

# Rockford Ministers' Fellowship

**Reverend Dr. Louis E. Malone, President**

Elder Joseph Dixon, 1<sup>st</sup> Vice President   Dr. Peter F. Williams, Secretary   Rev. Robert Hearn, Treasurer   Rev. Keith Jordan, 2<sup>nd</sup> Vice President

Ms. Courtney Avery  
Administrator  
Illinois Health Facilities and  
Services Review Board  
525 West Jefferson  
Springfield, IL 62761

**RECEIVED**

**OCT 28 2015**

**HEALTH FACILITIES &  
SERVICES REVIEW BOARD**

**Re: Support for MercyRockford Health System – Project Numbers: 15-038, 15-039, 15-040**

Dear Ms. Avery:

This letter is submitted in support of MercyRockford Health System's three applications.

The Rockford Minister's Fellowship has been in existence for almost 50 years. It was established to help meet the social and Spiritual needs of the African American Community. We love the citizenry of our city and we continue to serve their multiple needs. We are grateful to have the energy to unity to work hard to improve the quality of life of of the citizenry.

We have studied MercyRockford's plan to create two campuses and one hospital. I am excited that vital health care services on the N. Rockton Ave. campus will be continued. We can also see great value in MercyRockford building a state-of-the art regional referral hospital for women's and children's and other intensive care services. We clearly and strongly support the MercyRockford application to improve the west side campus while they are building the east side campus.

The necessary development of the Rockton Avenue campus and the Riverside campus will strengthen access to care for our community and the region.

In particular, the residents of the west side of Rockford will continue to have access to necessary services, including emergency services, convenient care services, and inpatient services. This plan, while proposing new services at the Riverside Boulevard site, demonstrates MercyRockford's continued commitment to the continuing these necessary services on the west side.

MercyRockford's significant commitment to continued services in the current Rockton location is unlike other Illinois hospitals that have built new campuses, leaving almost nothing in their old locations.

At a time in which many organizations and businesses are choosing to exit Illinois or postpone investments in our State, I am heartened that MercyRockford has chosen to "put their money where their mouth is" and invest in Rockford and Illinois.

Thank you,



Rev. Dr. Louis E Malone, President

LEM/pw



**G  
R  
A  
C  
E**

**FROM THE DESK OF**

**REV. DR. PETER F. WILLIAMS**

**P. O. Box 1704**

**Rockford, IL 61110**

**815-275-6914 ● revpfw1@gmail.com**

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*"Grace and peace to you from God our Father and the Lord Jesus Christ"*

Ms. Courtney Avery  
Administrator  
Illinois Health Facilities and  
Services Review Board  
525 West Jefferson  
Springfield, IL 62761

**Re: Support for MercyRockford Health System -- Project Numbers: 15-038, 15-039, 15-040**

Dear Ms. Avery:

This letter is submitted in support of MercyRockford Health System's three applications.

I am the Secretary of the Rockford Minister's Fellowship. My ministry is at St. Luke Baptist Church in Rockford.

I have studied MercyRockford's plan to continue vital health care services on the North Rockton Ave. campus and build a state-of-the-art regional referral hospital for women's and children's and other intensive care services. I strongly support the MercyRockford application to improve the west side campus while they are building the east side campus.

The necessary development of the Rockton Avenue campus and the Riverside campus will strengthen access to care for our community and the region.

In particular, the residents of the west side of Rockford will continue to be able to access necessary medical services. In particular, I am concerned about access to emergency services, convenient care services, and inpatient services. This plan, while proposing new services at the Riverside Boulevard site, demonstrates MercyRockford's continued commitment to the continuing these necessary services on the west side.

MercyRockford's significant commitment to continued services in the current Rockton location is unlike other Illinois hospitals that have built new campuses, leaving almost nothing in their old locations.

At a time in which many organizations and businesses are choosing to exit Illinois or postpone investments in our State, I am heartened that MercyRockford has chosen to "put their money where their mouth is" and invest in Rockford and Illinois.

Thank you,

Rev. Dr. Peter F. Williams



Ms. Courtney Avery  
Administrator  
Illinois Health Facilities and  
Services Review Board  
525 West Jefferson  
Springfield, IL 62761

**Re: Support for MercyRockford Health System -- Project Numbers: 15-038, 15-039, 15-040**

Dear Ms. Avery:

This letter is submitted in support of MercyRockford Health System's three applications.

For 42 years I have served the residents of west Rockford as a family physician at Rockford Memorial Hospital. When I am not practicing medicine, I am the pastor of Mount Calvary Church of God in Christ in Freeport, Illinois. I work hard to improve the quality of life of Rockford's citizens, especially those who live on the west side of town.

I have lived in Rockford since the age of six. I have been fortunate to live in this community, guide my children to successful careers, and contribute to the community that I love.

Thus, I know the legacy of Rockford Memorial Hospital in providing specialty care. Its long term presence and sophisticated treatment for its patients has a profound impact on the quality of life on the west side of Rockford.

I have studied MercyRockford's plan to create two campuses and one hospital. I am excited that vital health care services on the N. Rockton Ave. campus will be continued. Also, I see great value in MercyRockford building a state-of-the art regional referral hospital for women's and children's and other intensive care services. I clearly and strongly support the MercyRockford application to improve the west side campus while they are building the east side campus.

The necessary development of the Rockton Avenue campus and the Riverside campus will strengthen access to care for our community and the region.

In particular, the residents of the west side of Rockford will continue to have access to necessary services, including emergency services, convenient care services, and inpatient services. This plan, while proposing new services at the Riverside Boulevard site, demonstrates MercyRockford's continued commitment to the continuing these necessary services on the west side. In addition, I have been advocating for specialty clinics on the southwest side of Rockford, as there is a significant need to serve the Latina and African American communities.

MercyRockford's significant commitment to continued services in the current Rockton location is unlike other Illinois hospitals that have built new campuses, leaving almost nothing in their old locations.

At a time in which many organizations and businesses are choosing to exit Illinois or postpone investments in our State, I am heartened that MercyRockford has chosen to "put their money where their mouth is" and invest in Rockford and Illinois.

Please approve all facets of the MercyRockford Health System facility plan.

Sincerely,

A handwritten signature in black ink, appearing to read 'Charles Washington'.

Dr. and Pastor Charles Washington

**Rockford Memorial  
Hospital**  
2400 N. Rockton Ave.  
Rockford, IL 61103  
(815) 971-5000

**Rockford Health  
Physicians**  
2300 N. Rockton Ave.  
Rockford, IL 61103  
(815) 971-2000

**Van Matre HealthSouth  
Rehabilitation Hospital**  
950 S. Mulford Rd.  
Rockford, IL 61108  
(815) 381-8500

**Visiting Nurses  
Association**  
4223 E. State St.  
Rockford, IL 61108  
(815) 971-3550

**Rockford Memorial  
Development Foundation**  
2400 N. Rockton Ave.  
Rockford, IL 61103  
(815) 971-4141



Phone: 815-289-5970

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409 - 27th Street

Rockford, IL 61108

E-mail: [gloriacudia@comcast.net](mailto:gloriacudia@comcast.net)

[www.gloriacudia.com](http://www.gloriacudia.com)

Ms. Courtney Avery  
Administrator  
Illinois Health Facilities and Services Review Board  
525 W. Jefferson  
Springfield, IL 62761

**Re: Support for MercyRockford Health System - Project Numbers: 15-038, 15-039, 15-040**

Dear Ms. Avery:

This letter is submitted in support of MercyRockford Health Systems' three applications.

My name is Gloria Cardenas Cudia, a former Rockford School Board President, current television producer, and the Founder and current President of Salsa Business Network which helps multicultural professionals and business owners increase their customer base. Also, in 2010, I was named Woman of the Year by the Rockford Woman magazine.

As a Latina leader, I know that MercyRockford is the essential health care system on the western side of Rockford. With a large Latino and racially diverse community concentrated in the southwest quadrant, MercyRockford is the primary provider of neighborhood healthcare. For more than 60 years, Rockford Memorial Hospital has served its constituents, including my family, and with the implementation of the three applications, I believe and understand that the western and southwest quadrant will continue to be well served.

The continued development of the Rockton Avenue campus and the new Riverside campus will strengthen access to care for our community. It will increase specialty healthcare and create a signature medical campus for moms and babies. In addition it will identify Rockford as a medical destination and grow our region's economy.

MercyRockford will provide state-of-the-art facilities on the East Riverside Blvd. Campus. The Rock River Region will benefit with renewed economic vitality. Patients from Wisconsin will use MercyRockford as a destination hospital. The North Rockton campus will improve with continued investments. Patients throughout our entire area will benefit.

It is important that MercyRockford has considered the diversity of our community and the need to expand our region's healthcare services. Thus, I am firmly supportive for the two campuses and one hospital plan.

Sincerely,

Gloria Cardenas Cudia  
October 26, 2015

**ZIONmichael** independent

*Consultants in Education*

1335 4<sup>th</sup> Ave. Rockford, IL  
61104  
815-200-9730  
msreddic@hotmail.com

Dorothy Reddic, M.S.E.D.  
Owner

Ms. Courtney Avery  
Administrator  
Illinois Health Facilities and  
Services Review Board  
525 West Jefferson  
Springfield, IL 62761

**Re: Support for MercyRockford Health System -- Project Numbers: 15-038, 15-039, 15-040**

Greetings Ms. Avery:

This letter is submitted in support of MercyRockford Health System's three applications.

I am a professional coordinating regional grassroots effort to help improve the overall health of the Black community. In this role I work with others to bring access to healthcare to those with the greatest health disparities and providing programs to help individuals connect with primary care providers as the optimal way to access their healthcare and obtain quality healthcare. This is my personal passion and I have been committed to this work for the past 15 years as a member of the Black community. After studying the impact of the downsizing of the Rockford Memorial Hospital and the creation of a new, state-of-the-art hospital for babies and moms on the eastside, I believe that our region will have access to better medical services and continued quality care.

For this reason, I am supportive of MercyRockford's applications that have been filed with your agency. The necessary development of the Rockton Avenue campus and the Riverside campus will strengthen access to care for our community and the region. In particular, the residents of the west side of Rockford will, according to the MercyRockford plan, continue to be able to access necessary services. In particular, I am concerned about access to emergency services, convenient care services, and inpatient services. This plan, while proposing new services at the Riverside Boulevard site, demonstrates MercyRockford's continued commitment to the continuing these necessary services on the west side.

MercyRockford's commitments to ongoing care on the N. Rockton Ave. campus include 94 hospital beds; inpatient and outpatient behavioral health; continued care by a full range of primary care physicians including ob/gyn, pediatrics, family practice and internal medicine; continued care by specialty physicians including cardiology, oncology, neurology and others; a full-service comprehensive emergency department staffed by the same ED physicians and trauma nurses as the E. Riverside Blvd. campus; a state-of-the-art cancer center; surgery services; and intensive care beds.

MercyRockford's significant commitment to continued services in the current location is unlike other Illinois hospitals that have built new campuses, leaving almost nothing in their old locations. I am pleased that this plan proposes the introduction of modern facilities designed to accommodate state-of-the-art technologies. Rockford Memorial's neonatal, high-risk maternity, and pediatric intensive care services are essential – not only to Rockford – but to all of northwestern Illinois. At a time in which many organizations and businesses are choosing to exit Illinois or postpone investments in our State, I am heartened that MercyRockford has chosen to “put their money where their mouth is” and invest in Rockford and Illinois.

Best regards,

  
Dorothy Reddic M.S.Ed



## EPILEPSY FOUNDATION

NORTH/CENTRAL ILLINOIS, IOWA, NEBRASKA

*Not another moment lost to seizures*

321 W. State St., Suite 208 · Rockford, 61101

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**Executive Director**  
Benjamin Slack



October 24, 2015

Ms. Courtney Avery  
Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 62761

**Re: Support for MercyRockford Health System -- Project Numbers: 15-038,  
15-039, 15-040**

Dear Ms. Avery:

This letter is submitted in strong support of MercyRockford Health System's three applications.

The Epilepsy Foundation of North Central Illinois is responsible for working with 30,000 individuals in this region who are battling epilepsy. The goal at the Epilepsy Foundation is simple – we work with individuals and their families to achieve seizure management so adults can continue to work and children remain in school. Our approach to battling epilepsy includes working with individuals to get the specialized medical care they need and to provide the social support needed to achieve positive seizure management.

For our clients, proper medical management is crucial to their success. This is where many families we serve run into obstacles. For them, certain medical services have only been available in Madison or Chicago. The significant travel distance for these services on a regular basis has been an impediment to many who find it difficult to commute that far.



## **EPILEPSY FOUNDATION**

**NORTH/CENTRAL ILLINOIS, IOWA, NEBRASKA**

*Not another moment lost to seizures*

321 W. State St., Suite 208 • Rockford, 61101

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**Timothy Ward**  
**Mike Webb**  
**Rudy Valdez**

**Executive Director**  
**Benjamin Slack**



However, there is one health system in the region that has provided a trained neurologist, Dr. Shawn Wallery, to help our families and to serve on our board. That system is Rockford Health System – now MercyRockford. We are grateful

for Dr. Wallery's commitment and for the health system always stepping up to help our families.

MercyRockford has also expanded neurology services for children in the region. We look forward to working with MercyRockford to develop a state-of-the-art model program to offer to clients here in Rockford and throughout the region.

We support the MercyRockford plans to continue excellent neurology services for adults and children and the creation of a regionally accessible campus at the E. Riverside location, helping our regional families find the care they need without the burden of travel to Madison or Chicago.

For the thousands of epilepsy patients in the region, we urge your approval of these plans.

Sincerely,

**Benjamin Slack**  
Executive Director

# LIFESCAPE

COMMUNITY SERVICES, INC.

BRIGHT SIDE ADULT  
DAY CENTERS

SENIOR DINING

EDUCATIONAL  
PROGRAMMING

MEALS ON WHEELS /  
MOBILE MEALS

RETIRED AND SENIOR  
VOLUNTEER PROGRAM

SENIORASSIST

TRANSPORTATION

Ms. Courtney Avery  
Administrator  
Illinois Health Facilities and  
Services Review Board  
525 West Jefferson  
Springfield, IL 62761

**Re: Support for MercyRockford Health System -- Project Numbers: 15-038, 15-039,  
15-040**

Dear Ms. Avery:

This letter is submitted in support of MercyRockford Health System's three applications.

Lifescape Community Services, Inc. is the largest organization serving older adults in Northern Illinois. We offer a wide variety of services including Meals on Wheels, Adult Day Care, Congregate Dining, Information and Assistance, LIHEAP, Medicare enrollment assistance, and many more.

As a business located on the West side of Rockford, we are encouraged by MercyRockford's commitment to our side of town. The west side is a typically underserved area. The removal of a major service provider like Rockford Memorial Hospital would be devastating. MercyRockford has expressed their commitment to maintain its west-side presence for services while also operating a two-campus system.

I am strongly supportive of MercyRockford's applications that have been filed with your agency. The necessary development of the Rockton Avenue campus and the Riverside campus will strengthen access to care for our community and the region.

MercyRockford's significant commitment to continued services in the current location is unlike other Illinois hospitals that have built new campuses, leaving almost nothing in their old locations.

It is this commitment that has made our decision to support this plan so much easier.

Thank you,



Carol Green  
CEO / Executive Director

2004  
*Excelsior*  
Award Winner  
"Recognizing Excellence"

705 KILBURN AVENUE  
PHONE 815.963.1609 OR 800.779.1189

ROCKFORD, IL 61101-6537  
FAX 815.963.1627





October 27, 2015

Rockford **General** Surgery  
Samuel K. Appavu, M.D.

Rockford **Vascular** Surgery  
Kendall D. Boone, M.D.  
Michael J. Kikta, M.D.  
Paul J. Klazura, M.D.  
Sara A. Mijal, M.D.  
Tami Lobdell, ACNP

**Wound**Care  
Kathy Williams, ACNP

Ms. Courtney Avery  
Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, Illinois 62761

Dear Ms. Avery:

We are submitting this letter in support of Mercy Rockford Health Systems application for replacing Rockford Memorial Hospital with a new facility. Our group which is Affiliated Surgeons of Rockford consists four vascular surgeons and a general surgeon who practice in Rockford and the surrounding Northern Illinois area where we are the largest vascular surgery group in the region.

Greater than 50% of our clinical activity is performed at Rockford Memorial Hospital and we are very familiar with the facility and its physical limitations.

We are strongly in favor of building a replacement hospital for Rockford Memorial Hospital rather than remodeling the old facility which was built in the 1950s.

The need for a modern hospital which can accommodate state-of-the-art technology and remain a regional referral center for a wide array of services is imperative going forward.

We would, therefore, like to express our support for approval for a brand new facility to replace the aging Rockford Memorial Hospital.

Should you have any questions concerning our support, please do not hesitate to contact our office.

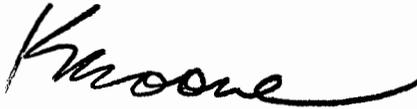
Sincerely,



Paul J. Klazura, M.D., F.A.C.S.  
Rockford Vascular Surgery



Michael J. Kikta, M.D., F.A.C.S.  
Rockford Vascular Surgery



Kendall D. Boone, M.D., F.A.C.S.  
Rockford Vascular Surgery



Sara A. Mijal, MD  
Rockford Vascular Surgery



October 21, 2015

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 62761

**Re: Support for MercyRockford Health System -- Project Numbers: 15-038, 15-039, 15-040**

Dear Ms. Avery:

This letter is submitted in support of MercyRockford Health System's three applications. The American Cancer Society is the nationwide, community-based, voluntary health organization dedicated to eliminating cancer as a major health problem by preventing cancer, saving lives, and diminishing suffering from cancer through research, education, advocacy and service.

The American Cancer Society collaborates with the MercyRockford Health System to provide services and resources to individuals affected by a cancer diagnosis. We provide a variety of services and support to meet the needs of this community and address barriers to care.

I am supportive of MercyRockford's applications that have been filed with your agency. The necessary development of the Rockton Avenue campus and the Riverside campus will strengthen access to care for our community and the region. I am pleased that this plan proposes the introduction of modern facilities designed to accommodate state-of-the-art technologies. I know that keeping pace with medical technological advances is essential to stop out-migration for healthcare services.

Sincerely,

A handwritten signature in cursive script that reads "Carolyn Bruzdziński".

Carolyn Bruzdziński, PhD  
Vice President, Health Systems

---

stay well | get well | find cures | fight back | cancer.org | 1.800.227.2345

Lakeshore Division  
225 N. Michigan Avenue, Suite 1200, Chicago, IL 60601  
312-641-6588 (O) 312-372-0910 (F)



## THE HAVEN NETWORK

*Northern Illinois' Perinatal Hospice & Bereavement Center*

October 27, 2015

Ms. Courtney Avery  
Administrator  
Illinois Health Facilities and  
Services Review Board  
525 West Jefferson  
Springfield, IL 62761

**Re: Support for MercyRockford Health System -- Project Numbers: 15-038, 15-039, 15-040**

Dear Ms. Avery:

As the Director of Family Services for The Haven Network, I respectfully submit this letter in support of MercyRockford Health System's three applications. The Haven Network is an independent Christian ministry offering life-affirming services, providing emotional, spiritual and practical support to families who are facing a terminal diagnosis of their pre-born or newborn baby. The Haven Network also supports those families who have lost a baby through miscarriage, stillbirth, ectopic pregnancy, SIDS and early infant death. We strive to help parents build memories of their precious little one, enabling them to remember this difficult time with comfort knowing that they did the very best for their baby and entire family.

I am strongly supportive of MercyRockford's applications that have been filed with your agency. The necessary development of the Rockton Avenue campus and the Riverside campus will strengthen access to care for our community and the region. This hospital has an outstanding commitment to patient care and is well respected in our community. Expanding their facilities and services to reach more families in our community is a positive move. Additionally, it will make their services much more convenient to those that live far from the Rockton Avenue campus. The residents of the west side of Rockford will continue to be able to access necessary services at the current Rockton Avenue location. This plan, while proposing new services at the Riverside Boulevard site, demonstrates MercyRockford's continued commitment to the continuing these necessary services on the west side.

MercyRockford's significant commitment to continued services in the current location is unlike other Illinois hospitals that have built new campuses, leaving almost nothing in their old locations.

I am pleased that this plan proposes the introduction of modern facilities designed to accommodate state-of-the-art technologies. I know that keeping pace with medical technological advances is essential to stop out-migration for healthcare services. Rockford Memorial's neonatal, high-risk maternity, and pediatric intensive care services are essential – not only to Rockford – but to all of northwestern Illinois. My work has me in the labor and delivery and NICU units of the area hospitals. I witness first-hand the need for up to date medical care and services for the smallest of patients. To have these services in our area instead of having to transfer the patients a good distance to other facilities brings me peace of mind.

At a time in which many organizations and businesses are choosing to exit Illinois or postpone investments in our State, I am heartened that MercyRockford has chosen to “put their money where their mouth is” and invest in Rockford and Illinois.

Respectfully,

*Stephanie Grimm*

Stephanie Grimm, BA, SBD  
Director of Family Services

September 9, 2015

Laura Fridley  
116 E. Southpark Drive  
Byron, IL 61010

Ms. Courtney Avery  
Administrator  
Illinois Health Facilities & Services Review Board  
525 West Jefferson  
Springfield, IL 62761

Re: Support for MercyRockford Health System – Project Numbers: 15-038, 15-039, 15-040

Dear Ms. Avery,

Being the first member of my family to be diagnosed with a life threatening disease, breast cancer, was devastating. Within a few days, I was making arrangements for surgery and discussing options for my future health care. And, with the unwavering support of my husband and my aunt who went to every medical appointment and procedure with me, I had surgery, chemo and radiation therapy. The doctors and nursing staff at the Cancer Center were so knowledgeable regarding my care. I was so overwhelmed and upset with my situation; I found it difficult to remember all their information. They would print out the facts for me to take home to review in private. Dr. Smorowski was especially outstanding as she had undergone a similar disease as mine, and understood my situation completely. Her compassion and patient care service was unbelievable.

It was a long, stressful year of my life, but the most outstanding memory of it is the caring, compassionate people who provided my care. They were always friendly and helpful, giving each patient the individual attention they needed each and every day. Even now, when I report for my 6 month checkups, I am greeted by my first name by the amazing staff. What a warm comfortable feeling it gives me.

The Cancer Center at Rockford Memorial is the very best place to receive treatment in the Rockford area. I support having this superior service on the west side of Rockford and ask that you please approve the plan for the many people who will require quality cancer care in the future.

Sincerely,

A handwritten signature in cursive script that reads "Laura Fridley". The signature is written in black ink and is positioned above the printed name.

Laura Fridley

Randi Warren  
1519 W. Stonehenge Dr.  
Sycamore IL 60178  
(815) 762-3836

Ms. Courtney Avery  
Administrator  
Illinois Health Facilities and  
Services Review Board  
525 West Jefferson  
Springfield, IL 62761

Re: Support for Mercy Rockford Health System -- Project Numbers: 15-038, 15-039,  
15-040

Dear Ms. Avery,

My husband Sean and I were so thrilled to be pregnant with our first child, everything was going picture perfect. That is until 29 weeks, the doctor noticed some protein in my urine and a huge weight gain. I was home to take it easy for a few days and then the doctor decided to transfer us to Rockford Memorial. We were so scared. Not knowing what was going to happen to me or our son. At 30 weeks and 1 day I had a seizure due to my blood pressure. Our son was born weighing 2lbs 5oz. Although tiny he sure was a fighter and we are very blessed in life to have had the experience before, during and after our sons birth.

I support Mercy Rockford Health System's plan because the outstanding care provided by RMH should be more regionally accessible. As I stated before, our family had such a great experience with the level of care and support all of the staff at RMH gave to all of us. We were a family who was living an hour away and would commute every day to see our son and be with him.

Thank You,

  
Randi Warren

Ms. Courtney Avery  
Administrator  
Illinois Health Facilities and  
Services Review Board  
525 West Jefferson  
Springfield, IL 62761

Re: Support for MercyRockford Health System -- Project Numbers: 15-038, 15-039, 15-040

Dear Ms. Avery:

I am writing this letter in regards to a recent experience my family had at Rockford Memorial Hospital Emergency Department. Working in the healthcare field, you know what it is like to be compassionate to all of your patients. Sometimes when you are dealing with patients, we tend to veer off the path of understanding what the loved ones are going thru, being a medically trained professional.

My daughter had gotten ill one evening around 7pm. The illness started with vomiting, then anything she would put in her mouth would come right back up. So this lasted thru the night and the next morning. I noticed her cheeks were starting to peel, lips were peeling and she was not producing tears when she cried. I contacted her pediatrician's office and they told me it sounds like you have done everything you can do at home, we suggest you take her to the ER. When we arrived to the ER, it was a very busy day like most days are here at RMH ER. We were greeted with compassion, registered and brought in to the triage room.

The triage nurse was amazing, my daughter was pretty out of it, so she did a quick triage and brought us back right away to a room. The triage nurse called back to the receiving nurse on her vocera to let him know what she was bringing to one of his rooms. He was waiting in the room for us when we got back there. He explained the "typical" things he could do before the doctor actually came in and assessed my daughter. At this point, I realized my roles were reversed, I am not the one helping explain to a mother what we will be doing to her child, I am the one getting things explained to. I kind of panicked because could not believe I was on the patient end, and nobody wants to see their child in any kind of pain or sick. Then I realized I am in the best place, I know and trust these people, and I knew my daughter was going to get the best treatment. He explained he would need urine sample and start an IV because she is more than likely dehydrated.

This specific nurse is amazing at starting pediatric IV's, and he had the IV started in her hand in no time at all. The doctor comes in and assesses my daughter and knowing me from the work environment, didn't change anything at all. He explained everything that he had received the lab results back that the nurse went ahead and sent down and my daughter needed fluids and he would order her some medication for the nausea. Shift change came, and the day shift nurse came in and gave report to the night shift nurse at the bedside, which was great, because then me being the mother of the patient was updated on my daughters status. The night shift nurse was great. She was very compassionate towards my daughter and understood I was there as a

patient's family member, not as a coworker. After 2 bags of IV fluids, my daughter was discharged home.

At the time of discharge, the doctor came back in my room to see if I had any questions before he released us, and told me the days he would be working, if I had any questions, or if her symptoms worsened.

I have had other experiences in this region at other hospitals, and I can honestly say that I have not ever had such a great experience as I received from RMH ER staff. I always strive to give superior to all of my patients every day, and this visit just made me that much more proud to say I am part of the RHS family.

I come from a small town 25 miles southwest of here, and I feel like it would be really hard to hike all the way across town to the East side with such an ill child that needed immediate care. I am very excited to hear about the building of a new facility, however, with the location of the RMH campus, and all of the small farming communities in a close radius, I feel the health system would benefit greatly from keeping an Emergency Room on this campus. I would be worried that in an emergent situation, coming via ambulance they would be forced to take me or my loved one to a different hospital because it would be the closest.

Thank you for taking the time to read my outstanding patient experience at Rockford Memorial Hospital Emergency Department.

Sincerely,

Lisa M. Smith

Lisa M. Smith  
315 W. East fourth St.  
Byron, IL 61010

Ms. Courtney Avery  
Administrator  
Illinois Health Facilities and  
Services Review Board  
525 West Jefferson  
Springfield, IL 62761

Re: Support for MercyRockford Health System -- Project Numbers: 15-038, 15-039, 15-040

Dear Ms. Avery:

I wanted to let you know, that during a recent visit I had to your Emergency Department this year, that I received very excellent care! First of all, I work in the hospital environment and see and hear things every day about patients and their experiences. We go through training and consistently practice how to provide superior care, every day, for all of our patients. I had never had to experience what it was like to have to visit the emergency room up until now. Even though I worked with a lot of the staff that was there to take care of me, I was still anxious, in pain and scared not knowing what was going on with my body. It turned out to be a very serious infection and had I waited any longer to have it looked at, I would've ended up in surgery. Matter of fact, I was not out of the woods yet.

Because the infection was so bad, I need to have a conscious sedation done, so that they could try and remove the infection. I would not have tolerated the pain and procedure without this being done. It is scary to hear the doctor and nurses talking about how to resuscitate you if your breathing or heart should stop during the procedure. Knowing how anxious I was the moment I walked into the door, I had an employee, who was leaving for the day, offer to stay with me during my wait and procedure since I was alone. I truly appreciated that offer. I also had two excellent nurses that came in and explained to me what they were going to do and reassured me that everything would be fine, because I was in the best hands possible. One of them administered the medication and monitored my vitals, while the other nurse held my hand and rubbed my forehead during the procedure. The doctor was so kind in making sure that I was comfortable with what was going to happen and also reassured me that I would feel no pain and that the feeling of anxiety I was having was normal.

They were very efficient in making sure that I knew what was going on from the time I walked into the door until the time I walked out. That was very important to me! They took their time explaining what to do when I got home and how to take care of the now deep wound that I had. They knew I was going to need help for the next few days and made sure I had that set up as well before I left. I could not have asked for a better team of professionals to have taken care of me. They showed me what it meant to give superior care. I felt that they truly cared for me as an individual and treated me as if I was their family. Compassion, excellence and integrity are everyday words until you experience first-hand, what that kind of care truly means when you are sick, scared and anxious. I could not thank them enough for doing what they do and doing it with such excellence, day in and day out.

I think it would be really great if you could keep an Emergency Room on this campus as well as moving your trauma center to the new campus on the East side. I live in a small community west of here and I can't imagine possibly having an ambulance take me to a different hospital because it was closer. I KNOW, without a doubt, that I am receiving the best possible care at Mercy Rockford Memorial Hospital. I would fear that my care would not be the same at another hospital in the

Rockford region. There is a great benefit and need for this location on the west side to have an emergency room, especially to all the people in the surrounding communities west of Rockford. Thank you very much and please continue to promote and provide the best care around.

Sincerely,

*Melinda Saunders*

Melinda Saunders

Address

324 E 7<sup>th</sup> St

Pecatonica IL 61063

Ms. Courtney Avery  
Administrator  
Illinois Health Facilities and  
Services Review Board  
525 West Jefferson  
Springfield, IL 62761

Re: Support for Mercy Rockford Health System – Project Numbers: 15-038, 15-039, 15-040

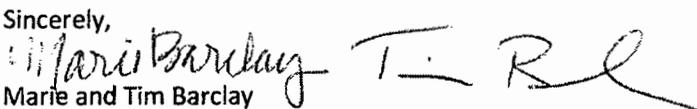
Dear Ms. Avery:

This letter is in support of the Rockford Health System facilities plan. In 2010 our daughter, Cora, was transferred to the NICU at Rockford Health System from our hometown hospital. She subsequently spent just short of three months under care at Rockford Health System for a variety of premature issues, including Necrotizing Enterocolitis. She underwent two surgeries; one to create a colostomy and one to reverse the colostomy. During this time we traveled over an hour each way daily to see our daughter, while leaving her twin sister at home with family members.

Without the outstanding care and support of the Rockford Health System staff and physicians, Cora would not be the healthy and happy five year old she is today. RMH deserves facilities that match their level of care. As I mentioned above, we traveled quite some distance to reach RMH; we were far from alone in that struggle. As the pediatric leader in our area, Rockford Memorial serves patients from a wide region and needs to be more accessible.

I look forward to seeing this plan come to fruition. I am excited for the day we visit the new and modern facilities designed to match the abilities of the incredible health care providers at Rockford Memorial Hospital.

Sincerely,

  
Marie and Tim Barclay

3905 Oak Avenue  
McHenry, IL 60050  
815.793.9122  
mariebarclay@gmail.com

**Subject:** New submission from Write a Letter of Support

**From:** "wordpress@morningstarmediagroup.com" <wordpress@morningstarmediagroup.com>

**Date:** Thu, Oct 22, 2015 1:00 pm

**To:** tom@tomjensen.net

**Name**

Sara Sitkie

**Address**

3303 Thompson Road  
Wonder Lake, Illinois 60097  
United States  
[Map It](#)

**Choose a type of letter to submit**

Compose Your Own Letter

**Compose Your Own Letter**

**Compose Your Letter Below**

TO: The Illinois Health Facilities and Services Review Board  
Date: October 22, 2015

I am writing to support the Mercy Rockford Health System Projects proposed campus and hospital projects as submitted for both campus projects and the hospital. Having personally utilized the pediatric specialty services for my own family I am thrilled to see expansion of services and convenience of location as a high priority for this project and feel that it is not only in the best interest of the region but will increase accessibility greatly. Living in McHenry County Illinois we have had to, on multiple occasions, search for and travel to neighboring counties to receive specialty and subspecialty services that are not available in our immediate community. When those services are found they are frequently in high demand resulting in a delay of services. Expansion of those services at a well planned accessible location will not only benefit the Rockford community but all of their surrounding communities as well. These benefits will help eliminate delay of services and boost the economy in Rockford by bringing more jobs to the area.

It is refreshing to have a health system in our region expand services instead of eliminating them as we are seeing in our own backyard where our closest hospital no longer provides basic services one would expect at a 135 bed hospital such as labor and delivery or orthopedic surgery with no plans for expansion or ease of accessibility.

Please approve the requested certificates of need to allow Mercy Rockford Health System to expand their exceptional care and services to best serve the Southern Wisconsin and Northern Illinois area and my family.

From: Sara Sitkie  
3303 Thompson Road  
Wonder Lake, IL 60097

**Electronic Signature**

Please Sign below



**Subject:** New submission from Write a Letter of Support

**From:** "wordpress@morningstarmediagroup.com" <wordpress@morningstarmediagroup.com>

**Date:** Thu, Oct 22, 2015 1:56 pm

**To:** tom@tomjensen.net

**Name**

Timmy Naami

**Address**

218 Carson Dr  
Poplar Grove, Illinois 61065  
United States  
[Map It](#)

**Choose a type of letter to submit**

Compose Your Own Letter

**Compose Your Own Letter**

**Compose Your Letter Below**

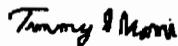
To The Illinois Health Facilities and Services Review Board:

I am writing in support of remodeling the Mercy Rockford North Rockton location and a second campus on East Riverside. Both campuses will form a single superior care facility for the city of Rockford and surrounding Stateline residents. Adding a facility on the east side of Rockford will provide a closer location for those just east of Rockford as well as those along the I-90 corridor.

Thank you,

**Electronic Signature**

Please Sign below



**Subject:** New submission from Write a Letter of Support

**From:** "wordpress@morningstarmediagroup.com" <wordpress@morningstarmediagroup.com>

**Date:** Fri, Oct 23, 2015 5:21 am

**To:** tom@tomjensen.net

**Name**

Leigh Mueller

**Address**

8968 Alpha Dr  
Machesney Park, Illinois 61115  
United States  
[Map It](#)

**Choose a type of letter to submit**

Compose Your Own Letter

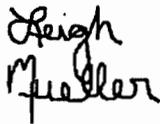
**Compose Your Own Letter**

**Compose Your Letter Below**

i am proud to work for the MercyRockford Health System and I see One Hospital on Two Campuses as such a positive exciting opportunity for the community and a great way for these two wonderful hospitals, Mercy and Rockford Memorial, to move forward together. This project shows the community that their best interests are at heart and that it is a key focus for MercyRockford Health System to provide quality accessible care for all people.

**Electronic Signature**

Please Sign below



1599

**Subject:** New submission from Write a Letter of Support

**From:** "wordpress@morningstarmediagroup.com" <wordpress@morningstarmediagroup.com>

**Date:** Fri, Oct 23, 2015 7:54 am

**To:** tom@tomjensen.net

**Name**

Carl Bufalo

**Address**

7725 La Montee Dr  
Rockford, Illinois 61103  
United States  
[Map It](#)

**Choose a type of letter to submit**

Compose Your Own Letter

**Compose Your Own Letter**

**Compose Your Letter Below**

I highly recommend the new location. RHS has been a wonderful employer for our family for many years. We have some of the best physicians in the area. Looking at the future we are in need of a new medical employer in Rockford since most industries have left the area it will bring many opportunities for many generations to come. Most of all it will offer some of the best medical care available in Rockford. I do not understand why it has to be a West Side East Side arguement! I hope everyone complaining looks at our future not East Side West Side!

**Electronic Signature**

Please Sign below



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**Subject:** New submission from Write a Letter of Support

**From:** "wordpress@morningstarmediagroup.com" <wordpress@morningstarmediagroup.com>

**Date:** Fri, Oct 23, 2015 2:28 pm

**To:** tom@tomjensen.net

**Name**

Stacy Zell-Weavel

**Address**

904 Stephanie Lane  
Winnebago, Illinois 61088  
United States  
[Map It](#)

**Choose a type of letter to submit**

Compose Your Own Letter

**Compose Your Own Letter**

**Compose Your Letter Below**

As one of the child life specialists at Rockford Memorial Hospital I am supportive of the one hospital two campus project. We currently see pediatric patients from all over the region and provide a high level of care to these patients and their families. Building a Women's & Children's hospital would allow us to provide even more comprehensive care in an environment designed specifically with their needs in mind. Hopefully this would also allow for the growth of even more pediatric specialists that can provide care closer to home!

**Electronic Signature**

Please Sign below

  
Stacy  
Zell-Weavel

**Subject:** New submission from Write a Letter of Support

**From:** "wordpress@morningstarmediagroup.com" <wordpress@morningstarmediagroup.com>

**Date:** Sat, Oct 17, 2015 8:01 pm

**To:** tom@tomjensen.net

**Name**

Annalisa White

**Address**

10272 Metalmark Ln #1  
Roscoe, Illinois 61073  
United States  
[Map It](#)

**Choose a type of letter to submit**

Compose Your Own Letter

**Compose Your Own Letter**

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**Compose Your Letter Below**

I am supportive of the new facility, why?

1. Great for the community
2. Local hospital with MORE children specialty support for patients, instead of driving hours away (UW Madison, Lurie Children's)
3. Easy access off i90 for though's needing medical assistant
4. MORE jobs (again great for the community)
5. Don't we want premium care for our children and ourselves?

There would be so much good than bad for having this facility. Let's make ROCKFORD great again

**Electronic Signature**

Please Sign below



**Subject:** New submission from Write a Letter of Support

**From:** "wordpress@morningstarmediagroup.com" <wordpress@morningstarmediagroup.com>

**Date:** Tue, Oct 27, 2015 3:38 am

**To:** tom@tomjensen.net

**Name**

Mark Hoppe

**Address**

6886 Flower Hill Road  
Rockford, Illinois 61114  
United States  
[Map It](#)

**Choose a type of letter to submit**

Compose Your Own Letter

**Compose Your Own Letter**

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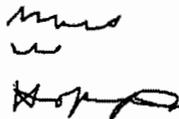
**Compose Your Letter Below**

I work on the NICU at Rockford Memorial Hospital. We desperately need an upgrade to our physical plant. This project on the east side of Rockford would do that. Please let this project go through, and help us to care for these vulnerable newborns. Thank you.

---

**Electronic Signature**

Please Sign below



**Subject:** New submission from Write a Letter of Support

**From:** "wordpress@morningstarmediagroup.com" <wordpress@morningstarmediagroup.com>

**Date:** Fri, Oct 23, 2015 10:22 am

**To:** tom@tomjensen.net

**Name**

Charlie Hart

**Address**

5480 Whistling hawk  
Machesney Park, Illinois 61115  
United States  
[Map It](#)

**Choose a type of letter to submit**

Compose Your Own Letter

**Compose Your Own Letter**

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**Compose Your Letter Below**

Thank you for giving me the opportunity to voice support for the Rockford Health System expansion. The expansion on the Riverside campus will facilitate the access to cutting edge services in the Rockford area. This will let Rockford patients stay in Rockford.  
Our west campus has a history wining quality awards. We will continue to deliver award winning oncology, surgical, medical, intensive care, and behavior health services.

**Electronic Signature**

---

Please Sign below

*Charlie Hart*

*[Handwritten mark]*

**Subject:** New submission from Write a Letter of Support

**From:** "wordpress@morningstarmediagroup.com" <wordpress@morningstarmediagroup.com>

**Date:** Fri, Oct 23, 2015 8:10 am

**To:** tom@tomjensen.net

**Name**

Mark Hornbach

**Address**

5 Willoughby Terrace  
Rockford, Illinois 61103  
United States  
[Map It](#)

**Choose a type of letter to submit**

Compose Your Own Letter

**Compose Your Own Letter**

**Compose Your Letter Below**

To whom it may concern,

I am writing in order to support the MercyRockford Health System Proposed Two Hospitals One Campus initiative. I have practiced General Pediatrics here in Rockford since 1993 at the Rockton avenue campus of the Rockford Health System. There has been a lack of Pediatric Subspecialties in our area and I have and still have to refer patients out of our area to obtain the Pediatric Subspealty care they require.

The proposed plan will GREATLY help provide Pediatric and Pediatric Subspecialty services that we currently are lacking. Also, it will allow for the updating of our current Pediatric services that the current Rockton campus facility cannot accomodate.

I am STAYING at the Rockton campus as my mature pediatric practice is there and am confident that this area will continue to provide care to the west side of Rockford.

I cannot think of a reason not to endorse this initiative. It is GOOD for our patients and it is GOOD for our community!

Sincerely,

Mark Hornbach, MD

**Electronic Signature**

**Please Sign below**



October 26, 2015

Courtney Avery, Administrator  
525 West Jefferson  
Illinois Health Facilities and Services Review Board  
Springfield, IL 62761

**RE: MercyRockford Health System  
Projects 15-038, 15-039, and 15-040**

Dear Ms. Avery:

MercyRockford is grateful for the extraordinary showing of support that MercyRockford's three applications received as part of the public hearings that took place on September 17, 2015.

As the record documents, 67 individuals spoke in support of the applications and, as of today's date, we understand that more than 120 letters of support have been received by the State Agency. These Public Hearing speakers and letters represent a broad spectrum of Rockford-area stakeholders, including community agencies, health care providers and hospitals, elected officials, patients and area residents. In addition, to date, more than 5,000 citizens have signed a petition to indicate support of MercyRockford's plans, and we are submitting those signatures along with this letter. MercyRockford is appreciative of the diverse, bipartisan and committed supporters who are championing these important projects.

**Summary of testimony at the September 17 public hearings**

As noted above, a total of 67 individuals spoke in favor of the three applications, and only nineteen expressed concern. Of those nineteen, eight are employees of OSF, three are employees of Centegra, one is a Chicago attorney who represents OSF, and one is an employee of SwedishAmerican Hospital. Since the September 17 hearing, we have been informed by University of Wisconsin/Swedish American that they are not opposing the project. The remaining six individuals who spoke in opposition included two of the fourteen Aldermen from the City of Rockford, two clergymen and the widow of a former patient.

At the conclusion of the public hearings, MercyRockford expressed its appreciation to all those in attendance. MercyRockford stated that it is eager to respond to any questions. This letter includes responses to important questions that were raised. I should note that these responses have also been shared in the many conversations, community meetings and other outreach efforts that have taken place since the public hearings.

### **1. What is MercyRockford's commitment to Rockford's west side and to Rockford Memorial Hospital?**

To help demonstrate its commitment, the MercyRockford Health System Board of Directors has passed a resolution that commits to invest at least \$50 million over the next 10 years in its legacy N. Rockton Avenue campus. MercyRockford's plans call for continued operation of the legacy campus, at which it will provide a wide range of inpatient and outpatient services. MercyRockford has committed to substantial capital improvements to Rockford Memorial Hospital's physical plant. This project insures that necessary investments will be made to the N. Rockton Ave. facilities so that the campus is equipped to provide many more years of service and benefit to our patients and the community. A copy of the Board resolution is attached and is being shared with the community.

As documented in CON application 15-038, MercyRockford will continue to provide inpatient medical/surgical, ICU and acute mental illness services on the Rockton Avenue campus, as well as a comprehensive emergency room, surgery and recovery, imaging, lab, a broad spectrum of outpatient services, state-of-the-art cancer care, outpatient behavioral health services, primary care and other specialist physician offices, an expanded convenient care center, and other services. For those west-side patients requiring services on the Riverside campus, a complimentary shuttle service will be provided.

MercyRockford proposes to invest in Rockford Memorial Hospital and its surrounding community, rather than consider the option of closing the facility. This commitment is in direct contrast to previous hospital projects in Joliet, Elgin and Belleville – all of which were approved by the Illinois Health Facilities and Services Review Board – that resulted in the discontinuation of legacy hospitals. To re-emphasize: other hospital systems have chosen to shutter their hospitals and to establish new hospitals remote from their original campuses and traditional patient bases. In contrast, MercyRockford has built its entire long-term facility plan on the cornerstone principal that Rockford Memorial Hospital should be kept open and will remain a viable campus with continued capital support.

At the September 17 public hearings, OSF employees stated that MercyRockford should "stay on the west side" and characterized Rockford's west-side market as "medically underserved and medically indigent." Notwithstanding these comments, OSF does not currently provide any patient care facilities on the west side of Rockford and has put forward no plan to improve access to care on the west side. OSF's sentiments were echoed by Aldermen Hervey and

McNeeley, who did not acknowledge MercyRockford's ongoing capital and clinical commitment to Rockford Memorial Hospital and the west side of Rockford. The assertions made by opponents that MercyRockford should remain on its existing campus also ignore the facility's physical shortcomings and site limitations.

The implication of OSF's position is that OSF asserts a proprietary claim to the east side and assigns other hospital systems the disproportionate responsibility for providing care to patients who are financially challenged. This position defeats the purpose of our project which is to enhance access to excellent healthcare throughout our community and region, including but not limited to Rockford's west side. Additionally, the OSF position appears to be problematic from an anti-trust perspective since it may improperly divide our respective service areas by geography.

If MercyRockford intended to abandon the facility on the west side, it would have filed applications like those filed in Joliet, Elgin and Belleville that proposed to close their hospitals. We did not. Instead, we have committed substantial capital to Rockford Memorial Hospital and have developed a plan to effectively realign services between the two campuses in order to enhance access and care. This includes operating a free shuttle service between the two campuses to facilitate the efficient flow of patients between the two sites. MercyRockford has also committed 200,000 square feet of the N. Rockton Ave. campus for use by community and non-profit organizations, which will bring additional services and jobs to the N. Rockton Avenue campus. We have listened to our community and our proposed plan clearly demonstrates our strong commitment to remain an anchor on Rockford's west side.

**2. Will access to care, in particular with regard to trauma and cardiac cath services, be diminished as a result of this project?**

Access to care will be significantly improved as a result of our project by creating two points of access for emergency care, one on the current N. Rockton Ave. campus and the other on the E. Riverside Blvd. campus. Rockford Memorial Hospital on N. Rockton Ave. will continue to operate a comprehensive emergency department and provide expert care to all patients who seek care there. As a result, the hospital will be able to treat at the N. Rockton Ave. emergency department the vast majority of patients who present there for care. A very small percentage of patients will be assessed and stabilized, then transferred according to established protocols to a higher level of care. The same group of MercyRockford-employed emergency medicine physicians and trauma-certified nurses will staff both emergency departments 24/7/365 – insuring that high quality care is available and accessible at both locations at all times.. Rockford Memorial will continue to provide surgery and ICU services to support its emergency department, as well as CT, MRI and x-ray imaging, lab and pharmacy. In addition, access to more routine care will be improved by the expanded walk-in convenient care center, with after-hours availability, located on the N. Rockton Ave. campus.

Locating the Level I Trauma services at the Riverside campus will insure access for the greatest number of patients. Rockford is located in the 9-county EMS Region 1. There are 14 hospitals in that region and only 2 are designated as Level 1 Trauma Centers; both serve the other hospitals and EMS providers in the region. Only a very small percentage of the patients treated in Rockford Memorial Hospital's emergency department are classified as Category 1 traumas, the most critical trauma cases requiring activation of the trauma surgeon and full trauma team. The majority of those are first seen either at a regional referring hospital or by EMS first-responders. Relocation of the Level 1 Trauma Center to the regionally accessible campus on E. Riverside Blvd. and I-90 will substantially improve access to the greater region. EMS will continue to make all necessary and appropriate decisions relating to transporting patients to the most appropriate emergency department, based on clinical need. The N. Rockton Ave. emergency department will use the same protocols to manage trauma patients as are used by the other hospitals in the region that do not have Level 1 Trauma status, with the advantage of being only 8 miles from that care.

Our plan also assures access to cardiac cath services within nationally established guidelines. Rockford Memorial Hospital's emergency department will be able to manage all patients who present with cardiac issues, and our transport plan between the two campuses will insure timely access to necessary services. As noted by our cardiac clinical team at the public hearings, in the time it takes to assemble the cath team and prepare the cath lab, a patient can be safely transported from the N. Rockton Ave. campus to the I-90/E. Riverside Blvd. campus for this procedure.

Additionally, the plans insure a second point of care for stroke patients. Diagnosis of a stroke requires a CT scan, which will be available on both campuses. The 2015 Guidelines published by the American Heart Association/American Stroke Association identify TPA as the mainstay of treatment for acute ischemic stroke. It is delivered intravenously and will be provided on both campuses. Some patients may additionally require neurovascular-interventional surgery, such as clot retrieval. If a patient at N. Rockton Ave. would require that, they will be transported to the E. Riverside Blvd. campus for this highly specialized procedure. Rockford Memorial Hospital is the only hospital in northwestern Illinois/southern Wisconsin to provide this capability.

### **3. Will the project have a negative impact on other hospitals in the area?**

Patients and their physicians will continue to decide where patients are admitted and where procedures are scheduled. The proposed number of medical/surgical beds was calculated based on historical need, rather than diverting patients from other hospitals. In fact, the project proposes to eliminate 109 licensed beds, the largest reduction in acute care beds that has been proposed in any application before the Illinois Health Facilities and Services Review Board.

This project is about MercyRockford's ability to provide necessary clinical care in facilities that meet contemporary standards of care. The proposed improvements are consistent with those this Board has considered and approved throughout the State. They are also consistent with the projects that have been proposed by the hospitals that have registered opposition. Both Centegra and OSF have received IHFSRB approval to undertake major hospital projects and yet, within months of those approvals, they are opposing MercyRockford's own efforts to do the same.

As noted, Centegra will soon open a new hospital completely outside of the Rockford Memorial's service area. OSF, as you are aware, has received agency approval for a new \$85 million bed tower. Both hospitals sought approval for these projects as part of their business development strategies. Given that our project substantially downsizes our bed capacity, is intended to meet our historical need for medical/surgical beds, and to enhance geographic access to our current patients, this opposition appears to reflect questionable competitive concerns, rather than concerns that this project will negatively impact patient care. Centegra's assertion of overlapping service areas because two ZIP Codes are purportedly in their service area appears to be intentionally misleading and is an example of misplaced opposition to our project. Applicants are required to identify all ZIP Code areas located within 45 minutes of its site (ATTACHMENT 20d of the application). The two ZIP code areas (60033 and 60152) were included in that accounting, as required. The applicant is also required to identify its service area (ATTACHMENT 12), which was defined as ZIP Code areas providing a minimum of 0.5% of the patients. Neither of the two ZIP Code areas was included in the service area.

We had hoped that these hospitals would be enthusiastic proponents of our efforts to provide improved access to care for the Rockford community. It is for this reason that we supported OSF's bed tower application.

#### **4. Were the agency's rules "disregarded," as Centegra suggests?**

At each step of the planning, MercyRockford followed the agency's rules, and, we believe, the State Agency Reports' (SARs) will document the substantial compliance of the applications with those rules. As with other significant and complex projects that have come before the Board and have been approved – including Centegra's new hospital project and OSF's \$85 million bed tower – MercyRockford's SARs will include some negative findings, but comparatively few, given the complexity of the project. In fact, we believe that our project SARs will document significant compliance with the review criteria and standards on all matters that our planning could impact. For example, we anticipate that the criteria relating to over-bedding will be negative due to over-bedding in the area. In response, we are proposing the discontinuation of 109 beds – more than any previous applicant for a CON permit. MercyRockford cannot address that OSF, for example, had a 2014 occupancy rate of only 56.3% at the same time it is investing \$85M on a new bed tower – and did not propose to give up any beds despite its current low occupancy rate. We also expect a negative finding relating to the 100-bed minimum criteria

cited by Centegra in its opposition. We chose to propose a smaller bed complement to help reduce over-bedding while insuring sufficient beds on the N. Rockton Ave. campus in order to honor our legacy and continuing commitment to the west side.

**5. How will the two campus, one hospital model work insure efficient access to care**

The extensive project planning that has occurred is based on our Board's commitment to maintain our Rockton Avenue presence, the realization that the existing hospital campus has significant facility-related shortcomings that must be addressed, and our need to improve access to services such as our NICU, our pediatrics ICU, and our high risk obstetrics programs that serve the entire region. Our proposed two-campus, one-hospital model addresses the Board commitment, the facility-related issues of our Rockton Avenue campus, and the need to improve accessibility.

The proposed model will minimize redundancy and duplication by operating two campuses with a single management team, a single set of operating policies and procedures, a single electronic medical record (EMR) system (that will also serve the Wisconsin segments of the MercyRockford system), combined financial and business functions, and combined supply management systems. The two campuses will share staff, in particular management and supervisory staff, to insure seamless and uniform care across both locations; patients will be assured the same high level of patient care on both campuses. Patients will have access to a complimentary shuttle service between the two campuses. As needed, ambulance service will be provided for patients requiring transfer. Because of the significant scope of services remaining on the Rockton Avenue campus, and as a result of working closely with area EMS providers, it is anticipated that patient transfers will be held to a minimum. The proposed two campus model will assure access to patients wherever they live within our service area.

**6. In what way will the project advance economic development in the greater Rockford community? Will that economic advancement have a cost – in other words, will any current services be eliminated?**

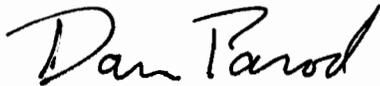
We want to stress that our project does not request approval to eliminate ONE service that we are currently providing. [See attached chart that shows distribution of services.] As noted, the project is built on the premise that Rockford Memorial Hospital's physical plant will continue to be updated and repurposed, and that the two campuses work together to enhance access to care. The benefits to our community from this project are unprecedented. Our project will be a catalyst for economic development and will help address the outmigration of patients to Wisconsin and Chicago. A total of \$486M in capital will be infused into the greater Rockford community as a direct result of this project. More than 1,500 construction and operating jobs will be created. Approximately 200,000 square feet of space will be made available for community organizations and economic development at the N. Rockton Ave. campus. Necessary facilities improvements at Rockford Memorial Hospital will insure that hospital's viability at a time in which contemporary hospital design standards are an essential component

Ms. Courtney Avery  
October 26, 2015  
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of the provision of high-quality health care. Finally, inpatient services will be provided in private rooms, consistent with existing expectations. These necessary improvements will create more than just access and jobs, it will enhance our ability to recruit specialists and their clinical teams. Strengthened by the infusion of capital and clinicians, MercyRockford will be able to address the access concerns that currently exist in many of the communities that we serve throughout north central and northwest Illinois.

Thank you for the opportunity to provide input regarding our project.

Very truly yours,

A handwritten signature in black ink that reads "Dan Parod". The signature is written in a cursive, flowing style.

Dan Parod  
Senior Vice President  
Hospital & Administrative Affairs

One Hospital, Two Campuses	N. Rockton Ave. Campus	E. Riverside Blvd. Campus
Women's and Children's Hospital		✓
Level I Trauma Center		✓
Surgical Center	✓	✓
Hospital Inpatient Units/Private Rooms	94	188*
Intensive Care Unit	✓	✓
Catheterization Laboratory		✓
Emergency Care	✓	✓
Convenient Care	✓	✓
Behavioral Health Services	✓	✓
Cancer Center	✓	✓
Comprehensive Diagnostic Services including Lab, Imaging	✓	✓
Clinic Services		
Children's Center		✓
Women's Center		✓
Primary Physician Care	✓	✓
Specialty Physician Care	✓	✓
Heart Center		✓
Cardiology Clinic	✓	✓
• Cardiac/Pulmonary Rehabilitation	✓	✓
Diagnostic Testing	✓	✓

\* 84 Medical/Surgical  
78 Women's/Children  
26 ICU Peds/Adults

**RESOLUTION OF THE BOARD OF DIRECTORS OF  
MERCYROCKFORD HEALTH SYSTEM CORPORATION**  
**[Rockton Avenue Campus Commitment]**

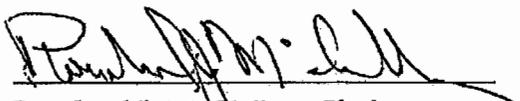
**WHEREAS**, in October of 2014, the Boards of Directors of Mercy Health System and Rockford Health System agreed to merge to create MercyRockford Health System, a dynamic regional healthcare system that honors the legacies of both systems and their respective commitments to serving their communities and the Stateline region;

**WHEREAS**, Rockford Memorial Hospital, from its inception in 1883, has a legacy and commitment of providing high-quality healthcare to the citizens of the greater Rockford area, including those residing on the West Side of Rockford;

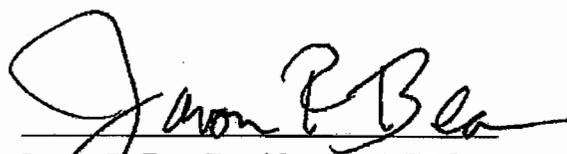
**WHEREAS**, the Board of Directors of MercyRockford Health System believes it is in the best interests of the communities it serves in Northern Illinois and Southern Wisconsin, to operate Rockford Memorial Hospital as *One Hospital on Two Campuses*, whereby a new state-of-the-art specialty care facility will be developed at E. Riverside Boulevard and I-90, while maintaining hospital services on the existing N. Rockton Avenue campus; and

**WHEREAS**, in response to input from valued citizens and leaders of the Rockford community, the MercyRockford Health System Board of Directors believes it is appropriate to express its commitment to the N. Rockton Avenue campus.

**NOW, THEREFORE**, the MercyRockford Health System Board of Directors hereby resolves, contingent on receiving all necessary approvals for its *One Hospital on Two Campuses* plan, 1) to maintain a N. Rockton Avenue campus, providing hospital-based and outpatient services to its patients and investing \$50 million in capital improvements over the next ten years and 2) to create a special advisory group consisting of MercyRockford and select community leaders to advise the board on repurposing the original Rockford Clinic Building, a 200,000 square foot building at 2300 N. Rockton Avenue for community and economic development purposes.



Rowland J. McClellan, Chair  
MercyRockford Health System



Jayon R. Bea, President and CEO  
MercyRockford Health System

Connie M. Vitali, M.D.

Connie M. Vitali, M.D., Vice Chair  
MercyRockford Health System

Thomas D. Budd

Thomas D. Budd, Treasurer  
MercyRockford Health System

Thomas R. Pool

Thomas R. Pool, Secretary  
MercyRockford Health System

Jack Becherer

Jack Becherer, Ed.D.  
MercyRockford Health System

Mark L. Goelzer

Mark L. Goelzer, M.D.  
MercyRockford Health System

Paul A. Green

Paul A. Green  
MercyRockford Health System

Dave L. Syverson

Dave L. Syverson  
MercyRockford Health System