



PLANET DEPOS[®]
We Make It Happen >> *Anywhere*[™]

Transcript of **Full Meeting**

Date: August 25, 2015

Case: State of Illinois Health Facilities and Services Review Board

Planet Depos, LLC
Phone: 888-433-3767
Fax: 888-503-3767
Email: transcripts@planetdepos.com
Internet: www.planetdepos.com

Worldwide Court Reporting | Interpretation | Trial Services

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

OPEN SESSION - MEETING

Bolingbrook, Illinois 60490

Tuesday, August 25, 2015

9:05 a.m.

BOARD MEMBERS PRESENT:

KATHY OLSON, Chairperson

JOHN HAYES, Vice Chairman

PHILIP BRADLEY

SENATOR BRAD BURZYNSKI

DALE GALASSIE

JUSTICE ALAN GREIMAN

JOEL K. JOHNSON

RICHARD SEWELL

Job No. 75851A

Pages: 1 - 177

Reported by: Melanie L. Humphrey-Sonntag,

CSR, RDR, CRR, CCP, FAPR

Full Meeting
Conducted on August 25, 2015

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

EX OFFICIO MEMBERS PRESENT:

BILL DART, IDPH

ARVIND K. GOYAL, IHFS

ALSO PRESENT:

JUAN MORADO, JR., General Counsel

COURTNEY AVERY, Administrator

NELSON AGBODO, Health Systems Data Manager

AASHAY CHAVAN, Intern

MICHAEL CONSTANTINO, IDPH Staff

GEORGE ROATE, IDPH Staff

Full Meeting
Conducted on August 25, 2015

3

		PAGE
1	C O N T E N T S	
2		
3	CALL TO ORDER	6
4	ROLL CALL	6
5	EXECUTIVE SESSION	7
6	COMPLIANCE ISSUES/SETTLEMENT AGREEMENTS/	9
7	FINAL ORDERS	
8	APPROVAL OF AGENDA	12
9	APPROVAL OF TRANSCRIPTS	13
10	PUBLIC PARTICIPATION	14
11	Presence Lakeshore Gastroenterology	15
12	Apollo Health Center	17
13	POSTPERMIT ITEMS APPROVED BY THE CHAIRMAN	19
14	ITEMS FOR STATE BOARD ACTION	
15	PERMIT RENEWAL REQUESTS	
16	DaVita Stony Island Dialysis	20
17	EXTENSION REQUESTS	23
18	EXEMPTION REQUESTS	
19	Memorial Hospital, Belleville	24
20	Memorial Hospital-East, Shiloh	24
21	ALTERATION REQUESTS	
22	Palos Community Hospital	33
23		
24		

Full Meeting
Conducted on August 25, 2015

4

1	C O N T E N T S C O N T I N U E D	
2	DECLARATORY RULINGS/OTHER BUSINESS	
3	River North Center for Reproductive Health	37
4	HEALTH CARE WORKER SELF-REFERRAL ACT	42
5	STATUS REPORTS ON CONDITIONAL/CONTINGENT	42
6	PERMITS	
7	APPLICATIONS SUBSEQUENT TO INITIAL REVIEW	
8	Four Seasons Living Center	43
9	Fresenius Medical Care Chicago	47
10	Advocate Lutheran General Hospital	50
11	Grand Avenue Surgical Center	55
12	Carle Curtis Road Clinic	58
13	Fresenius Medical Care South Holland	61
14	DaVita South Holland Renal Center	66
15	Vista Medical Center East	73
16	Highland Park Hospital	100
17	DaVita Morris Dialysis	116, 124
18	OTHER BUSINESS	118
19	RULES DEVELOPMENT	118
20	OLD BUSINESS	118
21		
22		
23		
24		

Full Meeting
Conducted on August 25, 2015

5

1	C O N T E N T S C O N T I N U E D	
2	NEW BUSINESS	
3	Financial Report	119
4	Inventory of Health Care Facilities	119
5	and Services and Need Determinations	
6	Meeting Dates for 2016	119
7	APPLICATIONS SUBSEQUENT TO INITIAL REVIEW	
8	(Continued)	
9	DaVita Montgomery County Dialysis	134
10	APPLICATIONS SUBSEQUENT TO INTENT TO DENY	
11	Fresenius Medical Care Grayslake	144
12	Presence Lakeshore Gastroenterology	156
13	NEW BUSINESS (Continued)	
14	2014 Hospital, ESRD, ASTC, Long-Term	163
15	Care Profiles	
16	1120 Rules	166
17	1130 Rules	167
18	ADJOURNMENT	176
19		
20		
21		
22		
23		
24		

Full Meeting
Conducted on August 25, 2015

6

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

P R O C E E D I N G S

CHAIRWOMAN OLSON: I know we're missing but I'm going to start because, obviously, we're going to go into executive session.

May I have a roll call, please -- oh, the meeting is called to order.

May I have a roll call.

MR. ROATE: Yes, ma'am.

Mr. Sewell.

MEMBER SEWELL: Here.

MR. ROATE: Mr. Johnson.

MEMBER JOHNSON: Here.

MR. ROATE: Justice Greiman.

MEMBER GREIMAN: Here.

MR. ROATE: Mr. Galassie.

MEMBER GALASSIE: Here.

MR. ROATE: Senator Demuzio -- Senator Burzynski.

MEMBER BURZYNSKI: Here.

MR. ROATE: Mr. Bradley.

MEMBER BRADLEY: Here.

MR. ROATE: Mr. Hayes.

CHAIRWOMAN OLSON: I believe he's coming.

MR. ROATE: Chairwoman Olson.

Full Meeting
Conducted on August 25, 2015

7

1 CHAIRWOMAN OLSON: Here.

2 MR. ROATE: That makes eight in
3 attendance -- or seven in attendance.

4 CHAIRWOMAN OLSON: Okay. The first order of
5 business is executive session.

6 May I have a motion to go into closed
7 session pursuant to Section 2(c)(1), 2(c)(5),
8 2(c)(11), and 2(c)(21) of the Open Meetings Act?

9 MEMBER SEWELL: So moved.

10 CHAIRWOMAN OLSON: May I have a second?

11 MEMBER BURZYNSKI: Second.

12 CHAIRWOMAN OLSON: All those in favor --
13 voice vote -- say aye.

14 (Ayes heard.)

15 CHAIRWOMAN OLSON: Opposed, like sign.

16 (No response.)

17 CHAIRWOMAN OLSON: We are now in executive
18 session. And I'm guessing 30 to 45 minutes.

19 Maybe more?

20 30 at the very least, probably 45.

21 Let the record show that Mr. Hayes just
22 arrived.

23 (At 9:06 a.m. the Board adjourned into
24 executive session. Open session proceedings resumed

Full Meeting
Conducted on August 25, 2015

8

1 at 10:19 a.m. as follows:)

2 CHAIRWOMAN OLSON: We're back in session.

3 Before we start, I would like to ask Nelson
4 to introduce our intern that we're so happy to have.

5 Nelson.

6 MS. AVERY: Oh, you don't have a mic.

7 Michael, share your mic.

8 MR. AGBODO: Thank you, Madam Chair.

9 I would like to introduce our new intern.
10 Aashay Chavan.

11 I will just let him give his story.

12 MR. CHAVAN: Good morning, everyone.

13 My name is Aashay Chavan. I am a graduate
14 student at the University of Illinois in Springfield,
15 and I'm interning at IDPH Review Board with Nelson.
16 I'm working on the long-term care project.

17 CHAIRWOMAN OLSON: Welcome. We'll count on
18 Nelson to keep you very busy.

19 MR. CHAVAN: Okay.

20 - - -

21

22

23

24

Full Meeting
Conducted on August 25, 2015

9

1 CHAIRWOMAN OLSON: The next order of
2 business is compliance issues, settlement
3 arrangements, and final orders.

4 Juan.

5 MR. MORADO: Yes. Madam Chair, I'm
6 seeking -- I'll do these all in one motion.

7 I'm seeking a referral from the Board to
8 legal counsel for further investigation on the
9 following facilities for compliance issues: Oakton
10 Pavilion; McAllister Nursing and Rehabilitation;
11 Metropolis Nursing and Rehabilitation; Hinsdale
12 Surgical Center, LLC; Apollo Health Center, Limited;
13 and the Orland Park Surgical Center.

14 CHAIRWOMAN OLSON: May I have a motion to
15 refer those to legal counsel.

16 VICE CHAIRMAN HAYES: So moved.

17 MEMBER SEWELL: Second.

18 CHAIRWOMAN OLSON: We need a roll call vote.

19 MR. ROATE: Motion made by Mr. Hayes;
20 seconded by Mr. Sewell.

21 Mr. Bradley.

22 MEMBER BRADLEY: Yes.

23 MR. ROATE: Senator Burzynski.

24 MEMBER BURZYNSKI: Yes.

Full Meeting
Conducted on August 25, 2015

10

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

MR. ROATE: Justice Greiman.

MEMBER GREIMAN: Yes.

MR. ROATE: Mr. Galassie.

MEMBER GALASSIE: Yes.

MR. ROATE: Mr. Hayes.

VICE CHAIRMAN HAYES: Yes.

MR. ROATE: Mr. Johnson.

MEMBER JOHNSON: Yes.

MR. ROATE: Mr. Sewell.

MEMBER SEWELL: Yes.

MR. ROATE: Madam Chair.

CHAIRWOMAN OLSON: Yes.

MR. ROATE: That's 8 votes in the
affirmative.

CHAIRWOMAN OLSON: Motion passes.

Juan.

MR. MORADO: Madam Chair, I'd be seeking --
request the approval of a final order in the matter of
the Board versus the Hinsdale Surgical Center, LLC.

CHAIRWOMAN OLSON: May I have a motion to
accept this final order.

MEMBER GALASSIE: So moved.

MEMBER JOHNSON: Second.

MR. ROATE: Motion made by Mr. Galassie;

Full Meeting
Conducted on August 25, 2015

11

1 seconded by Mr. Johnson.
2 Mr. Bradley.
3 MEMBER BRADLEY: Yes.
4 MR. ROATE: Senator Burzynski.
5 MEMBER BURZYNSKI: Yes.
6 MR. ROATE: Justice Greiman.
7 MEMBER GREIMAN: Yes.
8 MR. ROATE: Mr. Galassie.
9 MEMBER GALASSIE: Yes.
10 MR. ROATE: Mr. Hayes.
11 VICE CHAIRMAN HAYES: Yes.
12 MR. ROATE: Mr. Johnson.
13 MEMBER JOHNSON: Yes.
14 MR. ROATE: Mr. Sewell.
15 MEMBER SEWELL: Yes.
16 MR. ROATE: Madam Chair.
17 CHAIRWOMAN OLSON: Yes.
18 MR. ROATE: That's 8 votes in the
19 affirmative.
20 CHAIRWOMAN OLSON: Motion passes.
21 MR. MORADO: Thank you.
22 - - -
23
24

Full Meeting
Conducted on August 25, 2015

12

1 CHAIRWOMAN OLSON: Next item of business,
2 approval of agenda. May I have a motion to approve
3 the August 25th, 2015, agenda.

4 MEMBER BURZYNSKI: So moved.

5 MEMBER GREIMAN: Second.

6 CHAIRWOMAN OLSON: All those in favor
7 say aye.

8 (Ayes heard.)

9 CHAIRWOMAN OLSON: The motion passes.

10 - - -

11

12

13

14

15

16

17

18

19

20

21

22

23

24

Full Meeting
Conducted on August 25, 2015

13

1 CHAIRWOMAN OLSON: May I have a motion to
2 approve the transcripts from the June 2nd, 2015,
3 meeting.

4 MEMBER GALASSIE: So moved.

5 VICE CHAIRMAN HAYES: So moved.

6 MEMBER GALASSIE: Second.

7 CHAIRWOMAN OLSON: I have a motion and a
8 second. All those in favor say aye.

9 (Ayes heard.)

10 CHAIRWOMAN OLSON: The motion passes.

11 - - -

12

13

14

15

16

17

18

19

20

21

22

23

24

Full Meeting
Conducted on August 25, 2015

14

1 CHAIRWOMAN OLSON: Courtney, public
2 participation.

3 MS. AVERY: Good morning.

4 We have two requests for public participation,
5 Sister Patricia for Project No. 15-005, and William
6 Beckman for Apollo Health Center, which is under
7 referral to legal counsel.

8 Could you please come to the table.

9 CHAIRWOMAN OLSON: Just as a reminder, you
10 have two minutes for your public participation, and
11 Nelson will tell us loudly, in his outside voice, when
12 you are to finish.

13 Thank you.

14 SISTER KOSCHALKE: Thank you.

15 - - -

16

17

18

19

20

21

22

23

24

Full Meeting
Conducted on August 25, 2015

15

1 CHAIRWOMAN OLSON: Sister, you can go ahead.

2 SISTER KOSCHALKE: Good morning. I am
3 Sister Patricia Ann Koschalke with the Sisters of the
4 Holy Family of Nazareth and, also, on the board of
5 Presence Health.

6 I am here today to ask for your support of
7 the Presence Lakeshore Gastroenterology project.

8 As many of you know, Presence Health has a
9 rich history of providing quality care to the whole
10 community. We believe that, by transitioning
11 endoscopies from a hospital setting to an outpatient
12 setting, we are fulfilling our commitment to
13 high-quality, lower-cost care.

14 As part of our mission, we provide the same
15 care to all patients regardless of their insurance
16 status. I am told that many of the outpatient surgery
17 centers in the northwest Chicago region do not accept
18 Medicaid patients or accept a very limited number,
19 hindering access to care for these patients.

20 Oftentimes, when Medicaid patients face
21 barriers to access, they may be putting off valuable
22 screenings, such as endoscopies, and this can lead to
23 cancer being detected much later than it would have
24 been had these patients received prompt care. This is

Full Meeting
Conducted on August 25, 2015

16

1 obviously a tragedy for these individuals, and it can
2 also lead to higher health care costs.

3 I ask that, when you consider this project,
4 you reflect upon the fact that we are seeking to
5 enhance care for the community while lowering costs
6 and increasing access of care for Medicaid and
7 absolutely for underinsured patients.

8 Thank you for your consideration and support
9 of Presence Health.

10 CHAIRWOMAN OLSON: Thank you, Sister. You
11 can move the mic to the next gentleman.

12 Thank you.

13 - - -

14

15

16

17

18

19

20

21

22

23

24

Full Meeting
Conducted on August 25, 2015

17

1 MR. BECKMAN: Good morning.

2 CHAIRWOMAN OLSON: Good morning.

3 MR. BECKMAN: Thank you for this opportunity
4 to address you. My name is William Beckman.
5 I represent the Pro-Life Action League.

6 I would like to submit a copy of the details
7 of the medical license of the medical director of the
8 Apollo ASTC, who is also the husband of the owner of
9 Apollo and also the medical director of many other
10 medical facilities owned by her.

11 Please note that, under the "Disciplinary
12 Action" section, that he was fined and put on
13 probation because he allegedly quoted a charge for a
14 procedure that was substantially lower than the
15 ultimate cost of the procedure.

16 He was also reprimanded and fined because he
17 made misleading statements at an Illinois Health
18 Facilities Planning Board meeting regarding the
19 physical condition of the facility in which he was
20 practicing medicine.

21 Please be very cautious about any statements
22 coming forth from Apollo.

23 Thank you.

24 CHAIRWOMAN OLSON: Thank you, Mr. Beckman.

Full Meeting
Conducted on August 25, 2015

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

MR. BECKMAN: May I present this to you.

Thank you.

- - -

Full Meeting
Conducted on August 25, 2015

19

1 CHAIRWOMAN OLSON: The next order of
2 business is items approved by the Chairwoman.

3 Mr. Constantino.

4 MR. CONSTANTINO: Thank you, Madam
5 Chairwoman.

6 The Chairwoman has approved the following:
7 Alteration to Permit No. 12-011, Rush University
8 Medical Center; alteration to Permit No. 13-013,
9 Alden Estates and Alden Courts of Huntley;
10 C, alteration to Permit No. 14-012, Fresenius Medical
11 Care Gurnee; D, Change of Ownership E-005-015,
12 Effingham Ambulatory Surgery Center; and, finally, the
13 approval of Permit Renewal No. 14-021, Northwest
14 Community Hospital.

15 Thank you, Madam Chairwoman.

16 CHAIRWOMAN OLSON: Thank you,
17 Mr. Constantino.

18 - - -

19

20

21

22

23

24

Full Meeting
Conducted on August 25, 2015

20

1 CHAIRWOMAN OLSON: The next order of
2 business is items for State Board action. First of
3 all, permit renewal requests.

4 A-01, DaVita Stony Island Dialysis, Chicago,
5 permit renewal request from June 30th, 2015, to
6 December 31st, 2015.

7 As the Applicant moves to the table, may
8 I have a motion to approve a six-month permit renewal
9 for DaVita Stony Island.

10 MEMBER SEWELL: So moved.

11 VICE CHAIRMAN HAYES: Second.

12 CHAIRWOMAN OLSON: Thank you.

13 The Applicant will be sworn in.

14 THE COURT REPORTER: Raise your right hands,
15 please.

16 (Two witnesses sworn.)

17 THE COURT REPORTER: Thank you.

18 CHAIRWOMAN OLSON: Mr. Constantino, your
19 report.

20 MR. CONSTANTINO: Thank you, Madam
21 Chairwoman.

22 DaVita is requesting a third permit renewal
23 for Project No. 12-008.

24 This permit authorized the addition of

Full Meeting
Conducted on August 25, 2015

21

1 8 ESRD stations to Stony Island Dialysis, an existing
2 24-station ESRD facility in Chicago. The approximate
3 cost of the project was \$3.3 million.

4 The reason for the renewal, they're waiting
5 for Medicare certification.

6 CHAIRWOMAN OLSON: Thank you,
7 Mr. Constantino.

8 Do you have any comments or open for
9 questions?

10 MS. DAVIS: No, just to mention that we have
11 been surveyed by CMS and have -- we're just waiting
12 for the letter at this point.

13 THE COURT REPORTER: What's your name,
14 please?

15 MS. DAVIS: Oh, I'm sorry. Penny Davis,
16 P-e-n-n-y Davis.

17 CHAIRWOMAN OLSON: Questions or comments
18 from Board members?

19 (No response.)

20 CHAIRWOMAN OLSON: Seeing none, I'll ask for
21 a roll call vote.

22 MR. ROATE: Motion made by Mr. Sewell;
23 seconded by Mr. Hayes.

24 Mr. Bradley.

Full Meeting
Conducted on August 25, 2015

22

1 MEMBER BRADLEY: Yes.
2 MR. ROATE: Senator Burzynski.
3 MEMBER BURZYNSKI: Yes.
4 MR. ROATE: Justice Greiman.
5 MEMBER GREIMAN: Yes.
6 MR. ROATE: Mr. Galassie.
7 MEMBER GALASSIE: Yes.
8 MR. ROATE: Mr. Hayes.
9 VICE CHAIRMAN HAYES: Yes.
10 MR. ROATE: Mr. Johnson.
11 MEMBER JOHNSON: Yes.
12 MR. ROATE: Mr. Sewell.
13 MEMBER SEWELL: Yes.
14 MR. ROATE: Madam Chair.
15 CHAIRWOMAN OLSON: Yes.
16 MR. ROATE: That's 8 votes in the
17 affirmative.
18 CHAIRWOMAN OLSON: The motion passes.
19 Thank you.
20 MS. DAVIS: Thank you.
21 MS. COOPER: Thank you.
22 - - -
23
24

Full Meeting
Conducted on August 25, 2015

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

CHAIRWOMAN OLSON: Next is exemption
request -- extension requests -- and there are none.

- - -

Full Meeting
Conducted on August 25, 2015

24

1 CHAIRWOMAN OLSON: Exemption requests, I'm
2 going to -- it's the same Applicant, it's one
3 transaction, so we'll be looking at C-01, Memorial
4 Hospital, Belleville, for change of ownership and
5 C-02, Memorial Hospital-East, Shiloh, for a change of
6 ownership. It's two transactions but technically one
7 change of ownership.

8 So if the Applicants would come to the
9 table.

10 And as the gentlemen are being seated at the
11 table, Michael, do you just want to talk about our new
12 change as of July 1st, 2015, so the Board understands
13 that?

14 MR. CONSTANTINO: On July 29, 2015, the
15 Governor signed Public Act 99-0154. Essentially what
16 this Act does is it eliminates the requirement of the
17 transaction document being provided to the State Board
18 and that the Board can into longer place conditions or
19 stipulations on an exemption and that, if all the
20 material is provided to the State Board staff that is
21 requested, the Board has to approve the transaction.

22 CHAIRWOMAN OLSON: Any questions from Board
23 members?

24 (No response.)

Full Meeting
Conducted on August 25, 2015

25

1 CHAIRWOMAN OLSON: Seeing none, I will ask
2 for a motion to approve Exemption E-003-15 for a
3 change of ownership at Belleville Memorial Hospital.

4 MEMBER BURZYNSKI: So moved.

5 MEMBER GALASSIE: Second.

6 CHAIRWOMAN OLSON: Do you have comments for
7 the Board?

8 And I'm sure they're the same comments for
9 both, but you understand we have to vote on them
10 separately.

11 MR. TURNER: Yes, ma'am. Good morning,
12 Madam Chair and the Board.

13 THE COURT REPORTER: What is your name?

14 CHAIRWOMAN OLSON: Oh, I'm sorry. You have
15 to be sworn in, and I need you to introduce
16 yourselves.

17 THE COURT REPORTER: Would you raise your
18 right hands, please.

19 (Four witnesses sworn.)

20 THE COURT REPORTER: Thank you.

21 CHAIRWOMAN OLSON: Jack, do you want to
22 introduce everybody?

23 MR. TURNER: I'll do it.

24 My name is Mark Turner. I'm president and

Full Meeting
Conducted on August 25, 2015

26

1 CEO of Memorial Group. Memorial Group is the parent
2 corporation for Memorial Hospital-East in Shiloh and
3 Memorial Hospital in Belleville.

4 To my immediate left is Jack Axel of Axel &
5 Associates. To his left is Dave Braasch, president of
6 Alton Memorial Hospital in Alton, Illinois. And to
7 his left is Greg Batchner with BJC.

8 Our change of control/change of ownership
9 request represents two organizations coming
10 together -- BJC, a multihospital system out of
11 St. Louis, and Memorial Group -- to form an
12 affiliation creating a new entity, Memorial Regional
13 Health Services, so there will be a new board. This
14 new board is a member substitution and will have equal
15 representation from Memorial Group's board and, also,
16 from BJC's board.

17 Again, underneath this ownership structure
18 will be the entities that are Protestant Memorial
19 Medical Center, which is the corporate name for
20 Memorial Hospital in Belleville, and then Metro-East
21 Services, the corporation that is constructing and
22 plans to operate Memorial Hospital-East in Shiloh,
23 which is -- construction is scheduled to be completed
24 in October and open and treat the first patient in

Full Meeting
Conducted on August 25, 2015

27

1 April of 2016.

2 Both preclosing and postclosing, we will be
3 operating both organizations as we were and agree to
4 maintain Memorial Hospital and Memorial Hospital-East
5 as full-service acute care hospitals, maintaining
6 clinical services in each location.

7 Obviously, we see this as a significant
8 advantage to not only our organizations but the
9 community. It will allow us to maintain key clinical
10 services that are important for all of our community,
11 for our organization.

12 It will allow us to expand those services,
13 those facilities much faster than we would have been
14 able to otherwise, access to capital for both routine
15 and significant facility enhancements and expansions,
16 educate -- access to wonderful educational services
17 that are offered by BJC, as well as improving the
18 efficiency and, as we refine the clinical care
19 pathways, sharing best practices on how to provide
20 care to our patients.

21 I think it's -- for us locally, it's obvious
22 for our community that this is a benefit and a better
23 access to care, expansion of services that would not
24 otherwise be able to occur, reducing, hopefully, the

Full Meeting
Conducted on August 25, 2015

28

1 outmigration of patients leaving -- Illinois residents
2 leaving Illinois and going to St. Louis for care.
3 We're hoping to provide some of the services in our
4 community. This obviously makes Memorial Hospital and
5 Memorial Hospital-East much stronger facilities and is
6 a community resource that can only be good for the
7 community.

8 CHAIRWOMAN OLSON: Thank you.

9 And, Mr. Constantino, can you verify for
10 Board members that both of these applications have met
11 all of our criteria?

12 MR. CONSTANTINO: Well, the rules have not
13 yet been written, so we relied upon what was provided
14 in what we have, existing rules.

15 CHAIRWOMAN OLSON: And under those --

16 MR. CONSTANTINO: That they did, yes.

17 CHAIRWOMAN OLSON: Questions and comments
18 from Board members?

19 MEMBER BRADLEY: I have one.

20 There is a hospital in O'Fallon, Illinois.
21 Is that one of yours?

22 MR. TURNER: It is not. We are in Shiloh --
23 we have a hospital in Shiloh.

24 And Shiloh and O'Fallon are essentially the

Full Meeting
Conducted on August 25, 2015

29

1 same community -- maybe not politically correct with
2 two mayors but essentially the same community. They
3 work very well together. They're side by side.

4 MEMBER BRADLEY: So this is the new hospital
5 in O'Fallon that we're talking about?

6 MR. TURNER: Correct, which was approved by
7 this Board. Our CON was approved back in 2011. We
8 were under construction. Our time line was June of
9 2017. We are running well ahead of schedule. As I
10 said, we'll be treating our first inpatient in
11 April of 2016.

12 MEMBER BRADLEY: I have no question about
13 that. I just wanted to make sure it was the same
14 outfit because we've talked about it as being the
15 hospital that --

16 MR. TURNER: There is another hospital in
17 O'Fallon that is not -- it's under construction in
18 O'Fallon but it's not ours. So I hope I'm answering
19 your question.

20 MEMBER BRADLEY: What's the name of it?

21 MR. TURNER: St. Elizabeth's Hospital.

22 MEMBER BRADLEY: Yes -- no. You're the
23 people St. Elizabeth's talked to us about. That's
24 what I wanted to know.

Full Meeting
Conducted on August 25, 2015

30

1 CHAIRWOMAN OLSON: Okay. I have a motion
2 and a second on the floor to approve Project E-003-15
3 for a change of ownership at Belleville Memorial
4 Hospital.

5 May I have a roll call vote.

6 MR. ROATE: Motion made by Mr. Johnson;
7 seconded by Mr. Galassie.

8 Mr. Bradley.

9 MEMBER BRADLEY: Yes.

10 MR. ROATE: Senator Burzynski.

11 MEMBER BURZYNSKI: Yes.

12 MR. ROATE: Justice Greiman.

13 MEMBER GREIMAN: Yes.

14 MR. ROATE: Mr. Galassie.

15 MEMBER GALASSIE: Yes.

16 MR. ROATE: Mr. Hayes.

17 VICE CHAIRMAN HAYES: Yes.

18 MR. ROATE: Mr. Johnson.

19 MEMBER JOHNSON: Yes.

20 MR. ROATE: Mr. Sewell.

21 MEMBER SEWELL: Yes.

22 MR. ROATE: Madam Chair.

23 CHAIRWOMAN OLSON: Yes.

24 MR. ROATE: 8 votes in the affirmative.

Full Meeting
Conducted on August 25, 2015

31

1 CHAIRWOMAN OLSON: The motion passes.
2 May I now have a motion to approve
3 Exemption E-004-15 for a change of ownership at
4 Belleville Memorial Hospital-East.

5 MEMBER BRADLEY: So moved.

6 MEMBER SEWELL: Second.

7 CHAIRWOMAN OLSON: And we'll move right into
8 a roll call vote unless there's further comments or
9 questions.

10 (No response.)

11 CHAIRWOMAN OLSON: Roll call.

12 MR. ROATE: Motion made by Mr. Bradley;
13 seconded by Mr. Sewell.

14 Mr. Bradley.

15 MEMBER BRADLEY: Yes.

16 MR. ROATE: Senator Burzynski.

17 MEMBER BURZYNSKI: Yes.

18 MR. ROATE: Justice Greiman.

19 MEMBER GREIMAN: Yes.

20 MR. ROATE: Mr. Galassie.

21 MEMBER GALASSIE: Yes.

22 MR. ROATE: Mr. Hayes.

23 VICE CHAIRMAN HAYES: Yes.

24 MR. ROATE: Mr. Johnson.

Full Meeting
Conducted on August 25, 2015

32

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

MEMBER JOHNSON: Yes.

MR. ROATE: Mr. Sewell.

MEMBER SEWELL: Yes.

MR. ROATE: Madam Chair.

CHAIRWOMAN OLSON: Yes.

MR. ROATE: That's 8 votes in the
affirmative.

CHAIRWOMAN OLSON: The motion passes.

Thank you, gentlemen.

MR. AXEL: Thank you.

MR. TURNER: Thank you very much.

- - -

Full Meeting
Conducted on August 25, 2015

33

1 CHAIRWOMAN OLSON: Next we have alteration
2 requests, 08-075, Palos Community Hospital.

3 This is the second alteration request, if
4 the Applicant would come to the table.

5 May I have a motion to approve the
6 alteration request for 08-075, Palos Community
7 Hospital.

8 MEMBER GALASSIE: So moved.

9 MEMBER BURZYNSKI: Second.

10 VICE CHAIRMAN HAYES: Second.

11 CHAIRWOMAN OLSON: The Applicant will be
12 sworn in.

13 THE COURT REPORTER: Would you raise your
14 right hands, please.

15 (Two witnesses sworn.)

16 THE COURT REPORTER: Thank you. Please
17 print your names.

18 CHAIRWOMAN OLSON: Mr. Constantino, State
19 Board staff report.

20 MR. CONSTANTINO: Thank you, Madam
21 Chairwoman.

22 The Applicant, Palos Community Hospital, is
23 requesting a second alteration to Permit No. 08-075.
24 Originally, the hospital was approved to modernize its

Full Meeting
Conducted on August 25, 2015

34

1 existing hospital at a cost of approximately
2 \$420 million in March of 2009.

3 They received the first alteration to reduce
4 the cost to approximately \$415.7 million in
5 December of 2014; now they're requesting to reduce the
6 cost further to \$409.6 million.

7 There is no change in the gross square
8 footage or the number of beds or the scope of the work
9 to be performed. Our findings, the State Board staff
10 findings, remain unchanged from the original State
11 Board report and the first alteration for permit.

12 Thank you, Madam Chairwoman.

13 CHAIRWOMAN OLSON: Thank you,
14 Mr. Constantino.

15 Comments for the Board? Open for questions?

16 MR. WEBER: We have no comments.

17 MR. SCARANO: We're prepared to answer
18 questions.

19 CHAIRWOMAN OLSON: Okay. Questions from
20 Board members?

21 (No response.)

22 CHAIRWOMAN OLSON: I have one. What's your
23 secret?

24 MR. WEBER: Good timing for the construction

Full Meeting
Conducted on August 25, 2015

35

1 part.

2 CHAIRWOMAN OLSON: Oh, okay.

3 All right. Seeing no other questions,
4 I'll call for a roll call vote.

5 MR. ROATE: Motion made by Mr. Galassie;
6 seconded by Senator Burzynski.

7 Mr. Bradley.

8 MEMBER BRADLEY: Yes.

9 MR. ROATE: Senator Burzynski.

10 MEMBER BURZYNSKI: Yes.

11 MR. ROATE: Justice Greiman.

12 MEMBER GREIMAN: Yes.

13 MR. ROATE: Mr. Galassie.

14 MEMBER GALASSIE: Yes.

15 MR. ROATE: Mr. Hayes.

16 VICE CHAIRMAN HAYES: Yes.

17 MR. ROATE: Mr. Johnson.

18 MEMBER JOHNSON: Yes.

19 MR. ROATE: Mr. Sewell.

20 MEMBER SEWELL: Yes.

21 MR. ROATE: Madam Chair.

22 CHAIRWOMAN OLSON: Yes.

23 MR. ROATE: That's 8 votes in the
24 affirmative.

Full Meeting
Conducted on August 25, 2015

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

CHAIRWOMAN OLSON: Motion passes.

Good luck.

MR. WEBER: Thank you.

MR. SCARANO: Thank you very much.

- - -

Full Meeting
Conducted on August 25, 2015

37

1 CHAIRWOMAN OLSON: Next item is a
2 declaratory ruling. We have E-01, River North Center
3 for Reproductive Health, a ruling for the
4 establishment of an ASTC.

5 If you'll be sworn in, please, sir.

6 (One witness sworn.)

7 THE COURT REPORTER: Thank you. And please
8 tell me your name.

9 MR. LAWLER: Dan Lawler, L-a-w-l-e-r.

10 THE COURT REPORTER: Thank you. And please
11 print your name, as well.

12 CHAIRWOMAN OLSON: Mr. Constantino,
13 Mr. Morado has asked to go first.

14 MR. MORADO: All I was going to mention is
15 that, under our rules, Section 1130.810, which covers
16 the declaratory rulings, a party can come before the
17 Board and request a declaratory ruling or a judgment
18 from this Board on whether or not a proposed project
19 requires a permit or exemption.

20 CHAIRWOMAN OLSON: Now may I have a motion
21 to approve a declaratory ruling stating that
22 River North Center for Reproductive Health will
23 require a CON permit to establish an ASTC in Chicago.

24 MEMBER GALASSIE: So moved.

Full Meeting
Conducted on August 25, 2015

38

1 VICE CHAIRMAN HAYES: Second.

2 CHAIRWOMAN OLSON: Now, Mr. Constantino,
3 your report.

4 MR. CONSTANTINO: Well, Fertility Centers of
5 Illinois requested a determination of renewability in
6 April of 2015 for a proposed project to establish an
7 ASTC. Our response to that was that they needed a
8 certificate of need.

9 They requested a declaratory ruling from the
10 Board for that opinion. That's why they're here
11 today.

12 CHAIRWOMAN OLSON: Other questions from
13 Board members?

14 (No response.)

15 CHAIRWOMAN OLSON: So just to clarify, what
16 we're doing is voting on Juan and the State Board
17 staff's assessment that this entity does need a CON.

18 So if you agree with Juan and the State
19 Board's assessment of that need, you would vote in the
20 affirmative for this. If you disagree, you would vote
21 in the negative.

22 Mr. Lawler, your comments.

23 MR. LAWLER: Yes. And we also agree with
24 the staff's advisory opinion, Mr. Constantino and

Full Meeting
Conducted on August 25, 2015

39

1 Mr. Morado. There is a third party that we're dealing
2 with that was not persuaded, so that's the purpose for
3 our request.

4 CHAIRWOMAN OLSON: Oh, thank you.

5 Questions or comments?

6 MEMBER BRADLEY: Do you have a location for
7 this?

8 MR. LAWLER: The proposed location would be
9 in the same building as the existing fertility center.

10 MEMBER BRADLEY: Where is that?

11 MR. LAWLER: River North in the -- north
12 side of Chicago.

13 MEMBER BRADLEY: Does it have an address?

14 MR. LAWLER: Yes.

15 You know, I'm -- I'm sorry. I had the
16 address in our determination of reviewability, but
17 I don't have that page with me.

18 MR. MORADO: If I may, I believe the
19 facility's physical address is located at 900 North
20 Kingsbury.

21 MR. LAWLER: Yes. Thank you.

22 MEMBER BRADLEY: Okay.

23 CHAIRWOMAN OLSON: Other questions or
24 comments?

Full Meeting
Conducted on August 25, 2015

40

1 (No response.)

2 CHAIRWOMAN OLSON: Seeing none, may I have a
3 motion to approve a declaratory ruling stating that
4 River North Center for Reproductive Health will
5 require a CON to establish an ASTC in Chicago -- we
6 have a motion and a second.

7 I'd like a roll call vote.

8 MR. ROATE: Motion made by Mr. Galassie;
9 seconded by Mr. Hayes.

10 Mr. Bradley.

11 MEMBER BRADLEY: Yes.

12 MR. ROATE: Senator Burzynski.

13 MEMBER BURZYNSKI: Yes.

14 MR. ROATE: Justice Greiman.

15 MEMBER GREIMAN: Yes.

16 MR. ROATE: Mr. Galassie.

17 MEMBER GALASSIE: Yes.

18 MR. ROATE: Mr. Hayes.

19 VICE CHAIRMAN HAYES: Yes.

20 MR. ROATE: Mr. Johnson.

21 MEMBER JOHNSON: Yes.

22 MR. ROATE: Mr. Sewell.

23 MEMBER SEWELL: Yes.

24 MR. ROATE: Madam Chair.

Full Meeting
Conducted on August 25, 2015

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

CHAIRWOMAN OLSON: Yes.

MR. ROATE: That's 8 votes in the
affirmative.

CHAIRWOMAN OLSON: The motion passes.

Thank you, Mr. Lawler.

MR. LAWLER: Thank you.

- - -

Full Meeting
Conducted on August 25, 2015

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

CHAIRWOMAN OLSON: Next, we have Health Care
Worker Self-Referral Act. There's no business.

Status reports on conditional/contingent
permits, there's no business.

- - -

Full Meeting
Conducted on August 25, 2015

43

1 CHAIRWOMAN OLSON: Applications subsequent
2 to initial review.

3 The next several projects have no opposition
4 and no findings. When we hit the projects that do
5 have opposition or findings, I will let you know. So
6 until further notice, these projects have no
7 opposition and no findings -- okay? -- H-01 through
8 H-06.

9 The first project is H-01, Four Seasons
10 Living Center in Morris -- I'm sorry -- Morrison.

11 May I have a motion to approve
12 Project 15-023, Four Seasons Living Center, to
13 discontinue a 38-bed long-term care unit on the campus
14 of Morrison Community Hospital in Morrison.

15 MEMBER BRADLEY: So moved.

16 VICE CHAIRMAN HAYES: Second.

17 CHAIRWOMAN OLSON: The Applicant will be
18 sworn in, please.

19 THE COURT REPORTER: Raise your right hands,
20 please.

21 (Two witnesses sworn.)

22 THE COURT REPORTER: Thank you. Please tell
23 me your names and print your names, as well.

24 MS. MEGU: Cami Megu, M-e-g-u.

Full Meeting
Conducted on August 25, 2015

44

1 CHAIRWOMAN OLSON: You're going to have to
2 speak -- oh, I'm sorry. Okay.

3 THE COURT REPORTER: And your name?

4 MS. PFISTER: Pam Pfister, P-f-i-s-t-e-r.

5 THE COURT REPORTER: Thank you.

6 CHAIRWOMAN OLSON: Mr. Constantino, your
7 report.

8 MR. CONSTANTINO: Morrison Community
9 Hospital District is requesting to discontinue its
10 38-bed long-term care category of service. There's no
11 cost to this project. The completion date is
12 August 31st, 2015.

13 And as you said, there was no public hearing
14 and no opposition.

15 Thank you, Madam Chairwoman.

16 CHAIRWOMAN OLSON: Thank you.

17 Do you have comments for the Board, or would
18 you like to open to any questions?

19 MS. PFISTER: We do not.

20 CHAIRWOMAN OLSON: Okay. Questions or
21 comments from Board members?

22 (No response.)

23 CHAIRWOMAN OLSON: Seeing none, I'll ask for
24 a roll call vote to discontinue a 38-bed long-term

Full Meeting
Conducted on August 25, 2015

45

1 care unit on the campus of Morrison Community
2 Hospital, Four Seasons Living Center.

3 MR. ROATE: Motion made by Mr. Bradley;
4 seconded by Mr. Hayes.

5 Mr. Bradley.

6 MEMBER BRADLEY: Yes.

7 MR. ROATE: Senator Burzynski.

8 MEMBER BURZYNSKI: Yes.

9 MR. ROATE: Justice Greiman.

10 MEMBER GREIMAN: Yes.

11 MR. ROATE: Mr. Galassie.

12 MEMBER GALASSIE: Yes.

13 MR. ROATE: Mr. Hayes.

14 VICE CHAIRMAN HAYES: Yes.

15 MR. ROATE: Mr. Johnson.

16 MEMBER JOHNSON: Yes.

17 MR. ROATE: Mr. Sewell.

18 MEMBER SEWELL: Yes.

19 MR. ROATE: Madam Chair.

20 CHAIRWOMAN OLSON: Yes.

21 MR. ROATE: That's 8 votes in the
22 affirmative.

23 CHAIRWOMAN OLSON: The motion passes.

24 Thank you.

Full Meeting
Conducted on August 25, 2015

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

MS. PFISTER: Thank you.

- - -

Full Meeting
Conducted on August 25, 2015

47

1 CHAIRWOMAN OLSON: Next project, H-02,
2 Fresenius Medical Care Chicago in Chicago.

3 May I have a motion to approve
4 Project 15-024, Fresenius Medical Care Chicago, to
5 transfer ownership of its ESRD facility in Chicago.

6 MEMBER BRADLEY: So moved.

7 MEMBER JOHNSON: Second.

8 CHAIRWOMAN OLSON: The Applicant will be
9 sworn in. And, again, this has no opposition and no
10 findings.

11 THE COURT REPORTER: Would you raise your
12 right hands, please.

13 (Two witnesses sworn.)

14 THE COURT REPORTER: Thank you. And just
15 print your names, please.

16 CHAIRWOMAN OLSON: Mr. Constantino, your
17 report.

18 MR. CONSTANTINO: Thank you, Madam
19 Chairwoman.

20 Fresenius is requesting a change of
21 ownership of a 21-station ESRD facility located in
22 Chicago, Illinois.

23 There is no cost to the project.
24 Anticipated completion date is January 31st, 2016.

Full Meeting
Conducted on August 25, 2015

48

1 Thank you, Madam Chairwoman.

2 CHAIRWOMAN OLSON: Do you have questions or
3 comments for the Board or just open?

4 MS. RANALLI: No. Open for questions.

5 CHAIRWOMAN OLSON: Any questions from Board
6 members?

7 (No response.)

8 CHAIRWOMAN OLSON: Seeing none, I would ask
9 for a roll call vote to approve Project 15-024,
10 Fresenius Medical Care Chicago, to transfer ownership
11 of an ESRD facility.

12 MR. ROATE: Motion made by Mr. Bradley;
13 seconded by Mr. Johnson.

14 Mr. Bradley.

15 MEMBER BRADLEY: Yes.

16 MR. ROATE: Senator Burzynski.

17 MEMBER BURZYNSKI: Yes.

18 MR. ROATE: Justice Greiman.

19 MEMBER GREIMAN: Yes.

20 MR. ROATE: Mr. Galassie.

21 MEMBER GALASSIE: Yes.

22 MR. ROATE: Mr. Hayes.

23 VICE CHAIRMAN HAYES: Yes.

24 MR. ROATE: Mr. Johnson.

Full Meeting
Conducted on August 25, 2015

49

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

MEMBER JOHNSON: Yes.

MR. ROATE: Mr. Sewell.

MEMBER SEWELL: Yes.

MR. ROATE: Madam Chair.

CHAIRWOMAN OLSON: Yes.

MR. ROATE: That's 8 votes in the
affirmative.

CHAIRWOMAN OLSON: The motion passes.

Thank you.

MS. WRIGHT: Thank you.

- - -

Full Meeting
Conducted on August 25, 2015

50

1 CHAIRWOMAN OLSON: Next is Project H-03,
2 Advocate Lutheran General Hospital in Park Ridge.

3 May I have a motion to approve
4 Project 15-027, Advocate Lutheran General Hospital, to
5 relocate its cardiac catheterization unit at its
6 hospital in Park Ridge.

7 MEMBER SEWELL: So moved.

8 VICE CHAIRMAN HAYES: Second.

9 THE COURT REPORTER: Would you raise your
10 right hands, please.

11 (Four witnesses sworn.)

12 THE COURT REPORTER: Thank you. And would
13 you tell me your names and print your names.

14 MR. OURTH: Joe Ourth, O-u-r-t-h.

15 MR. HAVILL: Damon Havill, D-a-m-o-n
16 H-a-v, as in "Victor," -i-l-l.

17 DR. BROWN: Alan Brown, A-l-a-n Brown.

18 MR. OROZCO: Roberto Orozco, O-r-o-z-c-o.

19 THE COURT REPORTER: Thank you.

20 CHAIRWOMAN OLSON: Mr. Constantino, your
21 report.

22 MR. CONSTANTINO: Thank you, Madam
23 Chairwoman.

24 The Applicants are proposing to modernize

Full Meeting
Conducted on August 25, 2015

51

1 the cardiac catheterization suite at Advocate Lutheran
2 General Hospital.

3 The anticipated cost of the project is
4 \$18.8 million, and the anticipated completion date is
5 November 28th, 2016.

6 There was no opposition, no public hearing,
7 and no findings.

8 Thank you, Madam Chairwoman.

9 CHAIRWOMAN OLSON: Thank you, Michael.

10 Would you like to have comments for the
11 Board or open for questions?

12 MR. HAVILL: We're happy to take any
13 questions you have.

14 CHAIRWOMAN OLSON: Thank you.

15 Questions from Board members?

16 Justice Greiman.

17 MEMBER GREIMAN: I notice that you have
18 11 permits which we have approved, which, when you add
19 them all up, they come to about \$850 million.

20 I assume you don't -- you -- how do you pay
21 for all this? You have the cash -- for example, this
22 one, you said, is 7 million in cash and the rest in
23 bonds. Right?

24 So when you do this 11, are you using the

Full Meeting
Conducted on August 25, 2015

52

1 same cash, or do you have different cash for each one?

2 MR. HAVILL: So those projects would
3 represent projects across all of Advocate Health
4 Care -- which is, you know, 12 sites of care -- and
5 the financing for each of those projects could be
6 different, although Advocate Health Care, as a system,
7 does go to the bond market to fund many of the
8 projects. We have had --

9 MEMBER GREIMAN: I understand. When you
10 come to us, you say, "We have the \$7 million in cash
11 for this project and then we have \$10 million we're
12 going to borrow." Okay. Fine.

13 The question I have is, on the other
14 11 projects, is this the same cash? Or do you have a
15 lot of cash?

16 That's what -- that's basically what I'm
17 asking. How much cash do you have?

18 MR. HAVILL: We have sufficient cash to fund
19 the project and -- and all of the projects.

20 MEMBER GREIMAN: So you're not going to use
21 the same cash for each project when you come to us?
22 Because -- is the straight answer; right?

23 MEMBER GALASSIE: You have its own separate
24 budget for each project?

Full Meeting
Conducted on August 25, 2015

53

1 MR. HAVILL: Right. Separate budgets, all
2 cash coming from Advocate Health Care.

3 MEMBER GREIMAN: Well, good luck for your
4 \$850 million.

5 MR. HAVILL: Thank you, sir.

6 CHAIRWOMAN OLSON: Other questions or
7 comments?

8 (No response.)

9 CHAIRWOMAN OLSON: Seeing none, I would ask
10 for a roll call vote to approve Project 15-0027,
11 Advocate Lutheran General Hospital, to relocate the
12 cardiac catheterization unit.

13 MR. ROATE: Motion made by Mr. Sewell;
14 seconded by Mr. Hayes.

15 Mr. Bradley.

16 MEMBER BRADLEY: Yes.

17 MR. ROATE: Senator Burzynski.

18 MEMBER BURZYNSKI: Yes.

19 MR. ROATE: Justice Greiman.

20 MEMBER GREIMAN: Oh, yes.

21 MR. ROATE: Mr. Galassie.

22 MEMBER GALASSIE: Yes.

23 MR. ROATE: Mr. Hayes.

24 VICE CHAIRMAN HAYES: Yes.

Full Meeting
Conducted on August 25, 2015

54

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

MR. ROATE: Mr. Johnson.

MEMBER JOHNSON: Yes.

MR. ROATE: Mr. Sewell.

MEMBER SEWELL: Yes.

MR. ROATE: Madam Chair.

CHAIRWOMAN OLSON: Yes.

MR. ROATE: That's 8 votes in the
affirmative.

CHAIRWOMAN OLSON: The motion passes.

Good luck.

MR. HAVILL: Thank you very much.

- - -

Full Meeting
Conducted on August 25, 2015

55

1 CHAIRWOMAN OLSON: Next up, Project H-04,
2 Grand Avenue Surgical Center in Chicago.

3 May I have a motion to approve
4 Project 15-030, Grand Avenue Surgical Center, to
5 transfer ownership of a multispecialty ASTC in
6 Chicago.

7 MEMBER GALASSIE: So moved.

8 MEMBER SEWELL: Second.

9 CHAIRWOMAN OLSON: The Applicant will please
10 be sworn in.

11 (Two witnesses sworn.)

12 THE COURT REPORTER: Thank you.

13 CHAIRWOMAN OLSON: Mr. Constantino, your
14 report.

15 MR. CONSTANTINO: Thank you, Madam
16 Chairwoman.

17 The Applicants are proposing a change of
18 ownership for a multispecialty ASTC. There is no cost
19 to this project.

20 There was no opposition, no public hearing,
21 and no findings.

22 Thank you, Madam Chairwoman.

23 CHAIRWOMAN OLSON: Thank you.

24 Do you have comments or can we proceed?

Full Meeting
Conducted on August 25, 2015

56

1 MR. SHEETS: Questions are fine.

2 CHAIRWOMAN OLSON: Okay. Questions from
3 Board members?

4 MEMBER BRADLEY: Where is this located?

5 MR. SHEETS: It's on Grand Avenue, just off
6 of Clark Street.

7 The reason there's a change of ownership is
8 the majority owner passed away and his shares went to
9 his children.

10 CHAIRWOMAN OLSON: Other questions or
11 comments?

12 (No response.)

13 CHAIRWOMAN OLSON: Seeing none, I would ask
14 for a roll call vote to approve a change of ownership
15 for a multispecialty ASTC, Grand Avenue Surgical
16 Center, in Chicago.

17 MEMBER BRADLEY: So moved.

18 CHAIRWOMAN OLSON: We already --

19 MR. ROATE: Motion made by Mr. Galassie;
20 seconded by Mr. Sewell.

21 Mr. Bradley.

22 MEMBER BRADLEY: Yes.

23 MR. ROATE: Senator Burzynski.

24 MEMBER BURZYNSKI: Yes.

Full Meeting
Conducted on August 25, 2015

57

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

MR. ROATE: Justice Greiman.

MEMBER GREIMAN: Yes.

MR. ROATE: Mr. Galassie.

MEMBER GALASSIE: Yes.

MR. ROATE: Mr. Hayes.

VICE CHAIRMAN HAYES: Yes.

MR. ROATE: Mr. Johnson.

MEMBER JOHNSON: Yes.

MR. ROATE: Mr. Sewell.

MEMBER SEWELL: Yes.

MR. ROATE: Madam Chair.

CHAIRWOMAN OLSON: Yes.

MR. ROATE: That's 8 votes in the
affirmative.

CHAIRWOMAN OLSON: The motion passes.

Thank you.

MS. COOPER: Thank you.

- - -

Full Meeting
Conducted on August 25, 2015

58

1 CHAIRWOMAN OLSON: Next is H-05, Carle
2 Curtis Road Clinic in Champaign.

3 May I have a motion to approve
4 Project 15-031, Carle Curtis Road Clinic, for an
5 expansion project on an existing medical office
6 building in Champaign.

7 MEMBER JOHNSON: So moved.

8 MEMBER GALASSIE: Second.

9 CHAIRWOMAN OLSON: The Applicant will please
10 be sworn in.

11 THE COURT REPORTER: Raise your right hands,
12 please.

13 (Three witnesses sworn.)

14 THE COURT REPORTER: Thank you. And please
15 print your names.

16 CHAIRWOMAN OLSON: Mr. Constantino, your
17 report.

18 MR. CONSTANTINO: Thank you, Madam
19 Chairwoman.

20 The Applicants are proposing to expand an
21 existing two-story outpatient medical office building
22 in Champaign, Illinois, by building 79,600 gross
23 square feet of new construction and modernizing
24 9,000 gross square feet of existing space.

Full Meeting
Conducted on August 25, 2015

59

1 The anticipated project cost is
2 approximately \$28.5 million, and the anticipated
3 completion date is October 31st, 2017.

4 There was no public hearing, no opposition,
5 and no findings.

6 CHAIRWOMAN OLSON: Thank you, Mike.

7 Do you have comments for the Board, or would
8 you like to open for questions?

9 MS. FRIEDMAN: We're happy to answer any
10 questions anyone has.

11 CHAIRWOMAN OLSON: Thank you.

12 Questions, comments from Board members?

13 (No response.)

14 CHAIRWOMAN OLSON: Seeing none, I would ask
15 for a roll call vote to approve Project 15-031, Carle
16 Curtis Road Clinic, for an expansion project on an
17 office medical building in Champaign.

18 MR. ROATE: Motion made by Mr. Johnson;
19 seconded by Mr. Galassie.

20 Mr. Bradley.

21 MEMBER BRADLEY: Yes.

22 MR. ROATE: Senator Burzynski.

23 MEMBER BURZYNSKI: Yes.

24 MR. ROATE: Justice Greiman.

Full Meeting
Conducted on August 25, 2015

60

1 MEMBER GREIMAN: Yes.
2 MR. ROATE: Mr. Galassie.
3 MEMBER GALASSIE: Yes.
4 MR. ROATE: Mr. Hayes.
5 VICE CHAIRMAN HAYES: Yes.
6 MR. ROATE: Mr. Johnson.
7 MEMBER JOHNSON: Yes.
8 MR. ROATE: Mr. Sewell.
9 MEMBER SEWELL: Yes.
10 MR. ROATE: Madam Chair.
11 CHAIRWOMAN OLSON: Yes.
12 MR. ROATE: 8 votes in the affirmative.
13 CHAIRWOMAN OLSON: Motion passes.
14 Good luck.
15 MS. FRIEDMAN: Thank you very much.
16 - - -
17
18
19
20
21
22
23
24

Full Meeting
Conducted on August 25, 2015

61

1 CHAIRWOMAN OLSON: And our final project
2 with no opposition and no findings, H-06, Fresenius
3 Medical Care South Holland, in South Holland.

4 May I have a motion to approve
5 Project 15-034, Fresenius Medical Care South Holland,
6 to add 5 ESRD stations to an existing 19-station ESRD
7 facility in South Holland.

8 MEMBER SEWELL: So moved.

9 CHAIRWOMAN OLSON: May I have a second,
10 please.

11 MEMBER GALASSIE: Second.

12 CHAIRWOMAN OLSON: Thank you.

13 The Applicant will be sworn in.

14 THE COURT REPORTER: Would you raise your
15 right hands, please.

16 (Two witnesses sworn.)

17 THE COURT REPORTER: Thank you.

18 CHAIRWOMAN OLSON: Mr. Constantino, your
19 report.

20 MR. CONSTANTINO: Thank you, Madam
21 Chairwoman.

22 The Applicants are proposing to add 5 ESRD
23 stations to a 19-station facility for a total of
24 ESR stations at a total cost of approximately

Full Meeting
Conducted on August 25, 2015

62

1 \$174,000.

2 There was no public hearing, no opposition,
3 and no findings to this project.

4 I did make a mistake at the top of the page.
5 Project cost should be 173,625 instead of 601,631.

6 Thank you, Madam Chairwoman.

7 CHAIRWOMAN OLSON: Thank you, Michael.

8 Comments for the Board or open for
9 questions?

10 MS. RANALLI: Yes.

11 CHAIRWOMAN OLSON: Questions from Board
12 members?

13 Justice Greiman.

14 MEMBER GREIMAN: Yeah.

15 There's some disparity in the number of what
16 it is you have now. How many stations -- facilities
17 do you have currently?

18 MS. RANALLI: I'm sorry. I think we were
19 having some difficulty hearing you.

20 How many stations at this facility?

21 MEMBER GREIMAN: Yeah.

22 MS. RANALLI: 19.

23 MEMBER GREIMAN: You have 19?

24 MS. RANALLI: Stations at this facility and

Full Meeting
Conducted on August 25, 2015

63

1 we're adding 5 -- we're asking for.

2 MEMBER GREIMAN: The reason I ask that is
3 because, in the next case we have, they show you as
4 having 17, and there's some --

5 MS. WRIGHT: We added 2 stations -- I don't
6 know; about a year and a half, two years ago -- to
7 bring it up to 19.

8 MEMBER GREIMAN: So the report that has
9 17 is just wrong? You have 19?

10 MS. RANALLI: Yeah.

11 MEMBER GREIMAN: All right. Thank you.

12 CHAIRWOMAN OLSON: Other questions or
13 comments?

14 (No response.)

15 CHAIRWOMAN OLSON: So, Mike, is this the
16 appropriate time to talk about the e-mail after our
17 Board meeting, about the station need in this planning
18 area?

19 MR. CONSTANTINO: Sure, if you'd be -- if
20 you'd like to.

21 CHAIRWOMAN OLSON: Yeah. Because there's
22 some discrepancy between -- because we haven't
23 approved that yet. But just to inform them.

24 Is that all right?

Full Meeting
Conducted on August 25, 2015

64

1 (An off-the-record discussion was held.)

2 MEMBER GALASSIE: They're really talking
3 about lunch.

4 CHAIRWOMAN OLSON: You can go ahead.
5 I guess I'm okay.

6 MR. CONSTANTINO: Yeah.

7 What the Chairwoman is referring to is
8 there's a calculated excess of two stations in this
9 planning area. We've calculated a new inventory with
10 a new need calculation going forward; however, it has
11 not been approved as of this date so -- it will be
12 approved at the end of this meeting.

13 There was a need calculation of 84 stations
14 in this planning area based upon that new need
15 calculation.

16 CHAIRWOMAN OLSON: So just to clarify,
17 I felt like that was information that the Board should
18 have to make an informed decision on these next
19 two projects, actually.

20 MR. CONSTANTINO: Thank you, Madam Chair.

21 CHAIRWOMAN OLSON: Okay. May I have a roll
22 call vote to approve Project 15-034, Fresenius Medical
23 Care South Holland, to add 5 ESRD stations to an
24 existing 19-station ESRD facility.

Full Meeting
Conducted on August 25, 2015

65

1 MR. ROATE: Motion made by Mr. Sewell;
2 seconded by Mr. Galassie.

3 Mr. Bradley.

4 MEMBER BRADLEY: Yes.

5 MR. ROATE: Senator Burzynski.

6 MEMBER BURZYNSKI: Yes.

7 MR. ROATE: Justice Greiman.

8 MEMBER GREIMAN: Yes.

9 MR. ROATE: Mr. Galassie.

10 MEMBER GALASSIE: Yes.

11 MR. ROATE: Mr. Hayes.

12 VICE CHAIRMAN HAYES: Yes.

13 MR. ROATE: Mr. Johnson.

14 MEMBER JOHNSON: Yes.

15 MR. ROATE: Mr. Sewell.

16 MEMBER SEWELL: Yes.

17 MR. ROATE: Madam Chair.

18 CHAIRWOMAN OLSON: Yes.

19 MR. ROATE: 8 votes in the affirmative.

20 CHAIRWOMAN OLSON: Motion passes.

21 MS. RANALLI: Thank you.

22 MS. WRIGHT: Thank you.

23 CHAIRWOMAN OLSON: Good luck.

24 - - -

Full Meeting
Conducted on August 25, 2015

66

1 CHAIRWOMAN OLSON: The next project is H-07,
2 15-025, DaVita South Holland Renal Center, South
3 Holland.

4 May I have a motion to approve
5 Project 15-025, DaVita South Holland Renal Center, to
6 discontinue a 20-station ESRD facility and establish a
7 24-station ESRD facility in South Holland.

8 MEMBER BRADLEY: So moved.

9 MEMBER JOHNSON: Second.

10 VICE CHAIRMAN HAYES: Second.

11 CHAIRWOMAN OLSON: The Applicant will be
12 sworn in, please.

13 THE COURT REPORTER: Would you raise your
14 right hands, please.

15 (Three witnesses sworn.)

16 THE COURT REPORTER: Thank you. And please
17 print your names.

18 CHAIRWOMAN OLSON: Mr. Constantino, your
19 report.

20 MR. CONSTANTINO: The Applicants are
21 proposing the discontinuation of 20 stations in
22 South Holland, Illinois, and to establish a 24-station
23 ESRD facility in South Holland.

24 The cost of the project is approximately

Full Meeting
Conducted on August 25, 2015

67

1 \$4.5 million, and the expected completion date is
2 October 31st, 2017.

3 There was no public hearing, no opposition.
4 We had one finding regarding the reasonableness of
5 project cost.

6 Thank you, Madam Chairwoman.

7 CHAIRWOMAN OLSON: Thank you, Michael.

8 And I'm assuming you're going to explain
9 that finding.

10 MS. DAVIS: I would love to explain that.

11 CHAIRWOMAN OLSON: Great.

12 MS. DAVIS: I'm Penny Davis. I'm the
13 division vice president for DaVita HealthCare Partners
14 in the Chicago area.

15 With me at the table is Dr. Kenneth Cline,
16 who's the medical director for our South Holland
17 facility, and Chuck Sheets, our CON attorney.

18 This project -- we had actually acquired
19 this facility when we acquired DSI back in
20 September of 2011. The replacement facility will be
21 only two minutes from the existing center, a 4-station
22 expansion, from 20 stations to 24.

23 It will alleviate overutilization. Right
24 now our current utilization is 97 percent, and we

Full Meeting
Conducted on August 25, 2015

68

1 actually run seven shifts, and at seven shifts we're
2 over 80 percent. So by adding four stations, we will
3 still meet the 80 percent rule, the above 80 percent
4 for six stations -- six shifts.

5 It will be plumbed for four additional
6 stations so that, over time, we can add two stations
7 every two years under the current CON rules.

8 The existing facility is only 4,000 square
9 feet, which is about half the size of the minimum
10 State standard for a 20-station facility. That would
11 be 7200 square feet. So it's very cramped. There's
12 no room to expand in the existing facility, and
13 multiple facility issues exist. Our lease is also
14 coming due.

15 The project received a negative finding for
16 reasonableness of project cost. The total project
17 cost of 4.517 million is actually below what we have
18 seen other projects being approved so -- FMC New City
19 was at 5.3 million for 16 stations.

20 The reason that the costs are higher -- and
21 I brought this up at the June meeting -- is that we
22 are self-developing the project. So normally we have
23 developer costs and then we have -- we rent or lease
24 from a developer, so that's included in lease costs.

Full Meeting
Conducted on August 25, 2015

69

1 This, we're doing it ourselves. And the
2 purpose of our self-development is to eliminate a
3 third-party cost and streamline development. Cost
4 savings from self-development will be utilized to
5 subsidize lower-performing facilities, specifically
6 those in low-income areas. It's -- the whole idea is
7 really to streamline and get the project up and
8 running sooner for our patients.

9 There's obviously need in this community,
10 and Dr. Cline can affirm that we actually have 38 more
11 pre-ESRD patients that are expected to start dialyzing
12 over the next couple years.

13 And I'll take any questions as well as
14 Dr. Cline or Chuck.

15 CHAIRWOMAN OLSON: Thank you.

16 Questions or comments from Board members?

17 (No response.)

18 CHAIRWOMAN OLSON: Mike, maybe you could
19 just explain to the Board what you explained to me
20 about why this number has generally been lower and
21 what that number is based on, what our State Board
22 standard number is based on.

23 MR. CONSTANTINO: Yes.

24 Our standard is a gross-square-footage

Full Meeting
Conducted on August 25, 2015

70

1 standard, and it's based upon historical numbers. And
2 it's a 2008 number right now, inflated by 3 percent.

3 To the midpoint of construction. I'm sorry.

4 CHAIRWOMAN OLSON: So it -- what Mike
5 continued then to explain to me is that, if we see
6 more and more of this model where you're building your
7 own, it's entirely feasible that that per -- that
8 standard per-square-foot could move up since we're
9 seeing -- because it's based on history.

10 MR. CONSTANTINO: That is correct, yes.

11 CHAIRWOMAN OLSON: Other questions or
12 comments?

13 Justice Greiman.

14 MEMBER GREIMAN: Yeah.

15 I don't want to be too petty about this, but
16 if you'll look on page 11 of your report at line 5, it
17 shows the other South Holland facility having 17.

18 Actually, they have -- they say they have 19.

19 How do you make a mistake? How does that --

20 MR. CONSTANTINO: I made that mistake,
21 Judge.

22 MEMBER GREIMAN: It's your mistake?

23 MR. CONSTANTINO: Yes.

24 MEMBER GREIMAN: Are the others okay?

Full Meeting
Conducted on August 25, 2015

71

1 MR. CONSTANTINO: I hope so.

2 MEMBER GREIMAN: You're excused, then.

3 MR. SHEETS: Thank you, Judge.

4 CHAIRWOMAN OLSON: Other questions or
5 comments?

6 (No response.)

7 CHAIRWOMAN OLSON: Seeing none, I would ask
8 for a roll call vote to approve Project 15-025, DaVita
9 South Holland Renal Center, to discontinue its
10 existing 20-station ESRD facility and establish a
11 24-station ESRD facility in South Holland.

12 MR. ROATE: Motion made by Mr. Bradley;
13 seconded by Mr. Hayes.

14 Mr. Bradley.

15 MEMBER BRADLEY: Yes.

16 MR. ROATE: Senator Burzynski.

17 MEMBER BURZYNSKI: Yes.

18 MR. ROATE: Justice Greiman.

19 MEMBER GREIMAN: Yes.

20 MR. ROATE: Mr. Galassie.

21 MEMBER GALASSIE: Yes.

22 MR. ROATE: Mr. Hayes.

23 VICE CHAIRMAN HAYES: Yes.

24 MR. ROATE: Mr. Johnson.

Full Meeting
Conducted on August 25, 2015

72

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

MEMBER JOHNSON: Yes.

MR. ROATE: Mr. Sewell.

MEMBER SEWELL: Yes.

MR. ROATE: Madam Chair.

CHAIRWOMAN OLSON: Yes, based on the new inventory station need and the explanation for the cost overage.

MR. ROATE: That's 8 votes in the affirmative.

CHAIRWOMAN OLSON: The motion passes.

Good luck.

MS. DAVIS: Thank you very much.

MR. SHEETS: Thank you.

- - -

Full Meeting
Conducted on August 25, 2015

73

1 CHAIRWOMAN OLSON: Next is Project H-08,
2 Vista Medical Center East, in Waukegan.

3 May I have a motion to approve
4 Project 15-026, Vista Medical Center East, to approve
5 a major modernization at its hospital in Waukegan.

6 MEMBER GALASSIE: So moved.

7 MEMBER SEWELL: Second.

8 THE COURT REPORTER: Would you raise your
9 right hands, please.

10 (Two witnesses sworn.)

11 THE COURT REPORTER: Thank you. Just print
12 your names, please.

13 CHAIRWOMAN OLSON: Mr. Constantino, your
14 report, please.

15 MR. CONSTANTINO: Thank you, Madam
16 Chairwoman.

17 The Applicants are proposing to modernize
18 their patient care areas to accommodate their
19 transition to a hospital containing all private rooms.

20 The anticipated cost of the project is
21 \$17.8 million. The anticipated completion date is
22 December 31st, 2017.

23 There was no public hearing. There's been
24 no opposition. We did receive a number of support

Full Meeting
Conducted on August 25, 2015

74

1 letters related to this project.

2 And in April of 2013, the Applicants
3 discontinued 108 -- excuse me -- 98 med/surg beds and
4 10 pediatric beds. And as you can see from the table
5 above, they requested from us a discontinuing of
6 14 additional pediatric beds and an addition of
7 14 med/surg beds under the 20 -- under the
8 lesser-of-10 percent or 20-bed rule.

9 Thank you, Madam Chairwoman.

10 CHAIRWOMAN OLSON: Thank you,
11 Mr. Constantino.

12 Comments from the Applicant, please.

13 MS. MARTIN: Good morning. My name is
14 Barb Martin. I'm the CEO of Vista Health System,
15 which operates Vista Medical Center East and Vista
16 Medical Center West located in Waukegan, Illinois.

17 Vista Medical Center East is a full-service
18 Level II trauma center, and Vista Medical Center West
19 offers inpatient rehabilitation service, has an
20 emergency department, and is the only inpatient and
21 outpatient psychiatric community in Lake County.

22 Approximately two years ago we reduced our
23 med/surg and pediatric beds by 108. We have vacant
24 space in the hospital as a result, as well as

Full Meeting
Conducted on August 25, 2015

75

1 Abbott Labs, who used to rent a floor and a half,
2 moved out when they built their building in Lake
3 County. So, therefore, that gives us a great
4 opportunity to use our extra space to expand to all
5 private rooms and, certainly, create a distinct, small
6 pediatric unit consistent with the current delivery of
7 pediatric care.

8 Today a majority of our rooms are
9 semiprivate, and the change to private is certainly
10 well overdue. As you know, private rooms have become
11 the national standard in new hospitals or renovated
12 hospitals because it certainly provides better
13 infection control, enhanced privacy, certainly reduced
14 stress to patients, and certainly allows more family
15 interactions with hospitalized patients.

16 I don't want to belabor the benefits of
17 private rooms, but I will tell you that our project
18 will not only benefit our patients but our delivery of
19 care and just the delivery of care to Lake County in
20 an impoverished area in Waukegan.

21 We're very excited about this and, as you
22 can identify, have many support letters by all
23 different constituents throughout Lake County. As is
24 standard, our competitor hospitals in the area

Full Meeting
Conducted on August 25, 2015

76

1 currently all have private rooms. In 2014
2 34.6 percent of our patients were Medicaid, and we
3 need to come up to the standard.

4 Although this project meets all the
5 standards except one, which is just the utilization,
6 I want to remind you that in 2012 we did reduce
7 108 beds. In 2015, on 96 days our ICU was full where
8 we had patients waiting in the ER. On 22 of those
9 days we were at 90 percent-or-above occupancy.

10 And as you know with the rules, it's an
11 average over a period of time, and we have found that
12 we have a very high census. Today, actually, we're
13 packed, asking doctors to discharge.

14 And this will allow us not only to go to
15 private rooms but, also, really add to the
16 efficiencies of Vista Medical Center East and, also,
17 to continue with our commitment to Waukegan where
18 we've been for many years.

19 Any questions?

20 CHAIRWOMAN OLSON: Questions from Board
21 members?

22 Mr. Sewell.

23 MEMBER SEWELL: Actually, I have a question
24 of Mr. Constantino.

Full Meeting
Conducted on August 25, 2015

77

1 Those changes that were made by the
2 Applicant below the threshold -- what was it? I don't
3 remember the details about the threshold.

4 Does this chart on the State agency report
5 correctly reflect the current beds?

6 In other words -- it's got a May 28 date on
7 it. Is that the essence of the request? Or --

8 MR. CONSTANTINO: Well, how it works on a --
9 the lesser-of-10 percent or 20-bed rule, the staff
10 will approve the change in beds and it's forwarded to
11 IDPH for their review and sign-off.

12 We haven't got back the information from
13 IDPH yet. That usually means they have to go out and
14 do the survey. And my guess is they'll be waiting
15 until if this project gets approved and then go and do
16 their survey before these beds are all --

17 MEMBER SEWELL: Let me ask you this way:
18 Let's assume they approve the request. Would this
19 project then be in compliance with the rules?

20 MR. CONSTANTINO: No.

21 MEMBER SEWELL: In other words, it looks
22 like they're moving closer to compliance.

23 MR. CONSTANTINO: No. No, not on the
24 historical data that we have.

Full Meeting
Conducted on August 25, 2015

78

1 You're talking about the occupancy
2 percentage?

3 MEMBER SEWELL: Yeah.

4 MR. CONSTANTINO: No. On the historical
5 data that we have that has been provided to us by the
6 hospital, I believe they're averaging about 66 percent
7 occupancy. That won't change based upon that
8 lesser-of-10 percent or 20-bed rule.

9 CHAIRWOMAN OLSON: Other questions or
10 comments?

11 Justice Greiman.

12 MEMBER GREIMAN: Yeah.

13 I wondered if you could explain why your
14 charitable -- charity was slashed by two-thirds of --
15 two-thirds from 2013 to 2014.

16 MS. MARTIN: Pardon? I'm having difficulty
17 hearing.

18 MEMBER GALASSIE: Charity care --

19 MEMBER GREIMAN: Charity care.

20 MEMBER GALASSIE: -- went down.

21 MS. MARTIN: Well, the reason that went down
22 was because in Illinois, as you know, in 2014 Medicaid
23 expansion occurred.

24 So what we saw was our Medicaid patients

Full Meeting
Conducted on August 25, 2015

79

1 that used to be self-pay charity care -- we were able
2 to get them insured with Medicaid. And as you can
3 see, our Medicaid percentage went up by close to
4 7 percent, so it was just a wash. And those people
5 are now insured by Medicaid.

6 MEMBER GREIMAN: It's another column is what
7 you're saying?

8 MS. MARTIN: Pardon me?

9 MEMBER GREIMAN: It's another column?

10 MEMBER JOHNSON: Another financial column.

11 MS. RANALLI: Yeah, moved over.

12 MEMBER GREIMAN: And how do you get an
13 article written about this event --

14 MR. CONSTANTINO: Judge, could you speak
15 into the microphone?

16 MEMBER GREIMAN: -- in Crain's --

17 MR. CONSTANTINO: Judge, could you speak
18 into the microphone?

19 MEMBER GREIMAN: Yes. All right.

20 Yes. I just wanted to say that I saw this
21 article in the Crain's Chicago yesterday, and it
22 seemed to me -- I didn't read it because I thought it
23 wouldn't be appropriate for me to read it.

24 I assume it supports your position, and

Full Meeting
Conducted on August 25, 2015

80

1 I didn't read it. I just wanted to say that.

2 I'll read it probably 10 minutes from now.

3 THE COURT REPORTER: I can't hear you, sir.

4 MEMBER GREIMAN: I'll read it 10 minutes
5 from now.

6 THE COURT REPORTER: Thank you.

7 CHAIRWOMAN OLSON: Other questions or
8 comments?

9 MEMBER BRADLEY: I'd like you to explain a
10 little more your justification for us ignoring this
11 finding that -- the finding, as I read it, basically
12 says you're asking for 32 percent more med/surg beds
13 than you can justify and you're asking for over
14 50 percent more pediatric beds than you can justify.

15 How do you explain to us why we should give
16 you those significant numbers above what's customary?

17 MS. MARTIN: Well, if you look --

18 MEMBER BRADLEY: One of the problems we --
19 and what you did in the past as far as giving up beds
20 I don't think pertains to this because the fact is we
21 are generally overbedded all over the state, and it
22 appears that, as time goes on with the various changes
23 in health care, we're going to continue to be
24 overbedded.

Full Meeting
Conducted on August 25, 2015

81

1 So you're asking us to give you a 32 percent
2 bump on what is required here just to add to the
3 overbedding problem.

4 Why are you doing that?

5 MS. MARTIN: Yeah. Those aren't -- these
6 are not new beds we're asking for. These are existing
7 beds.

8 And we gave up -- we surrendered 108 beds
9 from Vista Medical Center --

10 MEMBER BRADLEY: I understand. That doesn't
11 pertain to it.

12 We can justify a certain number of beds
13 based on the State agency report. Why should we allow
14 you to have more?

15 MS. MARTIN: Well, currently that is our
16 licensed beds at this time.

17 MEMBER BRADLEY: Yes.

18 MS. MARTIN: That's our licensed beds that
19 we're asking for, exactly what our license is.

20 MEMBER BRADLEY: Right. But you're not
21 using them all. You can't justify them.

22 MS. MARTIN: Well, as you know, that's 2013
23 and 2014 historical data. As I said, none of the
24 hospitals in Lake County are meeting the standard --

Full Meeting
Conducted on August 25, 2015

82

1 MEMBER BRADLEY: Right.

2 MS. MARTIN: -- for beds.

3 MEMBER BRADLEY: Right.

4 MS. MARTIN: One of the keys that we have
5 found in 2015 without a doubt is that we are running
6 at sometimes 90 percent or above -- between ICU and
7 med/surg -- on 96 days this year alone.

8 So that causes a backup in your ER and all,
9 and we're asking patients to -- or physicians to
10 discharge patients. Today is a prime example, this
11 week, where we've been terribly busy, which -- the bed
12 utilization is an average over a period of time, a
13 12-month period.

14 So as we have grown with -- whether it be
15 Medicaid patients or whatever, Waukegan has a very
16 high comorbidity of patient population who tend to
17 need to be hospitalized that meets the role, and we
18 feel strongly that, as we project over five years,
19 that we will more than exceed that number of bed
20 utilization, probably well into the 90 percent.

21 CHAIRWOMAN OLSON: So I agree with
22 Mr. Bradley. I'm sort of having the same issue that
23 he has.

24 Now, it looks to me like your completion

Full Meeting
Conducted on August 25, 2015

83

1 date is 2017.

2 MS. MARTIN: Right.

3 CHAIRWOMAN OLSON: So what I would probably
4 be more comfortable with is reducing that total bed
5 count and then, when you can justify the higher number
6 based on your utilization -- you're not going to use
7 these beds until 2017 anyway -- that you come back in
8 and ask that the beds be added.

9 Because I'm having the same difficulty that
10 Mr. Bradley is with this finding, and I don't think we
11 met them all. We just use historical utilization.
12 I think that's kind of a big deal because I agree that
13 we're adding to the overbedding issue, and I'm just
14 not comfortable with adding significantly -- and
15 I understand what you're saying.

16 But it seems so me the responsible thing to
17 do would be to decrease beds, not -- and I can't
18 justify approving this many beds based on what you're
19 telling me, is you're able to -- I'm not denying that
20 you're probably a hundred percent accurate, but
21 I don't have that in front of me. It's not what I'm
22 supposed to make my decision on.

23 So I wonder if you would be willing to come
24 in at less beds, and then you have plenty of time down

Full Meeting
Conducted on August 25, 2015

84

1 the road to come in for an alteration based on actual
2 numbers that we have in front of us to ask for more
3 beds.

4 Is that even feasible, Juan?

5 MS. RANALLI: So --

6 CHAIRWOMAN OLSON: Well, the building
7 exists; right? So you're not building something new
8 so --

9 MS. RANALLI: Right. Right. So is what
10 you're suggesting that we would go forward with the
11 modernization project but with fewer beds?

12 CHAIRWOMAN OLSON: Correct.

13 MS. RANALLI: I mean, we really need the
14 modernization project. I don't think there's any
15 question about that.

16 MEMBER GALASSIE: I agree.

17 CHAIRWOMAN OLSON: I agree.

18 MS. RANALLI: The rooms now are cramped.
19 They're small. They're semiprivate. We're not
20 competitive. And we do believe there will be an
21 enhanced number of physicians when we have private
22 rooms.

23 CHAIRWOMAN OLSON: Right.

24 MS. RANALLI: Now, with that said, the

Full Meeting
Conducted on August 25, 2015

85

1 fifth floor -- and, Barb, correct me if I'm wrong on
2 this.

3 The fifth floor is not really being
4 modernized. It's going to be -- there may be some
5 paint put on the walls and that sort of thing, but
6 it's not going to be touched.

7 We could take those beds and not include
8 them in the total bed count to be modernized and then
9 add beds in at a later date.

10 But the issue that I think Barb's trying to
11 explain is that there are times when there's a peak
12 census. And if that's the case, then we're not going
13 to have enough beds.

14 CHAIRWOMAN OLSON: I understand that but you
15 can't use these beds until 2017 anyway, and that's
16 exactly what I was -- I know you can't do this with a
17 brand-new project because, if you have to build it,
18 you have to build it.

19 MS. RANALLI: Right.

20 CHAIRWOMAN OLSON: But you're talking about
21 an existing building. That's -- exactly was my
22 thought, was there's got to be a floor or something.
23 And if all it needs is paint -- whatever the fifth
24 floor is -- then you just ask for the -- whatever

Full Meeting
Conducted on August 25, 2015

86

1 minus those beds.

2 And then show us -- a year from now or even
3 two years from now -- these beds aren't done until
4 2017 -- that you need those beds and ask for an
5 alteration and we can approve it then.

6 Is that -- that works with our rules?

7 MS. RANALLI: Well, the projection would be
8 to 2019 -- I believe to 2019 -- to come to the target
9 utilization.

10 CHAIRWOMAN OLSON: Well, there you go.
11 You've got even more time.

12 MS. RANALLI: Right. Right.

13 CHAIRWOMAN OLSON: Does that make you more
14 comfortable, Mr. Bradley?

15 MEMBER BRADLEY: Yes, I think so. I just --

16 MEMBER GALASSIE: I wouldn't want to do
17 anything to oppose the renovation project knowing the
18 need in that community and of that hospital.

19 MS. RANALLI: Right.

20 CHAIRWOMAN OLSON: I agree. But that's
21 why -- I think the beauty of this is that the building
22 exists. It's going to take them 2 1/2 years to finish
23 it, so they have plenty of time to come back --
24 I mean, I don't want to turn the whole project down

Full Meeting
Conducted on August 25, 2015

87

1 because they could maybe paint the fifth floor in
2 November of 2017.

3 MEMBER GALASSIE: But we're saying --
4 I'm not sure -- all of those beds could be readily
5 available?

6 MS. MARTIN: Yes.

7 MS. RANALLI: Yes.

8 CHAIRWOMAN OLSON: They are now.

9 MEMBER GALASSIE: But they don't have to
10 wait until '17 or '19 if they get a surge.

11 CHAIRWOMAN OLSON: No. They can take this
12 number down to ask for this, and then when they come
13 back --

14 MEMBER GALASSIE: Yeah.

15 CHAIRWOMAN OLSON: I mean, I understand it's
16 almost like a shell game, but it makes me much more
17 comfortable voting favorably on the project because
18 I don't think it's not a big deal that your historic
19 utilization doesn't come anywhere near justifying
20 those beds. And I believe what you're telling me now,
21 but I can't get past approving now based on -- just my
22 opinion. I'm sure there's other opinions at the
23 table.

24 Other questions or comments?

Full Meeting
Conducted on August 25, 2015

88

1 Doctor.

2 MEMBER GALASSIE: So we're asking the
3 Applicant if they would be willing to alter their
4 request by X number of beds?

5 CHAIRWOMAN OLSON: That's my suggestion.
6 But I --

7 MEMBER GALASSIE: I'm just not hearing a
8 response, is what I'm --

9 CHAIRWOMAN OLSON: I wanted to let
10 Dr. Goyal -- he had something to add to that before.

11 MEMBER GOYAL: Thank you very kindly.

12 My name is Arvind Goyal, and I'm Medicaid
13 medical director, so I appreciate your service to
14 Medicaid population at this time and to make things
15 better for them.

16 So even though I do not have a vote, I think
17 I can support your project. But I have two questions
18 which are somewhat tangential for you.

19 I have learned over several months that your
20 parent company plans on spinning off 37 hospitals
21 across the nation and you're one of them. And,
22 secondly, I also understand that the NorthShore-
23 Advocate merger, with which you are partners of at
24 least one of the plans, may have some impact.

Full Meeting
Conducted on August 25, 2015

89

1 If you can describe what impact these two
2 changes will have on this project, it might help.

3 MS. MARTIN: What is occurring, which is not
4 uncommon of a large system, is Community Health System
5 is spinning off and forming a new company called
6 Foreign Health Corporation. It's going to be a
7 38-hospital corporation that is not a small
8 corporation. There are 208 beds currently, so you
9 become so large that you really start to look at a
10 different way to function. They are spinning off all
11 their Illinois hospitals.

12 Vista does not technically fit the bill of
13 what the other hospitals in Illinois are like, but
14 based on all the hospitals they have that are in
15 Illinois are going to be part of this company, it did
16 not make strategic sense to just leave Vista Health
17 System in Community Health System.

18 Related to this project -- this project is
19 fully supported and committed. As the media has said,
20 that they are continuing to support all the projects,
21 and the new company -- which likely will occur in the
22 first quarter of 2016, what I'm hearing -- will be a
23 well-capitalized new system, publicly traded.

24 So it will -- you know, it will be --

Full Meeting
Conducted on August 25, 2015

90

1 I think it will be good for Vista. We'll be the
2 largest hospital in that system, but they intend to
3 continue to grow and to continue to expand.

4 But this project is fully supported.

5 MEMBER GOYAL: And the second issue, with
6 the NorthShore-Advocate merger pending, would that
7 influence any of your relationships to cause an impact
8 on this change that you're requesting?

9 MS. MARTIN: No, not at all.

10 In fact, we currently -- Vista strategically
11 has a partnership with NorthShore on an ACE program,
12 the Community Cares Partners, which is a Medicaid
13 product. We are one of the few where two competitors
14 came together to form this ACE because NorthShore
15 could not get their ACE approved without a Waukegan
16 hospital.

17 So myself and the other -- the CEO of
18 Highland Park got together and said, you know,
19 "Sometimes competitors need to work collaboratively to
20 support the patients," which we did and the State
21 supported us. And it's doing quite well. We have
22 over 80,000 Medicaid members in the ACE program today.

23 MEMBER GOYAL: Thank you.

24 CHAIRWOMAN OLSON: Juan or Mike, can you

Full Meeting
Conducted on August 25, 2015

91

1 address my request? Is that even feasible?

2 I don't want to make it a hardship but --

3 MR. CONSTANTINO: Yes. We're probably -- if
4 you don't approve the project as it exists today, it
5 will probably be an issue with IDPH design standards
6 and their work regarding life safety because the
7 modernization project will be for the entire project
8 that you have before you today.

9 So if we say we're only going to approve a
10 part of this project and not all of it, then that's
11 what will be submitted to IDPH, and that would most
12 likely require some issues regarding IDPH design
13 standard on life safety.

14 That would be one issue that I can think of.

15 CHAIRWOMAN OLSON: Even though what they're
16 telling us is basically the rooms on the fifth floor
17 just need a coat of paint? So they must be in some --
18 they must be meeting some standard with IDPH at this
19 point.

20 MR. CONSTANTINO: Yes. But this -- when you
21 do a modernization project on the scale that you're
22 talking about here, you need to submit drawings to
23 IDPH for approval before you can even begin.

24 CHAIRWOMAN OLSON: I see.

Full Meeting
Conducted on August 25, 2015

92

1 MR. CONSTANTINO: If you're asking Vista
2 Health to now alter the project as it sits here before
3 you and just do a portion of it, you could -- that
4 could cause a problem from that end, from IDPH life
5 safety.

6 And you always -- or you could have Vista
7 come back after they've got new -- we got new
8 information -- 2015, 2016 -- and say, "Here. This is
9 what we're doing."

10 MEMBER GALASSIE: What does that mean, Mike?

11 MR. CONSTANTINO: "This is our utilization
12 for these years, and we're going to reduce our beds
13 based upon that."

14 MEMBER GALASSIE: So we could approve this
15 project -- if I may interrupt you.

16 CHAIRWOMAN OLSON: Please.

17 MEMBER GALASSIE: We could approve this
18 project with a caveat of their returning in 24 months?

19 MR. CONSTANTINO: 12 or 24 months, yeah,
20 whatever you're comfortable with.

21 CHAIRWOMAN OLSON: Keep going. To --

22 MEMBER GALASSIE: That they come in -- to
23 assure us that utilization level has been adequate to
24 support those numbers. Otherwise, we'd be, at that

Full Meeting
Conducted on August 25, 2015

93

1 time, looking for a reduction in bed count.

2 MR. CONSTANTINO: Yeah. Of course, Vista
3 would have to agree to it, having that.

4 MS. RANALLI: That is something we
5 discussed -- Barb and I discussed with
6 Mr. Constantino -- because he raised concerns, as
7 well, regarding the number of beds.

8 But given the peak utilization and the delay
9 in getting patients into a bed -- and I'm sure all of
10 us here have experienced that with family members
11 waiting to get into a bed somewhere. And that happens
12 frequently, and it's difficult for the hospital, it's
13 difficult for the patient, and it's difficult for the
14 family.

15 So to give latitude, we discussed the fact
16 that the fifth floor -- because we're not putting a
17 lot of money into that floor -- could be a floor where
18 we would take those beds out of service, voluntarily
19 surrender them. If they're not needed or used and
20 we're not ramping up as we expect we will, then those
21 beds would be surrendered. And, also, I would remind
22 you you can take them away from us at any time. You
23 have that authority and you've done it in this region,
24 which is overbedded.

Full Meeting
Conducted on August 25, 2015

94

1 And I think that, you know, our money is
2 where our mouth is because we are one of the only
3 providers in the region that actually has given up
4 beds voluntarily to address the excess-of-bed issue.

5 CHAIRWOMAN OLSON: So how many beds are on
6 that fifth floor?

7 MS. MARTIN: That floor, we have a 25-bed
8 progressive care unit, which is a telemetry unit, and
9 then we have a 32-bed semiprivate/private med/surg
10 floor.

11 CHAIRWOMAN OLSON: So that would certainly
12 get you under that threshold.

13 MS. MARTIN: Yeah. But --

14 CHAIRWOMAN OLSON: Okay. I guess I like
15 that better because it does -- it lets them go ahead
16 with their project -- I mean, I'm very impressed with
17 your Medicaid, and I understand exactly your
18 explanation for charity care coming into Medicaid.

19 And it's -- so it's obviously very needed,
20 and I believe that a Medicaid patient deserves the
21 same kind of room as --

22 MS. MARTIN: Just to note, this year alone
23 we're at 36.5 percent, so it is increasing. And
24 that's why charity care numbers go down, because we're

Full Meeting
Conducted on August 25, 2015

95

1 doing our best to get those patients insured.

2 CHAIRWOMAN OLSON: Right.

3 So can we -- we need to amend the motion?

4 MEMBER GALASSIE: Yes.

5 CHAIRWOMAN OLSON: And who made the motion?

6 MEMBER GALASSIE: I think I did.

7 MR. ROATE: Made by Mr. Galassie; seconded
8 by Mr. Sewell.

9 CHAIRWOMAN OLSON: So could you add your
10 amendment, Dale, and then we can --

11 MEMBER GALASSIE: Yes.

12 And are you comfortable with the spirit of
13 that motion?

14 MS. MARTIN: Yes.

15 MEMBER GALASSIE: So we would need -- we're
16 approving the motion with a caveat that the Applicant
17 agrees to come back to us in --

18 CHAIRWOMAN OLSON: 24 months.

19 MEMBER GALASSIE: -- 24 months to inform us
20 as to the utilization statistics and to revisit the
21 number -- the bed count.

22 CHAIRWOMAN OLSON: And I guess that would --
23 and at that time we reserve the right to decrease the
24 bed count should they not be able to prove the need

Full Meeting
Conducted on August 25, 2015

96

1 for that.

2 Well -- and you said that already. Never
3 mind. Thanks.

4 Okay. There's a motion on the floor with an
5 amendment. Are there other questions or comments
6 before we call for a vote?

7 (No response.)

8 CHAIRWOMAN OLSON: Seeing none, I would ask
9 for a roll call vote.

10 MR. MORADO: Pardon me one second. I just
11 want to make sure the Applicant does agree with those
12 conditions.

13 MS. RANALLI: Yes.

14 MR. MORADO: Thank you.

15 CHAIRWOMAN OLSON: Let the record show they
16 nodded, like the right nod.

17 MS. RANALLI: Right.

18 CHAIRWOMAN OLSON: Okay. Roll call vote,
19 please.

20 MR. ROATE: Okay.

21 CHAIRWOMAN OLSON: Should we do the
22 amendment -- the motion once more or is everybody good?

23 (No response.)

24 CHAIRWOMAN OLSON: Everybody's good? Okay.

Full Meeting
Conducted on August 25, 2015

97

1 MEMBER JOHNSON: Yes.

2 MR. ROATE: Motion made by Mr. Galassie;
3 seconded by Mr. Sewell.

4 Mr. Bradley.

5 MEMBER BRADLEY: I don't want my remarks to
6 be taken as criticism of your modernization project.
7 I think it's a good project. Clearly, you're doing
8 good work in that community.

9 My concern was only the issue of approving
10 more beds than are apparently justified. I understand
11 that you have peak problems, but we are not building
12 for peak periods. We're building for averages.

13 I think Mr. Galassie's suggestion is a good
14 one. And, therefore, based on the rest of the State
15 agency report and this amendment, I vote yes.

16 MR. ROATE: Thank you.

17 Senator Burzynski.

18 MEMBER BURZYNSKI: I vote yes.

19 MR. ROATE: Thank you.

20 Justice Greiman.

21 MEMBER GREIMAN: I would have voted yes
22 without the amendment. I think it's -- they're
23 modernizing the whole place, changing the whole thing,
24 and they're adding a few beds, a couple beds. That's

Full Meeting
Conducted on August 25, 2015

98

1 what we're talking about.

2 It's much about nothing. But I'll vote --
3 I'll agree, yes.

4 MR. ROATE: Mr. Galassie.

5 MEMBER GALASSIE: Yes.

6 MR. ROATE: Mr. Hayes.

7 VICE CHAIRMAN HAYES: I'm going to vote yes
8 based on the State agency report and the -- you know,
9 our -- this amendment that Mr. Galassie has proposed.

10 I think it's very important, you know, that
11 we support these hospitals in Waukegan and their
12 commitment to the Medicaid population.

13 So I'm going to vote yes.

14 MR. ROATE: Thank you.

15 Mr. Johnson.

16 MEMBER JOHNSON: Yes. Based on the State
17 agency report and this discussion and, again, working
18 with the Medicaid population, I'll vote yes.

19 MR. ROATE: Mr. Sewell.

20 MEMBER SEWELL: I'm going to vote no.
21 I would have preferred the Applicant to come back --
22 like immediately with a plan at the next meeting --
23 for how they would come into compliance with this
24 criteria rather than going ahead with the whole

Full Meeting
Conducted on August 25, 2015

99

1 project and then making adjustments if they don't meet
2 the utilization.

3 So I vote no.

4 MR. ROATE: Thank you.

5 Madam Chair.

6 CHAIRWOMAN OLSON: I'm going to vote yes for
7 reasons stated. I don't want to hold up the project
8 because it's good work and it needs to be approved.

9 MR. ROATE: That's 7 votes in the
10 affirmative, 1 vote in the negative.

11 CHAIRWOMAN OLSON: Motion passes.

12 Thank you.

13 MS. RANALLI: Thank you.

14 MEMBER GALASSIE: Congratulations.

15 MEMBER GREIMAN: Madam Chair, I have a copy
16 of the -- of the Crain's Chicago article on this case.

17 CHAIRWOMAN OLSON: Are you going to give a
18 book report down there, or do you want to --

19 MEMBER GREIMAN: I'll give it to you. You
20 can read it.

21 CHAIRWOMAN OLSON: All right. Thank you.
22 I would like to read it. I, myself, did not read it
23 prior to the meeting.

24 - - -

Full Meeting
Conducted on August 25, 2015

100

1 CHAIRWOMAN OLSON: Project H-09, Highland
2 Park Hospital in Highland Park.

3 May I have a motion to approve
4 Project 15-029, Highland Park Hospital, to modernize
5 the obstetrics unit at its Highland hospital -- at its
6 hospital in Highland Park.

7 The Applicant will be sworn in, please.

8 THE COURT REPORTER: Would you raise your
9 right hands, please.

10 (Three witnesses sworn.)

11 THE COURT REPORTER: Thank you. Please
12 print your names.

13 CHAIRWOMAN OLSON: Did I get a motion and a
14 second yet?

15 MR. ROATE: No, you didn't.

16 CHAIRWOMAN OLSON: I'm sorry. I read the
17 motion.

18 Can I have a motion and a second?

19 MEMBER SEWELL: I move -- so moved.

20 VICE CHAIRMAN HAYES: Second.

21 CHAIRWOMAN OLSON: Thank you.

22 Mr. Constantino, your report.

23 MR. CONSTANTINO: Thank you, Madam

24 Chairwoman.

Full Meeting
Conducted on August 25, 2015

101

1 The Applicants are proposing to modernize
2 OB-related services -- including its LDRP, C-section
3 suites, newborn Level I nursery, as well as support
4 services -- at Highland Park Hospital. The Applicants
5 are also proposing to reduce the number of OB beds
6 from 25 to 15 OB beds.

7 The anticipated project cost is
8 approximately \$16 million. The anticipated completion
9 date is December 31st, 2018.

10 There was no public hearing and no
11 opposition to this project. The Applicants were in
12 nonconformance with the number of C-section suites
13 based upon historical utilization and the number of
14 OB beds in an MSA.

15 Thank you, Madam Chairwoman.

16 CHAIRWOMAN OLSON: Thank you, Michael.

17 Comments for the Board, please.

18 MR. PETERSON HALL: Good morning,
19 Madam Chairwoman.

20 I'm Jesse Peterson Hall and I serve as the
21 president of Highland Park Hospital, NorthShore
22 Highland Park Hospital. With me are Jack Axel, our
23 CON consultant, and Janet Buckley, our vice president
24 of nursing. Thank you for your time this morning.

Full Meeting
Conducted on August 25, 2015

102

1 As you heard, our project is limited to the
2 replacement of our obstetrics-related service through
3 renovation. In doing so, we will be reducing our bed
4 complement from 25 down to 15.

5 Through the design process we have listened
6 to our patients. And our program is a labor,
7 delivery, recovery, and postpartum program, so the
8 woman who's coming to have her baby stays in the same
9 room for the entire stay and has the same nursing
10 staff for the entire stay.

11 We believe that the continuity of nursing
12 care that we can deliver through that is well served
13 for the patient. We've tried to design the rooms with
14 that in mind. All 15 rooms have been designed as
15 labor, delivery, recovery, postpartum -- or LDRPs --
16 to maximize that flexibility.

17 At Highland Park Hospital our OB volume has
18 been trending upwards. In 2013 over 2014 we saw a
19 15 percent rise, and in the current year we look like
20 we will see a 5 percent growth in obstetrics year
21 over year.

22 We have phased the project to allow us to
23 continue to operate the labor and delivery services as
24 we are going, and I would ask now that Jack -- for

Full Meeting
Conducted on August 25, 2015

103

1 Jack Axel to address the issues raised in the staff
2 report.

3 MR. AXEL: Thank you.

4 As you've noted from the staff report, we
5 have met every single square-footage requirement; we
6 have met every single cost requirement. Only two
7 issues were raised in the staff report by
8 Mr. Constantino and by Mr. Roate, those being the
9 number of C-section rooms that we are proposing --
10 that being two -- and the number of OB rooms.

11 As related to the C-section rooms and
12 that -- this single issue -- providing two C-section
13 rooms rather than one -- resulted in three negative
14 findings, but the issue is the same on all of them,
15 and it's an issue that you've seen quite often.

16 We are proposing two rooms because we find,
17 as most hospitals find, that when one C-section room
18 is occupied, then you've got the second patient who's
19 needing that room, so that's why we're providing two.

20 Actually, the second C-section room
21 provides -- or adds 600 square feet of renovation
22 space to the project, approximately 2 percent of the
23 total.

24 Unlike some hospitals, the Highland Park

Full Meeting
Conducted on August 25, 2015

104

1 Hospital surgical suite is not an alternative to a
2 C-section room because of the distance between the OB
3 unit and the surgical suite. We will be happy to go
4 into this issue in greater depth, should you desire,
5 during the questioning period.

6 In terms of the number of OB rooms we are
7 providing, the State standard is a minimum of 20.
8 That's a very old standard. We have 25 rooms now. We
9 are reducing that by 10 to 15.

10 There's a balance here. We could keep our
11 25 existing rooms; we would not meet the target
12 utilization level. Alternatively, we could reduce the
13 number of rooms, as we have elected to do, because we
14 think it's more respectful of your rules. In reducing
15 the number of rooms we're providing, we do meet the
16 occupancy level.

17 Obviously, obstetrics is a service that is
18 appropriate for a community hospital like Highland
19 Park Hospital, so I hope that you can understand the
20 balance there.

21 With that, we would be happy to answer your
22 questions.

23 CHAIRWOMAN OLSON: Questions or comments
24 from Board members?

Full Meeting
Conducted on August 25, 2015

105

1 Mr. Sewell.

2 MEMBER SEWELL: Yes.

3 Would you meet our utilization standard
4 at 20?

5 MR. AXEL: No, we would not. That is why we
6 went with the 15.

7 And it's interesting that you raise that.
8 I did an analysis of the hospitals in the Chicago
9 area, and I noted that 13 of the hospitals providing
10 obstetric services -- and about two-thirds of
11 hospitals do provide obstetric services. 13 of them
12 are providing less than -- or are approved to provide
13 fewer than 20 beds, and there's another 3 that are
14 approved for 20 beds but they staff fewer.

15 So with the shorter length of stay that
16 you're seeing with obstetrics, as well as with
17 med/surg and everything else, the lengths of stay and
18 the number of bed days that you need to provide are
19 coming down.

20 CHAIRWOMAN OLSON: Other questions or
21 comments?

22 VICE CHAIRMAN HAYES: I have a --

23 CHAIRWOMAN OLSON: I'm sorry. Go ahead,
24 John.

Full Meeting
Conducted on August 25, 2015

106

1 VICE CHAIRMAN HAYES: With your two
2 C-section rooms here, you know, you are at an area
3 that you have a hospital system of three other
4 hospitals, I believe it is, and then you have
5 Advocate, which is, you know, 12 others. You're in an
6 area that is very -- you know, has a lot of hospitals,
7 has very -- a lot of quality hospitals -- and, I would
8 imagine, has many departments, OB departments and then
9 with -- that do C-sections.

10 Is there any way that you've been able to
11 justify these two rooms simply because it's more
12 convenient?

13 MR. PETERSON HALL: I'll ask Janet Buckley,
14 our vice president of nursing, to address the real
15 need for the C-section room. And that is not from a
16 convenience perspective, but the second one we really
17 need because of when emergencies arise. That's really
18 what's driving the need to have two at any one time.

19 We actually -- the four hospitals in our
20 system, we actually eliminated OB service -- or just
21 before Skokie Hospital became a part of our system, to
22 be correct -- they eliminated their OB service, and
23 now we only deliver babies at Evanston Hospital and
24 Highland Park Hospital. We try to use the same

Full Meeting
Conducted on August 25, 2015

107

1 program, same format at both places.

2 Again, the need for the two C-sections, we
3 believe, is driven by the potential emergencies that
4 could arise.

5 VICE CHAIRMAN HAYES: Do you have delivery
6 services at Glenbrook Hospital?

7 MR. PETERSON HALL: No.

8 MS. BUCKLEY: No.

9 VICE CHAIRMAN HAYES: Okay.

10 MR. PETERSON HALL: Nor at Skokie Hospital.

11 MS. BUCKLEY: And I'm Janet Buckley, the
12 vice president of nursing.

13 And what Jesse was referring to was our real
14 driver for the two C-section rooms is, if there is one
15 C-section going on, that, with the ACOG standard that
16 there is -- the standard is, from the decision to the
17 time of the incision, is within 30 minutes for an
18 emergency C-section.

19 And if one room is in use, it's that you
20 have another room right there if you do need to have
21 an emergent section. So it's really -- it's clinical
22 in nature, and safety is what the rationale for the
23 two rooms is.

24 CHAIRWOMAN OLSON: I have to go further with

Full Meeting
Conducted on August 25, 2015

108

1 this because I'm still -- okay. So in 2013 you did
2 399 C-sections. So last I checked, there's 365 days
3 in a year, so there's 30-some where you end up with
4 more than one in a 24-hour time period.

5 And I do appreciate your statistic,
6 30 minutes from decision to incision, but C-sections
7 don't take that long, either, and you are in a
8 hospital that has ORs. I mean, I understand -- I had
9 two C-sections in ORs. There was no such thing as a
10 C-section room. My children are relatively normal.
11 I don't think it damaged them.

12 So I guess I'm still having problems --
13 I mean, I understand you're planning for the
14 worst-case scenario, but if that was the case, we
15 would have just approved this hospital for 165 beds
16 because our worst-case scenario is our highest census.

17 So I'm just -- what would be the worst
18 thing? That they would have to go to an OR in the
19 hospital and have their baby and be transferred to the
20 OB floor? I understand that's not perfect, that's not
21 ideal, but it happened for a lot of years. It's what
22 happened with me. I guess I'm still sort of hung up
23 on that.

24 MS. BUCKLEY: And it is the distance. And

Full Meeting
Conducted on August 25, 2015

109

1 the 30-minute rule certainly is the max in terms of --
2 with an emergency situation, it's to try to compress
3 that time and have it --

4 CHAIRWOMAN OLSON: What's the distance?
5 Three floors or 3 miles?

6 MS. BUCKLEY: It's about 10 minutes. It's
7 up to 10 minutes in terms of the route. And it's
8 through public corridors, so it's not -- in terms
9 of -- it's not at all an ideal situation for the woman
10 in terms of an -- and the partner -- in terms of -- to
11 travel from the OB unit to the OR.

12 CHAIRWOMAN OLSON: How many times last year
13 did that happen?

14 MR. AXEL: They have two rooms now. We have
15 two C-section rooms.

16 CHAIRWOMAN OLSON: Okay. How many times
17 last year would that potentially happen?

18 I mean -- because that's the other thing.
19 I understand there are emergency C-sections, but
20 I also sat and waited with my first one until three
21 people got in and back out again.

22 I understand you're trying -- I'm just
23 having a hard time getting my head around this because
24 I --

Full Meeting
Conducted on August 25, 2015

110

1 MS. BUCKLEY: And "emergent" -- the
2 definition of "emergent" is really fetal distress and
3 hemorrhaging and there's -- that's what the definition
4 of "emergent" is. It's not someone that can wait for
5 the third case that's before them.

6 And I don't have the statistics of how often
7 we would have needed it. I know this morning, when I
8 checked at 10:50, there was a -- there was a procedure
9 in the one C-section room and there was an emergency
10 section getting ready to go into the second one.

11 So I don't know if it just happened to be
12 today in terms of -- when I checked this morning,
13 that's what was going on this morning.

14 MR. AXEL: Madam Chair, I attempted to do
15 some research. I tried to figure out how long ago the
16 utilization standard for C-sections was developed and,
17 frankly, I couldn't. I got back as far as 1982. It
18 hasn't changed since 1982.

19 Then I went and I looked at the hospitals
20 in the metropolitan Chicago area that do at least
21 200 C-sections a year. And what we are planning for,
22 by the way, is the 512 that we are projecting in the
23 second year following completion of this project.

24 What I found was 46 hospitals doing at least

Full Meeting
Conducted on August 25, 2015

111

1 200 C-sections a year, and there were only 7 that met
2 the 800-per-C-section room standard.

3 So from my perspective, at least, the bottom
4 line is the standard of care now is to provide
5 two C-section rooms, as they have now. The places
6 that meet the 800-per-C-section room standards are
7 some of the largest providers of OB services in the
8 metropolitan area, Rush, Northwestern Memorial
9 Hospital, Northwest Community Hospital.

10 So for a community hospital that's, you
11 know, doing an OB practice the size of the practice at
12 Highland Park, in the 13-, 1500-births- per-year
13 range, two is absolutely the norm.

14 CHAIRWOMAN OLSON: Thank you.

15 Other questions or comments?

16 Doctor.

17 MEMBER GOYAL: Thank you.

18 Thank you, Madam Chair.

19 I do not want to speak for Highland Park
20 Hospital or their consultant, but to make it easier
21 for you to understand -- I have not done any
22 deliveries for at least 20 years, maybe slightly
23 longer, but I would agree with what was just said
24 because, from a patient's point of view, obviously, it

Full Meeting
Conducted on August 25, 2015

112

1 is a safety issue.

2 The second part is that there is delivery-
3 specific and baby-specific equipment that is easily
4 available in the C-section room as opposed to the
5 operating room plus the nonfamiliarity of the
6 OB staff, the operating surgeon, and the neonatal
7 staff who will attend the babies with the operating
8 room and its procedures. It's a lot easier to have
9 those two rooms side by side.

10 And I think there is some soft data that
11 I've seen that, by having alternative C-section rooms,
12 that probably increases the chance that there will be
13 better outcomes.

14 CHAIRWOMAN OLSON: Thank you. I really
15 appreciate that.

16 Any other questions or comments?

17 (No response.)

18 CHAIRWOMAN OLSON: Seeing none, I would ask
19 for a roll call vote to approve Project 15-029,
20 Highland Park Hospital, to renovate their obstetrics
21 unit.

22 MR. ROATE: Motion made by Mr. Sewell;
23 seconded by Mr. Hayes.

24 Mr. Bradley.

Full Meeting
Conducted on August 25, 2015

113

1 MEMBER BRADLEY: Based on the State agency
2 report in which they met almost all the criteria, the
3 discussion here which has explained the criteria that
4 they did not meet, I vote yes.

5 MR. ROATE: Senator Burzynski.

6 MEMBER BURZYNSKI: Based on the discussion
7 I've heard today relative to the nonconforming areas,
8 I vote yes.

9 MR. ROATE: Justice Greiman.

10 MEMBER GREIMAN: I vote yes.

11 MR. ROATE: Mr. Galassie.

12 MEMBER GALASSIE: Yes, previous comments
13 made.

14 MR. ROATE: Mr. Hayes.

15 VICE CHAIRMAN HAYES: Yes, based on the
16 State agency report. And the discussion has convinced
17 me of the -- that the areas that were -- the standards
18 that were not met.

19 I'm going to vote yes.

20 CHAIRWOMAN OLSON: Mr. Johnson.

21 MEMBER JOHNSON: Yes, based on the previous
22 comments in the discussion.

23 MR. ROATE: Mr. Sewell.

24 MEMBER SEWELL: I vote no. The application

Full Meeting
Conducted on August 25, 2015

114

1 doesn't meet the projected utilization assurances and
2 modernization criteria. And while the utilization may
3 not have been compliant with 20 beds, I think
4 consideration would have been given that the hospital
5 has 25 currently.

6 So I vote no.

7 MR. ROATE: Thank you.

8 Madam Chair.

9 CHAIRWOMAN OLSON: I'm actually going to
10 vote yes.

11 I'm a bit uncomfortable -- but thank you,
12 Dr. Goyal, for your comments. That's what justifies
13 my yes vote that there is a need for the two OB -- or
14 C-section rooms.

15 I'm not uncomfortable at all with you
16 reducing to 15 beds.

17 But thank you, Dr. Goyal.

18 I vote yes.

19 MR. ROATE: Thank you, Madam Chair.

20 That's 7 votes in the affirmative, 1 vote in
21 the negative.

22 MR. AXEL: Thank you.

23 MR. PETERSON HALL: Thank you.

24 MS. BUCKLEY: Thank you.

Full Meeting
Conducted on August 25, 2015

115

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

CHAIRWOMAN OLSON: The motion passes.

Congratulations.

It is 10 to 12:00. I believe we'll take a
lunch break for one hour -- 45 minutes. 45 minutes.

So we would reconvene at 12:40 -- no, that's
not right. At 12:30. 12:35, we'll reconvene.

(A recess was taken from 11:52 a.m. to
12:44 p.m. Senator Burzynski left the proceedings.)

- - -

Full Meeting
Conducted on August 25, 2015

116

1 CHAIRWOMAN OLSON: Okay. We're back in open
2 session.

3 Let the record reflect that Mr. Burzynski --
4 Senator Burzynski -- had to leave so we are now
5 seven.

6 The next project is H-10, DaVita Mount
7 Morris in Morris -- DaVita Morris Dialysis in Morris.
8 I live near Mount Morris.

9 May I have a motion to approve
10 Project 15-032, DaVita Morris Dialysis, to discontinue
11 a 9-station ESRD facility and establish a 12-station
12 replacement facility in Morris.

13 MS. AVERY: They're not here.

14 VICE CHAIRMAN HAYES: So moved.

15 MEMBER GALASSIE: Second.

16 CHAIRWOMAN OLSON: I said 12:35.

17 MS. RANALLI: Penny was right outside. Do
18 you want me to get her?

19 CHAIRWOMAN OLSON: Yes.

20 (An off-the-record discussion was held.)

21 MS. AVERY: Do you need us to wait some
22 more? Do you have all your people?

23 MS. DAVIS: I think Chuck's still
24 downstairs.

Full Meeting
Conducted on August 25, 2015

117

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

MS. AVERY: Do you want us to wait for him?

(An off-the-record discussion was held.)

- - -

Full Meeting
Conducted on August 25, 2015

118

1 CHAIRWOMAN OLSON: Well, let's just -- we're
2 going to just skip over to other business, of which
3 there is none.

4 MS. AVERY: This will be --

5 CHAIRWOMAN OLSON: Rules development, there
6 is none.

7 Unfinished business -- what? It's down
8 here.

9 MS. AVERY: Oh, okay.

10 CHAIRWOMAN OLSON: Unfinished business,
11 there is none.

12 - - -

13

14

15

16

17

18

19

20

21

22

23

24

Full Meeting
Conducted on August 25, 2015

119

1 CHAIRWOMAN OLSON: Under new business, the
2 financial report was in your packets. I know we
3 talked a little bit about that earlier with regard to
4 researching revenue streams and ways to cut expenses.
5 So please review your financial report.

6 The 2018 inventory was in your packet, as
7 well. May I have a motion to approve the 2018
8 inventory.

9 VICE CHAIRMAN HAYES: So moved.

10 CHAIRWOMAN OLSON: And a second?

11 MEMBER SEWELL: Second.

12 MEMBER GALASSIE: Second.

13 CHAIRWOMAN OLSON: Any questions or comments
14 on that?

15 (No response.)

16 CHAIRWOMAN OLSON: All those in favor
17 say aye.

18 (Ayes heard.)

19 CHAIRWOMAN OLSON: Opposed, same sign.

20 (No response.)

21 CHAIRWOMAN OLSON: The motion passes and the
22 2018 inventory is approved.

23 We do have a list of dates for your 2016
24 Board meetings. While we're sort of on that subject,

Full Meeting
Conducted on August 25, 2015

120

1 I discussed briefly with Courtney this morning, for
2 feedback from the Board, that, maybe for the meetings
3 when we go to Daylight Savings Time, that we would
4 move our start time back to 10:00 a.m. just for those
5 meetings, if people were in agreement with that.

6 I think in the wintertime sometimes an
7 extra hour to get roads plowed and various -- you
8 know, it's not quite as dark.

9 So I don't know what the consensus of the
10 Board is on that, if we want to just try that --
11 I don't want to create confusion, but it could be
12 too --

13 MEMBER GALASSIE: I think it's a good idea.

14 CHAIRWOMAN OLSON: Just so you all know, we
15 do not have a meeting in October. We do not have
16 enough business for an October meeting, so our next
17 meeting will be in November.

18 So it would be for the November and
19 January and probably February meeting --

20 MS. AVERY: Three meetings.

21 CHAIRWOMAN OLSON: -- that we would start at
22 10:00 a.m. instead of 9:00 a.m.

23 MEMBER GALASSIE: Do you have the date for
24 November?

Full Meeting
Conducted on August 25, 2015

121

1 CHAIRWOMAN OLSON: November is the 17th,
2 here again at Bolingbrook.

3 Any feedback on that?

4 (No response.)

5 CHAIRWOMAN OLSON: Is that acceptable?

6 I mean, if somebody doesn't want to do that,
7 that's fine. Just let me know that.

8 MEMBER BRADLEY: I think it's great.

9 CHAIRWOMAN OLSON: So for the November,
10 January, and February meetings, we will have a
11 10:00 a.m. start time.

12 MEMBER BRADLEY: Do we know where they are?

13 MS. AVERY: Not yet.

14 CHAIRWOMAN OLSON: November is here.

15 MS. AVERY: November is here in Bolingbrook.
16 Sorry.

17 CHAIRWOMAN OLSON: January, February are to
18 be -- by the November meeting, of course, we'll have
19 the other meetings mapped out.

20 (An off-the-record discussion was held.)

21 CHAIRWOMAN OLSON: Oh. We're going to do
22 it now.

23 MS. AVERY: As you recall, you all made a
24 decision that we would hold all meetings in either

Full Meeting
Conducted on August 25, 2015

122

1 Bloomington or Bolingbrook.

2 So we just need to go through and figure out
3 which ones we want in Bloomington, if any, and then
4 we'll fill the rest in with Bolingbrook.

5 Bolingbrook is usually a two-day meeting --
6 well, not a two-day meeting but a day of travel and
7 then a meeting. People usually -- I'm sorry.
8 Bloomington.

9 People usually come in the night before, but
10 it's still a reasonable drive to come in the same
11 morning.

12 CHAIRWOMAN OLSON: Any preferences? Or
13 should I just have Courtney pick?

14 (No response.)

15 CHAIRWOMAN OLSON: Okay. You're picking
16 them.

17 MS. AVERY: Okay. I'll do the
18 warmer months.

19 CHAIRWOMAN OLSON: I would be in favor of
20 having some in -- I would call it Normal because
21 I think it might --

22 MS. AVERY: Normal, that's right.

23 CHAIRWOMAN OLSON: But I would be in favor
24 of at least doing a couple in Normal.

Full Meeting
Conducted on August 25, 2015

123

1 So at the next meeting we'll have this
2 filled out for all of you, but just remember that in
3 November, the 17th, we're back here again. We will be
4 starting at 10:00 a.m.

5 MEMBER GALASSIE: Thank you.

6 - - -

7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24

Full Meeting
Conducted on August 25, 2015

124

1 CHAIRWOMAN OLSON: Are you ready?

2 MS. DAVIS: Yes.

3 CHAIRWOMAN OLSON: So now we will go back to
4 the original agenda, Item 15-032, DaVita Morris
5 Dialysis in Morris.

6 Did I have a motion and a second?

7 MR. ROATE: Yes, ma'am. The motion was made
8 by Mr. Hayes and seconded by Mr. Galassie.

9 CHAIRWOMAN OLSON: Thank you, George.
10 State Board staff report, Michael.

11 MR. CONSTANTINO: Thank you, Madam
12 Chairwoman.

13 The Applicants are proposing to discontinue
14 a 9-station ESRD facility in Morris, Illinois, and
15 establish a 12-station facility in Morris, Illinois.

16 The cost of the project is 2.6 million, and
17 the anticipated completion date is April 30th of 2017.

18 There was no opposition, no public hearing.
19 They were in nonconformance with the planning area
20 need, which is an excess of 23 stations at this time.
21 Average utilization of the existing facility is
22 66 percent, and there were two of the three facilities
23 within 30 minutes not operating at 80 percent.

24 Thank you, Madam Chairwoman.

Full Meeting
Conducted on August 25, 2015

125

1 CHAIRWOMAN OLSON: Thank you, Michael.

2 Comments?

3 MS. DAVIS: Yes. Thank you.

4 CHAIRWOMAN OLSON: Have you been sworn in?

5 I'm sorry.

6 THE COURT REPORTER: Raise your right hands,

7 please.

8 (Three witnesses sworn.)

9 THE COURT REPORTER: Thank you.

10 CHAIRWOMAN OLSON: Thank you. Comments?

11 MS. DAVIS: Thank you very much.

12 With me at the table is Chuck Sheets and

13 Anne Cooper from Polsinelli, our CON consultants.

14 This is a relocation of the existing Morris

15 Dialysis Center. We acquired this center in July

16 of 2012 from Silver Cross Hospital, and it was a

17 9-station -- or is a 9-station facility. And we'd

18 like to relocate it and expand it to 12 stations.

19 The relocation and expansion of this

20 facility, it was precipitated by Fresenius' exit from

21 the Morris market in March of this year. The Board

22 approved the relocation of a 10-station facility from

23 Morris, Illinois, to North Plainfield, Illinois, so,

24 basically, from a very rural community to a suburban

Full Meeting
Conducted on August 25, 2015

126

1 community.

2 The move is also -- moves them from Grundy
3 County to Will County. Our facility will be the only
4 facility within Grundy County. Their plan is to
5 discontinue their service by the end of 2016. Given
6 the increased utilization at our existing Morris
7 facility, it does not have sufficient capacity to
8 accommodate new dialysis patients and the transfers
9 from Fresenius.

10 We did evaluate the expansion of the
11 existing space. We would have to add on to a current
12 building, and that would be disruptive and would not
13 be possible for the current patient base that we've
14 got there. We are currently running over 80 percent.

15 And I want to talk about the planning area
16 need. That was the first negative finding. Because
17 of the calculated excess of 23 stations in HSA 9 -- in
18 actuality, we're only adding 3 stations, and it's to
19 meet current and future demand in Morris.

20 According to the Fresenius CON application,
21 14 patients would be displaced when the Fresenius
22 Morris facility closes next year. We anticipate only
23 nine patients from their unit to transfer to Morris.
24 Based on the zip code of residents, of current

Full Meeting
Conducted on August 25, 2015

127

1 patients from their application, Morris is the closest
2 facility for the nine existing Fresenius patients.

3 The project received a negative finding for
4 unnecessary duplication or maldistribution because
5 FMC Ottawa and Sun Health are within 30 minutes of the
6 site of the replacement facility and are operating
7 below 20 -- or 80 percent.

8 Unfortunately, those facilities, in essence,
9 are over 25 minutes away, and these are, as you know,
10 down in the Morris area, two-lane roads. And patients
11 would also have to travel on 80, which is one of my
12 least-favorite highways.

13 The other issue here is the fact that
14 patients in this service area use transportation
15 provided by Morris Hospital. It offers free
16 transportation for patients residing in and around
17 Morris Hospital to area medical providers.

18 They also use Grundy Transit Service, which
19 operates from 6:00 a.m. to 6:00 p.m. Monday through
20 Friday. It does not offer service for patients who
21 would dialyze on Tuesday, Thursday, Saturday.
22 Saturday, they'd have to rely on family members.

23 As I mentioned, Grundy County is a rural
24 area with narrow, two-lane roads, difficult to

Full Meeting
Conducted on August 25, 2015

128

1 navigate, especially in the dark and in the winter, as
2 we were just talking about, so it makes travel to
3 Ottawa and Joliet hazardous at times for patients,
4 especially when you're talking chronically ill,
5 elderly, and infirm patients. Ottawa is not local for
6 most patients. Only five ESRD patients reside within
7 30 minutes of FMC Ottawa. Over 85 percent of the
8 projected patients -- or 71 patients -- live 40 or
9 more minutes from FMC Ottawa.

10 Sun Health can't accommodate the patients
11 on -- as well, because we know that our medical
12 director, Dr. Teresa Kravets, has 51 pre-ESRD patients
13 who will initiate dialysis within two years of the
14 project completion.

15 14 patients will be displaced from Fresenius
16 Morris on -- we've already seen an influx of patients
17 into our Morris unit because they know that that FMC
18 unit is closing, so we are currently over 80 percent.

19 We can only accommodate 32 additional ESRD
20 patients with a move, and the additional 3 stations at
21 the replacement facility are needed to ensure
22 sufficient access to lifesaving dialysis for both
23 current and future patients.

24 Regarding the relocation-of-an-existing-

Full Meeting
Conducted on August 25, 2015

129

1 facility negative finding, we received that because
2 the average utilization was not 80 percent for the
3 past four quarters. The purpose of this project is to
4 maintain access to dialysis services for all patients
5 residing in Morris and the surrounding areas.

6 We anticipate that the Fresenius Morris
7 patients will transfer to our unit when Fresenius
8 discontinues in Morris this year -- next year. This
9 will increase utilization to 83 percent on the current
10 nine stations, but it doesn't allow for any new ESRD
11 patients.

12 After two years we believe, based on the
13 51 patients that Dr. Kravets believes will enter
14 dialysis, we will be over 81 percent.

15 I'd like to thank the Board, knowing that
16 you understand that county-specific and transportation
17 issues for patients are significant, especially
18 dialysis patients. We have a large number of patients
19 who rely on County and Morris Hospital services, and
20 they would not be able to -- we wouldn't be able to
21 run a fourth shift for those patients because the
22 transportation services don't run.

23 So I'd like to thank the Board and respond
24 to any questions you might have.

Full Meeting
Conducted on August 25, 2015

130

1 CHAIRWOMAN OLSON: Questions or comments?

2 (No response.)

3 CHAIRWOMAN OLSON: Mike, I have a question.

4 The new inventory that we just voted on,
5 does that have any impact on this?

6 MR. CONSTANTINO: Yeah. There's a
7 calculated need now -- or by 2018 -- of 32 stations.

8 CHAIRWOMAN OLSON: So we've gone from an
9 excess of 23 stations to a calculated need in 2018?

10 MR. CONSTANTINO: Yeah, by -- by 2018, by
11 32 stations.

12 CHAIRWOMAN OLSON: Okay. And, also -- how
13 far is it from Morris to Plainfield?

14 MS. DAVIS: It's 27 miles. So it's well
15 over 30 minutes.

16 CHAIRWOMAN OLSON: And the closest
17 facility -- I'm confused. The closest facility is
18 Ottawa or Joliet? Which one is closer?

19 MS. DAVIS: The closest in terms of mileage
20 is -- distance, 20.43 miles, and that's Silver Cross
21 West. Ottawa is 23.31 miles.

22 MR. SHEETS: It's Joliet.

23 CHAIRWOMAN OLSON: You're saying Ottawa and
24 Joliet -- that's the same one?

Full Meeting
Conducted on August 25, 2015

131

1 MR. SHEETS: Joliet's closer, a little bit.

2 CHAIRWOMAN OLSON: Oh.

3 MS. DAVIS: Yeah, but it's still 20 -- our
4 unit in Joliet is 20.43 miles, and the drive time is
5 24 minutes. In a good drive time.

6 CHAIRWOMAN OLSON: And that's --

7 MS. DAVIS: And that's at 80 percent.

8 CHAIRWOMAN OLSON: And the end date on the
9 Fresenius Morris facility is the end of 2016?

10 So this would be just four months from
11 opening at that -- when they closed.

12 Other questions or comments?

13 MS. DAVIS: Our goal would be to have the
14 unit open prior to them moving, discontinuing.

15 CHAIRWOMAN OLSON: Okay.

16 Seeing no other questions, I will call for a
17 roll call vote.

18 MR. ROATE: Motion made by Mr. Hayes;
19 seconded by Mr. Galassie.

20 Mr. Bradley.

21 MEMBER BRADLEY: Based on the State agency
22 report and the fact that I think this increases access
23 to care, I vote yes.

24 MR. ROATE: Thank you.

Full Meeting
Conducted on August 25, 2015

132

1 Justice Greiman.

2 MEMBER GREIMAN: I'll pass for a while.

3 Come back to me.

4 MR. ROATE: Okay.

5 Mr. Galassie.

6 MEMBER GALASSIE: Yes, for reasons noted.

7 MR. ROATE: Mr. Hayes.

8 VICE CHAIRMAN HAYES: Yes, for reasons

9 noted.

10 MR. ROATE: Mr. Johnson.

11 MEMBER JOHNSON: Yes, for reasons stated.

12 MEMBER GREIMAN: Yes. We -- I vote

13 yes, too.

14 MR. ROATE: Mr. Sewell.

15 MEMBER SEWELL: I vote no because it fails

16 to satisfy the planning area need criteria.

17 MR. ROATE: Madam Chair.

18 CHAIRWOMAN OLSON: I'm actually going to

19 vote yes because I see this area being so rural.

20 We're talking the closest facility is 20-some miles on

21 country roads. And as someone who lives in a very

22 rural area, I understand that's just not possible in

23 the winter, particularly not for elderly people.

24 And I do believe that based on the fact

Full Meeting
Conducted on August 25, 2015

133

1 that, shortly after you will be opening the facility,
2 there's a 38 --

3 MR. CONSTANTINO: 32.

4 CHAIRWOMAN OLSON: -- 32-station need.

5 So I'm going to vote yes.

6 MR. ROATE: That's 6 votes in the
7 affirmative, 1 in the negative.

8 CHAIRWOMAN OLSON: Motion passes.

9 Congratulations.

10 MS. DAVIS: Thank you very much.

11 MR. SHEETS: Thank you.

12 MEMBER GALASSIE: Thank you.

13 - - -

14

15

16

17

18

19

20

21

22

23

24

Full Meeting
Conducted on August 25, 2015

134

1 CHAIRWOMAN OLSON: Next, we have
2 Project H-11, Fresenius Montgomery County Dialysis, in
3 Hillsboro.

4 May I have a motion to approve
5 Project 15-035, Fresenius Montgomery County Dialysis,
6 to establish an eight-station ESRD facility in
7 Hillsboro.

8 MEMBER BURZYNSKI: So moved.

9 VICE CHAIRMAN HAYES: Second.

10 CHAIRWOMAN OLSON: If the Applicant will be
11 sworn in.

12 THE COURT REPORTER: Will you raise your
13 right hands, please.

14 (Three witnesses sworn.)

15 THE COURT REPORTER: Thank you. And print
16 your names, please.

17 CHAIRWOMAN OLSON: Michael, your report.

18 MR. CONSTANTINO: Thank you, Madam
19 Chairwoman.

20 The Applicants are proposing to establish an
21 eight-station ESRD facility in Hillsboro, Illinois, in
22 approximately 4600 gross square feet of leased space
23 at a cost of \$2.4 million. The anticipated project
24 completion date is April 30th, 2017.

Full Meeting
Conducted on August 25, 2015

135

1 There was no public hearing, no opposition.
2 There's one facility within 30 minutes, which is owned
3 by the Applicants. There's an excess of 26 stations
4 in the HSA 3 ESRD planning area, and we have a finding
5 related to reasonableness of project cost.

6 Thank you, Madam Chairwoman.

7 CHAIRWOMAN OLSON: Thank you, Michael.

8 VICE CHAIRMAN HAYES: Madam Chairman,
9 does -- the name of this project is Montgomery County
10 Dialysis, but what is the company?

11 MR. SHEETS: It's DaVita, not Fresenius.

12 Madam Chair, you said "Fresenius" when you
13 read the motion.

14 CHAIRWOMAN OLSON: Well, that's -- in all
15 fairness to me, that's what's written here. I'm
16 sorry. Thank you for pointing that out.

17 Sorry about that. Please go ahead.

18 MS. EMLEY: Good afternoon. My name is
19 Cindy Emley. I'm the regional operations director for
20 DaVita HealthCare Partners. And I'm here with
21 Anne Cooper and Chuck Sheets, the CON attorneys.

22 Thank you for taking our project into
23 consideration today.

24 We are proposing an eight-station facility

Full Meeting
Conducted on August 25, 2015

136

1 located in Montgomery County, Illinois, and it's
2 really to improve our access for chronic dialysis
3 there. We have the one clinic in Litchfield,
4 Illinois. And for those of you who may not know or be
5 familiar with that rural area in Springfield, it's
6 halfway between Springfield and St. Louis, Missouri.

7 And we do have the one clinic there in
8 Litchfield that takes care of the Montgomery and the
9 Macoupin County patients. And at this time it's
10 running at 75 percent utilization, and just recently
11 we had been at 80 percent utilization when I actually
12 started the project.

13 We have the only ability to accommodate
14 another 18 patients to reach capacity, and
15 Dr. Tamizuddin, who is my proposed medical director
16 for this project, has indicated that, within
17 two years, he has approximately 39 predialysis
18 patients there.

19 And, importantly, Litchfield -- a couple
20 years ago we did expand two stations and have
21 continued to grow, and we don't have any more capacity
22 at that location.

23 Also, we started a Kidney Smart free
24 education program, which is nonbranded in that

Full Meeting
Conducted on August 25, 2015

137

1 Litchfield and Hillsboro market, and we found more and
2 more people coming to our class. And what we talk a
3 lot about is -- when they get to that Stage IV kidney
4 disease, we do talk about renal replacement therapy
5 and what might work well for them.

6 We do talk a lot about home dialysis. In
7 the rural markets people really do -- because of the
8 distance that they have to travel -- they do like the
9 home hemodialysis and the peritoneal dialysis.

10 We do not currently offer that in our
11 Litchfield clinic just based on the fact that we have
12 no place to put it, but we are seeing more and more
13 people that are wanting that, and this particular
14 Hillsboro, Montgomery County project will add home in
15 that market, which we feel will be great for the
16 community.

17 I'd like to briefly address the negative
18 findings.

19 It did say that there is calculated excess
20 of the 26 dialysis stations within the HSA 3. And
21 while there may be a technical excess of stations, the
22 need calculation does not always, you know, accurately
23 portray that. Springfield has approximately 5 of the
24 13 clinics in that Sangamon County area. When you get

Full Meeting
Conducted on August 25, 2015

138

1 outside of that, into that rural area, there is just
2 a -- it kind of makes that mal -- maldistribution.

3 And, also, to illustrate the issue, when you
4 think about it, in Sangamon County the ratio of
5 stations to population is 1 station for every
6 2,764 persons whereas, in the remaining 17 counties of
7 HSA 3, the ratio is 1 station for every 4,322 persons,
8 which is over 50 percent higher than the Sangamon
9 County ratio and 40 percent higher than the State
10 ratio of 1 for every 3,054. So I think we definitely
11 need that extra clinic right around that rural area.

12 The second negative finding was due to the
13 modernization contracts and contingency costs
14 exceeding the State standard by 77,821 or 19.53 per
15 gross square foot. The high cost per square footage
16 is due to the fact the facility's footprint is much
17 smaller, being as it is just the eight-station
18 facility, which is half the size of, really, an
19 average dialysis facility.

20 And, importantly, certain costs, such as the
21 construction permits, water treatment room, the fire
22 alarm system, security systems -- all of those sorts
23 of things do not vary significantly based on the size
24 of the facility, and because of that, these costs are

Full Meeting
Conducted on August 25, 2015

139

1 allocated across. The cost per square foot is higher,
2 then, at that point.

3 When compared to other dialysis projects
4 considered at the meeting, the construction costs are
5 not exorbitant. In fact, Montgomery County Dialysis
6 construction and contingency costs of 808,500 are
7 significantly lower than the DaVita Morris Dialysis at
8 1 point -- 1,070,000 or FMC Grayslake at 1.3 million.

9 I'd really like to thank the Board for
10 taking my application into consideration, and I would
11 be happy to answer any questions.

12 CHAIRWOMAN OLSON: Questions or comments
13 from Board members?

14 (No response.)

15 CHAIRWOMAN OLSON: So just for
16 clarification, again, the closest facility is in
17 Litchfield, which is 30 miles away?

18 MS. EMLEY: No.

19 CHAIRWOMAN OLSON: Your other facility's in
20 Litchfield?

21 MS. EMLEY: We have one facility in
22 Litchfield.

23 CHAIRWOMAN OLSON: How far is Litchfield
24 from Hillsboro?

Full Meeting
Conducted on August 25, 2015

140

1 MS. EMLEY: About 10 miles.

2 CHAIRWOMAN OLSON: And that Litchfield
3 facility is at what?

4 MS. EMLEY: About 75 percent utilization of
5 six -- of three shifts, six days a week.

6 The closest facilities outside of that would
7 be for them to travel to Springfield, which is
8 45 miles away, or Taylorville, which is 45 miles away.

9 CHAIRWOMAN OLSON: One other station within
10 that 30-minute radius, and that's at 75 percent?

11 MS. EMLEY: Yes.

12 CHAIRWOMAN OLSON: At what -- how many
13 counties are there in HSA 3?

14 MS. EMLEY: 18 counties.

15 CHAIRWOMAN OLSON: 18 counties in HSA 3?

16 And, Michael, in our new inventory -- what
17 are we saying in our new inventory?

18 MR. CONSTANTINO: Excess of 19 stations.

19 CHAIRWOMAN OLSON: So the excess in the new
20 inventory goes from 26 to 19?

21 MR. CONSTANTINO: (No verbal response.)

22 CHAIRWOMAN OLSON: Other questions or
23 comments?

24 MEMBER GALASSIE: I appreciate the

Full Meeting
Conducted on August 25, 2015

141

1 explanation on noncompliance.

2 MR. SHEETS: Madam Chairwoman, I just wanted
3 to point out one thing. I wish Senator Demuzio was
4 here because this is right in her backyard.

5 But if you look at where this is located,
6 the facility in Litchfield is run by DaVita, and
7 they're anticipating this influx of patients. And
8 they can't -- they have no room to expand that
9 particular facility.

10 So they've gone 10 miles east, in Hillsboro,
11 which is right on the same State road, and it's
12 basically there to serve the rural patients that can't
13 get all the way to Springfield where most of those
14 empty stations are.

15 CHAIRWOMAN OLSON: Yeah, I understand.
16 I live in a rural area. I think it's difficult
17 sometimes when you don't -- you don't have to drive
18 26 miles to work or you can't see because the snow's
19 blowing over.

20 Other questions or comments?

21 (No response.)

22 CHAIRWOMAN OLSON: Okay. Seeing none,
23 I'll call for a roll call vote on Project 15-029,
24 establishment of a 12-station ESRD in Montgomery --

Full Meeting
Conducted on August 25, 2015

142

1 8-station, I'm sorry -- ESRD in Montgomery County.

2 MR. ROATE: Motion made by Mr. Bradley;
3 seconded by Mr. Hayes.

4 Mr. Bradley.

5 MEMBER BRADLEY: The State agency report
6 shows that they met 19 of the criteria reviewed. They
7 are also expanding access in a rural area.

8 For that reason, I vote yes.

9 MR. ROATE: Thank you.

10 Justice Greiman.

11 MEMBER GREIMAN: For reasons stated,
12 I vote yes.

13 MR. ROATE: Mr. Galassie.

14 MEMBER GALASSIE: Yes.

15 MR. ROATE: Mr. Hayes.

16 VICE CHAIRMAN HAYES: Pass for now.

17 MR. ROATE: Mr. Johnson.

18 MEMBER JOHNSON: Based on your explanation,
19 I'm going to vote yes.

20 MS. EMLEY: Thank you.

21 MR. ROATE: Mr. Sewell.

22 MEMBER SEWELL: I'm going to vote no. The
23 application fails to meet the planning area need
24 criteria.

Full Meeting
Conducted on August 25, 2015

143

1 MR. ROATE: Madam Chair.

2 CHAIRWOMAN OLSON: I'm going to vote yes
3 again. I just don't think you can underestimate the
4 difficulty in these rural areas of older people trying
5 to get 30 miles to get to their dialysis. It's just
6 not feasible.

7 I understand it doesn't meet some of the
8 criteria, but I think the access -- addressing the
9 access need obviates that.

10 MS. EMLEY: Thank you.

11 MR. ROATE: Mr. Hayes.

12 VICE CHAIRMAN HAYES: I'm going to vote yes.

13 I understand that there are excess stations in this
14 area, but the rural area need and -- you know, it is
15 right near Senator Demuzio's area, that's true.

16 And so I'm going to vote yes.

17 MR. ROATE: That's 6 votes in the
18 affirmative, 1 vote in the negative.

19 CHAIRWOMAN OLSON: The motion passes.
20 Congratulations.

21 MS. EMLEY: Thank you very much.

22 MR. SHEETS: Thank you very much.

23 - - -

24

Full Meeting
Conducted on August 25, 2015

144

1 CHAIRWOMAN OLSON: And, next, we're moving
2 into applications subsequent to intent to deny.
3 Project I-01, Fresenius Medical Care Grayslake.

4 May I have a motion to approve
5 Project 14-029, Fresenius Medical Care Grayslake, to
6 establish a 12-station ESRD facility in Grayslake.

7 MEMBER JOHNSON: So moved.

8 MEMBER GALASSIE: Second.

9 CHAIRWOMAN OLSON: If the Applicant can be
10 sworn in.

11 THE COURT REPORTER: Would you raise your
12 right hands, please.

13 (Three witnesses sworn.)

14 THE COURT REPORTER: Thank you. Please
15 print your names.

16 CHAIRWOMAN OLSON: Michael, State Board
17 staff report.

18 MR. CONSTANTINO: Thank you, Madam
19 Chairwoman.

20 The Applicants are proposing to establish a
21 12-station ESRD facility in Grayslake, Illinois. The
22 cost of the project is \$4.2 million, and the project
23 completion date is June 30th, 2016.

24 This project received an intent to deny at

Full Meeting
Conducted on August 25, 2015

145

1 the December 2014 State Board meeting, and additional
2 information was provided on February 13th, 2015, to
3 address the intent to deny.

4 There was no public hearing. We did receive
5 an opposition letter, comments, and we did have
6 nonconformance. There is an excess of 38 stations in
7 the HSA 8 ESRD planning area, and 3 of the
8 14 facilities within 30 minutes are operating at
9 80 percent or more.

10 Thank you, Madam Chairwoman.

11 CHAIRWOMAN OLSON: Thank you.

12 Comments for the Board?

13 MS. GURCHIEK: Good afternoon. My name is
14 Teri Gurchiek, and I am the regional VP for Fresenius
15 responsible for this project. And with me today are
16 Ms. Wright, our CON specialist, and Ms. Ranalli,
17 counsel.

18 Based on the new inventory today, we do meet
19 21 of 22 criteria. The Fresenius facilities closest
20 to Grayslake, Round Lake and Gurnee, have historically
21 operated above your target utilization standards
22 despite station expansion. These two facilities also
23 served 21 and 11 percent Medicaid populations.

24 The average utilization of all providers

Full Meeting
Conducted on August 25, 2015

146

1 within 20 minutes of the proposed site is 78 percent.
2 If you go out 30 minutes, it drops down to 66 percent.
3 Part of the reason for this is that many of the
4 facilities further away are in more rural areas and
5 simply do not see the number of patients that the more
6 urban Lake County facilities see. One example would
7 be our Antioch facility, which could take 15 more
8 patients before they reach 80 percent.

9 Dr. Nora's practice has certified to
10 137 pre-ESRD patients that she and her partner will
11 refer to the Grayslake facility. If Grayslake is not
12 approved and Dr. Nora and Patel simply refer those
13 137 patients to existing facilities when they need
14 dialysis, access problems will develop.

15 First, patients have choice of where they go
16 and frequently do not go to a clinic that has capacity
17 if it is not close to them. This patient choice may
18 be driven by a number of factors, but it results in
19 overcrowding at some clinics, which impedes shift
20 choice and access to care for other patients.

21 Second and more importantly, even if a
22 patient is willing to go outside of his or her own
23 prescribed service area, if Drs. Nora and Patel do not
24 see patients at those facilities that have a spot for

Full Meeting
Conducted on August 25, 2015

147

1 them, the patient loses continuity of care, and that
2 decreases quality and can increase costs.

3 Analyzing access to dialysis services is a
4 complicated process. We believe, based on our own
5 experience serving residents of Lake County and our
6 experience with Drs. Nora and Patel in Mundelein and
7 Highland Park, there is a need for this facility in
8 Grayslake.

9 The majority of the patients identified by
10 Drs. Nora and Patel who will utilize this facility
11 live within 5 miles of the Grayslake site and would
12 benefit from the proposed clinic because it will offer
13 better access and allow patients to continue to treat
14 with their current physicians.

15 I appreciate your time and consideration
16 since this is our last opportunity to present this
17 project to you pending the intent to deny. Thank you.

18 And I will now turn it over to Ms. Ranalli
19 to address the findings in the Board's State report.

20 MS. RANALLI: Thank you, Teri.

21 Teri pretty much addressed the findings for
22 me. I think she did a great job of it.

23 But, again, what's very important now is,
24 when we were before you previously, we had a negative

Full Meeting
Conducted on August 25, 2015

148

1 on need and on maldistribution, which are two
2 important components, obviously, for consideration of
3 a project like this. Even so, we were 100 percent
4 behind the project for the reasons that Teri stated.

5 If I could draw your attention to page 3 of
6 the State Board report, it shows the, you know,
7 expansive geographical service area that we are
8 looking at, and the densely populated area is
9 accounted for in the first approximately six boxes
10 listed there for the various clinics. And then you
11 get into, again, less populated areas where you see
12 the utilization drop some, but, nonetheless, it's
13 still fairly high, in the 50s and 60s and 70s.

14 So what we're confronted with here -- and
15 I asked the question because, as you can see, the top
16 three facilities -- particularly, Round Lake, Gurnee,
17 and Mundelein -- are Fresenius facilities. So my
18 question actually was, "Why can't Drs. Nora and Patel
19 simply refer their Grayslake-area patients to those
20 facilities which seem to be in the service area and
21 are reasonably proximate locations to where these
22 patients could come from?"

23 And the response for me was Fresenius
24 Round Lake and Gurnee are at 85 percent utilization;

Full Meeting
Conducted on August 25, 2015

149

1 they cannot accommodate the sheer number of patients
2 that Drs. Nora and Patel have in their practices.
3 And, furthermore, that impedes access to care because
4 it's not just a slot. It's a slot on a particular
5 shift that can make a real difference for these
6 patients. And you've heard that before, so I won't go
7 on and on about it. It's a pretty straightforward
8 concept that allowing shift choice also is an access
9 point and issue for these patients.

10 On top of that, again, the Medicaid
11 percentage in this area is 19 to 20 percent, and
12 Drs. Nora and Patel's practice never has any access or
13 barriers to accepting Medicaid patients at these
14 clinics.

15 And lastly, as Teri highlighted, one thing
16 that we've struggled with -- and I know you struggle
17 with it per your rules, but it nonetheless is a
18 reality -- these patients are not fungible. They're
19 not dominos. You can't tell them, "Well, we don't
20 have a slot for you here; you have to go to ARA in
21 McHenry."

22 It doesn't work that way. The patients
23 won't go there. They will tell their doctors, "No.
24 I want to go to Mundelein; I want to go to DaVita

Full Meeting
Conducted on August 25, 2015

150

1 Waukegan or Fresenius Gurnee."

2 And Gurnee has frequently opened a fourth
3 shift, which is costly, difficult to staff, and not at
4 all optimal for the patients but, again, reflects how
5 strongly patients feel about access to a place that is
6 proximately close to them and to a place where they
7 can continue to treat with their nephrologist that
8 they've frequently seen for many, many years.

9 So although we might like to say, "Well, go
10 to our XYZ clinic," it doesn't always work that way
11 and, in fact, it typically does not.

12 Lastly, I asked -- because, again, I was
13 curious -- "Why would you invest in a clinic when you
14 have other clinics that could see these patients?
15 You're going to get the revenue. It's your clinic.
16 Drs. Nora and Patel work with you; they'll refer to
17 you regardless. These patients will be your
18 patients."

19 And it's not financially motivated.
20 This clinic is worthy of being established to provide
21 the best access to care for patients who
22 overwhelmingly will live within 5 miles of the clinic
23 location, they'll have shift choice, and they will be
24 able to treat with their doctors that treated them

Full Meeting
Conducted on August 25, 2015

151

1 for years. And that's the reason we're in front of
2 you today, despite being just 1 out of 22 behind the
3 eight ball.

4 Thank you.

5 CHAIRWOMAN OLSON: Questions or comments
6 from Board members?

7 (No response.)

8 CHAIRWOMAN OLSON: Where is this HSA in the
9 inventory?

10 MR. CONSTANTINO: There's a calculated
11 station need of 48.

12 CHAIRWOMAN OLSON: By 2018.

13 MEMBER GALASSIE: A need for 48?

14 MR. CONSTANTINO: Yes.

15 CHAIRWOMAN OLSON: By 2018.

16 I had just one question.

17 In the letter, Lori, that you submitted and
18 I read, I'm wondering if you can explain why the
19 utilization at Fresenius Round Lake and Fresenius
20 Gurnee dropped in 2013 and 2014. You're telling us
21 that you're having more patients; that's not really
22 following the letter that you submitted.

23 It's on page 20.

24 MS. WRIGHT: Of the application?

Full Meeting
Conducted on August 25, 2015

152

1 CHAIRWOMAN OLSON: Yeah -- of the State
2 Board staff report.

3 MS. WRIGHT: Oh.

4 Did you say page 20 of the staff report?

5 VICE CHAIRMAN HAYES: State Board staff
6 report.

7 CHAIRWOMAN OLSON: The letter that you
8 wrote.

9 MS. AVERY: We just numbered them for us.

10 CHAIRWOMAN OLSON: Supplemental information.

11 MS. RANALLI: Thank you.

12 CHAIRWOMAN OLSON: From 2013 to 2014 the
13 utilization at Round Lake went from 85 to 77 and
14 Gurnee went from 94 to 82.

15 MS. WRIGHT: More than likely, that dip was
16 due to the Mundelein facility opening up, which is now
17 nearing 80 percent. There were likely some patients
18 who transferred there.

19 Also, there is -- oftentimes there are some
20 dips from year to year, but, generally, over -- you
21 know, the average utilization has been above the State
22 target of 80 percent.

23 CHAIRWOMAN OLSON: When did the Mundelein
24 facility open?

Full Meeting
Conducted on August 25, 2015

153

1 MS. WRIGHT: It's been open a little over
2 two years.

3 MS. RANALLI: And currently Gurnee is at
4 84 percent; right? 85 percent?

5 MS. WRIGHT: Correct. And that is with the
6 addition of two stations.

7 CHAIRWOMAN OLSON: Where is Round Lake
8 currently?

9 MS. WRIGHT: It's at -- what? 75?

10 MS. RANALLI: 75.

11 MS. WRIGHT: It was previously at 80 --
12 above 80 percent.

13 CHAIRWOMAN OLSON: Other questions or
14 comments from Board members?

15 (No response.)

16 CHAIRWOMAN OLSON: Seeing none, I'll ask for
17 a roll call vote to approve Project 14-029, Fresenius
18 Grayslake, to establish a 12-station ESRD.

19 MR. ROATE: Motion made by Mr. Johnson;
20 seconded by Mr. Galassie.

21 Mr. Bradley.

22 MEMBER BRADLEY: I think this increases
23 access and, for that reason, I vote yes.

24 MR. ROATE: Justice Greiman.

Full Meeting
Conducted on August 25, 2015

154

1 MEMBER GREIMAN: Yes.

2 MR. ROATE: Mr. Galassie.

3 MEMBER GALASSIE: Yes, for reasons stated.

4 MR. ROATE: Mr. Hayes.

5 VICE CHAIRMAN HAYES: I'm going to vote no
6 based on planning area need and the unnecessary
7 duplication of service.

8 MR. ROATE: Mr. Johnson.

9 MEMBER JOHNSON: I'm going to vote yes based
10 on the previous reasons stated.

11 MR. ROATE: Thank you.

12 Mr. Sewell.

13 MEMBER SEWELL: I'm going to vote no for
14 reasons stated by Mr. Hayes.

15 MR. ROATE: Madam Chair.

16 CHAIRWOMAN OLSON: I vote no, as well, for
17 reasons stated by Mr. Hayes.

18 MR. ROATE: That's 4 votes in the
19 affirmative, 3 votes in the negative.

20 CHAIRWOMAN OLSON: Motion fails.

21 Thank you.

22 MS. WRIGHT: Thank you.

23 MR. MORADO: You'll receive a denial letter
24 in the mail.

Full Meeting
Conducted on August 25, 2015

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

MS. AVERY: No.

MR. MORADO: Oh.

- - -

Full Meeting
Conducted on August 25, 2015

156

1 CHAIRWOMAN OLSON: Finally, Project I-02,
2 Presence Lakeshore Gastroenterology in Des Plaines.

3 May I have a motion to approve
4 Project 15-005, Presence Lakeshore Gastroenterology,
5 to establish a limited ASTC in Des Plaines.

6 MEMBER SEWELL: So moved.

7 VICE CHAIRMAN HAYES: Second.

8 THE COURT REPORTER: Would you raise your
9 right hands, please.

10 (Four witnesses sworn.)

11 THE COURT REPORTER: Thank you. Please
12 print your names and tell me who you are.

13 CHAIRWOMAN OLSON: Mr. Constantino, your
14 report.

15 MR. CONSTANTINO: Thank you, Madam
16 Chairwoman.

17 The Applicants are proposing to establish a
18 limited-specialty ambulatory surgical treatment
19 facility in leased space at a cost of approximately
20 \$2.9 million. The anticipated project completion date
21 is December 31st, 2015.

22 This project was deferred from the
23 April 2015 State Board meeting, and this received an
24 intent to deny at the June 2nd meeting.

Full Meeting
Conducted on August 25, 2015

157

1 There was no opposition. No public hearing
2 was requested. We did have findings of nonconformance.

3 Thank you, Madam Chairwoman.

4 CHAIRWOMAN OLSON: Thank you, Michael.

5 Comments for the Board?

6 MS. RANALLI: Yes. Thank you.

7 As you know, my name is Clare Ranalli,
8 counsel to the Applicant. With me is Dr. Mahdavian,
9 Pam Bell, and Shawn Albritton from Presence.
10 Dr. Mahdavian has his own practice but will be
11 participating in the surgery center.

12 Thank you to staff again for analyzing the
13 supplemental material. This is our third time before
14 you on this project. At the last meeting we received
15 4 positive votes, which we appreciated.

16 We meet all criteria on this project but for
17 one, which is a negative impact on other area
18 providers due to the number of ORs in the service area
19 that are undercapacity per your target standards.

20 What we'd really like to point out to you
21 about this project is that this involves two procedure
22 rooms that are at Presence Holy Family Medical Center,
23 which has a 19 percent outpatient Medicaid population.

24 Those two procedure rooms would no longer

Full Meeting
Conducted on August 25, 2015

158

1 perform outpatient surgical services, gastro services,
2 which is what they are dedicated to now, and in a
3 medical office building adjacent to Presence Holy
4 Family, the procedure rooms would be reopened, if you
5 will, as a surgery center which involves less cost, as
6 Sister Patricia Ann -- who's sitting behind me --
7 pointed out to you.

8 It's a quality and efficient way of
9 providing service to the general population -- whether
10 insured, self-pay, or Medicaid -- because the same
11 surgeries can be offered at a less costly price for
12 that service.

13 Dr. Mahdavian's practice is open to Medicaid
14 patients. He sees Medicaid patients and refers
15 Medicaid patients for ambulatory surgery services.
16 There are barriers to access to care at other
17 ambulatory surgery services in the area, approximately
18 1.7 percent, based upon your data, of the surgery
19 centers in the area -- excuse me. 1.7 total patients
20 seen at those surgery centers are Medicaid recipients.

21 Because of Presence Holy Family's ownership
22 of this entity, the surgery center, and its commitment
23 to provide services to all regardless of ability to
24 pay and its commitment -- as certified to within the

Full Meeting
Conducted on August 25, 2015

159

1 application -- Medicaid patients will be seen at this
2 surgery center. The Presence Holy Family charity care
3 policy and financial assistance policy will be
4 applicable at it.

5 But on top of that, Dr. Mahdavian, in his
6 own private practice, has no access barriers for
7 Medicaid patients. He has committed previously in
8 responses to questions that he will also not create
9 artificial barriers by delaying scheduling Medicaid
10 patients for services at this surgery center.

11 And, lastly, one of the concerns that --
12 I recall, Mr. Bradley, that you brought it up, and
13 I think it was one of the reasons for some of the
14 negative votes -- was the potential negative impact on
15 other area providers since there is capacity within
16 the service area.

17 So what we did in our supplemental
18 information is look at Dr. Mahdavian's practice growth
19 from 2012 to 2014, and that growth, if you take it and
20 then you use 2012 as a base year -- so you don't even
21 bump it up incrementally for growth -- he will have
22 enough patient referrals to maintain the same level of
23 referrals to area providers that he does now and still
24 fill these two procedure rooms at the Presence ASC

Full Meeting
Conducted on August 25, 2015

160

1 that he will partner with.

2 So there will be absolutely no negative
3 impact to any other area providers, and services that
4 are currently provided at Presence at a hospital
5 charge will be provided, instead, at an ASC charge.

6 And I think that that's one of the reasons
7 we have no opposition to this project, despite the
8 excess capacity, is they know -- the people that work
9 with Dr. Mahdavian beyond Presence know him, they know
10 his practice growth, and they know that he will
11 continue to refer patients to them as appropriate,
12 based upon where they live and their insurance and
13 other issues.

14 So with that said, we'll be happy to
15 answer any questions you have.

16 CHAIRWOMAN OLSON: Questions or comments
17 from Board members?

18 MEMBER GALASSIE: I appreciate the
19 explanation.

20 CHAIRWOMAN OLSON: Mr. Sewell?

21 MEMBER SEWELL: No, I -- I figured it out.

22 CHAIRWOMAN OLSON: Oh. Good job.

23 Seeing no other questions or comments,
24 I would call for a roll call vote on Project 15-005,

Full Meeting
Conducted on August 25, 2015

161

1 Presence Lakeshore Gastroenterology, to establish a
2 limited-specialty ASTC at this point.

3 MR. ROATE: Motion made by Mr. Sewell;
4 seconded by Mr. Hayes.

5 Mr. Bradley.

6 MEMBER BRADLEY: We have a lengthy
7 explanation of how this project does not meet the
8 standard for unnecessary duplication and
9 maldistribution.

10 And based on that, I vote no.

11 MR. ROATE: That was a no, sir?

12 MEMBER BRADLEY: Yes.

13 MR. ROATE: Yes?

14 MEMBER BRADLEY: Correct, it was a no.

15 MR. ROATE: It was a no.

16 Justice Greiman.

17 MEMBER GREIMAN: I vote yes based on the
18 comments of the participants here.

19 MR. ROATE: Thank you.

20 Mr. Galassie.

21 MEMBER GALASSIE: I'm voting yes based on
22 comments made.

23 MR. ROATE: Mr. Hayes.

24 VICE CHAIRMAN HAYES: I'm going to vote yes,

Full Meeting
Conducted on August 25, 2015

162

1 that I think this will help the facility as well as
2 the area providers.

3 MR. ROATE: Mr. Johnson.

4 MEMBER JOHNSON: I'm going to vote yes based
5 on the previous statements.

6 MR. ROATE: Thank you.

7 Mr. Sewell.

8 MEMBER SEWELL: I'm voting yes. I would --
9 I'm sorry. I was reading the transcript. And it was
10 a very complicated discussion that we had last time,
11 and I think we're okay now.

12 So I'm voting yes.

13 MR. ROATE: Thank you.

14 Madam Chair.

15 CHAIRWOMAN OLSON: I voted yes last time.
16 I vote yes again. I believe this is a good project to
17 improve access, especially for Medicaid patients.

18 MR. ROATE: Thank you. That's 6 votes in
19 the affirmative, 1 vote in the negative.

20 CHAIRWOMAN OLSON: Motion passes.

21 Congratulations.

22 DR. MAHDAVIAN: Thank you.

23 MS. RANALLI: Thank you.

24 - - -

Full Meeting
Conducted on August 25, 2015

163

1 CHAIRWOMAN OLSON: Okay. We already did
2 other business.

3 We're going to skip down -- we've been
4 through everything.

5 2014 hospital profiles. May I have a motion
6 to approve the 2014 hospital profiles.

7 VICE CHAIRMAN HAYES: So moved.

8 CHAIRWOMAN OLSON: Second, please.

9 MEMBER GALASSIE: Second.

10 CHAIRWOMAN OLSON: All those in favor of
11 approving the 2014 hospital profiles say aye.

12 (Ayes heard.)

13 CHAIRWOMAN OLSON: Opposed, like sign.

14 (No response.)

15 CHAIRWOMAN OLSON: Motion passes.

16 Next, we have the 1120 --

17 MR. AGBODO: Madam Chair, may I have a --

18 CHAIRWOMAN OLSON: Yes, please.

19 MR. AGBODO: I would like to suggest --

20 THE COURT REPORTER: I can't hear you
21 at all.

22 MS. AVERY: Nelson, use the microphone.

23 Move to George's chair.

24 MR. AGBODO: I'm sorry for my voice.

Full Meeting
Conducted on August 25, 2015

164

1 I would like to suggest that we -- we
2 actually added ESRD, ASTC, and long-term care profiles
3 to the agenda. It was a late addition. It was posted
4 on the website.

5 So I would like to present the report for
6 the Board.

7 Thank you.

8 CHAIRWOMAN OLSON: Would you like to approve
9 that one at this meeting, or do you want to -- I mean,
10 is it going to hang you up if we have a little more
11 time to look that over? Or do we need to do that now?

12 In order for upcoming projects to be under
13 these new inventories, we need to approve that now;
14 correct?

15 MR. AGBODO: Correct.

16 CHAIRWOMAN OLSON: Okay. Those can wait.
17 So ESRD, long-term care --

18 MR. AGBODO: And ASTC.

19 CHAIRWOMAN OLSON: -- and ASTC.

20 Well, we said hospital so we probably need
21 to --

22 MR. MORADO: You said hospital -- you said
23 hospital.

24 CHAIRWOMAN OLSON: Okay. The inventory.

Full Meeting
Conducted on August 25, 2015

165

1 You mean the --

2 MR. AGBODO: No, the profiles.

3 CHAIRWOMAN OLSON: He's talking profiles.

4 MR. AGBODO: Yes.

5 CHAIRWOMAN OLSON: So you feel as though
6 we've already voted on them?

7 MS. AVERY: Yes.

8 CHAIRWOMAN OLSON: So may I have a motion to
9 approve the 2014 ESRD, long-term care, and ASTC
10 profiles.

11 MR. AGBODO: Thank you.

12 CHAIRWOMAN OLSON: May I have a motion.

13 MEMBER GALASSIE: So moved.

14 VICE CHAIRMAN HAYES: Second.

15 CHAIRWOMAN OLSON: All those in favor
16 say aye.

17 (Ayes heard.)

18 CHAIRWOMAN OLSON: Opposed, like sign.

19 (No response.)

20 CHAIRWOMAN OLSON: Motion passes.

21 Thank you, Nelson.

22 MR. AGBODO: Thank you, Madam Chair.

23 CHAIRWOMAN OLSON: Thanks for all your work
24 on that, too. I know that's a lot of work. Pass some

Full Meeting
Conducted on August 25, 2015

166

1 of that to your neighbor.

2 The 1120 and 1130 rules, any comments on
3 those before we --

4 MS. AVERY: One at a time.

5 CHAIRWOMAN OLSON: Anybody have any
6 questions or comments on the rules, proposed
7 amendments?

8 (No response.)

9 CHAIRWOMAN OLSON: May I have a --

10 (An off-the-record discussion was held.)

11 MR. MORADO: So we're going to start with
12 1120 proposed rules.

13 Some of the changes that you will see in
14 there that -- you may have read this memo in terms of
15 impact, but then there was an entire section --
16 I'm trying to find it, just to be clear.

17 This is something Claire had put together
18 for us before she left, and this -- it's the cost
19 complexity index. That's being removed. And
20 I believe that's it.

21 And we're changing -- we're adding -- we're
22 taking out the word "coapplicants" and putting -- and
23 making it just "applicants." We have a definition for
24 what an applicant is in our rules, we do not have a

Full Meeting
Conducted on August 25, 2015

167

1 definition for what a coapplicant is, so just trying
2 to make that consistent.

3 And that's literally the changes to the
4 1120 rules.

5 CHAIRWOMAN OLSON: So what we're -- the
6 motion here is to file the proposed amendments with
7 JCAR.

8 So may I have a motion to approve Part 1120
9 proposed amendments for filing with JCAR.

10 VICE CHAIRMAN HAYES: So moved.

11 MEMBER SEWELL: Second.

12 CHAIRWOMAN OLSON: All those in favor
13 say aye.

14 (Ayes heard.)

15 CHAIRWOMAN OLSON: Opposed, like sign.

16 (No response.)

17 CHAIRWOMAN OLSON: Motion passes.

18 Juan, 1130 rules.

19 MR. MORADO: So the 1130 rules -- there are
20 a few more changes in 1130.

21 You'll recall Mike gave you a very short
22 speech about the change of certificate of exemptions
23 and how we're no longer requiring some information,
24 and there have been some changes as a result of a bill

Full Meeting
Conducted on August 25, 2015

168

1 that was recently signed into law by the Governor
2 about -- about two or three weeks ago now. So the
3 changes in the 1130 rules are to make those rules
4 consistent with that change.

5 You'll also notice, within that rule, there
6 is a change in the application fee associated with the
7 certificate of exemption.

8 And before I move forward with some of the
9 other changes, I just want to lay out for the members
10 very quickly the process of how this is going to work.

11 We're seeking approval today to file this
12 for first notice with JCAR. At that point there will
13 be a comment period open so that any individuals or
14 organizations that have comments on these rules can
15 make them at that time.

16 We're required, as a Board, to respond to
17 those comments, and then we can discuss changes and
18 make adjustments as necessary. In addition to the
19 fee, there -- I think those were the only other major
20 changes. Everything else was as a result of the
21 1130 rules.

22 We have been in contact with the Illinois
23 Hospital Association. They had some additional
24 changes they brought to my attention we discussed with

Full Meeting
Conducted on August 25, 2015

169

1 them, many of which are not as substantive. There's a
2 few things we want to leave in the rules, and we're
3 going to allow them to comment during the official
4 comment period with JCAR.

5 So as we approve these, I would just also
6 want to let the Board know that we are going to
7 continue our conversations with them before the filing
8 period.

9 CHAIRWOMAN OLSON: Before the filing period?

10 MR. MORADO: Correct.

11 Right. So the changes that you -- the
12 version of the rules that you read do not include the
13 changes that IHA sent to me -- I guess it was
14 yesterday. But some of them, as I said -- or as
15 I noted -- are not subject to vote on at all.

16 As an example, one of which is adding in the
17 word "or exemption" where we probably should have
18 caught that before and we didn't. The other change
19 has to do with -- the other changes have to do with
20 making sure that the rules are consistent, again, with
21 the statute changes.

22 Anything that's of real substance, in the
23 meantime, we're going to be looking to have addressed
24 during the comment period, so there should be no major

Full Meeting
Conducted on August 25, 2015

170

1 changes to the rules you're giving us approval about
2 today.

3 CHAIRWOMAN OLSON: Are those in regard to
4 1130 or 1120?

5 MR. MORADO: That's all 1130.

6 CHAIRWOMAN OLSON: Everything that they are
7 asking for?

8 So do we want to amend the motion to give
9 State Board staff the authority to incorporate IHA
10 recommendations into the proposed rules? Is that what
11 you're asking?

12 MR. MORADO: Yes.

13 CHAIRWOMAN OLSON: Okay. So may I have a
14 motion to approve Part 1130 proposed amendments for
15 filing with JCAR, giving the State Board staff the
16 authority to incorporate changes or suggestions made
17 by the Illinois Hospital Association before filing
18 with JCAR.

19 Does that work?

20 MR. MORADO: Yes.

21 MEMBER GALASSIE: I'm not sure I want to say
22 changes "recommended" by them. Changes -- I mean, we
23 have to approve it; right?

24 CHAIRWOMAN OLSON: Well, we're giving --

Full Meeting
Conducted on August 25, 2015

171

1 that's what we're giving the staff authority to do
2 because they're just being filed for comment.

3 MEMBER GALASSIE: I see. I misunderstood.

4 MR. MORADO: And then they're going to come
5 back to us, we'll make changes as necessary. This
6 Board will have an opportunity to approve the rules
7 before filing for second notice.

8 After the second notice comment period, then
9 they are passed by JCAR and put in.

10 CHAIRWOMAN OLSON: I think, more than
11 anything, what we're trying to accomplish here is not
12 to hold this up for filing with JCAR until after our
13 November meeting.

14 MR. MORADO: Right. This can be a very
15 time-consuming process. I -- part of what we're
16 trying to accomplish here is to have these rules in
17 place, hopefully, by early next year, and we can
18 accomplish that if we can get the ball rolling now.
19 I think, if we wait until November, we are probably
20 looking more like the summer of next year.

21 MEMBER GALASSIE: And that -- it's late in
22 the day.

23 But at some point in time are we ever going
24 to come back to the dialogue we were having about our

Full Meeting
Conducted on August 25, 2015

172

1 fine structure?

2 You know, we were going to revisit -- some
3 of these fines are a million dollars; we collect \$500.

4 MR. MORADO: Yeah, but most of those -- or
5 all of those fines are based in the statute, and then
6 they're further codified in our rules.

7 So we can continue that conversation at any
8 point, and it's maybe something we want to look at in
9 the upcoming legislative session next year.

10 MEMBER GALASSIE: Painful, but I think it's
11 something we should look at.

12 CHAIRWOMAN OLSON: So charge the staff with
13 finding new revenue streams, and you want to reduce
14 all our fees?

15 Yes.

16 MEMBER DART: Might we say "and other
17 stakeholders"? Because there could be others that you
18 might talk to, maybe. Public Health, for example,
19 might want some --

20 MS. AVERY: We'll talk to them during the
21 comment period, so it doesn't -- it doesn't eliminate
22 the comment period. This was --

23 MEMBER DART: I understand that. But I
24 mean -- other people before it's filed. I mean, if

Full Meeting
Conducted on August 25, 2015

173

1 it's -- that's just a suggestion.

2 MEMBER SEWELL: He didn't want it to just
3 say "IHA."

4 MEMBER DART: Yes.

5 MS. AVERY: Oh, okay.

6 MR. MORADO: I agree with that. Got it.

7 CHAIRWOMAN OLSON: So is that going to
8 indefinitely hold you up, though?

9 I don't want to preclude anybody, but
10 we're just going for the first comment period.

11 MR. MORADO: It's my intention to get
12 these -- it's my intention to get these filed within
13 the next two to three weeks, and, you know, we're
14 willing to talk to anybody and everyone during that
15 period.

16 CHAIRWOMAN OLSON: And so I'll strike "IHA"
17 and put in "other stakeholders."

18 Does that work?

19 MS. AVERY: And let me clarify why IHA was
20 singled out, because this was their initiative.
21 That Senate -- House Bill 3504 was IHA's initiative.
22 That's why they've commented on the rules so far.

23 But there was intention to -- during the
24 comment period -- to get -- to go through the regular

Full Meeting
Conducted on August 25, 2015

174

1 process or having them put out there for people to
2 comment on.

3 CHAIRWOMAN OLSON: But that's fine. We can
4 do that in --

5 MS. AVERY: Oh, yeah.

6 CHAIRWOMAN OLSON: Thanks, though.

7 All right. Does everybody understand the
8 motion?

9 That's about as clear as mud? Or we're all
10 good?

11 (No response.)

12 CHAIRWOMAN OLSON: Okay. All those in favor
13 of --

14 VICE CHAIRMAN HAYES: Why don't you read
15 it --

16 CHAIRWOMAN OLSON: -- approving the 1130
17 proposed amendments for filing with JCAR, giving the
18 State Board staff the authority to incorporate
19 suggestions or comments from IHA and other interested
20 stakeholders in the -- yeah, that's it.

21 Okay. Do I have a motion?

22 MEMBER JOHNSON: So moved.

23 VICE CHAIRMAN HAYES: Second.

24 CHAIRWOMAN OLSON: All those in favor

Full Meeting
Conducted on August 25, 2015

175

1 say aye.

2 (Ayes heard.)

3 CHAIRWOMAN OLSON: Opposed, like sign.

4 (No response.)

5 CHAIRWOMAN OLSON: The motion passes.

6 MR. MORADO: Thank you.

7 CHAIRWOMAN OLSON: Again, the next meeting
8 will be held right here in this very room on
9 November 17th at 2015.

10 Again, a reminder, in case you were not in
11 the room, for the November, January, and
12 February meetings, our start time will be 10:00 a.m.,
13 and it will be posted on the website, as well.

14 Any other business to come before the
15 meeting?

16 MR. CONSTANTINO: Madam Chairman --

17 CHAIRWOMAN OLSON: Yes.

18 MR. CONSTANTINO: -- we need to put on the
19 record that the senator wasn't here in the afternoon.

20 CHAIRWOMAN OLSON: Yes. Did I -- I said
21 that; right?

22 MEMBER SEWELL: Yeah, she did that.

23 MR. CONSTANTINO: The record should show
24 that.

Full Meeting
Conducted on August 25, 2015

176

1 CHAIRWOMAN OLSON: Oh, I thought I noted
2 that when I --

3 MEMBER GALASSIE: You did. Constantino
4 wasn't listening.

5 CHAIRWOMAN OLSON: No way.
6 All right. Meeting adjourned.
7 Thank you all.

8 MEMBER GALASSIE: Thank you.

9 MEMBER JOHNSON: Thank you.

10 (Off the record at 1:44 p.m.)

11

12

13

14

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

CERTIFICATE OF SHORTHAND REPORTER

I, Melanie L. Humphrey-Sonntag, Certified Shorthand Reporter No. 084-004299, CSR, RDR, CRR, CCP, FAPR, 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 4th day of September, 2015.

My commission expires: May 31, 2017




Notary Public in and for the
State of Illinois

A			
	136:13 149:1	20:24 74:6 153:6 164:3	177:17
Aashay	accomplish	168:18	after
2:9 8:10,13	171:11,16,18	additional	63:16 92:7 129:12
Abbott	According	68:5 74:6 128:19,20	133:1 171:8,12
75:1	126:20	145:1 168:23	afternoon
ability	accounted	address	135:18 145:13 175:19
136:13 158:23	148:9	17:4 39:13,16,19 91:1	again
able	accurate	94:4 103:1 106:14	26:17 47:9 98:17 107:2
27:14,24 79:1 83:19	83:20	137:17 145:3 147:19	109:21 121:2 123:3
95:24 106:10 129:20	accurately	addressed	139:16 143:3 147:23
129:20 150:24	137:22	147:21 169:23	148:11 149:10 150:4
about	ACE	addressing	150:12 157:12 162:16
17:21 24:11 29:5,12,14	90:11,14,15,22	143:8	169:20 175:7,10
29:23 51:19 63:6,16	ACOG	adds	AGBODO
63:17 64:3 68:9	107:15	103:21	2:8 8:8 163:17,19,24
69:20 70:15 75:21	acquired	adequate	164:15,18 165:2,4,11
77:3 78:1,6 79:13	67:18,19 125:15	92:23	165:22
84:15 85:20 91:22	across	adjacent	agency
98:1,2 105:10 109:6	52:3 88:21 139:1	158:3	77:4 81:13 97:15 98:8
119:3 126:15 128:2	Act	adjourned	98:17 113:1,16
135:17 137:3,4,6	4:4 7:8 24:15,16 42:2	7:23 176:6	131:21 142:5
138:4 140:1,4 149:7	action	ADJOURNMENT	agenda
150:5 157:21 167:22	3:14 17:5,12 20:2	5:18	3:8 12:2,3 124:4 164:3
168:2,2 170:1 171:24	actual	adjustments	ago
174:9	84:1	99:1 168:18	63:6 74:22 110:15
above	actuality	Administrator	136:20 168:2
68:3 74:5 80:16 82:6	126:18	2:7	agree
145:21 152:21 153:12	actually	advantage	27:3 38:18,23 82:21
absolutely	64:19 67:18 68:1,17	27:8	83:12 84:16,17 86:20
16:7 111:13 160:2	69:10 70:18 76:12,23	advisory	93:3 96:11 98:3
accept	94:3 103:20 106:19	38:24	111:23 173:6
10:21 15:17,18	106:20 114:9 132:18	Advocate	agreement
acceptable	136:11 148:18 164:2	4:10 50:2,4 51:1 52:3,6	120:5
121:5	acute	53:2,11 88:23 106:5	AGREEMENTS
accepting	27:5	affiliation	3:6
149:13	add	26:12	agrees
access	51:18 61:6,22 64:23	affirm	95:17
15:19,21 16:6 27:14,16	68:6 76:15 81:2 85:9	69:10	ahead
27:23 128:22 129:4	88:10 95:9 126:11	affirmative	15:1 29:9 64:4 94:15
131:22 136:2 142:7	137:14	10:14 11:19 22:17	98:24 105:23 135:17
143:8,9 146:14,20	added	30:24 32:7 35:24	Alan
147:3,13 149:3,8,12	63:5 83:8 164:2	38:20 41:3 45:22	1:16 50:17
150:5,21 153:23	adding	49:7 54:8 57:14	alarm
158:16 159:6 162:17	63:1 68:2 83:13,14	60:12 65:19 72:9	138:22
accommodate	97:24 126:18 166:21	99:10 114:20 133:7	Albritton
73:18 126:8 128:10,19	169:16	143:18 154:19 162:19	157:9
	addition	affixed	Alden

<p>19:9,9 all 7:12 9:6 12:6 13:8 15:15 20:3 24:19 27:10 28:11 35:3 37:14 51:19,21 52:3 52:19 53:1 63:11,24 73:19 75:4,22 76:1,4 77:16 79:19 80:21 81:21 82:8 83:11 85:23 87:4 89:10,14 89:20 90:9 91:10 93:9 99:21 102:14 103:14 109:9 113:2 114:15 116:22 119:16 120:14 121:23,24 123:2 129:4 135:14 138:22 141:13 145:24 150:4 157:16 158:23 163:10,21 165:15,23 167:12 169:15 170:5 172:5,14 174:7,9,12 174:24 176:6,7 allegedly 17:13 alleviate 67:23 allocated 139:1 allow 27:9,12 76:14 81:13 102:22 129:10 147:13 169:3 allowing 149:8 allows 75:14 almost 87:16 113:2 alone 82:7 94:22 already 56:18 96:2 128:16 163:1 165:6 also 2:5 15:4 16:2 17:8,9,16 26:15 38:23 68:13</p>	<p>76:15,16 88:22 93:21 101:5 109:20 126:2 127:11,18 130:12 136:23 138:3 142:7 145:22 149:8 152:19 159:8 168:5 169:5 alter 88:3 92:2 alteration 3:21 19:7,8,10 33:1,3,6 33:23 34:3,11 84:1 86:5 alternative 104:1 112:11 Alternatively 104:12 although 52:6 76:4 150:9 Alton 26:6,6 always 92:6 137:22 150:10 ambulatory 19:12 156:18 158:15 158:17 amend 95:3 170:8 amendment 95:10 96:5,22 97:15,22 98:9 amendments 166:7 167:6,9 170:14 174:17 analysis 105:8 analyzing 147:3 157:12 Ann 15:3 158:6 Anne 125:13 135:21 another 29:16 79:6,9,10 105:13 107:20 136:14 answer 34:17 52:22 59:9 104:21 139:11 160:15</p>	<p>answering 29:18 anticipate 126:22 129:6 anticipated 47:24 51:3,4 59:1,2 73:20,21 101:7,8 124:17 134:23 156:20 anticipating 141:7 Antioch 146:7 any 17:21 21:8 24:22 44:18 48:5 51:12 59:9 69:13 76:19 84:14 90:7 93:22 106:10,18 111:21 112:16 119:13 121:3 122:3,12 129:10,24 130:5 136:21 139:11 149:12 160:3,15 166:2,5 168:13 172:7 175:14 177:12 anybody 166:5 173:9,14 anyone 59:10 anything 86:17 169:22 171:11 anyway 83:7 85:15 anywhere 87:19 Apollo 3:12 9:12 14:6 17:8,9 17:22 apparently 97:10 appears 80:22 applicable 159:4 applicant 20:7,13 24:2 33:4,11 33:22 43:17 47:8 55:9 58:9 61:13</p>	<p>66:11 74:12 77:2 88:3 95:16 96:11 98:21 100:7 134:10 144:9 157:8 166:24 applicants 24:8 50:24 55:17 58:20 61:22 66:20 73:17 74:2 101:1,4,11 124:13 134:20 135:3 144:20 156:17 166:23 application 113:24 126:20 127:1 139:10 142:23 151:24 159:1 168:6 applications 4:7 5:7,10 28:10 43:1 144:2 appreciate 88:13 108:5 112:15 140:24 147:15 160:18 appreciated 157:15 appropriate 63:16 79:23 104:18 160:11 approval 3:8,9 10:18 12:2 19:13 91:23 168:11 170:1 approve 12:2 13:2 20:8 24:21 25:2 30:2 31:2 33:5 37:21 40:3 43:11 47:3 48:9 50:3 53:10 55:3 56:14 58:3 59:15 61:4 64:22 66:4 71:8 73:3,4 77:10,18 86:5 91:4,9 92:14,17 100:3 112:19 116:9 119:7 134:4 144:4 153:17 156:3 163:6 164:8,13 165:9 167:8 169:5 170:14,23 171:6 approved 3:13 19:2,6 29:6,7 33:24 51:18 63:23 64:11,12 68:18 77:15</p>
--	--	---	--

90:15 99:8 105:12,14 108:15 119:22 125:22 146:12	79:13,21 99:16	135:21	a.m
approving 83:18 87:21 95:16 97:9 163:11 174:16	artificial 159:9	August 1:7 12:3 44:12	1:8 7:23 8:1 120:4,22 120:22 121:11 123:4 127:19 175:12
approximate 21:2	Arvind 2:3 88:12	authority 93:23 170:9,16 171:1 174:18	B
approximately 34:1,4 59:2 61:24 66:24 74:22 101:8 103:22 134:22 136:17 137:23 148:9 156:19 158:17	ASC 159:24 160:5	authorized 20:24	babies 106:23 112:7
April 27:1 29:11 38:6 74:2 124:17 134:24 156:23	asked 37:13 148:15 150:12	available 87:5 112:4	baby 102:8 108:19
ARA 149:20	asking 52:17 63:1 76:13 80:12 80:13 81:1,6,19 82:9 88:2 92:1 170:7,11	Avenue 4:11 55:2,4 56:5,15	baby-specific 112:3
area 63:18 64:9,14 67:14 75:20,24 105:9 106:2 106:6 110:20 111:8 124:19 126:15 127:10 127:14,17,24 132:16 132:19,22 135:4 136:5 137:24 138:1 138:11 141:16 142:7 142:23 143:14,14,15 145:7 146:23 148:7,8 148:20 149:11 154:6 157:17,18 158:17,19 159:15,16,23 160:3 162:2	assessment 38:17,19	average 76:11 82:12 124:21 129:2 138:19 145:24 152:21	back 8:2 29:7 67:19 77:12 83:7 86:23 87:13 92:7 95:17 98:21 109:21 110:17 116:1 120:4 123:3 124:3 132:3 171:5,24
areas 69:6 73:18 113:7,17 129:5 143:4 146:4 148:11	assistance 159:3	averages 97:12	backup 82:8
arise 106:17 107:4	associated 168:6	averaging 78:6	backyard 141:4
around 109:23 127:16 138:11	Associates 26:5	AVERY 2:7 8:6 14:3 116:13,21 117:1 118:4,9 120:20 121:13,15,23 122:17 122:22 152:9 155:1 163:22 165:7 166:4 172:20 173:5,19 174:5	balance 104:10,20
arrangements 9:3	Association 168:23 170:17	away 56:8 93:22 127:9 139:17 140:8,8 146:4	ball 151:3 171:18
arrived 7:22	assume 51:20 77:18 79:24	Axel 26:4,4 32:10 101:22 103:1,3 105:5 109:14 110:14 114:22	Barb 74:14 85:1 93:5
article	assuming 67:8	axeye 7:13 12:7 13:8 119:17 163:11 165:16 167:13 175:1	Barb's 85:10
	assurances 114:1	ayes 7:14 12:8 13:9 119:18 163:12 165:17 167:14 175:2	barriers 15:21 149:13 158:16 159:6,9
	assure 92:23	A-l-a-n 50:17	base 126:13 159:20
	ASTC 5:14 17:8 37:4,23 38:7 40:5 55:5,18 56:15 156:5 161:2 164:2,18 164:19 165:9	A-01 20:4	based 64:14 69:21,22 70:1,9 72:5 78:7 81:13 83:6 83:18 84:1 87:21 89:14 92:13 97:14 98:8,16 101:13 113:1 113:6,15,21 126:24 129:12 131:21 132:24 137:11 138:23 142:18 145:18 147:4 154:6,9 158:18 160:12 161:10

<p>161:17,21 162:4 172:5 basically 52:16 80:11 91:16 125:24 141:12 Batcher 26:7 beauty 86:21 became 106:21 because 6:3 17:13,16 29:14 52:22 63:3,21,22 70:9 75:12 78:22 79:22 80:20 83:9,12 85:17 87:1,17 90:14 91:6 93:6,16 94:2,15,24 99:8 103:16 104:2,13 106:11,17 108:1,16 109:18,23 111:24 122:20 126:16 127:4 128:11,17 129:1,21 132:15,19 137:7 138:24 141:4,18 147:12 148:15 149:3 150:12 158:10,21 171:2 172:17 173:20 Beckman 14:6 17:1,3,4,24 18:1 become 75:10 89:9 bed 82:11,19 83:4 85:8 93:1,9,11 95:21,24 102:3 105:18 beds 34:8 74:3,4,6,7,23 76:7 77:5,10,16 80:12,14 80:19 81:6,7,8,12,16 81:18 82:2 83:7,8,17 83:18,24 84:3,11 85:7 85:9,13,15 86:1,3,4 87:4,20 88:4 89:8 92:12 93:7,18,21 94:4 94:5 97:10,24,24 101:5,6,14 105:13,14</p>	<p>108:15 114:3,16 been 15:24 21:11 27:13 28:13 64:11 69:20 73:23 76:18 78:5 82:11 92:23 102:14 102:18 106:10 114:3 114:4 125:4 136:11 152:21 153:1 163:3 167:24 168:22 before 8:3 37:16 77:16 88:10 91:8,23 92:2 96:6 106:21 110:5 122:9 146:8 147:24 149:6 157:13 166:3,18 168:8 169:7,9,18 170:17 171:7 172:24 175:14 177:6 begin 91:23 behind 148:4 151:2 158:6 being 15:23 24:10,17 29:14 68:18 85:3 103:8,10 132:19 138:17 150:20 151:2 166:19 171:2 belabor 75:16 believe 6:23 15:10 39:18 78:6 84:20 86:8 87:20 94:20 102:11 106:4 107:3 115:3 129:12 132:24 147:4 162:16 166:20 believes 129:13 Bell 157:9 Belleville 3:19 24:4 25:3 26:3,20 30:3 31:4 below 68:17 77:2 127:7 benefit</p>	<p>27:22 75:18 147:12 benefits 75:16 best 27:19 95:1 150:21 better 27:22 75:12 88:15 94:15 112:13 147:13 between 63:22 82:6 104:2 136:6 beyond 160:9 big 83:12 87:18 bill 2:2 89:12 167:24 173:21 bit 114:11 119:3 131:1 BJC 26:7,10 27:17 BJC's 26:16 Bloomington 122:1,3,8 blowing 141:19 board 1:2,10 3:14 7:23 8:15 9:7 10:19 15:4 17:18 20:2 21:18 24:12,17 24:18,20,21,22 25:7 25:12 26:13,14,15,16 28:10,18 29:7 33:19 34:9,11,15,20 37:17 37:18 38:10,13,16 44:17,21 48:3,5 51:11 51:15 56:3 59:7,12 62:8,11 63:17 64:17 69:16,19,21 76:20 101:17 104:24 119:24 120:2,10 124:10 125:21 129:15,23 139:9,13 144:16 145:1,12 148:6 151:6 152:2,5 153:14 156:23 157:5 160:17</p>	<p>164:6 168:16 169:6 170:9,15 171:6 174:18 Board's 38:19 147:19 Bolingbrook 1:6 121:2,15 122:1,4,5 bond 52:7 bonds 51:23 book 99:18 borrow 52:12 both 25:9 27:2,3,14 28:10 107:1 128:22 bottom 111:3 boxes 148:9 Braasch 26:5 BRAD 1:14 Bradley 1:13 6:20,21 9:21,22 11:2,3 21:24 22:1 28:19 29:4,12,20,22 30:8,9 31:5,12,14,15 35:7,8 39:6,10,13,22 40:10,11 43:15 45:3,5 45:6 47:6 48:12,14,15 53:15,16 56:4,17,21 56:22 59:20,21 65:3,4 66:8 71:12,14,15 80:9 80:18 81:10,17,20 82:1,3,22 83:10 86:14 86:15 97:4,5 112:24 113:1 121:8,12 131:20,21 142:2,4,5 153:21,22 159:12 161:5,6,12,14 brand-new 85:17 break</p>
---	--	---	---

<p>115:4 briefly 120:1 137:17 bring 63:7 brought 68:21 159:12 168:24 Brown 50:17,17,17 Buckley 101:23 106:13 107:8 107:11,11 108:24 109:6 110:1 114:24 budget 52:24 budgets 53:1 build 85:17,18 building 39:9 58:6,21,22 59:17 70:6 75:2 84:6,7 85:21 86:21 97:11,12 126:12 158:3 built 75:2 bump 81:2 159:21 Burzynski 1:14 6:18,19 7:11 9:23 9:24 11:4,5 12:4 22:2 22:3 25:4 30:10,11 31:16,17 33:9 35:6,9 35:10 40:12,13 45:7,8 48:16,17 53:17,18 56:23,24 59:22,23 65:5,6 71:16,17 97:17 97:18 113:5,6 115:8 116:3,4 134:8 business 4:2,18,20 5:2,13 7:5 9:2 12:1 19:2 20:2 42:2,4 118:2,7,10 119:1 120:16 163:2 175:14 busy 8:18 82:11</p>	<p>C</p> <hr/> <p>C 3:1 4:1,1 5:1,1 6:1 19:10 calculated 64:8,9 126:17 130:7,9 137:19 151:10 calculation 64:10,13,15 137:22 call 3:3,4 6:5,7 9:18 21:21 30:5 31:8,11 35:4,4 40:7 44:24 48:9 53:10 56:14 59:15 64:22 71:8 96:6,9,18 112:19 122:20 131:16 131:17 141:23,23 153:17 160:24,24 called 6:6 89:5 came 90:14 Cami 43:24 campus 43:13 45:1 cancer 15:23 capacity 126:7 136:14,21 146:16 159:15 160:8 capital 27:14 cardiac 50:5 51:1 53:12 care 4:4,9,13 5:4,11,15 8:16 15:9,13,15,19,24 16:2 16:5,6 19:11 27:5,18 27:20,23 28:2 42:1 43:13 44:10 45:1 47:2,4 48:10 52:4,4,6 53:2 61:3,5 64:23 73:18 75:7,19,19 78:18,19 79:1 80:23 94:8,18,24 102:12</p>	<p>111:4 131:23 136:8 144:3,5 146:20 147:1 149:3 150:21 158:16 159:2 164:2,17 165:9 Cares 90:12 Carle 4:12 58:1,4 59:15 case 63:3 85:12 99:16 108:14 110:5 175:10 177:13 cash 51:21,22 52:1,1,10,14 52:15,17,18,21 53:2 category 44:10 catheterization 50:5 51:1 53:12 caught 169:18 cause 90:7 92:4 causes 82:8 cautious 17:21 caveat 92:18 95:16 CCP 1:24 177:4 census 76:12 85:12 108:16 center 3:12 4:3,8,11,14,15 9:12,12,13 10:19 14:6 19:8,12 26:19 37:2,22 39:9 40:4 43:10,12 45:2 55:2,4 56:16 66:2,5 67:21 71:9 73:2,4 74:15,16,17,18 74:18 76:16 81:9 125:15,15 157:11,22 158:5,22 159:2,10 centers 15:17 38:4 158:19,20 CEO</p>	<p>26:1 74:14 90:17 certain 81:12 138:20 certainly 75:5,9,12,13,14 94:11 109:1 certificate 38:8 167:22 168:7 177:1 certification 21:5 certified 146:9 158:24 177:3 certify 177:7 chair 8:8 9:5 10:11,17 11:16 22:14 25:12 30:22 32:4 35:21 40:24 45:19 49:4 54:5 57:11 60:10 64:20 65:17 72:4 99:5,15 110:14 111:18 114:8 114:19 132:17 135:12 143:1 154:15 162:14 163:17,23 165:22 Chairman 1:12 3:13 9:16 10:6 11:11 13:5 20:11 22:9 30:17 31:23 33:10 35:16 38:1 40:19 43:16 45:14 48:23 50:8 53:24 57:6 60:5 65:12 66:10 71:23 98:7 100:20 105:22 106:1 107:5,9 113:15 116:14 119:9 132:8 134:9 135:8,8 142:16 143:12 152:5 154:5 156:7 161:24 163:7 165:14 167:10 174:14 174:23 175:16 Chairperson 1:11 Chairwoman 6:2,23,24 7:1,4,10,12</p>
---	--	---	---

7:15,17 8:2,17 9:1,14 9:18 10:12,15,20 11:17,20 12:1,6,9 13:1,7,10 14:1,9 15:1 16:10 17:2,24 19:1,2 19:5,6,15,16 20:1,12 20:18,21 21:6,17,20 22:15,18 23:1 24:1,22 25:1,6,14,21 28:8,15 28:17 30:1,23 31:1,7 31:11 32:5,8 33:1,11 33:18,21 34:12,13,19 34:22 35:2,22 36:1 37:1,12,20 38:2,12,15 39:4,23 40:2 41:1,4 42:1 43:1,17 44:1,6 44:15,16,20,23 45:20 45:23 47:1,8,16,19 48:1,2,5,8 49:5,8 50:1 50:20,23 51:8,9,14 53:6,9 54:6,9 55:1,9 55:13,16,22,23 56:2 56:10,13,18 57:12,15 58:1,9,16,19 59:6,11 59:14 60:11,13 61:1,9 61:12,18,21 62:6,7,11 63:12,15,21 64:4,7,16 64:21 65:18,20,23 66:1,11,18 67:6,7,11 69:15,18 70:4,11 71:4 71:7 72:5,10 73:1,13 73:16 74:9,10 76:20 78:9 80:7 82:21 83:3 84:6,12,17,23 85:14 85:20 86:10,13,20 87:8,11,15 88:5,9 90:24 91:15,24 92:16 92:21 94:5,11,14 95:2 95:5,9,18,22 96:8,15 96:18,21,24 99:6,11 99:17,21 100:1,13,16 100:21,24 101:15,16 101:19 104:23 105:20 105:23 107:24 109:4 109:12,16 111:14 112:14,18 113:20 114:9 115:1 116:1,16	116:19 118:1,5,10 119:1,10,13,16,19,21 120:14,21 121:1,5,9 121:14,17,21 122:12 122:15,19,23 124:1,3 124:9,12,24 125:1,4 125:10 130:1,3,8,12 130:16,23 131:2,6,8 131:15 132:18 133:4 133:8 134:1,10,17,19 135:6,7,14 139:12,15 139:19,23 140:2,9,12 140:15,19,22 141:2 141:15,22 143:2,19 144:1,9,16,19 145:10 145:11 151:5,8,12,15 152:1,7,10,12,23 153:7,13,16 154:16 154:20 156:1,13,16 157:3,4 160:16,20,22 162:15,20 163:1,8,10 163:13,15,18 164:8 164:16,19,24 165:3,5 165:8,12,15,18,20,23 166:5,9 167:5,12,15 167:17 169:9 170:3,6 170:13,24 171:10 172:12 173:7,16 174:3,6,12,16,24 175:3,5,7,17,20 176:1 176:5 Champaign 58:2,6,22 59:17 chance 112:12 change 19:11 24:4,5,7,12 25:3 26:8 30:3 31:3 34:7 47:20 55:17 56:7,14 75:9 77:10 78:7 90:8 167:22 168:4,6 169:18 changed 110:18 changes 77:1 80:22 89:2 166:13 167:3,20,24 168:3,9	168:17,20,24 169:11 169:13,19,21 170:1 170:16,22,22 171:5 changing 97:23 166:21 charge 17:13 160:5,5 172:12 charitable 78:14 charity 78:14,18,19 79:1 94:18 94:24 159:2 chart 77:4 Chavan 2:9 8:10,12,13,19 checked 108:2 110:8,12 Chicago 4:9 15:17 20:4 21:2 37:23 39:12 40:5 47:2,2,4,5,22 48:10 55:2,6 56:16 67:14 79:21 99:16 105:8 110:20 children 56:9 108:10 choice 146:15,17,20 149:8 150:23 chronic 136:2 chronically 128:4 Chuck 67:17 69:14 125:12 135:21 Chuck's 116:23 Cindy 135:19 City 68:18 Claire 166:17 Clare 157:7	clarification 139:16 clarify 38:15 64:16 173:19 Clark 56:6 class 137:2 clear 166:16 174:9 Clearly 97:7 Cline 67:15 69:10,14 clinic 4:12 58:2,4 59:16 136:3,7 137:11 138:11 146:16 147:12 150:10,13,15,20,22 clinical 27:6,9,18 107:21 clinics 137:24 146:19 148:10 149:14 150:14 close 79:3 146:17 150:6 closed 7:6 131:11 closer 77:22 130:18 131:1 closes 126:22 closest 127:1 130:16,17,19 132:20 139:16 140:6 145:19 closing 128:18 CMS 21:11 coapplicant 167:1 coapplicants 166:22 coat 91:17 code
--	---	--	--

<p>126:24 codified 172:6 collaboratively 90:19 collect 172:3 column 79:6,9,10 come 14:8 24:8 33:4 37:16 51:19 52:10,21 76:3 83:7,23 84:1 86:8,23 87:12,19 92:7,22 95:17 98:21,23 122:9 122:10 132:3 148:22 171:4,24 175:14 comfortable 83:4,14 86:14 87:17 92:20 95:12 coming 6:23 17:22 26:9 53:2 68:14 94:18 102:8 105:19 137:2 comment 168:13 169:3,4,24 171:2,8 172:21,22 173:10,24 174:2 commented 173:22 comments 21:8,17 25:6,8 28:17 31:8 34:15,16 38:22 39:5,24 44:17,21 48:3 51:10 53:7 55:24 56:11 59:7,12 62:8 63:13 69:16 70:12 71:5 74:12 78:10 80:8 87:24 96:5 101:17 104:23 105:21 111:15 112:16 113:12 113:22 114:12 119:13 125:2,10 130:1 131:12 139:12 140:23 141:20 145:5,12 151:5 153:14 157:5 160:16,23 161:18,22</p>	<p>166:2,6 168:14,17 174:19 commission 177:20 commitment 15:12 76:17 98:12 158:22,24 committed 89:19 159:7 community 3:22 15:10 16:5 19:14 27:9,10,22 28:4,6,7 29:1,2 33:2,6,22 43:14 44:8 45:1 69:9 74:21 86:18 89:4,17 90:12 97:8 104:18 111:9,10 125:24 126:1 137:16 comorbidity 82:16 company 88:20 89:5,15,21 135:10 compared 139:3 competitive 84:20 competitor 75:24 competitors 90:13,19 complement 102:4 completed 26:23 completion 44:11 47:24 51:4 59:3 67:1 73:21 82:24 101:8 110:23 124:17 128:14 134:24 144:23 156:20 complexity 166:19 compliance 3:6 9:2,9 77:19,22 98:23 compliant</p>	<p>114:3 complicated 147:4 162:10 components 148:2 compress 109:2 CON 29:7 37:23 38:17 40:5 67:17 68:7 101:23 125:13 126:20 135:21 145:16 concept 149:8 concern 97:9 concerns 93:6 159:11 condition 17:19 conditional/contingent 4:5 42:3 conditions 24:18 96:12 confronted 148:14 confused 130:17 confusion 120:11 Congratulations 99:14 115:2 133:9 143:20 162:21 consensus 120:9 consider 16:3 consideration 16:8 114:4 135:23 139:10 147:15 148:2 considered 139:4 consistent 75:6 167:2 168:4 169:20 Constantino 2:10 19:3,4,17 20:18</p>	<p>20:20 21:7 24:14 28:9,12,16 33:18,20 34:14 37:12 38:2,4,24 44:6,8 47:16,18 50:20 50:22 55:13,15 58:16 58:18 61:18,20 63:19 64:6,20 66:18,20 69:23 70:10,20,23 71:1 73:13,15 74:11 76:24 77:8,20,23 78:4 79:14,17 91:3,20 92:1 92:11,19 93:2,6 100:22,23 103:8 124:11 130:6,10 133:3 134:18 140:18 140:21 144:18 151:10 151:14 156:13,15 175:16,18,23 176:3 constituents 75:23 constructing 26:21 construction 26:23 29:8,17 34:24 58:23 70:3 138:21 139:4,6 consultant 101:23 111:20 consultants 125:13 contact 168:22 containing 73:19 contingency 138:13 139:6 continue 76:17 80:23 90:3,3 102:23 147:13 150:7 160:11 169:7 172:7 continued 5:8,13 70:5 136:21 continuing 89:20 continuity 102:11 147:1 contracts</p>
---	---	--	---

<p>138:13 control 75:13 control/change 26:8 convenience 106:16 convenient 106:12 conversation 172:7 conversations 169:7 convinced 113:16 Cooper 22:21 57:17 125:13 135:21 copy 17:6 99:15 corporate 26:19 corporation 26:2,21 89:6,7,8 correct 29:1,6 70:10 84:12 85:1 106:22 153:5 161:14 164:14,15 169:10 177:8 correctly 77:5 corridors 109:8 cost 17:15 21:3 34:1,4,6 44:11 47:23 51:3 55:18 59:1 61:24 62:5 66:24 67:5 68:16,17 69:3,3 72:7 73:20 101:7 103:6 124:16 134:23 135:5 138:15 139:1 144:22 156:19 158:5 166:18 costly 150:3 158:11 costs 16:2,5 68:20,23,24</p>	<p>138:13,20,24 139:4,6 147:2 could 14:8 52:5 69:18 70:8 78:13 79:14,17 85:7 87:1,4 90:15 92:3,4,6 92:14,17 93:17 95:9 104:10,12 107:4 120:11 146:7 148:5 148:22 150:14 172:17 couldn't 110:17 counsel 2:6 9:8,15 14:7 145:17 157:8 177:12 count 8:17 83:5 85:8 93:1 95:21,24 counties 138:6 140:13,14,15 country 132:21 County 5:9 74:21 75:3,19,23 81:24 126:3,3,4 127:23 129:19 134:2 134:5 135:9 136:1,9 137:14,24 138:4,9 139:5 142:1 146:6 147:5 177:5 county-specific 129:16 couple 69:12 97:24 122:24 136:19 course 93:2 121:18 COURT 20:14,17 21:13 25:13 25:17,20 33:13,16 37:7,10 43:19,22 44:3 44:5 47:11,14 50:9,12 50:19 55:12 58:11,14 61:14,17 66:13,16 73:8,11 80:3,6 100:8 100:11 125:6,9 134:12,15 144:11,14</p>	<p>156:8,11 163:20 Courtney 2:7 14:1 120:1 122:13 Courts 19:9 covers 37:15 Crain's 79:16,21 99:16 cramped 68:11 84:18 create 75:5 120:11 159:8 creating 26:12 criteria 28:11 98:24 113:2,3 114:2 132:16 142:6 142:24 143:8 145:19 157:16 criticism 97:6 Cross 125:16 130:20 CRR 1:24 177:4 CSR 1:24 177:4 curious 150:13 current 67:24 68:7 75:6 77:5 102:19 126:11,13,19 126:24 128:23 129:9 147:14 currently 62:17 76:1 81:15 89:8 90:10 114:5 126:14 128:18 137:10 153:3 153:8 160:4 Curtis 4:12 58:2,4 59:16 customary 80:16 cut 119:4 C-section</p>	<p>101:2,12 103:9,11,12 103:17,20 104:2 106:2,15 107:14,15 107:18 108:10 109:15 110:9 111:5 112:4,11 114:14 C-sections 106:9 107:2 108:2,6,9 109:19 110:16,21 111:1 C-01 24:3 C-02 24:5</p> <hr/> <p style="text-align: center;">D</p> <hr/> <p>D 4:1 5:1 6:1 19:11 Dale 1:15 95:10 damaged 108:11 Damon 50:15 Dan 37:9 dark 120:8 128:1 DART 2:2 172:16,23 173:4 data 2:8 77:24 78:5 81:23 112:10 158:18 date 44:11 47:24 51:4 59:3 64:11 67:1 73:21 77:6 83:1 85:9 101:9 120:23 124:17 131:8 134:24 144:23 156:20 dates 5:6 119:23 Dave 26:5 Davis 21:10,15,15,16 22:20 67:10,12,12 72:12 116:23 124:2 125:3</p>
--	--	---	---

<p>125:11 130:14,19 131:3,7,13 133:10 DaVita 3:16 4:14,17 5:9 20:4,9 20:22 66:2,5 67:13 71:8 116:6,7,10 124:4 135:11,20 139:7 141:6 149:24 day 122:6 171:22 177:17 Daylight 120:3 days 76:7,9 82:7 105:18 108:2 140:5 deal 83:12 87:18 dealing 39:1 December 20:6 34:5 73:22 101:9 145:1 156:21 decision 64:18 83:22 107:16 108:6 121:24 declaratory 4:2 37:2,16,17,21 38:9 40:3 decrease 83:17 95:23 decreases 147:2 dedicated 158:2 deferred 156:22 definitely 138:10 definition 110:2,3 166:23 167:1 delay 93:8 delaying 159:9 deliver 102:12 106:23 deliveries</p>	<p>111:22 delivery 75:6,18,19 102:7,15,23 107:5 112:2 demand 126:19 Demuzio 6:17 141:3 Demuzio's 143:15 denial 154:23 densely 148:8 deny 5:10 144:2,24 145:3 147:17 156:24 denying 83:19 department 1:1 74:20 departments 106:8,8 depth 104:4 Des 156:2,5 describe 89:1 deserves 94:20 design 91:5,12 102:5,13 designed 102:14 desire 104:4 despite 145:22 151:2 160:7 details 17:6 77:3 detected 15:23 determination 38:5 39:16 Determinations 5:5</p>	<p>develop 146:14 developed 110:16 developer 68:23,24 development 4:19 69:3 118:5 dialogue 171:24 dialysis 3:16 4:17 5:9 20:4 21:1 116:7,10 124:5 125:15 126:8 128:13 128:22 129:4,14,18 134:2,5 135:10 136:2 137:6,9,20 138:19 139:3,5,7 143:5 146:14 147:3 dialyze 127:21 dialyzing 69:11 difference 149:5 different 52:1,6 75:23 89:10 difficult 93:12,13,13 127:24 141:16 150:3 difficulty 62:19 78:16 83:9 143:4 dip 152:15 dips 152:20 director 17:7,9 67:16 88:13 128:12 135:19 136:15 disagree 38:20 discharge 76:13 82:10 Disciplinary 17:11 discontinuation 66:21</p>	<p>discontinue 43:13 44:9,24 66:6 71:9 116:10 124:13 126:5 discontinued 74:3 discontinues 129:8 discontinuing 74:5 131:14 discrepancy 63:22 discuss 168:17 discussed 93:5,5,15 120:1 168:24 discussion 64:1 98:17 113:3,6,16 113:22 116:20 117:2 121:20 162:10 166:10 disease 137:4 disparity 62:15 displaced 126:21 128:15 disruptive 126:12 distance 104:2 108:24 109:4 130:20 137:8 distinct 75:5 distress 110:2 District 44:9 division 67:13 Doctor 88:1 111:16 doctors 76:13 149:23 150:24 document 24:17 doing 38:16 69:1 81:4 90:21</p>
---	---	--	---

92:9 95:1 97:7 102:3 110:24 111:11 122:24	67:19	elderly 128:5 132:23	entities 26:18
dollars 172:3	due 68:14 138:12,16 152:16 157:18	elected 104:13	entity 26:12 38:17 158:22
dominos 149:19	duplication 127:4 154:7 161:8	eliminate 69:2 172:21	equal 26:14
done 86:3 93:23 111:21	during 104:5 169:3,24 172:20 173:14,23	eliminated 106:20,22	equipment 112:3
doubt 82:5	D-a-m-o-n 50:15	eliminates 24:16	ER 76:8 82:8
down 78:20,21 83:24 86:24 87:12 94:24 99:18 102:4 105:19 118:7 127:10 146:2 163:3	<hr/> E <hr/>	Elizabeth's 29:21,23	especially 128:1,4 129:17 162:17
downstairs 116:24	E 3:1 4:1,1 5:1,1 6:1,1	else 105:17 168:20	ESR 61:24
Dr 50:17 67:15 69:10,14 88:10 114:12,17 128:12 129:13 136:15 146:9,12 157:8,10 158:13 159:5,18 160:9 162:22	earlier 119:3	emergencies 106:17 107:3	ESRD 5:14 21:1,2 47:5,21 48:11 61:6,6,22 64:23 64:24 66:6,7,23 71:10 71:11 116:11 124:14 128:6,19 129:10 134:6,21 135:4 141:24 142:1 144:6 144:21 145:7 153:18 164:2,17 165:9
draw 148:5	early 171:17	emergency 74:20 107:18 109:2,19 110:9	essence 77:7 127:8
drawings 91:22	easier 111:20 112:8	emergent 107:21 110:1,2,4	essentially 24:15 28:24 29:2
drive 122:10 131:4,5 141:17	easily 112:3	Emley 135:18,19 139:18,21 140:1,4,11,14 142:20 143:10,21	establish 37:23 38:6 40:5 66:6 66:22 71:10 116:11 124:15 134:6,20 144:6,20 153:18 156:5,17 161:1
driven 107:3 146:18	east 4:15 73:2,4 74:15,17 76:16 141:10	employed 177:12	established 150:20
driver 107:14	educate 27:16	empty 141:14	establishment 37:4 141:24
driving 106:18	education 136:24	endoscopies 15:11,22	Estates 19:9
drop 148:12	educational 27:16	enhance 16:5	evaluate 126:10
dropped 151:20	efficiencies 76:16	enhanced 75:13 84:21	Evanston 106:23
drops 146:2	efficiency 27:18	enhancements 27:15	even 84:4 86:2,11 88:16 91:1,15,23 146:21
Drs 146:23 147:6,10 148:18 149:2,12 150:16	efficient 158:8	enough 85:13 120:16 159:22	
DSI	Effingham 19:12	ensure 128:21	
	eight 7:2 151:3	enter 129:13	
	eight-station 134:6,21 135:24 138:17	entire 91:7 102:9,10 166:15	
	either 108:7 121:24	entirely 70:7	

148:3 159:20	31:3 37:19 168:7	78:13 80:9,15 85:11	141:6,9 144:6,21
event	169:17	151:18	146:7,11 147:7,10
79:13	exemptions	explained	152:16,24 156:19
ever	167:22	69:19 113:3	162:1
171:23	exist	explanation	facility's
every	68:13	72:6 94:18 141:1	39:19 138:16 139:19
68:7 103:5,6 138:5,7	existing	142:18 160:19 161:7	fact
138:10	21:1 28:14 34:1 39:9	extension	16:4 80:20 90:10 93:15
everybody	58:5,21,24 61:6 64:24	3:17 23:2	127:13 131:22 132:24
25:22 96:22 174:7	67:21 68:8,12 71:10	extra	137:11 138:16 139:5
Everybody's	81:6 85:21 104:11	75:4 120:7 138:11	150:11
96:24	124:21 125:14 126:6	e-mail	factors
everyone	126:11 127:2 146:13	63:16	146:18
8:12 173:14	exists	E-003-15	fails
everything	84:7 86:22 91:4	25:2 30:2	132:15 142:23 154:20
105:17 163:4 168:20	exit	E-004-15	fairly
170:6	125:20	31:3	148:13
EX	exorbitant	E-005-015	fairness
2:1	139:5	19:11	135:15
exactly	expand	E-01	familiar
81:19 85:16,21 94:17	27:12 58:20 68:12 75:4	37:2	136:5
example	90:3 125:18 136:20		family
51:21 82:10 146:6	141:8	F	15:4 75:14 93:10,14
169:16 172:18	expanding	face	127:22 157:22 158:4
exceed	142:7	15:20	159:2
82:19	expansion	facilities	Family's
exceeding	27:23 58:5 59:16 67:22	1:2 5:4 9:9 17:10,18	158:21
138:14	78:23 125:19 126:10	27:13 28:5 62:16	FAPR
except	145:22	69:5 124:22 127:8	1:24 177:5
76:5	expansions	140:6 145:8,19,22	far
excess	27:15	146:4,6,13,24 148:16	80:19 110:17 130:13
64:8 124:20 126:17	expansive	148:17,20	139:23 173:22
130:9 135:3 137:19	148:7	facility	faster
137:21 140:18,19	expect	17:19 21:2 27:15 47:5	27:13
143:13 145:6 160:8	93:20	47:21 48:11 61:7,23	favor
excess-of-bed	expected	62:20,24 64:24 66:6,7	7:12 12:6 13:8 119:16
94:4	67:1 69:11	66:23 67:17,19,20	122:19,23 163:10
excited	expenses	68:8,10,12,13 70:17	165:15 167:12 174:12
75:21	119:4	71:10,11 116:11,12	174:24
excuse	experience	124:14,15,21 125:17	favorably
74:3 158:19	147:5,6	125:20,22 126:3,4,7	87:17
excused	experienced	126:22 127:2,6	feasible
71:2	93:10	128:21 129:1 130:17	70:7 84:4 91:1 143:6
executive	expires	130:17 131:9 132:20	February
3:5 6:4 7:5,17,24	177:20	133:1 134:6,21 135:2	120:19 121:10,17
exemption	explain	135:24 138:18,19,24	145:2 175:12
3:18 23:1 24:1,19 25:2	67:8,10 69:19 70:5	139:16,21 140:3	fee

168:6,19	159:3 177:14	FMC	64:22 125:20 126:9
feedback	financially	68:18 127:5 128:7,9,17	126:20,21 127:2
120:2 121:3	150:19	139:8	128:15 129:6,7 131:9
feel	financing	following	134:2,5 135:11,12
82:18 137:15 150:5	52:5	9:9 19:6 110:23 151:22	144:3,5 145:14,19
165:5	find	follows	148:17,23 150:1
fees	103:16,17 166:16	8:1	151:19,19 153:17
172:14	finding	foot	Friday
feet	67:4,9 68:15 80:11,11	138:15 139:1	127:20
58:23,24 68:9,11	83:10 126:16 127:3	footage	FRIEDMAN
103:21 134:22	129:1 135:4 138:12	34:8 138:15	59:9 60:15
felt	172:13	footprint	front
64:17	findings	138:16	83:21 84:2 151:1
fertility	34:9,10 43:4,5,7 47:10	foregoing	fulfilling
38:4 39:9	51:7 55:21 59:5 61:2	177:7,8	15:12
fetal	62:3 103:14 137:18	Foreign	full
110:2	147:19,21 157:2	89:6	76:7
few	fine	form	fully
90:13 97:24 167:20	52:12 56:1 121:7 172:1	26:11 90:14	89:19 90:4
169:2	174:3	format	full-service
fewer	fined	107:1	27:5 74:17
84:11 105:13,14	17:12,16	forming	function
fifth	fines	89:5	89:10
85:1,3,23 87:1 91:16	172:3,5	forth	fund
93:16 94:6	finish	17:22	52:7,18
figure	14:12 86:22	forward	fungible
110:15 122:2	fire	64:10 84:10 168:8	149:18
figured	138:21	forwarded	further
160:21	first	77:10	9:8 31:8 34:6 43:6
file	7:4 20:2 26:24 29:10	found	107:24 146:4 172:6
167:6 168:11	34:3,11 37:13 43:9	76:11 82:5 110:24	furthermore
filed	89:22 109:20 126:16	137:1	149:3
171:2 172:24 173:12	146:15 148:9 168:12	four	future
filing	173:10	4:8 25:19 43:9,12 45:2	126:19 128:23
167:9 169:7,9 170:15	fit	50:11 68:2,5 106:19	
170:17 171:7,12	89:12	129:3 131:10 156:10	G
174:17	five	fourth	G
fill	82:18 128:6	129:21 150:2	6:1
122:4 159:24	flexibility	frankly	Galassie
filled	102:16	110:17	1:15 6:15,16 10:3,4,22
123:2	floor	free	10:24 11:8,9 13:4,6
final	30:2 75:1 85:1,3,22,24	127:15 136:23	22:6,7 25:5 30:7,14
3:7 9:3 10:18,21 61:1	87:1 91:16 93:16,17	frequently	30:15 31:20,21 33:8
finally	93:17 94:6,7,10 96:4	93:12 146:16 150:2,8	35:5,13,14 37:24 40:8
19:12 156:1	108:20	Fresenius	40:16,17 45:11,12
financial	floors	4:9,13 5:11 19:10 47:2	48:20,21 52:23 53:21
5:3 79:10 119:2,5	109:5	47:4,20 48:10 61:2,5	53:22 55:7 56:19

57:3,4 58:8 59:19 60:2,3 61:11 64:2 65:2,9,10 71:20,21 73:6 78:18,20 84:16 86:16 87:3,9,14 88:2 88:7 92:10,14,17,22 95:4,6,7,11,15,19 97:2 98:4,5,9 99:14 113:11,12 116:15 119:12 120:13,23 123:5 124:8 131:19 132:5,6 133:12 140:24 142:13,14 144:8 151:13 153:20 154:2,3 160:18 161:20,21 163:9 165:13 170:21 171:3 171:21 172:10 176:3 176:8	give 8:11 80:15 81:1 93:15 99:17,19 170:8 given 93:8 94:3 114:4 126:5 gives 75:3 giving 80:19 170:1,15,24 171:1 174:17 Glenbrook 107:6 go 6:4 7:6 15:1 37:13 52:7 64:4 76:14 77:13,15 84:10 86:10 94:15,24 104:3 105:23 107:24 108:18 110:10 120:3 122:2 124:3 135:17 146:2,15,16,22 149:6 149:20,23,24,24 150:9 173:24 goal 131:13 goes 80:22 140:20 going 6:3,3 24:2 28:2 37:14 44:1 52:12,20 64:10 67:8 80:23 83:6 85:4 85:6,12 86:22 89:6,15 91:9 92:12,21 98:7,13 98:20,24 99:6,17 102:24 107:15 110:13 113:19 114:9 118:2 121:21 132:18 133:5 142:19,22 143:2,12 143:16 150:15 154:5 154:9,13 161:24 162:4 163:3 164:10 166:11 168:10 169:3 169:6,23 171:4,23 172:2 173:7,10	25:11 28:6 34:24 36:2 53:3 54:10 60:14 65:23 72:11 74:13 90:1 96:22,24 97:7,8,13 99:8 101:18 120:13 131:5 135:18 145:13 160:22 162:16 174:10 Governor 24:15 168:1 Goyal 2:3 88:10,11,12 90:5 90:23 111:17 114:12 114:17 graduate 8:13 Grand 4:11 55:2,4 56:5,15 Grayslake 5:11 139:8 144:3,5,6 144:21 145:20 146:11 146:11 147:8,11 153:18 Grayslake-area 148:19 great 67:11 75:3 121:8 137:15 147:22 greater 104:4 Greg 26:7 Greiman 1:16 6:13,14 10:1,2 11:6,7 12:5 22:4,5 30:12,13 31:18,19 35:11,12 40:14,15 45:9,10 48:18,19 51:16,17 52:9,20 53:3 53:19,20 57:1,2 59:24 60:1 62:13,14,21,23 63:2,8,11 65:7,8 70:13,14,22,24 71:2 71:18,19 78:11,12,19 79:6,9,12,16,19 80:4 97:20,21 99:15,19 113:9,10 132:1,2,12	142:10,11 153:24 154:1 161:16,17 gross 34:7 58:22,24 134:22 138:15 gross-square-footage 69:24 Group 26:1,1,11 Group's 26:15 grow 90:3 136:21 grown 82:14 growth 102:20 159:18,19,21 160:10 Grundy 126:2,4 127:18,23 guess 64:5 77:14 94:14 95:22 108:12,22 169:13 guessing 7:18 Gurchiek 145:13,14 Gurnee 19:11 145:20 148:16 148:24 150:1,2 151:20 152:14 153:3
Galassie's 97:13 game 87:16 gastro 158:1 Gastroenterology 3:11 5:12 15:7 156:2,4 161:1 gave 81:8 167:21 general 2:6 4:10 50:2,4 51:2 53:11 158:9 generally 69:20 80:21 152:20 gentleman 16:11 gentlemen 24:10 32:9 geographical 148:7 George 2:11 124:9 George's 163:23 getting 93:9 109:23 110:10	gone 130:8 141:10 good 8:12 14:3 15:2 17:1,2	guessing 7:18 Gurchiek 145:13,14 Gurnee 19:11 145:20 148:16 148:24 150:1,2 151:20 152:14 153:3	
		H	
		half 63:6 68:9 75:1 138:18 halfway 136:6 Hall 101:18,20 106:13 107:7,10 114:23 hand 177:17 hands 20:14 25:18 33:14 43:19 47:12 50:10 58:11 61:15 66:14 73:9 100:9 125:6	

<p>134:13 144:12 156:9 hang 164:10 happen 109:13,17 happened 108:21,22 110:11 happens 93:11 happy 8:4 51:12 59:9 104:3 104:21 139:11 160:14 hard 109:23 hardship 91:2 Havill 50:15,15 51:12 52:2,18 53:1,5 54:11 Hayes 1:12 6:22 7:21 9:16,19 10:5,6 11:10,11 13:5 20:11 21:23 22:8,9 30:16,17 31:22,23 33:10 35:15,16 38:1 40:9,18,19 43:16 45:4 45:13,14 48:22,23 50:8 53:14,23,24 57:5 57:6 60:4,5 65:11,12 66:10 71:13,22,23 98:6,7 100:20 105:22 106:1 107:5,9 112:23 113:14,15 116:14 119:9 124:8 131:18 132:7,8 134:9 135:8 142:3,15,16 143:11 143:12 152:5 154:4,5 154:14,17 156:7 161:4,23,24 163:7 165:14 167:10 174:14 174:23 hazardous 128:3 head 109:23 health 1:1,2 2:8 3:12 4:3,4 5:4</p>	<p>9:12 14:6 15:5,8 16:2 16:9 17:17 26:13 37:3,22 40:4 42:1 52:3,6 53:2 74:14 80:23 89:4,6,16,17 92:2 127:5 128:10 172:18 HealthCare 67:13 135:20 hear 80:3 163:20 heard 7:14 12:8 13:9 102:1 113:7 119:18 149:6 163:12 165:17 167:14 175:2 hearing 44:13 51:6 55:20 59:4 62:2,19 67:3 73:23 78:17 88:7 89:22 101:10 124:18 135:1 145:4 157:1 held 64:1 116:20 117:2 121:20 166:10 175:8 help 89:2 162:1 hemodialysis 137:9 hemorrhaging 110:3 here 6:10,12,14,16,19,21 7:1 15:6 38:10 81:2 91:22 92:2,8 93:10 104:10 106:2 113:3 116:13 118:8 121:2 121:14,15 123:3 127:13 135:15,20 141:4 148:14 149:20 161:18 167:6 171:11 171:16 175:8,19 hereunto 177:16 high 76:12 82:16 138:15 148:13</p>	<p>higher 16:2 68:20 83:5 138:8 138:9 139:1 highest 108:16 Highland 4:16 90:18 100:1,2,4,5 100:6 101:4,21,22 102:17 103:24 104:18 106:24 111:12,19 112:20 147:7 highlighted 149:15 highways 127:12 high-quality 15:13 Hillsboro 134:3,7,21 137:1,14 139:24 141:10 hindering 15:19 Hinsdale 9:11 10:19 historic 87:18 historical 70:1 77:24 78:4 81:23 83:11 101:13 historically 145:20 history 15:9 70:9 hit 43:4 hold 99:7 121:24 171:12 173:8 Holland 4:13,14 61:3,3,5,7 64:23 66:2,3,5,7,22 66:23 67:16 70:17 71:9,11 Holy 15:4 157:22 158:3,21 159:2 home</p>	<p>137:6,9,14 hope 29:18 71:1 104:19 hopefully 27:24 171:17 hoping 28:3 hospital 3:19,22 4:10,16 5:14 15:11 19:14 24:4 25:3 26:3,6,20 27:4 28:4,20,23 29:4,15,16 29:21 30:4 33:2,7,22 33:24 34:1 43:14 44:9 45:2 50:2,4,6 51:2 53:11 73:5,19 74:24 78:6 86:18 90:2,16 93:12 100:2,4 100:5,6 101:4,21,22 102:17 104:1,18,19 106:3,21,23,24 107:6 107:10 108:8,15,19 111:9,9,10,20 112:20 114:4 125:16 127:15 127:17 129:19 160:4 163:5,6,11 164:20,22 164:23 168:23 170:17 hospitalized 75:15 82:17 hospitals 27:5 75:11,12,24 81:24 88:20 89:11,13,14 98:11 103:17,24 105:8,9,11 106:4,6,7 106:19 110:19,24 Hospital-East 3:20 24:5 26:2,22 27:4 28:5 31:4 hour 115:4 120:7 House 173:21 HSA 126:17 135:4 137:20 138:7 140:13,15 145:7 151:8 Humphrey-Sonntag</p>
--	---	---	--

1:23 177:3	77:13 91:5,11,12,18	improve	informed
hundred	91:23 92:4	136:2 162:17	64:18
83:20	ignoring	improving	initial
hung	80:10	27:17	4:7 5:7 43:2
108:22	IHA	incision	initiate
Huntley	169:13 170:9 173:3,16	107:17 108:6	128:13
19:9	173:19 174:19	include	initiative
husband	IHA's	85:7 169:12	173:20,21
17:8	173:21	included	inpatient
H-a-v	IHFS	68:24	29:10 74:19,20
50:16	2:3	including	instead
H-01	II	101:2	62:5 120:22 160:5
43:7,9	74:18	incorporate	insurance
H-02	ill	170:9,16 174:18	15:15 160:12
47:1	128:4	increase	insured
H-03	Illinois	129:9 147:2	79:2,5 95:1 158:10
50:1	1:1,6 8:14 17:17 26:6	increased	intend
H-04	28:1,2,20 38:5 47:22	126:6	90:2
55:1	58:22 66:22 74:16	increases	intent
H-05	78:22 89:11,13,15	112:12 131:22 153:22	5:10 144:2,24 145:3
58:1	124:14,15 125:23,23	increasing	147:17 156:24
H-06	134:21 136:1,4	16:6 94:23	intention
43:8 61:2	144:21 168:22 170:17	incrementally	173:11,12,23
H-07	177:6,24	159:21	interactions
66:1	illustrate	indefinitely	75:15
H-08	138:3	173:8	interest
73:1	imagine	index	177:13
H-09	106:8	166:19	interested
100:1	immediate	indicated	174:19
H-10	26:4	136:16	interesting
116:6	immediately	individuals	105:7
H-11	98:22	16:1 168:13	intern
134:2	impact	infection	2:9 8:4,9
	88:24 89:1 90:7 130:5	75:13	interning
I	157:17 159:14 160:3	infirm	8:15
ICU	166:15	128:5	interrupt
76:7 82:6	impedes	inflated	92:15
idea	146:19 149:3	70:2	introduce
69:6 120:13	important	influence	8:4,9 25:15,22
ideal	27:10 98:10 147:23	90:7	inventories
108:21 109:9	148:2	influx	164:13
identified	importantly	128:16 141:7	inventory
147:9	136:19 138:20 146:21	inform	5:4 64:9 72:6 119:6,8
identify	impoverished	63:23 95:19	119:22 130:4 140:16
75:22	75:20	information	140:17,20 145:18
IDPH	impressed	64:17 77:12 92:8 145:2	151:9 164:24
2:2,10,11 8:15 77:11	94:16	152:10 159:18 167:23	invest

150:13	job	57:1 59:24 62:13	111:11 119:2 120:8,9
investigation	1:21 147:22 160:22	65:7 70:13 71:18	120:14 121:7,12
9:8	Joe	78:11 97:20 113:9	127:9 128:11,17
involves	50:14	132:1 142:10 153:24	136:4 137:22 143:14
157:21 158:5	JOEL	161:16	148:6 149:16 152:21
Island	1:17	justification	157:7 160:8,9,10
3:16 20:4,9 21:1	John	80:10	165:24 169:6 172:2
issue	1:12 105:24	justified	173:13
82:22 83:13 85:10 90:5	Johnson	97:10	knowing
91:5,14 94:4 97:9	1:17 6:11,12 10:7,8,23	justifies	86:17 129:15
103:12,14,15 104:4	11:1,12,13 22:10,11	114:12	Koschalke
112:1 127:13 138:3	30:6,18,19 31:24 32:1	justify	14:14 15:2,3
149:9	35:17,18 40:20,21	80:13,14 81:12,21 83:5	Kravets
issues	45:15,16 47:7 48:13	83:18 106:11	128:12 129:13
9:2,9 68:13 91:12	48:24 49:1 54:1,2	justifying	
103:1,7 129:17	57:7,8 58:7 59:18	87:19	<hr/> L <hr/>
160:13	60:6,7 65:13,14 66:9		L
ISSUES/SETTLEM...	71:24 72:1 79:10	<hr/> K <hr/>	1:23 177:3
3:6	97:1 98:15,16 113:20	K	labor
item	113:21 132:10,11	1:17 2:3	102:6,15,23
12:1 37:1 124:4	142:17,18 144:7	Kane	Labs
items	153:19 154:8,9 162:3	177:6	75:1
3:13,14 19:2 20:2	162:4 174:22 176:9	KATHY	Lake
IV	Joliet	1:11	74:21 75:2,19,23 81:24
137:3	128:3 130:18,22,24	keep	145:20 146:6 147:5
i-l-l	131:4	8:18 92:21 104:10	148:16,24 151:19
50:16	Joliet's	Kenneth	152:13 153:7
I-01	131:1	67:15	Lakeshore
144:3	JR	key	3:11 5:12 15:7 156:2,4
I-02	2:6	27:9	161:1
156:1	Juan	keys	large
<hr/> J <hr/>	2:6 9:4 10:16 38:16,18	82:4	89:4,9 129:18
Jack	84:4 90:24 167:18	kidney	largest
25:21 26:4 101:22	Judge	136:23 137:3	90:2 111:7
102:24 103:1	70:21 71:3 79:14,17	kind	last
Janet	judgment	83:12 94:21 138:2	108:2 109:12,17
101:23 106:13 107:11	37:17	kindly	147:16 157:14 162:10
January	July	88:11	162:15
47:24 120:19 121:10	24:12,14 125:15	Kingsbury	lastly
121:17 175:11	June	39:20	149:15 150:12 159:11
JCAR	13:2 20:5 29:8 68:21	know	late
167:7,9 168:12 169:4	144:23 156:24	6:2 15:8 29:24 39:15	164:3 171:21
170:15,18 171:9,12	Justice	43:5 52:4 63:6 75:10	later
174:17	1:16 6:13 10:1 11:6	76:10 78:22 81:22	15:23 85:9
Jesse	22:4 30:12 31:18	85:16 89:24 90:18	latitude
101:20 107:13	35:11 40:14 45:9	94:1 98:8,10 106:2,5	93:15
	48:18 51:16 53:19	106:6 110:7,11	law

168:1	21:12 145:5 151:17,22	LLC	lower
Lawler	152:7 154:23	9:12 10:19	17:14 69:20 139:7
37:9,9 38:22,23 39:8	letters	local	lowering
39:11,14,21 41:5,6	74:1 75:22	128:5	16:5
lay	let's	locally	lower-cost
168:9	77:18 118:1	27:21	15:13
LDRP	level	located	lower-performing
101:2	74:18 92:23 101:3	39:19 47:21 56:4 74:16	69:5
LDRPs	104:12,16 159:22	136:1 141:5	low-income
102:15	license	location	69:6
lead	17:7 81:19	27:6 39:6,8 136:22	luck
15:22 16:2	licensed	150:23	36:2 53:3 54:10 60:14
League	81:16,18	locations	65:23 72:11
17:5	life	148:21	lunch
learned	91:6,13 92:4	long	64:3 115:4
88:19	lifesaving	108:7 110:15	Lutheran
lease	128:22	longer	4:10 50:2,4 51:1 53:11
68:13,23,24	limited	24:18 111:23 157:24	L-a-w-l-e-r
leased	9:12 15:18 102:1 156:5	167:23	37:9
134:22 156:19	limited-specialty	long-term	
least	156:18 161:2	5:14 8:16 43:13 44:10	M
7:20 88:24 110:20,24	line	44:24 164:2,17 165:9	Macoupin
111:3,22 122:24	29:8 70:16 111:4	look	136:9
least-favorite	list	70:16 80:17 89:9	Madam
127:12	119:23	102:19 141:5 159:18	8:8 9:5 10:11,17 11:16
leave	listed	164:11 172:8,11	19:4,15 20:20 22:14
89:16 116:4 169:2	148:10	looked	25:12 30:22 32:4
leaving	listened	110:19	33:20 34:12 35:21
28:1,2	102:5	looking	40:24 44:15 45:19
left	listening	24:3 93:1 148:8 169:23	47:18 48:1 49:4
26:4,5,7 115:8 166:18	176:4	171:20	50:22 51:8 54:5
legal	Litchfield	looks	55:15,22 57:11 58:18
9:8,15 14:7	136:3,8,19 137:1,11	77:21 82:24	60:10 61:20 62:6
legislative	139:17,20,22,23	Lori	64:20 65:17 67:6
172:9	140:2 141:6	151:17	72:4 73:15 74:9 99:5
length	literally	loses	99:15 100:23 101:15
105:15	167:3	147:1	101:19 110:14 111:18
lengths	little	lot	114:8,19 124:11,24
105:17	80:10 119:3 131:1	52:15 93:17 106:6,7	132:17 134:18 135:6
lengthy	153:1 164:10	108:21 112:8 137:3,6	135:8,12 141:2 143:1
161:6	live	165:24	144:18 145:10 154:15
less	116:8 128:8 141:16	loudly	156:15 157:3 162:14
83:24 105:12 148:11	147:11 150:22 160:12	14:11	163:17 165:22 175:16
158:5,11	lives	Louis	Mahdavian
lesser-of-10	132:21	26:11 28:2 136:6	157:8,10 159:5 160:9
74:8 77:9 78:8	Living	love	162:22
letter	4:8 43:10,12 45:2	67:10	Mahdavian's

158:13 159:18	McAllister	161:7	71:17,19,21 72:1,3
mail	9:10	meeting	73:6,7 76:23 77:17,21
154:24	McHenry	1:4 5:6 6:6 13:3 17:18	78:3,12,18,19,20 79:6
maintain	149:21	63:17 64:12 68:21	79:9,10,12,16,19 80:4
27:4,9 129:4 159:22	mean	81:24 91:18 98:22	80:9,18 81:10,17,20
maintaining	84:13 86:24 87:15	99:23 120:15,16,17	82:1,3 84:16 86:15,16
27:5	92:10 94:16 108:8,13	120:19 121:18 122:5	87:3,9,14 88:2,7,11
major	109:18 121:6 164:9	122:6,7 123:1 139:4	90:5,23 92:10,14,17
73:5 168:19 169:24	165:1 170:22 172:24	145:1 156:23,24	92:22 95:4,6,11,15,19
majority	172:24	157:14 164:9 171:13	97:1,5,18,21 98:5,16
56:8 75:8 147:9	means	175:7,15 176:6	98:20 99:14,15,19
making	77:13	meetings	100:19 105:2 111:17
99:1 166:23 169:20	meantime	7:8 119:24 120:2,5,20	113:1,6,10,12,21,24
mal	169:23	121:10,19,24 175:12	116:15 119:11,12
138:2	media	meets	120:13,23 121:8,12
maldistribution	89:19	76:4 82:17	123:5 131:21 132:2,6
127:4 138:2 148:1	Medicaid	Megu	132:11,12,15 133:12
161:9	15:18,20 16:6 76:2	43:24,24	134:8 140:24 142:5
Manager	78:22,24 79:2,3,5	Melanie	142:11,14,18,22
2:8	82:15 88:12,14 90:12	1:23 177:3	144:7,8 151:13
mapped	90:22 94:17,18,20	member	153:22 154:1,3,9,13
121:19	98:12,18 145:23	6:10,12,14,16,19,21	156:6 160:18,21
March	149:10,13 157:23	7:9,11 9:17,22,24	161:6,12,14,17,21
34:2 125:21	158:10,13,14,15,20	10:2,4,8,10,22,23	162:4,8 163:9 165:13
Mark	159:1,7,9 162:17	11:3,5,7,9,13,15 12:4	167:11 170:21 171:3
25:24	medical	12:5 13:4,6 20:10	171:21 172:10,16,23
market	4:9,13,15 5:11 17:7,7,9	22:1,3,5,7,11,13 25:4	173:2,4 174:22
52:7 125:21 137:1,15	17:10 19:8,10 26:19	25:5 26:14 28:19	175:22 176:3,8,9
markets	47:2,4 48:10 58:5,21	29:4,12,20,22 30:9,11	members
137:7	59:17 61:3,5 64:22	30:13,15,19,21 31:5,6	1:10 2:1 21:18 24:23
Martin	67:16 73:2,4 74:15,16	31:15,17,19,21 32:1,3	28:10,18 34:20 38:13
74:13,14 78:16,21 79:8	74:17,18 76:16 81:9	33:8,9 35:8,10,12,14	44:21 48:6 51:15
80:17 81:5,15,18,22	88:13 127:17 128:11	35:18,20 37:24 39:6	56:3 59:12 62:12
82:2,4 83:2 87:6 89:3	136:15 144:3,5	39:10,13,22 40:11,13	69:16 76:21 90:22
90:9 94:7,13,22 95:14	157:22 158:3	40:15,17,21,23 43:15	93:10 104:24 127:22
material	Medicare	45:6,8,10,12,16,18	139:13 151:6 153:14
24:20 157:13	21:5	47:6,7 48:15,17,19,21	160:17 168:9
matter	medicine	49:1,3 50:7 51:17	memo
10:18	17:20	52:9,20,23 53:3,16,18	166:14
max	med/surg	53:20,22 54:2,4 55:7	Memorial
109:1	74:3,7,23 80:12 82:7	55:8 56:4,17,22,24	3:19,20 24:3,5 25:3
maximize	94:9 105:17	57:2,4,8,10 58:7,8	26:1,1,2,3,6,11,12,15
102:16	meet	59:21,23 60:1,3,7,9	26:18,20,22 27:4,4
mayors	68:3 99:1 104:11,15	61:8,11 62:14,21,23	28:4,5 30:3 31:4
29:2	105:3 111:6 113:4	63:2,8,11 64:2 65:4,6	111:8
ma'am	114:1 126:19 142:23	65:8,10,14,16 66:8,9	mention
6:8 25:11 124:7	143:7 145:18 157:16	70:14,22,24 71:2,15	21:10 37:14

mentioned 127:23	mind 96:3 102:14	95:19 122:18 131:10	162:20 163:5,15
merger 88:23 90:6	minimum 68:9 104:7	Morado 2:6 9:5 10:17 11:21	165:8,12,20 167:6,8
met 28:10 83:11 103:5,6 111:1 113:2,18 142:6	minus 86:1	37:13,14 39:1,18	167:17 170:8,14
Metropolis 9:11	minutes 7:18 14:10 67:21 80:2	96:10,14 154:23	174:8,21 175:5
metropolitan 110:20 111:8	80:4 107:17 108:6	155:2 164:22 166:11	motivated 150:19
Metro-East 26:20	109:6,7 115:4,4	167:19 169:10 170:5	Mount 116:6,8
mic 8:6,7 16:11	124:23 127:5,9 128:7	170:12,20 171:4,14	mouth 94:2
Michael 2:10 8:7 24:11 51:9 62:7 67:7 101:16 124:10 125:1 134:17 135:7 140:16 144:16 157:4	135:2 145:8 146:1,2	172:4 173:6,11 175:6	move 16:11 31:7 70:8 100:19 120:4 126:2 128:20 163:23 168:8
microphone 79:15,18 163:22	misleading 17:17	morning 8:12 14:3 15:2 17:1,2 25:11 74:13 101:18 101:24 110:7,12,13 120:1 122:11	moved 7:9 9:16 10:22 12:4 13:4,5 20:10 25:4 31:5 33:8 37:24 43:15 47:6 50:7 55:7 56:17 58:7 61:8 66:8 73:6 75:2 79:11 100:19 116:14 119:9 134:8 144:7 156:6 163:7 165:13 167:10 174:22
midpoint 70:3	missing 6:2	Morris 4:17 43:10 116:7,7,7,7 116:8,10,12 124:4,5 124:14,15 125:14,21 125:23 126:6,19,22 126:23 127:1,10,15 127:17 128:16,17 129:5,6,8,19 130:13 131:9 139:7	moves 20:7 126:2
might 89:2 122:21 129:24 137:5 150:9 172:16 172:18,19	mission 15:14	Morrison 43:10,14,14 44:8 45:1	moving 77:22 131:14 144:1
Mike 59:6 63:15 69:18 70:4 90:24 92:10 130:3 167:21	Missouri 136:6	motion 7:6 9:6,14,19 10:15,20 10:24 11:20 12:2,9 13:1,7,10 20:8 21:22 22:18 25:2 30:1,6 31:1,2,12 32:8 33:5 35:5 36:1 37:20 40:3 40:6,8 41:4 43:11 45:3,23 47:3 48:12 49:8 50:3 53:13 54:9 55:3 56:19 57:15 58:3 59:18 60:13 61:4 65:1,20 66:4 71:12 72:10 73:3 95:3,5,13,16 96:4,22 97:2 99:11 100:3,13 100:17,18 112:22 115:1 116:9 119:7,21 124:6,7 131:18 133:8 134:4 135:13 142:2 143:19 144:4 153:19 154:20 156:3 161:3	MSA 101:14
mileage 130:19	mistake 62:4 70:19,20,22		mud 174:9
miles 109:5 130:14,20,21 131:4 132:20 139:17 140:1,8,8 141:10,18 143:5 147:11 150:22	misunderstood 171:3		multihospital 26:10
million 21:3 34:2,4,6 51:4,19 51:22 52:10,11 53:4 59:2 67:1 68:17,19 73:21 101:8 124:16 134:23 139:8 144:22 156:20 172:3	model 70:6		multiple 68:13
	modernization 73:5 84:11,14 91:7,21 97:6 114:2 138:13		multispecialty 55:5,18 56:15
	modernize 33:24 50:24 73:17 100:4 101:1		Mundelein 147:6 148:17 149:24 152:16,23
	modernized 85:4,8		M-e-g-u 43:24
	modernizing 58:23 97:23		<hr/> N <hr/>
	Monday 127:19		<hr/> N <hr/>
	money 93:17 94:1		
	Montgomery 5:9 134:2,5 135:9 136:1,8 137:14 139:5 141:24 142:1		
	months 88:19 92:18,19 95:18		

3:1,1 4:1,1,1,1 5:1,1,1 5:1 6:1	needed 38:7 93:19 94:19 110:7 128:21	134:1 144:1 163:16 171:17,20 172:9 173:13 175:7	88:22 90:11,14 101:21
name 8:13 17:4 21:13 25:13 25:24 26:19 29:20 37:8,11 44:3 74:13 88:12 135:9,18 145:13 157:7	needing 103:19	night 122:9	NorthShore-Advocate 90:6
names 33:17 43:23,23 47:15 50:13,13 58:15 66:17 73:12 100:12 134:16 144:15 156:12	needs 85:23 99:8	nine 126:23 127:2 129:10	northwest 15:17 19:13 111:9
narrow 127:24	negative 38:21 68:15 99:10 103:13 114:21 126:16 127:3 129:1 133:7 137:17 138:12 143:18 147:24 154:19 157:17 159:14,14 160:2 162:19	nod 96:16	Northwestern 111:8
nation 88:21	neighbor 166:1	nodded 96:16	notarial 177:17
national 75:11	neither 177:12	nonbranded 136:24	Notary 177:5,23
nature 107:22	Nelson 2:8 8:3,5,15,18 14:11 163:22 165:21	noncompliance 141:1	note 17:11 94:22
navigate 128:1	neonatal 112:6	nonconformance 101:12 124:19 145:6 157:2	noted 103:4 105:9 132:6,9 169:15 176:1
Nazareth 15:4	nephrologist 150:7	nonconforming 113:7	nothing 98:2
near 87:19 116:8 143:15	never 96:2 149:12	none 21:20 23:2 25:1 40:2 44:23 48:8 53:9 56:13 59:14 71:7 81:23 96:8 112:18 118:3,6,11 141:22 153:16	notice 43:6 51:17 168:5,12 171:7,8
nearing 152:17	new 5:2,13 8:9 24:11 26:12 26:13,14 29:4 58:23 64:9,10,14 68:18 72:5 75:11 81:6 84:7 89:5 89:21,23 92:7,7 119:1 126:8 129:10 130:4 140:16,17,19 145:18 164:13 172:13	nonetheless 148:12 149:17	November 51:5 87:2 120:17,18,24 121:1,9,14,15,18 123:3 171:13,19 175:9,11
necessary 168:18 171:5	newborn 101:3	nonfamiliarity 112:5	number 15:18 34:8 62:15 69:20 69:21,22 70:2 73:24 81:12 82:19 83:5 84:21 87:12 88:4 93:7 95:21 101:5,12 101:13 103:9,10 104:6,13,15 105:18 129:18 146:5,18 149:1 157:18
need 5:5 9:18 25:15 38:8,17 38:19 63:17 64:10,13 64:14 69:9 72:6 76:3 82:17 84:13 86:4,18 90:19 91:17,22 95:3 95:15,24 105:18 106:15,17,18 107:2 107:20 114:13 116:21 122:2 124:20 126:16 130:7,9 132:16 133:4 137:22 138:11 142:23 143:9,14 146:13 147:7 148:1 151:11 151:13 154:6 164:11 164:13,20 175:18	next 9:1 12:1 16:11 19:1 20:1 23:1 33:1 37:1 42:1 43:3 47:1 50:1 55:1 58:1 63:3 64:18 66:1 69:12 73:1 98:22 116:6 120:16 123:1 126:22 129:8	Nora 146:12,23 147:6,10 148:18 149:2,12 150:16	numbered 152:9
		Nora's 146:9	numbers 70:1 80:16 84:2 92:24 94:24
		norm 111:13	nursery 101:3
		normal 108:10 122:20,22,24	nursing 9:10,11 101:24 102:9 102:11 106:14 107:12
		normally 68:22	
		north 4:3 37:2,22 39:11,11 39:19 40:4 125:23	
		NorthShore	

O			
O	74:19 127:15	25:1,6,14,21 28:8,15	140:15,19,22 141:15
3:1 4:1,1 5:1,1 6:1	office	28:17 30:1,23 31:1,7	141:22 143:2,19
Oakton	58:5,21 59:17 158:3	31:11 32:5,8 33:1,11	144:1,9,16 145:11
9:9	officer	33:18 34:13,19,22	151:5,8,12,15 152:1,7
OB	177:6	35:2,22 36:1 37:1,12	152:10,12,23 153:7
101:5,6,14 102:17	official	37:20 38:2,12,15 39:4	153:13,16 154:16,20
103:10 104:2,6 106:8	169:3	39:23 40:2 41:1,4	156:1,13 157:4
106:20,22 108:20	OFFICIO	42:1 43:1,17 44:1,6	160:16,20,22 162:15
109:11 111:7,11	2:1	44:16,20,23 45:20,23	162:20 163:1,8,10,13
112:6 114:13	off-the-record	47:1,8,16 48:2,5,8	163:15,18 164:8,16
obstetric	64:1 116:20 117:2	49:5,8 50:1,20 51:9	164:19,24 165:3,5,8
105:10,11	121:20 166:10	51:14 53:6,9 54:6,9	165:12,15,18,20,23
obstetrics	often	55:1,9,13,23 56:2,10	166:5,9 167:5,12,15
100:5 102:20 104:17	103:15 110:6	56:13,18 57:12,15	167:17 169:9 170:3,6
105:16 112:20	oftentimes	58:1,9,16 59:6,11,14	170:13,24 171:10
obstetrics-related	15:20 152:19	60:11,13 61:1,9,12,18	172:12 173:7,16
102:2	oh	62:7,11 63:12,15,21	174:3,6,12,16,24
obviates	6:5 8:6 21:15 25:14	64:4,16,21 65:18,20	175:3,5,7,17,20 176:1
143:9	35:2 39:4 44:2 53:20	65:23 66:1,11,18 67:7	176:5
obvious	118:9 121:21 131:2	67:11 69:15,18 70:4	once
27:21	152:3 155:2 160:22	70:11 71:4,7 72:5,10	96:22
obviously	173:5 174:5 176:1	73:1,13 74:10 76:20	one
6:3 16:1 27:7 28:4 69:9	okay	78:9 80:7 82:21 83:3	9:6 24:2,6 28:19,21
94:19 104:17 111:24	7:4 8:19 30:1 34:19	84:6,12,17,23 85:14	34:22 37:6 51:22
148:2	35:2 39:22 43:7 44:2	85:20 86:10,13,20	52:1 67:4 76:5 80:18
OB-related	44:20 52:12 56:2	87:8,11,15 88:5,9	82:4 88:21,24 90:13
101:2	64:5,21 70:24 94:14	90:24 91:15,24 92:16	91:14 94:2 96:10
occupancy	96:4,18,20,24 107:9	92:21 94:5,11,14 95:2	97:14 103:13,17
76:9 78:1,7 104:16	108:1 109:16 116:1	95:5,9,18,22 96:8,15	106:16,18 107:14,19
occupied	118:9 122:15,17	96:18,21,24 99:6,11	108:4 109:20 110:9
103:18	130:12 131:15 132:4	99:17,21 100:1,13,16	110:10 115:4 127:11
occur	141:22 162:11 163:1	100:21 101:16 104:23	130:18,24 135:2
27:24 89:21	164:16,24 170:13	105:20,23 107:24	136:3,7 139:21 140:9
occurred	173:5 174:12,21	109:4,12,16 111:14	141:3 146:6 149:15
78:23	old	112:14,18 113:20	151:16 157:17 159:11
occurring	4:20 104:8	114:9 115:1 116:1,16	159:13 160:6 164:9
89:3	older	116:19 118:1,5,10	166:4 169:16
October	143:4	119:1,10,13,16,19,21	ones
26:24 59:3 67:2 120:15	Olson	120:14,21 121:1,5,9	122:3
120:16	1:11 6:2,23,24 7:1,4,10	121:14,17,21 122:12	open
offer	7:12,15,17 8:2,17 9:1	122:15,19,23 124:1,3	1:4 7:8,24 21:8 26:24
127:20 137:10 147:12	9:14,18 10:12,15,20	124:9 125:1,4,10	34:15 44:18 48:3,4
offered	11:17,20 12:1,6,9	130:1,3,8,12,16,23	51:11 59:8 62:8
27:17 158:11	13:1,7,10 14:1,9 15:1	131:2,6,8,15 132:18	116:1 131:14 152:24
offers	16:10 17:2,24 19:1,16	133:4,8 134:1,10,17	153:1 158:13 168:13
	20:1,12,18 21:6,17,20	135:7,14 139:12,15	opened
	22:15,18 23:1 24:1,22	139:19,23 140:2,9,12	150:2

<p>opening 131:11 133:1 152:16</p> <p>operate 26:22 102:23</p> <p>operated 145:21</p> <p>operates 74:15 127:19</p> <p>operating 27:3 112:5,6,7 124:23 127:6 145:8</p> <p>operations 135:19</p> <p>opinion 38:10,24 87:22</p> <p>opinions 87:22</p> <p>opportunity 17:3 75:4 147:16 171:6</p> <p>oppose 86:17</p> <p>opposed 7:15 112:4 119:19 163:13 165:18 167:15 175:3</p> <p>opposition 43:3,5,7 44:14 47:9 51:6 55:20 59:4 61:2 62:2 67:3 73:24 101:11 124:18 135:1 145:5 157:1 160:7</p> <p>optimal 150:4</p> <p>order 3:3 6:6 7:4 9:1 10:18 10:21 19:1 20:1 164:12</p> <p>orders 3:7 9:3</p> <p>organization 27:11</p> <p>organizations 26:9 27:3,8 168:14</p> <p>original 34:10 124:4</p> <p>Originally 33:24</p>	<p>Orland 9:13</p> <p>Orozco 50:18,18</p> <p>ORs 108:8,9 157:18</p> <p>other 4:18 17:9 35:3 38:12 39:23 52:13 53:6 56:10 63:12 68:18 70:11,17 71:4 77:6,21 78:9 80:7 87:22,24 89:13 90:17 96:5 105:20 106:3 109:18 111:15 112:16 118:2 121:19 127:13 131:12 131:16 139:3,19 140:9,22 141:20 146:20 150:14 153:13 157:17 158:16 159:15 160:3,13,23 163:2 168:9,19 169:18,19 172:16,24 173:17 174:19 175:14</p> <p>others 70:24 106:5 172:17</p> <p>otherwise 27:14,24 92:24 177:14</p> <p>Ottawa 127:5 128:3,5,7,9 130:18,21,23</p> <p>Ourth 50:14,14</p> <p>outcome 177:14</p> <p>outcomes 112:13</p> <p>outfit 29:14</p> <p>outmigration 28:1</p> <p>outpatient 15:11,16 58:21 74:21 157:23 158:1</p> <p>outside 14:11 116:17 138:1 140:6 146:22</p>	<p>overage 72:7</p> <p>overbedded 80:21,24 93:24</p> <p>overbedding 81:3 83:13</p> <p>overcrowding 146:19</p> <p>overdue 75:10</p> <p>overutilization 67:23</p> <p>overwhelmingly 150:22</p> <p>own 52:23 70:7 146:22 147:4 157:10 159:6</p> <p>owned 17:10 135:2</p> <p>owner 17:8 56:8</p> <p>ownership 19:11 24:4,6,7 25:3 26:8,17 30:3 31:3 47:5,21 48:10 55:5,18 56:7,14 158:21</p> <p>O'Fallon 28:20,24 29:5,17,18</p> <p>O-r-o-z-c-o 50:18</p> <p>O-u-r-t-h 50:14</p> <hr/> <p style="text-align: center;">P</p> <hr/> <p>P 6:1</p> <p>packed 76:13</p> <p>packet 119:6</p> <p>packets 119:2</p> <p>page 3:2 39:17 62:4 70:16 148:5 151:23 152:4</p> <p>Pages 1:22</p>	<p>Painful 172:10</p> <p>paint 85:5,23 87:1 91:17</p> <p>Palos 3:22 33:2,6,22</p> <p>Pam 44:4 157:9</p> <p>Pardon 78:16 79:8 96:10</p> <p>parent 26:1 88:20</p> <p>Park 4:16 9:13 50:2,6 90:18 100:2,2,4,6 101:4,21 101:22 102:17 103:24 104:19 106:24 111:12 111:19 112:20 147:7</p> <p>part 15:14 35:1 89:15 91:10 106:21 112:2 146:3 167:8 170:14 171:15</p> <p>participants 161:18</p> <p>participating 157:11</p> <p>participation 3:10 14:2,4,10</p> <p>particular 137:13 141:9 149:4</p> <p>particularly 132:23 148:16</p> <p>parties 177:13</p> <p>partner 109:10 146:10 160:1</p> <p>partners 67:13 88:23 90:12 135:20</p> <p>partnership 90:11</p> <p>party 37:16 39:1</p> <p>pass 132:2 142:16 165:24</p> <p>passed 56:8 171:9</p>
---	--	---	--

passes 10:15 11:20 12:9 13:10 22:18 31:1 32:8 36:1 41:4 45:23 49:8 54:9 57:15 60:13 65:20 72:10 99:11 115:1 119:21 133:8 143:19 162:20 163:15 165:20 167:17 175:5	14:5 15:3 158:6 Pavilion 9:10 pay 51:20 158:24 peak 85:11 93:8 97:11,12 pediatric 74:4,6,23 75:6,7 80:14 pending 90:6 147:17 Penny 21:15 67:12 116:17 people 29:23 79:4 109:21 116:22 120:5 122:7,9 132:23 137:2,7,13 143:4 160:8 172:24 174:1 percent 67:24 68:2,3,3 70:2 74:8 76:2 77:9 78:6,8 79:4 80:12,14 81:1 82:6,20 83:20 94:23 102:19,20 103:22 124:22,23 126:14 127:7 128:7,18 129:2 129:9,14 131:7 136:10,11 138:8,9 140:4,10 145:9,23 146:1,2,8 148:3,24 149:11 152:17,22 153:4,4,12 157:23 158:18 percentage 78:2 79:3 149:11 percent-or-above 76:9 perfect 108:20 perform 158:1 performed 34:9 period 76:11 82:12,13 104:5 108:4 168:13 169:4,8	169:9,24 171:8 172:21,22 173:10,15 173:24 periods 97:12 peritoneal 137:9 permit 3:15 19:7,8,10,13 20:3 20:5,8,22,24 33:23 34:11 37:19,23 permits 4:6 42:4 51:18 138:21 persons 138:6,7 perspective 106:16 111:3 persuaded 39:2 pertain 81:11 pertains 80:20 per-square-foot 70:8 per-year 111:12 Peterson 101:18,20 106:13 107:7,10 114:23 petty 70:15 Pfister 44:4,4,19 46:1 phased 102:22 PHILIP 1:13 physical 17:19 39:19 physicians 82:9 84:21 147:14 pick 122:13 picking 122:15 place	24:18 97:23 137:12 150:5,6 171:17 places 107:1 111:5 Plaines 156:2,5 Plainfield 125:23 130:13 plan 98:22 126:4 planning 17:18 63:17 64:9,14 108:13 110:21 124:19 126:15 132:16 135:4 142:23 145:7 154:6 plans 26:22 88:20,24 please 6:5 14:8 17:11,21 20:15 21:14 25:18 33:14,16 37:5,7,10 43:18,20,22 47:12,15 50:10 55:9 58:9,12,14 61:10,15 66:12,14,16 73:9,12,14 74:12 92:16 96:19 100:7,9 100:11 101:17 119:5 125:7 134:13,16 135:17 144:12,14 156:9,11 163:8,18 plenty 83:24 86:23 plowed 120:7 plumbed 68:5 plus 112:5 point 21:12 91:19 111:24 139:2,8 141:3 149:9 157:20 161:2 168:12 171:23 172:8 pointed 158:7 pointing 135:16
--	---	---	--

<p>policy 159:3,3</p> <p>politically 29:1</p> <p>Polsinelli 125:13</p> <p>populated 148:8,11</p> <p>population 82:16 88:14 98:12,18 138:5 157:23 158:9</p> <p>populations 145:23</p> <p>portion 92:3</p> <p>portray 137:23</p> <p>position 79:24</p> <p>positive 157:15</p> <p>possible 126:13 132:22</p> <p>postclosing 27:2</p> <p>posted 164:3 175:13</p> <p>postpartum 102:7,15</p> <p>POSTPERMIT 3:13</p> <p>potential 107:3 159:14</p> <p>potentially 109:17</p> <p>practice 111:11,11 146:9 149:12 157:10 158:13 159:6,18 160:10</p> <p>practices 27:19 149:2</p> <p>practicing 17:20</p> <p>precipitated 125:20</p> <p>preclosing 27:2</p>	<p>preclude 173:9</p> <p>predialysis 136:17</p> <p>preferences 122:12</p> <p>preferred 98:21</p> <p>prepared 34:17</p> <p>prescribed 146:23</p> <p>Presence 3:11 5:12 15:5,7,8 16:9 156:2,4 157:9,22 158:3,21 159:2,24 160:4,9 161:1</p> <p>present 1:10 2:1,5 18:1 147:16 164:5</p> <p>president 25:24 26:5 67:13 101:21,23 106:14 107:12</p> <p>pretty 147:21 149:7</p> <p>previous 113:12,21 154:10 162:5</p> <p>previously 147:24 153:11 159:7</p> <p>pre-ESRD 69:11 128:12 146:10</p> <p>price 158:11</p> <p>prime 82:10</p> <p>print 33:17 37:11 43:23 47:15 50:13 58:15 66:17 73:11 100:12 134:15 144:15 156:12</p> <p>prior 99:23 131:14</p> <p>privacy 75:13</p> <p>private</p>	<p>73:19 75:5,9,10,17 76:1,15 84:21 159:6</p> <p>probably 7:20 80:2 82:20 83:3 83:20 91:3,5 112:12 120:19 164:20 169:17 171:19</p> <p>probation 17:13</p> <p>problem 81:3 92:4</p> <p>problems 80:18 97:11 108:12 146:14</p> <p>procedure 17:14,15 110:8 157:21 157:24 158:4 159:24</p> <p>procedures 112:8</p> <p>proceed 55:24</p> <p>proceedings 7:24 115:8 177:7,9,9</p> <p>process 102:5 147:4 168:10 171:15 174:1</p> <p>product 90:13</p> <p>profiles 5:15 163:5,6,11 164:2 165:2,3,10</p> <p>program 90:11,22 102:6,7 107:1 136:24</p> <p>progressive 94:8</p> <p>project 8:16 14:5 15:7 16:3 20:23 21:3 30:2 37:18 38:6 43:9,12 44:11 47:1,4,23 48:9 50:1,4 51:3 52:11,19 52:21,24 53:10 55:1,4 55:19 58:4,5 59:1,15 59:16 61:1,5 62:3,5 64:22 66:1,5,24 67:5 67:18 68:15,16,16,22</p>	<p>69:7 71:8 73:1,4,20 74:1 75:17 76:4 77:15,19 82:18 84:11 84:14 85:17 86:17,24 87:17 88:17 89:2,18 89:18 90:4 91:4,7,7 91:10,21 92:2,15,18 94:16 97:6,7 99:1,7 100:1,4 101:7,11 102:1,22 103:22 110:23 112:19 116:6 116:10 124:16 127:3 128:14 129:3 134:2,5 134:23 135:5,9,22 136:12,16 137:14 141:23 144:3,5,22,22 144:24 145:15 147:17 148:3,4 153:17 156:1 156:4,20,22 157:14 157:16,21 160:7,24 161:7 162:16</p> <p>projected 114:1 128:8</p> <p>projecting 110:22</p> <p>projection 86:7</p> <p>projects 43:3,4,6 52:2,3,5,8,14 52:19 64:19 68:18 89:20 139:3 164:12</p> <p>prompt 15:24</p> <p>proposed 37:18 38:6 39:8 98:9 136:15 146:1 147:12 166:6,12 167:6,9 170:10,14 174:17</p> <p>proposing 50:24 55:17 58:20 61:22 66:21 73:17 101:1,5 103:9,16 124:13 134:20 135:24 144:20 156:17</p> <p>Protestant 26:18</p> <p>prove</p>
---	---	---	---

95:24	21:16	140:10	169:22
provide	P-f-i-s-t-e-r	raise	reality
15:14 27:19 28:3	44:4	20:14 25:17 33:13	149:18
105:11,12,18 111:4	p.m	43:19 47:11 50:9	really
150:20 158:23	127:19	58:11 61:14 66:13	64:2 69:7 76:15 84:13
provided	<hr/> Q <hr/>	73:8 100:8 105:7	85:3 89:9 106:16,17
24:17,20 28:13 78:5	quality	125:6 134:12 144:11	107:21 110:2 112:14
127:15 145:2 160:4,5	15:9 106:7 147:2 158:8	156:8	136:2 137:7 138:18
providers	quarter	raised	139:9 151:21 157:20
94:3 111:7 127:17	89:22	93:6 103:1,7	reason
145:24 157:18 159:15	quarters	ramping	21:4 56:7 63:2 68:20
159:23 160:3 162:2	129:3	93:20	78:21 142:8 146:3
provides	question	Ranalli	151:1 153:23
75:12 103:21	29:12,19 52:13 76:23	48:4 62:10,18,22,24	reasonable
providing	84:15 130:3 148:15	63:10 65:21 79:11	122:10
15:9 103:12,19 104:7	148:18 151:16	84:5,9,13,18,24 85:19	reasonableness
104:15 105:9,12	questioning	86:7,12,19 87:7 93:4	67:4 68:16 135:5
158:9	104:5	96:13,17 99:13	reasonably
proximate	questions	116:17 145:16 147:18	148:21
148:21	21:9,17 24:22 28:17	147:20 152:11 153:3	reasons
proximately	31:9 34:15,18,19 35:3	153:10 157:6,7	99:7 132:6,8,11 142:11
150:6	38:12 39:5,23 44:18	162:23	148:4 154:3,10,14,17
Pro-Life	44:20 48:2,4,5 51:11	range	159:13 160:6
17:5	51:13,15 53:6 56:1,2	111:13	recall
psychiatric	56:10 59:8,10,12 62:9	rather	121:23 159:12 167:21
74:21	62:11 63:12 69:13,16	98:24 103:13	receive
public	70:11 71:4 76:19,20	ratio	73:24 145:4 154:23
1:1 3:10 14:1,4,10	78:9 80:7 87:24	138:4,7,9,10	received
24:15 44:13 51:6	88:17 96:5 104:22,23	rationale	15:24 34:3 68:15 127:3
55:20 59:4 62:2 67:3	105:20 111:15 112:16	107:22	129:1 144:24 156:23
73:23 101:10 109:8	119:13 129:24 130:1	RDR	157:14
124:18 135:1 145:4	131:12,16 139:11,12	1:24 177:4	recently
157:1 172:18 177:5	140:22 141:20 151:5	reach	136:10 168:1
177:23	153:13 159:8 160:15	136:14 146:8	recess
publicly	160:16,23 166:6	read	115:7
89:23	quickly	79:22,23 80:1,2,4,11	recipients
purpose	168:10	99:20,22,22 100:16	158:20
39:2 69:2 129:3	quite	135:13 151:18 166:14	recommendations
pursuant	90:21 103:15 120:8	169:12 174:14	170:10
7:7	quoted	readily	recommended
put	17:13	87:4	170:22
17:12 85:5 137:12	<hr/> R <hr/>	reading	reconvene
166:17 171:9 173:17	R	162:9	115:5,6
174:1 175:18	6:1	ready	record
putting	radius	110:10 124:1	7:21 96:15 116:3
15:21 93:16 166:22		real	175:19,23 176:10
P-e-n-n-y		106:14 107:13 149:5	177:8

<p>recovery 102:7,15</p> <p>reduce 34:3,5 76:6 92:12 101:5 104:12 172:13</p> <p>reduced 74:22 75:13 177:10</p> <p>reducing 27:24 83:4 102:3 104:9 104:14 114:16</p> <p>reduction 93:1</p> <p>refer 9:15 146:11,12 148:19 150:16 160:11</p> <p>referral 9:7 14:7</p> <p>referrals 159:22,23</p> <p>referring 64:7 107:13</p> <p>refers 158:14</p> <p>refine 27:18</p> <p>reflect 16:4 77:5 116:3</p> <p>reflects 150:4</p> <p>regard 119:3 170:3</p> <p>regarding 17:18 67:4 91:6,12 93:7 128:24</p> <p>regardless 15:15 150:17 158:23</p> <p>region 15:17 93:23 94:3</p> <p>regional 26:12 135:19 145:14</p> <p>regular 173:24</p> <p>rehabilitation 9:10,11 74:19</p> <p>related 74:1 89:18 103:11 135:5 177:12</p>	<p>relationships 90:7</p> <p>relative 113:7</p> <p>relatively 108:10</p> <p>relied 28:13</p> <p>relocate 50:5 53:11 125:18</p> <p>relocation 125:14,19,22</p> <p>relocation-of-an-exis... 128:24</p> <p>rely 127:22 129:19</p> <p>remain 34:10</p> <p>remaining 138:6</p> <p>remarks 97:5</p> <p>remember 77:3 123:2</p> <p>remind 76:6 93:21</p> <p>reminder 14:9 175:10</p> <p>removed 166:19</p> <p>renal 4:14 66:2,5 71:9 137:4</p> <p>renewability 38:5</p> <p>renewal 3:15 19:13 20:3,5,8,22 21:4</p> <p>renovate 112:20</p> <p>renovated 75:11</p> <p>renovation 86:17 102:3 103:21</p> <p>rent 68:23 75:1</p> <p>reopened 158:4</p>	<p>replacement 67:20 102:2 116:12 127:6 128:21 137:4</p> <p>report 5:3 20:19 33:19 34:11 38:3 44:7 47:17 50:21 55:14 58:17 61:19 63:8 66:19 70:16 73:14 77:4 81:13 97:15 98:8,17 99:18 100:22 103:2,4 103:7 113:2,16 119:2 119:5 124:10 131:22 134:17 142:5 144:17 147:19 148:6 152:2,4 152:6 156:14 164:5</p> <p>Reported 1:23</p> <p>Reporter 20:14,17 21:13 25:13 25:17,20 33:13,16 37:7,10 43:19,22 44:3 44:5 47:11,14 50:9,12 50:19 55:12 58:11,14 61:14,17 66:13,16 73:8,11 80:3,6 100:8 100:11 125:6,9 134:12,15 144:11,14 156:8,11 163:20 177:1,4</p> <p>reports 4:5 42:3</p> <p>represent 17:5 52:3</p> <p>representation 26:15</p> <p>represents 26:9</p> <p>reprimanded 17:16</p> <p>Reproductive 4:3 37:3,22 40:4</p> <p>request 10:18 20:5 23:2 26:9 33:3,6 37:17 39:3 77:7,18 88:4 91:1</p> <p>requested 24:21 38:5,9 74:5 157:2</p> <p>requesting 20:22 33:23 34:5 44:9 47:20 90:8</p> <p>requests 3:15,17,18,21 14:4 20:3 23:2 24:1 33:2</p> <p>require 37:23 40:5 91:12</p> <p>required 81:2 168:16</p> <p>requirement 24:16 103:5,6</p> <p>requires 37:19</p> <p>requiring 167:23</p> <p>research 110:15</p> <p>researching 119:4</p> <p>reserve 95:23</p> <p>reside 128:6</p> <p>residents 28:1 126:24 147:5</p> <p>residing 127:16 129:5</p> <p>resource 28:6</p> <p>respectful 104:14</p> <p>respond 129:23 168:16</p> <p>response 7:16 21:19 24:24 31:10 34:21 38:7,14 40:1 44:22 48:7 53:8 56:12 59:13 63:14 69:17 71:6 88:8 96:7 96:23 112:17 119:15 119:20 121:4 122:14 130:2 139:14 140:21 141:21 148:23 151:7 153:15 163:14 165:19</p>
---	--	---

166:8 167:16 174:11 175:4 responses 159:8 responsible 83:16 145:15 rest 51:22 97:14 122:4 result 74:24 167:24 168:20 resulted 103:13 results 146:18 resumed 7:24 returning 92:18 revenue 119:4 150:15 172:13 review 1:2 4:7 5:7 8:15 43:2 77:11 119:5 reviewability 39:16 reviewed 142:6 revisit 95:20 172:2 rich 15:9 RICHARD 1:18 Ridge 50:2,6 right 20:14 25:18 31:7 33:14 35:3 43:19 47:12 50:10 51:23 52:22 53:1 58:11 61:15 63:11,24 66:14 67:23 70:2 73:9 79:19 81:20 82:1,3 83:2 84:7,9,9,23 85:19 86:12,12,19 95:2,23 96:16,17 99:21 100:9 107:20 115:6 116:17	122:22 125:6 134:13 138:11 141:4,11 143:15 144:12 153:4 156:9 169:11 170:23 171:14 174:7 175:8 175:21 176:6 rise 102:19 River 4:3 37:2,22 39:11 40:4 road 4:12 58:2,4 59:16 84:1 141:11 roads 120:7 127:10,24 132:21 Roate 2:11 6:8,11,13,15,17 6:20,22,24 7:2 9:19 9:23 10:1,3,5,7,9,11 10:13,24 11:4,6,8,10 11:12,14,16,18 21:22 22:2,4,6,8,10,12,14 22:16 30:6,10,12,14 30:16,18,20,22,24 31:12,16,18,20,22,24 32:2,4,6 35:5,9,11,13 35:15,17,19,21,23 40:8,12,14,16,18,20 40:22,24 41:2 45:3,7 45:9,11,13,15,17,19 45:21 48:12,16,18,20 48:22,24 49:2,4,6 53:13,17,19,21,23 54:1,3,5,7 56:19,23 57:1,3,5,7,9,11,13 59:18,22,24 60:2,4,6 60:8,10,12 65:1,5,7,9 65:11,13,15,17,19 71:12,16,18,20,22,24 72:2,4,8 95:7 96:20 97:2,16,19 98:4,6,14 98:19 99:4,9 100:15 103:8 112:22 113:5,9 113:11,14,23 114:7 114:19 124:7 131:18 131:24 132:4,7,10,14	132:17 133:6 142:2,9 142:13,15,17,21 143:1,11,17 153:19 153:24 154:2,4,8,11 154:15,18 161:3,11 161:13,15,19,23 162:3,6,13,18 Roberto 50:18 role 82:17 roll 3:4 6:5,7 9:18 21:21 30:5 31:8,11 35:4 40:7 44:24 48:9 53:10 56:14 59:15 64:21 71:8 96:9,18 112:19 131:17 141:23 153:17 160:24 rolling 171:18 room 68:12 94:21 102:9 103:17,19,20 104:2 106:15 107:19,20 108:10 110:9 111:2,6 112:4,5,8 138:21 141:8 175:8,11 rooms 73:19 75:5,8,10,17 76:1,15 84:18,22 91:16 102:13,14 103:9,10,11,13,16 104:6,8,11,13,15 106:2,11 107:14,23 109:14,15 111:5 112:9,11 114:14 157:22,24 158:4 159:24 Round 145:20 148:16,24 151:19 152:13 153:7 route 109:7 routine 27:14 rule	68:3 74:8 77:9 78:8 109:1 168:5 rules 4:19 5:16,17 28:12,14 37:15 68:7 76:10 77:19 86:6 104:14 118:5 149:17 166:2,6 166:12,24 167:4,18 167:19 168:3,3,14,21 169:2,12,20 170:1,10 171:6,16 172:6 173:22 ruling 37:2,3,17,21 38:9 40:3 rulings 37:16 RULINGS/OTHER 4:2 run 68:1 129:21,22 141:6 running 29:9 69:8 82:5 126:14 136:10 rural 125:24 127:23 132:19 132:22 136:5 137:7 138:1,11 141:12,16 142:7 143:4,14 146:4 Rush 19:7 111:8 <hr/> S <hr/> S 3:1 4:1 5:1 6:1 safety 91:6,13 92:5 107:22 112:1 same 15:14 24:2 25:8 29:1,2 29:13 39:9 52:1,14,21 82:22 83:9 94:21 102:8,9 103:14 106:24 107:1 119:19 122:10 130:24 141:11 158:10 159:22 Sangamon 137:24 138:4,8
--	---	---	---

sat 109:20	12:5 13:6,8 20:11	seem 148:20	served 102:12 145:23
satisfy 132:16	25:5 30:2 31:6 33:3,9	seemed 79:22	service 44:10 74:19 88:13
Saturday 127:21,22	33:10,23 38:1 40:6	seems 83:16	93:18 102:2 104:17
savings 69:4 120:3	43:16 47:7 50:8 55:8	seen 68:18 103:15 112:11	106:20,22 126:5
saw 78:24 79:20 102:18	58:8 61:9,11 66:9,10	128:16 150:8 158:20	127:14,18,20 146:23
say 7:13 12:7 13:8 52:10	73:7 90:5 96:10	159:1	148:7,20 154:7
70:18 79:20 80:1	100:14,18,20 103:18	sees 158:14	157:18 158:9,12
91:9 92:8 119:17	103:20 106:16 110:10	self-developing 68:22	159:16
137:19 150:9 152:4	110:23 112:2 116:15	self-development 69:2,4	services 1:2 5:5 26:13,21 27:6
163:11 165:16 167:13	119:10,11,12 124:6	self-pay 79:1 158:10	27:10,12,16,23 28:3
170:21 172:16 173:3	134:9 138:12 144:8	Self-Referral 4:4 42:2	101:2,4 102:23
175:1	146:21 156:7 163:8,9	semiprivate 75:9 84:19	105:10,11 107:6
saying 79:7 83:15 87:3 130:23	165:14 167:11 171:7	semiprivate/private 94:9	111:7 129:4,19,22
140:17	171:8 174:23	Senate 173:21	147:3 158:1,1,15,17
says 80:12	seconded 9:20 11:1 21:23 30:7	senator 1:14 6:17,17 9:23 11:4	158:23 159:10 160:3
scale 91:21	31:13 35:6 40:9 45:4	22:2 30:10 31:16	servicing 147:5
SCARANO 34:17 36:4	48:13 53:14 56:20	35:6,9 40:12 45:7	session 1:4 3:5 6:4 7:5,7,18,24
scenario 108:14,16	59:19 65:2 71:13	48:16 53:17 56:23	7:24 8:2 116:2 172:9
schedule 29:9	95:7 97:3 112:23	59:22 65:5 71:16	set 177:16
scheduled 26:23	124:8 131:19 142:3	97:17 113:5 115:8	setting 15:11,12
scheduling 159:9	153:20 161:4	116:4 141:3 143:15	settlement 9:2
scope 34:8	secondly 88:22	175:19	seven 7:3 68:1,1 116:5
screenings 15:22	secret 34:23	sense 89:16	several 43:3 88:19
seal 177:17	section 7:7 17:12 37:15 107:21	sent 169:13	Sewell 1:18 6:9,10 7:9 9:17,20
Seasons 4:8 43:9,12 45:2	110:10 166:15	separate 52:23 53:1	10:9,10 11:14,15
seated 24:10	security 138:22	separately 25:10	20:10 21:22 22:12,13
second 7:10,11 9:17 10:23	see 27:7 70:5 74:4 79:3	September 67:20 177:18	30:20,21 31:6,13 32:2
	91:24 102:20 132:19	serve 101:20 141:12	32:3 35:19,20 40:22
	141:18 146:5,6,24		40:23 45:17,18 49:2,3
	148:11,15 150:14		50:7 53:13 54:3,4
	166:13 171:3		55:8 56:20 57:9,10
	seeing 21:20 25:1 35:3 40:2		60:8,9 61:8 65:1,15
	44:23 48:8 53:9		65:16 72:2,3 73:7
	56:13 59:14 70:9		76:22,23 77:17,21
	71:7 96:8 105:16		78:3 95:8 97:3 98:19
	112:18 131:16 137:12		98:20 100:19 105:1,2
	141:22 153:16 160:23		
	seeking 9:6,7 10:17 16:4		
	168:11		

112:22 113:23,24 119:11 132:14,15 142:21,22 154:12,13 156:6 160:20,21 161:3 162:7,8 167:11 173:2 175:22	shows 70:17 142:6 148:6	20:8	93:11
share 8:7	side 29:3,3 39:12 112:9,9	size 68:9 111:11 138:18,23	sooner 69:8
shares 56:8	sign 7:15 119:19 163:13 165:18 167:15 175:3	skip 118:2 163:3	sorry 21:15 25:14 39:15 43:10 44:2 62:18 70:3 100:16 105:23 121:16 122:7 125:5 135:16,17 142:1 162:9 163:24
sharing 27:19	signed 24:15 168:1	Skokie 106:21 107:10	sort 82:22 85:5 108:22 119:24
Shawn 157:9	significant 27:7,15 80:16 129:17	slashed 78:14	sorts 138:22
sheer 149:1	significantly 83:14 138:23 139:7	slightly 111:22	South 4:13,14 61:3,3,5,7 64:23 66:2,2,5,7,22 66:23 67:16 70:17 71:9,11
Sheets 56:1,5 67:17 71:3 72:13 125:12 130:22 131:1 133:11 135:11 135:21 141:2 143:22	sign-off 77:11	slot 149:4,4,20	space 58:24 74:24 75:4 103:22 126:11 134:22 156:19
shell 87:16	Silver 125:16 130:20	small 75:5 84:19 89:7	speak 44:2 79:14,17 111:19
shift 129:21 146:19 149:5,8 150:3,23	simply 106:11 146:5,12 148:19	smaller 138:17	specialist 145:16
shifts 68:1,1,4 140:5	since 70:8 110:18 147:16 159:15	Smart 136:23	specific 112:3
Shiloh 3:20 24:5 26:2,22 28:22,23,24	single 103:5,6,12	snow's 141:18	specifically 69:5
short 167:21	singled 173:20	soft 112:10	speech 167:22
shorter 105:15	sir 37:5 53:5 80:3 161:11	some 28:3 62:15,19 63:4,22 85:4 88:24 91:12,17 91:18 103:24 110:15 111:7 112:10 116:21 122:20 143:7 146:19 148:12 152:17,19 159:13 165:24 166:13 167:23,24 168:8,23 169:14 171:23 172:2 172:19	spinning 88:20 89:5,10
Shorthand 177:1,4	Sister 14:5,14 15:1,2,3 16:10 158:6	somebody 121:6	spirit 95:12
shortly 133:1	Sisters 15:3	someone 110:4 132:21	spot 146:24
should 62:5 64:17 80:15 81:13 95:24 96:21 104:4 122:13 169:17,24 172:11 175:23	site 127:6 146:1 147:11	something 84:7 85:22 88:10 93:4 166:17 172:8,11	Springfield 8:14 136:5,6 137:23 140:7 141:13
show 7:21 63:3 86:2 96:15 175:23	sites 52:4	sometimes 82:6 90:19 120:6 141:17	square 34:7 58:23,24 68:8,11 103:21 134:22 138:15 138:15 139:1
	sits 92:2	somewhat 88:18	
	sitting 158:6	somewhere	
	situation 109:2,9		
	six 68:4,4 140:5,5 148:9		
	six-month		

square-footage 103:5	144:16 145:1 147:19	story 8:11	169:1
St 26:11 28:2 29:21,23 136:6	148:6 152:1,5,21	straight 52:22	substitution 26:14
staff 2:10,11 24:20 33:19 34:9 77:9 102:10 103:1,4,7 105:14 112:6,7 124:10 144:17 150:3 152:2,4 152:5 157:12 170:9 170:15 171:1 172:12 174:18	156:23 170:9,15 174:18 177:6,24	straightforward 149:7	suburban 125:24
staff's 38:17,24	stated 99:7 132:11 142:11 148:4 154:3,10,14,17	strategic 89:16	sufficient 52:18 126:7 128:22
Stage 137:3	statements 17:17,21 162:5	strategically 90:10	suggest 163:19 164:1
stakeholders 172:17 173:17 174:20	stating 37:21 40:3	streamline 69:3,7	suggesting 84:10
standard 68:10 69:22,24 70:1,8 75:11,24 76:3 81:24 91:13,18 104:7,8 105:3 107:15,16 110:16 111:2,4 138:14 161:8	station 63:17 72:6 138:5,7 140:9 145:22 151:11	streams 119:4 172:13	suggestion 88:5 97:13 173:1
standards 76:5 91:5 111:6 113:17 145:21 157:19	stations 21:1 61:6,23,24 62:16 62:20,24 63:5 64:8,13 64:23 66:21 67:22 68:2,4,6,6,19 124:20 125:18 126:17,18 128:20 129:10 130:7 130:9,11 135:3 136:20 137:20,21 138:5 140:18 141:14 143:13 145:6 153:6	Street 56:6	suggestions 170:16 174:19
start 6:3 8:3 69:11 89:9 120:4,21 121:11 166:11 175:12	statistic 108:5	stress 75:14	suite 51:1 104:1,3
started 136:12,23	statistics 95:20 110:6	strike 173:16	suites 101:3,12
starting 123:4	status 4:5 15:16 42:3	stronger 28:5	summer 171:20
state 3:14 20:2 24:17,20 33:18 34:9,10 38:16 38:18 68:10 69:21 77:4 80:21 81:13 90:20 97:14 98:8,16 104:7 113:1,16 124:10 131:21 138:9 138:14 141:11 142:5	statute 169:21 172:5	strongly 82:18 150:5	Sun 127:5 128:10
	stay 102:9,10 105:15,17	structure 26:17 172:1	supervision 177:11
	stays 102:8	struggle 149:16	supplemental 152:10 157:13 159:17
	stenographically 177:10	struggled 149:16	support 15:6 16:8 73:24 75:22 88:17 89:20 90:20 92:24 98:11 101:3
	still 68:3 108:1,12,22 116:23 122:10 131:3 148:13 159:23	student 8:14	supported 89:19 90:4,21
	stipulations 24:19	subject 119:24 169:15	supports 79:24
	Stony 3:16 20:4,9 21:1	submit 17:6 91:22	supposed 83:22
		submitted 91:11 151:17,22	sure 25:8 29:13 63:19 87:4 87:22 93:9 96:11 169:20 170:21
		subsequent 4:7 5:7,10 43:1 144:2	surge 87:10
		subsidize 69:5	surgeon 112:6
		substance 169:22	surgeries 158:11
		substantially 17:14	
		substantive	

<p>surgery 15:16 19:12 157:11 158:5,15,17,18,20,22 159:2,10</p> <p>surgical 4:11 9:12,13 10:19 55:2,4 56:15 104:1,3 156:18 158:1</p> <p>surrender 93:19</p> <p>surrendered 81:8 93:21</p> <p>surrounding 129:5</p> <p>survey 77:14,16</p> <p>surveyed 21:11</p> <p>sworn 20:13,16 25:15,19 33:12,15 37:5,6 43:18 43:21 47:9,13 50:11 55:10,11 58:10,13 61:13,16 66:12,15 73:10 100:7,10 125:4 125:8 134:11,14 144:10,13 156:10</p> <p>system 26:10 52:6 74:14 89:4 89:4,17,17,23 90:2 106:3,20,21 138:22</p> <p>systems 2:8 138:22</p> <hr/> <p style="text-align: center;">T</p> <hr/> <p>T 3:1,1 4:1,1,1 5:1,1,1</p> <p>table 14:8 20:7 24:9,11 33:4 67:15 74:4 87:23 125:12</p> <p>take 51:12 69:13 85:7 86:22 87:11 93:18,22 108:7 115:3 146:7 159:19</p> <p>taken 97:6 115:7 177:7,9</p>	<p>takes 136:8</p> <p>taking 135:22 139:10 166:22</p> <p>talk 24:11 63:16 126:15 137:2,4,6 172:18,20 173:14</p> <p>talked 29:14,23 119:3</p> <p>talking 29:5 64:2 78:1 85:20 91:22 98:1 128:2,4 132:20 165:3</p> <p>Tamizuddin 136:15</p> <p>tangential 88:18</p> <p>target 86:8 104:11 145:21 152:22 157:19</p> <p>Taylorville 140:8</p> <p>technical 137:21</p> <p>technically 24:6 89:12</p> <p>telemetry 94:8</p> <p>tell 14:11 37:8 43:22 50:13 75:17 149:19,23 156:12</p> <p>telling 83:19 87:20 91:16 151:20</p> <p>tend 82:16</p> <p>Teresa 128:12</p> <p>Teri 145:14 147:20,21 148:4 149:15</p> <p>terms 104:6 109:1,7,8,10,10 110:12 130:19 166:14</p> <p>terribly</p>	<p>82:11</p> <p>thank 8:8 11:21 14:13,14 16:8,10,12 17:3,23,24 18:2 19:4,15,16 20:12 20:17,20 21:6 22:19 22:20,21 25:20 28:8 32:9,10,11 33:16,20 34:12,13 36:3,4 37:7 37:10 39:4,21 41:5,6 43:22 44:5,15,16 45:24 46:1 47:14,18 48:1 49:9,10 50:12,19 50:22 51:8,9,14 53:5 54:11 55:12,15,22,23 57:16,17 58:14,18 59:6,11 60:15 61:12 61:17,20 62:6,7 63:11 64:20 65:21,22 66:16 67:6,7 69:15 71:3 72:12,13 73:11,15 74:9,10 80:6 88:11 90:23 96:14 97:16,19 98:14 99:4,12,13,21 100:11,21,23 101:15 101:16,24 103:3 111:14,17,18 112:14 114:7,11,17,19,22,23 114:24 123:5 124:9 124:11,24 125:1,3,9 125:10,11 129:15,23 131:24 133:10,11,12 134:15,18 135:6,7,16 135:22 139:9 142:9 142:20 143:10,21,22 144:14,18 145:10,11 147:17,20 151:4 152:11 154:11,21,22 156:11,15 157:3,4,6 157:12 161:19 162:6 162:13,18,22,23 164:7 165:11,21,22 175:6 176:7,8,9</p> <p>Thanks 96:3 165:23 174:6</p> <p>therapy 137:4</p>	<p>they'd 127:22</p> <p>thing 83:16 85:5 97:23 108:9 108:18 109:18 141:3 149:15</p> <p>things 88:14 138:23 169:2</p> <p>think 27:21 62:18 80:20 83:10,12 84:14 85:10 86:15,21 87:18 88:16 90:1 91:14 94:1 95:6 97:7,13,22 98:10 104:14 108:11 112:10 114:3 116:23 120:6 120:13 121:8 122:21 131:22 138:4,10 141:16 143:3,8 147:22 153:22 159:13 160:6 162:1,11 168:19 171:10,19 172:10</p> <p>third 20:22 39:1 110:5 157:13</p> <p>third-party 69:3</p> <p>thought 79:22 85:22 176:1</p> <p>three 58:13 66:15 100:10 103:13 106:3 109:5 109:20 120:20 124:22 125:8 134:14 140:5 144:13 148:16 168:2 173:13</p> <p>threshold 77:2,3 94:12</p> <p>throughout 75:23</p> <p>Thursday 127:21</p> <p>time 29:8 63:16 68:6 76:11 80:22 81:16 82:12 83:24 86:11,23 88:14</p>
---	---	--	---

93:1,22 95:23 101:24 106:18 107:17 108:4 109:3,23 120:3,4 121:11 124:20 131:4 131:5 136:9 147:15 157:13 162:10,15 164:11 166:4 168:15 171:23 175:12	129:7 transferred 108:19 152:18 transfers 126:8 Transit 127:18 transition 73:19 transitioning 15:10 transportation 127:14,16 129:16,22 trauma 74:18 travel 109:11 122:6 127:11 128:2 137:8 140:7 treat 26:24 147:13 150:7,24 treated 150:24 treating 29:10 treatment 138:21 156:18 trending 102:18 tried 102:13 110:15 true 143:15 177:8 try 106:24 109:2 120:10 trying 85:10 109:22 143:4 166:16 167:1 171:11 171:16 Tuesday 1:7 127:21 turn 86:24 147:18 Turner 25:11,23,24 28:22 29:6 29:16,21 32:11 two 14:4,10 20:16 24:6	26:9 29:2 33:15 43:21 47:13 55:11 61:16 63:6 64:8,19 67:21 68:6,7 73:10 74:22 86:3 88:17 89:1 90:13 103:6,10 103:12,16,19 106:1 106:11,18 107:2,14 107:23 108:9 109:14 109:15 111:5,13 112:9 114:13 124:22 128:13 129:12 136:17 136:20 145:22 148:1 153:2,6 157:21,24 159:24 168:2 173:13 two-day 122:5,6 two-lane 127:10,24 two-story 58:21 two-thirds 78:14,15 105:10 typewriting 177:11 typically 150:11	143:3 underinsured 16:7 underneath 26:17 understand 25:9 52:9 81:10 83:15 85:14 87:15 88:22 94:17 97:10 104:19 108:8,13,20 109:19 109:22 111:21 129:16 132:22 141:15 143:7 143:13 172:23 174:7 understands 24:12 Unfinished 118:7,10 Unfortunately 127:8 unit 43:13 45:1 50:5 53:12 75:6 94:8,8 100:5 104:3 109:11 112:21 126:23 128:17,18 129:7 131:4,14 University 8:14 19:7 Unlike 103:24 unnecessary 127:4 154:6 161:8 upcoming 164:12 172:9 upwards 102:18 urban 146:6 use 52:20 75:4 83:6,11 85:15 106:24 107:19 127:14,18 159:20 163:22 using 51:24 81:21 usually 77:13 122:5,7,9 utilization
		U	
		U 4:1 5:1 ultimate 17:15 unchanged 34:10 uncomfortable 114:11,15 uncommon 89:4 under 14:6 17:11 28:15 29:8 29:17 37:15 68:7 74:7,7 94:12 119:1 164:12 177:11 undercapacity 157:19 underestimate	

<p>67:24 76:5 82:12,20 83:6,11 86:9 87:19 92:11,23 93:8 95:20 99:2 101:13 104:12 105:3 110:16 114:1,2 124:21 126:6 129:2,9 136:10,11 140:4 145:21,24 148:12,24 151:19 152:13,21</p> <p>utilize 147:10</p> <p>utilized 69:4</p> <hr/> <p style="text-align: center;">V</p> <hr/> <p>vacant 74:23</p> <p>valuable 15:21</p> <p>various 80:22 120:7 148:10</p> <p>vary 138:23</p> <p>verbal 140:21</p> <p>verify 28:9</p> <p>version 169:12</p> <p>versus 10:19</p> <p>vice 1:12 9:16 10:6 11:11 13:5 20:11 22:9 30:17 31:23 33:10 35:16 38:1 40:19 43:16 45:14 48:23 50:8 53:24 57:6 60:5 65:12 66:10 67:13 71:23 98:7 100:20 101:23 105:22 106:1 106:14 107:5,9,12 113:15 116:14 119:9 132:8 134:9 135:8 142:16 143:12 152:5 154:5 156:7 161:24 163:7 165:14 167:10</p>	<p>174:14,23</p> <p>Victor 50:16</p> <p>view 111:24</p> <p>Vista 4:15 73:2,4 74:14,15 74:15,17,18 76:16 81:9 89:12,16 90:1,10 92:1,6 93:2</p> <p>voice 7:13 14:11 163:24</p> <p>volume 102:17</p> <p>voluntarily 93:18 94:4</p> <p>vote 7:13 9:18 21:21 25:9 30:5 31:8 35:4 38:19 38:20 40:7 44:24 48:9 53:10 56:14 59:15 64:22 71:8 88:16 96:6,9,18 97:15 97:18 98:2,7,13,18,20 99:3,6,10 112:19 113:4,8,10,19,24 114:6,10,13,18,20 131:17,23 132:12,15 132:19 133:5 141:23 142:8,12,19,22 143:2 143:12,16,18 153:17 153:23 154:5,9,13,16 160:24 161:10,17,24 162:4,16,19 169:15</p> <p>voted 97:21 130:4 162:15 165:6</p> <p>votes 10:13 11:18 22:16 30:24 32:6 35:23 41:2 45:21 49:6 54:7 57:13 60:12 65:19 72:8 99:9 114:20 133:6 143:17 154:18 154:19 157:15 159:14 162:18</p> <p>voting</p>	<p>38:16 87:17 161:21 162:8,12</p> <p>VP 145:14</p> <hr/> <p style="text-align: center;">W</p> <hr/> <p>wait 87:10 110:4 116:21 117:1 164:16 171:19</p> <p>waited 109:20</p> <p>waiting 21:4,11 76:8 77:14 93:11</p> <p>walls 85:5</p> <p>want 24:11 25:21 70:15 75:16 76:6 86:16,24 91:2 96:11 97:5 99:7 99:18 111:19 116:18 117:1 120:10,11 121:6 122:3 126:15 149:24,24 164:9 168:9 169:2,6 170:8 170:21 172:8,13,19 173:2,9</p> <p>wanted 29:13,24 79:20 80:1 88:9 141:2</p> <p>wanting 137:13</p> <p>warmer 122:18</p> <p>wash 79:4</p> <p>wasn't 175:19 176:4</p> <p>water 138:21</p> <p>Waukegan 73:2,5 74:16 75:20 76:17 82:15 90:15 98:11 150:1</p> <p>way 77:17 89:10 106:10 110:22 141:13 149:22</p>	<p>150:10 158:8 176:5</p> <p>ways 119:4</p> <p>WEBER 34:16,24 36:3</p> <p>website 164:4 175:13</p> <p>week 82:11 140:5</p> <p>weeks 168:2 173:13</p> <p>Welcome 8:17</p> <p>well-capitalized 89:23</p> <p>went 56:8 78:20,21 79:3 105:6 110:19 152:13 152:14</p> <p>West 74:16,18 130:21</p> <p>we'll 8:17 24:3 29:10 31:7 90:1 115:3,6 121:18 122:4 123:1 160:14 171:5 172:20</p> <p>we're 6:2,3 8:2,4 21:11 28:3 29:5 34:17 38:16 39:1 51:12 52:11 59:9 63:1,1 68:1 69:1 70:8 75:21 76:12 80:23 81:6,19 82:9 83:13 84:19 85:12 87:3 88:2 91:3,9 92:9 92:12 93:16,20 94:23 94:24 95:15 97:12 98:1 103:19 104:15 116:1 118:1 119:24 121:21 123:3 126:18 132:20 144:1 148:14 151:1 162:11 163:3 166:11,21,21,21 167:5,23 168:11,16 169:2,23 170:24 171:1,11,15 173:10 173:13 174:9</p>
---	---	--	---

we've 29:14 64:9 76:18 82:11 102:13 126:13 128:16 130:8 149:16 163:3 165:6	77:6,21	172:4 174:5,20	\$4.5
whatever 82:15 85:23,24 92:20	work 29:3 34:8 90:19 91:6 97:8 99:8 137:5 141:18 149:22 150:10 150:16 160:8 165:23 165:24 168:10 170:19 173:18	175:22	67:1
whereas 138:6	Worker 4:4 42:2	year 63:6 82:7 86:2 94:22 102:19,20,21 108:3 109:12,17 110:21,23 111:1 125:21 126:22 129:8,8 152:20,20 159:20 171:17,20 172:9	\$409.6 34:6
WHEREOF 177:16	working 8:16 98:17	years 63:6 68:7 69:12 74:22 76:18 82:18 86:3,22 92:12 108:21 111:22 128:13 129:12 136:17 136:20 150:8 151:1 153:2	\$415.7 34:4
whole 15:9 69:6 86:24 97:23 97:23 98:24	works 77:8 86:6	yesterday 79:21 169:14	\$420 34:2
William 14:5 17:4	worst 108:17	yourselves 25:16	\$500 172:3
willing 83:23 88:3 146:22 173:14	worst-case 108:14,16	Z	\$7 52:10
winter 128:1 132:23	worthy 150:20	zip 126:24	\$850 51:19 53:4
wintertime 120:6	wouldn't 79:23 86:16 129:20	\$	<hr/> 0 <hr/>
wish 141:3	Wright 49:10 63:5 65:22 145:16 151:24 152:3 152:15 153:1,5,9,11 154:22		08-075 33:2,6,23
witness 37:6 177:16	written 28:13 79:13 135:15		084-004299 177:4
witnesses 20:16 25:19 33:15 43:21 47:13 50:11 55:11 58:13 61:16 66:15 73:10 100:10 125:8 134:14 144:13 156:10	wrong 63:9 85:1		<hr/> 1 <hr/>
woman 102:8 109:9	wrote 152:8		1 1:22 99:10 114:20 133:7 138:5,7,10 139:8 143:18 151:2 162:19
wonder 83:23	X		1st 24:12
wondered 78:13	XYZ 150:10		1,070,000 139:8
wonderful 27:16	Y		1.3 139:8
wondering 151:18			1.7 158:18,19
word 166:22 169:17			1/2 86:22
words			1:44 p.m 176:10
			10 74:4 80:2,4 104:9 109:6,7 115:3 140:1 141:10
			10-station 125:22
			10:00 120:4,22 121:11 123:4

175:12	12:40	100:4 112:19 141:23	1982
10:19	115:5	15-030	110:17,18
8:1	12:44 p.m	55:4	<hr/>
10:50	115:8	15-031	2
110:8	124	58:4 59:15	<hr/>
100	4:17	15-032	2
4:16 148:3	13	116:10 124:4	63:5 86:22 103:22
108	3:9 105:9,11 111:12	15-034	2nd
74:3,23 76:7 81:8	137:24	61:5 64:22	13:2 156:24
11	13th	15-035	2(c)(1)
51:18,24 52:14 70:16	145:2	134:5	7:7
145:23	13-013	1500-births	2(c)(11)
11:52 a.m	19:8	111:12	7:8
115:7	134	156	2(c)(21)
1120	5:9	5:12	7:8
5:16 163:16 166:2,12	137	16	2(c)(5)
167:4,8 170:4	146:10,13	163	7:7
1130	14	68:19	2,764
5:17 166:2 167:18,19	3:10 74:6,7 126:21	165	138:6
167:20 168:3,21	128:15 145:8	108:15	2.6
170:4,5,14 174:16	14-012	166	124:16
1130.810	19:10	5:16	20
37:15	14-021	167	3:16 66:21 67:22 74:7
116	19:13	5:17	104:7 105:4,13,14
4:17	14-029	17	111:22 114:3 127:7
118	144:5 153:17	3:12 63:4,9 70:17	131:3 146:1 149:11
4:18,19,20	144	87:10 138:6	151:23 152:4
119	5:11	17th	20-bed
5:3,4,6	15	121:1 123:3 175:9	74:8 77:9 78:8
12	3:11 101:6 102:4,14,19	173,625	20-some
3:8 52:4 92:19 106:5	104:9 105:6 114:16	62:5	132:20
125:18	146:7	176	20-station
12-month	15-0027	5:18	66:6 68:10 71:10
82:13	53:10	177	20.43
12-station	15-005	1:22	130:20 131:4
116:11 124:15 141:24	14:5 156:4 160:24	18	200
144:6,21 153:18	15-023	136:14 140:14,15	110:21 111:1
12-008	43:12	19	2008
20:23	15-024	3:13 62:22,23 63:7,9	70:2
12-011	47:4 48:9	70:18 87:10 140:18	2009
19:7	15-025	140:20 142:6 149:11	34:2
12:00	66:2,5 71:8	157:23	2011
115:3	15-026	19-station	29:7 67:20
12:30	73:4	61:6,23 64:24	2012
115:6	15-027	19.53	76:6 125:16 159:19,20
12:35	50:4	138:14	2013
115:6 116:16	15-029		74:2 78:15 81:22
			102:18 108:1 151:20

152:12	24-station	156:21	4:4,5
2014	21:2 66:7,22 71:11	32	43
5:14 34:5 76:1 78:15	25	80:12 81:1 128:19	4:8
78:22 81:23 102:18	1:7 101:6 102:4 104:8	130:7,11 133:3	45
145:1 151:20 152:12	104:11 114:5 127:9	32-bed	7:18,20 115:4,4 140:8
159:19 163:5,6,11	25th	94:9	140:8
165:9	12:3	32-station	46
2015	25-bed	133:4	110:24
1:7 12:3 13:2 20:5,6	94:7	33	4600
24:12,14 38:6 44:12	26	3:22	134:22
76:7 82:5 92:8 145:2	135:3 137:20 140:20	34.6	47
156:21,23 175:9	141:18	76:2	4:9
177:18	27	3504	48
2016	130:14	173:21	151:11,13
5:6 27:1 29:11 47:24	28	36.5	<hr/>
51:5 89:22 92:8	77:6	94:23	5
119:23 126:5 131:9	28th	365	5
144:23	51:5	108:2	61:6,22 63:1 64:23
2017	29	37	70:16 102:20 137:23
29:9 59:3 67:2 73:22	24:14	4:3 88:20	147:11 150:22
83:1,7 85:15 86:4	<hr/>	38	5.3
87:2 124:17 134:24	3	69:10 133:2 145:6	68:19
177:20	3	38-bed	50
2018	70:2 105:13 109:5	43:13 44:10,24	4:10 80:14 138:8
101:9 119:6,7,22 130:7	126:18 128:20 135:4	38-hospital	50s
130:9,10 151:12,15	137:20 138:7 140:13	89:7	148:13
2019	140:15 145:7 148:5	39	51
86:8,8	154:19	136:17	128:12 129:13
208	3,054	399	512
89:8	138:10	108:2	110:22
21	30	<hr/>	55
145:19,23	7:18,20 107:17 108:6	4	4:11
21-station	124:23 127:5 128:7	154:18 157:15	58
47:21	130:15 135:2 139:17	4th	4:12
22	143:5 145:8 146:2	177:17	<hr/>
76:8 145:19 151:2	30th	4,000	6
23	20:5 124:17 134:24	68:8	3:3,4 133:6 143:17
3:17 124:20 126:17	144:23	4,322	162:18
130:9	30-minute	138:7	6:00
23.31	109:1 140:10	4-station	127:19,19
130:21	30-some	67:21	60s
24	108:3	4.517	148:13
3:19,20 61:24 67:22	31	68:17	600
92:18,19 95:18,19	177:20	40	103:21
131:5	31st	128:8 138:9	601,631
24-hour	20:6 44:12 47:24 59:3	42	62:5
108:4	67:2 73:22 101:9		

60490	152:22 153:11,12		
1:6	80,000		
61	90:22		
4:13	800-per-C-section		
66	111:2,6		
4:14 78:6 124:22 146:2	808,500		
	139:6		
<hr/> 7 <hr/>	81		
7	129:14		
3:5 51:22 79:4 99:9	82		
111:1 114:20	152:14		
70s	83		
148:13	129:9		
71	84		
128:8	64:13 153:4		
7200	85		
68:11	128:7 148:24 152:13		
73	153:4		
4:15			
75	<hr/> 9 <hr/>		
136:10 140:4,10 153:9	9		
153:10	3:6 126:17		
75851A	9,000		
1:21	58:24		
77	9-station		
152:13	116:11 124:14 125:17		
77,821	125:17		
138:14	9:00		
78	120:22		
146:1	9:05		
79,600	1:8		
58:22	9:06		
	7:23		
<hr/> 8 <hr/>	90		
8	76:9 82:6,20		
10:13 11:18 21:1 22:16	900		
30:24 32:6 35:23	39:19		
41:2 45:21 49:6 54:7	94		
57:13 60:12 65:19	152:14		
72:8 145:7	96		
8-station	76:7 82:7		
142:1	97		
80	67:24		
68:2,3,3 124:23 126:14	98		
127:7,11 128:18	74:3		
129:2 131:7 136:11	99-0154		
145:9 146:8 152:17	24:15		