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STATE OF ILLINOIS

EDWARD ACEVEDO

ASSISTANT MAJORITY LEADER
STATE REPRESENTATIVE • 2ND DISTRICT

10-081

RECEIVED

JAN 28 2011

**HEALTH FACILITIES &
SERVICES REVIEW BOARD**

January 27, 2011

Esther Corpuz
Vice President,
Government & Community Relations
Vanguard Health Systems Illinois
3249 S. Oak Park Avenue
Berwyn, Illinois 60402

Dear Mrs. Corpuz:

I write to express my support for the transfer of ownership of Holy Cross Hospital to Vanguard Health Systems. This sale is necessary in order to ensure Holy Cross remains open and can continue to serve southwest Chicago residents.

Holy Cross is one of the largest employers in the area with more than 1,200 doctors, nurses and hospital staff. Though the hospital has weathered a challenging economy, it still faces an uncertain future. Vanguard's growing network in Chicago provides Holy Cross Hospital with the financial backing it needs to keep its doors open and serve the community.

I urge the Illinois Health Facilities and Services Review Board to take this into consideration and grant the necessary approvals so that the sale of Holy Cross Hospital to Vanguard Health Systems can move forward.

Thank you for the opportunity to provide this letter of support.

Sincerely,


Edward Acevedo
State Representative, 2nd District
Assistant Majority Leader

ILLINOIS STATE SENATE

CONSTITUENT SERVICE OFFICE

6933 W. NORTH AVENUE
OAK PARK, ILLINOIS 60302
PHONE: (708) 848-2002
FAX: (708) 848-2022

SPRINGFIELD OFFICE

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DHARMON@SENATEDEM.ILGA.GOV
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SENATOR DON HARMON
PRESIDENT PRO TEMPORE
39TH DISTRICT

COMMITTEES:

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ASSIGNMENTS
ENVIRONMENT
EXECUTIVE
EXECUTIVE APPOINTMENTS
REDISTRICTING
TELECOMMUNICATIONS AND
INFORMATION TECHNOLOGY

January 27, 2011

Ms. Esther Corpuz
Vice President
Government and Community Relations
Vanguard Health Systems Illinois
3249 S. Oak Park Avenue
Berwyn, Illinois 60402

Re: Project #10-081

Dear Ms. Corpuz:

I write in support of the pending Certificate of Need that will allow Holy Cross Hospital to join Vanguard Health Systems.

In 2010, Vanguard purchased West Suburban Medical Center and my constituents are already seeing the benefits of this partnership in both the quality of care provided and the hospital's involvement in our community. By joining the Vanguard network, Holy Cross can optimize its healthcare services and develop new community programs.

Holy Cross, just like West Suburban, is one of the largest employers in its area and its success is crucial to the prosperity of the local economy. Vanguard will provide Holy Cross with the resources it needs to thrive and maintain thousands of jobs.

As my constituents look forward to further developments at Vanguard's West Suburban, we hope that Holy Cross can experience similar progress facilitated by this network. It is critical for this transaction to take place so that Holy Cross Hospital is capable of serving its community with exceptional healthcare.

Sincerely,
A handwritten signature in black ink that reads "Don Harmon".
Don Harmon

☐ 1836 W. 35TH STREET, FIRST FLOOR
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(773) 869-9050



☐ 323 STATE CAPITOL
SPRINGFIELD, IL 62706
(217) 782-9415

ILLINOIS STATE SENATE
ANTONIO MUÑOZ
STATE SENATOR • 1ST DISTRICT
ASSISTANT MAJORITY LEADER

January 26, 2011

Esther Corpuz
Vice President
Government & Community Relations
Vanguard Health Systems Illinois
3249 S. Oak Park Avenue
Berwyn, IL 60402

Dear Ms. Corpuz:

I write to express my support for a Certificate of Need to transfer ownership of Holy Cross Hospital to Vanguard Health Systems.

Holy Cross is the primary healthcare facility used by many of my constituents and it is essential that it continues to serve the southwest side of Chicago. Becoming a part of Vanguard's network ensures Holy Cross will remain open while also expanding its patients' opportunities for care and facilitating outreach programs that will keep the community healthy.

Vanguard Health Systems has an established reputation throughout the Chicago area and has proven time and again its dedicated commitment to better the communities to which it belongs. For example, MacNeal Hospital, under Vanguard's stewardship, participates in my office's annual toy and food drives in addition to all of its charity care initiatives. Vanguard's hospitals are also very active in bilingual initiatives, such as the Alivio Medical Center which is committed to providing Latinos with affordable healthcare. I am confident that any facility that joins the Vanguard family will increase its contributions to philanthropic causes while also increasing the quality of care.

I will request that the Illinois Health and Facilities and Services Review Board approve your application for a Certificate of Need.

Sincerely,

A handwritten signature in cursive script that reads "Antonio Munoz".

Antonio Munoz
State Senator • 1st District
Assistant Majority Leader

SPRINGFIELD OFFICE:
ROOM 323 CAPITOL BUILDING
SPRINGFIELD, IL 62706
217/782-8505
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REDISTRICTING

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KIMBERLY A. LIGHTFORD
ASSISTANT MAJORITY LEADER
STATE SENATOR • 4TH DISTRICT

January 25, 2011

Esther Corpuz, Vice President of Government & Community Affairs
Vanguard Health Systems
3249 S. Oak Park Avenue
Berwyn, Illinois 60402

Dear Ester Corpuz,

I am pleased to convey my support for the request for the Illinois Health Facilities and Services Review Board for a Certificate of Need to transfer ownership of Holy Cross Hospital to Vanguard Health Systems. I applaud the efforts of the Vanguard Health Systems for providing vital medical services to the community.

Vanguard has proven its commitment to Westlake Hospital, which is an integral part of the mutual constituencies we serve. I am confident that Vanguard will provide Holy Cross with the same resources and leadership that the network has already made available to four hospitals in the Chicago area.

By joining the Vanguard family, Holy Cross will be able to continue serving its patients while also improving the healthcare it provides and expanding outreach programs that benefit the whole community. This transaction is essential to all those who use this hospital as their main healthcare facility as well as the thousand employees whose jobs are at risk if the hospital closes.

Again, I would like to express my full support of the Vanguard Health Systems in its pursuit for ownership transfer and their commitment to serve our mutual constituencies. I request that the Illinois Health Facilities and Services Review Board approve your application for a Certificate of Need. Please do not hesitate to contact me if you have any questions.

Sincerely,

A handwritten signature in cursive script that reads "Kimberly A. Lightford".

Kimberly A. Lightford
Assistant Majority Leader
Senator, 4th District



**FOR YOUTH DEVELOPMENT
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY**

January 27, 2011

Esther Corpuz
Vice President of Government and Community Affairs
Vanguard Health Systems
3249 S. Oak Park Avenue
Berwyn, IL 60402

Dear Ms. Corpuz:

I am writing to show my support for the transfer of ownership of Holy Cross Hospital to Vanguard Health Systems.

As CEO of the West Cook YMCA, I am intimately involved in community affairs across the west side. I also care deeply about healthy living and making sure residents have access to quality healthcare. This is why we have maintained such a close partnership with Vanguard's West Suburban Medical Center over the years.

When Vanguard took over West Suburban last summer, I was unsure how our partnership would be impacted. Less than six months later, our partnership not only remains but is thriving. Together we are doing so much good for the Oak Park community and I am excited for the future.

I also recently had the opportunity to join the board of directors at West Suburban. This is an exciting new challenge for me and I'm eager to grow my relationship with West Suburban and do anything I can to help the hospital and the community.

Southwest side residents surrounding Holy Cross should expect nothing less from Vanguard than the excellent treatment we receive in Oak Park. I urge the Illinois Health Facilities and Services Review Board to approve Holy Cross' application for a Certificate of Need so they can see for themselves.

Sincerely,

Jan Pate
President and CEO
Member, Board of Directors, West Suburban Medical Center

JEFFREY R. TOBOLSKI
COMMISSIONER
16TH DISTRICT



Email: Jeffrey.Tobolski@cookcountyil.gov

COOK COUNTY BOARD OF COMMISSIONERS

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(708) 352-2301
(708) 352-2169 Fax

January 27, 2011

Esther Corpuz
Vice President of Government & Community Affairs
Vanguard Health Systems
3249 S. Oak Park Avenue
Berwyn, Illinois 60402

Dear Esther,

I am writing to **support the sale of Holy Cross Hospital to Vanguard Health Systems-Project #10-081**. Holy Cross is an important institution to the community, not only providing critical medical services but also jobs to many of my constituents.

Since the Sisters of St. Casimir established the hospital in 1927, Holy Cross has served thousands of southwest Chicago residents. This institution is a neighbor and symbol of our community. We cannot afford for it to close, which is why I urge the board to support the transaction.

I am certain the Sisters' decision to approach Vanguard Health Systems as a partner is not only the right thing to do, but is also in the best interest of a community they have so faithfully served over the years.

As the board considers the pending Certificate of Need application, I ask you to strongly consider approving the application necessary for this transaction to move forward. We must recognize the critical role that Holy Cross Hospital plays in our community.



Printed on Recycled Paper



Thank you for your consideration, and if you or anyone from your office has any questions they can reach me at (312) 603-4735 or Jeffrey.Tobolski@cookcountyil.gov.

Yours truly,

A handwritten signature in black ink, appearing to read "Jeffrey R. Tobolski", written over a horizontal line.

Jeffrey R. Tobolski
Cook County Commissioner
16th District

SPRINGFIELD OFFICE:
231-E Stratton Building
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MICHAEL J. ZALEWSKI
STATE REPRESENTATIVE
21ST DISTRICT

COMMITTEES:
Counties & Townships - Vice Chair
Judiciary I - Civil Law
Appropriations Public Safety
Revenue & Finance
Health Care Availability & Access

January 27, 2011

Esther Corpuz
Vice President of Government & Community Affairs
Vanguard Health Systems - Chicago Market
3249 S. Oak Park Avenue
Berwyn, Illinois 60402

Re: Project #10-081

Dear Ms. Corpuz,

I am writing to express my support for the pending Certification of Need that will allow Holy Cross Hospital to join Vanguard Health Systems.

In recent years, Holy Cross Hospital has faced unfortunate financial circumstances that without the sale to Vanguard, would most likely result in the closure of a community hospital on which so many have come to rely. Vanguard not only offers an alternative to this dire situation, but it also creates an opportunity for improvements that will allow the hospital to continue serving the southwest Chicago community.

Vanguard already owns four, well-established hospitals in the Chicago area, including MacNeal Hospital located in my district. All four have demonstrated major commitments to their doctors, patients and the communities which they serve.

I support this transaction because I am confident Vanguard's ownership of Holy Cross will enhance the quality of service and care the hospital already provides. I know from first-hand experience at MacNeal that joining Vanguard brings an opportunity for growth and advancement.

Thank you for your time and consideration and please contact me if you have any questions.

Sincerely,

Rep. Michael J. Zalewski - 21st District

WEST SIDE PASTORS' COALITION FOR AIDS

January 27, 2011

Esther Corpuz, Vice President of Government and Community Affairs
Vanguard Health Systems
3249 S. Oak Park Avenue
Berwyn, Illinois 60402

Dear Esther Corpuz:

I am writing to show my support for the transfer of ownership of Holy Cross Hospital to Vanguard Health Systems.

The West Side Pastors' Coalition for AIDS and Inner-City Health is concerned about excellent healthcare across the west side. The Coalition is made up of 35 west side faith leaders, concerned about HIV/AIDS education and prevention. We have partnered with West Suburban Hospital in Oak Park and this relationship has developed into an even more viable partnership since Vanguard purchased the hospital last summer.

We couldn't ask for a better partner than Vanguard. We have partnered together on several events throughout the year in churches, schools and other community centers, to educate residents about improving their health. Vanguard has increased our community access and we are excited for the future of these events.

I am confident southwest side community groups could benefit from similar partnerships with Holy Cross Hospital if this transaction is approved. The area is historically underserved and could always use the resources and outreach efforts that Vanguard provides. I urge the Illinois Health Facilities and Services Review Board to approve Holy Cross' application for a Certificate of Need, so they can see for themselves.

Sincerely,

Stanley Stephens

Rev. Stanley Stephens, President
West Side Pastors' Coalition for AIDS and Inner City Health

West Side Pastors' Coalition for AIDS
c/o St. Martin Episcopal Church
5710 W. Midway • Chicago, IL 60644

"Beloved, if God so loved us, we also ought to love one another." 1 John 4:11



Promoting the Healing Ministry of Christ

65 East Wacker Place, Suite 1620 • Chicago, Illinois 60601 • Phone: 312 368-0011 • Fax: 312 368-1701 • www.il-cha.org

January 25, 2011

Dear Members of the Illinois Health Facilities and Services Review Board,

I am writing on behalf of the Illinois Catholic Healthcare Association (ICHA) to express its support for the sale of Holy Cross Hospital, by the Sisters of St. Casimir, to Vanguard Health systems. ICHA is the state-wide association of Catholic health and social service organizations, including hospitals, nursing homes, Catholic Charities and health systems along with the religious congregations that sponsor the service organizations and the six dioceses in Illinois.

For over eighty years, the Sisters of St. Casimir have sponsored Holy Cross Hospital and due to their steadfast stewardship, hundreds of thousands of people on Chicago's southwest side have received excellent care. The Catholic foundation of the mission of Holy Cross Hospital has been a significant part of the commitment to struggle through many years of increasingly difficult financial times. The Sisters have made the gospel of "caring for those with the least" a living reality. As the congregation ages and the stresses of increasingly more sophisticated healthcare management escalate, the Sisters have sought and found a very viable option in Holy Cross Hospital becoming part of the Vanguard Health System.

The key priorities in the Sisters decision centered on maintaining hospital and health services for the long-term, maintaining Catholic identity, continuing charity care and preserving jobs. All of these are very much part of the Catholic health care tradition and this affiliation has been affirmed by Cardinal George. Vanguard Health Systems has already demonstrated positive outcomes from another Catholic hospital in their system and has an enviable reputation for hospital management.

Given the needs of the Holy Cross Hospital service area, the future challenges and the ongoing commitment of the Sisters of St. Casimir and Vanguard Health Systems, the Illinois Catholic Health Association is pleased to support this affiliation.

Sincerely,

Patrick J. Cacchione
Executive Director

with only

**Testimony of Esther Corpuz
Vice President of Government and Community Affairs
Vanguard Health Systems - Chicago Market**

***Hearing on a Certificate of Need Proposal to Transfer Control of Holy
Cross Hospital to Vanguard Health Systems***

January 28, 2011

Good morning my name is Esther Corpuz and I am the Vice President of Government and Community Affairs for Vanguard's Chicago Market. Thank you for allowing me to testify today and talk about the many partnerships we have in the communities we serve.

I work throughout Vanguard's Chicago network with community based organizations, residents, business, faith leaders and elected officials. I was originally hired by MacNeal prior to the change of ownership to Vanguard Health Systems and recently celebrated 16 years of service with the hospital. I understand and deeply appreciate the opportunity this hearing gives to members of our community who care about our hospitals and appreciate so many people coming out for the hearing.

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

Working initially at MacNeal, and now with all of Vanguard's Chicago hospitals, has been an extension of this commitment. Like the entire Vanguard network nationwide, we are focusing on earning life-long relationships with our patients and helping them stay healthy throughout every stage of their lives. We also recognize the unique differences of each and every community we serve and work tirelessly to meet their needs.

At all of our Chicago hospitals, we firmly believe in Vanguard's overall mission to provide quality care not only in the hospital but also by encouraging a healthy lifestyle out of it.

For example, MacNeal recognized the need to address the changing demographics of its rapidly emerging Latino-Mexican patient population. The hospital has continually demonstrated its commitment to serving the needs of its patients and families by funding community-based organizations and working to increase the bilingual, bicultural workforce that reflects the makeup of the patients we serve.

Over the years I've participated in many projects that have advanced Vanguard's mission - which I personally share - of giving back to the community we serve.

For example, these past several years I have served on the Executive Board of Directors for Alivio Medical Center, an organization which MacNeal partnered with in 2008 to expand and open a new community health center in Cicero. Alivio is committed to caring for Chicago's uninsured and underinsured and serves over 21,000 patients each year. MacNeal paid for the renovation of the facility and paid the first year lease expense.

As result of the partnership, MacNeal refers patients in need of a primary care physician to Alivio so they can establish a medical home. In return, Alivio refers patients in need of specialty or sub-specialty care to MacNeal for treatment. Through this partnership, we are both able to streamline and meet the needs of more in our community. In fact, MacNeal has committed to donating a building in Berwyn to Alivio so the center can further expand its services in the area.

Another partnership I feel personally connected to is the launch of a health careers program at the National Latino Education Institute, where I serve as the board chair. The school provides career training and job placement for the Latino community. Under Vanguard's ownership, MacNeal assisted with securing a \$125,000 grant to build the clinical lab to get the program off the ground.

Today, MacNeal physicians and nurses regularly lecture at NLEI and provide career guidance and coaching to students, many of whom eventually secure jobs at the hospital. The partnership is extremely beneficial for both MacNeal and the Institute. Together we hope to continue to grow the much needed bilingual bicultural workforce in hospitals throughout the city and region. In fact, a handful of NLEI students are here with us today.

These are just two of the countless community partnerships our hospitals have with valuable organizations. We also have partnered with the Pav YMCA, the domestic violence shelter Apna Ghar, the Interfaith Leadership Project, the Berwyn and Oak Park Development Corporations, and so many other groups. Most recently, we've built partnerships at our newest hospitals, West Suburban and Westlake, with several organizations including the West Cook YMCA and the West Side Pastors Coalition for AIDS and Inner-City Health.

We also have started community advisory boards at each of our hospitals. These groups are made up of a diverse set of business, community and civic leaders who contribute to the ongoing dialogue we are having on how to continue to provide a high level of care to our patients and community. Several of the changes underway at our hospitals are the result of feedback gained from these meetings.

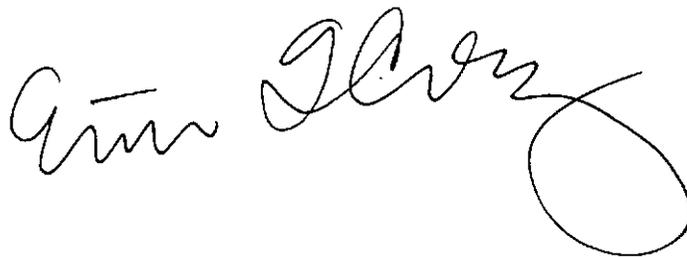
Vanguard is as committed to its employees as it is to its communities. We recognize the value of employee engagement and enjoy the benefits of this interaction in our hospital every day.

Our overall satisfaction is reflected in our excellent employee satisfaction rankings. For example, the employee engagement ranking for our hospitals in the Chicago market are now in the 82nd percentile, up from the 60th percentile just three years ago. Also, Vanguard Health Systems was one of only 25 organizations nationwide to receive the Gallup Great Workplace Award last year.

I also have had the opportunity to work with my counterpart at Holy Cross Hospital, Dennis Ryan. I am familiar with the mission at Holy Cross and know the absolutely critical role it plays on the southwest side.

My experience tells me Holy Cross will fit seamlessly into our Chicago network and our network and experiences will do a lot to help the hospital stabilize and grow.

Again, I thank you for the opportunity to appear before you today.

A handwritten signature in black ink, appearing to read "Ann Brown". The signature is written in a cursive style with a large, looping flourish at the end.

Eyad Ali
Stationary Engineer, West Suburban Hospital

January 28, 2011

written only
fax to Mike
2177854111

My name is Eyad Ali. I am a stationary engineer at West Suburban Medical Center's Plant Operations Department.

pg. 1 of 2

Thank you so much for this opportunity to speak today and share my experiences from working at West Suburban when Vanguard purchased the hospital last summer. The change in ownership was a fantastic thing for the hospital, employees, and most importantly, the patients.

As many of you may already know, West Suburban became a part of Vanguard Chicago network in 2010, and we have already seen progress in different areas of the hospital. There had been certain projects that we had been planning for a long time but never happened because the money wasn't there. As soon as Vanguard came in, we finally had adequate funding and these projects are moving forward – making the hospital better for all. We're currently installing new air handlers and updating our pharmacy unit.

In addition to instantly taking care of the improvements and projects that had been in the planning stages for a long time, Vanguard has introduced new sustainable initiatives at West Suburban. When creating these programs, my department's input was sought and we were incorporated in the decision-making process. Vanguard has opened our eyes to

all the things we could improve in order to control how much energy and resources we use. My department has joined Vanguard in creating "The Green Team," which is encouraging recycling and reusing at the hospital more than ever before.

Eyad Ali

pg. 2 of 2

Since the change of ownership, I have noticed more patients in our hospital. More rooms have been filling up and the emergency room always seems packed. We have also begun to perform surgeries at night due to high demand, a service that was not available previously.

Vanguard has also been actively engaging in our community. Every elevator has postings for upcoming community events and free lectures. These events create a real sense of community and help us realize we have a responsibility as employees of the hospital to be responsible community citizens.

It is never easy working at a place that is sold. There are always lots of questions and unknowns. Six months after West Suburban joined Vanguard, those worries are all gone.

Joining the Vanguard network has helped our hospital and I know it will greatly benefit Holy Cross Hospital. The security and resources Vanguard's leadership provides will help Holy Cross give their patients the best healthcare available.

Karin Johnson

Supervisor Hospitality Services, Westlake Hospital

January 28, 2011

*W/H for okay
copy to Mike*

Good Morning my name is Karin Johnson from Westlake Hospital in Melrose Park. I would first like to thank you for the opportunity for allowing me to talk about my experience at Westlake Hospital and why I support the sale of Holy Cross Hospital to Vanguard Health Systems.

I am a supervisor for the Hospitality Services Department. My primary responsibility is to assist in overseeing the Food Service Staff at Westlake Hospital. I have been at the hospital since 2001. I have seen the hospital undergo significant changes which includes the most recent transition from Resurrection Health Care to Vanguard Health Systems.

At the time of the sale Vanguard Health Systems knew that the employees at Westlake Hospital had not received a pay increase in over two years. They promised that the employees would be given a raise by the end of the year. Vanguard Health System was very dedicated to follow through with that promise for us and in December we received our first raise in two years. Additionally employees in my department and I were concerned about our jobs, the years of service, the PTO (vacation) time, EIB (extended illness bank) time. Despite other Hospitals closing and employees losing their jobs, Vanguard Health System Personnel were very concerned about our feelings. They reassured us that no jobs would be lost, our wage positions would not change, the PTO and EIB hours would be carried forward. Vanguard Health Systems did everything they could to ease our nervousness during this difficult time. In fact, when some employees expressed a desire to change their healthcare plans shortly after the transition, Vanguard Health System held an unscheduled open session on our healthcare plans so those employees who needed to make changes could do so.

My team and I are excited about the commitment to the employees to educate the staff regarding safety, patient excellence and Health for Life. This is proven by the programs that they have instituted at Westlake Hospital. Additionally a Community Senior Center has been developed.

In closing, my family and I are very thankful to Vanguard Health System for purchasing Westlake Hospital. As a working Mom of two small children my husband and I rely on this income. Based on my experiences I know that VHS will do everything they can to follow through with the promises that they make to the employees at Holy Cross Hospital and the surrounding communities.



*written
Dacy
copy to Mike*

Illinois Department of Public Health
Public Hearing on Friday, January 28, 2011

Testimony by Doris Salomón

Good Morning. My name is Doris Salomón and I am the Director of Community Engagement at Access Community Health Network.

ACCESS is the nation's largest Federally Qualified Health Center (FQHC) organization with 60 community sites in metropolitan Chicago. We serve 215,000 patients annually through 755,000 medical visits.

The ACCESS board of directors is comprised of a majority of patient users, representing the patients and communities we serve. Like most FQHCs, ACCESS serves a predominately underserved population with 75 percent of patients living below the federal poverty level.

In the past 2 years, ACCESS has opened two health centers in the Marquette Park neighborhood. The first being a school based health center at Marquette Elementary and our most recent, an FQHC located on the third floor at Holy Cross Hospital. Currently, ACCESS at Holy Cross offers services in Obstetrics, Gynecology, Pediatrics, family medicine, and case management.

We are excited about our partnership with Holy Cross and are committed to addressing the health disparities that exist in the surrounding communities. We are working together to provide a comprehensive medical home that will offer high quality, accessible, and affordable care where it is most needed.

We are beginning to make substantive progress but there is much more that can and should be done. A strong community hospital is often the anchor of a well functioning system of health.

With great appreciation for our current partnership with Holy Cross Hospital, ACCESS Community Health Network is pleased to support this affiliation.

Thank you.

WV Her only

Diane Bures

My name is Diane Bures and I am the Emergency Medical Services (EMS) Coordinator.

Holy Cross Hospital is the region XI base station for Chicago. We have trained and licensed Emergency Communication Registered Nurses (ECRN) communicating with the Chicago Fire Department via telemetry radio to assist in determining which hospital an ambulance will go too based on the patient's condition. We also call the receiving hospital to alert them that a patient is enroute and to provide the patient's condition.

Holy Cross Hospital's serves a large geographic area that includes Midway Airport and Ford City Shopping Center. This is one of the reasons we receive the most ambulance runs of any hospital in the State of Illinois.

The Vanguard Health System will be able to provide the long range planning and capital necessary for a busy Emergency Department and assures Holy Cross Hospital will be able to continue providing emergency medicine to Chicago's Southwest side. Thank you.

Diane Bures

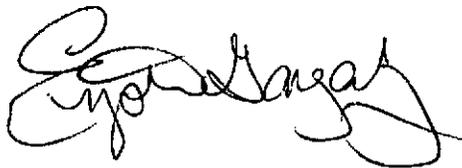
wr flw only

English Gonzalez

Hello my name is English Gonzalez and I am a Patient Care Technician (PCT) at Holy Cross Hospital. I was working at another hospital and in 2003 took a position at Holy Cross Hospital because the pay was better and they let me work 12 hour shifts so I could go to nursing school while I worked.

Holy Cross Hospital has given me training for a couple of different positions so I never know what I will be doing that day until I get to work. One of the supervisors always jokes with me by asking "Who are you today?"

I like the people I work with and I love working at Holy Cross Hospital and see the Vanguard Health Systems merger as a good thing since it will mean I can keep doing what I enjoy. I look forward to working as an RN at Holy Cross Hospital when I graduate in May of 2012.





Latino Organization of the Southwest

6507 S. Kedzie Ave.

Chicago, IL 60629

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Officers

Graciela Gíbel
Victor Cerezo
Alfredo Martínez
Alfonso Cortéz
Adriana Enciso
Slavia Garza
Sonia Díaz-Rangel
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Wanda Santiago
Adriana Morales
Carlos Heredia
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Shirley Fox

WR Hec only

January 28th, 2011

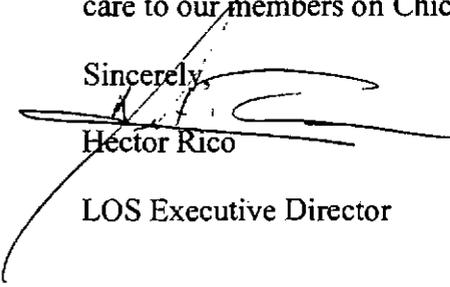
My name is Hector Rico and I am the Executive Director of The Latino Organization of the Southwest (LOS).

The Latino Organization of the Southwest is a not-for-profit community based organization addressing the economic, educational, social and political issues in the Latino community.

For many years LOS has partnered with Holy Cross Hospital for community services, health fairs and educational events - building a strong alliance between Holy Cross and the Latino community.

Many of our members go to MacNeil Hospital in Berwyn which is already affiliated with Vanguard Health Systems. Based on this experience LOS supports the affiliation of Holy Cross Hospital with Vanguard Health Systems to assure critical care to our members on Chicago's Southwest side.

Sincerely,


Hector Rico

LOS Executive Director

"La ignorancia mata a los pueblos, por eso hay que matar la ignorancia"
"Ignorance Kills communities, therefore it is precise to kill ignorance"
José Martí

WRITER only
fax to Mike 217
785 4117

Olga Solares

January 28, 2010

pg. 1 of 2

My name is Olga Solares. I am the director of marketing and public relations at West Suburban Medical Center. Thank you for the opportunity to talk about my experience of working at a hospital before and after Vanguard assumed its ownership. I have been working at West Suburban Medical Center for 6 years. I, along with many of my colleagues, have a tremendous sense of pride in our work at the hospital and in the Oak Park community.

Five months ago, Vanguard Health Systems purchased West Suburban Medical Center. Prior to the transaction, we were assured the hospital would maintain its local autonomy and Vanguard would remain committed to providing health and healthcare resources to Oak Park-River Forest and Austin.

I am here to tell you in the last five months, the hospital's commitment to the community is stronger than ever. Our outreach efforts have been revamped and revitalized, bringing new energy to all of our endeavors.

Olga Solares
pg 2022

In the five short months Vanguard has owned West Suburban, we continue to have a positive impact both within the hospital and in the surrounding area. Our outreach has increased ten-fold in the last few months and we are now offering a host of programs and events aimed at improving the health and well-being of the people we serve, including preventive health education classes.

We are working closely with key local leaders and organizations to identify partnership and collaborative opportunities that allow us to offer programs and events that have a meaningful and healthy impact.

Our outreach efforts vary as widely as the population we serve. In Austin, we are partnering with religious leaders and churches to offer critical education and services. One particular focus is the value of primary care so patients are treated as soon as they need it and are not forced to turn to the ER when it could be too late.

In Oak Park, we have started working with local agencies, such as the YMCA, on a Community Healthy Living Index to help promote healthy living for our staff and their families, in addition to extending offerings to the community-at-large.

I am excited about the future of West Suburban Medical Center. Holy Cross would be a great partner and would help us continue to grow our outreach strategy. Together we can do even more to improve the lives of all who we serve.

Olga Solares



Copy to Mike
217 285 4111

written
only

Illinois Department of Public Health
Public Hearing on Friday, January 28, 2011

Testimony by Doris Salomón

Good Morning. My name is Doris Salomón and I am the Director of Community Engagement at Access Community Health Network.

ACCESS is the nation's largest Federally Qualified Health Center (FQHC) organization with 60 community sites in metropolitan Chicago. We serve 215,000 patients annually through 755,000 medical visits.

The ACCESS board of directors is comprised of a majority of patient users, representing the patients and communities we serve. Like most FQHCs, ACCESS serves a predominately underserved population with 75 percent of patients living below the federal poverty level.

In the past 2 years, ACCESS has opened two health centers in the Marquette Park neighborhood. The first being a school based health center at Marquette Elementary and our most recent, an FQHC located on the third floor at Holy Cross Hospital. Currently, ACCESS at Holy Cross offers services in Obstetrics, Gynecology, Pediatrics, family medicine, and case management.

We are excited about our partnership with Holy Cross and are committed to addressing the health disparities that exist in the surrounding communities. We are working together to provide a comprehensive medical home that will offer high quality, accessible, and affordable care where it is most needed.

We are beginning to make substantive progress but there is much more that can and should be done. A strong community hospital is often the anchor of a well functioning system of health.

With great appreciation for our current partnership with Holy Cross Hospital, ACCESS Community Health Network is pleased to support this affiliation.

Thank you.

Doris Gutierrez

Written only

Hello. My name is Doris Gutierrez and I am the Director of Human Resources at Holy Cross Hospital.

In order to give great care and fulfill our mission as a community hospital, Holy Cross must recruit and retain excellent employees. We also have made a priority of recruiting, at all levels of the organization, new employees that reflect the diversity found in the areas we serve. We have to be a well managed, respectful and attractive workplace to do that.

Being part of the Vanguard system will expand employment options, increase the array of employee benefits and offer better educational opportunities for our staff. All of these improvements will help us to recruit the excellent quality employees that the Holy Cross Hospital mission and the people that we serve have a right to expect and deserve to have.

Thank you.

Doris Gutierrez

PLS send ~~copy to Mike~~ 217 153 4117 written only

Rose Currie

Hello, I am Rose Currie and I am a supervisor in the Holy Cross Hospital Food Services Department. My home is close enough to walk to work and I have lived in the neighborhood for 25 years. My job is to make sure that our patients and staff have food served that is nutritious, appealing and on time. I can proudly tell you that we get lots of compliments - very few complaints - and I'm talking about hospital food!

In the years that I have lived and worked in the neighborhood, there have been many times that Holy Cross seemed to be on shaky ground. ^{and} Many of ~~both~~ my co-workers and neighbors have wondered if it might close. I like my job, I like working with people and I love to help people. This is where I bring my granddaughter for her care. I want the hospital to survive and grow.

While I am kind of nervous talking in front of a lot of people, I am willing to stand up and speak for what I believe in - and that is Holy Cross Hospital being a part of Vanguard. Thank you for listening to my story.

Rose Currie



Healthy Chicago Lawn Coalition

2701 W. 68th Street
Chicago, IL 60629

Phone: 773 -884-4925
Fax: 773 -884-8017

Email: healthychicagolawn@gmail.com

written only

Good morning. My name is Jana Estell and I am the Coordinator for Healthy Chicago Lawn. Healthy Chicago Lawn is a coalition of community residents, local service provider, agencies, organizations, business representatives and others interested in the health of the Chicago Lawn Community.

Holy Cross Hospital is the Healthy Chicago Lawn fiscal agent and is the place where our offices are located. Along with providing space and technical support, a representative of Holy Cross Hospital Leadership has also always been an active member of our steering committee and coalition.

Healthy Chicago Lawn's main concern is about the health of our community. Without Holy Cross Hospital, Chicago Lawn residents would have to travel a significant distance from their community for health care. The coalition has supports efforts by Holy Cross Hospital to coordinate and bring Federally Qualified Health Centers to Chicago Lawn residents. More community residents now have a medical home. The acquisition of Holy Cross Hospital by Vanguard Health Systems will provide a more secure foundation for the future of health services in our community.

*Jana M. Estell, Coordinator
Healthy Chicago Lawn*

pg. 1 of 3

Susan Morby

January 28, 2011

written only
fax to Mike
217 785 4111

My name is Susan Morby. I am the director of professional practice in nursing at MacNeal Hospital in Berwyn. Thank you for the opportunity to speak about my experience at MacNeal and my support of the transfer of control of Holy Cross Hospital to Vanguard.

Prior to joining MacNeal in 2001, I spent 5 years at Holy Cross Hospital, including the last three in a leadership position. Holy Cross Hospital is a wonderful place committed to a noble mission. I was always impressed by the management of the Sisters of Saint Casimir and am thrilled the hospital will maintain its religious identity if this transaction is successful.

In my 10 years at MacNeal we have instituted a variety of changes to improve the lives of our nurses. For example, over 100 nurses – or one out of every six – have gone back to school with full reimbursement to attain their bachelor's or master's degree since 2006. Over 62 percent of our nurses have a bachelor's degree, up from 55 percent five years ago. In 2006 we had seven board-certified nurses in their specialty. Now we have 153.

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Also in 2006 MacNeal Hospital instituted a clinical ladder program rewarding nurses that choose to remain in direct care. Direct Care Nurses developed the program in partnership with nurse leaders and the program gives credit for those things the profession values such as continuing education credits, conducting research and volunteering. Nurses who choose to take advantage of these opportunities are then rewarded with an increased hourly rate. The benefits of a program that demands a high level of professionalism are seen by our patients every day in our superior quality of care.

By nearly any measure, our quality of nursing at MacNeal is exceptional and consistently improving. One of the best indicators for nursing care is the amount of patient skin breakdown and patient falls. Nurses have the potential to have a significant impact on these two areas. At MacNeal, we perform well above the national average in both areas, demonstrating high quality and safety for patients

We also have made significant strides in closing the race and ethnicity gaps between our staff and the community we serve. In 2006, six percent of our nurses were Hispanic. Today, that number is more than 16 percent. To add some perspective to this challenge, only two percent of nurses nationally are Hispanic.

P3 3/93

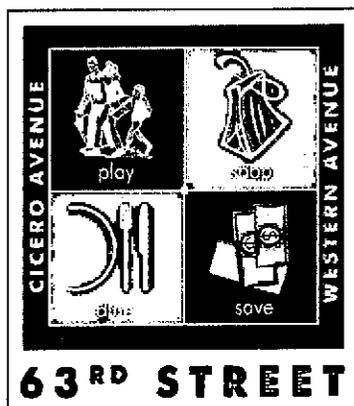
Susan Morley

We also have increased the number of community events including health screenings, fairs and public school partnerships. In fiscal year 2009, nurses alone participated in 37 community events accounting for almost 800 hours of service. Last year, our nurses participated in 49 community events – nearly one every week – totaling more than 1,250 hours of service. We expect these numbers to continue to rise in the coming years as we help the community achieve health for life. In addition, Vanguard has been extremely supportive of funding our nurses' original research projects and poster and podium presentations around the country.

Vanguard's outstanding track record is hard to ignore. Their achievements are significant and measurable. It's not just talk and fluff. Both our nurse satisfaction and nurse engagement scores are above the 85th percentile, well above the national average. Our nurse turnover rate is also extraordinarily low compared to the national average. And we all know when nurses have an environment where they have autonomy, advancement opportunities and time with their patients we will have better patient outcomes.

I am very excited by the possibility to work again with my former colleagues at Holy Cross. With them as a part of Vanguard's Chicago network, I am confident they will experience similar improvements – and we'll have access to the great work they're doing every single day.

Susan Morley
1/28/11



My name is Nick Kollias and I am the Commercial Director for the 63rd Street Growth Commission.

The 63rd Street Growth Commission is like the local Chamber of Commerce and Holy Cross Hospital is an important part of the business community here since they are the second largest employer in the area. Holy Cross Hospital has been very supportive of the 63rd Street Growth Commission's work in economic development of this very ethnically diverse group of business owners.

I can also tell you firsthand about the importance of Holy Cross Hospital as a cultural partner of our community. Two years ago I was Chairman of Unity Fest which is a celebration of the ethnic diversity of this neighborhood. Almost 1000 people participate in this annual event. This event would not have been as successful were it not for the financial and volunteer support from Holy Cross Hospital. Ted Lally from Holy Cross Hospital leadership assumed the Chairmanship of the Unity Fest and last year was also a great success.

For economic growth and development in this area we need a good business environment and I see Vanguard Health Systems as a stabilizing force. I support the affiliation of Holy Cross Hospital and Vanguard Health Systems. Thank you

written only

pg. 1 of 2

*copy to Mike
217 285 2111*



**Westlake
Hospital**

**Connie Nowak
Clinical Nurse Manager, Westlake Hospital**

1225 WEST LAKE STREET
MELROSE PARK, ILLINOIS 60160
708.681.3000

January 28, 2011

Good morning. My name is Connie Nowak. Thank you for the opportunity to speak today to offer my experience with Vanguard Health Systems and offer my support for welcoming Holy Cross into our Chicagoland network.

I have worked at Westlake Hospital in Melrose Park for 13 years as a registered nurse.

Since Vanguard purchased Westlake last summer, I have witnessed firsthand the positive impact the transaction has had on our hospital and the entire Melrose Park community. Immediately, Vanguard began executing the changes they promised. In this short period of time, we have already seen many upgrades in the facility and improvements in the services we offer our patients.

Through increased investment and resources, we have provided our patients with new ultrasound equipment. We are also going to be debuting state of the art equipment in our cardiac-catheterization lab this February.

In addition, Vanguard has taken care of all necessary maintenance upgrades including new flooring, bathrooms renovations, and new furniture.



**Westlake
Hospital**

*Connie Nowak
Pg. 2 of 2*

1225 WEST LAKE STREET
MELROSE PARK, ILLINOIS 60160
708.681.3000

...aining the hospital family has ensured that Westlake will continue and expand its

commitment to the community through different initiatives and educational programs.

Vanguard has recently opened a senior center, which offers a free wellness program for adults over 60 at Westlake.

Despite some uncertainty about the change of ownership from employees, the transition went very smoothly. This was great because many of us had a lot of anxiety with the sale of Westlake. Would we have to change jobs? Lose seniority? Have our benefits cut? I'm happy to say none of this happened. In fact, it was the exact opposite. We all received a hospital-wide pay raise and the number of sick days and paid vacation days also increased or stayed the same in all cases – just to name a few of the commitments Vanguard fulfilled to our staff.

I look forward to all of the improvements Vanguard will bring Holy Cross Hospital during this critical time. I am also excited to hearing more about the great work Holy Cross is doing and how we learn from them.

I am confident Vanguard will be able to deliver on their promises to Holy Cross because they were so successful in implementing new programs and improving the quality of care at Westlake.

Thank you.

Connie Nowak

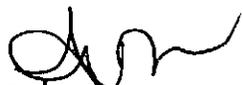
Written
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Aimee Navarro

Good morning I am Aimee Navarro. I am a community resident, a mother and a Holy Cross Hospital patient.

My message to you is very simple. Good health care is really important for me and my family. A really important part of good health care is to have Doctors, medical services and a hospital that are competent and convenient. You should not have to go miles and miles, through busy traffic, to get to an Emergency Room or a hospital. The care you receive should be good care. I want to have confidence that a baby can be delivered, an accident or injury can be treated and my community is backed up with well trained Doctors and nurses.

If Holy Cross Hospital were to not be in my neighborhood, it would be a very bad situation. I support the affiliation with Vanguard to keep our local hospital and make good services stronger.


Thank you.

Representative Thapedi

M. Agz

writer only

*send to
Mike
217753
4117*

I am State Representative Andrea Thapedi and I represent the 32nd District of Illinois. As Holy Cross Hospital is in my district, I have firsthand experience of the importance of keeping Holy Cross Hospital thriving and meeting the needs of the community. Holy Cross Hospital not only serves a large geographic area and employs over 1200 people (many of whom are community residents), the hospital provides a range of necessary and vital health services. Additionally, many critical community benefit programs are run or supported by Holy Cross Hospital.

It is essential to emphasize that the future viability of Holy Cross Hospital is not only necessary but key service diminishment or closure would be disastrous on many levels. Our community has one of the highest rates of foreclosure in the State of Illinois and the area unemployment rate is also one of the highest in the state. Given the economy, the residents of the area have struggled and continue to struggle to for adequate safety and health maintenance. Holy Cross Hospital must continue to be a stabilizing force in a critically fragile community. As we in the State Legislature know well, the previous years have had been financially tumultuous for Holy Cross Hospital and its mission to care for the medically underserved area. With strong public and elected leader support the hospital has

Rep. Thapadi
pg. 202

required increasing and critical support from the State of Illinois to rescue vital services from closure. Unlike many areas of Chicago, Holy Cross serves a very large and densely populated area as the lone hospital. Their Emergency Room is one of the busiest in the entire state, and in situations where minutes mean life, the hospital is the only accessible alternative for thousands of families.

For essential health services, for maintaining a vital community anchor and for providing 1200 employee jobs, I am strongly supportive of the decision made by the Sisters of St. Casimir to affiliate Holy Cross Hospital with Vanguard Health Systems. Vanguard is recognized in Chicago and the United States as a strong example of the benefit of system healthcare in delivering quality, affordable and accessible medical care.

Thank you for the opportunity to express both my appreciation for the mission of healing that the Sisters began over 80 years ago and for the benefits of this future affiliation between Holy Cross Hospital and Vanguard Health Systems.


Theresa Nichols

Writer Only
pg. 2 of 2

Camille Odeh

Hello. My name is Camille Odeh and I am the Executive Director of the Southwest Youth Collaborative. We are a diverse community organization that offers a wide range and variety of youth programs and activities that are focused on positive youth development.

Many of the young people from our area have a lot difficult hurdles and few resources to help them. One of the greatest obstacles is to have a place for youth to go to participate in programs, activities and support. Many years ago, Holy Cross hospital offered the Southwest Youth Collaborative full use of one of their former clinics as our home at a favorably reduced lease rate. Holy Cross Hospital has continued to be the "broad shoulders" of community support, even through some of their very lean years. The leadership of the hospital has "been there" for the Southwest Youth Collaborative in time, talent and resources. Currently, a member of the Holy Cross hospital leadership team serves on our Board of Directors. The hospital has often opened its doors and meeting rooms for community meetings on more occasion than one could count.

It is with great appreciation for our hospital, and equally high hopes for the future, that Southwest Youth Collaborative and I support the decision of the

Camille
Odeh pg. 2012

Sisters of St. Casimir to accept Vanguard Health Systems offer of affiliation. We will continue to work diligently to make every aspect of our community be a place where every person can thrive and our hospital is part of the foundation that that good work can grow from. Thank you.

Camille Odeh



Sisters of St. Casimir

2601 WEST MARQUETTE ROAD • CHICAGO, IL 60629-1817

(773) 776-1324 • www.ssc2601.com

Testimony of Sister Regina Dubickas, SSC

My name is Sister Regina Dubickas and I am a member of the religious congregation the Sisters of St. Casimir of Chicago. I have served on Holy Cross Hospital's board of trustees for 13 years. I am pleased to see the many supporters of the Certificate of Need who have taken time out of their busy schedules to be with us today.

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

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

Let me be clear. The Sisters love Holy Cross Hospital. We care deeply about the community that we serve, the people that we employ, the doctors who care for our patients. The decision to transition the ownership of Holy Cross to Vanguard was not one that we came to lightly, nor is it one that did not involve extensive investigation, due diligence and prayer. We are absolutely convinced that through our collaboration with Vanguard Holy Cross will thrive, continuing to serve the community that counts on us to be there for them.

In making the difficult decision to initiate the sale of the hospital, the following were key considerations that we identified in looking for a potential purchaser: (1) ensuring that Holy Cross Hospital maintains its commitment to Catholic healthcare; (2) the ability of Holy Cross Hospital to have access to capital for improvements; (3) the ability of the purchaser to continue the day-to-day operations of Holy Cross Hospital; (4) maintaining the jobs of Holy Cross Hospital's current employees; (5) allowing the Sisters of St. Casimir to remain active at the hospital and retaining responsibility for the Catholic aspects of the hospital's operation; and (6) enhancing the ability of Holy Cross Hospital to continue to provide high quality health care to the community, and to continue to actively reach out to and participate in addressing the needs of the surrounding community.

For many years, we have explored a number of options and engaged in an extensive process to find a potential purchaser that would satisfy these key considerations. After long and diligent efforts, we found Vanguard to be the best option to ensure the viability of the mission of Holy Cross Hospital.

As part of the transaction, Vanguard will enter into a Stewardship Agreement with the Sisters of St. Casimir whereby Vanguard agrees to keep the hospital Catholic and will continue to follow the Catholic Directives. Under the Stewardship Agreement, the Sisters will continue to provide oversight and monitoring services to strengthen the Catholic identity and mission of the hospital. Additionally, the Sisters will have the following rights: (1) to nominate members of the hospital's Advisory Board; (2) approval of the appointment of all members of the Ethics Committee; (3) approval of the mission, philosophy and values statements of the hospital; (4) to be consulted by Vanguard regarding the selection of the CEO; (5) approval of the Vice President of Mission Effectiveness; (6) ability to remove the Vice President of Mission Effectiveness; and (7) approval of the hospital's charity care policy. An independent ethical review, along with Cardinal George's own analysis, affirmed that through the protections, and others, the Catholic mission of Holy Cross Hospital would be protected.

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

By agreeing to operate the Hospital, Vanguard is assuring that the jobs of Holy Cross' approximately 1,200 employees will be preserved. This provides security for both our employees and the residents of the community they serve. In addition, Vanguard has agreed to make a significant capital investment over the next five years which will be used to help Holy Cross Hospital make much needed capital improvements. This is well beyond the Hospital's historic ability to replenish capital.

In summary, with Vanguard purchasing Holy Cross Hospital, we are assured that the Hospital will remain Catholic, that our employees' jobs are secure, that the hospital will receive the capital it needs and that the Sisters of St. Casimir will continue their ministry and remain an active part of Holy Cross Hospital. This transaction will ensure that the mission of Holy Cross Hospital and the mission of the Sisters of St. Casimir will continue to have a positive impact on the community surrounding Holy Cross Hospital.

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

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

ARCHDIOCESE OF CHICAGO

Office of the Archbishop

Post Office Box 1979
Chicago, Illinois 60690-1979



Phone: (312) 534-8230
Fax: (312) 534-6379

January 20, 2011

Hearing Officer
Illinois Health Facilities and Services Review Board

To Whom It May Concern:

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

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

For many years, Holy Cross Hospital has faced significant financial difficulties, at times coming close to closure. After a thorough search of all possible alternatives, the Sisters came to me with a new approach that would allow them to extend their charitable and spiritual mission of health care. I am convinced that their desire to partner with Vanguard Health System is the best way to allow Catholic health care to continue at Holy Cross Hospital.

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

Ethicists of the Archdiocese of Chicago have reviewed the Sisters' proposal and found it to be ethically and spiritually sound. The Archdiocese and the Sisters have received the approval of the Holy See, which is required by Church law, to enter into this transaction with Vanguard.

Hearing Officer
Illinois Health Facilities and Services Review Board
January 20, 2011
Page Two

This partnership will assure quality health care in a neighborhood that would otherwise not be served.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Francis Cardinal George".

Francis Cardinal George, OMI
Archbishop of Chicago

cc: Sister Immacula Wendt, SSC
Reverend William Grogan

**Testimony from Trip Pilgrim
Senior Vice President and Chief Development Officer
Vanguard Health Systems**

***Hearing on a Certificate of Need Proposal to Transfer Control of Holy Cross Hospital to
Vanguard Health Systems***

January 28, 2011

Good morning. My name is Trip Pilgrim, and I am the Senior Vice President and Chief Development Officer for Vanguard Health Systems. I have worked for Vanguard in various capacities over the last ten years and am the company's point person working with Holy Cross Hospital as this transaction has moved forward.

First, I want to thank you for the opportunity to speak today as the Illinois Health Facilities and Services Review Board considers the proposed transfer of ownership of Holy Cross Hospital to Vanguard.

I am deeply appreciative for the many community organizations, elected officials and regular citizens who have already expressed their support for these applications. And a special thank you to those who have come today.

I also want to thank Cardinal Francis George and his staff for their support for the proposed transaction, and the Cardinal's interest in working with Vanguard to keep Holy Cross open and a Catholic institution.

Our company provides health care services to a diverse group of patients and communities through 26 hospitals and facilities located in five states, including four facilities here in Chicagoland.

Vanguard's nearly 30,000 employees – almost 6,000 here in Chicago – bring to the table with them a broad spectrum of experience – from clinical care, operations, contracting and finance to purchasing, human resources and community relations.

Our company also has a track record of investment and growth. Over the last five years, Vanguard has funded capital expenditures of over \$1 billion and increased its workforce by more than 15,000 employees nationwide.

We embrace the communities which we serve and are committed to ensuring residents never have to leave their community to find access to the highest level of care and services. That is our philosophy, and that is the level of service we provide.

While Vanguard may own the physical assets of our four Chicago hospitals, it is our teams of local administrators, medical professionals and employees who own their operations, set their policies, and help to make the hospitals successful. We will bring the same philosophy to Holy Cross because we know this is a model that works for our hospitals and the patients they serve.

Vanguard has a long track record of success in strengthening the hospitals we own through significant capital investment and thought leadership. This approach enhances their efficiency and, most importantly, improves clinical care and the experience for the patient. The communities we serve have seen healthcare improve as a result of our efforts. Simply put, we don't buy hospitals to maintain the status quo or to close them.

We are committed to developing urban-based, integrated health delivery systems.

Therefore, we purchase hospitals as a part of our desire to develop these urban systems, to improve their clinical care, enhance the quality of services, increase patient satisfaction, and grow the number of patients we serve.

Our commitment to the Chicago region began in 2000 with the purchase of MacNeal Hospital. It continued in 2002 with the purchase of Weiss Memorial Hospital. And just last summer, we added Westlake and West Suburban Hospitals to our network.

I am proud to be here today to talk about Vanguard's desire to expand the services we provide in the region through the purchase of Holy Cross Hospital. We share the views of many in the room that this partnership will provide the stability and assurance Holy Cross patients, employees, doctors, neighbors and partners have been missing for a number of years.

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

Holy Cross – like our other institutions here in Chicago – is more than just a hospital. It is a community foundation on which many depend. We embrace the responsibility that comes along with owning and operating Holy Cross and continuing its legacy.

As you have heard, Vanguard has reached an agreement with Cardinal George to continue operating Holy Cross as a Catholic institution. Under this agreement, the hospital will continue to follow the Ethical and Religious Directives of the Catholic Church, provide active pastoral care to patients, and be listed in the directory of Catholic institutions. The Sisters of Saint Casimir will be seated on the hospital's advisory board and, with the Archbishop, will maintain reserve authority on matters of Catholicity.

This is something we have experience in. In 2005, Vanguard became one of the first in the nation to own and operate a for-profit, fully Catholic institution when it purchased Saint Vincent Hospital in Worcester, Massachusetts.

In keeping with the hospital's faithful history, Vanguard entered into a legal agreement with the Bishop of Worcester to preserve the hospital as a Catholic institution. Under this legal agreement, the Bishop of Worcester has moral and spiritual authority in the actions of the hospital. This includes ensuring hospital operations and practices conform to the Catholic Church's Ethical and Religious Directives for Health Care Services.

As part of our commitment to provide spiritual and emotional support to patients and families, a hospital Chapel is staffed by diocesan and religious order priests under the supervision of the Bishop where daily mass is offered.

The hospital partners with a local Catholic homecare agency and engages in cooperative efforts with Catholic Charities wherever possible. Annually, Saint Vincent's spends about \$2.3 million on charity care and almost \$300,000 on other community programs and sponsorships consistent with the hospital's mission.

In addition to Saint Vincent, Vanguard owns and operates a number of other hospitals where we work to maintain the religious identities of the institutions.

Prior to the position I hold today, I served as President and CEO of Vanguard's Baptist Health System, a five hospital network in San Antonio where the system's Mission and Ministry functions partner with the Baptist General Convention of Texas. Over the years, we have built a strong relationship with the Convention and the system is considered to be the model for Baptist hospitals in the state.

Here in Chicago, West Suburban and Westlake Hospitals – which we purchased from Resurrection Health Care last August – both continue to follow the guidelines established for Catholic healthcare.

In each of these institutions, Vanguard has been able to maintain the religious identities of the hospitals while providing a robust level of charity care, building strong, reliable community partnerships, and providing high-level care to our patients, including historically underserved populations.

Vanguard recognizes the role we play in providing care to the communities we serve. In 2010 alone, our hospitals and health care facilities provided almost \$90 million in charity care and over \$450 million in uncompensated care nationwide.

Right here in Chicagoland, among the region's largest hospitals, including not-for-profits, a recent *Crain's Business Chicago* analysis ranked MacNeal and Weiss in the upper echelon of hospitals providing charity care.

MacNeal was one of six Chicago-area hospitals that pays taxes and had a higher rate of charity care and care to public aid patients compared to the majority of the area's 20 largest non-profit hospitals. The same data indicated Weiss also spent more on charity care last year than half of the area's 20 largest hospitals.

We are constantly looking for ways to further engage our workforce to improve our hospitals. Right here in Chicago, our employee engagement ranking is in the 82nd percentile, placing us among the best in the country in the Gallup healthcare database.

Our hospitals are proud partners with the communities where they operate. Our doctors, nurses and staff serve on the boards of neighborhood charities, schools, community organizations and religious groups. This is a model which Holy Cross also follows, and it is our hope the transition for hospital employees and community partners will be seamless.

We believe Holy Cross has a reason to exist and can continue to serve the city's southwest communities for years to come. We also believe given Holy Cross' proximity to other Vanguard hospitals and the countless patients and medical staff Holy Cross shares with MacNeal and our other hospitals, the partnership is natural.

As the process moves forward, we welcome the opportunity to work with the Illinois Facilities and Services Review Board, appropriate state agencies and the communities of southwest Chicago to ensure the work done at Holy Cross Hospital and the legacy of the Sisters of St. Casimir continues.

Thank you.

pg. 102

John Ball

pls send copy to
Mike @ Springfield
Office - 217-785-4111

Good morning. I am Dr. John Ball. I am a Physician, former hospital executive, _____ and I am currently the Vice Chairman of the Holy Cross Hospital Board of Trustees. Due to a scheduling conflict, Dr. Diane Howard, the Board of Trustees President is unable to testify today, so I will speak on behalf of our Board.

Over the past decade, the over eighty year mission of Holy Cross Hospital has been severely challenged by the dramatic socio-economic changes of the communities it serves. On many occasions, the hospital administration has sought, and often received, significant state, federal and philanthropic assistance to maintain desperately needed hospital services.

With the dedicated stewardship and financial assistance of the Sisters of St. Casimir, the hospital has survived, and in some important ways, become more responsive to community needs. However, it became obvious, to the Sisters and the Board, that a more viable long-term solution should be sought due to the lack of necessary capital, the likelihood of an increasingly challenging health care environment and the diminishing resources of the Sisters of St. Casimir. After seeking many options for a stronger and viable partner, the Sisters brought a solid acquisition offer from Vanguard Health Systems to the Board. This affiliation

John Ball
Pg. 2 of 2

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provides all of the fundamental elements that the Board feels are essential in an agreement that will maintain the mission of Holy Cross hospital for the communities it serves and build a more financially stable future.

The Vanguard affiliation will bring improved quality development, necessary capital, more sophisticated management systems, a larger referral network, economies of scale and a more stable environment for Physicians and the workforce. In diligent assessment by the Board of Trustees, Vanguard Healthcare System has demonstrated a commitment to quality improvement, charity care, employee development, solid financial management and responsiveness to community needs. In addition to making certain that Holy Cross maintains a Catholic identity, all of these elements help to match the past hospital mission with future objectives.

I am pleased to state the Holy Cross Hospital Board of Trustees is happy to support the decision to sell Holy Cross Hospital to become a part of Vanguard Health Systems.

John F. Foley

Testimony of Wayne Lerner

Lerner
1083

My name is Wayne Lerner. I have been the Chief Executive Officer of Holy Cross Hospital since October 2007. I am here today in support of the transfer of Holy Cross Hospital to Vanguard. Since I joined the Holy Cross Hospital family, it has been an uphill battle to keep the hospital open. We have had to make very difficult decisions such as laying off employees, suspending OB services, freezing salaries, implementing pay cuts and drastically reducing the amount of capital improvements in order to keep the hospital open.

The Sisters of Saint Casimir have been critical in supporting Holy Cross Hospital through the recent years of significant financial stress. This stress has been caused by a large and increasing number of uninsured patients receiving care at the hospital. In 2008, the hospital had only four (4) days of cash on hand and was in danger of closing. The Sisters of Saint of Casimir helped to continue the mission of the hospital by loaning \$2,500,000 to keep the hospital open. The Sisters subsequently forgave the loan so that the hospital could use its scarce resources to continue to provide care to the community.

Letter
2/9/83

In addition to the support of the Sisters, Holy Cross Hospital has relied heavily on the work of its senior management in obtaining both state and federal funding for the basic operations of the hospital. However, to address necessary programmatic expansion and facility improvements at the hospital, Holy Cross needs permanent financial support. It is unlikely given the financial status of the State of Illinois that Holy Cross Hospital can expect emergency special funding from the Illinois legislature.

The sale of Holy Cross Hospital to Vanguard will address these serious financial issues. Vanguard has the operational expertise and capabilities and financial capacity to address Holy Cross Hospital's needs. Towards this end, Vanguard has agreed to make a multi-million dollar capital commitment to Holy Cross over a 5 year period. With its financial struggles, Holy Cross has historically only been able to allocate approximately \$3,000,000 per year to capital improvements. Last year, we had to reduce it to approximately \$1,000,000 in order to preserve cash. The commitment by Vanguard will allow the hospital to make much needed capital improvements and service enhancements.

In addition to the capital commitment, as Sister Regina mentioned, Vanguard has agreed to assume the liability for the underfunding of Holy Cross Hospital's

pension plan. This huge liability (also many millions of dollars) has a direct impact on the future of our employees. Without Vanguard assuming this liability, the stability of our long-term employees' retirement fund would be uncertain at best.

Lerner
3083

The sale of the hospital to Vanguard also provides our employees with the job security they have not had for a long time. I am often approached by members of the staff who voice their concern about the hospital's financial situation and how long the hospital will be able to remain open. Since the sale of the hospital has been announced, many employees have told me that they can now breathe a sigh of relief because their jobs are considerably more secure being part of a large, high quality system.

The sale of Holy Cross to Vanguard provides Holy Cross Hospital with the resources it desperately needs to thrive in this community. The Vanguard-Holy Cross partnership will allow us to continue our mission of providing compassionate health care to those in our community. For these reasons...and many more...we fully support the sale to Vanguard.

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Jacqueline Y. Collins
STATE SENATOR • 16TH DISTRICT

Holy Cross Testimony
January 28, 2011

Good morning, I am Illinois State Senator Jacqueline Collins and I serve the 16th Legislative District. For many years, I have been a strong advocate for the ministry of the Sisters of St. Casimir and the vital mission of Holy Cross Hospital. The hospital is in my district, but moreover, I am acutely aware of the tremendous healthcare needs and the frail supports available for the nearly half million people that live in the Holy Cross service area.

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

The Sisters of St. Casimir have been our trusted and enduring partners in this shared mission of health care. At many times, over many decades, the Sisters have put their energy, actions, prayers and financial resources into the fight to both provide necessary services and to work as a relentless force for community stabilization, respect and the valuing of diversity. The Sisters' witness has served as an example and a living testimony of the power of faith-filled service in times of adversity. Now, given an aging membership and lessened capacity, the Sisters have chosen to partner their mission with Vanguard Health Systems. This partnership will keep Holy Cross Hospital a Catholic institution and it will provide the commitment to charity care, faith - based ethical standards and the compassionate service we have come to expect and value at Holy Cross Hospital. This is a commitment that will keep alive the faith values of caring for those who are the most vulnerable in society.

Additionally, Vanguard Health Systems will contribute funding for much needed capital improvements, maintain the jobs of a large, skilled workforce and continue outreach for community support. I look forward to the continued improvement at Holy Cross Hospital and I strongly support this affiliation.

State Sen. Martin Sandoval

January 28, 2011

My name is name is Martin Sandoval and I represent Illinois' 12th District in the Illinois State Senate. I am here to support the transfer of control of Holy Cross Hospital to Vanguard Health Systems. Vanguard's MacNeal Hospital is in my district and several of my constituents attend Holy Cross so this issue hits close to home for me.

When I testified last spring in support of the transfer of control of West Suburban and Westlake hospitals to Vanguard Health Systems, I spoke about my belief in the promises Vanguard made to both facilities and the communities they serve. As I stand here today less than six months later, I can proudly say I am speaking based not just on promises made, but promises kept. Vanguard does not just talk about what needs to be done to improve its Chicagoland hospitals, they get to work. We have already seen increases in capital investment and community involvement at both Westlake and West Suburban and many more projects are on the way. Vanguard's Chicagoland network is growing and the people of our city are reaping the benefits.

Even more importantly, the transfer of control to Vanguard will ensure Holy Cross Hospital stays open and continues to serve the people of the southwest side. We can not afford to close hospitals, particularly in our most underprivileged communities. The southwest side is a densely-populated area with few hospitals within a reasonable distance. This hospital must stay open and approval of this sale will make sure it does. My experience, along with the experiences I hear about from my constituents every day, demonstrate Vanguard's commitment to serving working families and the underprivileged. The idea that because Vanguard is a for-profit company its hospitals will deliver less charity care and serve fewer Medicaid patients is ridiculous. It has been proven wrong time and time again as charity care and Medicaid numbers at each of Vanguard's Chicago hospitals have either increased or remain the same. Through both its words and, more importantly, its actions, Vanguard has demonstrated a firm commitment to the Latino community, working families and the underserved. This is consistent with my values and the values of my constituents.

We have a responsibility as a community to provide quality healthcare to all patients in need. My constituents and I have seen this in the over 10 years Vanguard has owned MacNeal Hospital in my district. And we have seen it in the less than six months Vanguard has owned West Suburban and Westlake hospitals. We look forward to seeing the same dedication when Holy Cross joins the network in the coming months.

REGIONAL DEMOCRATIC WHIP

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January 11, 2011

Illinois Health Facilities and
Services Review Board
2nd Floor
525 West Jefferson Street
Springfield, Illinois 62761

Dear Board Members:

As the United States Representative for the 1st Congressional District of Illinois, I am acutely aware of the importance of local health care resources in the many neighborhoods that make up my district. In addition to observing the strains that already hurting communities are experiencing as a result of this nation's current and deep financial meltdown, I am actively committed to making necessary and vital communities get support and function at their best.

The hospital and their services are a very valuable part of the fabric that binds and holds up the well being of the people in my district. On many occasions, I have visited Holy Cross Hospital, taken a keen interest in their mission and joined efforts with them to become more viable and responsive to community needs. I have seen the Sisters of St. Casimir and hospital leadership reach-out to form new bonds with people that need their help and services. Because of the profound mission and the hospital's good efforts, I have worked with the federal government to obtain grants that have improved the patient care environment, helped with safety upgrades and reduced long-term energy consumption expenses.

Over the years, the Sisters of St. Casimir, have stayed in a changing and challenging community. They have long been a force for good. Now as their numbers diminish, it is time for them to step back and support new leadership and resources that will continue their mission of healing. As a strong advocate of the Holy Cross Hospital mission, I will continue to support the Sisters and the community as they launch the foundation for a strong future with Vanguard Health Systems.

With kindest regards, I remain.

Sincerely,

A handwritten signature in black ink that reads "Bobby L. Rush".

Bobby L. Rush
Member of Congress

BLR:

Commander Kupczyk

Hello. I am Commander John Kupczyk of the Chicago Police Department 8th District. I testify today in support of the Sisters of St. Casimir Decision to make Holy Cross Hospital a part of Vanguard Health Systems.

Holy Cross Hospital has one the busiest Emergency Departments and receives the most ambulances of all the hospitals in the State of Illinois. The hospital's service area also includes some of the most violence plagued communities in the City of Chicago. I speak for all of the surrounding Police Districts in affirming that we rely unequivocally on a close and responsive partnership with Holy Cross Hospital and the Emergency Department, in particular. That is where the majority of people we serve and protect are brought for care. It is where our forensic patients are often treated. It is also where our officers and staff are often seen and given emergency care. Holy Cross Hospital has been our strong and essential ally in protection and service to the community. The closure of Holy Cross Hospital would have tremendous; I might say unthinkable, negative consequences for the operation of the local police departments.

In the past several years, the financial instability of Holy Cross has made many institutions further realize the importance of the hospital as a community anchor and we have strongly advocated for resources to keep hospital services viable for our community. The affiliation of Vanguard Health Systems with Holy Cross Hospital is regarded by the police as a viable way to keep a great community asset sustained and stronger. In addition, there is deep value for the commitment the Sisters of St. Casimir have demonstrated for their sponsorship of the hospital to the present and their commitment to establishing a stable new future.

Thank you.

pg. 1 of 2

Earl Fredrick

Hello, I am Dr. Earl Frederick, an Emergency Specialist Physician in the Holy Cross Hospital Emergency Department for ___ years. I also serve in Quality Improvement leadership at the hospital. 1

The Holy Cross Hospital Emergency Department is tremendously busy and many of our patients have multiple medical and life conditions which require complex and rapid care. During peak periods, it is not uncommon for many Southside Chicago hospital Emergency Departments to go on "BY-PASS". This means no longer accepting ambulance patients. Those patients then must be transported to another hospital. Some of the nearest hospitals, and by near, I mean miles and miles away, have had literally hundreds of hours of ED BY-PASS in each of the past several years. This situation serves to underscore the importance of Holy Cross emergency services. In these BY-PASS situations, where would all of these extremely sick patients go for emergency care? The closest emergency department is 3.7 miles and the next closest is over 5 miles distant! The Holy Cross Hospital emergency services are essential for a very large, densely populated and under health-resourced area. An affiliation with a robust partner, like Vanguard Systems, will provide a more stable and dynamic range of

Wedrick pg. 2 of 2

emergency and follow-up services for a community that requires every iota of medical services it can get. The sale of Holy Cross Hospital to Vanguard Health Systems is a partnership that deserves all of our support. Thank you.

pg. 1082

Commissioner Robert Steele

To the Illinois Health Resources and Services Review Board,

Hello, I am Robert Steele, Cook County Commissioner for the district that is home to Holy Cross Hospital. I would like to express my support for the affiliation of Holy Cross Hospital with Vanguard Health Systems.

The Cook County Board is well aware that the southwest side of Chicago has severely challenged with low average health indexes and limited medical resources. Through the recent extremely turbulent economic downturn, already fragile hospitals in this area have seen increased numbers of underfunded patients and higher incidence of health and disease complications. It has become increasingly clear that best practice health care requires access to capital, sophisticated technology, advanced information systems and more expansive access to medical professionals.

It is my understanding, that the Sisters of St. Casimir, the sponsors of Holy Cross Hospital, with considerable foresight, strategically sought and now have attained a partner to continue the hospital mission into the future. Vanguard Health Systems has agreed to buy the hospital, invest heavily in equipment,

Steele pg. 202

infrastructure, staff and community services. In addition, the hospital, while continuing as a Catholic hospital, will be for profit and pay taxes.

As the resources available to County Government become stretched more than thin, it is through collaborations like the Sisters of St. Casimir, Holy Cross Hospital and Vanguard Health Systems that improved healthcare will be possible. I

support this affiliation and will this and will encourage Cook County leadership to do the same.

Dr. Vera M. Bonds

pg. 1082

pls send copy to
Mike@springfield
office 217 7854111

Dr. Pierre Wakim

Good Morning. I am Dr. Pierre Wakim and I am the President of Emergency Care Providers a professional specialist physician group that has provided the contracted Emergency Department Physician Services for Holy Cross Hospital for the last decade and at Weiss Hospital, which is owned by Vanguard Health Systems, since 2008. We have provided Emergency Specialist Physicians at both Holy Cross and Weiss Hospitals. The sale of Holy Cross Hospital to Vanguard will, in my experienced opinion, provide improved systems, technology, support services and attract increasingly capable staff.

Holy Cross Hospital has one of the busiest EDs ^{land} the highest ~~of~~ EMS ambulance runs in the state ~~in the state~~ and the level of acuity that many patients arrive with is both extensive and complex. In the years that I have been at Holy Cross Hospital, there have been opportunities where better access to capital could have brought improved technology, equipment and systems for more efficient and effective operation. At Weiss Hospital, Vanguard Health Systems has been an excellent partner and has assets to provide for improved quality, efficiency and support resources. While deeply appreciative of the generous and dedicated support that

Wakim pg. 2 of 2

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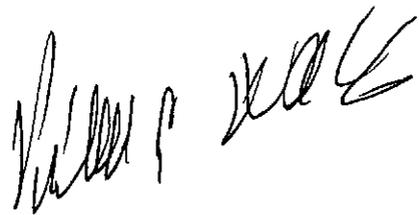
the Sisters of St. Casimir have given the Holy Cross Hospital mission through the

years, I know that a larger and stronger partner is a necessity. I enthusiastically

encourage this affiliation with Vanguard Health Systems and our group of

Emergency Specialist Physicians is very willing to add their strong support.

Thank you for seeking professional input in this important transfer.

A handwritten signature in black ink, appearing to read "William P. [unclear]". The signature is written in a cursive style with some loops and flourishes.

Satya Ahuja

My name is Dr. Satya Ahuja/~~and~~ I am the Vice President of the Holy Cross Hospital Medical Staff/and a Nephrologists. I have been a member of Holy Cross Hospital's Medical Staff since October 28, 1992.

In addition to my support,/I can assure you/that the vast majority of the Holy Cross Hospital Medical Staff members/also support the sale of Holy Cross Hospital to Vanguard. The Medical Staff at Holy Cross Hospital/has a long history of providing quality medical care in the Marquette Park community. We wholeheartedly support the sale of Holy Cross Hospital to Vanguard/because Vanguard is in a position/to provide more capital dollars/for much needed equipment upgrades and services. Similarly,/with Vanguard's other Chicago hospitals as partners/our Medical Staff/will have access to a broader network of care providers/and experts and a wider variety of services for our patients. This will allow our Medical Staff/to further enhance the high level of health care services/we provide to our patients and the communities we serve.

Thank you for the opportunity to support this transition.

Alderman Foulkes

Hello, I am Alderman Toni Foulkes of the City of Chicago's 15th Ward. As the Alderman for Holy Cross Hospital's Ward, I see, day and night, that the hospital is the hub of critical services, activity and employment.

Holy Cross receives more ambulances than any other Illinois hospital. Seniors and families rely heavily on the emergency, outpatient and inpatient services of this only hospital within many miles, in all directions. The hospital has been a generous and flexible community partner through programs, participation, outreach and a center for a wide range of community meetings and organizations. As Alderman, I have been acutely aware that the important functions of the hospital are at risk without a strong and capable partner. The Sisters and hospital leadership have been both trusted allies and strong advocates for progressive changes and community stability. Many local institutions and organizations and leaders look to Holy Cross hospital as "big shoulders" in community strength. It is unimaginable that the services of Holy Cross Hospital would not continue and yet there are many threats to lone hospitals in under-resourced areas. The Sisters, after long and serious deliberation, have chosen to have Holy Cross Hospital be a part of Vanguard Health Systems. In this collaboration, the hospital is committed to providing a broad range of essential care services, constant quality improvement, infrastructure investments, advanced technology and secure employments and benefits for hundreds of staff. As one of the largest area employers, a strong Holy Cross Hospital is a foundational element in a stabilized and secure future for this area.

Due to a large number of important and often critical reasons, I want to enthusiastically give my support to keep alive a legacy of community based hospital services and to build a foundation for long term health care excellence through the partnership of Holy Cross Hospital and Vanguard Health Systems.

Thank you for your serious commitment to learn the needs and solutions for the strong future of the neighborhoods I am honored to serve.

My name is Elba Aranda-Suh. I am the Executive Director of the National Latino Education Institute (NLEI), formerly the Spanish Coalition for Jobs, Inc. The National Latino Education Institute thanks the Board for the opportunity to share our testimony.

NLEI is a nonprofit (501)(c)(3) community organization founded in the late 1960s in response to the Latino community's urgent need for equal employment opportunities. Our mission puts us at the crossroads of education and employment in our communities. Our job training, educational programming and workforce services include several healthcare training programs, among others. Every year, our constituency is equipped with the tools necessary to succeed in an increasingly competitive, multicultural and service-oriented economy.

Through our programs, many have achieved an enhanced quality of life and enjoy new careers in healthcare. This affords them the ability to provide better education, shelter, and medical care for their families--ceasing the cycle of poverty. These programs would not have been made possible without the support of loyal partners, such as Vanguard and Holy Cross Hospital.

For many years, NLEI has worked with these institutions to strengthen and promote our mission of Latino education through personal involvement and investment to prepare individuals for working in the healthcare sector.

Vanguard has already demonstrated commitment to the communities it is part of in four other hospitals in the Chicago area, where the positive effects are undeniable. Since NLEI already has an established relationship with both Vanguard and Holy Cross, the synergy of a new partnership between the two will create an even stronger alliance.

Many employees of Holy Cross volunteer serving as a support to our students which gives community residents an opportunity to participate in mock interviews and receive counsel from professionals. Through its healthcare program advisory, Holy Cross ensures accessibility of quality training to best prepare disadvantaged Latinos for a career path in this growing field.

In addition to understanding the importance of equipping the Latino community with skills necessary to work in the healthcare sector, Holy Cross has contributed to special events that support training programs that include not only allied healthcare training, but Worker Wellness Education which promotes health education within the community.

Under Vanguard's leadership, Holy Cross will not only improve the range and quality of healthcare but continue and expand its tradition of outreach and education among Latinos. In order for our communities to thrive, we must educate and empower its members to work in fields that promise growth and Holy Cross in conjunction with Vanguard will do just that. I urge the board to approve the application.

Thank you.

pls send copy to
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Dheeraj Mahajan, MD, CMD
Internal Medicine Physician, Westlake Hospital

January 28, 2011

My name is Dheeraj Mahajan, and I am an internal medicine physician at Westlake Hospital, specializing in geriatric care. I also serve as medical director for geriatric program development for Vanguard's Chicago network. Thank you for the opportunity to speak today.

Due to my role overseeing geriatric program development across all of Vanguard's hospitals in Chicago, I am in a great position to speak about the benefits Holy Cross Hospital would enjoy by joining the network. My network-wide responsibilities include geriatric community outreach, physician development, inpatient unit development and other senior-related activities.

I have been at Westlake for almost 10 years and have never seen our geriatric care in better shape than it is today, and we have only been under Vanguard's ownership for less than six months.

The program we are currently developing at Westlake is rooted in all that Vanguard has accomplished at Weiss Hospital. We have made Weiss the hospital to go to for seniors in the area. The senior wellness program includes education sessions for patients to learn about their healthcare options, free health screenings, senior walking clubs and housing referrals. We also have a rebuilt senior center within the hospital where geriatric patients can spend time between appointments.

Mahajan
pg 2 of 3

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The response from the community has been incredible. Some of these programs were launched on a temporary basis intended to only last 3 months. Due to high demand we plan to make nearly all of them permanent. Some of our seniors actually petitioned our CEO to keep the programs running.

Due to this success, we are now working to replicate the program throughout the network. The development at West Suburban is nearly complete and we are planning for an official launch in early February. The initial response at Westlake has also been extremely positive, forcing us to immediately expand the first round of programs.

By joining Vanguard's network, Holy Cross would have access to the same type of program development. Having experience throughout the city, I am familiar with the large geriatric population in Holy Cross' southwest side community. Under Vanguard's ownership, I am confident the Holy Cross staff will raise their level of geriatric care even higher.

Mehajan
pg 383

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Our growing geriatric program is just one example of the benefits Holy Cross Hospital would enjoy by joining the Vanguard network. And we will certainly benefit from having Holy Cross as a partner in our network. These are the types of programs that attract the best doctors in order to provide quality care for a growing population of patients. Since Vanguard purchased Westlake last summer, I have already seen a measurable increase in patient and physician satisfaction. The attitude and morale of the entire staff has improved.

I urge you to approve this transaction so the staff at Holy Cross and the community they serve are given the same opportunities we enjoy throughout Vanguard's Chicago network.

**Testimony from Brian Lemon
Chief Executive Officer
MacNeal Hospital**

***Hearing on a Certificate of Need Proposal to Transfer Control of Holy Cross Hospital to
Vanguard Health Systems***

January 28, 2011

Good morning. Thank you for the opportunity to testify in support of transferring control of Holy Cross Hospital to Vanguard Health Systems. My name is Brian Lemon. I am the current CEO of MacNeal Hospital. I have spent 24 of the last 28 years as a member of the management team at MacNeal, including 17 years prior to its becoming part of Vanguard in 2000 and 6 years following. I have known MacNeal Hospital directly and intimately both before and after its conversion from a freestanding, not-for-profit hospital to being part of a multi-hospital investor-owned system. I also live in the community served by MacNeal, less than a mile from the hospital, and have since 1990. During the four years I was not at MacNeal from May 2003 to October 2006, I was CEO of Holy Cross Hospital.

I provide this background to help you understand my direct experience and personal stake in Holy Cross becoming part of Vanguard Health Systems.

First let me say a few things about Holy Cross Hospital. It is a special place. During my time there I experienced the dedication of the Sisters of St. Casimir in their health care ministry on the southwest side. I came to understand directly how important Holy Cross is to the densely populated communities that the hospital serves. We can not let it fall behind the many changes taking place in health care, and certainly closure of the hospital would be a tragedy. Many people question how Vanguard will be able to stabilize Holy Cross, because it is challenged with a very busy emergency department serving many uninsured and Medicaid patients. My experience with these two organizations – Vanguard and Holy Cross – tells me that it can be done. In fact, the improvements we made at Holy Cross during my time there were based in large part on management disciplines I experienced with Vanguard following its acquisition of MacNeal in 2000.

I also know that Holy Cross is blessed with many talented, dedicated employees who care deeply about the hospital and its ongoing mission. There is no question that a lot of hard work lies ahead. But there is great harmony between the spirit and philosophy of Holy Cross, and the "Health for Life" mission of Vanguard. I think our balanced, intense focus on quality & safety, patient experience, employee engagement, community service, growth and financial stability will be successful at Holy Cross. These – and many others – are reasons why I am confident Holy Cross will be able to grow and continue to improve as a part of our Chicago network.

One of the areas where Vanguard's mission clearly overlaps with the Sisters' is our commitment to charity care. By "charity care" I mean health care services provided to folks who have no health insurance or inadequate health insurance, and cannot pay for services they receive. This is critical when considering Holy Cross is a "safety-net" hospital serving a densely populated, largely-underprivileged community.

The notion that investor owned hospitals turn their backs on people in need, and refuse to provide free care, is one of the most damaging and widely held misperceptions out there. The reality is that hospitals – all hospitals, whether organized as not-for-profit or as investor-owned – are organizations of, by and for the communities they serve. Our mission at MacNeal and Vanguard is simply stated: "To Help People Achieve Health for Life." Crucial to our success in delivering on this mission is that we make a commitment to our communities. Key to that commitment is being part of the social services and health care fabric that takes care of people in need.

A recent analysis by Crain's Chicago Business examined the rates of charity care provided by Chicago-area non-profit hospitals compared to investor-owned hospitals. Crain's highlighted the fact that local investor-owned hospitals provide as much – and often more – charity care as their nonprofit peers. The amount of charity care at MacNeal has actually increased during the years that MacNeal has been part of Vanguard's Chicago network. The analysis found MacNeal was one of six for-profit Chicago-area hospitals to pay taxes and spend a bigger percentage of its revenue on a combination of charity care and treatment of public-aid patients than was spent by the majority of the area's 20 largest non-profit hospitals. In our last fiscal year ending June 30th, MacNeal provided approximately \$3.3 million in charity care. I expect the hospital to provide \$3.6 million in charity care this year. These figures are stated at cost – in other words it is the cost of the free care we will provide.

Another area I would like to address is Vanguard's proven commitment to its employees which are clear in the employee satisfaction rankings we have received throughout our Chicagoland network. In line with all of the hospitals in Vanguard's Chicago network, our salaries at MacNeal are extremely competitive when compared to comparable institutions in market and the benefits we offer our employees, including health plans, sick days and paid leave, are consistent and in some case better than our peers, according to the Metropolitan Chicago Healthcare Council.

We constantly seek employee feedback through our many boards and employee meetings. Many of the changes you've seen at MacNeal since Vanguard took ownership resulted from these regular conversations. If Vanguard takes ownership of Holy Cross, there is no reason hospital employees there should expect anything but the premier treatment my employees and I enjoy every day.

Having had the opportunity to work at both Holy Cross and MacNeal, I know Holy Cross will be a welcome addition to Vanguard's Chicago family. Our values are consistent with one another and our commitments to helping those in need are completely in line. It will be a great partnership and I'm excited for it to move forward.

Thank you for your time and attention today.

My name is Patricia Lopez. Thank you for the opportunity to speak today in support of Vanguard purchasing Holy Cross.

I am here today wearing a number of hats – first and foremost as a former patient of both Holy Cross and Vanguard's MacNeal Hospital. I was born at Holy Cross and have been a patient at MacNeal since Vanguard has purchased it on countless occasions. My first two children were born at MacNeal and my third child, whom we adopted, quickly joined the family tradition. We took her to MacNeal's Kildare Clinic for her very first check-up because of my full faith in the facility, the care, and the providers.

A year ago, I was brought to both MacNeal and Holy Cross under rather unfortunate circumstances. My mother became sick. During this very stressful time, the attention and guidance from the talented staff of both hospitals was indispensable. While she was in and out of the hospital for over three months, I knew we were able to count on the doctors and medical staff to give us the most thorough explanations and trustworthy advice.

MacNeal and Holy Cross are hospitals where I know my loved ones and I will receive the best care available. I trust Vanguard will help Holy Cross enhance expand its care and service to the community.

I also look forward to the improvements that a partnership with Vanguard will bring to Holy Cross in not only the range and quality of services they offer but also the expansion of community outreach and development.

In my professional life as an aide to Senator Antonio Munoz, I have seen first-hand the positive impact Vanguard has on the community through MacNeal's participation in our annual toy and food drives. At one holiday toy drive, we had a family come in with a 4-year old son with cerebral palsy, but they could not afford crutches and he used sticks instead. Immediately, I called Esther Corpuz from Vanguard. As a result of Vanguard's commitment to charity care, she assisted the family in scheduling a measurement for his crutches and providing him with adequate care.

An increase in the hospital's resources will also be beneficial in enhancing the hospital's reputation. I have complete faith Vanguard will be able to stabilize and develop Holy Cross to provide its patients with the most advanced level of care.

Both of these hospitals have played and will continue to play central roles in my life and the lives of my loved ones. I am ecstatic they will soon be part of the same network. I urge the board to approve the pending application.

Thank you.

Pat Shehorn

January 28, 2011

My name is Patrick Durkin and I am the Chief Operating Officer of Westlake Hospital. I am here reading testimony on behalf of Patricia Shehorn, the Chief Executive Officer of Westlake Hospital.

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

During the process, Vanguard Health Systems made significant promises and commitments to improving the hospital and maintaining the highest quality of care. As I stand here today, just six months later, I can proudly say Vanguard has kept its promise. Since the sale was completed last summer, Vanguard has already made significant investments at Westlake and in the Melrose Park community. These are the same types of improvements Holy Cross Hospital and southwest Chicago residents can look forward to in the near future.

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

We have also already seen the positive impact of being part of a strong network of Chicagoland hospitals. For example, we have used the expertise of professionals at Weiss Hospital to start our own seniors program at Westlake. Weiss helped us build a framework of programming that we launched November 1. We now host "lunch and learns" once a month, have a seniors walking club, offer free health testing and host sessions to help patients understand their medical bills. Since the program launched, we have almost 170 senior members participating and are consistently expanding the program due to high demand.

This program, which we could not have built without the help of the Weiss staff, is just one example of network cooperation benefiting all of the hospitals involved. We are working on several other initiatives at all four Vanguard Chicagoland hospitals that will help us better serve our respective communities. I am confident that once Holy Cross Hospital joins the network these opportunities will continue to grow.

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

We are also experiencing several "firsts" under Vanguard's ownership. For the first time in my tenure, we have a meaningful board made up of four physicians and eight community members. For the first time we have a Chief Financial Officer and a Chief Medical Officer. We are also putting together an advisory board of local business leaders who will come together once or twice a year to give their input on the needs of the community and ways Westlake Hospital can contribute to a healthy workforce. Our first meeting will be held February 3.

Vanguard is also giving us the support we need to continue and expand programs that are important to the hospital and the people of our community. Our community health and education advisory board made up of Westlake staff and local business, church, school and social service agency leaders is currently planning a Simple Steps to Fitness walk and health screening in May. We continue to provide a dietitian in the local schools to help combat childhood obesity and to offer health screenings in partnership with local churches and agencies. Westlake has been part of over a dozen community health fairs providing free screening to over 500 members of the community since we became a part of Vanguard.

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

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

Sheila Mischke

Hello. I am Sheila Mischke, Vice President of Patient Care Services at Holy Cross Hospital. All of the nursing areas and the majority of clinical positions at Holy Cross Hospital are in areas for which I have responsibility.

The foremost requirement for a hospital is quality care for patients. In order to have consistently high quality care, a hospital has to be able to attract, retain and support a great quality work force. Over the years, Holy Cross has developed a reputation for having many very competent and committed nurses and support staff. We work to keep them here and attract more. In order to do that, our hospital must have the equipment, technology, education, support resources and benefits that keep us at best practice. A larger organization, like Vanguard Health Systems will bring the capital, information systems, best practice experience and shared resources for improvement that will make Holy Cross hospital a more attractive career environment for retaining and attracting excellent nursing and support staff.

The affiliation of Holy Cross Hospital with Vanguard Health Systems is seen as a real plus for our continual quest for excellence and our mission of caring.

A handwritten signature in cursive script that reads "Sheila Mischke". The signature is written in black ink and is positioned at the bottom center of the page.

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Warren Brodine

Good morning. My name is Warren Brodine and I am the Chief Executive Officer of Chicago Family Health Center. We are a Federally Qualified Health Center with 5 sites. Our newest site opened, last year, less than a mile from here. Chicago Family Health Center provides comprehensive, accessible primary health care to the communities of South and Southeast side Chicago, regardless of an individual's race, religion, gender, age, income or ability to pay.

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

The strength of Holy Cross Hospital is absolutely imperative in broad success for a healthier Marquette Park community. Without the benefits of a larger and stronger institutional partner like Vanguard Health Systems, it is hard to imagine that the vaulted tradition of the Sisters mission could keep pace with future needs

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for investment and change. The Chicago Family Health Center strongly supports the partnership of Holy Cross Hospital and Vanguard.

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Fr. Tony Pizzo, OSA

Good morning, I am Fr. Anthony Pizzo and I am the Pastor of St. Rita of Cascia Catholic Church and the Dean for this area's Archdiocesan Vicariate. Our parish serves over 3500 families. A large number of these families are experiencing record breaking job losses, home foreclosures and limited access to affordable health care. Thanks to Holy Cross Hospital's efforts, 3 new Federally Qualified Community Health Centers have opened, the hospital's Emergency Department has been expanded and a revitalized and newly renovated full-service Family Birth Center has been re-opened in the last 2 years.

While it is true that Holy Cross has been improving the quality of care, expanding services and upgrading technology, we also know that the long term financial health of our hospital has been perilous.

For people that live here, this hospital is literally the difference, at times, between life and death. It is where our grandparents go to be treated for and rehabilitated after a stroke, it is where many of us will go if we feel chest pain, it is where our young mothers will go when a baby is about to be born and it is home to a welcoming hospice that cares for families when a loved one is nearing the end of life. This is our hospital. Many large and vibrant Catholic parishes look to

Pattar Pizzo

pg.

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Holy Cross as a part of our family. We want it to succeed and thrive. We want it to employ our parishioners. We want it to support life and provide healing. We want it to carry on the mission of quality and compassionate care of Venerable Mother Maia Kaupas and the Sisters of St. Casimir.

It is with this desire to sustain and build a stronger community future that we stand in support of the Sister's affiliation with Vanguard Health Systems.

Thank you and may your work be blessed.

Rev. Matthew J. Pizzo

**Testimony of Carmen Velasquez
Executive Director, Alivio Medical Center**

My name is Carmen Velasquez, and I am the Executive Director of Alivio Medical Center.

Alivio Medical Center is a bilingual, multicultural organization committed to providing access to quality cost-effective health care to the Latino community, the uninsured and underinsured, and not to the exclusion of other cultures and races. For over two decades we have committed ourselves in our mission and our practice to serving Chicago's immigrant community – including the undocumented – and those who all too often go neglected and ignored.

Since first establishing Alivio Medical Center in 1989 in Chicago's largest Latino and predominately Mexican communities of Pilsen, Little Village, Back of the Yards - and now operating in the Berwyn Cicero neighborhood - I have seen a lot of people come and go who say they care about our community. But when we need them, they're usually nowhere to be found.

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

I am here to express my support for the pending Certificate of Need (CON) application to transfer control of Holy Cross Hospital to Vanguard Health Systems. I grew up on the southwest side and understand the important role Holy Cross plays in that community. My father served on the board at Holy Cross so I understand many of the challenges the hospital faces and why it must stay open. I am a graduate of Maria High School and have seen the commitment of the Sisters of Saint Casimire have given to our community. I am happy they will continue to be a part of the hospital. If Holy Cross is under the responsibility of Vanguard, Holy Cross will not only stay open but it will prosper and grow. This is what the people of the southwest side deserve.

As some of you may know, Alivio Medical Center has a strong partnership with Vanguard's MacNeal Hospital in Berwyn. We have worked together in recent years to provide healthcare for the uninsured and needy. I know that we always have a partner in MacNeal because the hospital doesn't have just a presence in our community – it has permanence.

We all know hospitals and community health centers are distinct and have different models of care. None of us can stand alone and be "lone rangers." All of us must come together to address patient care and be the medical home the people deserve.

I have seen firsthand the commitment of MacNeal's staff and administration toward our neighborhoods and the people who live in them.

MacNeal is a trusted partner of Alivio Medical Center. They share their resources and work with us to train our medical and professional staffs, making us all more effective care givers.

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

I view Vanguard's desire to purchase Holy Cross as a welcomed investment in our community and a sign of the system's continued commitment to Chicago.

From where I come, we look for people to not only say the right things, but more importantly, do the right things. Vanguard has stepped up to the plate to meet the needs of patients. I urge the Board to do the same and approve this application.

Too much is at stake for us not to do the right thing.

Jeff Bartow

Good morning. My name is Jeff Bartow. I am the Executive Director of the Southwest Organizing Project. SWOP, as we are known, is a broad based organization of churches, mosques, schools and other institutions in Southwest Chicago. Our mission is to enable families to exercise common values, determine our own future and to connect with each other to improve life in our neighborhoods.

We have 26 member institutions and we work together to reduce violence, fight foreclosures and keep families in their homes, win rights and protect the civil liberties of immigrants, and work to improve the quality of education our children receive in local schools. The Sisters of St. Casimir and Holy Cross Hospital are founding members of SWOP and are partners in the efforts I've just named. Through the years, we have relied heavily on both of these institutions as part of our organizational strength and as true pillars for the foundation of our community. One of the most important parts of these alliances is the consistent wisdom and grounded experience that the leadership of the Sisters of St. Casimir and Holy Cross Hospital continue to bring to SWOP's leadership table. Their support and wisdom are unequivocally valued. Sr. Immacula Wendt, Sr. Margaret Zalot and Dennis Ryan serve on SWOP's Strategy Team, our Board of Directors.

What does SWOP want from our hospital? First, good quality health care that is affordable, accessible and responsive to the community. We also want the range of jobs and opportunities for advancement that a hospital and health system can provide for our workers. In addition, we want committed advocates and creative partners in working on issues like those I named above, aimed at raising the quality of life for all in our neighborhoods. This means, among other things, a demonstrated willingness for provision of much needed charity care.

As trusted institutional members, the Sisters of St. Casimir and Holy Cross Hospital have asked for our support, and we believe that this Vanguard Health Systems alliance will both maintain our community hospital and add to an over 80 year tradition of responsive care and continue a mission of much needed service where the needs are greatest.

Thank you.

Dennis Ryan

*Dennis Ryan
PS. 282*

Good morning,

I am Dennis Ryan. I am the Vice President of Community and External Affairs for Holy Cross Hospital.

Over the past 7 years, a deeply challenged hospital, in a very challenged community, has maintained and often improved services. This has been possible due to the stewardship of the Sisters of St. Casimir and the Board of Trustees, the commitment of the hospital's Physicians, administration and staff and a tremendous amount of support from community institutions, elected leaders, governmental agencies and generous advocates.

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

*Dennis Ryan
pg. 2 of 2*

With the sharp and deep downturn in the economy and the rapid changes in health care delivery, it is absolutely apparent that Holy Cross Hospital will only continue to survive with the expertise and resources of a larger and more capable partner. Vanguard Health Systems will be able to provide that kind of partnership. I know and respect leadership at Vanguard and I know that their Chicago land Hospitals have been soundly managed and thrive in their care and services for patients. Our communities will be well served by the affiliation of Holy Cross Hospital with Vanguard Health Systems.

Thank you.

Dr. Mark Bednard
Internist, MacNeal Hospital
January 28, 2011

My name is Mark Bednard and I am currently an internist at MacNeal hospital, but I also practiced at Holy Cross Hospital for over 10 years. Thank you for the opportunity to testify in support of the transfer of control of Holy Cross to Vanguard Health Systems.

In the more than 10 years I have practiced at Vanguard's MacNeal Hospital, the quality of care has consistently improved. The greatest compliment I can pay the ownership is the quality of the physicians is excellent. When I look to refer a patient to another doctor, I often look to those working right next to me at MacNeal because I am confident they will deliver the best quality care. The depth of sub-specialists at the hospital and throughout the network is tremendous, and I can almost always find the type of doctor I am looking for during referrals. This includes gastric bypass surgeons, orthopedic services, cardiovascular surgeons and many more.

At MacNeal, the medical staff is given the best opportunity to provide our patients with the best care possible. The staff is young and energetic, which is a breath of fresh air compared to some of the other places I have practiced. We also have the pleasure of working with some of the best nurses in the city. The nursing staff is not overwhelmed with large numbers of patients and is able to devote the necessary time to each and every one of them. All of this contributes to a better an environment for our patients, which is the ultimate goal for anyone who works in a hospital.

We also have access to the best resources at MacNeal under Vanguard's ownership. Equipment is state of the art and departments are always growing and expanding. This allows us to consistently attract new patients in a variety of areas we may not have offered in the past. One recent improvement was the adoption of electronic medical records. This was a significant step that should help streamline things for physicians and all staff. There were no major problems during the transition thanks to a smooth implementation orchestrated by the supporting staff. Such a major change may not have gone nearly as smoothly at other hospitals.

Doctors at MacNeal are comfortable in their roles. We come to work knowing every day we have the support necessary to care for our patients. Having practiced at Holy Cross for so long, I understand the challenges the hospital faces and appreciate the incredible job done each day by the staff. I also believe they have the potential to deliver even better care if they are given access to the types of resources Vanguard provides us at MacNeal. And those of us at MacNeal and throughout our network are excited by the prospect of adding Holy Cross Hospital to our team.

Every doctor deserves to practice in a superior environment that allows us to do our job efficiently and effectively. Every patient deserves access to a hospital with such an environment. I am confident Holy Cross doctors and patients will have this opportunity under Vanguard Health System's ownership.

Dr. Sandra Vega

Attending Physician-Obstetrician Gynecologist, MacNeal Hospital

January 28, 2011

My name is Sandra Vega, and I am an Obstetrician-Gynecologist at MacNeal Hospital in Berwyn. Prior to MacNeal, I worked for more than eight years at Holy Cross Hospital until its labor and delivery unit unfortunately closed in 2008.

Having worked at Holy Cross for so long, I am very familiar with the southwest side community and the challenges the hospital faces. There are very few options in the area and many residents have limited access to transportation. When I was practicing at Holy Cross, many of my patients would walk to the hospital in labor, we were the only option for many local pregnant women. Simply put, residents there need that hospital to stay open.

There also is a large Hispanic population in the area. As a Hispanic-American, I care deeply about delivering quality care to this often underserved group. Many of my patients were first and second generation Hispanic-Americans who appreciated receiving care from a Spanish-speaking physician who they could relate to and was familiar with their culture. If Holy Cross closed or services there suffered, patients like these may no longer have access to quality care in their own neighborhood and would likely neglect their own health. Many of these patients fear going outside their local neighborhood to seek medical attention and because of this they delay getting the care they need.

Early diagnosis, preventative care and education is what keeping Holy Cross open would mean to these patients.

My experience under Vanguard at MacNeal gives me faith that, if this transaction is approved, Holy Cross will not just stay open but it will improve and expand. At MacNeal, Vanguard is consistently investing funds back into the hospital and is committed to setting the bar high for the quality of care. The experienced staff is well-prepared and exudes a positive attitude that you can feel throughout the building. Clearly, the Vanguard leadership team cares deeply about its physicians, staff and patients and is dedicated to the delivering the best care possible.

To prove their commitment, Vanguard has instituted several quality and safety initiatives that have raised physician and staff performance to an even higher level. My fellow physicians and I are constantly provided with the resources we need to deliver the best care possible, including new equipment and advanced technology.

Southwest residents rely on Holy Cross Hospital for safe and quality care, and this will not change under Vanguard's ownership. In fact, I am confident patients, physicians and staff will see hospital services improve under Vanguard and will soon welcome the new ownership, as we have at MacNeal.

I appreciate the opportunity to testify today.

oral & written

Dr. Kevin Cullinane

Family Medicine Physician, Former Medical Staff President, West Suburban MC

January 28, 2011

My name is Kevin Cullinane. I am a family medicine physician at West Suburban Medical Center. I have also been the president of the medical staff at the hospital. Thank you for the opportunity to testify in support of the transfer of control of Holy Cross Hospital to Vanguard Health Systems.

In my over 25 years of experience as a family physician, I have worked under five different CEOs and dealt with several transitions in ownership and affiliation. When I first heard about Vanguard's plan to purchase West Suburban, I, like many others, was skeptical. I was aware of the reputation of for-profit institutions in the industry slashing and burning needed programs in order to make a buck. I heard about the idea that for-profits disenfranchise those without insurance and offer reduced levels of charity care.

Based on my experience with Vanguard since they took ownership last summer, this couldn't be further from the truth. Vanguard has expanded services and demonstrated an increased commitment to serving those most in need. We at West Suburban are now confident the hospital will not only stay around but will expand and improve. This feeling was not consistent before Vanguard took ownership.

Our leadership team has already made several improvements that hit close to home for family physicians and our patients and allows us to provide improved clinical care. For example, we developed an outpatient program for diabetes patients that had been on hold for years. Our CEO has committed to reopening our cardiac rehab program, a program which was valuable and popular but had been closed for financial reasons. A wound care program is in the works and we are making plans for an urgent care program to take some of the strain off our Emergency Department.

We are working on installing a comprehensive geriatric program that will take a more holistic approach to the many health problems facing today's seniors. Our medical staff works with seniors every day and, I can not stress enough how valuable this will be for our entire staff. These are the types of changes that can really make a difference for our patients and enhance the level of care we are able to provide.

Vanguard has also made a point of letting the staff know their jobs are safe. This continuity is critically important to maintaining a high morale in our staff, which in turn greatly benefits our patients. Like every member of our medical staff, I have regular access to our CEO, an important fact which ensures our doctors always have a voice and input into how the hospital is run. I know he is passionate about West Suburban and will do everything he can to make sure we succeed. He and his team hold regular employee forums to hear feedback, and their responsiveness to these concerns has been gratifying so far. I am excited to continue the conversation and am eager to see what else we can accomplish together.

We have also noticed improvements in the facility itself. The place looks cleaner and brighter. Vanguard is following through on its promise of capital investment. For example, we are seeing much-needed repairs to the parking garage so it is no longer a safety concern. I know about plans to refurbish the majority of patient rooms in nursing units and to help us develop an electronic medical records system. These and other capital projects will get underway in the coming months.

As a longtime physician and past president of the medical staff, I understand doctors have any choices, such as where to practice and what type of practice to conduct. We choose to practice at hospitals where we feel there are quality programs and services. We look for ownership to provide us with access to the best resources so we can deliver the best care for our patients.

In the less than six months since the sale, Vanguard has not only met our expectations but exceeded them. I feel that the doctors at West Suburban are happy to be working as part of Vanguard's Chicago network. We continue to provide quality services to all of our patients to all areas of our extended community. I hope the doctors, staff and patients at Holy Cross are given the opportunity to feel the same way and I encourage the board to approve the application.

Dr. Kenneth Blair

Family Medicine Physician, West Suburban Medical Center

January 28, 2011

My name is Kenneth Blair, and I am a family physician at West Suburban Medical Center in Oak Park. I am honored to serve on the Board of Trustees at West Suburban, also. Thank you for the opportunity to speak today.

I have been at West Suburban since 1975. I had no prior experience working with a for-profit healthcare company before Vanguard took ownership last August. I didn't know what to expect and decided to judge the new owners based on what was accomplished after the sale. Less than six months later, I am very favorable impressed by the new ownership, am proud to be part of a new era at my hospital and have high expectations looking ahead.

Contrary to what some might expect, or fear, with a for-profit company like Vanguard, they did not immediately shake things up and sweep people out. Leadership took the time to get to know the people at our hospital and began an ongoing dialog. Vanguard has shown me a determination to to ensure West Suburban provides the best quality healthcare to our community. They have investigated our communities' health care needs and how we can and will meet those needs.

Our new CEO has instilled a sense of accountability and responsibility. He has firmly demonstrated his ability to overcome challenges we face in a straight-forward way. This leadership has set a clear direction for our hospital.

One great example stems from my new role on the West Suburban Board of Trustees. We are a quality-oversight Board made up of individuals from the communities surrounding our hospital. Board members are as professionally and ethnically diverse as our communities. I believe we are well-suited to make important decisions for our future. Only a few members carry over from previous boards a sign of welcoming new and fresh ideas. Though meeting for just a few months, we've already discussed such things as expanded partnerships with important community institutions like the PCC Community Wellness Center. I believe people both inside and around the hospital are beginning to get an idea of all that we at West Suburban hope to accomplish.

We have also seen capital investment and both expansion and creation of critical programs. We are currently working to build a meaningful and robust geriatric care center that will be invaluable to those of us practicing Family Medicine. This will make a hospital stay for seniors a better experience and could set the bar for quality geriatric care throughout Chicagoland.

I've already witnessed a boost in morale among physicians and employees at West Suburban. A sense of stability now exists, which allows all of us to focus even more on patient care. This has truly been a turn-around and a gratifying start. I look forward eagerly to what we can do long-term under the sound leadership Vanguard provides. Nurses, doctors and all employees are excited to come to work every day at West Suburban, a fact that should not be underestimated and is not the case at all hospitals.

I have always felt fortunate to have the opportunity to practice at West Suburban and I believe my fellow physicians are recovering that feeling, also.

If Vanguard purchases Holy Cross Hospital, its employees, doctors and surrounding community will experience no loss. In fact, they should be excited for the future and eager to get to work, just like we are at West Suburban.

Karen Ward

Phlebotomist, West Suburban Medical Center

January 28, 2011

My name is Karen Ward and I am a phlebotomist at West Suburban Medical Center. I appreciate the opportunity to be here today in support of Vanguard's purchase of Holy-Cross Hospital. I have seen the positive impact Vanguard has had on my hospital in less than six months and believe Holy Cross deserves the same improvements.

I have been at West Suburban for 16 years, starting out as a patient service representative before moving to the floor and eventually being trained in phlebotomy. As a phlebotomist, I am responsible for conducting blood work on the diverse set of patients coming through the hospital. We also perform EKGs on patients of all ages and medical backgrounds.

During my 16 years at West Suburban I have seen the hospital in many different situations including a few changes in ownership. As I stand here today, I can proudly say I have never seen West Suburban better off than it is today.

When the sale of West Suburban was finalized, it was like the lights came back on at my hospital. While we were always committed to the work we do, over the last several months, my colleagues and I have begun to take more pride in the hospital, the care it delivers, and our role in the community. Every day we hear from patients who have noticed the improvements and have mentioned it to me as I am delivering care to them. The place is glowing.

My colleagues and I don't just show up to work for a paycheck. We are passionate about what we do and care deeply about all of our patients. Each day I grow more confident Vanguard feels the same way. One example is the revitalized employee recognition program instituted since Vanguard took ownership. Physicians and staff can now be recognized for our hard work and rewarded with a substantial cash bonus. I serve on the committee to decide who wins the awards and am consistently amazed by the number of people on our staff regularly exceed expectations. Programs like this motivate us to care even more for our patients and focus on consistently improving our quality of care.

I recently sent a personal letter to our CEO Jack Cleary because I have been so pleased by the changes implemented since Vanguard took ownership. In that letter I thanked Jack and his team for restoring the hospital's sense of pride and motivating the staff to perform at its best. I felt it was the right thing to do considering everything leadership has done for me and my fellow employees.

I understand why some at Holy Cross Hospital may be skeptical of new ownership. It is a natural reaction to be uncertain and wonder how your work and responsibilities may change. Based on my experience, however, Holy Cross employees have absolutely nothing to worry about. In fact, they should be anxious and excited for Vanguard to take ownership and make the same kinds of changes to Holy Cross that my colleagues and I now enjoy at West Suburban.

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Patty Cormack

RN – Clinical Educator and Sepsis Coordinator, West Suburban Medical Center

January 28, 2011

My name is Patty Cormack. Thank you for the opportunity to talk about my experience with Vanguard at West Suburban and testify in support of the transfer of control of Holy Cross Hospital to Vanguard Health Systems. For the last 25 years I have been a nurse at West Suburban Medical Center in Oak Park. Today I serve as the ICU clinical educator and sepsis coordinator. Over the years West Suburban has not only been my employer, it's been my hospital, my families' hospital, the hospital where I gave birth, twice. The hospital my mother-in-law had her lung cancer cured last year. The hospital where I had countless ER visits with my children. The continued success of West Suburban is not only a matter of my future employment, it's the hospital my family depends on.

When Vanguard took ownership of West Suburban last summer it was my first experience working in a for-profit institution. Like many of you here before me, I was nervous. I was aware of the negative reputation of for-profit companies in the medical industry, and honestly was reluctant to give them my trust. It's almost six months later; today I can proudly say they have delivered on promises they made from the beginning:

They have invested capital in our facility,

Awarded us the first merit raises we've seen in two years,

And made a true commitment to focus on quality and safety.

Vanguard is engaged in growing our services and strengthening the bond to our community.

Patty Cornack

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Most importantly in all the changes, big and small that I have noticed since Vanguard took ownership...one stands out. It's the attitude in the halls and people of West Sub; we have been re-energized and refocused in our goals. My fellow employees and I feel a renewed sense of pride in our work place and are excited about our future under Vanguards leadership.

In life I always have believed actions speak louder than words. Vanguards integrity speaks volumes to me and my community, I feel it will to yours as well. In closing, my experience with Vanguard leads me to believe everyone here at Holy Cross, and all the communities and people it serves can count on them to follow through on their commitments they make to you today and in the future. Thank You.

~~fax to Mike
217 753 4111~~

Celeste Basom

My name is Celeste Basom and I am the Regional Sales Manager of Business Development for Superior Ambulance Service.

I have been the liaison for the last 10 years developing a partnership with Holy Cross Hospital to provide services for patients on Chicago's southwest side. Superior Ambulance Services provides transportation for discharged patients, transfers for critically ill patients and air evacuation when necessary.

Holy Cross Hospital is vital to Chicago's Southwest side and we support the affiliation with Vanguard Health Systems which will continue and strengthen the care provided to people of this community.

Celeste Basom

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Betty Gutierrez

Community resident and patient

Hello my name is Betty Gutierrez and I am a Holy Cross Hospital patient, a community resident, grandparent and my family members have been patients of Holy Cross for many decades.

I would like to tell you about Marquette Park. We are a diverse community that has moved through a lot of challenges. We have had elements of deep prejudice, horrible violence and families confronted by unprecedented foreclosures. Many years ago, Martin Luther King Jr. was seriously injured in a civil rights march just blocks from this Field house. Since those regrettable times, we have often come together as a more diverse and united front to grow our own teachers, mentor our children, , fight violence with safe zones, staff anti-violence efforts like CeaseFire and support human rights, cultural differences and faith expression. We have worked together to build a community of safety, opportunity and respect. There have been ups and downs, but through it all, the Sisters of St. Casimir have been the bedrock of our good work. The legacy of Mother Maria Kaupas, a brave young woman who, through faith and hard work, made

Betty Gutierrez

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education and healthcare flourish, continues even as the Sisters age and their congregation become smaller.

Despite the sisters diligent and caring work, we know that new avenues must be built keep our hospital, our care givers and the jobs of our friends and neighbors. We also know that there must be new broad shoulders that will help us have the care and services our families and neighbors need. We welcome Vanguard as our partners in building a better and safer community.

Betty Gutierrez

Sonia Vazquez, R.N.

Good morning. My name is Sonia Vazquez and I am an RN on a Medical/Surgical Unit at Holy Cross Hospital. I grew up in the community and, despite my youthful appearance (!); I started at Holy Cross 22 years ago as a volunteer candy stripper. I was only fifteen then. I loved working at Holy Cross and I still do!

I have had many different jobs at the hospital and received lots of opportunities for advancement as I put myself through nursing school. There have been **many, many, many** changes. In the past years, my coworkers and I have seriously wondered if the hospital would be able to fulfill the community needs. Our doubts have not been about the need for our services, but about the ability to carry out those needs. I previously taught a diabetes management classes and found that the needs are certainly there in a big way. We have been fearful about our jobs and concerned about the options available for our patients.

Let me tell you, in no uncertain terms, many of my coworkers and I think that this change is very good. We want to move forward, we want to have new and improved sets of goals and to serve more people – better. This will make our nursing more fulfilling and exciting. I look forward to this change and so do a lot of my coworkers. I support the affiliation of Holy cross with Vanguard 100%.

A handwritten signature in cursive script that reads "Sonia Vazquez". The signature is written in black ink and is positioned in the lower right quadrant of the page.

Ghian Foreman

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Hello, I am Ghian Foreman and I am the Executive Director of the Greater Southwest Development Corporation. GSDC has earned a national reputation for uniting business, government, philanthropy and community resources to increase economic and community development. Our organization has worked closely with Holy Cross Hospital in business partnerships, strategic planning, community development and community relations. We have stood side by side with Holy Cross to raise the value of human potential, diminish prejudice and to fight unsafe, unfair and unscrupulous practices that hurt our community. Dennis Ryan, A holy Cross Hospital Vice President, is the President of our Board of Directors.

As an organization that is charged with creating a strong community, our partnership with Holy Cross Hospital is of great importance. The hospital provides necessary services, it is the magnet for community health and senior centers and is the 3rd largest employer in the GSDC business service area.

We are encouraged that the hospital will be now be part of a large and strong hospital system and we look forward to working with Holy Cross and Vanguard Health Systems to further strengthen the resources available to businesses and people in our southwest side area.

Thank you.

10 AM
Marquette Park Fieldhouse
67th Keezie