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SEP 06 2011

HEALTH FACILITIES &
SERVICES REVIEW BOARD

ORIGINAL

**STATE OF ILLINOIS
HEALTH FACILITIES AND SERVICES REVIEW BOARD**

**RE: PROJECT NO. 11-041
PROVENA SAINT JOSEPH HOSPITAL, ELGIN**

PUBLIC HEARING

AUGUST 26, 2011

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STATE OF ILLINOIS
HEALTH FACILITIES AND SERVICES REVIEW BOARD
525 West Jefferson Street, 2nd Floor
Springfield, Illinois 62761-0001
217-782-3516

PUBLIC HEARING
Re: Project No. 11-041
Provena Saint Joseph Hospital, Elgin

Public hearing held, pursuant to Notice, on
the 26th day of August, 2011, between the hours of
1:05 p.m. and 1:30 p.m., at Gail Borden Public
Library, 270 North Grove, Elgin, Illinois.

TRANSCRIPT OF PROCEEDINGS

1 PRESENT ON BEHALF OF HEALTH FACILITIES AND SERVICES

2 REVIEW BOARD:

3

4 MR. JUAN MORADO, JR.

5 Illinois Department of Public Health

6 Health Facilities and Services Review Board

7 122 South Michigan Avenue, Suite 7

8 Chicago, Illinois 60603

9 314-814-6226

10

11

12 MS. KATHY OLSON

13 Board Member

14

15

16

17 COURT REPORTER:

18 Ms. Dorothy J. Hart, CSR, RPR

19 Illinois CSR No. 084-001390

20 Midwest Litigation Services

21 15 South Old State Capitol Plaza

22 Springfield, Illinois 62701

23 (217) 522-2211

24 1-800-280-3376

1 MR. MORADO: Good afternoon. My name's
2 Juan Morado. I'm the Assistant General Counsel for
3 the Illinois Health Facilities and Services Review
4 Board.

5 Joining me today is Mrs. Kathy Olson. She
6 is a Board member.

7 Our purpose here today is to -- my purpose
8 here today, rather, is to act as a hearing officer and
9 facilitator for Project 11-041, Provena Saint Joseph
10 Hospital, Elgin.

11 As per the rules of the Health Facilities
12 and Services Review Board, I would like to read the
13 legal notice into the record.

14 In accordance with the requirements of the
15 Illinois Health Facilities Planning Act, notice is
16 given of receipt to transfer ownership of a hospital,
17 Project 11-041, Provena Saint Joseph Hospital, Elgin.
18 Applicants: Provena Hospitals, Provena Health,
19 Resurrection Health Care Corporation, and Cana Lakes
20 Health Care. The applicants propose to transfer to
21 Cana Lakes Health Care ownership of the 178-bed
22 community hospital, located at 77 North Airlite
23 Street, Elgin. The project cost: \$344,692,667.

24 A public hearing is to be held by the

1 Illinois Department of Public Health pursuant to the
2 Health Facilities Planning Act. The hearing is open
3 to the public and will afford an opportunity for
4 parties with an interest to present written and/or
5 verbal comments relative to the project. All
6 allegations or assertions should be relevant to the
7 need for the proposed project and be supported with
8 two copies of documentation or materials that are
9 printed or typed on paper, size 8 1/2 by 11.

10 The public hearing will take place
11 pursuant to Part 1130.910. The hearing is scheduled
12 for August 26th, 2011, 1 p.m., located at Gale Borden
13 Public Library, 270 North Grove, Elgin, Illinois
14 60126.

15 Consideration by the State Board has been
16 tentatively scheduled for the October 12th through
17 13th, 2011, State Board meeting.

18 Any person wanting to submit written
19 comments on this project must submit these comments by
20 9 a.m., September 22nd, 2011.

21 End of legal notice.

22 If you have not done so, please sign the
23 appropriate registration forms. There are two
24 testimony registration forms, one for individuals in

1 support of the project and one for individuals in
2 opposition of the project. In addition, there is a
3 sign-in sheet for individuals to register attendance.

4 To ensure that the Illinois Health
5 Facilities and Services Review Board's public hearings
6 protect the privacy and maintain the confidentiality
7 of an individual's health information, covered
8 entities, as defined by the Health Insurance
9 Portability Act of 1996, such as facilities, hospital
10 providers, health plans, and health care
11 clearinghouses, submitting oral or written testimony
12 that discloses the protected health information of an
13 individual shall have a valid written authorization
14 from that individual. The authorization shall allow
15 the covered entity to share the individual's protected
16 health information at this hearing.

17 Those of you who came with prepared
18 written text, you may submit the written testimony
19 without giving an oral presentation. However, if you
20 choose to give an oral testimony, please be as brief
21 as possible. I ask that you limit your testimony to
22 two to three minutes. After you have concluded your
23 remarks, please provide me with two copies. Prior to
24 beginning your remarks, please give the court reporter

1 the spelling of your complete name. Individuals
2 providing oral testimony will be called in order
3 according to sign-in.

4 Please hold any questions regarding
5 today's proceedings until everyone has had an
6 opportunity to present.

7 We're going to begin with representatives
8 of the applicant, and I have Mr. Eugene McMahon first.

9 DR. McMAHON: Well, good afternoon and
10 thank you. Do you want me to give you my spelling?

11 COURT REPORTER: Yes.

12 DR. McMAHON: McMahon, M-c-M-a-h-o-n,
13 first name Eugene, middle initial J.

14 Good afternoon. Thank you for the
15 opportunity to not only share with the public our
16 goals for what we hope to achieve through a merger
17 between Provena Health and Resurrection Health Care,
18 but to also describe the benefits of this new
19 partnership to the people of the greater Elgin
20 community. My name is Dr. Gene McMahon and I am the
21 President and Chief Executive Officer of Provena Saint
22 Joseph Hospital.

23 I would like to submit into the record a
24 letter from Guy Wiebking, the President and CEO of

1 Provena Health, and Sandra Bruce, the President and
2 CEO of Resurrection Health Care, which states in part:
3 "The size and scope of the new ministry will improve
4 financial viability through a new structure that
5 focuses on savings in corporate and administrative
6 costs, while concentrating resources in our local
7 health care ministries where care is provided."

8 Concentrating resources in our local
9 health care ministries where care is provided -- I
10 would like to assure the Board and our community that
11 our leaders truly get it. They know that success in
12 health care is not derived from big corporate
13 overhead; but rather by investing in caring for people
14 in the communities in which we are privileged to
15 serve.

16 For local hospitals like Provena Saint
17 Joseph, there are a number of excellent benefits to
18 being part of a health system, and especially one that
19 will be among the largest in our state. As a member
20 of Provena Health, our local hospital in Elgin -- and
21 ultimately, our patients and our employees -- have
22 time and again benefited from the system's think
23 global, act local approach. From technological
24 enhancements that improve quality and patient safety

1 to leading-edge diagnostics to patient and
2 family-centered renovations and new programs, our
3 local hospital ministries have grown in ways we never
4 could have without the support and resources of a
5 greater system.

6 As health care faces unprecedented
7 changes, as we confront decreased reimbursements, as
8 the need for charity care and financial assistance
9 becomes greater than ever and as our aging population
10 tests the system as never before, hospital survival
11 lies in what we at Provena call systemness. That is
12 maximizing efficiency and cost savings by centralizing
13 back office type functions at a corporate level, so
14 that resources can be focused on where they matter
15 most -- in caring for our local communities.

16 We have some of that now as being part of
17 Provena, and we stand to gain more under the new
18 organization. In fact, work is already underway to
19 expand our charity care and financial assistance
20 programs where the need is great, due in large part to
21 our struggling economy.

22 There, to continue to ensure that we do
23 not lose sight of what's important to our local
24 communities, will be our wonderful and deeply

1 dedicated local Boards of Directors, which will
2 operate as they currently do under the new structure.
3 Our local Foundations will continue to do the same,
4 with our locally raised dollars staying right here, to
5 make a difference in the lives of our friends and
6 neighbors.

7 The partnership will also more strongly
8 support our role as a leading employer in the market
9 we serve, with our employees enjoying the stability of
10 being part of a larger health system, with more
11 competitive pay and benefits, career advancement
12 opportunities, and a faith-based culture of diversity,
13 camaraderie, respect, and compassion.

14 Above all, our merger will preserve and
15 strengthen for generations to come the promise our
16 Founding Sisters which was made here in Elgin over 100
17 years ago ... that through our ministry, all in need
18 would have healing and hope in the spirit of Jesus
19 Christ.

20 On behalf of the Provena family, I would
21 like to thank all who joined us here today in person
22 or in spirit for their support of our new future and
23 also to the Illinois Health Facilities and Services
24 Review Board for the opportunity to tell our

1 story. Thank you.

2 MR. MORADO: Thank you.

3 Next we have Lisa Dimarco.

4 MS. DIMARCO: Dimarco is D-i-m-a-r-c-o
5 f-i-r-s-t name Lisa, L-i-s-a, middle initial M. as in
6 Mary.

7 This testimony is of Sister Mary Elizabeth
8 Imler.

9 My name is Sister Mary Elizabeth Imler and
10 I am a member of the Franciscan Sisters of the Sacred
11 Heart. I am speaking today on behalf of the Member
12 Body of Provena Health, which includes the Franciscan
13 Sisters of the Sacred Heart, the Servants of the Holy
14 Heart of Mary, and the Sisters of Mercy of the
15 Americas; and on behalf of the Sponsorship Council of
16 Resurrection Health Care which includes the Sisters of
17 the Holy Family of Nazareth and the Sisters of the
18 Resurrection.

19 I'm very pleased to be here today to share
20 with the community an overview of what is a very
21 exciting new chapter in the history of Provena Saint
22 Joseph and for our health system as a whole. I would
23 also express my sincere appreciation to the Illinois
24 Health Facilities and Services Review Board for their

1 efforts to enable this hearing to take place in a
2 timely and organized fashion.

3 By the way of background, Provena Health
4 is a Catholic health ministry that includes six
5 hospitals, including Provena St. Joseph Hospital, 16
6 long-term care and senior residential facilities,
7 numerous clinics, five home health agencies, and other
8 health-related activities operating in Illinois and
9 Indiana. At the encouragement of Joseph Cardinal
10 Bernardin, Provena Health came into being on December
11 1, 1997, from a human need to provide exceptional and
12 compassionate health care services, and to be a sign
13 of hope to all those in the communities it serves.

14 With a mission to build communities of
15 healing and hope by compassionately responding to
16 human need in the spirit of Jesus Christ, we have
17 served our communities since our first hospitals
18 opened their doors, as early as 1882.

19 From our very beginnings, we have been
20 called to be much more than just a provider of health
21 services. Rather, we are steeped in a culture that is
22 committed to responding to the needs of those we are
23 privileged to serve, delivering high-quality care that
24 is accessible to all.

1 Today, I am representing the five
2 communities of women religious who, in faith and hope,
3 seek the approval of the Illinois Health Facilities
4 and Services Review Board to form a new Catholic
5 health ministry to serve the citizens of Illinois
6 through a merger of Provena Health and Resurrection
7 Health Care Corporation.

8 As individual health systems, Provena
9 Health and Resurrection Health Care have long provided
10 compassionate healing to those in need. In keeping
11 with the true spirit of the courageous Sisters who
12 came before us, ours have been ministries deeply
13 focused on quality care for all, regardless of one's
14 ability to pay.

15 Now, as we anticipate health reform and
16 the sweeping changes that will transform the delivery
17 of care as we have come to know it, we are keenly
18 aware that the key to sustaining and growing our
19 person-centered mission lies in the strength of
20 enduring partnerships we forge today.

21 Jointly rooted in the traditions of
22 Catholic health care, the new ministry will be
23 distinguished by an ability to deliver quality care
24 across the continuum from a broad and complementary

1 base of leading-edge locations and physician networks.
2 From a foundation steeped in a shared heritage and set
3 of values, the new ministry would give rise to an
4 enormous potential to truly improve the well-being of
5 generations of Illinoisans to come.

6 With a dedicated and talented combined
7 team of nearly 5,000 physicians, supported by over
8 22,000 employees, the new ministry will play an
9 important role in the economic vitality of the
10 communities in which we serve. Above all, our
11 partnership will remain true to the hallmarks of our
12 Catholic identity: promoting and protecting the
13 dignity of every individual from conception to death,
14 caring for the poor and vulnerable, and properly
15 stewarding our precious people and financial
16 resources.

17 Finally, I would like to also enter into
18 the record a letter from -- of support from His
19 Excellency, Francis Cardinal George, Archbishop of
20 Chicago. In his letter, he says, in part, "... I am
21 grateful for the willingness of our state's premier
22 Catholic providers to collaborate in order to meet the
23 current challenges of health care. As they do now,
24 the combined systems will operate without any

1 restrictive admissions policies related to race;
2 ethnic background, religion, payment source, or any
3 other factor. The new system will continue to admit
4 Medicare and Medicaid recipients and to care for those
5 patients in need of charity care.... This merger has
6 my full support...."

7 In conclusion, the combined Provena Health
8 and Resurrection Health Care will strengthen and
9 expand access to an exceptional tradition of quality
10 care and service millions of Illinois residents who
11 have come to know and depend upon for more than half a
12 century. On behalf of the women religious whose
13 communities are sponsoring the proposal before you, we
14 request your approval. God bless you all and thank
15 you very much.

16 MR. MORADO: Thank you.

17 Mr. Edward J. Hunter is next.

18 MR. HUNTER: It's Edward Hunter,
19 H-u-n-t-e-r, and I'm reading on behalf of Tom Nehring,
20 N-e-h-r-i-n-g.

21 Good morning. My name is Thomas Nehring,
22 and I am System Senior Vice President of Mission
23 Services at Provena Health. I am here -- I am here to
24 support -- I am here today in support of the merger of

1 Provena Health and Resurrection Health Care. In my
2 role with Provena, I have been responsible for
3 cultural integration of mission, vision, and values,
4 and Catholic ministry identity; community benefit;
5 advocacy and government relations; clinical and
6 organizational ethics; leadership development and
7 spirituality and spiritual care services across our
8 health system for the past nine years. Previously to
9 joining Provena, I did similar work for ten years at
10 Wheaton Franciscan Healthcare, among other -- another
11 health care system. And during this time I have also
12 worked on national committees and boards involved with
13 Catholic health care.

14 In my career within Catholic health care,
15 I have come to know that our ministry as a whole works
16 together to bring alive the gospel vision of justice
17 and peace. We answer God's call to foster healing,
18 act with compassion, and promote wellness for all
19 persons and communities, with special attention to our
20 neighbors who are poor, underserved, and most
21 vulnerable. By our service, we strive to transform
22 hurt into hope.

23 For more than 125 years, Provena Health
24 ministries have existed for the sole purpose of caring

1 for all regardless of their ability to pay. It is a
2 commitment that is at the core of our mission: to
3 build communities of healing and hope by
4 compassionately responding to human need in the spirit
5 of Jesus Christ.

6 It is how we concretely live out directive
7 number 3 of the Ethical and Religious Directives for
8 Catholic Health Care Services given to us by the
9 Bishops of the United States. I quote: "In accord
10 with its mission, Catholic health care should
11 distinguish itself by service to and advocacy for
12 those people whose social condition puts them at the
13 margins of our society and makes them particularly
14 vulnerable to discrimination: the poor; the
15 underserved, the uninsured and the underinsured;
16 children and the unborn; single parents; the elderly;
17 those with incurable diseases and chemical
18 dependencies; racial minorities; immigrants and
19 refugees. In particular, the person with mental or
20 physical disabilities, regardless of the cause or
21 severity, must be treated as a unique person of
22 incomparable worth, with the same right to life and to
23 adequate health care as all other persons." This is
24 what we strive to do.

1 Today, I must tell you that the needs of
2 the poor and the marginalized are greater than ever.

3 Newly released figures detail that our
4 service in 2010 resulted in a charitable impact upon
5 our communities of more than 168 -- 186 million for
6 Provena Health. Nearly sixty million of that was
7 given away in free care at cost through charitable
8 assistance, which totaled over 35 million, and bad
9 debts, which equaled nearly 25 million.

10 Sixty-two percent of that 186 million, or
11 \$114.5 million, represented combined provisions of
12 care not fully reimbursed from state and federal
13 government's Medicaid and Medicare programs. In
14 addition, Provena contributed over 12 million in
15 community benefit services, which are specific
16 programs and activities aimed at meeting identified
17 community needs.

18 Taken as a whole, Provena Health's
19 contributions, on average, represented more than 511
20 million in charity benefit each and every day. Let me
21 just say that's 511,000 in charitable benefit each and
22 every day.

23 In Elgin, Provena Health ministries in the
24 greater Elgin community, including Provena Saint

1 Joseph Hospital, Provena Geneva Care Center, Provena
2 Home Health, and Provena Hospice, and Provena Medical
3 Group, and Provena Pine View Care Center, and the
4 Greens of Elgin, delivered a total 2010 charitable
5 impact of more than 34 million, 25 percent of which,
6 or 8,555,294, was free care at cost -- comprised of
7 charity care and bad debt -- and 71 percent of which,
8 or 24,446,605, represented combined provisions of care
9 not fully reimbursed from Medicaid and Medicare. In
10 addition, these ministries contributed over 1.3
11 million in community benefit services. Taken as a
12 whole, Provena's contributions, on average,
13 represented more than 94,000 in charity benefit each
14 and every day.

15 These amounts not only represent an
16 enduring commitment to serve all regardless of their
17 ability to pay, but also underscore the critical role
18 Provena ministries play in the communities we in which
19 serve, especially during these difficult economic
20 times. We recognize that among those we serve are
21 often those most in need. We are privileged to have
22 their trust, and we will work daily to ensure we
23 continue to provide nationally recognized,
24 high-quality care and services to each and every

1 individual who comes through our doors.

2 I am pleased to submit into the record
3 Provena Health's 2010 Report to Our Communities which
4 details at a much greater level our enduring
5 commitment to serve all and the charitable impact we
6 deliver within the communities that we serve.

7 As complexities within our nation's health
8 care systems evolve, we are compelled to adapt and
9 innovate; to preserve, to strengthen, and grow our
10 ministry for the benefit of the millions of people in
11 Illinois who depend upon us for care. And that is why
12 we seek your approval for our partnership and our
13 collaboration with Resurrection Health Care.

14 Together as Catholic health care
15 providers, we will embrace the work that lies ahead to
16 create a health care system that is available and
17 accessible to everyone; that is health and
18 prevention-oriented; that rewards quality not
19 quantity; that is transparent and consensus-driven;
20 safe; that is effective and patient-centered; and that
21 addresses health needs at all stages of life, from
22 conception to natural death.

23 Thank you.

24 MR. MORADO: Thank you. Next we have

1 Mr. Paul Belter.

2 MR. BELTER: Paul, middle initial E., and
3 it's spelled B-e-l-t-e-r. And I'll be reading a
4 letter on behalf of David Kaptain, who's the mayor of
5 Elgin. And the letter is addressed to Courtney Avery,
6 who's the administrator of the Illinois Health
7 Facilities and Services Review Board.

8 Dear Ms. Avery:

9 As mayor, I work hard every day to improve
10 the lives of the nearly 106,000 residents of the city
11 of Elgin, Illinois. I'm thankful that Provena Saint
12 Joseph Hospital exists in our community to provide
13 top-notch health care to everyone, regardless of the
14 ability to pay.

15 In addition to high-quality medical care,
16 Provena Saint Joseph Hospital reaches into the
17 community to provide innovative, planned outreach
18 initiatives that proactively build a culture that
19 supports healthy life choices and a high quality of
20 life for area residents from all backgrounds.

21 Provena Health's commitment to improving
22 health care resources in our community has led to
23 better and more accessible treatment and care for our
24 residents. I know that the proposed merger will only

1 strengthen that commitment.

2 I urge the Board's approval of this
3 application. Thank you.

4 David J. Kaptain, Mayor of Elgin.

5 MR. MORADO: Thank you.

6 Finally, we have Ms. Lagger.

7 MS. LAGGER: Hello again. I'm going to
8 dispense with the stage. And just on behalf of the
9 whole Provena family really acknowledge the Board and
10 our court reporter today for your time and support in
11 coordinating these meetings.

12 I am very pleased to be submitting into
13 the record letters of support from the Chair of the
14 Board of Provena Saint Joseph Hospital, Mr. Jeff
15 Rifken; from Dan DesRochers, who is the Vice President
16 and General Manager of Elgin Sweeper Company; from the
17 President of the Elgin Rotary Club, Mr. Randy
18 Brittain; and from the President of the Elgin Area
19 Chamber of Commerce, Mr. Leo Nelson.

20 Once again thank you.

21 MR. MORADO: Thank you.

22 Is there anyone who wishes to testify who
23 has not had an opportunity to do so?

24 (No response)

1 MR. MORADO: Hearing none, is there anyone
2 who has testified who wishes to provide additional
3 comment at this time?

4 (No response).

5 MR. MORADO: I'd like to remind everybody
6 that if you can please submit your written comments.
7 Which you already have. We are going to put that
8 information in the record.

9 Please note that this project is
10 tentatively scheduled for consideration by the State
11 Board at its October 12th and 13th meeting. The
12 meeting location is not yet confirmed, so please refer
13 to the Health Facilities and Services Review Board
14 website for the meeting location. This information is
15 going to be posted no later than September 6, 2011.

16 The public has until 9 a.m., September
17 22nd, 2011, to submit written comments pertaining to
18 this project. Comments can be sent to the attention
19 of Courtney Avery, Illinois Health Facilities and
20 Services Review Board, 525 West Jefferson Street,
21 Second Floor, Springfield, Illinois 62761-0001.

22 If you prefer, you may fax your comments
23 to 217-785-4111.

24 Are there any additional questions at this

1 time?

2 (No response)

3 MR. MORADO: Hearing that there are no
4 additional questions or comments, I deem this public
5 hearing adjourned. Thank you.

6 (Hearing adjourned at 1:30 p.m.)

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CERTIFICATE OF REPORTER

STATE OF ILLINOIS)

) ss

COUNTY OF SANGAMON)

I, DOROTHY J. HART, a Certified
Shorthand Reporter, Registered Professional Reporter
and Notary Public within and for the State of
Illinois, do hereby certify that the foregoing
proceedings were taken by me to the best of my ability
and thereafter reduced to typewriting under my
direction; that I am neither counsel for, related to,
nor employed by any of the parties involved in this
proceeding, and further that I am not a relative or
employee of any attorney or counsel employed by the
parties thereto, nor financially or otherwise
interested in the outcome of the action.

Dorothy J. Hart

Notary Public in and for
the State of Illinois

<p style="text-align: center;">A</p> <p>ability 12:14,23 16:1 18:17 20:14 24:9 Above 9:14 13:10 access 14:9 accessible 11:24 19:17 20:23 accord 16:9 accordance 3:14 according 6:3 achieve 6:16 acknowledge 21:9 across 12:24 15:7 act 3:8,15 4:2 5:9 7:23 15:18 action 24:16 activities 11:8 17:16 adapt 19:8 addition 5:2 17:14 18:10 20:15 additional 22:2,24 23:4 addressed 20:5 addresses 19:21 adequate 16:23 adjourned 23:5,6 administrative 7:5 administrator 20:6 admissions 14:1 admit 14:3 advancement 9:11 advocacy 15:5 16:11 afford 4:3 After 5:22 afternoon 3:1 6:9 6:14 again 7:22 21:7,20 agencies 11:7 aging 8:9 ago 9:17 ahead 19:15 aimed 17:16 Airlite 3:22 alive 15:16 allegations 4:6 allow 5:14 already 8:18 22:7 Americas 10:15 among 7:19 15:10 18:20 amounts 18:15 and/or 4:4 another 15:10 answer 15:17 anticipate 12:15</p>	<p>anyone 21:22 22:1 applicant 6:8 applicants 3:18,20 application 21:3 appreciation 10:23 approach 7:23 appropriate 4:23 approval 12:3 14:14 19:12 21:2 Archbishop 13:19 area 20:20 21:18 assertions 4:6 assistance 8:8,19 17:8 Assistant 3:2 assure 7:10 attendance 5:3 attention 15:19 22:18 attorney 24:14 August 1:18 4:12 authorization 5:13 5:14 available 19:16 Avenue 2:7 average 17:19 18:12 Avery 20:5,8 22:19 aware 12:18 away 17:7 a.m 4:20 22:16</p>	<p>better 20:23 between 1:18 6:17 big 7:12 Bishops 16:9 bless 14:14 Board 1:2 2:2,6,13 3:4,6,12 4:15,17 7:10 9:24 10:24 12:4 20:7 21:9,14 22:11,13,20 boards 9:1 15:12 Board's 5:5 21:2 Body 10:12 Borden 1:19 4:12 brief 5:20 bring 15:16 Brittain 21:18 broad 12:24 Bruce 7:1 build 11:14 16:3 20:18 B-e-l-t-e-r 20:3</p>	<p>Certified 24:5 certify 24:8 Chair 21:13 challenges 13:23 Chamber 21:19 changes 8:7 12:16 chapter 10:21 charitable 17:4,7,21 18:4 19:5 charity 8:8,19 14:5 17:20 18:7,13 chemical 16:17 Chicago 2:8 13:20 Chief 6:21 children 16:16 choices 20:19 choose 5:20 Christ 9:19 11:16 16:5 citizens 12:5 city 20:10 clearinghouses 5:11 clinical 15:5 clinics 11:7 Club 21:17 collaborate 13:22 collaboration 19:13 combined 13:6,24 14:7 17:11 18:8 come 9:15 12:17 13:5 14:11 15:15 comes 19:1 comment 22:3 comments 4:5,19,19 22:6,17,18,22 23:4 Commerce 21:19 commitment 16:2 18:16 19:5 20:21 21:1 committed 11:22 committees 15:12 communities 7:14 8:15,24 11:13,14 11:17 12:2 13:10 14:13 15:19 16:3 17:5 18:18 19:3,6 community 3:22 6:20 7:10 10:20 15:4 17:15,17,24 18:11 20:12,17,22 Company 21:16 compassion 9:13 15:18 compassionate 11:12 12:10 compassionately 11:15 16:4</p>	<p>compelled 19:8 competitive 9:11 complementary 12:24 complete 6:1 complexities 19:7 comprised 18:6 concentrating 7:6,8 conception 13:13 19:22 concluded 5:22 conclusion 14:7 concretely 16:6 condition 16:12 confidentiality 5:6 confirmed 22:12 confront 8:7 consensus-driven 19:19 consideration 4:15 22:10 continue 8:22 9:3 14:3 18:23 continuum 12:24 contributed 17:14 18:10 contributions 17:19 18:12 coordinating 21:11 copies 4:8 5:23 core 16:2 corporate 7:5,12 8:13 Corporation 3:19 12:7 cost 3:23 8:12 17:7 18:6 costs 7:6 Council 10:15 counsel 3:2 24:11 24:14 COUNTY 24:4 courageous 12:11 court 2:17 5:24 6:11 21:10 Courtney 20:5 22:19 covered 5:7,15 create 19:16 critical 18:17 CSR 2:18,19 cultural 15:3 culture 9:12 11:21 20:18 current 13:23 currently 9:2</p>
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