

1

2

3

4

STATE OF ILLINOIS

5

HEALTH FACILITIES AND SERVICES REVIEW

6

7

8

9

FACILITY NAME:

10

St. Elizabeth Hospital-Ambulatory Care Center

11

O'Fallon

12

PROJECT NO.: 14-044

13

14

PUBLIC HEARING

15

October 2, 2014

16

17

18

Hearing Held at:

19

Lindenwood University

20

2600 West Main Street

21

Belleville, Illinois 62226

22

23

24

25

Reported by: Suzanne Benoist, RPR, CCR, CSR-IL

1	INDEX	
2	Announcement by Mr. Constantino	3
3		
4	COMMENTS FROM PUBLIC	
5	Ms. Maryann Reese	5
6	Mr. Patrick Sullivan	7
7	Mr. Brian Flynn	8
8	Dr. Randy Young	9
9	Ms. Patty Gregory	10
10	Mr. John Enzwiler	11
11	Ms. Kellie Burge	13
12	Ms. Sue Beeler	14
13	Mr. Jim Zito	16
14		
15		
16		
17		
18		
19		
20		
21		
22		
23		
24		
25		

1 (Whereupon, the deposition began at 6:06 p.m.)

2 MR. CONSTANTINO: We just have a
3 brief announcement. I need to read the project
4 description into the record.

5 This project is 14-044, St. Elizabeth
6 Ambulatory Care Center, O'Fallon, Illinois. The
7 applicants are Hospital Sister Services, Inc.,
8 Hospital Sisters Health System and St. Elizabeth
9 Hospital of the Hospital Sisters of the Third Order
10 of St. Francis. This application also contains the
11 Safety Net Impact Statement. The applicants are
12 proposing to establish certain hospital services in
13 a newly established medical office building located
14 adjacent to the new hospital, project 14-043, at
15 the intersection of Interstate 64 and North Green
16 Mount Road, O'Fallon, Illinois. The approximate
17 cost of this project is approximately \$34.2
18 million. Once again this project will be heard at
19 the December 16th, 2014 State Board meeting and
20 anyone wishing to submit comments on that project
21 must submit them by November 26th, 2014. The State
22 Board will post its findings in the State Board
23 Staff Report and the report will be made able via
24 the Internet on December 2nd, 2014. The public may
25 submit written responses to our errors in the

1 findings of the Board Staff to the Illinois Health
2 Facilities and Services Review Board. The public
3 will have until 9 a.m. December 8th, 2014 to submit
4 responses. You can mail any comments on this
5 project so once again this is our address, Illinois
6 Health Facilities and Services Review Board, care
7 of Illinois Department of Public Health, 525 West
8 Jefferson, second floor, Springfield, Illinois
9 62761.

10 I have to read this HIPAA notice.
11 Please note that in order to ensure that the
12 Board's public hearing protects the privacy and
13 confidentiality of an individual's health
14 information, government entities as defined by the
15 Health Insurance Portability and Accountability Act
16 of 1996 such as hospital providers, health plans,
17 healthcare clearing houses submitting oral or
18 written testimony that disclose protected health
19 information of individuals shall have a valid
20 written authorization from that individual. The
21 authorization shall allow the covered entity to
22 share the individual's protected health information
23 at this hearing if necessary.

24 Is everyone signed in that wants to
25 speak?

1 Once again we are going to limit your
2 testimony so please make it brief and we'll get
3 started.

4 A representative from St. Elizabeth
5 Hospital, please come up.

6 MS. MARYANN REESE: My name is
7 Maryann Reese and I'm the president and CEO of St,
8 Elizabeth's Hospital. I'm here today to support
9 St. Elizabeth's plans for an ambulatory care center
10 known as an ACC and physician's office building
11 near our proposed replacement hospital just off
12 Interstate 64 in St. Clair County.

13 It is standard now for hospitals to
14 have associated ambulatory care centers and
15 physician office buildings. This allows outpatient
16 hospital services to be located in the ambulatory
17 care center which is a more user-friendly setting
18 for patients who need outpatient care rather than
19 the full hospital. The ACC will also house a
20 residency clinic for residents who train at St.
21 Elizabeth's. This includes the residents of Scott
22 Air Force base and the residents of St. Louis
23 University. Also included in that is Southern
24 Illinois Healthcare Foundation. This is good for
25 the community and provides valuable primary care

1 training centers to those residents allowing more
2 doctors to our community. It also keeps them
3 closely associated with the hospital for training
4 purposes.

5 The ACC is cost effective because the
6 construction costs per gross square foot in a main
7 hospital building is much higher than an ambulatory
8 care center so we will work diligently to place the
9 hospital services as more closely aligned to the
10 ambulatory care center services in the ACC. This
11 makes access to needed services easier for patients
12 and physicians and it costs less to place hospital
13 services in the ACC rather than build out
14 additional space for them in the main hospital
15 building. This is also cheaper because it allows
16 for a developer to construct the entire building
17 and lease out space to physicians. While the
18 hospital could do this on its own, allowing a known
19 developer means less capital up front and less risk
20 for the hospital.

21 In conclusion, our proposal is based
22 on years of careful analysis and study and we
23 strongly believe this ambulatory care center will
24 implement our plans for a replacement hospital.
25 The two projects combined are the best way for St.

1 Elizabeth's Hospital to serve all patients from
2 across the Metro East region.

3 Thank you.

4 MR. CONSTANTINO: Number 1.

5 R. PATRICK SULLIVAN: Patrick
6 Sullivan. Before I was a lawyer I got my degree in
7 pure mathematics and during that time as a
8 mathematician I learned how to subtract from 34.2
9 million and 17 million which is the cost of
10 building the same facility in the existing
11 building. On the 14 acres they already have they
12 can build new St. Elizabeth's and then they can
13 tear the old one down. That's what should happen.
14 That is what should have happened. This measure,
15 14-44, is really just a subset of 14-43. Deny
16 14-43 and I think you'll see they'll quickly
17 withdraw this one. Wait and see.

18 Thank you very much.

19 The alternatives were ignored.
20 Alternative one was ignored, it actually costs
21 less, it would have provided the same revenue for
22 the same services. Alternative two they basically
23 dismissed it because they didn't like it. Doesn't
24 matter what you like and what you want. This is a
25 Certificate of Need, you do not need to move. We

1 need you here and whether or not you like it I
2 implore this Board to review the transcript, review
3 the facts, review the numbers and deny this
4 enthusiastically.

5 Thank you.

6 MR. CONSTANTINO: Number 2.

7 Number 3.

8 MR. BRIAN FLYNN: Brian Flynn,
9 lifelong resident City of Belleville and I'm also
10 an attorney for the City of Belleville.

11 We made the determination earlier to
12 offer our opposition through our presence, rather
13 than present the same objections over again. We
14 respect the time and effort it takes for the Board
15 and staff to review these comments, but inasmuch as
16 the project is incorporating essential components
17 of the hospital and will result in downtown
18 Belleville losing access to a hospital -- we oppose
19 this project.

20 Something the Board might want to ask
21 of St. Elizabeth's: If they do not receive the
22 approval to build this new hospital and abandon
23 downtown Belleville, are they still going to want
24 this surgery center and medical office building?
25 If yes, we don't oppose modernizing the healthcare

1 available for the community. If no, then why is it
2 split into two separate projects? They are housing
3 essential hospital functions inside the medical
4 office building, so I wonder if these are really
5 separate projects.

6 I would also ask the Board to
7 consider everything that St. Elizabeth's put forth,
8 why can't that be housed right here in Belleville?

9 Thank you.

10 MR. CONSTANTINO: Number 4.

11 DR. RANDY YOUNG: Hello, my name is
12 Dr. Randy Young, I am the medical director at St.
13 Elizabeth's Department of Psychiatry. I am a board
14 certified psychiatrist who has been practicing for
15 more than 20 years. I am pleased to be here this
16 evening to show my support for St. Elizabeth's
17 planned ambulatory care center and physician office
18 building next to its proposed replacement hospital
19 off I-64 in St. Clair County. This is the way of
20 hospital construction today. Physician office
21 buildings and ambulatory care centers are next to
22 the hospitals period. This is much more convenient
23 for physicians. It also helps to reduce patient
24 and physician stress. For several reasons patients
25 feel less stressed when they go to an ambulatory

1 care center rather than to a hospital. One, they
2 don't have to navigate the sometimes confusing
3 hospital hallways, two, it is a more comfortable
4 environment and three, they are usually going for
5 less intensive care, generally checkup, imaging or
6 lab work. Reducing stress is important in the
7 healthcare environment especially when studies show
8 that 43 percent of adults suffer reverse health
9 effects from stress and 75 to 90 percent of all
10 doctor office visits are for stress-related
11 complaints. The proximity will help alleviate
12 stress for our patients too. Their travel time
13 from hospital to office would be reduced which
14 frees up time to focus on patient-centered care.
15 We are resigned to experience stress and react to
16 it. This ACC office building and hospital will be
17 designed to reduce stress and therefore its harmful
18 effects on our health.

19 I respectfully ask the review board
20 to approve those plans. Thank you for your time
21 this evening.

22 MR. CONSTANTINO: Number 5.

23 MS. PATTY GREGORY: Patty Gregory,
24 community volunteer, retired special education
25 teacher, a former Friend of St. Elizabeth board

1 member. There are all sorts of representations
2 contained in the application but there is no
3 documentation provided to support it. There is no
4 citation of any deficiencies the government has
5 brought against the hospital to justify they're
6 needing this new surgery center. There is no
7 mention of the fact that by providing the exact
8 same surgical procedures outside of the hospital
9 and in the surgery center next door they are
10 increasing their profit margins, not to mention the
11 cost to the patients. There may be lots of
12 benefits to this project for St. Elizabeth and HSHS
13 but it's hard to figure out the benefits for the
14 public and also for the patients.

15 Thank you.

16 MR. CONSTANTINO: Number 6.

17 MR. JOHN ENZWILER: Good evening. My
18 name is John Enzwiler and I have been a patient at
19 St. Elizabeth's Hospital and I am here to show my
20 support for the proposed ambulatory care center. I
21 had a heart arrhythmia that needed special care. I
22 was blessed to have a cardiac physician Dr. Paban
23 Saha from Prairie Heart Institute of Illinois who
24 specialized in heart rhythm disorders and
25 electrophysiology. Because of my condition he

1 needed to perform an electrophysiology ablation. I
2 was nervous as I prepared for the surgery because
3 it was the first time Dr. Saha was to perform this
4 procedure at St. Elizabeth's and it was complex.
5 It involved special electrode catheters to my
6 heart, radiofrequency energy and burning cells to
7 get rid of my arrhythmia. Dr. Saha put my mind at
8 ease by walking me through the procedure, answering
9 my questions and explaining my follow-up care. He
10 said he would be checking in on me regularly at the
11 hospital since his office building was right next
12 to the hospital. I didn't understand just how
13 important than one bit of information was until
14 after my surgery. Dr. Saha did come by frequently
15 which I believe led to better care and faster
16 recovery plus all the heart scans and blood work I
17 needed before and after surgery it was convenient
18 to have the lab and imaging services on site. Now
19 I understand why it is so important for physicians
20 to have offices near the hospital to visit patients
21 and to have needed service in an ambulatory care
22 center next door. I think it is the best way to
23 provide care. I'm so thankful for the partnership
24 St. Elizabeth's Hospital has with Prairie Heart
25 Institute. I'm thankful for the care I received

1 from everyone with both organizations and I'm
2 thankful for the opportunity to speak here today in
3 support of these plans. I ask the Review Board to
4 approve St. Elizabeth's plans for an ambulatory
5 care center and physician's office building next to
6 its planned replacement hospital at the corner of
7 Green Mount Road and Regency Parkway.

8 Thank you very much.

9 MR. CONSTANTINO: Number 7.

10 Anyone else want to speak in
11 opposition?

12 Anyone else want to speak in
13 support?

14 MS. KELLIE BURGE: Good evening. My
15 name is Kellie Burge and I'm a registered nurse in
16 the obstetrics department at St. Elizabeth's
17 Hospital and I am pleased to be here in support of
18 St. Elizabeth's plan for an ambulatory care center
19 and physician's office building next to its
20 proposed replacement hospital. I've worked at St.
21 Elizabeth's for about five years and proud to say I
22 also participated in the nursing residency program
23 at St. Elizabeth's. I am particularly eager to see
24 the ambulatory care center because it will have a
25 residency clinic. The residency clinic provides

1 valuable experience in the primary care setting and
2 it is a place for long time healthcare
3 professionals to mentor new doctors and nurses and
4 to establish relationships that last a lifetime.
5 These bonds help keep opportunities in the Metro
6 East to open their practices and continue their
7 work close to home. Having a residency clinic as
8 part of the ACC that is next door to the
9 state-of-the-art St. Elizabeth's Hospital also
10 gives residents tremendous access to training in
11 the main hospital building. The plans for the ACC
12 are necessary and responsibly embody the principles
13 of best practice in health care delivery.

14 I ask the Review Board to approve St.
15 Elizabeth's plans.

16 Thank you.

17 MR. CONSTANTINO: Number 10.

18 MS. SUE BEELER: Hello, I'm Sue
19 Beeler, I'm St. Elizabeth's Hospital project
20 manager. I've been coordinating plans for our
21 proposed ambulatory care center, not surgery
22 center, and the physician office building as well
23 as the replacement hospital you heard about earlier
24 today. I am of course here this evening to show my
25 support for the replacement hospital and associate

1 ACC/POB building and to remind you of how integral
2 it is to our plans for the future of healthcare
3 delivery in the Metro East region.

4 Like almost all hospitals built today
5 St. Elizabeth's wants to make sure that its new
6 hospital is directly attached to an ambulatory care
7 center and physician's office building for the
8 convenience of our patients and physicians. Our
9 patients will appreciate the proximity of the
10 ambulatory care center to the hospital for
11 outpatient services such as imaging and laboratory.
12 They don't have to drive somewhere else, they'll be
13 able to walk right next door. Physicians like the
14 efficiency of this location because it allows for
15 patient centered care. It means that they can
16 easily do rounds before and after office hours or
17 even in the middle of the day if needed. As
18 Maryann mentioned the ACC will also house a
19 residency clinic for residents who train at St.
20 Elizabeth's.

21 From the financial perspective we've
22 designed these two projects with the idea of
23 keeping costs as low as possible. We weighed which
24 services to offer in the hospital and which to
25 offer in the ACC. We knew that whatever we added

1 to the main hospital building would cost more per
2 gross square foot because of the life saving code
3 requirement of hospitals so we wanted to ensure
4 that we chose widely about what we needed to be in
5 the hospital and what would be in the ACC which we
6 did. Also from a cost perspective we are putting
7 in less capital up front, taking on less risk by
8 having a well-known developer construct the entire
9 building. The hospital has committed to lease a
10 portion of the space within the building for
11 outpatient hospital services and the residency
12 clinic.

13 Thank you for your time today and I
14 am respectfully asking the Review Board to approve
15 our plans for our future.

16 MR. CONSTANTINO: 12.

17 DR. JIM ZITO: Good evening, my name
18 is Jim Zito I'm CEO of the Prairie Heart Institute
19 of Illinois and I'm honored to be here to support
20 St. Elizabeth's.

21 First I want to say thank you to John
22 for telling his story. I never tire of hearing
23 positive stories about patient healing experience
24 with our physicians. And John's case was
25 particularly a special case because I recall

1 talking with Dr. Saha about John as Dr. Saha
2 prepared for the procedure. Both are very amazing
3 people, both John and Dr. Saha.

4 Now let me tell you why I support St.
5 Elizabeth's plans. A physician office building
6 right next door to the hospital is vital to
7 providing high quality health care because it gives
8 physicians the opportunity to round in the morning
9 and see patients in the physician office building
10 as part of their normal office hours. I understand
11 the ambulatory care center will house a residency
12 clinic for those who train at St. Elizabeth's.
13 This is great news because it will help keep them
14 closely associated with the hospital and therefore
15 encourage them to stay in the area and work at a
16 time when we need as many physicians as we can get.

17 St. Elizabeth's has been a great
18 partner to Prairie Heart Institute and our
19 physicians. We've been pleased to work with them
20 and to work in Belleville. We look forward to
21 growing that partnership with the new ambulatory
22 care center and physician office building and I
23 implore members of the Review Board to approve this
24 project for the sake of our cardiac patients,
25 patients like John and all the patients in the

1 Metro East area.

2 MR. CONSTANTINO: Number 14.

3 Anyone else who would like to speak?

4 Again I urge you to send us written
5 comments, I'll give you that address again.

6 Illinois Health Facilities and Service Review Board
7 care of the Illinois Department of Public Health,
8 525 West Jefferson, Springfield, Illinois 62761.

9 That concludes the meeting.

10 Hopefully we didn't make too many people too mad.

11

12

13 (Whereupon, the deposition concluded at 6:28 p.m.)

14

15

16

17

18

19

20

21

22

23

24

25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

REPORTER CERTIFICATE

I, SUZANNE BENOIST, Certified Shorthand Reporter, do hereby certify that there came before me at Lindenwood University Auditorium, 2600 West Main Street, Belleville, Illinois 62226, the above-referenced parties, that the proceeding was translated and proofread using computer-aided transcription, and the above transcript of proceedings is a true and accurate transcript of my notes as taken at the time of said event.

I further certify that I am neither attorney nor counsel for nor related nor employed by any of the parties to the action in which this examination is taken; further, that I am not a relative or employee of any attorney or counsel employed by the parties hereto or financially interested in this action.

Dated this 17th day of October, 2014,



SUZANNE BENOIST, RPR, CCR, CSR-IL

A	<p>abandon 8:22 ablation 12:1 able 3:23 15:13 above-referenc... 19:7 ACC 5:10,19 6:5 6:10,13 10:16 14:8,11 15:18 15:25 16:5 access 6:11 8:18 14:10 Accountability 4:15 accurate 19:10 ACC/POB 15:1 acres 7:11 Act 4:15 action 19:14,18 added 15:25 additional 6:14 address 4:5 18:5 adjacent 3:14 adults 10:8 Air 5:22 aligned 6:9 alleviate 10:11 allow 4:21 allowing 6:1,18 allows 5:15 6:15 15:14 Alternative 7:20 7:22 alternatives 7:19 amazing 17:2 ambulatory 3:6 5:9,14,16 6:7 6:10,23 9:17,21 9:25 11:20 12:21 13:4,18 13:24 14:21 15:6,10 17:11 17:21 analysis 6:22 announcement 2:2 3:3 answering 12:8</p>	<p>applicants 3:7,11 application 3:10 11:2 appreciate 15:9 approval 8:22 approve 10:20 13:4 14:14 16:14 17:23 approximate 3:16 approximately 3:17 area 17:15 18:1 arrhythmia 11:21 12:7 asking 16:14 associate 14:25 associated 5:14 6:3 17:14 attached 15:6 attorney 8:10 19:12,16 Auditorium 19:5 authorization 4:20,21 available 9:1 a.m 4:3</p>	B	<p>base 5:22 based 6:21 basically 7:22 Beeler 2:12 14:18 14:19 began 3:1 believe 6:23 12:15 Belleville 1:21 8:9,10,18,23 9:8 17:20 19:6 benefits 11:12,13 Benoist 1:25 19:3 19:22 best 6:25 12:22 14:13 better 12:15 bit 12:13</p>	C	<p>blessed 11:22 blood 12:16 board 3:19,22,22 4:1,2,6 8:2,14 8:20 9:6,13 10:19,25 13:3 14:14 16:14 17:23 18:6 Board's 4:12 bonds 14:5 Brian 2:7 8:8,8 brief 3:3 5:2 brought 11:5 build 6:13 7:12 8:22 building 3:13 5:10 6:7,15,16 7:10,11 8:24 9:4,18 10:16 12:11 13:5,19 14:11,22 15:1,7 16:1,9,10 17:5 17:9,22 buildings 5:15 9:21 built 15:4 Burge 2:11 13:14 13:15 burning 12:6</p>	<p>CCR 1:25 19:22 cells 12:6 center 1:10 3:6 5:9,17 6:8,10 6:23 8:24 9:17 10:1 11:6,9,20 12:22 13:5,18 13:24 14:21,22 15:7,10 17:11 17:22 centered 15:15 centers 5:14 6:1 9:21 CEO 5:7 16:18 certain 3:12 Certificate 7:25 19:1 certified 9:14 19:3 certify 19:4,12 cheaper 6:15 checking 12:10 checkup 10:5 chose 16:4 citation 11:4 City 8:9,10 Clair 5:12 9:19 clearing 4:17 clinic 5:20 13:25 13:25 14:7 15:19 16:12 17:12 close 14:7 closely 6:3,9 17:14 code 16:2 combined 6:25 come 5:5 12:14 comfortable 10:3 comments 2:4 3:20 4:4 8:15 18:5 committed 16:9 community 5:25 6:2 9:1 10:24 complaints 10:11 complex 12:4</p>	<p>components 8:16 computer-aided 19:8 concluded 18:13 concludes 18:9 conclusion 6:21 condition 11:25 confidentiality 4:13 confusing 10:2 consider 9:7 Constantino 2:2 3:2 7:4 8:6 9:10 10:22 11:16 13:9 14:17 16:16 18:2 construct 6:16 16:8 construction 6:6 9:20 contained 11:2 contains 3:10 continue 14:6 convenience 15:8 convenient 9:22 12:17 coordinating 14:20 corner 13:6 cost 3:17 6:5 7:9 11:11 16:1,6 costs 6:6,12 7:20 15:23 counsel 19:13,16 County 5:12 9:19 course 14:24 covered 4:21 CSR-IL 1:25 19:22</p>	D	<p>Dated 19:19 day 15:17 19:19 December 3:19 3:24 4:3 deficiencies 11:4 defined 4:14</p>
----------	--	---	----------	---	----------	--	---	---	----------	--

degree 7:6	effort 8:14	experience 10:15	government 4:14	6:18,20,24 7:1
delivery 14:13	electrode 12:5	14:1 16:23	11:4	8:17,18,22 9:3
15:3	electrophysiolo...	explaining 12:9	great 17:13,17	9:18,20 10:1,3
deny 7:15 8:3	11:25 12:1	<hr/>	Green 3:15 13:7	10:13,16 11:5,8
department 4:7	Elizabeth 1:10	F	Gregory 2:9	11:19 12:11,12
9:13 13:16 18:7	3:5,8 5:4 10:25	Facilities 1:5 4:2	10:23,23	12:20,24 13:6
deposition 3:1	11:12	4:6 18:6	gross 6:6 16:2	13:17,20 14:9
18:13	Elizabeth's 5:8,9	facility 1:9 7:10	growing 17:21	14:11,19,23,25
description 3:4	5:21 7:1,12	fact 11:7	<hr/>	15:6,10,24 16:1
designed 10:17	8:21 9:7,13,16	facts 8:3	H	16:5,9,11 17:6
15:22	11:19 12:4,24	faster 12:15	hallways 10:3	17:14
determination	13:4,16,18,21	feel 9:25	happen 7:13	hospitals 5:13
8:11	13:23 14:9,15	figure 11:13	happened 7:14	9:22 15:4 16:3
developer 6:16	14:19 15:5,20	financial 15:21	hard 11:13	Hospital-Amb...
6:19 16:8	16:20 17:5,12	financially 19:17	harmful 10:17	1:10
diligently 6:8	17:17	findings 3:22 4:1	healing 16:23	hours 15:16
directly 15:6	embody 14:12	first 12:3 16:21	health 1:5 3:8 4:1	17:10
director 9:12	employed 19:13	five 13:21	4:6,7,13,15,16	house 5:19 15:18
disclose 4:18	19:16	floor 4:8	4:18,22 10:8,18	17:11
dismissed 7:23	employee 19:16	Flynn 2:7 8:8,8	14:13 17:7 18:6	housed 9:8
disorders 11:24	encourage 17:15	focus 10:14	18:7	houses 4:17
doctor 10:10	energy 12:6	follow-up 12:9	healthcare 4:17	housing 9:2
doctors 6:2 14:3	ensure 4:11 16:3	foot 6:6 16:2	5:24 8:25 10:7	HSHS 11:12
documentation	enthusiastically	Force 5:22	14:2 15:2	<hr/>
11:3	8:4	former 10:25	heard 3:18 14:23	I
door 11:9 12:22	entire 6:16 16:8	forth 9:7	hearing 1:14,18	idea 15:22
14:8 15:13 17:6	entities 4:14	forward 17:20	4:12,23 16:22	ignored 7:19,20
downtown 8:17	entity 4:21	Foundation 5:24	heart 11:21,23	Illinois 1:4,21 3:6
8:23	environment	Francis 3:10	11:24 12:6,16	3:16 4:1,5,7,8
Dr 2:8 9:11,12	10:4,7	frees 10:14	12:24 16:18	5:24 11:23
11:22 12:3,7,14	Enzwiler 2:10	frequently 12:14	17:18	16:19 18:6,7,8
16:17 17:1,1,3	11:17,18	Friend 10:25	Held 1:18	19:6
drive 15:12	errors 3:25	front 6:19 16:7	Hello 9:11 14:18	imaging 10:5
<hr/>	especially 10:7	full 5:19	help 10:11 14:5	12:18 15:11
E	essential 8:16 9:3	functions 9:3	17:13	Impact 3:11
eager 13:23	establish 3:12	further 19:12,15	helps 9:23	implement 6:24
earlier 8:11	14:4	future 15:2 16:15	hereto 19:17	implore 8:2
14:23	established 3:13	<hr/>	high 17:7	17:23
ease 12:8	evening 9:16	G	higher 6:7	important 10:6
easier 6:11	10:21 11:17	generally 10:5	HIPAA 4:10	12:13,19
easily 15:16	13:14 14:24	give 18:5	home 14:7	inasmuch 8:15
East 7:2 14:6	16:17	gives 14:10 17:7	honored 16:19	included 5:23
15:3 18:1	event 19:11	go 9:25	Hopefully 18:10	includes 5:21
education 10:24	exact 11:7	going 5:1 8:23	hospital 3:7,8,9,9	incorporating
effective 6:5	examination	10:4	3:12,14 4:16	8:16
effects 10:9,18	19:14	good 5:24 11:17	5:5,8,11,16,19	increasing 11:10
efficiency 15:14	existing 7:10	13:14 16:17	6:3,7,9,12,14	INDEX 2:1

<p>individual 4:20 individuals 4:19 individual's 4:13 4:22 information 4:14 4:19,22 12:13 inside 9:3 Institute 11:23 12:25 16:18 17:18 Insurance 4:15 integral 15:1 intensive 10:5 interested 19:17 Internet 3:24 intersection 3:15 Interstate 3:15 5:12 involved 12:5 I-64 9:19</p> <hr/> <p style="text-align: center;">J</p> <p>Jefferson 4:8 18:8 Jim 2:13 16:17 16:18 John 2:10 11:17 11:18 16:21 17:1,3,25 John's 16:24 justify 11:5</p> <hr/> <p style="text-align: center;">K</p> <p>keep 14:5 17:13 keeping 15:23 keeps 6:2 Kellie 2:11 13:14 13:15 knew 15:25 known 5:10 6:18</p> <hr/> <p style="text-align: center;">L</p> <p>lab 10:6 12:18 laboratory 15:11 lawyer 7:6 learned 7:8 lease 6:17 16:9</p>	<p>led 12:15 life 16:2 lifelong 8:9 lifetime 14:4 limit 5:1 Lindenwood 1:19 19:5 located 3:13 5:16 location 15:14 long 14:2 look 17:20 losing 8:18 lots 11:11 Louis 5:22 low 15:23</p> <hr/> <p style="text-align: center;">M</p> <p>mad 18:10 mail 4:4 main 1:20 6:6,14 14:11 16:1 19:6 manager 14:20 margins 11:10 Maryann 2:5 5:6 5:7 15:18 mathematician 7:8 mathematics 7:7 matter 7:24 means 6:19 15:15 measure 7:14 medical 3:13 8:24 9:3,12 meeting 3:19 18:9 member 11:1 members 17:23 mention 11:7,10 mentioned 15:18 mentor 14:3 Metro 7:2 14:5 15:3 18:1 middle 15:17 million 3:18 7:9 7:9 mind 12:7 modernizing</p>	<p>8:25 morning 17:8 Mount 3:16 13:7 move 7:25</p> <hr/> <p style="text-align: center;">N</p> <p>name 1:9 5:6 9:11 11:18 13:15 16:17 navigate 10:2 near 5:11 12:20 necessary 4:23 14:12 need 3:3 5:18 7:25,25 8:1 17:16 needed 6:11 11:21 12:1,17 12:21 15:17 16:4 needing 11:6 neither 19:12 nervous 12:2 Net 3:11 never 16:22 new 3:14 7:12 8:22 11:6 14:3 15:5 17:21 newly 3:13 news 17:13 normal 17:10 North 3:15 note 4:11 notes 19:11 notice 4:10 November 3:21 Number 7:4 8:6 8:7 9:10 10:22 11:16 13:9 14:17 18:2 numbers 8:3 nurse 13:15 nurses 14:3 nursing 13:22</p> <hr/> <p style="text-align: center;">O</p> <p>objections 8:13</p>	<p>obstetrics 13:16 October 1:15 19:19 offer 8:12 15:24 15:25 office 3:13 5:10 5:15 8:24 9:4 9:17,20 10:10 10:13,16 12:11 13:5,19 14:22 15:7,16 17:5,9 17:10,22 offices 12:20 old 7:13 once 3:18 4:5 5:1 open 14:6 opportunities 14:5 opportunity 13:2 17:8 oppose 8:18,25 opposition 8:12 13:11 oral 4:17 order 3:9 4:11 organizations 13:1 outpatient 5:15 5:18 15:11 16:11 outside 11:8 O'Fallon 1:11 3:6,16</p> <hr/> <p style="text-align: center;">P</p> <p>Paban 11:22 Parkway 13:7 part 14:8 17:10 participated 13:22 particularly 13:23 16:25 parties 19:7,14 19:17 partner 17:18 partnership 12:23 17:21</p>	<p>patient 9:23 11:18 15:15 16:23 patients 5:18 6:11 7:1 9:24 10:12 11:11,14 12:20 15:8,9 17:9,24,25,25 patient-centered 10:14 Patrick 2:6 7:5,5 Patty 2:9 10:23 10:23 people 17:3 18:10 percent 10:8,9 perform 12:1,3 period 9:22 perspective 15:21 16:6 physician 5:15 9:17,20,24 11:22 14:22 17:5,9,22 physicians 6:12 6:17 9:23 12:19 15:8,13 16:24 17:8,16,19 physician's 5:10 13:5,19 15:7 place 5:2 6:8,12 14:2 plan 13:18 planned 9:17 13:6 plans 4:16 5:9 6:24 10:20 13:3 13:4 14:11,15 14:20 15:2 16:15 17:5 please 4:11 5:5 pleased 9:15 13:17 17:19 plus 12:16 Portability 4:15 portion 16:10 positive 16:23</p>
---	---	--	--	---

<p>possible 15:23 post 3:22 practice 14:13 practices 14:6 practicing 9:14 Prairie 11:23 12:24 16:18 17:18 prepared 12:2 17:2 presence 8:12 present 8:13 president 5:7 primary 5:25 14:1 principles 14:12 privacy 4:12 procedure 12:4,8 17:2 procedures 11:8 proceeding 19:7 proceedings 19:10 professionals 14:3 profit 11:10 program 13:22 project 1:12 3:3 3:5,14,17,18,20 4:5 8:16,19 11:12 14:19 17:24 projects 6:25 9:2 9:5 15:22 proofread 19:8 proposal 6:21 proposed 5:11 9:18 11:20 13:20 14:21 proposing 3:12 protected 4:18 4:22 protects 4:12 proud 13:21 provide 12:23 provided 7:21 11:3</p>	<p>providers 4:16 provides 5:25 13:25 providing 11:7 17:7 proximity 10:11 15:9 psychiatrist 9:14 Psychiatry 9:13 public 1:14 2:4 3:24 4:2,7,12 11:14 18:7 pure 7:7 purposes 6:4 put 9:7 12:7 putting 16:6 p.m 3:1 18:13</p> <hr/> <p style="text-align: center;">Q</p> <hr/> <p>quality 17:7 questions 12:9 quickly 7:16</p> <hr/> <p style="text-align: center;">R</p> <hr/> <p>R 7:5 radiofrequency 12:6 Randy 2:8 9:11 9:12 react 10:15 read 3:3 4:10 really 7:15 9:4 reasons 9:24 recall 16:25 receive 8:21 received 12:25 record 3:4 recovery 12:16 reduce 9:23 10:17 reduced 10:13 Reducing 10:6 Reese 2:5 5:6,7 Regency 13:7 region 7:2 15:3 registered 13:15 regularly 12:10</p>	<p>related 19:13 relationships 14:4 relative 19:15 remind 15:1 replacement 5:11 6:24 9:18 13:6 13:20 14:23,25 report 3:23,23 Reported 1:25 Reporter 19:1,4 representations 11:1 representative 5:4 requirement 16:3 residency 5:20 13:22,25,25 14:7 15:19 16:11 17:11 resident 8:9 residents 5:20,21 5:22 6:1 14:10 15:19 resigned 10:15 respect 8:14 respectfully 10:19 16:14 responses 3:25 4:4 responsibly 14:12 result 8:17 retired 10:24 revenue 7:21 reverse 10:8 review 1:5 4:2,6 8:2,2,3,15 10:19 13:3 14:14 16:14 17:23 18:6 rhythm 11:24 rid 12:7 right 9:8 12:11 15:13 17:6 risk 6:19 16:7</p>	<p>Road 3:16 13:7 round 17:8 rounds 15:16 RPR 1:25 19:22</p> <hr/> <p style="text-align: center;">S</p> <hr/> <p>Safety 3:11 Saha 11:23 12:3 12:7,14 17:1,1 17:3 sake 17:24 saving 16:2 scans 12:16 Scott 5:21 second 4:8 see 7:16,17 13:23 17:9 send 18:4 separate 9:2,5 serve 7:1 service 12:21 18:6 services 1:5 3:7 3:12 4:2,6 5:16 6:9,10,11,13 7:22 12:18 15:11,24 16:11 setting 5:17 14:1 share 4:22 Shorthand 19:3 show 9:16 10:7 11:19 14:24 signed 4:24 Sister 3:7 Sisters 3:8,9 site 12:18 sorts 11:1 Southern 5:23 space 6:14,17 16:10 speak 4:25 13:2 13:10,12 18:3 special 10:24 11:21 12:5 16:25 specialized 11:24 split 9:2</p>	<p>Springfield 4:8 18:8 square 6:6 16:2 St 1:10 3:5,8,10 5:4,7,9,12,20 5:22 6:25 7:12 8:21 9:7,12,16 9:19 10:25 11:12,19 12:4 12:24 13:4,16 13:18,20,23 14:9,14,19 15:5 15:19 16:20 17:4,12,17 staff 3:23 4:1 8:15 standard 5:13 started 5:3 State 1:4 3:19,21 3:22 Statement 3:11 state-of-the-art 14:9 stay 17:15 stories 16:23 story 16:22 Street 1:20 19:6 stress 9:24 10:6,9 10:12,15,17 stressed 9:25 stress-related 10:10 strongly 6:23 studies 10:7 study 6:22 submit 3:20,21 3:25 4:3 submitting 4:17 subset 7:15 subtract 7:8 Sue 2:12 14:18 14:18 suffer 10:8 Sullivan 2:6 7:5 7:6 support 5:8 9:16 11:3,20 13:3,13</p>
--	--	---	---	--

13:17 14:25 16:19 17:4 sure 15:5 surgery 8:24 11:6,9 12:2,14 12:17 14:21 surgical 11:8 Suzanne 1:25 19:3,22 System 3:8	travel 10:12 tremendous 14:10 true 19:10 two 6:25 7:22 9:2 10:3 15:22	wonder 9:4 work 6:8 10:6 12:16 14:7 17:15,19,20 worked 13:20 written 3:25 4:18 4:20 18:4	3 3 2:2 8:7 34.2 7:8
T	U	Y	4 4 9:10 43 10:8
taken 19:11,15 takes 8:14 talking 17:1 teacher 10:25 tear 7:13 tell 17:4 telling 16:22 testimony 4:18 5:2 thank 7:3,18 8:5 9:9 10:20 11:15 13:8 14:16 16:13,21 thankful 12:23 12:25 13:2 think 7:16 12:22 Third 3:9 three 10:4 time 7:7 8:14 10:12,14,20 12:3 14:2 16:13 17:16 19:11 tire 16:22 today 5:8 9:20 13:2 14:24 15:4 16:13 train 5:20 15:19 17:12 training 6:1,3 14:10 transcript 8:2 19:9,10 transcription 19:9 translated 19:8	understand 12:12,19 17:10 University 1:19 5:23 19:5 urge 18:4 user-friendly 5:17 usually 10:4	years 6:22 9:15 13:21 Young 2:8 9:11 9:12	5 5 2:5 10:22 525 4:7 18:8
	V	Z	6 6 11:16 6:06 3:1 6:28 18:13 62226 1:21 19:6 62761 4:9 18:8 64 3:15 5:12
	valid 4:19 valuable 5:25 14:1 visit 12:20 visits 10:10 vital 17:6 volunteer 10:24	Zito 2:13 16:17 16:18	7 7 2:6 13:9 75 10:9
	W	\$	8 8 2:7 8th 4:3
	Wait 7:17 walk 15:13 walking 12:8 want 7:24 8:20 8:23 13:10,12 16:21 wanted 16:3 wants 4:24 15:5 way 6:25 9:19 12:22 weighed 15:23 well-known 16:8 West 1:20 4:7 18:8 19:5 we'll 5:2 we've 15:21 17:19 widely 16:4 wishing 3:20 withdraw 7:17	\$34.2 3:17	9 9 2:8 4:3 90 10:9
		1	
		2	
		1 7:4 10 2:9 14:17 11 2:10 12 16:16 13 2:11 14 2:12 7:11 18:2 14-043 3:14 14-044 1:12 3:5 14-43 7:15,16 14-44 7:15 16 2:13 16th 3:19 17 7:9 17th 19:19 1996 4:16	