                   annual health events and senior celebration days,  
6                   walking/knitting clubs, book club, just to  
7                   mention a few.

8                   At Weiss Hospital our goal is to work with  
9                   community organizations, senior centers,  
10                  religious institutions, and local governments to  
11                  meet the health needs of our patients not only at  
12                  the hospital but also when they are at home and  
13                  in the community. Our dialog with the local  
14                  communities is such that they can call us and  
15                  know that they will get a response and  
16                  assistance.

17                  Becoming part of Vanguard Health Systems  
18                  has afforded us the ability to grow and respond  
19                  to the changing health care environment. Every  
20                  day I am out in the community, and I see  
21                  firsthand the impact that we are having on the  
22                  residents of Weiss' surrounding neighborhoods.

23                  Vanguard Health views these communities as  
24                  true partners in protecting and improving the

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1 health of our residents, and I'm certain that the  
2 Oak Park and Melrose Park communities will also  
3 experience similar benefits when this application  
4 is approved.

5 Thank you so much for the opportunity to  
6 speak today.

7 (Applause.)

8 HEARING OFFICER HALL: Chris Pope.

9 MS. POPE: My name is Christine Pope,  
10 C-h-r-i-s-t-i-n-e, P-o-p-e.

11 Good morning, everyone. I'm the director  
12 of the Interfaith Leadership Project. We're a  
13 community organization serving the Cicero and  
14 Berwyn communities. We're an organization made  
15 up of local churches and businesses, and we work  
16 together to build better communities and strengthen  
17 all of our local institutions by trying to build  
18 relationships and develop leadership and deepen  
19 civic engagement in our area.

20 MacNeal Hospital has been one of our member  
21 organizations and partners in this work for the  
22 past 20 years. The hospital, over these years,  
23 has changed hands, changed administrators, become  
24 a for-profit institution, but it's always been an

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1 active member of ILP in the Cicero and Berwyn  
2 communities.

3 Over the years MacNeal has been a partner  
4 with Interfaith Leadership Project in working to  
5 bring nonprofit community health clinics to the  
6 area, expanding the family care program, and in  
7 offering many community programs and have  
8 hospital staff volunteers in many, many different  
9 initiatives in the area.

10 So I just really wanted to say we were in  
11 this position years ago when Vanguard Health  
12 bought MacNeal and had the same concerns, and we  
13 understand them. Those concerns have not turned  
14 out to be founded, and so we just wanted to say  
15 we're pleased to have MacNeal as one of our key  
16 member organizations and look forward to this  
17 continued work together for the betterment of our  
18 communities.

19 Thank you.

20 (Applause.)

21 HEARING OFFICER HALL: Carmen Velasquez.

22 MS. VELASQUEZ: My name is  
23 Carmen Velasquez, and I'm the executive director  
24 of the Alivio Medical Center.

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1                   Alivio is a bilingual, bicultural  
2                   organization committed to providing access to  
3                   quality, cost-effective health care to the Latino  
4                   community, the uninsured, and underinsured and  
5                   not to the exclusion of other cultures and races.  
6                   For over two decades we have committed ourselves  
7                   in our mission and our practice to serving  
8                   Chicago's immigrant community, including the  
9                   undocumented and those who all too often go  
10                  neglected and ignored.

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

19                  When we hear about hospitals changing hands  
20                  and companies pledging to invest in our  
21                  community, it is understandable for people to be  
22                  skeptical, and, frankly, I am usually one of  
23                  them. But that is not the case today.

24                  I'm here to express my support for the

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1 pending Certificate of Need application recently  
2 submitted by Resurrection Care to transfer  
3 ownership to West Suburban and Westlake Hospitals  
4 to Vanguard Health Systems.

5 I want to talk a little bit about my  
6 personal experience with Vanguard Health and one  
7 of its hospitals already doing great work here in  
8 Chicago with Alivio.

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

16 We all know hospitals have different models  
17 of care, and community health centers are  
18 distinct. None of us can stand alone, and all of  
19 us must come together to address patient care. I  
20 have seen firsthand through the work we have done  
21 the commitment by the staff and administration at  
22 MacNeal have to our residents. I'd like to share  
23 a couple examples with you in addition to the  
24 financial resources.

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1                   Until recently MacNeal did not allow the  
2                   practice of midwifery, "parteras," a model of  
3                   care that many of our patients prefer over the  
4                   traditional M.D. or OB/GYN. At the time MacNeal  
5                   had no accredited midwifery providers, and we  
6                   approached the administration about expanding the  
7                   service with pregnant women and their families to  
8                   include midwives.

9                   MacNeal recognized the importance of this  
10                  practice and worked with us to credential  
11                  providers. We proudly became the first  
12                  accredited midwifery program at MacNeal just in  
13                  the last few months.

14                 Women should have the ability to choose a  
15                 model of care and the provider they want, and  
16                 MacNeal's recognition of this important service  
17                 and willingness to offer services that community  
18                 residents ask for is reflective of the approach  
19                 MacNeal and Vanguard Health take in meeting the  
20                 needs of patients.

21                 MacNeal is also a trusted partner of the  
22                 Alivio Medical Center. They share their  
23                 resources and work with us to train our medical  
24                 and professional staffs and make us more

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1 effective caregivers.

2 Finally, and most importantly, MacNeal  
3 works tirelessly with groups like mine to help  
4 patients find a medical home. This is especially  
5 true for those who have no alternative but to use  
6 the emergency room for their primary care needs.

7 I view Vanguard Health's desire to purchase  
8 West Suburban and Westlake as a welcome  
9 investment to our community and a sign of the  
10 system's continued commitment to the Chicagoland  
11 area. I know what the system is capable of and  
12 am excited that the neighbors and patients of  
13 West Suburban and Westlake will experience the  
14 same types of benefits that we have because of  
15 MacNeal.

16 From where I come, we look for people to  
17 not only say the right things but, more  
18 importantly, to do the right things. Vanguard  
19 Health has stepped up to the plate to meet the  
20 needs of patients. I urge the Board to do the  
21 same and approve this application. Our  
22 neighborhoods cannot afford to lose hospitals  
23 like West Suburban and Westlake. Too much is at  
24 stake for us not to do the right thing.

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1 Thank you.

2 (Applause.)

3 HEARING OFFICER HALL: Elba Aranda.

4 MS. ARANDA-SUH: My name is Elba,  
5 E-l-b-a, Aranda -- E-l-b, as in boy, a,  
6 A-r-a-n-d-a, dash, Suh, S-u-h. I am the proud  
7 executive director of the National Latino  
8 Education Institute, formerly known as the  
9 Spanish Coalition for Jobs. The National Latino  
10 Institute thanks the Board for the opportunity to  
11 share our testimony today.

12 NLEI is a nonprofit 510(c)(3) community  
13 organization that was founded in the late 1960s in  
14 response to the Latino community's urgent need  
15 for equal employment in our communities. Our  
16 mission is to enhance the quality of life of the  
17 Latino community through education and career  
18 empowerment.

19 Our mission puts us at the crossroads of  
20 education and employment in our communities. It  
21 is from this platform that we support partners  
22 who have proven their commitment to community  
23 development and economic empowerment such as  
24 Vanguard Health Systems' MacNeal Hospital.

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1                   Our job training, educational programming,  
2                   and workforce services include several health  
3                   care training programs, among others. Some of  
4                   them are here with us today. Every year our  
5                   constituency is equipped with the tools necessary  
6                   to succeed in an increasingly competitive,  
7                   multicultural, and service-oriented economy.

8                   Through our programs, many have achieved an  
9                   advanced quality of life and enjoy new careers in  
10                  health care, affording them the opportunity to  
11                  provide better education, shelter, and medical  
12                  care for their families and ceasing the cycle of  
13                  poverty. These programs would not have been  
14                  possible without the support of loyal partners  
15                  such as MacNeal Hospital.

16                  MacNeal Hospital has established close and  
17                  meaningful relationships with the communities it  
18                  serves. Decision makers at MacNeal have made  
19                  serious commitments reflecting their strategic  
20                  investment of resources and their personal  
21                  involvement as volunteers within our communities.

22                  One of MacNeal's notable and demonstrated  
23                  contributions to our community was their  
24                  leadership in ensuring accessibility of quality

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1 training for disadvantaged Latinos in a sector  
2 that showed job and career growth promise --  
3 health care.

4 MacNeal understood the need and importance  
5 of equipping the Latino community for this rapidly  
6 growing sector as it provided the seeds for the  
7 construction of a health care training lab that  
8 would launch the first bilingual/bicultural  
9 certified medical assistant training education  
10 program. MacNeal's campus served our students as  
11 a learning site where students were able to  
12 utilize the library, met with MacNeal volunteer  
13 health care professionals to understand career  
14 paths and began their clinical training. Some of  
15 them are actually here today and have mentored  
16 many of our students. Our students have gone on  
17 to leadership positions in several health care  
18 institutions.

19 Our experience with MacNeal's community  
20 impact is multi-faceted, but this one alone has  
21 had profound and positive effects on many  
22 families from helping us with wellness education,  
23 working with us on community health fairs,  
24 mentorship, and continuing with our job training

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1 in health care.

2 I also want to add that MacNeal Hospital  
3 and its affiliates have been a responsible  
4 employer in responding to the bicultural and  
5 bilingual needs of their patients. MacNeal has  
6 had the foresight to better serve the growing  
7 Latino/Hispanic communities within their service  
8 delivery area by hiring bilingual and culturally  
9 sensitive professional and paraprofessional  
10 personnel beyond the cleaning and kitchen help.

11 This institution has invested in the  
12 training and development of their incumbent  
13 workforce, ensuring that patients and their  
14 families are able to communicate their health  
15 needs and so that services are well understood.  
16 This is a very vital factor in receiving quality  
17 health care.

18 Today our health care training and  
19 education offerings have blossomed because of the  
20 seeds that MacNeal planted for our bilingual  
21 medical assistant program as a demand for these  
22 skills continue.

23 For our communities to thrive, we must  
24 educate and empower our community to work in

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1 fields that promise growth. This has been possible  
2 through the partnership with institutions such as  
3 MacNeal Hospital, who have been at the forefront  
4 of serving Cook County through innovative and  
5 collaborative community-focused service delivery.

6 Thank you very much for your time.

7 (Applause.)

8 HEARING OFFICER HALL: Paul Zimmermann.

9 MR. ZIMMERMANN: Good morning -- it  
10 is still morning; right?

11 My name is Paul Zimmermann, P-a-u-l,  
12 Z-i-m-m-e-r-m-a-n-n. I come here in my role as  
13 president of the board of directors of the Berwyn  
14 Development Corporation as well as president of  
15 the Roosevelt Road Business Association of  
16 Berwyn, Cicero, and Oak Park. I also reside in  
17 Oak Park with my wife, who is a midwife, a  
18 partera, and with my two boys.

19 As a business leader in Berwyn for many  
20 years, I am intimately familiar with the work  
21 Vanguard Health's MacNeal Hospital does every day  
22 to give back to the community it serves. I am  
23 fully confident that if Vanguard Health acquires  
24 West Suburban Hospital and becomes a member of

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1 the Oak Park community, my community, they will  
2 demonstrate that same level of commitment.

3 I'm here today to support the pending  
4 Certificate of Need application recently  
5 submitted by Resurrection Health Care to transfer  
6 control of West Suburban and Westlake Hospitals  
7 to Vanguard Health Systems. I know about the  
8 great work Vanguard Health already does and  
9 believe these municipalities would benefit from  
10 its continued growth.

11 Even more, I am concerned that if this  
12 application is not approved, then it is likely  
13 that the hospitals will have to close, meaning  
14 that my neighbors and I will be forced to search  
15 outside of our community for care.

16 For those of you not familiar with the  
17 Berwyn Development Corporation, we are a public-  
18 private partnership with the City of Berwyn that  
19 provides chamber services and encourages economic  
20 development throughout the city of Berwyn. Since  
21 joining in 2000, Vanguard Health has been an  
22 important member and has been very generous with  
23 its extraordinary level of community development.

24 Esther Corpuz, the executive director of

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1 MacNeal Hospital, has worked diligently for the  
2 organizations since joining our board of  
3 directors.

4 (Applause.)

5 MR. ZIMMERMAN: She currently is  
6 cochair on our Latino business committee, which  
7 conducts outreach to the Latino business  
8 community, and she played an integral part in the  
9 development of this important initiative. She  
10 also regularly offers access to conference rooms  
11 at the hospital -- and may I add with food  
12 included? -- for members of our organization to  
13 engage different community groups.

14 Since its inception MacNeal has sponsored  
15 the Roosevelt Road Summer Spectacular Street  
16 Fair, a family-oriented, multi-community event  
17 offering residents the chance to come together  
18 and enjoy the various activities our vibrant  
19 communities have to offer. Now in its third  
20 year, Vanguard Health's generosity makes this  
21 event possible and demonstrates its commitment to  
22 making Berwyn a better place to live and work.

23 These are just a few examples of the  
24 various contributions Vanguard Health Systems has

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1           made to the community. I look forward to  
2           welcoming them into Oak Park, my own back yard,  
3           and watching what they will do to support and  
4           enhance our community.

5                   I urge the Commission to approve  
6           Resurrection's Certificate of Need application  
7           not only for the good of the people of Oak Park  
8           but for the good of all Chicago.

9                   Thank you very much.

10                                   (Applause.)

11                           HEARING OFFICER HALL: Joan Polner.

12                           MS. POLNER: Good morning. My name  
13           is Joan Polner, J-o-a-n, P-o-l-n-e-r. I'm here  
14           today on behalf of the YMCA of Berwyn-Cicero and  
15           our executive director, John Usmial, who is  
16           presently out of the country.

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

21                           As an area nonprofit with a mission to  
22           improve the whole health of the individuals and  
23           communities we serve, our YMCA's long-standing  
24           partnership with MacNeal Hospital has been and

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1 continues to be mutually beneficial and, in  
2 countless ways, priceless.

3 Years back when the hospital operated as a  
4 nonprofit institution, it offered various  
5 generous capital support of the Pav YMCA. This  
6 enabled us to build a much-needed addition to our  
7 YMCA facility which relocated and expanded our  
8 wellness center. Once completed, the hospital  
9 continued its support of our MacNeal Wellness  
10 Center with regular annual contributions to help  
11 underwrite the maintenance and necessary  
12 replacement of our fitness equipment from free  
13 weights to aerobic exercise machines.

14 With MacNeal Hospital's support we were  
15 able to serve a greater population with  
16 state-of-the-art equipment to meet the needs of a  
17 young marathon runner or weight lifter to a more  
18 mature clientele seeking to maintain or regain  
19 strength, range of motion, or balance.

20 When MacNeal changed ownership, its support  
21 of the Pav YMCA still continued with annual  
22 sponsorship for our Strong Kids Scholarship  
23 program, the support and attendance at our  
24 special event fundraisers, and membership on our

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1 board of directors and special committees.

2 Today two members of the MacNeal Hospital  
3 staff, Esther Corpuz and Dean Hokel, sit on our  
4 board. Additionally, MacNeal staff and doctors  
5 often partner with our YMCA staff on various  
6 wellness committees and health fairs in our  
7 community.

8 It is this community partnership and the  
9 personal commitment of MacNeal staff to our YMCA  
10 which are certainly priceless.

11 Financially, the hospital's annual support  
12 of our scholarship program improves our ability  
13 to offer fee assistance to many individuals and  
14 families so that they may participate in  
15 healthier living through YMCA membership and  
16 program participation.

17 MacNeal Hospital is an essential element of  
18 the Berwyn community. They are ever present,  
19 consistently supportive and truly invested in the  
20 health and wellness of our community and its  
21 residents.

22 From our perspective as a YMCA, we wouldn't  
23 be nearly as strong and capable to serve the  
24 needs of our community through our own mission

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1 work were it not for MacNeal Hospital's most  
2 generous support and involvement.

3 We support the Certificate of Need  
4 application to be approved so that West Suburban  
5 and Westlake Hospitals can stay open and  
6 organizations like ours in both communities can  
7 experience similar benefits.

8 Thank you for the opportunity to speak  
9 today on behalf of the YMCA in Berwyn-Cicero.

10 (Applause.)

11 HEARING OFFICER HALL: Debi Suchy.

12 MS. SUCHY: Good morning. My name is  
13 Debi Suchy, D-e-b-i, S-u-c-h-y, and I have been a  
14 resident of Berwyn for almost 40 years. I can't  
15 tell you how pleased and supportive I am of  
16 Vanguard Health's MacNeal Hospital.

17 MacNeal Hospital has had a positive  
18 influence for as long as I can remember. It has  
19 been a resource to our city, our health  
20 department, our schools, and our park districts.  
21 Their support to residents as well as to the  
22 business community in Berwyn has been present  
23 through numerous sponsorships of various programs  
24 which my fellow residents and I have enjoyed.

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1                   MacNeal continues to work with the community  
2                   on many levels and, as an individual who is  
3                   active throughout Berwyn, I have seen their  
4                   commitment our neighborhood over and over again.

5                   I would be remiss not to mention the  
6                   quality of service MacNeal gives to its patients.  
7                   I can personally attest to having been a patient  
8                   myself on many occasions.

9                   My first visit came when I was a child for  
10                  a tonsillectomy. Since then at MacNeal I have  
11                  experienced the birth of both of my children,  
12                  major back surgery, minor outpatient surgeries,  
13                  annual mammograms, and most recently an MRI which  
14                  was done in a new addition to the radiology  
15                  department. The MRI was a welcome change from  
16                  having to be transported to an off-site facility.

17                  Through all my experiences I have always  
18                  felt I was given quality medical attention as  
19                  well as wonderful customer service.

20                  For these important reasons I support the  
21                  Certificate of Need application to transfer  
22                  ownership of Westlake and West Suburban Hospitals  
23                  to Vanguard. The people of Westlake and  
24                  West Suburban should enjoy the same level of

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1 service and care that we get from MacNeal in  
2 Berwyn. More so, if this application is not  
3 approved, these hospitals may close and services  
4 in these areas would be eliminated.

5 There is absolutely no reason we should let  
6 this happen. I can honestly say Vanguard  
7 Health's MacNeal Hospital has not only met but  
8 exceeded my expectations of quality care and  
9 commitment to the community. I am confident  
10 Vanguard will demonstrate the same commitment if  
11 given the chance in additional Chicago  
12 communities.

13 Thank you.

14 HEARING OFFICER HALL: Alexandra Sulik.

15 MS. SULIK: My name is Alexandra  
16 Sulik, and I have recently completed eight years  
17 of dedication and service to the MacNeal  
18 community. I started as a patient care  
19 technician and will soon begin practicing as  
20 adult care nurse practitioner. However, my  
21 intricate relationship with MacNeal started much  
22 earlier than 2002.

23 MacNeal Hospital has made a commitment to  
24 me since I was born. I was born at MacNeal in

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1           1983, right before our south building opened up.  
2           Ever since then my life has involved MacNeal in  
3           every aspect of my being. Multiple family  
4           members have had the pleasure to work for MacNeal  
5           over the last 20 years.

6                     My mother still serves the community  
7           through MacNeal as a member of the management  
8           team and has recently committed to her  
9           self-development by enrolling for her bachelor of  
10          science degree in nursing at Lewis University.  
11          She has completed her bachelor of art degree a  
12          few years back and has been a nurse for over  
13          20 years. I am amazed that with such experience  
14          she is more than willing to better herself for  
15          the sake of her patients. Even her commitment to  
16          educational excellence has been made possible  
17          because of MacNeal's dedication to its employees.

18                    After successfully completing the BSN  
19          program at Loyola Chicago, I passed my nursing  
20          boards and obtained my RN license. I began  
21          working as a nurse on the orthopedic unit in  
22          July 2005. Since then I have not thought of a  
23          better place to work other than MacNeal.

24                    My coworkers, including a few that have

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1 worked as staff nurses with my mother years ago,  
2 are compassionate, caring, skilled, and a  
3 wonderful educational resource. The various  
4 disciplines that I work with also demonstrate  
5 dedication to the health care of the community.  
6 We work excellently as a team and expect nothing  
7 less than the safest and best care for our  
8 patients. This type of work ethic can only be  
9 seen in organizations that truly demonstrate  
10 dedication to its employees.

11 MacNeal has also helped me obtain my  
12 orthopedic nursing certification and assisted me  
13 through my graduate program at Loyola University.  
14 The flexible scheduling and supportive management  
15 team allow me to focus on my studies. I have  
16 focused my studies to be adult nurse practitioner  
17 and will continue to serve MacNeal and its  
18 communities for many years to come.

19 I have been given the challenge of continuing  
20 the tradition MacNeal prides itself on --  
21 commitment to safe, compassionate, and  
22 knowledgeable patient care. Giving me the  
23 opportunity to not only begin my education but to  
24 further it only promotes the health of community.

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1                   MacNeal commits itself to its patients  
2                   through committing itself to its employees. I'm  
3                   proud to work at MacNeal, for MacNeal, and in  
4                   cooperation with MacNeal.

5                   Thank you for giving me the opportunity to  
6                   speak of my experiences.

7                   (Applause.)

8                   HEARING OFFICER HALL: Erica Lopez.

9                   MS. LOPEZ: Hello. My name is Erica  
10                  Lopez, and I have been a critical care nurse at  
11                  MacNeal for the past four years. As a resident  
12                  of Berwyn I have had the pleasure of caring and  
13                  serving the people of my own community. Also, as  
14                  a bilingual nurse, I've facilitated communication  
15                  between Hispanic patients and other members of  
16                  the health care team.

17                 The support that I received from MacNeal  
18                 Hospital and the Vanguard Health System made my  
19                 dream of a nursing career possible. MacNeal  
20                 Hospital's dedication to their community can be  
21                 seen through my story. I am a living example of  
22                 how investing in your employees and communities  
23                 now can reap far greater benefits in the future.

24                 I will always be appreciative of the

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1 support I received from MacNeal, and because of  
2 this I do plan on pursuing more knowledge and  
3 certifications in the nursing field to  
4 incorporate into my clinical practice so that I  
5 can better serve the people of Berwyn and the  
6 surrounding communities.

7 Thank you.

8 (Applause.)

9 HEARING OFFICER HALL: Vivian Brown.

10 MS. BROWN: Vivian Brown,

11 V-i-v-i-a-n, B-r-o-w-n.

12 Good morning. Thank you for allowing me to  
13 testify today in support of the Certificate of  
14 Need application.

15 My name is Vivian Brown. I am a resident  
16 of Forest Park and an environmental services  
17 employee in the emergency room at MacNeal Hospital.

18 I have heard a lot of people talk today  
19 about how West Suburban and Westlake employees  
20 should be concerned about what it would be like  
21 to work for Vanguard Health Systems and how the  
22 company will treat its employees poorly. Well,  
23 that just isn't the case at MacNeal.

24 I started working at MacNeal 10 years ago

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1           this past January. Before then I worked at  
2           Grant Hospital, which later became Lincoln Park.  
3           I didn't want to leave Grant Hospital at the  
4           time, but the hospital was changing, and though I  
5           was close to 20 years, I left.

6                     In my time at MacNeal, I can honestly say  
7           that I have not looked back once. We have a real  
8           work family at MacNeal, and I'm proud to be a  
9           part of it.

10                    All you have to do is visit the ER where I  
11           work to see the type of family the administrators  
12           emphasize. Nurses and doctors in the ER put  
13           patient care first while administrators go out of  
14           their way to interact with all of the other  
15           hospital employees regardless of their positions.

16                    On top of that, employees are treated well  
17           and appreciated. Our benefits are more than  
18           generous, and every month we are asked to  
19           participate in a customer service meeting with  
20           administrators to talk about ways they can  
21           improve the hospital and level of quality care we  
22           provide to our patients.

23                    These aren't the type of meetings where  
24           they talk and we listen. Instead, we, the

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1 employees, do the talking while the administrators  
2 ask us what we think and listen to our answers.

3 Every holiday season the hospital adopts  
4 families in our community who need a little extra  
5 help. We all donate food and money while our  
6 bosses go out and purchase gifts and food so that  
7 families who are hurting are able to celebrate,  
8 too.

9 Everybody deserves the opportunity to work  
10 at a place like MacNeal. We know that we're an  
11 important part of the community, and the  
12 community appreciates the work that we do. Not  
13 one day goes by that I don't leave the hospital  
14 feeling like I really made a difference today.  
15 Everyone should be so lucky.

16 (Applause.)

17 HEARING OFFICER HALL: Henderson  
18 Yarbrough.

19 MS. WILLIAMS: Good afternoon. My  
20 name is Mindy Williams. I'm reading this on  
21 behalf of Mayor Henderson Yarbrough.

22 "Please convey to the Illinois Health  
23 Facilities and Services Review Board my support  
24 for the transfer of ownership of Westlake

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1 Hospital from Resurrection Health Care to  
2 Vanguard Health Systems, Inc.

3 "Westlake Hospital is an important  
4 institution for our community. For more than  
5 85 years the hospital has cared for our residents.  
6 Westlake not only provides critical medical  
7 service and jobs but also free programs,  
8 screenings, and outreach to the uninsured and  
9 others in need.

10 "It is essential that Westlake Hospital  
11 continues to operate. I support Vanguard Health's  
12 commitment to this institution and our community.

13 "Respectfully, Henderson Yarbrough."

14 HEARING OFFICER HALL: Danny Davis.

15 MS. WILLIAMS: My name is Mindy  
16 Williams. I'm reading this on behalf of  
17 Congressman Danny Davis.

18 "I would like to offer my support for your  
19 request seeking a Certificate of Need from the  
20 Illinois Health Facilities and Services Review  
21 Board to transfer ownership of West Suburban  
22 Medical Center and Westlake Hospital from  
23 Resurrection Health Care to Vanguard Health  
24 Systems, Inc.

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1                    "My family and have I have close personal  
2                    relationship with West Suburban Medical Center.  
3                    I have been a neighbor of the facility for a  
4                    number of years, and the hospital has served my  
5                    community for almost a century. In addition,  
6                    I've had long and positive experiences with  
7                    Westlake Hospital.

8                    These hospitals offer a number of community  
9                    programs and educational classes along with its  
10                   top quality health care. On top of all these  
11                   positive attributes, the hospital provides  
12                   millions of dollars of free care to those with  
13                   the greatest of need. Vanguard Health will  
14                   continue these hospitals' dedication to the  
15                   community.

16                   "It is imperative the communities served by  
17                   West Suburban Medical Center that the acquisition  
18                   of this hospital move forward without delay. I'd  
19                   like to see the Health Facilities and Services  
20                   Review Board, consistent with its capabilities,  
21                   expedite the review and approval of the change of  
22                   ownership applications and, in doing so,  
23                   facilitate the associated transaction's  
24                   completion.

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1                    "It is vitally important that West Suburban  
2                    Medical Center continues to serve the community I  
3                    represent."

4                    The following -- I have letters of support  
5                    from the following individuals: Cathy Stenberg,  
6                    executive director of Melrose Park Chamber of  
7                    Commerce; Bishop Claude Porter, president and CEO  
8                    of Proviso-Leyden Council for Community Action;  
9                    Reverend Thomas R. Johnson, pastor of St. Paul  
10                    Lutheran Church; Silvia Villa, executive director  
11                    of the Illinois Welcoming Center; a resolution  
12                    from the Westlake Hospital Medical Executives; a  
13                    resolution from the Westlake Leadership Team; a  
14                    letter of support from Marlene Groll; a resolution  
15                    from the Oak West Primary Physicians Association;  
16                    letter of support from Commissioner Tony Peraica;  
17                    letter of support from Commissioner Edwin Reyes;  
18                    and letter of support from Representative Karen  
19                    Yarbrough.

20                    HEARING OFFICER HALL: Janice Lindquist.

21                    (No response.)

22                    HEARING OFFICER HALL: Silvia Villa.

23                    (No response.)

24                    HEARING OFFICER HALL: Representative

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1 Lisa Hernandez.

2 (No response.)

3 HEARING OFFICER HALL: Edward Acevedo.

4 MS. LOPEZ: Good morning. My name is  
5 Patricia Lopez, L-o-p-e-z, and I'm here on behalf  
6 of State Senator Antonio Munoz and Representative  
7 Edward Acevedo. I'd like to read a letter on  
8 their behalf.

9 "Please convey our support to the Illinois  
10 Facilities and Services Review Board for the  
11 Certificate of Need to transfer ownership of West  
12 Suburban Hospital and Westlake Hospital from  
13 Resurrection Health Care to Vanguard Health  
14 Systems, Inc.

15 "Vanguard Health Systems owns two hospitals  
16 in the Chicago area, MacNeal, which joined  
17 Vanguard Health in 2000, and Louis A. Weiss  
18 Memorial Hospital in 2002. These hospitals have  
19 long-standing reputations of serving Berwyn and  
20 Chicago's north-side communities. Under Vanguard  
21 Health's ownership MacNeal and Weiss have  
22 improved their reputation of providing high-  
23 quality health care services, and both hospitals  
24 provide Medicaid and Medicare services on par

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1 with nonprofit hospitals in their respective  
2 markets.

3 "It is imperative to the communities served  
4 by West Suburban Medical Center and Westlake  
5 Hospital that the acquisition of these hospitals  
6 move forward without delay. We would like to see  
7 the Health Facilities and Services Review Board,  
8 consistent with its rules and capabilities,  
9 expedite the review and approval of the change of  
10 ownership applications and, in doing so,  
11 facilitate the associated transaction's  
12 completion.

13 "We request that the Illinois Health  
14 Facilities and Services Review Board approve the  
15 application for a Certificate of Need.

16 "Sincerely, Illinois State Representative  
17 Edward Acevedo and Illinois State Senator  
18 Antonio Munoz."

19 (Applause.)

20 MR. KOFFEY: Hi. My name is Patrick  
21 Koffey, P-a-t-r-i-c-k, K-o-f-f-e-y. I'm reading  
22 testimony on behalf of Illinois State  
23 Representative Lisa Hernandez. The letter is  
24 written to Brian Lemon, chief executive officer

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1 for MacNeal Hospital.

2 "Dear Mr. Lemon: Please convey my support  
3 to the Illinois Facilities and Services Review  
4 Board for a Certificate of Need to transfer  
5 ownership of West Suburban Medical Center and  
6 Westlake Hospital from Resurrection Health Care  
7 to Vanguard Health Systems, Inc.

8 "Vanguard Health Systems owns two hospitals  
9 in the Chicago area, MacNeal Hospital, which  
10 joined Vanguard Health in 2000, and Louis A. Weiss  
11 Memorial Hospital in 2002. These hospitals have  
12 long-standing reputations of serving Berwyn and  
13 Chicago's north-side communities. Under  
14 Vanguard's ownership, MacNeal and Weiss have  
15 improved their reputations of providing high-  
16 quality health care services, and both hospitals  
17 are on par with not-for-profit hospitals in their  
18 respective markets.

19 "It is imperative to the communities served  
20 by West Suburban Medical Center and Westlake  
21 Hospital that the acquisitions of these hospitals  
22 move forward without delay. I would like to see  
23 the Health Facilities and Services Review Board,  
24 consistent with its rules and capabilities,

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1 expedite the review and approval of the change  
2 ownership applications and, in doing so,  
3 facilitate the associated transaction's completion.

4 "I request that the Illinois Health  
5 Facilities and Services Review Board approve the  
6 application for a Certificate of Need.

7 "Sincerely, Elizabeth Hernandez, State  
8 Representative, 24th District."

9 HEARING OFFICER HALL: Jeannie Frey.

10 MS. FREY: Good morning. My name is  
11 Jeannie Carmedelle Frey, J-e-a-n-n-i-e,  
12 C-a-r-m-e-d-e-l-l-e, F-r-e-y. I'm senior vice  
13 president of legal affairs for Resurrection  
14 Health Care Corporation. I'm also the corporate  
15 secretary of Westlake Hospital.

16 On behalf of Westlake Hospital and all of  
17 Resurrection Health Care, I would like to express  
18 our gratitude to the Illinois Health Facilities  
19 and Services Review Board for giving us and the  
20 many supporters of this application the opportunity  
21 to speak at today's public hearing. We would  
22 also like to acknowledge the conscientious work  
23 done at this hearing by both the Hearing Officer  
24 and the Court Reporter.

1                   Resurrection appreciates that some may have  
2                   sincere concerns regarding the proposed sale of  
3                   this hospital. I believe that any such concerns  
4                   have been well addressed, sometimes quite  
5                   eloquently, in the testimony of the numerous  
6                   individuals who have spoken here today in favor  
7                   of this sale, including community members and  
8                   community leaders, physicians, employees,  
9                   government officials, members of the clergy,  
10                  leaders of other nearby hospitals and health  
11                  providers, as well as Vanguard Health Systems.

12                  Inherent in the testimony of all such  
13                  speakers is a recognition that this transaction  
14                  is critically important to the future of the  
15                  hospital and the community it serves. Their  
16                  testimony today clearly illustrates the strong,  
17                  broad-based support for a transition that, while  
18                  difficult, makes sense for this community and is,  
19                  in fact, the best way to save this hospital and  
20                  its services over the long term.

21                  It has been a full morning. I will,  
22                  therefore, reiterate and clarify just a few  
23                  key points.

24                  First of all, all of us at Resurrection

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1 Health Care are truly heartbroken that this sale  
2 has become necessary. As Sister Patricia Ann  
3 Koschalke has noted, we come to this juncture  
4 only after a process of long consideration and  
5 prayer reflecting on the impact of the whole  
6 community of all possible alternatives.

7 Since making Westlake part of the  
8 Resurrection system in 1998, its employees have  
9 become our colleagues and, more importantly, our  
10 friends, while the members of the community  
11 became part our extended family of care. We at  
12 Resurrection can assure the community and the  
13 Board that we have not come to this point lightly.

14 We knew when Westlake joined Resurrection  
15 that it faced real operational challenges.  
16 However, we also knew that the community needed  
17 Westlake Hospital, and as an organization we put  
18 our heart and soul, as well as the system's  
19 financial resources, into helping this hospital  
20 serve that community. Although the hospital has  
21 lost money for many years, we tried many things  
22 and considered many alternatives before  
23 concluding that we had done all that we could and  
24 that it was time to pass the torch on to another

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1 health care system.

2 Although many other Catholic and  
3 not-for-profit health care systems in the area  
4 were asked to consider taking over responsibility  
5 for Westlake Hospital, no one was willing to even  
6 make an offer, citing their own financial  
7 constraints or that the location of this hospital  
8 did not fit their strategic plan. We are,  
9 therefore, very grateful that Vanguard alone was  
10 willing to step up and commit to making this  
11 hospital one of its own.

12 Our sadness at the prospect of Westlake  
13 Hospital no longer being part of the Resurrection  
14 family is tempered by the belief that as part of  
15 the Vanguard Health Systems Westlake will have  
16 the support of a committed health care provider  
17 with a proven track record of meeting community  
18 needs and operating quality hospitals in  
19 Illinois, Arizona, Texas and Massachusetts. They  
20 have a strong commitment to serving Medicaid  
21 patients, thereby assuring continued availability  
22 of hospital services to those most in need. As  
23 Carmen Velasquez of Alivio Medical Center has  
24 said, they not only say the right thing, but they

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1 do the right thing.

2 Second, I know that you've heard from  
3 representatives of Vanguard Health Systems  
4 regarding their philosophy and history of  
5 acquiring hospitals and not just keeping them  
6 open but growing and developing them and  
7 expanding their workforce.

8 As Mr. Woodson from AFSCME has acknowledged,  
9 this is a challenging time to be a health care  
10 provider. In Illinois, unlike other states, we  
11 have a governmental body, the Illinois Health  
12 Facilities and Services Review Board, that must  
13 approve not only any change in control of the  
14 hospital such as in this case but any hospital  
15 closure or discontinuation of a significant  
16 hospital service.

17 Therefore, no matter what commitment a  
18 hospital operator does or doesn't make, hospital  
19 owners are not asked to maintain their hospitals  
20 into the future for any length of time. State  
21 law provides that no hospital can close or  
22 diminish its services without the Board's approval  
23 after a comprehensive evaluation of community  
24 residents' health care needs. That protection is

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1 a strong one and allows the Board to react to  
2 future community health needs as those future  
3 needs arise and in light of then current  
4 realities.

5 Thirdly and lastly, while we know that in  
6 pure financial terms -- that is, of simple  
7 economic market value as evidenced based on a  
8 comprehensive independent market evaluation --  
9 Westlake Hospital is not considered worth very  
10 much. However, we also well know that in human  
11 terms this hospital is incredibly valuable.

12 You have heard testimony from a large  
13 number of individuals who have given witness to  
14 that value from a wide variety of perspectives.  
15 We at Resurrection are proud to have contributed  
16 to that value over the past 12 years. We know  
17 that we have put into the hospital far more money  
18 than it can ever afford to repay, but we will  
19 leave with the compensation of having helped  
20 Westlake become better than it was before and  
21 having therefore contributed to the health and  
22 security of hospitals' patients, employees, and  
23 community members.

24 Scripture teaches us that for every time

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1           there is a season. With a large measure of  
2           reluctance and sadness, Resurrection recognizes  
3           it's time to turn over the future of Westlake  
4           Hospital to another qualified organization.  
5           However, we do so with the belief that it is in  
6           the very best interests of Westlake Hospital, its  
7           employees and staff, as well as the many people  
8           who are served by and support this important  
9           community resource. We, therefore, respectfully  
10          ask the Illinois Health Facilities and Service  
11          Review Board to act in a timely manner to approve  
12          this application.

13                         Thank you.

14   (Applause.)

15   HEARING OFFICER HALL: Is there  
16   anyone who not given testimony that wishes to  
17   give testimony?

18   (No response.)

19   HEARING OFFICER HALL: I would like  
20   to thank the Melrose Park Village Hall for the  
21   use of their facility today.

22   I would remind everyone to submit your  
23   written comments to me so that we have this  
24   information for the record.





<b>A</b>				
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