



Planet Depos[®]
We Make It *Happen*[™]

Transcript of Hearing - Project #17-019

Date: May 23, 2017

Case: State of Illinois Health Facilities and Services Review Board

Planet Depos

Phone: 888-433-3767

Fax: 888-503-3767

Email: transcripts@planetdepos.com

www.planetdepos.com

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

ILLINOIS DEPARTMENT OF PUBLIC HEALTH
HEALTH FACILITIES AND SERVICES REVIEW BOARD
BEFORE HEARING OFFICER JUAN MORADO, JR.

-----x
IN RE: :
Application for Permit :
for the Modernization at : Project No. 17-019
SwedishAmerican Hospital :
Located at 1401 East State :
Street, Rockford, Illinois. :
-----x

PUBLIC HEARING
Rockford, Illinois
Tuesday, May 23, 2017
1:21 p.m.

Job No.: 143306
Pages: 1 - 45
Reported by: Paula M. Quetsch, CSR, RPR

1 HEARING held at the location of:

2

3 ILLINOIS CENTRAL MANAGEMENT SERVICES

4 E.J. "ZEKE" GIORGI CENTER

5 200 South Wyman Street

6 Rockford, Illinois 61101

7

8

9

10

11

12 Before Paula M. Quetsch, a Certified Shorthand

13 Reporter, Registered Professional Reporter, and a

14 Notary Public in and for the State of Illinois.

15

16

17

18

19

20

21

22

23

24

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

PRESENT:

ILLINOIS HEALTH FACILITIES AND SERVICES

REVIEW BOARD, by

JUAN MORADO, JR., Public Hearing Officer

JEANNIE MITCHELL, Assistant General Counsel

BRAD BURZYNSKI, Board Member

1 P R O C E E D I N G S

2 HEARING OFFICER MORADO: Good afternoon
3 everyone. We're going to go ahead on get started.
4 I must apologize in advance; I left my paper script
5 back in the car. I'm going to be reading off my
6 phone, so I'm not just text messaging. So everyone
7 knows.

8 My name is Juan Morado, Jr. I'm the general
9 counsel and hearing officer for the Health Facilities
10 and Services Review Board. Here today with me is
11 Jeannie Mitchell who you saw when you signed in,
12 she's assistant general counsel, and we have
13 Brad Burzynski who serves on our Board.

14 As to the rules of the Illinois Health
15 Facilities and Services Review Board, I'd like to
16 read the previously published legal notice into the
17 record.

18 In accordance with the requirements of the
19 Illinois Health Facilities Planning Act and 77
20 Illinois Adm. Code Part 1130, notice is given of a
21 public hearing on an application for permit for the
22 modernization at SwedishAmerican Hospital located at
23 1401 East State Street, Rockford, Illinois, Project
24 No. 17-019 from SwedishAmerican Hospital,

1 SwedishAmerican Health System Corporation, and
2 University of Wisconsin Hospitals and Clinics
3 Authority.

4 The public hearing is to be held by the
5 Illinois Health Facilities and Services Review Board
6 staff pursuant to the Illinois Health Facilities
7 Planning Act. The hearing is open to the public and
8 will afford an opportunity for parties with an
9 interest to present written and/or verbal comment
10 relevant to the project.

11 All allegations or assertions should be
12 relevant to the need for the proposed project and be
13 supported by two copies of materials that are
14 printed or typed on paper size 8 1/2 by 11.

15 The public hearing will be held Tuesday,
16 May 23rd, 2017, located at E.J. "Zeke" Giorgi
17 Center, 200 South Wyman Street, Rockford, Illinois
18 from 1:00 p.m. to 3:30 p.m., and the public sign-in
19 period will begin at 12:45 p.m.

20 The public hearing will be accessible to
21 persons with special needs upon notification of
22 anticipated attendance. Persons with special needs
23 should contact Courtney Avery at (217) 782-3516.
24 For additional information call (217) 782-3516, and

1 Courtney Avery, the Board administrator can also
2 answer questions at (312) 814-4825.

3 The application -- this application was
4 declared complete on April 19th, 2017. A copy of the
5 application may be viewed at the Illinois Health
6 Facilities and Services Review Board office.
7 Consideration by the State Board has been tentatively
8 scheduled for September 26th, and any person wanting
9 to submit written comments on this project must
10 submit those comments by September 6th, 2017.

11 Please note that in order to ensure that the
12 Health Facilities and Services Review Board public
13 hearings protect the privacy and maintain the
14 confidentiality of individuals' health information
15 covered entities as defined by the Health Insurance
16 Portability and Accountability Act of 1996, such as
17 hospital providers, health plans, and healthcare
18 clearinghouses submitting oral or written testimony
19 that discloses protected information of individuals
20 shall have a valid written authorization from that
21 individual. The authorization shall allow the
22 covered entity to share the individual's protected
23 health information at this hearing.

24 If you have not yet signed in, you can still

1 see Jeannie outside. The green sheets are for folks
2 who are wanting to speak. The white sheets are for
3 folks who want to register their attendance, and
4 they can indicate on that sheet whether or not they're
5 for, opposed, or neutral on the project.

6 Those of you who have prepared text of your
7 testimony, please note that we're going to be asking
8 you to submit that written text at the end of your
9 testimony. The record which is being created today
10 by our court reporter will be made available for all
11 Board members prior to the September 26th meeting.

12 I'm going to ask that you limit your
13 testimony to three minutes. Participants are going
14 to be called in the numerical order as assigned on
15 the sign-in sheets. As you approach the speaker's
16 podium -- which does not exist; this is the speakers'
17 area, if you will -- please make sure you please
18 give your full name to the court reporter and spell
19 it so that she can have a correct record. Again, if
20 you have written copies of your remarks, please
21 leave them up here when you're done.

22 Are there any questions on these instructions?

23 (No response.)

24 HEARING OFFICER MORADO: Okay. So we're

1 going to start off with a representative from the
2 applicant. I'd like to call SwedishAmerican's
3 Dr. Michael Born.

4 DR. BORN: Thank you for this opportunity.
5 Michael Born, M-i-c-h-a-e-l B-o-r-n.

6 This year SwedishAmerican is beginning its
7 next exciting chapter in Rockford. As I prepare to
8 fill the position of president and chief executive
9 officer at SwedishAmerican, I'm excited to announce
10 my full and enthusiastic support of the CON and COE
11 applications that are before the Board today.

12 SwedishAmerican has played a vital role in
13 the health of Rockford residents for decades. Our
14 hospital cares for members in our community in every
15 stage of life, and this \$130 million commitment to
16 modernize our existing facilities and construct a
17 state-of-the-art Level III NICU inside a new Women
18 and Children's tower allows us to provide an even
19 higher level of excellence and care.

20 As Rockford grows, so does the need for quality
21 and comprehensive healthcare. SwedishAmerican's
22 expansion will ensure that mothers and their newborns
23 receive the family saving care they need and all
24 patients have the privacy and comfort they deserve.

1 Approval of the CON or COE applications
2 SwedishAmerican has submitted today will promote the
3 vitality of Rockford and the surrounding region that
4 relies on healthcare opportunities located here.
5 SwedishAmerican remains committed to our community
6 and the patients and families that rely on us for
7 their care.

8 Respectfully, thank you.

9 HEARING OFFICER MORADO: Thank you.

10 I'm going to ask Patrick Derry to come up next.

11 MR. DERRY: Patrick T. Derry, D-e-r-r-y.

12 Good afternoon. My name is Pat Derry,
13 president and CEO of Rockford Process Control,
14 Incorporated, a local manufacturing company. I've
15 been a member of the SwedishAmerican board since
16 2000 and have served in various officer roles,
17 including my present commission as chair of the
18 quality of safety leadership council of the board.
19 I know firsthand the work that goes on, and I'm
20 proud to play a role in the quest for high-quality
21 care and the achievement of excellent outcomes at
22 SwedishAmerican.

23 This CON project will modernize our facilities
24 and allow for quality healthcare to continue to be

1 provided to all in our community at the SwedishAmerican
2 Hospital campus in downtown Rockford. Our board has
3 spent months refining this plan. Please help us to
4 continue to meet the needs of our community by
5 approving this certificate of need.

6 Thank you.

7 HEARING OFFICER MORADO: Thank you.

8 Linnette Carter, please.

9 MS. CARTER: Linnette Carter, L-i-n-n-e-t-t-e
10 C-a-r-t-e-r.

11 I would like to say on behalf of myself and
12 Mercyhealth that we are in full support of the
13 \$117 million CON modernization of SwedishAmerican
14 and opposed to the \$13 million movement of the
15 special care nursery to a Level III nursery simply
16 because, as I stated this morning, it is not good
17 for babies, it is not good for parents, and it is
18 not good for our community.

19 Thank you.

20 HEARING OFFICER MORADO: Thank you.

21 Daniel Ross.

22 MR. ROSS: Good afternoon. Daniel,
23 D-a-n-i-e-l; Ross, R-o-s-s.

24 Good afternoon. I'm the president of

1 Williams-Manny Insurance Group and chairman of the
2 board of SwedishAmerican Health System.

3 That being said I'm here today primarily as
4 a patient of SwedishAmerican. At the risk of
5 violating my own HIPAA rights, I want to share a
6 recent opportunity I had to experience the benefits
7 of the expanded partnership between SwedishAmerican
8 and UW.

9 Last fall a SwedishAmerican physician found
10 that I had multiple tumors, one of which came back
11 suspicious in a biopsy. I was referred to a UW
12 subspecialty surgeon for evaluation. The surgeon I
13 was referred to had regular office hours in Rockford,
14 so I was able to see him in a week and did not have
15 to travel.

16 It was determined that removal of my affected
17 organ was the best course of treatment, and within a
18 couple of weeks I was able to have my surgery performed
19 at SwedishAmerican by a world-class fellowship-trained
20 UW surgeon.

21 My care has been seamlessly coordinated
22 between my doctors in Rockford and my surgeon in
23 Madison without me ever having to travel up north,
24 and I want this same kind of experience for all

1 patients in Rockford.

2 As such, I'm here this afternoon to fully
3 support the SwedishAmerican CON to build a four-story
4 addition that will allow the hospital to have all
5 private inpatient rooms, modernize the surgical
6 suites, cath lab, and emergency department, which is
7 the busiest in northern Illinois. In addition, this
8 plan adds behavioral health beds which are much
9 needed in our community.

10 I urge the Health Facilities and Services
11 Review Board to approve this certificate of need.
12 By doing so you'll help SwedishAmerican live out its
13 mission caring for the community.

14 Thank you.

15 HEARING OFFICER MORADO: Thank you.

16 Jena Wehmhoefer.

17 MS. WEHMHOEFER: Jena Wehmhoefer, J-e-n-a
18 W-e-h-m-h-o-e-f-e-r.

19 Hello. My name is Jena Wehmhoefer, and I
20 live in Oregon, Illinois. I'm here today because I
21 stand by Mercyhealth and its wonderful care they
22 provide to the region's tiniest babies.

23 My son Rowen was born at KSB in Dixon.
24 About 15 hours after birth, we started to notice he

1 was having issues. The transportation team was
2 called from Mercyhealth to come get him. This was
3 one of the scariest times of my life not knowing
4 what was going on.

5 All of staff was incredible, from the
6 transportation nurse that stayed hours after her
7 shift to make sure we knew where we were going, to
8 the doctors and nurses that delivered us the news
9 and helped us understand his diagnosis of his
10 two congenital heart defects pulmonary atresia and
11 complete AV canal.

12 We were at Mercyhealth for just a few short
13 hours before being transferred to Chicago for a shunt
14 to be placed within a few days. We were hoping to
15 bring him home from Chicago. However, Rowen had
16 difficulties. We were unsure of his recovery time,
17 so we transferred back to Rockford. The same
18 transportation nurse that took him to Chicago
19 requested to pick him up and was wearing her Rowen
20 the Warrior bracelet. We immediately felt relieved
21 and knew we were headed in the right direction to get
22 Rowen healthy enough to take home.

23 Rowen spent about three more weeks in the
24 NICU in Rockford. He was seen every single day by

1 his amazing cardiologist Dr. Kazmouz, along with a
2 neonatologist and other specialists as needed.

3 While our time at Mercyhealth was a roller
4 coaster of ups and downs, we were so happy to be in
5 such a wonderful NICU with such a caring wonderful
6 team that truly worked together with the best interests
7 of Rowen in mind. I spent every day sitting with
8 Rowen while he was in the NICU. I was always amazed
9 by the skill of the staff and how well they worked
10 together in a team when situations arise with their
11 tiniest patients.

12 While I was pregnant I never thought I would
13 need a Level III NICU or any of the many pediatric
14 specialists that Rowen has, but I did and I'm still
15 thankful for the wonderful care we received at
16 Mercyhealth. I'm excited for their future partnerships
17 with Lurie Children's Hospital as some of Rowen's
18 services are moved closer to home, and I hope that
19 no one has to go through the struggles that I did
20 while being so far from home.

21 I support the modernization of their
22 hospital, but I oppose their small Level III NICU.
23 This care simply that Rowen needed could not be
24 given in such a small NICU.

1 HEARING OFFICER MORADO: Thank you.

2 John Patterson.

3 MR. PATTERSON: John Patterson, J-o-h-n
4 P-a-t-t-e-r-s-o-n.

5 Thank you for the opportunity to speak today.
6 I have been employed by SwedishAmerican Hospital for
7 10 years where I have been a nurse in the critical
8 care unit and this past year have become the manager
9 of medical surgical services on the 9th floor.

10 I have always been proud to work for the
11 organization with their philosophy of caring for an
12 entire community. I want to express my complete
13 support of SwedishAmerican's CON and COE applications.

14 As the manager of the medical and surgical
15 department I have seen firsthand the challenges of a
16 dated unit with cohabitation or doubling of patients.
17 I feel the proposed \$130 million investment will
18 benefit our patients by allowing us to modernize our
19 amenities.

20 Oftentimes staff and patients struggle to
21 maneuver in the tight corridors, and roommates will
22 oftentimes come to disagreements, which forces staff
23 to intervene.

24 Noise is also a challenge, with roommates

1 often watching TV continuously, using portable
2 devices, having many visitors, and at rare times
3 using excessive profanity. This leaves the other
4 patient quite exhausted at a time they should be
5 healing.

6 Our community deserves nothing but the best
7 when it comes to the quality of care that they
8 receive in a setting that is conducive to healing.
9 I support construction that brings in quality
10 services and amenities because I feel strongly this
11 raises the bar on healthcare throughout the entire
12 community.

13 I respectfully urge you to approve
14 SwedishAmerican projects that will benefit, again,
15 the entire community. Respectfully, John Patterson.

16 HEARING OFFICER MORADO: Thank you.

17 Gillian Headley.

18 DR. HEADLEY: Gillian Headley, G-i-l-l-i-a-n
19 H-e-a-d-l-e-y.

20 My name is Dr. Gillian Headley, and I'm the
21 medical director of Mercyhealth NICU and also the
22 codirector of the Northwest Illinois Regional
23 Perinatal Center. I have worked for -- at Rockford
24 Memorial Health for the past 17 years, and I've

1 cared for more than 6500 babies.

2 I support fully the modernization of
3 SwedishAmerican Hospital, but what I do not support
4 is the opening of a Level III NICU. SwedishAmerican
5 already has a special care nursery, a Level II, and
6 I think that because the research shows that babies,
7 especially small babies and babies of low birth
8 weight are better cared for in larger NICUs, I
9 oppose this project.

10 HEARING OFFICER MORADO: Thank you.

11 James Cole.

12 DR. COLE: James Cole, C-o-l-e, James.

13 When our emergency department was constructed
14 16 years ago, it was designed to serve 45,000 patients
15 per year, a generous estimate at the time. But the
16 SwedishAmerican ER now regularly cares for 166 percent
17 of those original sick and injured casualty estimates.

18 Healthcare providers in Rockford, like those
19 in every other community of this nation, serve a
20 population that is living longer and is dealing with
21 more chronic illnesses than at any previous time in
22 history. Whereas, in years past patients could often
23 wait a few days or weeks to visit a primary care
24 physician, the fragility and tenuousness of many of

1 our older or sicker patients demand emergency
2 healthcare access like never before.

3 It is critically imperative that as
4 emergency healthcare demands increase that so does
5 our response to this demand in the form of increased
6 emergency rooms and new and improved cardiology and
7 surgical suites.

8 An unfortunate statistic that we must all
9 cope with in this community is the fact that annually
10 there are about 76 victims of violent crime for
11 every 10,000 citizens of Rockford. That exceeds
12 Chicago's rate by an alarming 90 percent.

13 SwedishAmerican Hospital is a Level II
14 trauma center, and as such we serve a significant
15 portion of those who often present themselves to our
16 ER doors unannounced and unescorted by paramedic
17 personnel. We must always be ready to receive and
18 appropriately care for those victims.

19 As a trauma and general surgeon, I can attest
20 to you that our increased emergency and surgical
21 volumes are testing the limits of our infrastructure.
22 Simply put, our patients need more ERs, they need
23 more ORs, and they need more cardiac cath lab space.
24 Once our proposed Women's and Children's tower is

1 complete, our follow-on emergency room, OR, and cath
2 lab expansion project will commence.

3 I therefore urge you to support the proposed
4 SwedishAmerican Hospital expansion and modernization
5 project, as it will clearly provide additional much
6 needed healthcare support to all citizens within the
7 greater Rockford area.

8 Thank you for your time.

9 HEARING OFFICER MORADO: Thank you.

10 Brett Flannery.

11 MR. FLANNERY: Brett, B-r-e-t-t; Flannery,
12 F-l-a-n-n-e-r-y.

13 My name is obviously Brett Flannery. On
14 August 2nd, 2011, my wife Angie and I had our twins
15 delivered at what was then Rockford Memorial now
16 Mercyhealth at only 22 weeks five days gestation.
17 Evan weighed 1 pound, 2 and a quarter ounces; Faith
18 weighed 1 pound, 2 ounces. Our daughter Faith lived
19 three days before passing away, and Evan spent the
20 next seven months in the NICU fighting to live.
21 Over that time we were blessed that Rockford
22 Memorial now Mercyhealth was only 20 minutes away
23 from home and only 7 minutes away from my work.

24 During that seven months I never missed a

1 day. Every morning I'd wake up early, go to the
2 hospital, see how Evan's day went, spend 20 minutes,
3 30 minutes with him. Every day after work I'd come,
4 Angie would meet me, and we'd stay until bedtime.

5 Because he was born so early he had a lot of
6 complications. He was on the ventilator for months;
7 he had several surgeries, including one emergency
8 procedure at the bedside that the surgeon did right
9 there. All the procedures were done right there at
10 the hospital; he never had to be transported
11 anywhere else.

12 Another benefit of being close, Angie and I
13 both returned to work. As soon as she was basically
14 cleared to drive, she went back to work because we
15 needed to save all our FMLA time for when Evan got
16 to come home.

17 On a more personal note, being close had
18 another critical benefit. On two separate occasions
19 that are burned into our memory, I was at work and
20 got the call that Evan's health was declining, and
21 he was on 100 percent oxygen, and, you know, they
22 were out of things they could do and basically,
23 "Come because we might have to say goodbye." Luckily
24 I rushed to the hospital; I was seven minutes away;

1 I could get there in time; Angie was still home and
2 she could get there, and through the grace of God he
3 pulled through. I can't imagine if I got that call,
4 and I was an hour and a half away and had to drive,
5 and he could have passed away before I got there.

6 I knew families -- we talked -- we knew a
7 lot of families who were in that exact situation who
8 lived an hour and a half away from Rockford, and
9 they only got to come up and see their kids on
10 weekends. They had to make that terrible choice of,
11 "Do I stay at work so I can have a house and support
12 my family, or do I come and see my kids?"

13 We kind of have -- we kind of have that choice
14 today. Three months ago Evan was diagnosed with
15 cancer, so we go -- we got recommended to Lurie
16 Children's Hospital which Mercyhealth is now a partner
17 of. So we spent the last eight months basically
18 down there getting treatment. Again, to the grace
19 of God, the cancer is gone and we're healing and
20 recovering, but we missed basically four of the last
21 eight months of work, and most of that has been
22 unpaid. But we have a great support system, family,
23 friends, donations. So we still have a house; we're
24 not in the crazy debt.

1 But we've seen both sides. We've seen
2 seven months where we could work and seven to
3 eight months where we couldn't work and you just
4 really -- I'm really just here to support I guess --
5 I fully support SwedishAmerican and all the things
6 you're doing, but the level 10 NICU [sic], it
7 just -- it seems too small. There were seven
8 families, seven kids under 25 weeks that spent more
9 than six months in the hospital when I was there,
10 and I have a hard time believing that you guys would
11 just be happy with 70 percent of your capacity. I'm
12 assuming they would have to shift to a bigger
13 hospital.

14 I just ask -- it's above my pay grade. I
15 just ask whatever decision you make, please keep
16 putting the families closer to babies as an
17 important part of that decision.

18 That's all I have.

19 HEARING OFFICER MORADO: Thank you.

20 Ann Gantzer.

21 MS. GANTZER: A-n-n G-a-n-t-z-e-r.

22 In the long history here, SwedishAmerican
23 Hospital has shared many successes with the
24 community of Rockford, and the proposed projects

1 before the Board represent SwedishAmerican's
2 continued commitment to our community. I want to
3 express my complete support for the CON and COE
4 applications.

5 As the vice president of patient services at
6 SwedishAmerican, I know firsthand the benefits that
7 the proposed \$130 million investment will have on
8 our patients and our staff. Modernized facilities
9 featuring more private rooms equate to a higher
10 level of personalized care in a more comfortable
11 environment. The state-of-the-art Women and Children's
12 tower with a Level III NICU offers our staff the
13 best resources to care for our tiniest patients
14 without requiring them to leave our campus in
15 Rockford. The expansion and upgrade of the emergency
16 room, the operating department, and our cath lab
17 facilities will allow our patients to continue to
18 receive convenient and timely quality care.

19 Our community deserves the highest level of
20 medical care, and SwedishAmerican's continued
21 commitment to the area ensures they'll receive it.
22 On behalf of the staff of SwedishAmerican Hospital,
23 I urge you to approve the projects and make Rockford
24 an even more thriving healthcare region.

1 Thank you.

2 HEARING OFFICER MORADO: Thank you.

3 Cindy Tuminkas.

4 MS. TUMINSKAS: Cindy Tuminkas, C-i-n-d-y
5 T-u-m-i-n-s-k-a-s.

6 Hi. My name is Cindy Tuminkas. My
7 grandson Dylan was in NICU at Rockford Memorial
8 Hospital for three months in 2004. Born at 26 weeks
9 Dylan weighed 2 pounds, 2 ounces. His lowest weight
10 was 1 pound, 13 ounces.

11 Because of the care that Rockford Memorial
12 provided Dylan is now 13 years old, one of the top
13 students in his class, and member of the National
14 Junior Honor Society, and a mentor for fellow
15 students in reading and math.

16 Dylan's family was by his bedside 24 hours a
17 day. Dylan needed that care as much as we needed to
18 be with Dylan. If we had to travel to Madison every
19 day, this would have brought an additional emotional,
20 financial, and physical burden on our family. We
21 were able to visit Dylan for several hours a day and
22 travel back and forth to our homes throughout the
23 day and night.

24 I support the modernization of their

1 hospital, but I oppose SwedishAmerican's bid for the
2 10-bed NICU in Rockford. Because they don't have a
3 pediatric specialist here in Rockford, they would
4 need to transfer babies to UW in Madison, which is a
5 90-mile trip. This would create an unnecessary
6 worry for the families when dealing with so many
7 uncertainties.

8 Thank you for your time.

9 HEARING OFFICER MORADO: Thank you.

10 Fiona Springman.

11 MS. SPRINGMAN: Fiona, F-i-o-n-a; Springman,
12 S-p-r-i-n-g-m-a-n.

13 Good afternoon. Every year approximately
14 4,500 babies are born to in Winnebago County, and in
15 2016 2,500 of them were delivered at SwedishAmerican
16 Hospital. Parents from all over Rockford and the
17 surrounding region rely on SwedishAmerican to care
18 for mothers, newborns, and families within our walls.

19 Quality perinatal care is essential for the
20 vitality of every community, and that is why we urge
21 the Board to approve the CON and the COE.

22 As director of Women and Children's services
23 I am reminded daily of the benefits a Level III NICU
24 would have on our patient care. SwedishAmerican

1 would be equipped to care for all babies that are
2 born in our hospital, including the most vulnerable.
3 Families would not be forced to be separated during
4 these scary times. Their newborns would be able to
5 receive the specialized care they require in the
6 same hospital in which they were born.

7 An expansion and modernization of our
8 facility would increase comfort levels for our
9 patients, our staff, and have better health
10 outcomes.

11 The health of our community is dependent on
12 accessible, close-to-home healthcare. Rockford
13 needs the best level of care we can provide, and the
14 \$130 million investment SwedishAmerican is offering
15 can make that giant step towards this goal.

16 Please approve the project before you.
17 Thank you.

18 HEARING OFFICER MORADO: Thank you.

19 Paul Van Den Heuvel.

20 MR. VAN DEN HEUVEL: I'm Paul Van Den Heuvel,
21 vice president of legal affairs for Mercyhealth. I
22 do want to reiterate a number of points today. You
23 already have my testimony from this morning.

24 First, as we have noted throughout our

1 testimony today, Mercyhealth does not oppose
2 UW/Swedese' modernization project. We simply oppose
3 the creation of a Level III NICU at their facility
4 that we believe will result in a lower standard of
5 care and transfers to Madison, Wisconsin.

6 So, in sum, we support \$117 million and change,
7 whatever that is of the \$130 million project and, in
8 fact, applaud all of the healthcare professionals
9 here today from SwedishAmerican for your efforts to
10 modernize. You're all very passionate about what
11 you do, too. That's, of course, a great aspect of
12 the entire healthcare field.

13 Mercyhealth has always been and always will
14 be committed to Rockford's west and south sides.
15 We've been there for decades after all. The Health
16 Facilities and Services Review Board in its prior
17 unanimous decision declared that Mercyhealth's new
18 Riverside campus was and is an exceptional aspect, a
19 new facility for the entire greater Rockford
20 community, and that includes delivery of NICU care
21 in our 52-bed state-of-the-art facility.

22 At our west side facility, which I note for
23 everyone here in attendance is the only facility on
24 Rockford's west side, Mercyhealth will continue to

1 provide emergency care, hospital care totaling 88 beds,
2 oncology care, orthopedic care, access to primary care,
3 specialty care throughout the entire facility.

4 Like SwedishAmerican, in the downtown area
5 we have invested hundreds of millions of dollars
6 over the decades, and we will continue to do so. We
7 have a strong commitment to the west and south sides
8 of Rockford; we have a strong commitment to the
9 entire greater Rockford area.

10 Lastly, we -- again, I will reiterate we
11 believe with a 10-bed Level III NICU that UW/Swedes
12 will ultimately send babies to Madison. We've heard
13 testimony today, well, the difference between
14 Rockford Memorial's current location now known as
15 Mercyhealth and SwedishAmerican to the new Riverside
16 facility for Mercyhealth will be a 20-minute drive.
17 Well, on a good day it's 90 minutes to downtown
18 Madison. I travel there on a regular basis, and I
19 know the difficulties if you ever hit a weather
20 issue or a traffic issue. 76 miles, 90 minutes on a
21 good day.

22 We have a facility out at Riverside that
23 will serve the entirety of our region, whether it be
24 the west side, east side, north side, south side, or

1 surrounding communities.

2 Thank you.

3 HEARING OFFICER MORADO: Thank you.

4 Bree Jones.

5 MS. JONES: Bree Jones, B-r-e-e J-o-n-e-s.

6 Hello. My family has been dealing with
7 mental health issues since 1973 when my Aunt Joy was
8 diagnosed with schizophrenia at the young age of 18.
9 My grandmother stood by her side for over 30 years
10 helping with making all of the decisions for Joy's
11 care until she passed away 13 years ago. At that
12 point myself and other family members had to step up
13 and care for Joy.

14 There have been many obstacles throughout
15 this journey. If it was not medication issues, then
16 it was issues trying to find a place for her to
17 live. I have learned firsthand how hard it is to
18 get the help so needed for family members suffering
19 with mental illness. What many people don't
20 understand is even when you're lucky enough to find
21 long-term help for them that there's times that it
22 just doesn't work out. Then as a family member you
23 are in crisis because they are unable to make
24 decisions.

1 There have been times where Joy has been
2 discharged from a facility, and family members have
3 not been notified. She is left to her own devices
4 found wandering the streets. This situation is
5 dangerous for the average person, let alone someone
6 who suffers with schizophrenia whom at the time is
7 scared and hearing voices and seeing things that are
8 not there.

9 I thank God for the many times we've
10 utilized SwedishAmerican Center for Mental Health
11 during these times, and I honestly don't know what
12 we would do without them. There have been times
13 where she was going to be shipped to Chicago because
14 there were not enough beds, and I fully support the
15 additional 10 beds.

16 HEARING OFFICER MORADO: Thank you.

17 Barbara Rogers.

18 MS. ROGERS: B-a-r-b-a-r-a R-o-g-e-r-s.

19 MS. ROGERS: Welcome. My name is Barb Rogers
20 and I support the addition of new boards on the
21 mental health unit at SwedishAmerican Hospital.

22 Ten years ago my son began having mental health
23 problems. Each crisis he experienced ended up with
24 a trip to the emergency room at SwedishAmerican. Many

1 of those trips ended up with his transport to a
2 Chicago mental health facility because the Rockford
3 hospitals were all at full capacity. He currently
4 has had at least 20 admits.

5 These are some issues we've incurred due to
6 the bed shortages and eventual transfers:

7 Ambulance transfers cost over \$900, funds I
8 do not have.

9 Providing care to the ill in their own
10 community may encourage a sense of trust which he
11 does not have between the many -- between the
12 mentally ill patient and the medical staff,
13 improving the outcome.

14 My son has no insight into his illness and
15 is so delusional that he requires a private room,
16 thus, taking up two beds. The guardianship laws are
17 often misinterpreted by staff from other counties
18 requiring legal involvement to implement long-term
19 care or follow-up care. We've frequently had issues
20 where they've given us a follow-up plan, and it does
21 not exist here in Rockford.

22 On an added note, when a mentally ill person
23 is unable to care for themselves and make decisions,
24 you often have to go through legal procedures in

1 order to get things done and get them safe, and that
2 also costs money which I do not have.

3 So this is why I wholly support the addition
4 of beds at SwedishAmerican Hospital.

5 HEARING OFFICER MORADO: Thank you.

6 Danielle Angileri.

7 MS. ANGILERI: Danielle Angileri,
8 D-a-n-i-e-l-l-e A-n-g-i-l-e-r-i.

9 Hi. I'm making a statement on behalf of the
10 National Alliance on Mental Illness Northern Illinois,
11 part of the nation's largest grassroots nonprofit
12 mental health organization. I'm the affiliate
13 coordinator of the one locally here in Rockford.

14 I would like you to know that we do support
15 the modernization of SwedishAmerican Hospital
16 because children and mental health are very important
17 to us. I ask that you keep in mind to add as many
18 beds in the future as possible for those in our area
19 suffering with their mental health especially for
20 children.

21 It's our responsibility as a community to
22 see that mental health be considered just as important
23 as physical health. Approximately one in five youths
24 experience a severe mental disorder at some time

1 during their life, and 50 percent of all lifetime
2 cases of mental illness begin by age 14. Without
3 the proper tools there has become a delay between
4 onset of symptoms and intervention. The delay is
5 anywhere between 8 to 10 years. With lack of
6 services and support, only about 50 percent of youth
7 ages 8 to 15 receive mental health services that
8 they need.

9 Sorry. I'm shaking so bad.

10 HEARING OFFICER MORADO: It's okay.

11 MS. ANGILERI: Mental illness can lead to
12 tragic consequences when left untreated. These
13 consequences include substance abuse, inability to
14 live independently, involvement in the correctional
15 system, failure to complete school, lack of vocational
16 success, physical health problems, and suicide. The
17 facts are that 70 percent of youth in the juvenile
18 system live with a mental health condition, 20 percent
19 living with a serious mental illness. Over one-third
20 of students drop out because of the mental health
21 condition, and that's the highest dropout rate in
22 any disability group. Over 90 percent of children
23 who die by suicide have a mental health condition.

24 I ask that you think deeply about our

1 children's mental health as well as their future
2 when you decide your floor plan for this wonderful
3 new addition to your hospital. There are many who
4 would benefit from the assistance. I'll always
5 believe that what is done to children they will do
6 to society, so let's support and care for them.

7 HEARING OFFICER MORADO: Thank you.

8 Jedediah Cantrell.

9 MS. CANTRELL: Jedediah Cantrell,
10 J-e-d-e-d-i-a-h, last name C-a-n-t-r-e-l-l.

11 As the vice president of operations at
12 SwedishAmerican Hospital, a division of UW Health, I
13 would like to express my support for the
14 CON application that is before you today. The
15 application represents SwedishAmerican's commitment
16 to the residents of Rockford and offer an even
17 higher level of excellence and care to the area.
18 SwedishAmerican's \$130 million proposal to construct
19 a new Women and Children's tower and to modernize
20 our existing facility is exciting and a much needed
21 investment in Rockford's healthcare.

22 Increased private room capacity, as well as
23 an updated operating room and emergency room
24 facilities will expand our ability to offer comfort,

1 privacy, and high level of care to all community
2 members.

3 Additionally, our project has major and
4 long-term economic impacts in downtown Rockford.
5 Our project will add approximately 600 union labor
6 construction jobs and dozens of new permanent
7 healthcare jobs within SwedishAmerican.

8 The residents of Rockford need high-level
9 care close to home. The vitality of our entire
10 community depends on advanced perinatal care and
11 inpatient and outpatient services. The staff and
12 leadership of SwedishAmerican look forward to the
13 continued growth of Rockford as a healthcare
14 destination. Please approve the application
15 submitted by SwedishAmerican.

16 HEARING OFFICER MORADO: Thank you.

17 Harlan Johnson.

18 MR. JOHNSON: H-a-r-a-l-a-n J-o-h-n-s-o-n.

19 Greetings everyone. I'm Harlan Johnson, a
20 licensed marriage and family therapist, licensed
21 clinical professional counselor in private practice.

22 For decades I've been involved in efforts to
23 improve mental health services here. I was a member
24 of the League of Women Voters health committee for

1 10 years and have been sitting on meetings of the
2 Winnebago County Mental Health advisory committee
3 for about three years; I'm a member of the messaging
4 subcommittee. I'm also a member of the NAACP,
5 founder of Come Together Rockford and columnist at
6 the Rockford Register Star.

7 I'm acutely aware of a major problem that your
8 approval of UW SwedishAmerican's Health System's
9 application, your full approval can possibly alleviate.
10 We need an inpatient psychiatric hospitalization
11 program for small children age 12 and under. We
12 have none. My column in the Rockford Register Star
13 from April 14th, 2016, tells the story. I'm
14 submitting it for review, and I will quote a few
15 passages from it in the time I have allotted.

16 "Several months ago" I wrote in April of
17 2016 "I testified at a hearing on MercyRockford's
18 proposed new women's and children's hospital. I
19 asked for a psych unit for small children. I talked
20 with Jack Becherer, MercyRockford board member,
21 about this. He's been supportive but said there's
22 nothing to report yet."

23 As of the writing of this, "Right now,
24 MercyRockford and the city have bigger fish to fry:

1 threats to move to Wisconsin and incentives
2 essential to keep MercyRockford here. CEO Jason Bea
3 plays hardball. He's threatened to pull out more
4 than once. It's paying off. Rockford cut fees in
5 half. Business is business." It's a for-profit
6 hospital.

7 "We need a big change, a real commitment
8 that the new Women and Children's hospital near I-90
9 will actually include a pediatric psych unit. It
10 won't be a cash cow but this is a test. Are they
11 serious? Will they really provide new essential
12 services?"

13 So far the answer is no but SwedishAmerican
14 is saying yes. I'll say more about that in a minute.

15 "Some background. Dick Kunnert, former
16 superintendent at Singer Mental Health Center, told
17 me about psychiatric 'care' for children in the
18 Rockford region. My colleague, the late Britomar
19 Handlon Lathrop, worked with Kunnert managing the
20 children's unit at Singer many years ago. She loved
21 the work. That was then.

22 "But this is now. We have no inpatient
23 psychiatric unit fit for children in or even near
24 Rockford. Local psych wards don't admit young

1 children. DCFS stopped using the nearest hospital,
2 Streamwood for some time because of a scandal and more.
3 Department of Justice has been investigating them.
4 Remember The Mill and Rock River Academy? Whew.

5 "Some children have been kept in hospital
6 emergency rooms for three days waiting for someone
7 to house them. If sent to a psychiatric unit, it
8 will be far away. Children are sent to Springfield
9 or a hospital in Missouri, strapped down on a gurney
10 for a five- to six-hour trip. Once there, there's
11 no support from family or friends. Imagine a
12 7-year-old child enduring such conditions. If
13 SwedishAmerican creates a pediatric site unit here,
14 they'll be meeting a desperate need."

15 Well, I was trying to put Jason Bea's feet
16 to the fire. I'm also wanting to do that with
17 SwedishAmerican. They are going to do this if they
18 have three full-time pediatric psychiatrists.
19 That's a big if. The entire community needs to join
20 with SwedishAmerican to attract those three people.
21 They're very rare.

22 I'm not affiliated with any hospital, and I
23 have no agenda other than being a citizen and mental
24 health professional.

1 One other thing I have heard nothing about
2 so far, and that is an idea that I've been aware of
3 for years. It's called "co-opitition." Private
4 businesses have fierce competition, but we need
5 something that's more than competition. So in the
6 rare instance that someone in the Swedes NICU unit
7 needs something beyond that, Mercy is just real
8 close. Can't we work out some sort of deal that
9 way? That should have nothing to do -- and Mercy
10 coming out saying, "Don't do this," this sounds like
11 a very cold-hearted we-need-to-make-money-bottom-line
12 plan. I really don't like it. It doesn't smell good.

13 The other question that's been rolling
14 around the community is, is Mercy going to continue
15 to stay in north Rockford? I'm hearing here and
16 there all over the place yeah, for about 10 years.
17 But in 15 or 20 years is that hospital going to
18 disappear? I don't know but those are questions
19 that are in the community, and I want your Board to
20 be aware of those concerns.

21 Thank you very much.

22 HEARING OFFICER MORADO: Thank you.

23 Brad Long.

24 MR. LONG: Brad Long, B-r-a-d L-o-n-g.

1 Hello. My name is Brad Long. I represent
2 the Northwestern community -- Northwestern Building
3 Trades Council. We represent the northwest counties
4 of Illinois and are made up of 15,000 men and women
5 of the trades that include carpenters, plumbers,
6 electricians, sheet metal workers, painters,
7 laborers, operating engineers, glazers, and others,
8 and we are in full support of this SwedishAmerican
9 project, and we are asking your support, as well,
10 from the Board.

11 It's been a rough eight years for the building
12 trades, and although things are looking a lot
13 better, projects like this would ensure opportunities
14 for our members and other members that are looking
15 to join apprenticeship opportunities within the
16 building trades.

17 We've enjoyed a great relationship over the
18 years with SwedishAmerican Hospital who has always
19 made a priority of using local workforce that pays
20 living wages to their workers.

21 In my back pocket I'm a carpenter by trade
22 and I represent the carpenters. And although things
23 are looking better, there's a list of 105 names of
24 carpenters that are out of work right now, and that

1 doesn't really tell the whole story.

2 Back in 2007 just with our local of carpenters
3 that represent Winnebago and Boone County and half
4 of Ogle, in 2007 we had about 1450 members, and
5 throughout the recession we lost about half of those
6 members. They went on to different fields, retired,
7 looking for other ideas for employment.

8 So out of the 750 we have left -- and that
9 number is growing as the economy is getting
10 better -- 100 of those are out of work right now.

11 So, again, a project like this with
12 SwedishAmerican Hospital will ensure opportunities
13 for our current members and future members that are
14 looking for apprenticeship opportunities.

15 Beyond the work opportunities, we look
16 forward to increased healthcare for the local
17 downtown area of Rockford, Illinois, and again urge
18 your support.

19 HEARING OFFICER MORADO: Thank you.

20 Daniel Lawler.

21 MR. LAWLER: Good afternoon. My name is
22 Dan Lawler. I'm a partner with the firm of
23 Barnes & Thornburg, and I am a healthcare attorney
24 for SwedishAmerican Hospital.

1 I have heard Mercy complain about the size
2 of the 10-bed NICU unit. Their opposition is driven
3 solely by their own self-interest.

4 If you look at experts who are not driven by
5 their self-interest and what they have to say about
6 10-bed units, you hear a different story. One of
7 these experts is the Illinois Health Facilities and
8 Services Review Board. In their technical expertise
9 they have not put a minimum size on neonatal
10 intensive care units. In fact, the last four new
11 neonatal intensive care units that the Board has
12 approved has been 15 beds or less, and two of them
13 have been less than 10 beds. They do not have a
14 quality issue with a 10-bed NICU.

15 Let's look at the Illinois Department of
16 Public Health who has to license the NICU and make
17 the designation for a Level III nursery. IDPH has
18 licensed and approved these units that the Board has
19 approved recently, and, in fact, 40 percent of the
20 NICUs Level IIIs in Illinois are 20 beds or less.

21 The Illinois Department of Public Health in
22 its clinical expertise, in its expertise regarding
23 public health has not put a minimum size on neonatal
24 intensive care units.

1 It's quite ironic that Mercy is here today
2 complaining about a 10-bed neonatal ICU because next
3 month they're going before the CON board asking for
4 a two-bed ICU at a proposed hospital and a one-bed
5 ICU at another facility.

6 So where is the consistency there? The
7 consistency is if the 10-bed unit is in their self-
8 interest, they promote it. If it's not in their
9 self-interest, they oppose it, and that's exactly
10 what's going on here today.

11 Thank you.

12 HEARING OFFICER MORADO: Thank you.

13 Has everyone who wishes to speak today had
14 an opportunity to?

15 (No response.)

16 HEARING OFFICER MORADO: Again, I apologize
17 for having to read off my phone here.

18 Please note that this project is tentatively
19 scheduled for consideration by the Board at its
20 September 26th, 2017, meeting. The meeting is
21 tentatively scheduled to be held in Springfield,
22 Illinois. Please refer to the HFSRB website at
23 www.HFSRB.Illinois.gov for more details and possible
24 agenda changes.

1 I ask that you please prepare to take note
2 of the following dates and times: The State Board
3 staff report will be posted online at that same
4 website I just gave except on September 12th. The
5 deadline to submit a written response to the State
6 Board staff report is 9:00 a.m. on Wednesday,
7 September 6th. Written comments and responses
8 should be sent to the Illinois Health Facilities and
9 Review Board, attention to Courtney Avery,
10 Administrator, 525 West Jefferson Street, 2nd Floor,
11 Springfield, Illinois 62761.

12 Are there any questions?

13 (No response.)

14 HEARING OFFICER MORADO: Hearing that there
15 are no additional questions or comments, I deem this
16 public hearing adjourned, and I thank you all for
17 coming out today for your participation.

18 (Off the record at 2:15 p.m.)

19

20

21

22

23

24

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

CERTIFICATE OF SHORTHAND REPORTER

I, Paula M. Quetsch, Certified Shorthand Reporter No. 084-003733, CSR, RPR, and a Notary Public in and for the County of Kane, State of Illinois, the officer before whom the foregoing proceedings were taken, do certify that the foregoing transcript is a true and correct record of the proceedings, that said proceedings were taken by me stenographically and thereafter reduced to typewriting under my supervision, and that I am neither counsel for, related to, nor employed by any of the parties to this case and have no interest, financial or otherwise, in its outcome.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed my notarial seal this 26th day of May, 2017.

My commission expires: October 16, 2017



Notary Public in and for the
State of Illinois

A			
a-n-g-i-l-e-r-i	30:20, 32:3, 34:3	21:18, 28:10, 41:11, 41:17, 43:16	along 14:1
32:8	additional	age	already 17:5, 26:23
a-n-n	5:24, 19:5, 24:19, 30:15, 44:15	29:8, 33:2, 36:11	also 6:1, 15:24, 16:21, 32:2, 36:4, 38:16
22:21	additionally	agenda	although 40:12, 40:22
ability	35:3	38:23, 43:24	always 14:8, 15:10, 18:17, 27:13, 34:4, 40:18
34:24	adds	ages	amazed 14:8
able	12:8	33:7	amazing 14:1
11:14, 11:18, 24:21, 26:4	adjourned	ago	ambulance 31:7
about	44:16	17:14, 21:14, 29:11, 30:22, 36:16, 37:20	amenities 15:19, 16:10
12:24, 13:23, 18:10, 27:10, 33:6, 33:24, 36:3, 36:21, 37:14, 37:17, 39:1, 39:16, 41:4, 41:5, 42:1, 42:5, 43:2	adm	ahead 4:3	angie 19:14, 20:4, 20:12, 21:1
above	4:20	alarming	angileri 32:6, 32:7, 33:11
22:14	administrator	18:12	ann 22:20
abuse	6:1, 44:10	all	announce 8:9
33:13	admit	5:11, 7:10, 8:23, 10:1, 11:24, 12:4, 13:5, 18:8, 19:6, 20:9, 20:15, 22:5, 22:18, 25:16, 26:1, 27:8, 27:10, 27:15, 29:10, 31:3, 33:1, 35:1, 39:16, 44:16	annually 18:9
academy	37:24	allegations	another 20:12, 20:18, 43:5
38:4	admits	5:11	answer 6:2, 37:13
access	31:4	alleviate	anticipated 5:22
18:2, 28:2	advance	36:9	any 6:8, 7:22, 14:13, 17:21, 33:22, 38:22, 44:12, 45:12
accessible	4:4	alliance	anywhere 20:11, 33:5
5:20, 26:12	advanced	32:10	
accordance	35:10	allotted	
4:18	advisory	36:15	
accountability	36:2	allow	
6:16	affairs	6:21, 9:24, 12:4, 23:17	
achievement	26:21	allowing	
9:21	affected	15:18	
act	11:16	allows	
4:19, 5:7, 6:16	affiliate	8:18	
actually	32:12	alone	
37:9	affiliated	30:5	
acutely	38:22		
36:7	affixed		
add	45:17		
32:17, 35:5	afford		
added	5:8		
31:22	after		
addition	12:24, 13:6, 20:3, 27:15		
12:4, 12:7,	afternoon		
	4:2, 9:12, 10:22, 10:24, 12:2, 25:13, 41:21		
	again		
	7:19, 16:14,		

<p>apologize 4:4, 43:16</p> <p>applaud 27:8</p> <p>applicant 8:2</p> <p>application 1:7, 4:21, 6:3, 6:5, 34:14, 34:15, 35:14, 36:9</p> <p>applications 8:11, 9:1, 15:13, 23:4</p> <p>apprenticeship 40:15, 41:14</p> <p>approach 7:15</p> <p>appropriately 18:18</p> <p>approval 9:1, 36:8, 36:9</p> <p>approve 12:11, 16:13, 23:23, 25:21, 26:16, 35:14</p> <p>approved 42:12, 42:18, 42:19</p> <p>approving 10:5</p> <p>approximately 25:13, 32:23, 35:5</p> <p>april 6:4, 36:13, 36:16</p> <p>area 7:17, 19:7, 23:21, 28:4, 28:9, 32:18, 34:17, 41:17</p> <p>arise 14:10</p> <p>around 39:14</p> <p>asked 36:19</p>	<p>asking 7:7, 40:9, 43:3</p> <p>aspect 27:11, 27:18</p> <p>assertions 5:11</p> <p>assigned 7:14</p> <p>assistance 34:4</p> <p>assistant 3:5, 4:12</p> <p>assuming 22:12</p> <p>atresia 13:10</p> <p>attendance 5:22, 7:3, 27:23</p> <p>attention 44:9</p> <p>attest 18:19</p> <p>attorney 41:23</p> <p>attract 38:20</p> <p>august 19:14</p> <p>aunt 29:7</p> <p>authority 5:3</p> <p>authorization 6:20, 6:21</p> <p>av 13:11</p> <p>available 7:10</p> <p>average 30:5</p> <p>avery 5:23, 6:1, 44:9</p> <p>aware 36:7, 39:2, 39:20</p> <p>away 19:19, 19:22,</p>	<p>19:23, 20:24, 21:4, 21:5, 21:8, 29:11, 38:8</p> <hr/> <p style="text-align: center;">B</p> <hr/> <p>b-a-r-b-a-r-a 30:18</p> <p>b-o-r-n 8:5</p> <p>b-r-a-d 39:24</p> <p>b-r-e-e 29:5</p> <p>b-r-e-t-t 19:11</p> <p>babies 10:17, 12:22, 17:1, 17:6, 17:7, 22:16, 25:4, 25:14, 26:1, 28:12</p> <p>back 4:5, 11:10, 13:17, 20:14, 24:22, 40:21, 41:2</p> <p>background 37:15</p> <p>bad 33:9</p> <p>bar 16:11</p> <p>barb 30:19</p> <p>barbara 30:17</p> <p>barnes 41:23</p> <p>basically 20:13, 20:22, 21:17, 21:20</p> <p>basis 28:18</p> <p>bea 37:2</p> <p>bea's 38:15</p>	<p>because 10:16, 12:20, 16:10, 17:6, 20:5, 20:14, 20:23, 24:11, 25:2, 29:23, 30:13, 31:2, 32:16, 33:20, 38:2, 43:2</p> <p>becherer 36:20</p> <p>become 15:8, 33:3</p> <p>bed 25:2, 27:21, 28:11, 31:6, 42:2, 42:6, 42:14, 43:2, 43:7</p> <p>beds 12:8, 28:1, 30:14, 30:15, 31:16, 32:4, 32:18, 42:12, 42:13, 42:20</p> <p>bedside 20:8, 24:16</p> <p>bedtime 20:4</p> <p>been 6:7, 9:15, 11:21, 15:6, 15:7, 15:10, 21:21, 27:13, 27:15, 29:6, 29:14, 30:1, 30:3, 30:12, 35:22, 36:1, 36:21, 38:3, 38:5, 39:2, 39:13, 40:11, 42:12, 42:13</p> <p>before 1:3, 2:12, 8:11, 13:13, 18:2, 19:19, 21:5, 23:1, 26:16, 34:14,</p>
--	--	--	---

<p>43:3, 45:6 began 30:22 begin 5:19, 33:2 beginning 8:6 behalf 10:11, 23:22, 32:9 behavioral 12:8 being 7:9, 11:3, 13:13, 14:20, 20:12, 20:17, 38:23 believe 27:4, 28:11, 34:5 believing 22:10 benefit 15:18, 16:14, 20:12, 20:18, 34:4 benefits 11:6, 23:6, 25:23 best 11:17, 14:6, 16:6, 23:13, 26:13 better 17:8, 26:9, 40:13, 40:23, 41:10 between 11:7, 11:22, 28:13, 31:11, 33:3, 33:5 beyond 39:7, 41:15 bid 25:1 big 37:7, 38:19 bigger 22:12, 36:24</p>	<p>biopsy 11:11 birth 12:24, 17:7 blessed 19:21 board 1:2, 3:3, 3:6, 4:10, 4:13, 4:15, 5:5, 6:1, 6:6, 6:7, 6:12, 7:11, 8:11, 9:15, 9:18, 10:2, 11:2, 12:11, 23:1, 25:21, 27:16, 36:20, 39:19, 40:10, 42:8, 42:11, 42:18, 43:3, 43:19, 44:2, 44:6, 44:9 boards 30:20 boone 41:3 born 8:3, 8:4, 8:5, 12:23, 20:5, 24:8, 25:14, 26:2, 26:6 both 20:13, 22:1 bracelet 13:20 brad 3:6, 4:13, 39:23, 39:24, 40:1 bree 29:4, 29:5 brett 19:10, 19:11, 19:13 bring 13:15 brings 16:9 britomar 37:18</p>	<p>brought 24:19 build 12:3 building 40:2, 40:11, 40:16 burden 24:20 burned 20:19 burzynski 3:6, 4:13 busiest 12:7 business 37:5 businesses 39:4</p> <hr/> <p style="text-align: center;">C</p> <hr/> <p>c-a-n-t-r-e-l-l 34:10 c-a-r-t-e-r 10:10 c-i-n-d-y 24:4 c-o-l-e 17:12 call 5:24, 8:2, 20:20, 21:3 called 7:14, 13:2, 39:3 came 11:10 campus 10:2, 23:14, 27:18 can't 21:3, 39:8 canal 13:11 cancer 21:15, 21:19 cantrell 34:8, 34:9</p>	<p>capacity 22:11, 31:3, 34:22 car 4:5 cardiac 18:23 cardiologist 14:1 cardiology 18:6 care 8:19, 8:23, 9:7, 9:21, 10:15, 11:21, 12:21, 14:15, 14:23, 15:8, 16:7, 17:5, 17:23, 18:18, 23:10, 23:13, 23:18, 23:20, 24:11, 24:17, 25:17, 25:19, 25:24, 26:1, 26:5, 26:13, 27:5, 27:20, 28:1, 28:2, 28:3, 29:11, 29:13, 31:9, 31:19, 31:23, 34:6, 34:17, 35:1, 35:9, 35:10, 37:17, 42:10, 42:11, 42:24 cared 17:1, 17:8 cares 8:14, 17:16 caring 12:13, 14:5, 15:11 carpenter 40:21 carpenters 40:5, 40:22, 40:24, 41:2 carter 10:8, 10:9</p>
--	--	---	--

<p>case 45:13</p> <p>cases 33:2</p> <p>cash 37:10</p> <p>casualty 17:17</p> <p>cath 12:6, 18:23, 19:1, 23:16</p> <p>center 2:4, 5:17, 16:23, 18:14, 30:10, 37:16</p> <p>central 2:3</p> <p>ceo 9:13, 37:2</p> <p>certificate 10:5, 12:11, 45:1</p> <p>certified 2:12, 45:3</p> <p>certify 45:7</p> <p>chair 9:17</p> <p>chairman 11:1</p> <p>challenge 15:24</p> <p>challenges 15:15</p> <p>change 27:6, 37:7</p> <p>changes 43:24</p> <p>chapter 8:7</p> <p>chicago 13:13, 13:15, 13:18, 30:13, 31:2</p> <p>chicago's 18:12</p> <p>chief 8:8</p>	<p>child 38:12</p> <p>children 32:16, 32:20, 33:22, 34:5, 36:11, 36:19, 37:17, 37:23, 38:1, 38:5, 38:8</p> <p>children's 8:18, 14:17, 18:24, 21:16, 23:11, 25:22, 34:1, 34:19, 36:18, 37:8, 37:20</p> <p>choice 21:10, 21:13</p> <p>chronic 17:21</p> <p>cindy 24:3, 24:4, 24:6</p> <p>citizen 38:23</p> <p>citizens 18:11, 19:6</p> <p>city 36:24</p> <p>class 24:13</p> <p>cleared 20:14</p> <p>clearinghouses 6:18</p> <p>clearly 19:5</p> <p>clinical 35:21, 42:22</p> <p>clinics 5:2</p> <p>close 20:12, 20:17, 35:9, 39:8</p> <p>close-to-home 26:12</p> <p>closer 14:18, 22:16</p> <p>co-opitition 39:3</p>	<p>coaster 14:4</p> <p>code 4:20</p> <p>codirector 16:22</p> <p>coe 8:10, 9:1, 15:13, 23:3, 25:21</p> <p>cohabitation 15:16</p> <p>cold-hearted 39:11</p> <p>cole 17:11, 17:12</p> <p>colleague 37:18</p> <p>column 36:12</p> <p>columnist 36:5</p> <p>come 9:10, 13:2, 15:22, 20:3, 20:16, 20:23, 21:9, 21:12, 36:5</p> <p>comes 16:7</p> <p>comfort 8:24, 26:8, 34:24</p> <p>comfortable 23:10</p> <p>coming 39:10, 44:17</p> <p>commence 19:2</p> <p>comment 5:9</p> <p>comments 6:9, 6:10, 44:7, 44:15</p> <p>commission 9:17, 45:19</p> <p>commitment 8:15, 23:2,</p>	<p>23:21, 28:7, 28:8, 34:15, 37:7</p> <p>committed 9:5, 27:14</p> <p>committee 35:24, 36:2</p> <p>communities 29:1</p> <p>community 8:14, 9:5, 10:1, 10:4, 10:18, 12:9, 12:13, 15:12, 16:6, 16:12, 16:15, 17:19, 18:9, 22:24, 23:2, 23:19, 25:20, 26:11, 27:20, 31:10, 32:21, 35:1, 35:10, 38:19, 39:14, 39:19, 40:2</p> <p>company 9:14</p> <p>competition 39:4, 39:5</p> <p>complain 42:1</p> <p>complaining 43:2</p> <p>complete 6:4, 13:11, 15:12, 19:1, 23:3, 33:15</p> <p>complications 20:6</p> <p>comprehensive 8:21</p> <p>con 8:10, 9:1, 9:23, 10:13, 12:3, 15:13, 23:3, 25:21, 34:14, 43:3</p> <p>concerns 39:20</p>
--	---	--	--

<p>condition 33:18, 33:21, 33:23 conditions 38:12 conducive 16:8 confidentiality 6:14 congenital 13:10 consequences 33:12, 33:13 consideration 6:7, 43:19 considered 32:22 consistency 43:6, 43:7 construct 8:16, 34:18 constructed 17:13 construction 16:9, 35:6 contact 5:23 continue 9:24, 10:4, 23:17, 27:24, 28:6, 39:14 continued 23:2, 23:20, 35:13 continuously 16:1 control 9:13 convenient 23:18 coordinated 11:21 coordinator 32:13 cope 18:9 copies 5:13, 7:20</p>	<p>copy 6:4 corporation 5:1 correct 7:19, 45:8 correctional 33:14 corridors 15:21 cost 31:7 costs 32:2 could 14:23, 17:22, 20:22, 21:1, 21:2, 21:5, 22:2 couldn't 22:3 council 9:18, 40:3 counsel 3:5, 4:9, 4:12, 45:11 counselor 35:21 counties 31:17, 40:3 county 25:14, 36:2, 41:3, 45:5 couple 11:18 course 11:17, 27:11 court 7:10, 7:18 courtney 5:23, 6:1, 44:9 covered 6:15, 6:22 cow 37:10 crazy 21:24 create 25:5</p>	<p>created 7:9 creates 38:13 creation 27:3 crime 18:10 crisis 29:23, 30:23 critical 15:7, 20:18 critically 18:3 csr 1:24, 45:4 current 28:14, 41:13 currently 31:3 cut 37:4</p> <hr/> <p style="text-align: center;">D</p> <hr/> <p>d-a-n-i-e-l 10:23 d-a-n-i-e-l-l-e 32:8 d-e-r-r-y 9:11 daily 25:23 dan 41:22 dangerous 30:5 daniel 10:21, 10:22, 41:20 danielle 32:6, 32:7 dated 15:16 dates 44:2 daughter 19:18 day 13:24, 14:7,</p>	<p>20:1, 20:2, 20:3, 24:17, 24:19, 24:21, 24:23, 28:17, 28:21, 45:17 days 13:14, 17:23, 19:16, 19:19, 38:6 dcfs 38:1 deadline 44:5 deal 39:8 dealing 17:20, 25:6, 29:6 debt 21:24 decades 8:13, 27:15, 28:6, 35:22 decide 34:2 decision 22:15, 22:17, 27:17 decisions 29:10, 29:24, 31:23 declared 6:4, 27:17 declining 20:20 deem 44:15 deeply 33:24 defects 13:10 defined 6:15 delay 33:3, 33:4 delivered 13:8, 19:15, 25:15</p>
--	---	--	--

<p>delivery 27:20 delusional 31:15 demand 18:1, 18:5 demands 18:4 den 26:19, 26:20 department 1:1, 12:6, 15:15, 17:13, 23:16, 38:3, 42:15, 42:21 dependent 26:11 depends 35:10 derry 9:10, 9:11, 9:12 deserve 8:24 deserves 16:6, 23:19 designation 42:17 designed 17:14 desperate 38:14 destination 35:14 details 43:23 determined 11:16 devices 16:2, 30:3 diagnosed 21:14, 29:8 diagnosis 13:9 dick 37:15 die 33:23</p>	<p>difference 28:13 different 41:6, 42:6 difficulties 13:16, 28:19 direction 13:21 director 16:21, 25:22 disability 33:22 disagreements 15:22 disappear 39:18 discharged 30:2 discloses 6:19 disorder 32:24 division 34:12 dixon 12:23 doctors 11:22, 13:8 doing 12:12, 22:6 dollars 28:5 donations 21:23 done 7:21, 20:9, 32:1, 34:5 doors 18:16 doubling 15:16 down 21:18, 38:9 downs 14:4 downtown 10:2, 28:4, 28:17, 35:4,</p>	<p>41:17 dozens 35:6 dr 8:3, 8:4, 14:1, 16:18, 16:20, 17:12 drive 20:14, 21:4, 28:16 driven 42:2, 42:4 drop 33:20 dropout 33:21 due 31:5 during 19:24, 26:3, 30:11, 33:1 dylan 24:7, 24:9, 24:12, 24:17, 24:18, 24:21 dylan's 24:16</p> <hr/> <p style="text-align: center;">E</p> <hr/> <p>each 30:23 early 20:1, 20:5 east 1:10, 4:23, 28:24 economic 35:4 economy 41:9 efforts 27:9, 35:22 eight 21:17, 21:21, 22:3, 40:11 electricians 40:6 else 20:11</p>	<p>emergency 12:6, 17:13, 18:1, 18:4, 18:6, 18:20, 19:1, 20:7, 23:15, 28:1, 30:24, 34:23, 38:6 emotional 24:19 employed 15:6, 45:12 employment 41:7 encourage 31:10 end 7:8 ended 30:23, 31:1 enduring 38:12 engineers 40:7 enjoyed 40:17 enough 13:22, 29:20, 30:14 ensure 6:11, 8:22, 40:13, 41:12 ensures 23:21 enthusiastic 8:10 entire 15:12, 16:11, 16:15, 27:12, 27:19, 28:3, 28:9, 35:9, 38:19 entirety 28:23 entities 6:15 entity 6:22</p>
--	---	--	---

<p>environment 23:11 equate 23:9 equipped 26:1 er 17:16, 18:16 ers 18:22 especially 17:7, 32:19 essential 25:19, 37:2, 37:11 estimate 17:15 estimates 17:17 evaluation 11:12 evan 19:17, 19:19, 20:15, 21:14 evan's 20:2, 20:20 even 8:18, 23:24, 29:20, 34:16, 37:23 eventual 31:6 ever 11:23, 28:19 every 8:14, 13:24, 14:7, 17:19, 18:11, 20:1, 20:3, 24:18, 25:13, 25:20 everyone 4:3, 4:6, 27:23, 35:19, 43:13 exact 21:7 exactly 43:9</p>	<p>exceeds 18:11 excellence 8:19, 34:17 excellent 9:21 except 44:4 exceptional 27:18 excessive 16:3 excited 8:9, 14:16 exciting 8:7, 34:20 executive 8:8 exhausted 16:4 exist 7:16, 31:21 existing 8:16, 34:20 expand 34:24 expanded 11:7 expansion 8:22, 19:2, 19:4, 23:15, 26:7 experience 11:6, 11:24, 32:24 experienced 30:23 expertise 42:8, 42:22 experts 42:4, 42:7 expires 45:19 express 15:12, 23:3, 34:13</p> <hr/> <p style="text-align: center;">F</p> <hr/> <p>f-i-o-n-a 25:11</p>	<p>f-l-a-n-n-e-r-y 19:12 facilities 1:2, 3:2, 4:9, 4:15, 4:19, 5:5, 5:6, 6:6, 6:12, 8:16, 9:23, 12:10, 23:8, 23:17, 27:16, 34:24, 42:7, 44:8 facility 26:8, 27:3, 27:19, 27:21, 27:22, 27:23, 28:3, 28:16, 28:22, 30:2, 31:2, 34:20, 43:5 fact 18:9, 27:8, 42:10, 42:19 facts 33:17 failure 33:15 faith 19:17, 19:18 fall 11:9 families 9:6, 21:6, 21:7, 22:8, 22:16, 25:6, 25:18, 26:3 family 8:23, 21:12, 21:22, 24:16, 24:20, 29:6, 29:12, 29:18, 29:22, 30:2, 35:20, 38:11 far 14:20, 37:13, 38:8, 39:2 featuring 23:9 feel 15:17, 16:10</p>	<p>fees 37:4 feet 38:15 fellow 24:14 fellowship-trained 11:19 felt 13:20 few 13:12, 13:14, 17:23, 36:14 field 27:12 fields 41:6 fierce 39:4 fighting 19:20 fill 8:8 financial 24:20, 45:13 find 29:16, 29:20 fiona 25:10, 25:11 fire 38:16 firm 41:22 first 26:24 firsthand 9:19, 15:15, 23:6, 29:17 fish 36:24 fit 37:23 five 19:16, 32:23, 38:10 flannery 19:10, 19:11,</p>
--	--	---	---

<p>19:13 floor 15:9, 34:2, 44:10 fmla 20:15 folks 7:1, 7:3 follow-on 19:1 follow-up 31:19, 31:20 following 44:2 for-profit 37:5 forced 26:3 forces 15:22 foregoing 45:6, 45:7 form 18:5 former 37:15 forth 24:22 forward 35:12, 41:16 found 11:9, 30:4 founder 36:5 four 21:20, 42:10 four-story 12:3 fragility 17:24 frequently 31:19 friends 21:23, 38:11 fry 36:24 full 7:18, 8:10,</p>	<p>10:12, 31:3, 36:9, 40:8 full-time 38:18 fully 12:2, 17:2, 22:5, 30:14 funds 31:7 future 14:16, 32:18, 34:1, 41:13</p> <hr/> <p style="text-align: center;">G</p> <hr/> <p>g-a-n-t-z-e-r 22:21 g-i-l-l-i-a-n 16:18 gantzer 22:20, 22:21 gave 44:4 general 3:5, 4:8, 4:12, 18:19 generous 17:15 gestation 19:16 getting 21:18, 41:9 giant 26:15 gillian 16:17, 16:18, 16:20 giorgi 2:4, 5:16 give 7:18 given 4:20, 14:24, 31:20 glazers 40:7 go 4:3, 14:19, 20:1, 21:15,</p>	<p>31:24 goal 26:15 god 21:2, 21:19, 30:9 goes 9:19 going 4:3, 4:5, 7:7, 7:12, 7:13, 8:1, 9:10, 13:4, 13:7, 30:13, 38:17, 39:14, 39:17, 43:3, 43:10 gone 21:19 good 4:2, 9:12, 10:16, 10:17, 10:18, 10:22, 10:24, 25:13, 28:17, 28:21, 39:12, 41:21 goodbye 20:23 gov 43:23 grace 21:2, 21:18 grade 22:14 grandmother 29:9 grandson 24:7 grassroots 32:11 great 21:22, 27:11, 40:17 greater 19:7, 27:19, 28:9 green 7:1 greetings 35:19</p>	<p>group 11:1, 33:22 growing 41:9 grows 8:20 growth 35:13 guardianship 31:16 guess 22:4 gurney 38:9 guys 22:10</p> <hr/> <p style="text-align: center;">H</p> <hr/> <p>h-a-r-a-l-a-n 35:18 h-e-a-d-l-e-y 16:19 half 21:4, 21:8, 37:5, 41:3, 41:5 hand 45:17 handlon 37:19 happy 14:4, 22:11 hard 22:10, 29:17 hardball 37:3 harlan 35:17, 35:19 headed 13:21 headley 16:17, 16:18, 16:20 healing 16:5, 16:8, 21:19 health 1:1, 1:2, 3:2, 4:9, 4:14, 4:19,</p>
--	---	--	---

<p>5:1, 5:5, 5:6, 6:5, 6:12, 6:14, 6:15, 6:17, 6:23, 8:13, 11:2, 12:8, 12:10, 16:24, 20:20, 26:9, 26:11, 27:15, 29:7, 30:10, 30:21, 30:22, 31:2, 32:12, 32:16, 32:19, 32:22, 32:23, 33:7, 33:16, 33:18, 33:20, 33:23, 34:1, 34:12, 35:23, 35:24, 36:2, 36:8, 37:16, 38:24, 42:7, 42:16, 42:21, 42:23, 44:8 healthcare 6:17, 8:21, 9:4, 9:24, 16:11, 17:18, 18:2, 18:4, 19:6, 23:24, 26:12, 27:8, 27:12, 34:21, 35:7, 35:13, 41:16, 41:23 healthy 13:22 hear 42:6 heard 28:12, 39:1, 42:1 hearing 1:3, 1:14, 2:1, 3:4, 4:2, 4:9, 4:21, 5:4, 5:7, 5:15, 5:20, 6:23, 7:24, 9:9, 10:7, 10:20, 12:15, 15:1, 16:16, 17:10,</p>	<p>19:9, 22:19, 24:2, 25:9, 26:18, 29:3, 30:7, 30:16, 32:5, 33:10, 34:7, 35:16, 36:17, 39:15, 39:22, 41:19, 43:12, 43:16, 44:14, 44:16 hearings 6:13 heart 13:10 held 2:1, 5:4, 5:15, 43:21 hello 12:19, 29:6, 40:1 help 10:3, 12:12, 29:18, 29:21 helped 13:9 helping 29:10 here 4:10, 7:21, 9:4, 11:3, 12:2, 12:20, 22:4, 22:22, 25:3, 27:9, 27:23, 31:21, 32:13, 35:23, 37:2, 38:13, 39:15, 43:1, 43:10, 43:17 hereunto 45:16 heuvel 26:19, 26:20 hfsrb 43:22, 43:23 hi 24:6, 32:9 high 35:1</p>	<p>high-level 35:8 high-quality 9:20 higher 8:19, 23:9, 34:17 highest 23:19, 33:21 hipaa 11:5 history 17:22, 22:22 hit 28:19 home 13:15, 13:22, 14:18, 14:20, 19:23, 20:16, 21:1, 35:9 homes 24:22 honestly 30:11 honor 24:14 hope 14:18 hoping 13:14 hospital 1:9, 4:22, 4:24, 6:17, 8:14, 10:2, 12:4, 14:17, 14:22, 15:6, 17:3, 18:13, 19:4, 20:2, 20:10, 20:24, 21:16, 22:9, 22:13, 22:23, 23:22, 24:8, 25:1, 25:16, 26:2, 26:6, 28:1, 30:21, 32:4, 32:15, 34:3, 34:12, 36:18, 37:6,</p>	<p>37:8, 38:1, 38:5, 38:9, 38:22, 39:17, 40:18, 41:12, 41:24, 43:4 hospitalization 36:10 hospitals 5:2, 31:3 hour 21:4, 21:8 hours 11:13, 12:24, 13:6, 13:13, 24:16, 24:21 house 21:11, 21:23, 38:7 however 13:15 hundreds 28:5 <hr/>I<hr/>icu 43:2, 43:4, 43:5 idea 39:2 ideas 41:7 idph 42:17 ii 17:5, 18:13 iii 8:17, 10:15, 14:13, 14:22, 17:4, 23:12, 25:23, 27:3, 28:11, 42:17 iiis 42:20 ill 31:9, 31:12, 31:22 illinois 1:1, 1:11,</p>
---	--	---	---

<p>1:15, 2:3, 2:6, 2:14, 3:2, 4:14, 4:19, 4:20, 4:23, 5:5, 5:6, 5:17, 6:5, 12:7, 12:20, 16:22, 32:10, 40:4, 41:17, 42:7, 42:15, 42:20, 42:21, 43:22, 43:23, 44:8, 44:11, 45:5, 45:24 illness 29:19, 31:14, 32:10, 33:2, 33:11, 33:19 illnesses 17:21 imagine 21:3, 38:11 immediately 13:20 impacts 35:4 imperative 18:3 implement 31:18 important 22:17, 32:16, 32:22 improve 35:23 improved 18:6 improving 31:13 inability 33:13 incentives 37:1 include 33:13, 37:9, 40:5 includes 27:20 including 9:17, 20:7,</p>	<p>26:2 incorporated 9:14 increase 18:4, 26:8 increased 18:5, 18:20, 34:22, 41:16 incredible 13:5 incurred 31:5 independently 33:14 indicate 7:4 individual 6:21 individual's 6:22 individuals 6:14, 6:19 information 5:24, 6:14, 6:19, 6:23 infrastructure 18:21 injured 17:17 inpatient 12:5, 35:11, 36:10, 37:22 inside 8:17 insight 31:14 instance 39:6 instructions 7:22 insurance 6:15, 11:1 intensive 42:10, 42:11, 42:24 interest 5:9, 43:8, 45:13</p>	<p>interests 14:6 intervene 15:23 intervention 33:4 invested 28:5 investigating 38:3 investment 15:17, 23:7, 26:14, 34:21 involved 35:22 involvement 31:18, 33:14 ironic 43:1 issue 28:20, 42:14 issues 13:1, 29:7, 29:15, 29:16, 31:5, 31:19</p> <hr/> <p style="text-align: center;">J</p> <hr/> <p>j-e-d-e-d-i-a-h 34:10 j-e-n-a 12:17 j-o-h-n 15:3 j-o-h-n-s-o-n 35:18 j-o-n-e-s 29:5 jack 36:20 james 17:11, 17:12 jason 37:2, 38:15 jeannie 3:5, 4:11, 7:1 jedediah 34:8, 34:9 jefferson 44:10</p>	<p>jena 12:16, 12:17, 12:19 job 1:22 jobs 35:6, 35:7 john 15:2, 15:3, 16:15 johnson 35:17, 35:18, 35:19 join 38:19, 40:15 jones 29:4, 29:5 journey 29:15 joy 29:7, 29:13, 30:1 joy's 29:10 jr 1:3, 3:4, 4:8 juan 1:3, 3:4, 4:8 junior 24:14 justice 38:3 juvenile 33:17</p> <hr/> <p style="text-align: center;">K</p> <hr/> <p>kane 45:5 kazmouz 14:1 keep 22:15, 32:17, 37:2 kept 38:5 kids 21:9, 21:12, 22:8</p>
--	---	---	--

<p>kind 11:24, 21:13</p> <p>knew 13:7, 13:21, 21:6</p> <p>know 9:19, 20:21, 23:6, 28:19, 30:11, 32:14, 39:18</p> <p>knowing 13:3</p> <p>known 28:14</p> <p>knows 4:7</p> <p>ksb 12:23</p> <p>kunnert 37:15, 37:19</p> <hr/> <p style="text-align: center;">L</p> <hr/> <p>l-i-n-n-e-t-t-e 10:9</p> <p>l-o-n-g 39:24</p> <p>lab 12:6, 18:23, 19:2, 23:16</p> <p>labor 35:5</p> <p>laborers 40:7</p> <p>lack 33:5, 33:15</p> <p>larger 17:8</p> <p>largest 32:11</p> <p>last 11:9, 21:17, 21:20, 34:10, 42:10</p> <p>lastly 28:10</p> <p>late 37:18</p> <p>lathrop 37:19</p>	<p>lawler 41:20, 41:21, 41:22</p> <p>laws 31:16</p> <p>lead 33:11</p> <p>leadership 9:18, 35:12</p> <p>league 35:24</p> <p>learned 29:17</p> <p>least 31:4</p> <p>leave 7:21, 23:14</p> <p>leaves 16:3</p> <p>left 4:4, 30:3, 33:12, 41:8</p> <p>legal 4:16, 26:21, 31:18, 31:24</p> <p>less 42:12, 42:13, 42:20</p> <p>let's 34:6, 42:15</p> <p>level 8:17, 8:19, 10:15, 14:13, 14:22, 17:4, 17:5, 18:13, 22:6, 23:10, 23:12, 23:19, 25:23, 26:13, 27:3, 28:11, 34:17, 35:1, 42:17, 42:20</p> <p>levels 26:8</p> <p>license 42:16</p> <p>licensed 35:20, 42:18</p> <p>life 8:15, 13:3,</p>	<p>33:1</p> <p>lifetime 33:1</p> <p>limit 7:12</p> <p>limits 18:21</p> <p>linnette 10:8, 10:9</p> <p>list 40:23</p> <p>live 12:12, 12:20, 19:20, 29:17, 33:14, 33:18</p> <p>lived 19:18, 21:8</p> <p>living 17:20, 33:19, 40:20</p> <p>local 9:14, 37:24, 40:19, 41:2, 41:16</p> <p>locally 32:13</p> <p>located 1:10, 4:22, 5:16, 9:4</p> <p>location 2:1, 28:14</p> <p>long 22:22, 39:23, 39:24, 40:1</p> <p>long-term 29:21, 31:18, 35:4</p> <p>longer 17:20</p> <p>look 35:12, 41:15, 42:4, 42:15</p> <p>looking 40:12, 40:14, 40:23, 41:7, 41:14</p> <p>lost 41:5</p>	<p>lot 20:5, 21:7, 40:12</p> <p>loved 37:20</p> <p>low 17:7</p> <p>lower 27:4</p> <p>lowest 24:9</p> <p>luckily 20:23</p> <p>lucky 29:20</p> <p>lurie 14:17, 21:15</p> <hr/> <p style="text-align: center;">M</p> <hr/> <p>m-i-c-h-a-e-l 8:5</p> <p>made 7:10, 40:4, 40:19</p> <p>madison 11:23, 24:18, 25:4, 27:5, 28:12, 28:18</p> <p>maintain 6:13</p> <p>major 35:3, 36:7</p> <p>make 7:17, 13:7, 21:10, 22:15, 23:23, 26:15, 29:23, 31:23, 42:16</p> <p>making 29:10, 32:9</p> <p>management 2:3</p> <p>manager 15:8, 15:14</p> <p>managing 37:19</p> <p>maneuver 15:21</p>
---	---	--	--

<p>manufacturing 9:14</p> <p>many 14:13, 16:2, 17:24, 22:23, 25:6, 29:14, 29:19, 30:9, 30:24, 31:11, 32:17, 34:3, 37:20</p> <p>marriage 35:20</p> <p>materials 5:13</p> <p>math 24:15</p> <p>medical 15:9, 15:14, 16:21, 23:20, 31:12</p> <p>medication 29:15</p> <p>meet 10:4, 20:4</p> <p>meeting 7:11, 38:14, 43:20</p> <p>meetings 36:1</p> <p>member 3:6, 9:15, 24:13, 29:22, 35:23, 36:3, 36:4, 36:20</p> <p>members 7:11, 8:14, 29:12, 29:18, 30:2, 35:2, 40:14, 41:4, 41:6, 41:13</p> <p>memorial 16:24, 19:15, 19:22, 24:7, 24:11</p> <p>memorial's 28:14</p> <p>memory 20:19</p>	<p>men 40:4</p> <p>mental 29:7, 29:19, 30:10, 30:21, 30:22, 31:2, 32:10, 32:12, 32:16, 32:19, 32:22, 32:24, 33:2, 33:7, 33:11, 33:18, 33:19, 33:20, 33:23, 34:1, 35:23, 36:2, 37:16, 38:23</p> <p>mentally 31:12, 31:22</p> <p>mentor 24:14</p> <p>mercy 39:7, 39:9, 39:14, 42:1, 43:1</p> <p>mercyhealth 10:12, 12:21, 13:2, 13:12, 14:3, 14:16, 16:21, 19:16, 19:22, 21:16, 26:21, 27:1, 27:13, 27:24, 28:15, 28:16</p> <p>mercyhealth's 27:17</p> <p>mercyrockford 36:20, 36:24, 37:2</p> <p>mercyrockford's 36:17</p> <p>messaging 4:6, 36:3</p> <p>metal 40:6</p> <p>michael 8:3, 8:5</p> <p>might 20:23</p> <p>mile 25:5</p>	<p>miles 28:20</p> <p>mill 38:4</p> <p>million 8:15, 10:13, 10:14, 15:17, 23:7, 26:14, 27:6, 27:7, 34:18</p> <p>millions 28:5</p> <p>mind 14:7, 32:17</p> <p>minimum 42:9, 42:23</p> <p>minute 28:16, 37:14</p> <p>minutes 7:13, 19:22, 19:23, 20:2, 20:3, 20:24, 28:17, 28:20</p> <p>misinterpreted 31:17</p> <p>missed 19:24, 21:20</p> <p>mission 12:13</p> <p>missouri 38:9</p> <p>mittell 3:5, 4:11</p> <p>modernization 1:8, 4:22, 10:13, 14:21, 17:2, 19:4, 24:24, 26:7, 27:2, 32:15</p> <p>modernize 8:16, 9:23, 12:5, 15:18, 27:10, 34:19</p> <p>modernized 23:8</p> <p>money 32:2</p> <p>month 43:3</p>	<p>months 10:3, 19:20, 19:24, 20:6, 21:14, 21:17, 21:21, 22:2, 22:3, 22:9, 24:8, 36:16</p> <p>morado 1:3, 3:4, 4:2, 4:8, 7:24, 9:9, 10:7, 10:20, 12:15, 15:1, 16:16, 17:10, 19:9, 22:19, 24:2, 25:9, 26:18, 29:3, 30:16, 32:5, 33:10, 34:7, 35:16, 39:22, 41:19, 43:12, 43:16, 44:14</p> <p>more 13:23, 17:1, 17:21, 18:22, 18:23, 20:17, 22:8, 23:9, 23:10, 23:24, 37:3, 37:14, 38:2, 39:5, 43:23</p> <p>morning 10:16, 20:1, 26:23</p> <p>most 21:21, 26:2</p> <p>mothers 8:22, 25:18</p> <p>move 37:1</p> <p>moved 14:18</p> <p>movement 10:14</p> <p>much 12:8, 19:5, 24:17, 34:20, 39:21</p> <p>multiple 11:10</p>
---	--	---	--

<p>must 4:4, 6:9, 18:8, 18:17 myself 10:11, 29:12</p> <hr/> <p style="text-align: center;">N</p> <hr/> <p>naacp 36:4 name 4:8, 7:18, 9:12, 12:19, 16:20, 19:13, 24:6, 30:19, 34:10, 40:1, 41:21 names 40:23 nation 17:19 nation's 32:11 national 24:13, 32:10 near 37:8, 37:23 nearest 38:1 need 5:12, 8:20, 8:23, 10:5, 12:11, 14:13, 18:22, 18:23, 25:4, 33:8, 35:8, 36:10, 37:7, 38:14, 39:4 needed 12:9, 14:2, 14:23, 19:6, 20:15, 24:17, 29:18, 34:20 needs 5:21, 5:22, 10:4, 26:13, 38:19, 39:7 neither 45:11</p>	<p>neonatal 42:9, 42:11, 42:23, 43:2 neonatologist 14:2 neutral 7:5 never 14:12, 18:2, 19:24, 20:10 new 8:17, 18:6, 27:17, 27:19, 28:15, 30:20, 34:3, 34:19, 35:6, 36:18, 37:8, 37:11, 42:10 newborns 8:22, 25:18, 26:4 news 13:8 next 8:7, 9:10, 19:20, 43:2 nicu 8:17, 13:24, 14:5, 14:8, 14:13, 14:22, 14:24, 16:21, 17:4, 19:20, 22:6, 23:12, 24:7, 25:2, 25:23, 27:3, 27:20, 28:11, 39:6, 42:2, 42:14, 42:16 nicus 17:8, 42:20 night 24:23 noise 15:24 none 36:12 nonprofit 32:11</p>	<p>north 11:23, 28:24, 39:15 northern 12:7, 32:10 northwest 16:22, 40:3 northwestern 40:2 notarial 45:17 notary 2:14, 45:4, 45:23 note 6:11, 7:7, 20:17, 27:22, 31:22, 43:18, 44:1 noted 26:24 nothing 16:6, 36:22, 39:1, 39:9 notice 4:16, 4:20, 12:24 notification 5:21 notified 30:3 number 26:22, 41:9 numerical 7:14 nurse 13:6, 13:18, 15:7 nursery 10:15, 17:5, 42:17 nurses 13:8</p> <hr/> <p style="text-align: center;">O</p> <hr/> <p>obstacles 29:14 obviously 19:13</p>	<p>occasions 20:18 october 45:19 offer 34:16, 34:24 offering 26:14 offers 23:12 office 6:6, 11:13 officer 1:3, 3:4, 4:2, 4:9, 7:24, 8:9, 9:9, 9:16, 10:7, 10:20, 12:15, 15:1, 16:16, 17:10, 19:9, 22:19, 24:2, 25:9, 26:18, 29:3, 30:16, 32:5, 33:10, 34:7, 35:16, 39:22, 41:19, 43:12, 43:16, 44:14, 45:6 often 16:1, 17:22, 18:15, 31:17, 31:24 oftentimes 15:20, 15:22 ogle 41:4 okay 7:24, 33:10 old 24:12 older 18:1 once 18:24, 37:4, 38:10 oncology 28:2 one 11:10, 13:3,</p>
--	--	--	--

<p>14:19, 20:7, 24:12, 32:13, 32:23, 39:1, 42:6 one-bed 43:4 one-third 33:19 online 44:3 only 19:16, 19:22, 19:23, 21:9, 27:23, 33:6 onset 33:4 open 5:7 opening 17:4 operating 23:16, 34:23, 40:7 operations 34:11 opportunities 9:4, 40:13, 40:15, 41:12, 41:14, 41:15 opportunity 5:8, 8:4, 11:6, 15:5, 43:14 oppose 14:22, 17:9, 25:1, 27:1, 27:2, 43:9 opposed 7:5, 10:14 opposition 42:2 oral 6:18 order 6:11, 7:14, 32:1 oregon 12:20 organ 11:17</p>	<p>organization 15:11, 32:12 original 17:17 ors 18:23 orthopedic 28:2 other 14:2, 16:3, 17:19, 29:12, 31:17, 38:23, 39:1, 39:13, 40:14, 41:7 others 40:7 otherwise 45:14 ounces 19:17, 19:18, 24:9, 24:10 out 12:12, 20:22, 28:22, 29:22, 33:20, 37:3, 39:8, 39:10, 40:24, 41:8, 41:10, 44:17 outcome 31:13, 45:14 outcomes 9:21, 26:10 outpatient 35:11 outside 7:1 over 19:21, 25:16, 28:6, 29:9, 31:7, 33:19, 33:22, 39:16, 40:17 own 11:5, 30:3, 31:9, 42:3 oxygen 20:21</p> <hr/> <p style="text-align: center;">P</p> <hr/> <p>p-a-t-t-e-r-s-o-n 15:4</p>	<p>pages 1:23 painters 40:6 paper 4:4, 5:14 paramedic 18:16 parents 10:17, 25:16 part 4:20, 22:17, 32:11 participants 7:13 participation 44:17 parties 5:8, 45:12 partner 21:16, 41:22 partnership 11:7 partnerships 14:16 passages 36:15 passed 21:5, 29:11 passing 19:19 passionate 27:10 past 15:8, 16:24, 17:22 pat 9:12 patient 11:4, 16:4, 23:5, 25:24, 31:12 patients 8:24, 9:6, 12:1, 14:11, 15:16, 15:18, 15:20, 17:14, 17:22, 18:1,</p>	<p>18:22, 23:8, 23:13, 23:17, 26:9 patrick 9:10, 9:11 patterson 15:2, 15:3, 16:15 paul 26:19, 26:20 paula 1:24, 2:12, 45:3 pay 22:14 paying 37:4 pays 40:19 pediatric 14:13, 25:3, 37:9, 38:13, 38:18 people 29:19, 38:20 percent 17:16, 18:12, 20:21, 22:11, 33:1, 33:6, 33:17, 33:18, 33:22, 42:19 performed 11:18 perinatal 16:23, 25:19, 35:10 period 5:19 permanent 35:6 permit 1:7, 4:21 person 6:8, 30:5, 31:22 personal 20:17 personalized 23:10</p>
--	---	---	--

<p>personnel 18:17</p> <p>persons 5:21, 5:22</p> <p>philosophy 15:11</p> <p>phone 4:6, 43:17</p> <p>physical 24:20, 32:23, 33:16</p> <p>physician 11:9, 17:24</p> <p>pick 13:19</p> <p>place 29:16, 39:16</p> <p>placed 13:14</p> <p>plan 10:3, 12:8, 31:20, 34:2, 39:12</p> <p>planning 4:19, 5:7</p> <p>plans 6:17</p> <p>play 9:20</p> <p>played 8:12</p> <p>plays 37:3</p> <p>please 6:11, 7:7, 7:17, 7:20, 10:3, 10:8, 22:15, 26:16, 35:14, 43:18, 43:22, 44:1</p> <p>plumbers 40:5</p> <p>pocket 40:21</p> <p>podium 7:16</p> <p>point 29:12</p>	<p>points 26:22</p> <p>population 17:20</p> <p>portability 6:16</p> <p>portable 16:1</p> <p>portion 18:15</p> <p>position 8:8</p> <p>possible 32:18, 43:23</p> <p>possibly 36:9</p> <p>posted 44:3</p> <p>pound 19:17, 19:18, 24:10</p> <p>pounds 24:9</p> <p>practice 35:21</p> <p>pregnant 14:12</p> <p>prepare 8:7, 44:1</p> <p>prepared 7:6</p> <p>present 3:1, 5:9, 9:17, 18:15</p> <p>president 8:8, 9:13, 10:24, 23:5, 26:21, 34:11</p> <p>previous 17:21</p> <p>previously 4:16</p> <p>primarily 11:3</p> <p>primary 17:23, 28:2</p> <p>printed 5:14</p>	<p>prior 7:11, 27:16</p> <p>priority 40:19</p> <p>privacy 6:13, 8:24, 35:1</p> <p>private 12:5, 23:9, 31:15, 34:22, 35:21, 39:3</p> <p>problem 36:7</p> <p>problems 30:23, 33:16</p> <p>procedure 20:8</p> <p>procedures 20:9, 31:24</p> <p>proceedings 45:6, 45:8, 45:9</p> <p>process 9:13</p> <p>profanity 16:3</p> <p>professional 2:13, 35:21, 38:24</p> <p>professionals 27:8</p> <p>program 36:11</p> <p>project 1:8, 4:23, 5:10, 5:12, 6:9, 7:5, 9:23, 17:9, 19:2, 19:5, 26:16, 27:2, 27:7, 35:3, 35:5, 40:9, 41:11, 43:18</p> <p>projects 16:14, 22:24, 23:23, 40:13</p> <p>promote 9:2, 43:8</p> <p>proper 33:3</p>	<p>proposal 34:18</p> <p>proposed 5:12, 15:17, 18:24, 19:3, 22:24, 23:7, 36:18, 43:4</p> <p>protect 6:13</p> <p>protected 6:19, 6:22</p> <p>proud 9:20, 15:10</p> <p>provide 8:18, 12:22, 19:5, 26:13, 28:1, 37:11</p> <p>provided 10:1, 24:12</p> <p>providers 6:17, 17:18</p> <p>providing 31:9</p> <p>psych 36:19, 37:9, 37:24</p> <p>psychiatric 36:10, 37:17, 37:23, 38:7</p> <p>psychiatrists 38:18</p> <p>public 1:1, 1:14, 2:14, 3:4, 4:21, 5:4, 5:7, 5:15, 5:18, 5:20, 6:12, 42:16, 42:21, 42:23, 44:16, 45:4, 45:23</p> <p>published 4:16</p> <p>pull 37:3</p> <p>pulled 21:3</p> <p>pulmonary 13:10</p>
--	--	---	---

<p>pursuant 5:6</p> <p>put 18:22, 38:15, 42:9, 42:23</p> <p>putting 22:16</p> <hr/> <p style="text-align: center;">Q</p> <hr/> <p>quality 8:20, 9:18, 9:24, 16:7, 16:9, 23:18, 25:19, 42:14</p> <p>quarter 19:17</p> <p>quest 9:20</p> <p>question 39:13</p> <p>questions 6:2, 7:22, 39:18, 44:12, 44:15</p> <p>quetsch 1:24, 2:12, 45:3</p> <p>quite 16:4, 43:1</p> <p>quote 36:14</p> <hr/> <p style="text-align: center;">R</p> <hr/> <p>r-o-g-e-r-s 30:18</p> <p>r-o-s-s 10:23</p> <p>raises 16:11</p> <p>rare 16:2, 38:21, 39:6</p> <p>rate 18:12, 33:21</p> <p>rd 5:16</p> <p>read 4:16, 43:17</p>	<p>reading 4:5, 24:15</p> <p>ready 18:17</p> <p>real 37:7, 39:7</p> <p>really 22:4, 37:11, 39:12, 41:1</p> <p>receive 8:23, 16:8, 18:17, 23:18, 23:21, 26:5, 33:7</p> <p>received 14:15</p> <p>recent 11:6</p> <p>recently 42:19</p> <p>recession 41:5</p> <p>recommended 21:15</p> <p>record 4:17, 7:9, 7:19, 44:18, 45:8</p> <p>recovering 21:20</p> <p>recovery 13:16</p> <p>reduced 45:10</p> <p>refer 43:22</p> <p>referred 11:11, 11:13</p> <p>refining 10:3</p> <p>regarding 42:22</p> <p>region 9:3, 23:24, 25:17, 28:23, 37:18</p> <p>region's 12:22</p>	<p>regional 16:22</p> <p>register 7:3, 36:6, 36:12</p> <p>registered 2:13</p> <p>regular 11:13, 28:18</p> <p>regularly 17:16</p> <p>reiterate 26:22, 28:10</p> <p>related 45:12</p> <p>relationship 40:17</p> <p>relevant 5:10, 5:12</p> <p>relies 9:4</p> <p>relieved 13:20</p> <p>rely 9:6, 25:17</p> <p>remains 9:5</p> <p>remarks 7:20</p> <p>remember 38:4</p> <p>reminded 25:23</p> <p>removal 11:16</p> <p>report 36:22, 44:3, 44:6</p> <p>reported 1:24</p> <p>reporter 2:13, 7:10, 7:18, 45:1, 45:4</p> <p>represent 23:1, 40:1, 40:3, 40:22, 41:3</p> <p>representative 8:1</p>	<p>represents 34:15</p> <p>requested 13:19</p> <p>require 26:5</p> <p>requirements 4:18</p> <p>requires 31:15</p> <p>requiring 23:14, 31:18</p> <p>research 17:6</p> <p>residents 8:13, 34:16, 35:8</p> <p>resources 23:13</p> <p>respectfully 9:8, 16:13, 16:15</p> <p>response 7:23, 18:5, 43:15, 44:5, 44:13</p> <p>responses 44:7</p> <p>responsibility 32:21</p> <p>result 27:4</p> <p>retired 41:6</p> <p>returned 20:13</p> <p>review 1:2, 3:3, 4:10, 4:15, 5:5, 6:6, 6:12, 12:11, 27:16, 36:14, 42:8, 44:9</p> <p>right 13:21, 20:8, 20:9, 36:23, 40:24, 41:10</p> <p>rights 11:5</p>
--	---	---	--

<p>risk 11:4 river 38:4 riverside 27:18, 28:15, 28:22 rock 38:4 rockford 1:11, 1:15, 2:6, 4:23, 5:17, 8:7, 8:13, 8:20, 9:3, 9:13, 10:2, 11:13, 11:22, 12:1, 13:17, 13:24, 16:23, 17:18, 18:11, 19:7, 19:15, 19:21, 21:8, 22:24, 23:15, 23:23, 24:7, 24:11, 25:2, 25:3, 25:16, 26:12, 27:19, 28:8, 28:9, 28:14, 31:2, 31:21, 32:13, 34:16, 35:4, 35:8, 35:13, 36:5, 36:6, 36:12, 37:4, 37:18, 37:24, 39:15, 41:17 rockford's 27:14, 27:24, 34:21 rogers 30:17, 30:18, 30:19 role 8:12, 9:20 roles 9:16 roller 14:3 rolling 39:13</p>	<p>room 19:1, 23:16, 30:24, 31:15, 34:22, 34:23 roommates 15:21, 15:24 rooms 12:5, 18:6, 23:9, 38:6 ross 10:21, 10:22, 10:23 rough 40:11 rowen 12:23, 13:15, 13:19, 13:22, 13:23, 14:7, 14:8, 14:14, 14:23 rowen's 14:17 rpr 1:24, 45:4 rules 4:14 rushed 20:24</p> <hr/> <p style="text-align: center;">S</p> <hr/> <p>s-p-r-i-n-g-m-a-n 25:12 safe 32:1 safety 9:18 said 11:3, 36:21, 45:9 same 11:24, 13:17, 26:6, 44:3 save 20:15 saving 8:23 saw 4:11</p>	<p>say 10:11, 20:23, 37:14, 42:5 saying 37:14, 39:10 scandal 38:2 scared 30:7 scariest 13:3 scary 26:4 scheduled 6:8, 43:19, 43:21 schizophrenia 29:8, 30:6 school 33:15 script 4:4 seal 45:17 seamlessly 11:21 see 7:1, 11:14, 20:2, 21:9, 21:12, 32:22 seeing 30:7 seems 22:7 seen 13:24, 15:15, 22:1 self 43:7 self-interest 42:3, 42:5, 43:9 send 28:12 sense 31:10 sent 38:7, 38:8,</p>	<p>44:8 separate 20:18 separated 26:3 september 6:8, 6:10, 7:11, 43:20, 44:4, 44:7 serious 33:19, 37:11 serve 17:14, 17:19, 18:14, 28:23 served 9:16 serves 4:13 services 1:2, 2:3, 3:2, 4:10, 4:15, 5:5, 6:6, 6:12, 12:10, 14:18, 15:9, 16:10, 23:5, 25:22, 27:16, 33:6, 33:7, 35:11, 35:23, 37:12, 42:8 set 45:16 setting 16:8 seven 19:20, 19:24, 20:24, 22:2, 22:7, 22:8 several 20:7, 24:21, 36:16 severe 32:24 shaking 33:9 shall 6:20, 6:21 share 6:22, 11:5</p>
--	---	---	---

<p>shared 22:23</p> <p>sheet 7:4, 40:6</p> <p>sheets 7:1, 7:2, 7:15</p> <p>shift 13:7, 22:12</p> <p>shipped 30:13</p> <p>short 13:12</p> <p>shortages 31:6</p> <p>shorthand 2:12, 45:1, 45:3</p> <p>should 5:11, 5:23, 16:4, 39:9, 44:8</p> <p>shows 17:6</p> <p>shunt 13:13</p> <p>sic 22:6</p> <p>sick 17:17</p> <p>sicker 18:1</p> <p>side 27:22, 27:24, 28:24, 29:9</p> <p>sides 22:1, 27:14, 28:7</p> <p>sign-in 5:18, 7:15</p> <p>signature-lvnsu 45:20</p> <p>signed 4:11, 6:24</p> <p>significant 18:14</p> <p>simply 10:15, 14:23, 18:22, 27:2</p> <p>since 9:15, 29:7</p>	<p>singer 37:16, 37:20</p> <p>single 13:24</p> <p>site 38:13</p> <p>sitting 14:7, 36:1</p> <p>situation 21:7, 30:4</p> <p>situations 14:10</p> <p>six 22:9</p> <p>six-hour 38:10</p> <p>size 5:14, 42:1, 42:9, 42:23</p> <p>skill 14:9</p> <p>small 14:22, 14:24, 17:7, 22:7, 36:11, 36:19</p> <p>smell 39:12</p> <p>society 24:14, 34:6</p> <p>solely 42:3</p> <p>some 14:17, 31:5, 32:24, 37:15, 38:2, 38:5, 39:8</p> <p>someone 30:5, 38:6, 39:6</p> <p>something 39:5, 39:7</p> <p>son 12:23, 30:22, 31:14</p> <p>soon 20:13</p> <p>sorry 33:9</p> <p>sort 39:8</p>	<p>sounds 39:10</p> <p>south 2:5, 5:17, 27:14, 28:7, 28:24</p> <p>space 18:23</p> <p>speak 7:2, 15:5, 43:13</p> <p>speaker's 7:15</p> <p>speakers 7:16</p> <p>special 5:21, 5:22, 10:15, 17:5</p> <p>specialist 25:3</p> <p>specialists 14:2, 14:14</p> <p>specialized 26:5</p> <p>specialty 28:3</p> <p>spell 7:18</p> <p>spend 20:2</p> <p>spent 10:3, 13:23, 14:7, 19:19, 21:17, 22:8</p> <p>springfield 38:8, 43:21, 44:11</p> <p>springman 25:10, 25:11</p> <p>staff 5:6, 13:5, 14:9, 15:20, 15:22, 23:8, 23:12, 23:22, 26:9, 31:12, 31:17, 35:11, 44:3, 44:6</p> <p>stage 8:15</p>	<p>stand 12:21</p> <p>standard 27:4</p> <p>star 36:6, 36:12</p> <p>start 8:1</p> <p>started 4:3, 12:24</p> <p>state 1:10, 2:14, 4:23, 6:7, 44:2, 44:5, 45:5, 45:24</p> <p>state-of-the-art 8:17, 23:11, 27:21</p> <p>stated 10:16</p> <p>statement 32:9</p> <p>statistic 18:8</p> <p>stay 20:4, 21:11, 39:15</p> <p>stayed 13:6</p> <p>stenographically 45:9</p> <p>step 26:15, 29:12</p> <p>still 6:24, 14:14, 21:1, 21:23</p> <p>stood 29:9</p> <p>stopped 38:1</p> <p>story 36:13, 41:1, 42:6</p> <p>strapped 38:9</p> <p>streamwood 38:2</p> <p>street 1:11, 2:5,</p>
---	--	--	--

<p>4:23, 5:17, 44:10 streets 30:4 strong 28:7, 28:8 strongly 16:10 struggle 15:20 struggles 14:19 students 24:13, 24:15, 33:20 subcommittee 36:4 submit 6:9, 6:10, 7:8, 44:5 submitted 9:2, 35:15 submitting 6:18, 36:14 subspecialty 11:12 substance 33:13 success 33:16 successes 22:23 suffering 29:18, 32:19 suffers 30:6 suicide 33:16, 33:23 suites 12:6, 18:7 sum 27:6 superintendent 37:16 supervision 45:11 support 8:10, 10:12,</p>	<p>12:3, 14:21, 15:13, 16:9, 17:2, 17:3, 19:3, 19:6, 21:11, 21:22, 22:4, 22:5, 23:3, 24:24, 27:6, 30:14, 30:20, 32:3, 32:14, 33:6, 34:6, 34:13, 38:11, 40:8, 40:9, 41:18 supported 5:13 supportive 36:21 sure 7:17, 13:7 surgeon 11:12, 11:20, 11:22, 18:19, 20:8 surgeries 20:7 surgery 11:18 surgical 12:5, 15:9, 15:14, 18:7, 18:20 surrounding 9:3, 25:17, 29:1 suspicious 11:11 swedes 27:2, 28:11, 39:6 swedishamerican 1:9, 4:22, 4:24, 5:1, 8:6, 8:9, 8:12, 9:2, 9:5, 9:15, 9:22, 10:1, 10:13, 11:2, 11:4, 11:7, 11:9, 11:19, 12:3,</p>	<p>12:12, 15:6, 16:14, 17:3, 17:4, 17:16, 18:13, 19:4, 22:5, 22:22, 23:6, 23:22, 25:15, 25:17, 25:24, 26:14, 27:9, 28:4, 28:15, 30:10, 30:21, 30:24, 32:4, 32:15, 34:12, 35:7, 35:12, 35:15, 37:13, 38:13, 38:17, 38:20, 40:8, 40:18, 41:12, 41:24 swedishamerican's 8:2, 8:21, 15:13, 23:1, 23:20, 25:1, 34:15, 34:18, 36:8 symptoms 33:4 system 5:1, 11:2, 21:22, 33:15, 33:18 system's 36:8</p> <hr/> <p style="text-align: center;">T</p> <hr/> <p>t-u-m-i-n-s-k-a-s 24:5 take 13:22, 44:1 taken 45:7, 45:9 taking 31:16 talked 21:6, 36:19 team 13:1, 14:6, 14:10 technical 42:8</p>	<p>tell 41:1 tells 36:13 ten 30:22 tentatively 6:7, 43:18, 43:21 tenuousness 17:24 terrible 21:10 test 37:10 testified 36:17 testimony 6:18, 7:7, 7:9, 7:13, 26:23, 27:1, 28:13 testing 18:21 text 4:6, 7:6, 7:8 th 6:4, 6:8, 7:11, 36:13, 43:20, 44:4, 45:17 thank 8:4, 9:8, 9:9, 10:6, 10:7, 10:19, 10:20, 12:14, 12:15, 15:1, 15:5, 16:16, 17:10, 19:8, 19:9, 22:19, 24:1, 24:2, 25:8, 25:9, 26:17, 26:18, 29:2, 29:3, 30:9, 30:16, 32:5, 34:7, 35:16, 39:21, 39:22, 41:19, 43:11, 43:12, 44:16 thankful 14:15</p>
---	--	---	---

<p>themselves 18:15, 31:23 therapist 35:20 thereafter 45:10 therefore 19:3 thing 39:1 things 20:22, 22:5, 30:7, 32:1, 40:12, 40:22 think 17:6, 33:24 thornburg 41:23 thought 14:12 threatened 37:3 threats 37:1 three 7:13, 13:23, 19:19, 21:14, 24:8, 36:3, 38:6, 38:18, 38:20 thriving 23:24 through 14:19, 21:2, 21:3, 31:24 throughout 16:11, 24:22, 26:24, 28:3, 29:14, 41:5 tight 15:21 time 13:16, 14:3, 16:4, 17:15, 17:21, 19:8, 19:21, 20:15, 21:1, 22:10, 25:8, 30:6,</p>	<p>32:24, 36:15, 38:2 timely 23:18 times 13:3, 16:2, 26:4, 29:21, 30:1, 30:9, 30:11, 30:12, 44:2 tiniest 12:22, 14:11, 23:13 today 4:10, 7:9, 8:11, 9:2, 11:3, 12:20, 15:5, 21:14, 26:22, 27:1, 27:9, 28:13, 34:14, 43:1, 43:10, 43:13, 44:17 together 14:6, 14:10, 36:5 told 37:16 took 13:18 tools 33:3 top 24:12 totaling 28:1 towards 26:15 tower 8:18, 18:24, 23:12, 34:19 trade 40:21 trades 40:3, 40:5, 40:12, 40:16 traffic 28:20 tragic 33:12</p>	<p>transcript 45:7 transfer 25:4 transferred 13:13, 13:17 transfers 27:5, 31:6, 31:7 transport 31:1 transportation 13:1, 13:6, 13:18 transported 20:10 trauma 18:14, 18:19 travel 11:15, 11:23, 24:18, 24:22, 28:18 treatment 11:17, 21:18 trip 25:5, 30:24, 38:10 trips 31:1 true 45:8 truly 14:6 trust 31:10 trying 29:16, 38:15 tuesday 1:16, 5:15 tuminskas 24:3, 24:4, 24:6 tumors 11:10 tv 16:1 twins 19:14</p>	<p>two 5:13, 13:10, 20:18, 31:16, 42:12 two-bed 43:4 typed 5:14 typewriting 45:10</p> <hr/> <p style="text-align: center;">U</p> <hr/> <p>ultimately 28:12 unable 29:23, 31:23 unanimous 27:17 unannounced 18:16 uncertainties 25:7 under 22:8, 36:11, 45:10 understand 13:9, 29:20 unescorted 18:16 unfortunate 18:8 union 35:5 unit 15:8, 15:16, 30:21, 36:19, 37:9, 37:20, 37:23, 38:7, 38:13, 39:6, 42:2, 43:7 units 42:6, 42:10, 42:11, 42:18, 42:24 university 5:2 unnecessary 25:5</p>
---	--	--	--

<p>unpaid 21:22</p> <p>unsure 13:16</p> <p>until 20:4, 29:11</p> <p>untreated 33:12</p> <p>updated 34:23</p> <p>upgrade 23:15</p> <p>ups 14:4</p> <p>urge 12:10, 16:13, 19:3, 23:23, 25:20, 41:17</p> <p>using 16:1, 16:3, 38:1, 40:19</p> <p>utilized 30:10</p> <p>uw 11:8, 11:11, 11:20, 25:4, 27:2, 28:11, 34:12, 36:8</p> <hr/> <p style="text-align: center;">V</p> <hr/> <p>valid 6:20</p> <p>van 26:19, 26:20</p> <p>various 9:16</p> <p>ventilator 20:6</p> <p>verbal 5:9</p> <p>vice 23:5, 26:21, 34:11</p> <p>victims 18:10, 18:18</p> <p>viewed 6:5</p> <p>violating 11:5</p>	<p>violent 18:10</p> <p>visit 17:23, 24:21</p> <p>visitors 16:2</p> <p>vital 8:12</p> <p>vitality 9:3, 25:20, 35:9</p> <p>vocational 33:15</p> <p>voices 30:7</p> <p>volumes 18:21</p> <p>voters 35:24</p> <p>vulnerable 26:2</p> <hr/> <p style="text-align: center;">W</p> <hr/> <p>w-e-h-m-h-o-e-f-- e-r 12:18</p> <p>wages 40:20</p> <p>wait 17:23</p> <p>waiting 38:6</p> <p>wake 20:1</p> <p>walls 25:18</p> <p>wandering 30:4</p> <p>want 7:3, 11:5, 11:24, 15:12, 23:2, 26:22, 39:19</p> <p>wanting 6:8, 7:2, 38:16</p> <p>wards 37:24</p> <p>warrior 13:20</p>	<p>watching 16:1</p> <p>way 39:9</p> <p>we're 4:3, 7:7, 7:24, 21:19, 21:23</p> <p>we've 22:1, 27:15, 28:12, 30:9, 31:5, 31:19, 40:17</p> <p>we-need-to-make-- money-bottom-line 39:11</p> <p>wearing 13:19</p> <p>weather 28:19</p> <p>website 43:22, 44:4</p> <p>wednesday 44:6</p> <p>week 11:14</p> <p>weekends 21:10</p> <p>weeks 11:18, 13:23, 17:23, 19:16, 22:8, 24:8</p> <p>wehmhoefer 12:16, 12:17, 12:19</p> <p>weighed 19:17, 19:18, 24:9</p> <p>weight 17:8, 24:9</p> <p>welcome 30:19</p> <p>went 20:2, 20:14, 41:6</p> <p>west 27:14, 27:22, 27:24, 28:7, 28:24, 44:10</p>	<p>whatever 22:15, 27:7</p> <p>whereas 17:22</p> <p>whereof 45:16</p> <p>whether 7:4, 28:23</p> <p>whew 38:4</p> <p>white 7:2</p> <p>whole 41:1</p> <p>wholly 32:3</p> <p>wife 19:14</p> <p>williams-manny 11:1</p> <p>winnebago 25:14, 36:2, 41:3</p> <p>wisconsin 5:2, 27:5, 37:1</p> <p>wishes 43:13</p> <p>within 11:17, 13:14, 19:6, 25:18, 35:7, 40:15</p> <p>without 11:23, 23:14, 30:12, 33:2</p> <p>witness 45:16</p> <p>women 8:17, 23:11, 25:22, 34:19, 35:24, 37:8, 40:4</p> <p>women's 18:24, 36:18</p> <p>wonderful 12:21, 14:5, 14:15, 34:2</p> <p>work 9:19, 15:10,</p>
---	---	--	---

<p>19:23, 20:3, 20:13, 20:14, 20:19, 21:11, 21:21, 22:2, 22:3, 29:22, 37:21, 39:8, 40:24, 41:10, 41:15 worked 14:6, 14:9, 16:23, 37:19 workers 40:6, 40:20 workforce 40:19 world-class 11:19 worry 25:6 writing 36:23 written 5:9, 6:9, 6:18, 6:20, 7:8, 7:20, 44:5, 44:7 wrote 36:16 www 43:23 wyman 2:5, 5:17</p> <hr/> <p style="text-align: center;">Y</p> <hr/> <p>yeah 39:16 year 8:6, 15:8, 17:15, 25:13 years 15:7, 16:24, 17:14, 17:22, 24:12, 29:9, 29:11, 30:22, 33:5, 36:1, 36:3, 37:20, 39:3, 39:16, 39:17, 40:11, 40:18</p>	<p>young 29:8, 37:24 youth 33:6, 33:17 youths 32:23</p> <hr/> <p style="text-align: center;">Z</p> <hr/> <p>zeke 2:4, 5:16</p> <hr/> <p style="text-align: center;">\$</p> <hr/> <p>\$117 10:13, 27:6 \$13 10:14 \$130 8:15, 15:17, 23:7, 26:14, 27:7, 34:18 \$900 31:7</p> <hr/> <p style="text-align: center;">0</p> <hr/> <p>00 5:18, 44:6 003733 45:4 019 1:8, 4:24 084 45:4</p> <hr/> <p style="text-align: center;">1</p> <hr/> <p>1 1:17, 5:18 10 15:7, 22:6, 25:2, 28:11, 30:15, 33:5, 36:1, 39:16, 42:2, 42:6, 42:13, 42:14, 43:2, 43:7 10,000 18:11 100 20:21, 41:10</p>	<p>105 40:23 11 5:14 1130 4:20 12 5:19, 36:11, 44:4 13 24:10, 24:12, 29:11 14 33:2, 36:13 1401 1:10, 4:23 143306 1:22 1450 41:4 15 12:24, 33:7, 39:17, 42:12, 44:18 15,000 40:4 16 17:14, 45:19 166 17:16 17 1:8, 4:24, 16:24 18 29:8 19 6:4 1973 29:7 1996 6:16</p> <hr/> <p style="text-align: center;">2</p> <hr/> <p>2 44:18 2,500 25:15 20 19:22, 20:2,</p>	<p>28:16, 31:4, 33:18, 39:17, 42:20 200 2:5, 5:17 2000 9:16 2004 24:8 2007 41:2, 41:4 2011 19:14 2016 25:15, 36:13, 36:17 2017 1:16, 5:16, 6:4, 6:10, 43:20, 45:18, 45:19 21 1:17 217 5:23, 5:24 22 19:16 23 1:16, 5:16 24 24:16 25 22:8 26 6:8, 7:11, 24:8, 43:20, 45:17 2nd 19:14, 44:10</p> <hr/> <p style="text-align: center;">3</p> <hr/> <p>3 5:18 30 5:18, 20:3, 29:9 312 6:2</p>
---	--	--	--

Transcript of Hearing - Project #17-019
 Conducted on May 23, 2017

<p>3516 5:23, 5:24</p>	<p>8</p>	
<p>4</p>	<p>814</p>	
<p>4,500</p>	<p>6:2</p>	
<p>25:14</p>	<p>88</p>	
<p>40</p>	<p>28:1</p>	
<p>42:19</p>	<p>9</p>	
<p>45</p>	<p>44:6</p>	
<p>1:23, 5:19</p>	<p>90</p>	
<p>45,000</p>	<p>18:12, 25:5,</p>	
<p>17:14</p>	<p>28:17, 28:20,</p>	
<p>4825</p>	<p>33:22, 37:8</p>	
<p>6:2</p>	<p>9th</p>	
<p>5</p>	<p>15:9</p>	
<p>50</p>		
<p>33:1, 33:6</p>		
<p>52</p>		
<p>27:21</p>		
<p>525</p>		
<p>44:10</p>		
<p>6</p>		
<p>600</p>		
<p>35:5</p>		
<p>61101</p>		
<p>2:6</p>		
<p>62761</p>		
<p>44:11</p>		
<p>6500</p>		
<p>17:1</p>		
<p>6th</p>		
<p>6:10, 44:7</p>		
<p>7</p>		
<p>7-year-old</p>		
<p>38:12</p>		
<p>70</p>		
<p>22:11, 33:17</p>		
<p>750</p>		
<p>41:8</p>		
<p>76</p>		
<p>18:10, 28:20</p>		
<p>77</p>		
<p>4:19</p>		
<p>782</p>		
<p>5:23, 5:24</p>		