

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24

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

PUBLIC HEARING
Re: Project # 12-096,
Silver Cross Emergicare Center

Public meeting held on January 10, 2013, at
the Frankfort Park District, 140 Oak Street,
Founders Community Room, Frankfort, Illinois.

1 PRESENT ON BEHALF OF HEALTH FACILITIES AND SERVICES

2 REVIEW BOARD:

3

4 MS. COURTNEY AVERY

Administrator

5

6 MS. ALEXIS KENDRICK

Hearing Officer

7

8 MR. DALE GALASSIE

Board Chairman

9

10

11

12

13 Reported by:

14 Jennifer L. Wiesch

CRR, RPR, CSR-IL

15 Midwest Litigation Services

401 N. Michigan Avenue

16 Chicago, IL 60611

17

18

19

20

21

22

23

24

1 START TIME: 12:12 p.m.

2

3 MS. KENDRICK: Good afternoon, everybody.

4 We're going to go ahead and get started. If other

5 people come in, they can sign in. And if you know

6 of any of them, tell them to come to the table to

7 sign in.

8 Thank you for attending the public

9 hearing for Silver Cross Emergicare Center. I am

10 Alexis Kendrick, the Hearing Officer for the Health

11 Facilities and Services Review Board. Also present

12 with me today is Board Chairman Dale Galassie and

13 Administrator Courtney Avery. As per the rules of

14 the Health Facilities and Services Review Board, I

15 would like to read the previously public legal

16 notice into the record.

17 In accordance with the requirements of

18 the Health Facilities Planning Act, notice is given

19 of receipt of an application to establish a

20 freestanding emergency center known as Project No.

21 12-096, Silver Cross Emergicare Center located in

22 Frankfort, Illinois. The applicants for the project

23 are Silver Cross Health System and Silver Cross

24 Hospital & Medical Centers. The freestanding

1 emergency center will comprise of 10,102 gross
2 square feet of space. The facility will be located
3 at the corner of 93rd Avenue and U.S. Route 30,
4 Frankfort, Illinois. The proposed project cost is
5 \$8,755,385.

6 This public hearing will take place
7 pursuant to Part 1130.910 of the Board's rules. The
8 hearing is scheduled for today, Thursday,
9 January 10, 2013, at 12:30 p.m. The hearing is
10 taking place at Frankfort Park District, Founders
11 Community Room, 140 Oak Street, Frankfort, Illinois,
12 60423.

13 Sign in for this hearing has been
14 conducted from 12:00 to 12:30. The public hearing
15 will be conducted by staff of the Health Facilities
16 and Services Review Board pursuant to the Health
17 Facilities Planning Act. The hearing is open to the
18 public and affords an opportunity for parties with
19 interest in the project to present their written
20 and/or verbal comment relevant to the project.

21 All allegations or assertions should be
22 relevant to the need for the proposed project and be
23 supported with two copies of documentation or
24 materials that are printed or typed on paper, size

1 eight-and-a-half by 11. Consideration by the board
2 has been tentatively scheduled for the February 5,
3 2013, board meeting.

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

18 If you have not yet signed in and
19 received a blue preprinted number card, please see
20 Courtney Avery. Please note that there is also a
21 form available for individuals wanting to register
22 their attendance and position on a project without
23 providing oral or written testimony. Those of you
24 who came with prepared text of your testimony may

1 also choose to submit the written text without
2 giving an oral presentation. The written testimony
3 will be entered into today's record and made
4 available for all board members prior to the
5 February 5, 2013, meeting.

6 We are going to limit testimony to two
7 minutes. I will call participants in accordance
8 with the distributed blue preprinted numbers. Prior
9 to beginning your remarks, please clearly state and
10 spell your first and last name. After you've
11 concluded your remarks, if you have copies, please
12 provide them to me, as well as your blue preprinted
13 number card. We'll begin with number one.

14 MR. GALASSIE: Good afternoon.

15 MS. COLBY: Good afternoon again. My
16 name is Ruth, R-u-t-h, Colby, C-o-l-b-y. And I'm
17 the Chief Strategy Officer for Silver Cross
18 Hospital. Our application for a freestanding
19 emergency center in Frankfort, Illinois, is based on
20 identified need for the service in the market and
21 the fact that we will not negatively impact other
22 providers. In addition, we project that Silver
23 Cross emergency facilities will exceed capacity by
24 2016. And, lastly, we have a true -- a proven track

1 record of operating a freestanding emergency center.

2 We relocated to our new campus in New
3 Lenox less than a year ago, and we have seen
4 tremendous growth in the emergency department. The
5 first three months of our fiscal year beginning
6 October 1, 2012, our emergency volume has increased
7 by 10.4 percent. And from Frankfort alone, it's
8 grown by 28.7 percent. The most recent census
9 projections show that the Frankfort population is
10 growing by 8 percent over the next five years, so
11 the growth of the population plus the significant
12 increase we've had justifies the need for this
13 project.

14 Silver Cross is the market leader in the
15 facility service area that we describe in our
16 application of eight zip codes. We have
17 27.4 percent market share of emergency services,
18 11 percentage points higher than the next provider.
19 Our visit volumes support the fact that our proposed
20 FEC will not negatively impact others. 16,000
21 visits to Silver Cross or New Lenox were from the
22 eight closest zip codes, 2,600 people from Frankfort
23 alone. This FEC will provide an access point closer
24 to home.

1 We have seen some opposition from other
2 hospital providers. Two of those, Presence Saint
3 Joe's in Joliet and Riverside Hospital in Kankakee
4 fall outside the 30-minute normal travel time, as
5 defined by the State. Furthermore, they both serve
6 a very small number of patients in the facility
7 area. Presence Saint Joe's has admittedly said
8 they're 32.2 minutes away, and they serve 3 percent
9 of the population. And Riverside is 44.9 minutes
10 away, and they serve less than 1 percent. These two
11 providers simply do not have significant visit
12 volume to support their arguments.

13 I'd also like to point out that when
14 Silver Cross moved last February, the City of Joliet
15 redirected ambulances on the east side of Joliet to
16 Presence Saint Joe's. Their ED volume has actually
17 increased 4.4 percent. Interestingly, any negative
18 impact that they're expecting, that would come from
19 their own plans. They stated in their impact letter
20 that their strategy is to reduce ED visits by
21 establishing a federally qualified health center on
22 their campus.

23 MS. KENDRICK: Thirty seconds.

24 MS. COLBY: Whatever Silver Cross plans

1 out for the FEC in Frankfort, we do not believe that
2 that will impact Presence Saint Joe's. As I
3 mentioned previously, we have a freestanding
4 emergency center in Homer Glen. We have expertise.
5 We work closely with EMS services. We know how to
6 run these centers successfully. So in conclusion,
7 our volumes are coming from our existing patients.
8 We've demonstrated the need. We will not impact
9 other providers, and we have support from
10 stakeholders in the community, including the
11 Frankfort Fire Protection District, Hedges Clinic,
12 which is one of the largest primary care providers
13 in the community, the Silver Cross EMS, and other
14 physicians in our market. Thank you very much.

15 MR. GALASSIE: Thank you.

16 MS. KENDRICK: Number two.

17 MR. GALASSIE: Good afternoon.

18 MR. SENESAC: Good afternoon. Thomas
19 Senesac, S-e-n-e-s-a-c. I'm here today to oppose
20 Silver Cross proposed establishment of a
21 freestanding emergency center in Frankfort. I'm the
22 Chief Financial Officer of Franciscan St. James
23 Health. Franciscan St. James operates two hospitals
24 in the south and southwestern suburbs, Franciscan

1 St. James, Chicago Heights, and Franciscan
2 St. Francis in Olympia Fields. These two hospitals
3 each operate emergency rooms classified by IDPH as
4 comprehensive, and both emergency departments have
5 excess capacity; therefore, this project is not
6 needed.

7 Silver Cross relocation from Joliet to
8 New Lenox last year resulted in significant decline
9 in both inpatient services and emergency room
10 department services, particularly at our Olympia
11 Fields hospital, located five miles east of the
12 proposed freestanding emergency site. Our Chicago
13 Heights hospital is located ten miles from the site.
14 We view this project as another attempt on the part
15 of Silver Cross to gain a stronger foothold into the
16 communities that lie between our hospitals and
17 Silver Cross.

18 We are operator -- we as operators of
19 community hospitals must be aware of the
20 uncertainties that lie ahead, and we are -- and if
21 we are going to continue with our charitable
22 missions, it is incumbent upon us to be aware of the
23 changes in our market. And the proposed
24 freestanding emergency center will result in a

1 change that will have significant repercussions for
2 St. James Health, and particularly at our Olympia
3 Fields hospital. This project is not needed by the
4 community, and we urge the Health Facilities Review
5 Board to disapprove the project. Thank you.

6 MR. GALASSIE: Thank you.

7 MS. KENDRICK: Number three.

8 MR. GALASSIE: Good afternoon.

9 MR. DOUGLAS: Good afternoon. My name is
10 Bill Douglas, D-o-u-g-l-a-s. And I'm the Senior
11 Vice President and Chief Financial Officer for
12 Riverside Medical Center. I stand here in
13 opposition to the Silver Cross application. We
14 appreciate -- we at Riverside appreciate Silver
15 Cross's recognition that a freestanding emergency
16 center is needed in Frankfort.

17 Silver Cross appears to have come to that
18 same conclusion after Riverside filed their
19 application for a freestanding emergency center in
20 November of last year. Silver Cross filed its
21 application just a few weeks later. There is no
22 question as to the need. But it's interesting that
23 Silver would choose to build theirs just a few miles
24 down the road from where Riverside plans to build.

1 The CON Board actually gave Silver Cross approval to
2 build a \$15 million medical office project in 2006
3 on that same property that they're now proposing to
4 build the freestanding emergency center. That
5 medical center -- that medical office project was
6 actually part of a large development. When that
7 development deal fell apart, Silver Cross actually
8 abandoned its CON approved Frankfort project.

9 I have another concern with Silver Cross'
10 current proposal. If you look at the Silver Cross
11 CON application, you will note that the proposed
12 site is also located in a flood plane. I am puzzled
13 why Silver Cross wants to build an emergency
14 facility in a flood plane. The cost of such a
15 project could be prohibitive. There are extensive
16 and expensive architectural building requirements
17 that must be complied with to build an emergency
18 facility in a flood plane. There appears to be
19 nothing in Silver Cross' CON application that
20 reflects accommodation for these requirements in
21 their project costs.

22 For these reasons, Riverside Medical
23 Center respectfully requests that the Illinois
24 Health Facilities and Services Review Board denies

1 Silver Cross' application for a freestanding
2 emergency center. Thank you.

3 MR. GALASSIE: Thank you.

4 MS. KENDRICK: Number four.

5 MR. GALASSIE: Good afternoon.

6 MR. HEIM: Good afternoon.

7 MR. GALASSIE: Welcome back.

8 MR. HEIM: Thank you. Again, my name is
9 Rich Heim, R-i-c-h H-e-i-m. And I serve as the
10 President of Advocate South Suburban Hospital
11 opposing the Silver Cross proposal for a
12 freestanding emergency center. This morning, you
13 heard from more people at Advocate South Suburban.
14 I stood here and talked about lowering costs of
15 health care and increasing access to appropriate
16 care within the area.

17 I would not necessarily agree that the
18 need is there, especially because there is research
19 showing adequate primary care and urgent care within
20 this area already for the patients -- or the
21 patients in the population that this area has. I
22 additionally referenced the Smart Act passed by the
23 State of Illinois that absolutely looks at reducing
24 costs, especially in emergency departments, as well

1 as discouraging emergency room visit volumes.

2 Our Physician Medical Director talked
3 about current capacity within the local EDs, stating
4 that none of the EDs within the local market already
5 meet the State standards of 2,000 visits per room.

6 Our VP of Nursing talked about appropriate care and
7 the appropriate location, as well as ED costs being
8 an average of \$580 more than a primary care visit.

9 And, finally, our Planning Manager talked about the
10 increase in the nursing vacancy of greater than
11 15 percent that we already have in our emergency
12 room that would impact -- that this facility would
13 impact for us, as well as issues related to the
14 community benefit.

15 For all those reasons stated, I would
16 believe that the Silver Cross freestanding emergency
17 room is also not necessary in this area. And in
18 order to be respectful of your time, I'm going to
19 submit all four of the same with Silver Cross in one
20 submission for written testimony.

21 MR. GALASSIE: Thank you.

22 MS. KENDRICK: Number five.

23 DR. MIKOLAJCZAK: Good afternoon.

24 MR. GALASSIE: Good afternoon. Welcome.

1 DR. MIKOLAJCZAK: My name is David
2 Mikolajczak, D-a-v-i-d M-i-k-o-l-a-j-c-z-a-k. And
3 I'm here today in support of the Silver Cross
4 freestanding emergency department in Frankfort. I'm
5 the Medical Director for Silver Cross Emergency
6 Medical Services, which serves patients in
7 communities of Will and Grundy County. And I've
8 been an emergency physician at Silver Cross for the
9 last 20 years.

10 The establishment of an FEC in Frankfort
11 would give the residents of Frankfort and the
12 surrounding communities greater access to emergency
13 care and treatment closer to their home. My role as
14 a Medical Director for Silver Cross EMS, I can
15 attest to the transport times for ambulances to the
16 hospital is a critical measure in an emergency
17 situation. Silver Cross Hospital is located close
18 to the FEC, approximately 11 miles or 18 minutes, so
19 that the emergency responders can get to the
20 hospital quickly in an emergency from the FEC after
21 treatment has been initiated.

22 I've seen tremendous growth in emergency
23 room visits in the last several years, and our
24 volumes have increased, as Ruth said, about

1 10 percent. About 20 percent of that comes from the
2 Frankfort area. And interestingly enough, some of
3 the local hospitals have been on bypass recently
4 because of excess in patient volumes that they've
5 been unable to meet. So we're projecting that our
6 ED and the FEC in Homer Glen over the next several
7 years will reach capacity, and our ability to
8 provide care for those patients in Frankfort would
9 be enhanced.

10 If our proposed FEC in Frankfort is not
11 approved, it will negatively impact the patients in
12 Will County. Patients may be transported to
13 hospitals outside the area to unfamiliar physicians,
14 and they would be not seen by people that they're
15 familiar with and know their care. Our patients
16 deserve to be treated close to home in an emergency.
17 Our residents should have emergency responders close
18 by. Silver Cross deserves to expand the emergency
19 capacity in this growing area, so I urge the
20 Illinois Health Facilities and Services Review Board
21 to approve Silver Cross' FEC in Frankfort. Thank
22 you.

23 MR. GALASSIE: Thank you.

24 MS. KENDRICK: Number six.

1 DR. MORALES: Good afternoon.

2 MR. GALASSIE: Good afternoon.

3 DR. MORALES: My name is Dr. Silvio,

4 S-i-l-v-i-o, last name is Morales, M-o-r-a-l-e-s.

5 As I said, I'm Dr. Silvio Morales. I'm the Chairman

6 of the Emergency Department at Silver Cross

7 Hospital. I've been on staff at Silver Cross since

8 2005. And over the past eight years, I've

9 experienced firsthand tremendous growth in our

10 emergency department numbers at the hospital.

11 Our group, EM Strategies, provides all

12 the physician emergency medicine services throughout

13 the Silver Cross system. We're very involved in the

14 operational planning for the hospital's freestanding

15 emergency center in Homer Glen, and we have staffed

16 it since its opening in 2009. We also have an after

17 hours center at Hedges Clinic in Frankfort. This

18 allows for consistency in care delivery throughout

19 the network and familiarity with the patients who

20 choose Silver Cross.

21 We have well-established, long-standing

22 relationships with other physicians in the community

23 and with the EMS system. Because we have an

24 electronic medical record, we can easily access our

1 patients' medical history at all our locations and
2 communicate effectively with hospitals and other
3 providers in the network. Care delivery is safer,
4 faster, and because duplicative testing is prevented
5 or reduced, ultimately reducing the cost.

6 Also we're able to coordinate care more
7 effectively in that we have protocols set up between
8 our freestanding center and the main hospital, and
9 also we have a network of Silver Cross specialists
10 to ensure follow-up locally for patients who need
11 it. We urge the Illinois Health Facilities and
12 Services Review Board to approve Silver Cross
13 Hospital proposed FEC in Frankfort. We know how to
14 successfully operate an FEC, as demonstrated by our
15 experience with the Homer Glen facility. And we
16 hope that we will be able to bring our unique
17 expertise to the Frankfort community. Thank you for
18 giving me the opportunity to speak on behalf of this
19 proposed project.

20 MR. GALASSIE: Thank you, Doctor.

21 MS. KENDRICK: Number seven.

22 MR. GALASSIE: Good afternoon.

23 MR. POLHEMUS: Good afternoon. Lonnie,

24 L-o-n-n-i-e, P-o-l-h-e-m-u-s. Good afternoon. My

1 name is Lonnie Polhemus. And I'm the EMS System
2 Manager for Silver Cross EMS. I've been an EMT for
3 30 years and a nurse for ten, in my current role for
4 about three-and-a-half years. I also still work in
5 the field as a firefighter paramedic.

6 In my role, I recognize there's a need
7 for additional emergency services in order to keep
8 pace with the growing population in this area. I
9 know that current hospital-based emergency
10 departments are rapidly reaching and surpassing the
11 available capacity to take care of patients. A
12 freestanding emergency center in Frankfort will be
13 very helpful in offsetting some of the overcrowding
14 that we are experiencing currently at our local
15 hospital, as well as others in the area.

16 Given an option, I would expect most
17 residents in and around the Frankfort area would
18 choose to go to a facility located much closer to
19 home. I know from experience that a freestanding
20 emergency center can be an added benefit for the
21 local EMS. Silver Cross Hospital's FEC in Homer
22 Glen, open since 2009, has been well-received by the
23 EMS providers in that area, as well as the
24 residents.

1 With the new FEC in Frankfort, our
2 emergency responders will be able to transport
3 patients quickly to that center to be taken care of
4 right here in the community. Those emergency
5 responders also will remain in the community and
6 available for the next call. I urge the hospital --
7 the Illinois Health Facilities and Services Review
8 Board to approve Silver Cross Hospital's proposed
9 FEC in Frankfort.

10 MR. GALASSIE: Thank you.

11 MS. KENDRICK: Number eight.

12 MR. GALASSIE: Good afternoon.

13 MS. LAGGER: Lisa, L-i-s-a, Lager,
14 L-a-g-g-e-r. I am the Chief Relations Officer at
15 Presence Saint Joseph Medical Center in Joliet. I
16 am here today to document Presence Saint Joe's
17 opposition to the Silver Cross proposal to establish
18 a freestanding emergency center in Frankfort. With
19 at least three hospitals and numerous immediate care
20 centers currently serving the area, there is ample
21 access to emergency services for the residents of
22 the far southwestern suburbs. There is no need for
23 this project.

24 As the Board may recall, in 2009, Silver

1 Cross opened a freestanding emergency center in
2 Homer Glen to the northeast of Joliet. Just less
3 than a year ago, Silver Cross relocated its hospital
4 from Joliet to New Lenox, leaving Presence Saint
5 Joe's as the only hospital remaining in Joliet.

6 Now Silver is proposing to establish an
7 FEC in Frankfort. While we are proud of our history
8 of providing care for all in need, regardless of
9 their ability to pay, in the current environment, we
10 must be aware of trends. In 2011, before Silver
11 left Joliet, 15.4 percent of our admissions were
12 Medicaid recipients, and 2.6 were provided full
13 Charity Care. In 2012, following the relocation of
14 Silver to New Lenox, our Medicaid percentage
15 increased to 15.7, and Charity nearly doubled to
16 4.2.

17 Homer Glen, New Lenox, Frankfort are
18 among the most stable and affluent communities in
19 our shared service area. We would hope that the
20 Board would see this proposal for what it is, an
21 attempt by Silver Cross to increase its market share
22 in these affluent communities by opening another
23 feeder for its hospital. This project is not needed
24 by the community, and we urge the Board to reject

1 the application. Thank you.

2 MR. GALASSIE: Thank you.

3 MS. KENDRICK: Number nine.

4 UNIDENTIFIED MALE: Good afternoon.

5 MR. GALASSIE: Good afternoon.

6 UNIDENTIFIED MALE: We think Rich did a
7 nice job of -- with our opposition statement in his
8 summary, so we're just going to turn this back in.
9 Thank you very much.

10 MS. AVERY: Okay.

11 MR. GALASSIE: Thank you very much.

12 MS. AVERY: Do you want to -- appearance
13 only?

14 UNIDENTIFIED MALE: That's fine.

15 MS. AVERY: Okay. I'll --

16 MR. GALASSIE: Great.

17 MS. AVERY: -- change it.

18 MR. GALASSIE: Thank you.

19 MS. KENDRICK: Ten.

20 MR. GALASSIE: Good afternoon.

21 MR. RAUCH: Good afternoon. Larry,
22 L-a-r-r-y, Rauch, R-a-u-c-h. I'm the Assistant
23 Chief with the Frankfort Fire Protection District.
24 Silver Cross has been our Emergency Medical System

1 resource hospital for over 35 years. Over these
2 years, we have worked together very well as for the
3 benefit of our community by providing the best in
4 emergency medical care services. Having Silver
5 Cross Hospital establish a freestanding emergency
6 care center in Frankfort will give the residents
7 greater access to emergency care and treatment
8 closer to home.

9 Please rest assured that we will be ready
10 to respond to your -- to our residents and to the
11 new facility if called upon. Our ambulances
12 respond -- responses from the Frankfort area to
13 Silver Cross Hospital has increased over the past
14 few years, especially with the new hospital that's
15 recently opened in New Lenox. There's a growing
16 need for more hospital level emergency services in
17 this area. Silver Cross Hospital's extensive
18 experience in running a successful FEC has also --
19 makes them a preferred provider for operating
20 similar services in the Frankfort area.

21 Silver Cross Hospital proposed
22 freestanding hospital emergency care center in
23 Frankfort will save time and travel for our
24 residents along with the assurance of knowing that

1 the Fire District will work hand in hand with the
2 new facility if we are needed to respond there.
3 Patients can easily get to this center. Silver
4 Cross will have Basic Life Support ambulances
5 available on the scene on site if patients need to
6 be transported to a hospital.

7 Basic Life Support cases can be brought
8 directly to the FEC for care, for immediate
9 treatment at all hours of the day. Our District
10 Advanced Life Support ambulances will remain
11 available within the district and will respond to
12 the new facility if advanced care is needed. We
13 urge the Illinois Health Facilities and Services
14 Review Board to approve Silver Cross Hospital's
15 proposed FEC care in Frankfort. Our community
16 deserves this.

17 MR. GALASSIE: Thank you, Chief.

18 MS. KENDRICK: Number 11.

19 DR. UDOVICH: Good afternoon.

20 MR. GALASSIE: Good afternoon. Welcome.

21 DR. UDOVICH: Thank you. Christopher
22 Udovich, C-h-r-i-s-t-o-p-h-e-r U-d-, as in David,
23 -o-v-, as in Victor, -i-c-h. I'm a family physician
24 here based in Frankfort. I'm the immediate past

1 President of the Will/Grundy County Medical Society.

2 I'm the current President of Hedges Clinic, one of
3 the largest independent groups in Frankfort itself.

4 For those of you who may or may not know, Hedges
5 Clinic is named after our founder, Dr. Hedges. He
6 started practicing in Frankfort about 102 years ago.

7 We've seen growth tremendously over the
8 years, especially in the more recent years. We've
9 done a number of things to try to help with this
10 growth. Adding on extra services, adding on more
11 hours, different types of modalities at the clinic.
12 One of the things that we've done is add on after
13 care hours. So after regular business hours, we've
14 added on extra hours where people can come in
15 without an appointment to be seen and evaluated.
16 This is limited in the scope. We cannot do a full
17 service 24/7. We cannot provide some of the
18 services that an emergency room can offer. We are
19 limited by what we have at our office.

20 Having a fully functional freestanding
21 emergency room in the community would be a benefit.
22 It would help compliment the urgent care hours and
23 the urgent care services that we already have here
24 locally. After our -- when our after hours urgent

1 care is closed, we have been referring our patients
2 to the emergency room at Silver Cross when
3 appropriate. Currently, our after care hours is
4 staffed by physicians from EM Strategies. They are
5 the same physicians who currently are at Silver
6 Hospital, at the hospital and the freestanding
7 emergency room in Homer Glen. This will be one of
8 the key benefits of Silver Cross, because there are
9 physicians who they're already familiar with, who
10 are already in the community and understand the
11 needs of the community and the resources that are in
12 the community itself.

13 When minutes matter, we prefer to have
14 our patients treated within our community, with the
15 same physicians and caregivers that have been
16 serving them for the past years. Silver Cross'
17 proposed FEC in Frankfort will give the residents in
18 the community a peace of mind that that will happen.
19 We urge the Illinois Health Facilities and Services
20 Review Board to approve Silver Cross's proposed FEC
21 in Frankfort. Thank you.

22 MR. GALASSIE: Thank you, Doctor. Can I
23 ask, where is Hedges located?

24 DR. UDOVICH: We are currently right

1 across the street from Lincolnway East. We actually
2 used to be across the street back in --

3 MR. GALASSIE: OKAY.

4 DR. UDOVICH: -- the '40s, but it is
5 moved right across from Lincolnway.

6 MR. GALASSIE: And are you an FQHC?

7 DR. UDOVICH: No.

8 MR. GALASSIE: No.

9 MS. KENDRICK: Is there anyone who wishes
10 to testify who has not had an opportunity?

11 MR. GALASSIE: Last chance.

12 MS. KENDRICK: Please note that this
13 project is tentatively scheduled for consideration
14 by the State Board at the February 5th meeting in
15 Bolingbrook, Illinois, at the Bolingbrook Golf Club.
16 Please refer to the Board's website at
17 www.hfsrb.illinois.gov for more details regarding
18 the meeting location.

19 The public has until 9:00 a.m. Wednesday,
20 January 16th to submit signed written comments
21 pertaining to this project. Comments should be sent
22 to the attention of Courtney Avery, Administrator,
23 Illinois Health Facilities and Services Review
24 Board, 525 West Jefferson Street, Second Floor,

1 Springfield, Illinois, 62761-0001. You may also fax
2 your comments to 217-785-4111.

3 The State Agency Report will be made
4 available on the Board's website on Tuesday, January
5 22nd. Written responses to the content of the
6 report findings will be accepted until 9:00 a.m. on
7 Monday, January 28th. Responses should also be sent
8 to the attention of Courtney Avery.

9 Does anyone have any questions? All
10 right. Thank you for your time today.

11

12 END TIME: 12:42 p.m.

13

14

15

16

17

18

19

20

21

22

23

24

1 STATE OF ILLINOIS)

2) SS:

3 COUNTY OF W I L L)

4

5 I, JENNIFER L. WIESCH, a Certified
6 Shorthand Reporter of the State of Illinois, do
7 hereby certify that I reported in shorthand the
8 proceedings had at the meeting aforesaid, and that
9 the foregoing is a true, complete and correct
10 transcript of the proceedings of said meeting as
11 appears from my stenographic notes so taken and
12 transcribed under my personal direction.

13 IN WITNESS WHEREOF, I do hereunto set my
14 hand at Chicago, Illinois, this 23rd day of
15 January, 2013.

16

Jennifer L. Wiesch

17

18

Certified Shorthand Reporter

19

20 C.S.R. Certificate No. 84-4528.

21

22

23

24

A	9:18 11:8,9 13:5,6 14:23 14:24 17:1,2 18:22,23,24 20:12 22:4,5 22:20,21 24:19,20 Agency 28:3 ago 7:3 21:3 25:6 agree 13:17 ahead 3:4 10:20 Alexis 2:6 3:10 allegations 4:21 allow 5:15 allows 17:18 ambulances 8:15 15:15 23:11 24:4,10 ample 20:20 and/or 4:20 apart 12:7 appearance 22:12 appears 11:17 12:18 29:11 applicants 3:22 application 3:19 6:18 7:16 11:13,19 11:21 12:11 12:19 13:1 22:1 appointment 25:15 appreciate 11:14,14 appropriate 13:15 14:6,7 26:3 approval 12:1 approve 16:21 18:12 20:8 24:14 26:20	approved 12:8 16:11 approximately 15:18 architectural 12:16 area 7:15 8:7 13:16,20,21 14:17 16:2,13 16:19 19:8,15 19:17,23 20:20 21:19 23:12,17,20 arguments 8:12 assertions 4:21 Assistant 22:22 assurance 23:24 assured 23:9 attempt 10:14 21:21 attendance 5:22 attending 3:8 attention 27:22 28:8 attest 15:15 authorization 5:14,15 available 5:21 6:4 19:11 20:6 24:5,11 28:4 Avenue 2:15 4:3 average 14:8 Avery 2:4 3:13 5:20 22:10,12 22:15,17 27:22 28:8 aware 10:19,22 21:10 a.m 27:19 28:6	back 13:7 22:8 27:2 based 6:19 24:24 Basic 24:4,7 beginning 6:9 7:5 behalf 2:1 18:18 believe 9:1 14:16 benefit 14:14 19:20 23:3 25:21 benefits 26:8 best 23:3 Bill 11:10 blue 5:19 6:8 6:12 board 1:2 2:2,8 3:11,12,14 4:16 5:1,3 6:4 11:5 12:1,24 16:20 18:12 20:8,24 21:20 21:24 24:14 26:20 27:14 27:24 Board's 4:7 5:5 27:16 28:4 Bolingbrook 27:15,15 bring 18:16 brought 24:7 build 11:23,24 12:2,4,13,17 building 12:16 business 25:13 bypass 16:3	10:5 14:3 16:7,19 19:11 card 5:19 6:13 care 5:11 9:12 13:15,16,19 13:19 14:6,8 15:13 16:8,15 17:18 18:3,6 19:11 20:3,19 21:8,13 23:4 23:6,7,22 24:8,12,15 25:13,22,23 26:1,3 caregivers 26:15 cases 24:7 census 7:8 center 1:15 3:9 3:20,21 4:1 6:19 7:1 8:21 9:4,21 10:24 11:12,16,19 12:4,5,23 13:2,12 17:15 17:17 18:8 19:12,20 20:3 20:15,18 21:1 23:6,22 24:3 centers 3:24 9:6 20:20 Certificate 29:20 Certified 29:5 29:18 certify 29:7 Chairman 2:8 3:12 17:5 chance 27:11 change 11:1 22:17 changes 10:23 charitable 10:21 Charity 21:13 21:15
	B		C	
			call 6:7 20:6 called 23:11 campus 7:2 8:22 capacity 6:23	

Chicago 2:16 10:1,12 29:14	17:22 18:17 20:4,5 21:24	critical 15:16	18:3	18:4
Chief 6:17 9:22 11:11 20:14 22:23 24:17	23:3 24:15 25:21 26:10 26:11,12,14 26:18	Cross 1:15 3:9 3:21,23,23 6:17,23 7:14 7:21 8:14,24 9:13,20 10:7 10:15,17 11:13,17,20 12:1,7,9,10 12:13,19 13:1 13:11 14:16 14:19 15:3,5 15:8,14,17 16:18,21 17:6 17:7,13,20 18:9,12 19:2 19:21 20:8,17 21:1,3,21 22:24 23:5,13 23:17,21 24:4 24:14 26:2,8 26:16	demonstrated 9:8 18:14 denies 12:24 department 7:4 10:10 15:4 17:6,10 departments 10:4 13:24 19:10 describe 7:15 deserve 16:16 deserves 16:18 24:16 details 27:17 development 12:6,7 different 25:11 direction 29:12 directly 24:8 Director 14:2 15:5,14 disapprove 11:5 disclose 5:13 discouraging 14:1 distributed 6:8 district 1:19 4:10 9:11 22:23 24:1,9 24:11 Doctor 18:20 26:22 document 20:16 documentation 4:23 doubled 21:15 Douglas 11:9 11:10 Dr 14:23 15:1 17:1,3,3,5 24:19,21 25:5 26:24 27:4,7 duplicative	D-a-v-i-d 15:2 D-o-u-g-l-a-s 11:10
choose 6:1 11:23 17:20 19:18	complete 29:9 complied 12:17 compliment 25:22 comprehensive 10:4 comprise 4:1 CON 12:1,8,11 12:19 concern 12:9 concluded 6:11 conclusion 9:6 11:18 conducted 4:14 4:15 confidentiality 5:7 consideration 5:1 27:13 consistency 17:18 content 28:5 continue 10:21 coordinate 18:6 copies 4:23 6:11 corner 4:3 correct 29:9 cost 4:4 12:14 18:5 costs 12:21 13:14,24 14:7 County 15:7 16:12 25:1 29:3 Courtney 2:4 3:13 5:20 27:22 28:8 covered 5:8,16	Cross's 11:15 26:20 CRR 2:14 CSR-IL 2:14 current 12:10 14:3 19:3,9 21:9 25:2 currently 19:14 20:20 26:3,5 26:24 C-h-r-i-s-t-o-... 24:22 C-o-l-b-y 6:16 C.S.R 29:20	EMERGENCY 17:24 EM 17:11 26:4 emergency 3:20 4:1 6:19 6:23 7:1,4,6 7:17 9:4,21 10:3,4,9,12 10:24 11:15 11:19 12:4,13 12:17 13:2,12 13:24 14:1,11 14:16 15:4,5 15:8,12,16,19 15:20,22 16:16,17,18 17:6,10,12,15 19:7,9,12,20 20:2,4,18,21 21:1 22:24 23:4,5,7,16 23:22 25:18 25:21 26:2,7 Emergicare 1:15 3:9,21 EMS 9:5,13 15:14 17:23	
City 8:14 classified 10:3 clearinghouses 5:12 clearly 6:9 clinic 9:11 17:17 25:2,5 25:11 close 15:17 16:16,17 closed 26:1 closely 9:5 closer 7:23 15:13 19:18 23:8 closest 7:22 Club 27:15 codes 7:16,22 Colby 6:15,16 8:24 come 3:5,6 8:18 11:17 25:14 comes 16:1 coming 9:7 comment 4:20 comments 27:20,21 28:2 communicate 18:2 communities 10:16 15:7,12 21:18,22 community 1:20 4:11 9:10,13 10:19 11:4 14:14	D	Dale 2:8 3:12 David 15:1 24:22 day 24:9 29:14 deal 12:7 decline 10:8 defined 5:8 8:5 delivery 17:18	Director 14:2 15:5,14 disapprove 11:5 disclose 5:13 discouraging 14:1 distributed 6:8 district 1:19 4:10 9:11 22:23 24:1,9 24:11 Doctor 18:20 26:22 document 20:16 documentation 4:23 doubled 21:15 Douglas 11:9 11:10 Dr 14:23 15:1 17:1,3,3,5 24:19,21 25:5 26:24 27:4,7 duplicative	E easily 17:24 24:3 east 8:15 10:11 27:1 ED 8:16,20 14:7 16:6 EDs 14:3,4 effectively 18:2 18:7 eight 7:16,22 17:8 20:11 eight-and-a-... 5:1 electronic 17:24 EM 17:11 26:4 emergency 3:20 4:1 6:19 6:23 7:1,4,6 7:17 9:4,21 10:3,4,9,12 10:24 11:15 11:19 12:4,13 12:17 13:2,12 13:24 14:1,11 14:16 15:4,5 15:8,12,16,19 15:20,22 16:16,17,18 17:6,10,12,15 19:7,9,12,20 20:2,4,18,21 21:1 22:24 23:4,5,7,16 23:22 25:18 25:21 26:2,7 Emergicare 1:15 3:9,21 EMS 9:5,13 15:14 17:23

19:1,2,21,23 EMT 19:2 enhanced 16:9 ensure 5:4 18:10 entered 6:3 entities 5:8 entity 5:16 environment 21:9 especially 13:18,24 23:14 25:8 establish 3:19 20:17 21:6 23:5 establishing 8:21 establishment 9:20 15:10 evaluated 25:15 everybody 3:3 exceed 6:23 excess 10:5 16:4 existing 9:7 expand 16:18 expect 19:16 expecting 8:18 expensive 12:16 experience 18:15 19:19 23:18 experienced 17:9 experiencing 19:14 expertise 9:4 18:17 extensive 12:15 23:17 extra 25:10,14	facilities 1:2 2:1 3:11,14 3:18 4:15,17 5:5 6:23 11:4 12:24 16:20 18:11 20:7 24:13 26:19 27:23 facility 4:2 7:15 8:6 12:14,18 14:12 18:15 19:18 23:11 24:2,12 fact 6:21 7:19 fall 8:4 familiar 16:15 26:9 familiarity 17:19 family 24:23 far 20:22 faster 18:4 fax 28:1 February 5:2 6:5 8:14 27:14 FEC 7:20,23 9:1 15:10,18 15:20 16:6,10 16:21 18:13 18:14 19:21 20:1,9 21:7 23:18 24:8,15 26:17,20 federally 8:21 feeder 21:23 feet 4:2 fell 12:7 field 19:5 Fields 10:2,11 11:3 filed 11:18,20 finally 14:9 Financial 9:22 11:11 findings 28:6	fine 22:14 Fire 9:11 22:23 24:1 firefighter 19:5 first 6:10 7:5 firsthand 17:9 fiscal 7:5 five 7:10 10:11 14:22 flood 12:12,14 12:18 Floor 1:3 27:24 following 21:13 follow-up 18:10 foothold 10:15 foregoing 29:9 form 5:21 founder 25:5 Founders 1:20 4:10 four 13:4 14:19 FQHC 27:6 Francis 10:2 Franciscan 9:22,23,24 10:1 Frankfort 1:19 1:20 3:22 4:4 4:10,11 6:19 7:7,9,22 9:1 9:11,21 11:16 12:8 15:4,10 15:11 16:2,8 16:10,21 17:17 18:13 18:17 19:12 19:17 20:1,9 20:18 21:7,17 22:23 23:6,12 23:20,23 24:15,24 25:3 25:6 26:17,21 freestanding 3:20,24 6:18 7:1 9:3,21	10:12,24 11:15,19 12:4 13:1,12 14:16 15:4 17:14 18:8 19:12,19 20:18 21:1 23:5,22 25:20 26:6 full 21:12 25:16 fully 25:20 functional 25:20 Furthermore 8:5	11:8,9 13:5,6 14:23,24 17:1 17:2 18:22,23 18:24 20:12 22:4,5,20,21 24:19,20 Great 22:16 greater 14:10 15:12 23:7 gross 4:1 group 17:11 groups 25:3 growing 7:10 16:19 19:8 23:15 grown 7:8 growth 7:4,11 15:22 17:9 25:7,10 Grundy 15:7
<hr/> F <hr/>			<hr/> G <hr/>	<hr/> H <hr/>
			gain 10:15 Galassie 2:8 3:12 6:14 9:15,17 11:6 11:8 13:3,5,7 14:21,24 16:23 17:2 18:20,22 20:10,12 22:2 22:5,11,16,18 22:20 24:17 24:20 26:22 27:3,6,8,11 give 15:11 23:6 26:17 given 3:18 19:16 giving 6:2 18:18 Glen 9:4 16:6 17:15 18:15 19:22 21:2,17 26:7 go 3:4 19:18 going 3:4 6:6 10:21 14:18 22:8 Golf 27:15 Good 3:3 6:14 6:15 9:17,18	hand 24:1,1 29:14 happen 26:18 health 1:2 2:1 3:10,14,18,23 4:15,16 5:5,7 5:9,10,11,11 5:13,17 8:21 9:23 11:2,4 12:24 13:15 16:20 18:11 20:7 24:13 26:19 27:23 heard 13:13 hearing 1:13 2:6 3:9,10 4:6 4:8,9,13,14 4:17 5:17 hearings 5:6 Hedges 9:11 17:17 25:2,4 25:5 26:23 Heights 10:1 10:13

Heim 13:6,8,9	identified 6:20	i-c-h 24:23	Larry 22:21	main 18:8
held 1:18	IDPH 10:3		lastly 6:24	maintain 5:6
help 25:9,22	IL 2:16	J	leader 7:14	MALE 22:4,6
helpful 19:13	Illinois 1:1,4,20	James 9:22,23	leaving 21:4	22:14
hereunto 29:13	3:22 4:4,11	10:1 11:2	left 21:11	Manager 14:9
higher 7:18	6:19 12:23	January 1:18	legal 3:15	19:2
history 18:1	13:23 16:20	4:9 27:20	Lenox 7:3,21	market 6:20
21:7	18:11 20:7	28:4,7 29:15	10:8 21:4,14	7:14,17 9:14
home 7:24	24:13 26:19	Jefferson 1:3	21:17 23:15	10:23 14:4
15:13 16:16	27:15,23 28:1	27:24	letter 8:19	21:21
19:19 23:8	29:1,6,14	Jennifer 2:14	level 23:16	materials 4:24
Homer 9:4	immediate	29:5	lie 10:16,20	matter 26:13
16:6 17:15	20:19 24:8,24	job 22:7	Life 24:4,7,10	measure 15:16
18:15 19:21	impact 6:21	Joe's 8:3,7,16	limit 6:6	Medicaid 21:12
21:2,17 26:7	7:20 8:18,19	9:2 20:16	limited 25:16	21:14
hope 18:16	9:2,8 14:12	21:5	25:19	medical 3:24
21:19	14:13 16:11	Joliet 8:3,14,15	Lincolnway	11:12 12:2,5
hospital 3:24	including 9:10	10:7 20:15	27:1,5	12:5,22 14:2
5:11 6:18 8:2	increase 7:12	21:2,4,5,11	Lisa 20:13	15:5,6,14
8:3 10:11,13	14:10 21:21	Joseph 20:15	Litigation 2:15	17:24 18:1
11:3 13:10	increased 7:6	justifies 7:12	local 14:3,4	20:15 22:24
15:16,17,20	8:17 15:24		16:3 19:14,21	23:4 25:1
17:7,10 18:8	21:15 23:13	K	locally 18:10	medicine 17:12
18:13 19:15	increasing	Kankakee 8:3	25:24	meet 14:5 16:5
20:6 21:3,5	13:15	keep 19:7	located 3:21	meeting 1:18
21:23 23:1,5	incumbent	Kendrick 2:6	4:2 10:11,13	5:3 6:5 27:14
23:13,14,16	10:22	3:3,10 8:23	12:12 15:17	27:18 29:8,10
23:21,22 24:6	independent	9:16 11:7	19:18 26:23	members 6:4
26:6,6	25:3	13:4 14:22	location 14:7	mentioned 9:3
hospitals 9:23	individual 5:15	16:24 18:21	27:18	Michigan 2:15
10:2,16,19	individuals	20:11 22:3,19	locations 18:1	Midwest 2:15
16:3,13 18:2	5:14,21	24:18 27:9,12	long-standing	Mikolajczak
20:19	individual's	key 26:8	17:21	14:23 15:1,2
hospital's	5:7,16	know 3:5 9:5	Lonnie 18:23	miles 10:11,13
17:14 19:21	information	16:15 18:13	19:1	11:23 15:18
20:8 23:17	5:8,13,17	19:9,19 25:4	look 12:10	million 12:2
24:14	initiated 15:21	knowing 23:24	looks 13:23	mind 26:18
hospital-based	inpatient 10:9	known 3:20	lowering 13:14	minutes 6:7 8:8
19:9	Insurance 5:9		L-a-g-g-e-r	8:9 15:18
hours 17:17	interest 4:19	L	20:14	26:13
24:9 25:11,13	interesting	L 2:14 29:3,3,5	L-a-r-r-y 22:22	missions 10:22
25:13,14,22	11:22	Lagger 20:13	L-i-s-a 20:13	modalities
25:24 26:3	interestingly	20:13	L-o-n-n-i-e	25:11
H-e-i-m 13:9	8:17 16:2	large 12:6	18:24	Monday 28:7
	involved 17:13	largest 9:12		months 7:5
I	issues 14:13	25:3	M	Morales 17:1,3

<p>17:4,5 morning 13:12 moved 8:14 27:5 M-i-k-o-l-a-j-... 15:2 M-o-r-a-l-e-s 17:4</p> <hr/> <p style="text-align: center;">N</p> <p>N 2:15 name 6:10,16 11:9 13:8 15:1 17:3,4 19:1 named 25:5 nearly 21:15 necessarily 13:17 necessary 14:17 need 4:22 6:20 7:12 9:8 11:22 13:18 18:10 19:6 20:22 21:8 23:16 24:5 needed 10:6 11:3,16 21:23 24:2,12 needs 26:11 negative 8:17 negatively 6:21 7:20 16:11 network 17:19 18:3,9 new 7:2,2,21 10:8 20:1 21:4,14,17 23:11,14,15 24:2,12 nice 22:7 nine 22:3 normal 8:4 northeast 21:2 note 5:4,20</p>	<p>12:11 27:12 notes 29:11 notice 3:16,18 November 11:20 number 5:19 6:13,13 8:6 9:16 11:7 13:4 14:22 16:24 18:21 20:11 22:3 24:18 25:9 numbers 6:8 17:10 numerous 20:19 nurse 19:3 nursing 14:6 14:10</p> <hr/> <p style="text-align: center;">O</p> <p>Oak 1:19 4:11 October 7:6 offer 25:18 office 12:2,5 25:19 Officer 2:6 3:10 6:17 9:22 11:11 20:14 offsetting 19:13 Okay 22:10,15 27:3 Olympia 10:2 10:10 11:2 open 4:17 19:22 opened 21:1 23:15 opening 17:16 21:22 operate 10:3 18:14 operates 9:23 operating 7:1</p>	<p>23:19 operational 17:14 operator 10:18 operators 10:18 opportunity 4:18 18:18 27:10 oppose 9:19 opposing 13:11 opposition 8:1 11:13 20:17 22:7 option 19:16 oral 5:12,23 6:2 order 5:4 14:18 19:7 outside 8:4 16:13 overcrowding 19:13 o-v 24:23</p> <hr/> <p style="text-align: center;">P</p> <p>pace 19:8 paper 4:24 paramedic 19:5 Park 1:19 4:10 part 4:7 10:14 12:6 participants 6:7 particularly 10:10 11:2 parties 4:18 passed 13:22 patient 16:4 patients 8:6 9:7 13:20,21 15:6 16:8,11,12,15 17:19 18:1,10 19:11 20:3 24:3,5 26:1 26:14</p>	<p>pay 21:9 peace 26:18 people 3:5 7:22 13:13 16:14 25:14 percent 7:7,8 7:10,17 8:8 8:10,17 14:11 16:1,1 21:11 percentage 7:18 21:14 personal 29:12 pertaining 27:21 physician 14:2 15:8 17:12 24:23 physicians 9:14 16:13 17:22 26:4,5,9,15 place 4:6,10 plane 12:12,14 12:18 planning 3:18 4:17 14:9 17:14 plans 5:11 8:19 8:24 11:24 please 5:4,19 5:20 6:9,11 23:9 27:12,16 plus 7:11 point 7:23 8:13 points 7:18 Polhemus 18:23 19:1 population 7:9 7:11 8:9 13:21 19:8 Portability 5:9 position 5:22 practicing 25:6 prefer 26:13 preferred 23:19 prepared 5:24</p>	<p>preprinted 5:19 6:8,12 Presence 8:2,7 8:16 9:2 20:15,16 21:4 present 2:1 3:11 4:19 presentation 6:2 President 11:11 13:10 25:1,2 prevented 18:4 previously 3:15 9:3 primary 9:12 13:19 14:8 printed 4:24 prior 6:4,8 privacy 5:6 proceedings 29:8,10 prohibitive 12:15 project 1:14 3:20,22 4:4 4:19,20,22 5:22 6:22 7:13 10:5,14 11:3,5 12:2,5 12:8,15,21 18:19 20:23 21:23 27:13 27:21 projecting 16:5 projections 7:9 property 12:3 proposal 12:10 13:11 20:17 21:20 proposed 4:4 4:22 7:19 9:20 10:12,23 12:11 16:10 18:13,19 20:8 23:21 24:15</p>
--	---	---	---	---

<p>26:17,20 proposing 12:3 21:6 protect 5:6 protected 5:13 5:17 Protection 9:11 22:23 protocols 18:7 proud 21:7 proven 6:24 provide 6:12 7:23 16:8 25:17 provided 21:12 provider 7:18 23:19 providers 5:10 5:11 6:22 8:2 8:11 9:9,12 18:3 19:23 provides 17:11 providing 5:23 21:8 23:3 public 1:13,18 3:8,15 4:6,14 4:18 5:6 27:19 pursuant 4:7 4:16 puzzled 12:12 P-o-l-h-e-m-u-s 18:24 p.m 3:1 4:9 28:12</p> <hr/> <p style="text-align: center;">Q</p> <p>qualified 8:21 question 11:22 questions 28:9 quickly 15:20 20:3</p> <hr/> <p style="text-align: center;">R</p> <p>rapidly 19:10 Rauch 22:21</p>	<p>22:22 reach 16:7 reaching 19:10 read 3:15 ready 23:9 reasons 12:22 14:15 recall 20:24 receipt 3:19 received 5:19 recipients 21:12 recognition 11:15 recognize 19:6 record 3:16 6:3 7:1 17:24 redirected 8:15 reduce 8:20 reduced 18:5 reducing 13:23 18:5 refer 27:16 referenced 13:22 referring 26:1 reflects 12:20 regarding 27:17 regardless 21:8 register 5:21 regular 25:13 reject 21:24 related 14:13 Relations 20:14 relationships 17:22 relevant 4:20 4:22 relocated 7:2 21:3 relocation 10:7 21:13 remain 20:5 24:10 remaining 21:5</p>	<p>remarks 6:9,11 repercussions 11:1 report 28:3,6 reported 2:13 29:7 Reporter 29:6 29:18 requests 12:23 requirements 3:17 12:16,20 research 13:18 residents 15:11 16:17 19:17 19:24 20:21 23:6,10,24 26:17 resource 23:1 resources 26:11 respectful 14:18 respectfully 12:23 respond 23:10 23:12 24:2,11 responders 15:19 16:17 20:2,5 responses 23:12 28:5,7 rest 23:9 result 10:24 resulted 10:8 Review 1:2 2:2 3:11,14 4:16 5:5 11:4 12:24 16:20 18:12 20:7 24:14 26:20 27:23 Rich 13:9 22:6 right 20:4 26:24 27:5 28:10 Riverside 8:3,9</p>	<p>11:12,14,18 11:24 12:22 road 11:24 role 15:13 19:3 19:6 room 1:20 4:11 10:9 14:1,5 14:12,17 15:23 25:18 25:21 26:2,7 rooms 10:3 Route 4:3 RPR 2:14 rules 3:13 4:7 run 9:6 running 23:18 Ruth 6:16 15:24 R-a-u-c-h 22:22 R-i-c-h 13:9 R-u-t-h 6:16</p> <hr/> <p style="text-align: center;">S</p> <p>safer 18:3 Saint 8:2,7,16 9:2 20:15,16 21:4 save 23:23 scene 24:5 scheduled 4:8 5:2 27:13 scope 25:16 Second 27:24 seconds 8:23 see 5:19 21:20 seen 7:3 8:1 15:22 16:14 25:7,15 Senesac 9:18 9:19 Senior 11:10 sent 27:21 28:7 serve 8:5,8,10 13:9 serves 15:6</p>	<p>service 6:20 7:15 21:19 25:17 services 1:2 2:1 2:15 3:11,14 4:16 5:5 7:17 9:5 10:9,10 12:24 15:6 16:20 17:12 18:12 19:7 20:7,21 23:4 23:16,20 24:13 25:10 25:18,23 26:19 27:23 servicing 20:20 26:16 set 18:7 29:13 seven 18:21 share 5:16 7:17 21:21 shared 21:19 shorthand 29:6 29:7,18 show 7:9 showing 13:19 side 8:15 sign 3:5,7 4:13 signed 5:18 27:20 significant 7:11 8:11 10:8 11:1 Silver 1:15 3:9 3:21,23,23 6:17,22 7:14 7:21 8:14,24 9:13,20 10:7 10:15,17 11:13,14,17 11:20,23 12:1 12:7,9,10,13 12:19 13:1,11 14:16,19 15:3 15:5,8,14,17 16:18,21 17:6</p>
--	---	--	--	--

17:7,13,20 18:9,12 19:2 19:21 20:8,17 20:24 21:3,6 21:10,14,21 22:24 23:4,13 23:17,21 24:3 24:14 26:2,5 26:8,16,20 Silvio 17:3,5 similar 23:20 simply 8:11 site 10:12,13 12:12 24:5 situation 15:17 six 16:24 size 4:24 small 8:6 Smart 13:22 Society 25:1 sorry 5:10 south 9:24 13:10,13 southwestern 9:24 20:22 space 4:2 speak 18:18 specialists 18:9 spell 6:10 Springfield 1:4 28:1 square 4:2 SS 29:2 St 9:22,23 10:1 10:2 11:2 stable 21:18 staff 4:15 17:7 staffed 17:15 26:4 stakeholders 9:10 stand 11:12 standards 14:5 START 3:1 started 3:4 25:6	state 1:1 6:9 8:5 13:23 14:5 27:14 28:3 29:1,6 stated 8:19 14:15 statement 22:7 stating 14:3 stenographic 29:11 stood 13:14 Strategies 17:11 26:4 strategy 6:17 8:20 street 1:3,19 4:11 27:1,2 27:24 stronger 10:15 submission 14:20 submit 6:1 14:19 27:20 submitting 5:12 Suburban 13:10,13 suburbs 9:24 20:22 successful 23:18 successfully 9:6 18:14 summary 22:8 support 7:19 8:12 9:9 15:3 24:4,7,10 supported 4:23 surpassing 19:10 surrounding 15:12 system 3:23 17:13,23 19:1 22:24 S-e-n-e-s-a-c	9:19 S-i-l-v-i-o 17:4 <hr/> T <hr/> table 3:6 take 4:6 19:11 taken 20:3 29:11 talked 13:14 14:2,6,9 tell 3:6 ten 10:13 19:3 22:19 tentatively 5:2 27:13 testify 27:10 testimony 5:12 5:23,24 6:2,6 14:20 testing 18:4 text 5:24 6:1 Thank 3:8 9:14 9:15 11:5,6 13:2,3,8 14:21 16:21 16:23 18:17 18:20 20:10 22:1,2,9,11 22:18 24:17 24:21 26:21 26:22 28:10 theirs 11:23 things 25:9,12 think 22:6 Thirty 8:23 Thomas 9:18 three 7:5 11:7 20:19 three-and-a-... 19:4 Thursday 4:8 time 3:1 8:4 14:18 23:23 28:10,12 times 15:15 today 3:12 4:8	9:19 15:3 20:16 28:10 today's 6:3 track 6:24 transcribed 29:12 transcript 29:10 transport 15:15 20:2 transported 16:12 24:6 travel 8:4 23:23 treated 16:16 26:14 treatment 15:13,21 23:7 24:9 tremendous 7:4 15:22 17:9 tremendously 25:7 trends 21:10 true 6:24 29:9 try 25:9 Tuesday 28:4 turn 22:8 two 4:23 6:6 8:2,10 9:16 9:23 10:2 typed 4:24 types 25:11 <hr/> U <hr/> Udovich 24:19 24:21,22 26:24 27:4,7 ultimately 18:5 unable 16:5 uncertainties 10:20 understand 26:10 unfamiliar	16:13 UNIDENTIF... 22:4,6,14 unique 18:16 urge 11:4 16:19 18:11 20:6 21:24 24:13 26:19 urgent 13:19 25:22,23,24 U-d 24:22 U.S 4:3 <hr/> V <hr/> vacancy 14:10 valid 5:14 verbal 4:20 Vice 11:11 Victor 24:23 view 10:14 visit 7:19 8:11 14:1,8 visits 7:21 8:20 14:5 15:23 volume 7:6 8:12,16 volumes 7:19 9:7 14:1 15:24 16:4 VP 14:6 <hr/> W <hr/> W 29:3 want 22:12 wanting 5:21 wants 12:13 website 27:16 28:4 Wednesday 27:19 weeks 11:21 Welcome 13:7 14:24 24:20 well-establis... 17:21 well-received
---	---	--	--	--

19:22	10 1:18 4:9	28th 28:7		
West 1:3 27:24	16:1	28.7 7:8		
We'll 6:13	10,102 4:1			
we're 3:4 16:5	10.4 7:7	<hr/> 3 <hr/>		
17:13 18:6	102 25:6	3 8:8		
22:8	11 5:1 7:18	30 4:3 19:3		
we've 7:12 9:8	15:18 24:18	30-minute 8:4		
25:7,8,12,13	1130.910 4:7	32.2 8:8		
WHEREOF	12-096 1:14	35 23:1		
29:13	3:21	<hr/> 4 <hr/>		
Wiesch 2:14	12:00 4:14	4.2 21:16		
29:5	12:12 3:1	4.4 8:17		
Will/Grundy	12:30 4:9,14	40s 27:4		
25:1	12:42 28:12	401 2:15		
wishes 27:9	140 1:19 4:11	44.9 8:9		
WITNESS	15 14:11	<hr/> 5 <hr/>		
29:13	15.4 21:11	5 5:2 6:5		
work 9:5 19:4	15.7 21:15	5th 27:14		
24:1	16th 27:20	525 1:3 27:24		
worked 23:2	16,000 7:20	<hr/> 6 <hr/>		
written 4:19	18 15:18	60423 4:12		
5:12,14,23	1996 5:10	60611 2:16		
6:1,2 14:20	<hr/> 2 <hr/>	62761 1:4		
27:20 28:5	2nd 1:3	62761-0001		
www.hfsrb.il...	2,000 14:5	28:1		
27:17	2,600 7:22	<hr/> 8 <hr/>		
<hr/> Y <hr/>	2.6 21:12	8 7:10		
year 7:3,5 10:8	20 15:9 16:1	84-4528 29:20		
11:20 21:3	2005 17:8	<hr/> 9 <hr/>		
years 7:10 15:9	2006 12:2	9:00 27:19 28:6		
15:23 16:7	2009 17:16	93rd 4:3		
17:8 19:3,4	19:22 20:24			
23:1,2,14	2011 21:10			
25:6,8,8	2012 7:6 21:13			
26:16	2013 1:18 4:9			
<hr/> Z <hr/>	5:3 6:5 29:15			
zip 7:16,22	2016 6:24			
<hr/> \$ <hr/>	217-782-3516			
\$15 12:2	1:5			
\$580 14:8	217-785-4111			
\$8,755,385 4:5	28:2			
<hr/> 1 <hr/>	22nd 28:5			
1 7:6 8:10	23rd 29:14			
	24/7 25:17			
	27.4 7:17			