KishHealth System
part of Northwestern Medicine

1 Kish Hospital Drive | P.O. Box 707
DeKalb, IL 60115
t. 815.756.1521

RECEIVED
FEB 10 2017
HEALTH FACILITIES &
SERVICES REVIEW BOARD

February 9, 2017

My name is Dr. Michael Kulisz; I am the Chief Medical Officer for Northwestern Medicine Kishwaukee and Valley West Hospitals, and KishHealth Physician Group, and a physician with over twenty-five years of experience practicing in the Emergency Department at Kishwaukee Hospital. The boards of directors and leadership teams of legacy KishHealth System, and now the encompassing system of Northwestern Memorial HealthCare, share in their goal to keep people well. Embedded in the mission statement for Northwestern Memorial HealthCare, we seek to improve the health of the communities we serve by delivering a broad range of services with sensitivity to the individual needs of our patients and their families. With the development of Population Health Management, a key component of the healthcare reform, our role has expanded beyond caring for people just when they are hurt or sick, but taking a proactive role in keeping people well.

As a physician, I can attest to the fact that medications and periodic appointments are only a small fraction of the total health picture for patients. And as healthcare providers, we are only interacting with our patients for such as short period of time, whether in an office or hospital setting. The choices patients make in what they eat, how active they are, and their access to support systems and educational resources for their condition, all impact their health, quality of life and overall prognosis. As a health system, we recognize that in order to be a relevant resource to patients in their total health, we have to address their needs beyond traditional doctor and patient interactions.

The proposed Northwestern Medicine Kishwaukee Hospital Health and Fitness Center will enhance access to preventative health, wellness and fitness programming to area residents. This model is far from that of a traditional gym, but rather a unique blend of health professionals, education, and fitness facilities, in a single setting, coordinating care for patients across the full spectrum of health.

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The emphasis of this facility is on preventable diseases and lifestyle behaviors impacting health which is not duplicated in our community. In partnering with individuals, we can connect them to resources that prevent frightening and costly visits to an emergency room and hospital admissions. According to the CDC, nearly half of all Americans have a chronic health condition; many of these conditions can be prevented, or at minimum, managed in way that allows individuals to carry on with productive lives. We are hopeful for the approval of this project and the positive impact it can have on the health and wellness of our community.

Thank you,

Dr. Michael Kulisz, Jr.

Chief Medical Officer, NM Kishwaukee & Valley West Hospitals

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SERVICES REVIEW BOARD

February 9, 2017

My name is Tom Matya and I am here today as a long time citizen of DeKalb, a local businessman, past chair of the KishHealth System Board of Directors, and currently serving on the Northwestern Memorial HealthCare Board of Directors.

We know that the role of hospitals and health systems in the lives of individuals is different than it was even a few years ago. We are tasked with keeping our communities well, to prevent illness, and promote a healthy lifestyle. Our board recognizes this changing healthcare environment and we continue to seek out ways that we can remain both relevant and valuable to the communities we serve.

Our community has grown and changed, and our health system has grown and changed with it. We now offer a wider array of services, yet we realize that a gap in wellness and preventative health remains. My colleagues on the legacy KishHealth System Board along with health system leaders and I carefully considered several options to enhance healthcare for our community members. We took a look at what we offer today, what is available in our area and where we can invest in wellness to have the greatest impact.

There was a careful process of exploration and collaboration that the legacy KishHealth System Board of Directors undertook for the possible construction of a health and fitness center on the Kishwaukee Hospital campus. This vision of a more tangible resource for disease prevention and wellness is shared by the leadership of Northwestern Memorial HealthCare. They have seen the positive outcome this type of center can have for community members with other hospitals in their system and are equally as excited to bring this resource to our community.

The Board seeks to build on what we're already doing to promote wellness, including partnering with area organizations to support their efforts through financial assistance and educators, offering robust community education and outreach programs, increasing access to primary care through

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our Center for Family Health and KishHealth Physician Group, and providing free and low-cost screenings to the community. We recognize there is potential to further our mission in a coordinated approach to overall wellness in our community; especially in the areas of cardiovascular health and diabetes management, which are among the top health concerns for DeKalb County. This is where we feel the proposed center can bring many of these services and professionals together, at a single location, to be a trusted resource for individuals to partner with them to improve their overall health and wellness. We thank the Health Facilities and Services Review Board for its time today, and consideration of our application.

Thank you,

Thomas Matya

Board Member, Northwestern Memorial HealthCare

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t. 815.756.1521

February 9, 2017

Thank you for allowing me the opportunity to speak today; I am Dawn Roznowski a Director in Community Health Services for Northwestern Memorial HealthCare, based at Kishwaukee and Valley West Hospitals. In my role I oversee the research, program development and outreach of our community wellness programs, diabetes education, breastfeeding support, and corporate wellness programs. I also track and manage the requests and donations made through our community benefit giving to organizations throughout our service areas.

Every three years we do a community-wide health needs assessment survey to determine the prevalence of conditions and health concerns amongst our population. This information helps us prioritize our resources of staff, free and reduced-cost screenings, education programs and outreach, and financial grants, in order to have the greatest positive impact on our communities. Our unique community wellness programs reach over 15,000 people of all ages, per year, giving them the tools and resources to live healthier lives.

In our county, we see a high rate of cancer, obesity, diabetes, cardiovascular disease, along with tobacco and alcohol use. We have educators, health coaches, classes, and screenings in place to help reduce these rates. We know from experience that it takes more than a doctor telling someone they should eat better or start exercising, it takes coaching, support and education. Preventing or properly managing a disease or condition is complicated as there are many things that influence one's well-being, including diet, exercise, medication management, mental and emotional health. This is where the proposed health and wellness center can have an incredible impact on the lives of so many individuals in our area.

Unlike any single resource in our area, the proposed Northwestern Medicine Kishwaukee Health and Fitness Center, will be a comprehensive location where individuals can receive care and guidance from a physician, gain valuable education by attending classes, participate in their

treatment plan and navigate resources with the help of a health coach and safely rehabilitate and exercise with certified professionals. The coordination between the care team and the patient can lead to much higher success.

We look forward to continuing our support of area organizations contributing to the health and wellness of our residents, and are hopeful for the positive impact the new center can bring.

Thank you,

Dawn Roznowski

Director, Community Health Services

The Illinois Health Facilities and Services Review Board Meeting. 9 February 2017

William O'Neill
2814 Greenwood Acres Dr.
DeKalb, IL

My name is William O'Neill I live at 2814 Greenwood acres Drive Dekalb I have the following concerns and comments regarding the proposed Northwestern Kishwaukee Hospital Fitness Center in Dekalb.

1. Can DeKalb afford another nonprofit nontaxable fitness center built right next-door to our current YMCA building where residents young and old currently enjoy affordable programs regularly.

2. The proposed hospital building exceeds the maximum allowed building size by five times. Can a building and parking lots this size handle the sewerage and rainwater that needs to be disbursed from our properties. The sure increase of traffic will change the residential character of our neighborhood.

3. Would the hospital agree to partner with the community in the pilot program known as Payment in Lieu of Taxes. A voluntary program whereby a nonprofit organization shares a portion of public service cost with tax strapped municipalities. It is currently used in 18 states and cities such as Baltimore, Boston, Philadelphia and Pittsburgh.

Thank you

Additional info on Pilots: A quick look on YouTube: Pilot Tax Program WGBH TV news, August 9, 2016. Also Lincoln institute of Land Policy – Pilot Program by Daphnis A. Kenyon and Adam Lampley

February 9, 2017

My name is Fatima Akrabawi, I am a lifelong resident of DeKalb and I am here because as a resident I would love to see a Wellness center in our community. The idea of a Wellness center which focuses on healthy lifestyle in an effort to get ahead of potential health problems is very appealing to me.

In the past I have participated in various health initiative programs run by KishHealth System and enjoyed a variety of lectures on different topics which promote an overall healthy living. Lectures that touched on the benefits of improving flexibility and balance, the benefits of yoga and meditation, as well as the benefits of strength training as a means to strengthen your bones. I have also enjoyed the healthy cooking classes offered at the Leichman Kitchen, which focuses on eating healthy foods to avoid high blood pressure and heart disease. I am actively trying to avoid potential hereditary health issues. I believe the addition of Wellness center would be a wonderful asset to our community.

X

# My comments at the IHFSRB Public Hearing Feb. 9, 2017

Administrator Courtney Avery: My name is Barry Schrader, 511 Roberts Lane, DeKalb, Illinois
I requested this public hearing because there are a lot of unanswered questions and serious concerns regarding Project # 16-054 of Northwestern Memorial Health Care and KishHealth System.

Their planned project, ready to turn dirt by April, will undoubtedly attract hundreds if not thousands of members. All well and good, but it is a major threat for area physical therapy businesses, exercise and fitness clubs, AND especially the next door neighbor the Kishwaukee Family YMCA, an institution that has been part of our community for 59 years.

Getting right to the point, our non-profit YMCA faces the prospect of $292,000 in lost revenue the first year the new competing fitness-health center opens. This fact was first revealed in a 2013 consultant's report showing that the loss in members to the new fitness center. This is based on a projection indicating only 5 percent of the Y members will move over to the Northwestern-Kishwaukee complex. That figure is way too conservative according to a former YMCA board member I contacted, who suggested it will easily be 10 to 20 percent lost membership revenue. Any of the three scenarios would put the YMCA is serious financial difficulty.

As it was explained to me the YMCA provides a lot of worthwhile charitable services for the underprivileged whose family income is at the poverty level or below. This includes a free summer lunch program, swimming program, and especially significant, a summer program called Camp Power for minority kids and families in the University Village community. These programs are at the bottom of the Y budget and the first to be sacrificed in the event of major membership losses. The YMCA has only 16 full-time employees, plus a couple hundred part-timers and volunteers, so those staff members would certainly be impacted.

Unfortunately, fearful that the Northwestern-KishHealth funding now flowing in would be cut off, the YMCA board directed their executive director to release a statement to the newspaper that appeared under the headline "Hospital Plan Not a Threat." In the newspaper story (Exhibit 1) he talked about "long-standing partnerships with the hospital, which has been a tremendous supporter."

OK, then why didn't the hospital continue their discussions with the Y board to combine the two facilities into one cooperative partnership? Instead they broke off discussions and opted to bring in a private firm Power Wellness LLC to run the new facility. This firm has a reputation as an aggressive recruiter of members for the fitness-wellness centers it operates in other areas, such as Delnor Hospital (Exhibit 2). That's how the hospital will recruit the current YMCA members, thus dealing a devastating blow to this non-profit community agency.

**The best solution** to make things more equitable and fair to all concerned is for the State Health Facilities and Services Review Board approve the fitness-wellness complex contingent upon the hospital owners agreeing to an "impact fee" on a sliding scale, compensating the YMCA for each lost member by reimbursing the Y the amount in lost dues. This would need to be a five-year agreement, giving the YMCA adequate time to regroup, find new sources of income and adjust to the lower number of members and still maintain the critical charity work for those less fortunate than we are.

This could then be a win-win situation for all concerned, not a win-lose for the hospital against our community-owned and operated YMCA.
Thank you for holding this hearing today. Here are two copies of my presentation along with the supporting documentation.

(See attachments included)

Page 1 of 3

Daily Chronicle Exhibit 1

# Kishwaukee Family YMCA CEO: Hospital health center plan not a threat

Published: Tuesday, Jan. 3, 2017 10:39 p.m. CST

DeKALB – The leader of Kishwaukee Family YMCA says he wasn't taken by surprise by a Northwestern Medicine Kishwaukee Hospital's bid to build a $46.4 million fitness center next door and doesn't expect it to be crippling.

Officials at the YMCA have known about the hospital's plans for a medically-affiliated community fitness center for years, CEO Mark Spiegelhoff said. They have studied how it might affect their organization, which includes a fitness center at 2500 Bethany Road in DeKalb.

Previous studies indicated the facilities would offer some overlapping services, and also showed about 5 percent of YMCA members could migrate to the proposed Northwestern Medicine Kishwaukee Health and Fitness Center.

"We've known about this for some time," Spiegelhoff said. "We have a long-standing partnership with the hospital, which has been a tremendous supporter. We'll be looking for ways to expand that partnership." More likely a divorce...

Spiegelhoff said the two agencies had at one point discussed a joint facility, but it wasn't pursued. He said those talks happened before he joined the YMCA in 2015. He also said that the Y's focus would remain on serving families and that it would continue to offer scholarships.

Northwestern Medicine officials want to build a 111,105-square-foot health and fitness center on vacant land on Bethany Road. Northwestern's proposal calls for a two-story building at 626 E. Bethany on the hospital campus.

If approved by state regulators, the Northwestern building would be erected near the north hospital entrance on Bethany, just north of the old hospital, which was torn down in 2010.

"We believe the addition of the proposed Northwestern Medicine Kishwaukee Health and Fitness Center will provide patients, residents and our employees with access to enhanced programming focused on improving the health, wellness and fitness of residents in DeKalb County," Kevin Poorten, president of Northwestern Medicine Kishwaukee Hospital, said in a statement.

"In addition to the new health and fitness center, we will be enhancing the hospital campus that will feature new green space, a walking path and sensory garden, all with the goal of improving the

wellness of our residents."

Plans for the fitness center include an aquatic center with two pools, locker rooms and child care services. Application materials submitted to the state review board show the hospital has final working architectural drawings for the project, but renderings of the proposed facility weren't immediately available Tuesday.

"The fitness components of the proposed project are provided to help bridge the gap between health care and fitness by introducing post-therapeutic programs for individuals transitioning into daily activities and exercise," according to the application. "The spaces include an indoor walk/jog track, a gymnasium, group cycling room, stretching and abdominal exercise spaces, free weights, circuit weights, mind/body exercise and a group exercise studio," according to the application. "There will also be a fully accessible exercise pool, warm water therapy pool and hydrotherapy pools."

The lobby would include a small retail space selling food and other items, according to the application.

It's too early in the process to determine how many jobs could be created by the project, or how much memberships would cost, Northwestern spokesman Christopher King said. The Y offers adult memberships for $43.25 a month.

While a new hospital fitness center with similar amenities could siphon members from the YMCA, hospital officials don't see their project as a direct competitor to the YMCA, according to the hospital's application to the state.

"Because a medically affiliated fitness center incorporates medically-trained personnel into the staff, a safe environment is created for people with mobility challenges or those who have not typically exercised," the application said. "Studies show that 40 to 60 percent of members of medically based fitness centers have never been a member of another fitness center."

Before construction can begin, the hospital will need to get a permit from the Illinois Health Facilities and Services Review Board and approval from the city of DeKalb.

"In the coming weeks, we look forward to working with the Illinois Health Facilities and Services Review Board during the application process," Poorten said in a statement.

By law, anyone can submit a written request a public hearing on the hospital's proposal. There had been no such request as of Tuesday afternoon, senior reviewer Mike Constantino said. Written requests for public hearing must be received by the review board no later than Jan 13. No emails or faxes will be accepted.

The review board is tentatively scheduled to consider the hospital's application at its March 14 meeting at the Bolingbrook Golf Club. A staff report on the project is expected to be posted online Feb. 28, according to the review board's website.

- If approved, construction could start in April and the project could be completed by March 2019, records show.

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Exhibit 2

Page 1 of 3

power wellness®

about services clients case studies news employment

Northwestern Medicine®
Delnor Health & Fitness Center

contact

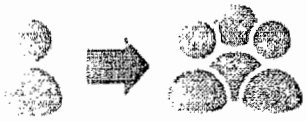
**NEW FACILITY**

# delnor health and wellness center

See how Power Wellness helped Delnor Hospital in Geneva, Illinois transform healthcare in their area.

## THE CHALLENGE

Delnor Hospital knew that a fitness center could be the a prominent feature of the newly expanded health systems campus. The health system leadership wanted a partner who could help ensure success at every step in the process from ground-breaking to the



Page 2 of 3

Northwestern Medicine
Delnor Health & Fitness Center

# THE SOLUTION

As Delnor Hospital's fitness center partner, Power Wellness began by working with the new center's architect to help design a state-of-the-art facility that would be sized for growth without being "over built" at the onset.

As the facility was being constructed, Power Wellness pre-sold memberships and aggressively marketed the center to the surrounding community.

Power Wellness also helped with all aspects of the center's development: leadership, recruiting and staffing, training, Furniture, Fixture and Equipment procurement, accounting, information technology and communication

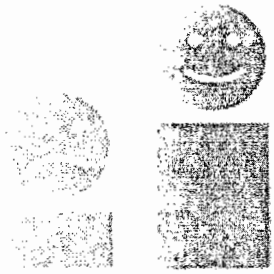
Member satisfaction continues to exceed local and national competitors

# THE IMPACT

**OVER 6,000**
members

**AVERAGE 13%**
annual
revenue
growth

**UTILIZATION INCREASED**
**26%**
Per Year



**VOTED 'THE BEST' HEALTH CLUB**
in community
every year

Nineteen years later, Delnor Health and Wellness Center is now proud to be called Northwestern Medicine Delnor Health & Fitness Center.

Although the name and branding have changed several times, Power Wellness is consistently providing the Northwestern healthcare system with

## services

Management

Medical Integration

Project Planning

Technology

Development Services

Operational Analysis

Purchasing

Consulting

## case studies

**NEW FACILITY**
Delnor Health and Wellness Center

**TRANSITIONAL CARE PROGRAM**
The Health and Fitness Center at Washtenaw Community College

**NEW FACILITY**
The John M. and Silvia Ferretti LECOM Medical Fitness & Wellness Center

**ACQUISITION**
Palos Health and Fitness Center

## news

Power Wellness opens new facility at MC Fitness & Health

Chicago Tribune Names Power Wellness a Winner of the Chicago Area 2015 Top 100 Workplaces Award

Genesis Rehab Services and Power Wellness create PowerCare, a joint venture to pair outpatient rehabilitation and wellness services to serve as hub for overall health

Power Wellness partners with the University of Mississippi Medical Center and Courthouse Racquet & Fitness

## contact & support

Toll Free: 877.888.2988

Main: 630.570.2600

Email: inquiry@powerwellness.com

## corporate office

851 Oak Creek Dr.
Lombard, IL 60148

## Connect with Power Wellness

Exhibit 3

## Budget and staffing figures for YMCA in FY 2017

Kishwaukee Family YMCA has 16 full-time positions at present.
Part-timer totals are about 200 plus volunteers

The YMCA Annual Operating Revenue Budget for 2017 is $3.7 million. Of that amount, $2.1 million comes from membership dues which is 57 percent of the budget.

In 2013 an outside consultant's study indicated that the YMCA would see a loss in both general members and Kishwaukee Hospital employees who are members. In addition to that are hundreds of NIU people who have United Health Care insurance which pays their dues, something Northwestern will undoubtedly go after to move those insureds to the new facility.

The resulting loss of Y membership revenue by current members leaving to join the hospital Fitness, Health and Wellness Center is estimated to be around $290,000. That is based on a conservative estimate showing a 5 percent loss of overall membership units. If more members depart the membership revenue loss will be greater. For example a 10 percent loss would be $584,000 per year. A 20 percent loss would result in a $1,680,000 loss. The YMCA uses membership revenue to offset the charitable programs and services it provides to the community. One major example of that is Camp Power. (See attached news release)

Source: YMCA (former) Board member, annual report and attachments
(The detailed budget is at the YMCA office.)

Poster Exhibit 4.

# *Negative impact on YMCA in $$*

**$292,000 loss if 5 pct. leave**

**$584,000 lost if 10 pct. join NW**

**$1,168,000 lost if 20 pct. go to NW**

***These figures based on outside consultant's report from 2013 study**
**Document is available from YMCA office**

Attachment A



My email to YMCA staff: (Names redacted)
On Thursday, February 2, 2017 6:49 AM, Barry Schrader <barry815@sbcglobal.net> wrote:

I wanted to share this information as more facts are unfolding about the "divorce" by the Kish-Northwestern corporate entity and the Kishwaukee YMCA. I realize that the 24 people on this email are in jeopardy if they don't immediately share this with upper management, and I understand completely your concern about your careers. Those I have already talked with or collected information from need not worry about confidentiality. I am a bonafide journalist, member of the Society of Professional Journalists which has a strict code of ethics about not divulging sources, as well as a member of the Northern Illinois Newspapers Association (NINA). So even if put on the stand to testify, I have the full protection of the First Amendment and so you have my word your information and your name (s) are safe with me.

Management will tell you that you cannot speak or correspond with me in any manner, and I respect all the information I have accumulated before you were told this. You will also be told that funding for the Y would be severely impacted if Kish-Northwestern pulls its support of current programs and partnerships now in place. This may be true, but look at the bigger picture. When they open their new mega-facility the Y will lose 5 to 10 percent of its membership the first year, meaning $300,000 to $600,000 in revenue will go away. Do you think Kish-Northwestern will pick up that loss so you can keep your jobs and continue valuable programs, like those for the disadvantaged, when the budget crunch comes?

There is an easy out for a few of you, just apply for a position with the Kish-NW facility and you may even get a raise. But what will your colleagues and friends think of you for "jumping ship" and leaving them on a sinking vessel.

Sorry to say that most members I have interviewed believe the Y is overcrowded at certain times of the day and they would welcome another nearby facility that will give them the same or better fitness, health and wellness opportunity. So that is a given, a certain percentage will leave. This is the way the free enterprise system works. But what about one not-for-profit causing great hardship and financial damage to another non-profit which has been here 59 years serving the needs of the greater DeKalb County area. Northwestern has no history here or stake in the local community, only looking at their bottom line and where they can bring in the most people for their investment. Otherwise they would have partnered with the Y, as was supposedly their original intent, and we would see a new complex expanding and connecting with the current YMCA. Ask your board about that. Then ask about an outside consultant's findings predicting the devastating loss in revenue if the new Kish-NW complex is built right next door. These reports and the budget have been denied me, even though I was able to get one printout that verifies my research. So if you have access to any of the documents, I would really appreciate your sharing with me anonymously.

So attached below is my personal column that was posted online this week, as well as my original letter to the Daily Chronicle. Feel free to examine both and let me know of any inaccuracies. I attended a meeting last night with some 15 people present who had a lot more questions than I could answer. Sadly, the Y board and Kish-Northwestern so far have not set a date for a "town meeting" where these issues and facts can be aired and our questions answered. But that's the way big non-profits and private not-for-profits work, without scrutiny from their members, staff or even the media. They are protected by law and use it to keep us like mushrooms. I can speak from experience, fighting for more transparency my entire career as a journalist. So I appreciate the little bits of information a few of you have shared and wish there was some good news I could deliver. But just think ahead in two years there will be opportunities for career advancement and better benefits if you are one of the lucky few to "jump ship."

Charity work

Attachment B

Daily Chronicle

# YMCA to offer free lunch at 3 spots in county this summer

Published: Friday, June 24, 2016 12:16 a.m. CST

DeKALB – The Kishwaukee Family YMCA will serve lunch at three locations in DeKalb County this summer thanks to partnerships with the Wal-Mart Foundation and the Voluntary Action Center.

Meals are open to any child (under 18) in the community and do not have to be members of the YMCA, according to a news release.

Through Aug. 23, meals will be served at noon Monday through Friday at the Kishwaukee Family YMCA in the Lap Pool Lobby, 2500 W. Bethany Road, Sycamore.

Meals will be served at 11:30 a.m. Monday through Thursday at University Village, 722 N. Annie Glidden Road, DeKalb, through Aug. 18.

And meals will be served at noon Tuesdays and Thursdays at Liberty Park, at 10th and Lewis Street through Aug. 11.

The program is designed to make sure children who rely on free or reduced-cost meals through the National School Lunch Program don't go hungry during the summer.

For information about the program, contact Lesley Feyerherm at lfeyerherm@kishymca.org or at 815-756-9577.

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Charity work

Attachment C

Camp Power

# Kishwaukee YMCA receives grants for local programs

Published: Tuesday, Sept. 13, 2016 10:25 p.m. CST
By DAILY CHRONICLE- news@daily-chronicle.com

SYCAMORE – The Kishwaukee YMCA has received financial support to help the organization in its efforts to aid area low-income and underserved families.

First National Bank provided the nonprofit YMCA with a $10,000 Community Development Grant for the Camp Power program.

This summer marked the first year the Y took over full administration of the camp, designed as outreach to youth in DeKalb's University Village housing complex. The six-week camp is free to participants and offers daily activities as well as free lunch and snacks, according to Kish YMCA information about the camp.

"First National Community Development Grants are offered to community organizations who support the revitalization and stabilization of lower-income neighborhoods within the community," states a Kishwaukee YMCA news release about the grant.

The organization also received a $1,000 donation from NAPA Autocare Centers to help the YMCA offer summer camp scholarships. The money is part of the auto care company's monthly outreach where it selects a nonprofit or charity to give 10 percent of the money it gets from oil changes.

"NAPA has provided support for the Y's summer camp every year since 2007. This financial support has resulted in over 100 children having the opportunity to learn, grow and thrive, all while having fun in DeKalb County," according to the news release.

Attachment D

> From: Redacted
> Date: January 5, 2017 at 10:29:48 AM CST
> To: Barry Schrader <barry815@sbcglobal.net>
>
> Subject: Re: Sharing information
>
> REDACTED thinks we should explore the possibility that DeKalb County Rehab and Nursing is striving to become part of the Kish/Northwestern ACO.
>
> If so, their timing isn't so hot, what with ACA being threatened by the new Congress. On the other hand, the kitchen issues at DCRNC have been a big problem from day one, and should be fixed.
>
> Here is the official definition of an ACO: https://www.cms.gov/Medicare/Medicare-Fee-for-Service-Payment/ACO/index.html?redirect=/aco
> [redacted] could give background on how ACOs work in real life, if the need arises.
>
> Name redacted
>
>
> ----- Original Message -----
> From: REDACTED
> To: Barry Schrader
> Sent: Wednesday, January 04, 2017 11:39 AM
> Subject: Sharing information
>
> I have felt for a long time that KishHealth (by any name) is a giant amoeba that is slowly absorbing everything else in this town.
>
> I do understand that what drives the amoeba behavior are changes in the way healthcare gets funded. However, I do not believe it is good for the community to eliminate diversity of options, and I abhor predatory action by so-called not-for-profits.
>
> The impact fee idea is interesting. I'd like to mull that over.
>
> By the way, the proposed renovations of DeKalb County Rehab and Nursing are also about changes in healthcare funding regulations. Nursing facilities in general need to increase Medicare beds and attract as many Medicare (short-term rehab) patients to them as they can, or risk bathing in red ink and worse.
>
> Name redacted

V

Attachment E

**YMCA Board Members—2016**
**Please contact them to let them know how you feel.**

Keith Foster – Board Chair
Kathy Countryman – Vice Chair
Gary Evans – Treasurer
Jim Lehan – Secretary
Bryan Westerby – Past Chair
Cindy Capek
Ron Cerutti
Dr. Dave Emmert
Grant Goltz
Sedgwick Harris
Mark Hilde
Craig Mathey
Dr. Doug Moeller (?)
Dr. La Vonne Neal
Karen Pletsch
Alison Rosenow
Danielle Schultz
Dr. Dana Stover

Attachment P

# Letter: Why not just buy the YMCA's health facility?

Daily Chronicle, Tuesday, Jan. 24, 2017

To the Editor:

The Illinois Health Facilities and Services Review Board will hold a public hearing on the Northwestern Medicine Health and Fitness complex plan is slated for 11:30 a.m. Feb. 9 in the DeKalb Library.

People may wonder why bother to hold a hearing when it is already a done deal. Just a formality, folks. It will add a 111,000-square-foot edifice with all kinds of fancy fitness and workout equipment for anyone to join and use.

The proposed $46 million project will be adjacent to the Kishwaukee Family YMCA and duplicate everything they offer and more.

Apparently the YMCA board has been co-opted into supporting the plans since they had their executive director come out publicly declaring it is "not a threat." The board knows better than that. If it would reread its own consultant's report the board would realize it will have a major financial impact on the Y, its membership, programs and services to the community.

So why didn't the hospital owners partner with the Y to share facilities and add onto an already established fitness center? Because they saw an opportunity to increase revenues by hiring Power Wellness LLC and a for-profit company doesn't want to share.

I have a suggestion for them – just buy the YMCA and take over their facilities. They would probably sell it for the same bargain-basement price Kish Health paid for the Ben Gordon Mental Health Center. That has languished since the purchase last year and improvements in service are critically needed as mental health issues have escalated around the county since the hospital closed its inpatient unit. More on that later.

I should also mention the negative impact that this new health and fitness conglomeration (including two pools and physician offices) will have on area fitness clubs, plus health and wellness facilities such as the new MoI center and Northern Rehab just across the street. But as have the big-box stores that move into many communities, forcing existing smaller businesses out, I am sure the Kishwaukee branch of Northwestern Medicine project will be welcomed with open arms by those who think bigger is always better.

But they probably are unaware that Northwestern Medicine pays no property taxes on their hospital out here.

Hope to see everyone at the public hearing.

Barry Schrader
DeKalb, Illinois

Attachment G

Daily Chronicle

# Letter: YMCA will suffer with coming of hospital health center

Published: Wednesday, Feb. 8, 2017 11:34 p.m. CST

To the Editor:

I served on the DeKalb County Board from 2000 to 2010, and during that time was a member of the Health & Human Services Committee for many years and concerned about how DeKalb County funding was allocated.

I was particularly interested in services for those in need, from family services, health care, to mental health treatment, and over the years have seen inadequate health funding for mental health even though supplemented in part by the 708 Mental Health Board.

It is a growing problem and now finding out that the KishHealth System branch of Northwestern Medicine is about to build a $46 million, 111,000-square-foot megacomplex for health and fitness right next door to the Kishwaukee Family YMCA, I feel sad for our community.

First and foremost, KishHealth has neglected developing the Ben Gordon Mental Health Center to meet the growing crisis. Furthermore, this newly proposed Kish-Northwestern facility not only competes with our nonprofit YMCA, but puts many of the smaller health and wellness providers in our community at risk.

This is all happening at a time when DeKalb's police department city crime statistics for 2016 demonstrate a growing demand upon our police and others in responding to attempted suicides and mental health crises in the DeKalb area. Data provided by police show that responses to mental health crises in DeKalb alone rose 25 percent in 2016 over 2015. Police were called more than 200 times, a dramatic increase from the 156 the year before.

So the need is evident for better mental health care and should include crisis intervention beds at the hospital or at the Ben Gordon Center. At the same time, we need to be sure we are meeting the health and fitness needs of the poor and middle class, not just those of the country club set.

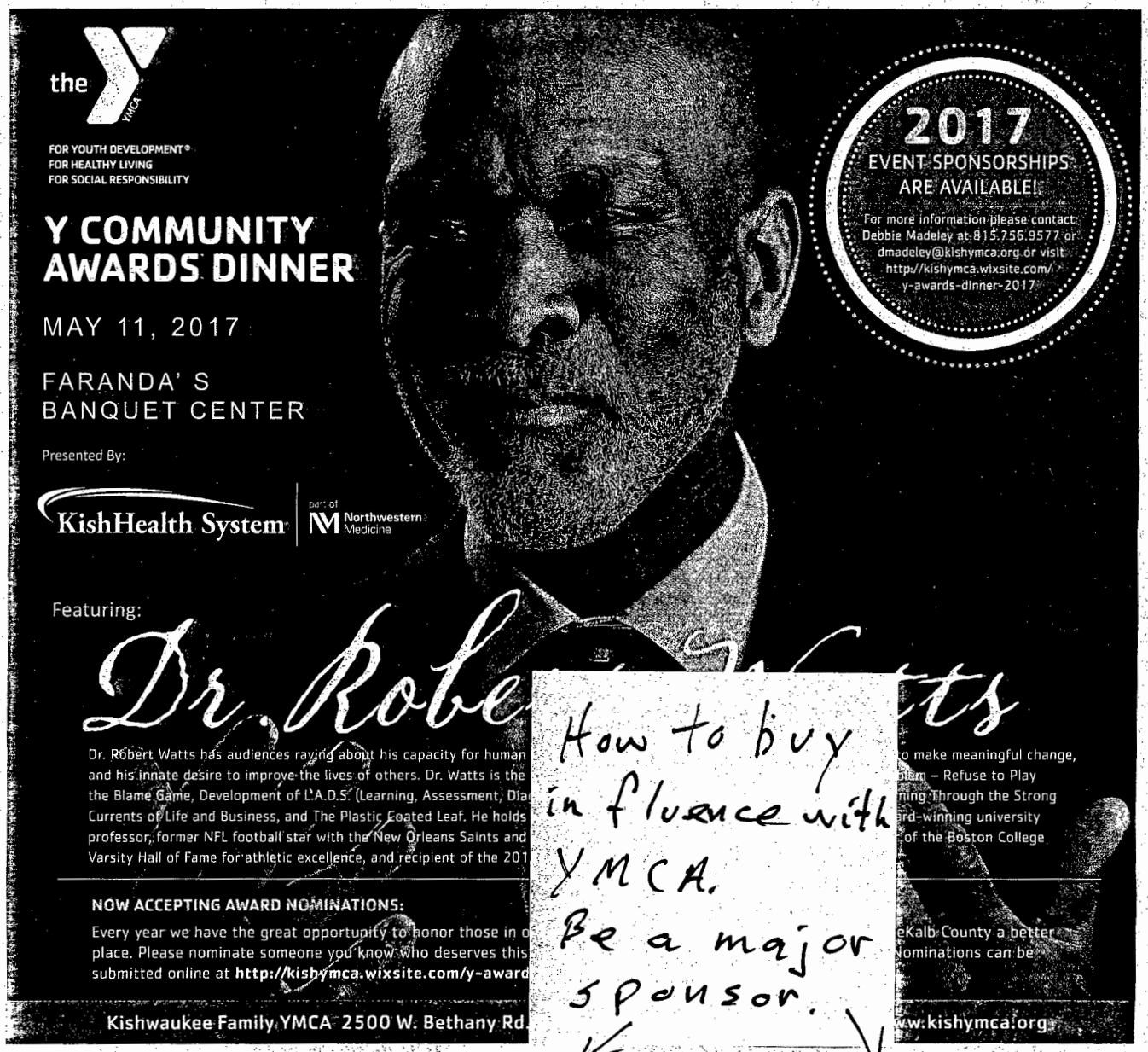
I would hope that the community at large will join in demanding that the YMCA be compensated for the devastating effect this new megafacility right next door will have on them. The public hearing before the Illinois Health Facilities and Services Review Board is at 11:30 a.m. Thursday at the DeKalb Public Library, 309 Oak St.

Eileen Dubin

DeKalb

Attachment H



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