

RE: GARDEN CITY COMM. FORUM

March 26, 2014

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STATE OF MICHIGAN
DEPARTMENT OF ATTORNEY GENERAL

COMMUNITY FORUM

ON PROPOSED SALE OF GARDEN CITY HOSPITAL
TO PRIME HEALTHCARE SERVICES

Garden City High School Auditorium
6500 Middlebelt Road, Garden City, Michigan
Wednesday, March 26, 2014, 5:00 p.m.

BEFORE: MS. CAROL L. ISAACS (P49889)
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9 Division Chief

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12 Certified Electronic Recorder
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1 Garden City, Michigan

2 Wednesday, March 26, 2014 - 5:01 p.m.

3 MS. ISAACS: Good evening. It is officially 5:01,
4 and we are going to begin the evening. Thank you for taking
5 time out of your very busy schedule. I'm Carol Isaacs. I'm
6 the Chief Deputy Attorney General working for Bill Schuette,
7 the state's Attorney General, and this evening we have a
8 forum. The forum will last from 5:00 until 7:00 p.m. If
9 you wish to speak and you don't have a card filled out, you
10 can find the cards in the front in the forum on the table.
11 Please feel free to obtain that card, and in the order in
12 which the card was received we will allow people to speak.

13 This is an important issue for us because we are
14 really talking about the parse sale of the hospital in your
15 area, and we have asked representatives from Garden City and
16 Prime to attend today's forum so they can listen and respond
17 to your concerns.

18 The people that are with us and seated to the left
19 of me, to your right, would be the Garden City Hospital CEO
20 Gary Ley. Representing Prime is Troy Schell, General
21 Counsel, and Randall Hempling, Vice President of
22 Aquisitions.

23 As you may know, on January the 30th, 2014 for
24 profit Prime Healthcare Services agreed to purchase
25 nonprofit Garden City Hospital. The asset purchase

1 agreement may be viewed at www.michigan.gov/gch. Because
2 the Attorney General protects charitable assets under
3 Michigan law, Garden City and Prime have made the Attorney
4 General's review a condition of sale. The community forum
5 will, one, provide the public with an overview of the
6 proposed sale; two, outline the Attorney General's review
7 process, and most importantly, provide the public an
8 opportunity to comment and ask questions. Thank you very
9 much, and I remind you that we are recording this, and if
10 you cannot hear us or we cannot hear you, or our recorder
11 cannot hear you, we will give you a signal. We will have
12 more detail as you are ready to come up and speak, and at
13 this point, I'm going to turn this over to the parties that
14 have proposed this acquisition sale, and that will be Garden
15 City and Prime representatives.

16 MR. LEY: Thank you.

17 MS. ISAACS: You're welcome.

18 MR. LEY: I'm Gary Ley, president of Garden City
19 Hospital. Welcome, and thanks everybody for being here, and
20 if there's somebody from the school system, thank you for
21 allowing us to use this facility.

22 Garden City Hospital Board of Trustees as part of
23 its obligation to this community is constantly reviewing how
24 to improve assets and quality services, and over the past 10
25 to 12 years, there's been a sea of change in what's going on

1 in the health care arena. One aspect of trying to deal with
2 changes in health care has been a lot of consolidation in
3 health care, especially amongst hospitals. And our Board of
4 Trustees has been constantly monitoring the community,
5 monitoring what's going and trying to determine what's best
6 for Garden City Hospital and ultimately this community.

7 Over those 10 or 12 years, there's been many
8 informal and formal discussions regarding affiliations and
9 relationships and trying to support the hospital and the
10 services it provides. Over the past two years, maybe three
11 years, things have changed even at a breakneck speed,
12 especially with the Patient Protection Act and the federal
13 government, and the Board in its wisdom decided that it was
14 probably time to take advantage and to see about looking for
15 an affiliation that would meet some very specific goals that
16 they had set for the hospital, and ultimately the community.
17 And I believe at this point in time with this transaction
18 we're proposing, we've met those goals. The Board went
19 through an extensive process working with an outside third
20 party to try and meet and talk to 22 different organizations
21 eventually who might be interested in working with Garden
22 City Hospital and supporting this community. And this
23 process went through, we had people fall out, and we did
24 have fairly intensive discussions with quite a few potential
25 partners. Ultimately when it came down to it, the proposal,

1 and the ultimate discussions that led to this purchase
2 agreement with Prime Healthcare, seemed to be most
3 beneficial for the hospital and the Garden City Community.

4 The Board wanted a few things out of the
5 arrangement. One, maintain the hospital and its services
6 and get access to capital to improve the facility, which is
7 old. It wanted to make sure the emergency room and charity
8 care was still active and viable, support the medical
9 education program and have an organization that understood a
10 community hospital and what it means to the community in
11 terms of providing services. And we believe that that's
12 where we are in this agreement. We're excited about this
13 opportunity. We believe it's not only good for the hospital
14 in maintaining services, but also providing investment back
15 into this community for more health care services in the
16 future. Thank you.

17 MS. ISAACS: Thank you.

18 MR. SCHELL: I'll stay seated. My name is Troy
19 Schell. I'm General Counsel for Prime Healthcare. I want
20 to thank all of you for coming tonight to learn about the
21 proposed sale. I want to thank the Attorney General's
22 office for setting this up, and I would request that our
23 proposal gets approved in the city of Garden City, the
24 community that surrounds it in order to keep this hospital
25 open.

1 Before I get into the specific transaction, I'd
2 like to talk a little bit about Prime Healthcare to make
3 sure everybody understands who we are and what we stand for.

4 The motto of Prime Healthcare is very simple.
5 It's saving hospitals, saving jobs, saving lives. And over
6 the last 15 years that's exactly what has been done with
7 Prime Healthcare. The company currently owns 11 Prime
8 Health Care services, whether through Prime Healthcare
9 foundation, 25 hospitals across the United States, as far
10 southwest as California, in San Diego, and as far northeast
11 as Rhode Island. We currently have over 30,000 licensed
12 beds, and we are -- have three separate APA's, in New Jersey
13 as well, as we continue our growth. We are one of the
14 largest nonprofits in -- or for profits in the United
15 States. And what's important to recall or to note is we buy
16 certain hospitals. At no point do we ever close the
17 hospital. At no point have we ever even closed even part of
18 them. We keep these hospitals open. Our intent for each
19 and every one of these hospitals is that they be the jewel
20 of the community that it once was, and that the community
21 deserves it to be. We want these hospitals to be not the
22 hospital you have to go, but the hospital that you want to
23 go to. We believe that the importance of the hospitals is
24 to keep these community hospitals within the community. How
25 we do that? Very simply, we focus on quality. Quality is

1 the most important thing to Prime Healthcare and each and
2 every one of its hospitals. It's everything that Prime
3 Healthcare bases it on, and the facts show that we are a top
4 system in the United States. We are a top rated system for
5 the third time in the last five years. There's no other
6 system, not in Michigan, no other system in the west United
7 States, western part of the United States that can accept
8 such an honor. In addition, in 2014, eight of our hospitals
9 were noted to be top 100 hospitals by Truven Analytics, and
10 in 2013, eight other hospitals were known to be top 100
11 hospitals by Truven Analytics. In fact, since 2000, in the
12 last five years we have been nominated 26 separate times.
13 And no other system can have such an accolade.

14 In addition to the quality, we believe it's
15 important to spend in our hospitals. Since 2005 we have
16 spent over \$650 million in capital improvements. This
17 includes enhanced electronic records, enhanced AAR medical
18 radiology equipment, physical plant environment
19 improvements, as well as modernization of the hospital
20 system. Again, we want these community hospitals to thrive.
21 We want these community hospitals to be the most important
22 asset of the community.

23 In addition to the capital improvements, we also
24 focus on charity care. Since 2010 we have provided more
25 than \$1.5 billion in charity care. We offer two indigent

1 clinics free of charge, and we continuously strive to
2 provide a safety net of health care services to the
3 uninsured and indigent residents of the communities we
4 serve.

5 And to segue into that, we also focus on
6 education. Garden City has a wonderful osteopathic
7 residency program. We will keep that program open. We have
8 several other residency programs at our other hospitals, in
9 Chino Valley in Encino, California, as well as Foxborough
10 Memorial Hospital and Lower Bucks Hospital, in Philadelphia.
11 We believe that part of our mission is to continue to teach
12 new residents and to continue to grow in that community and
13 the United States.

14 So with respect to this specific transaction, what
15 is our desire? What is our promise to everyone here and to
16 Garden City Hospital? Prime Health is committed to hire
17 substantially all the employees. We've agreed to assume the
18 pension liability. We'll continue to provide charity care
19 at existing levels or better. We'll retain all hospital
20 services as currently provided at Garden City. The
21 residency program will continue. We expect this acquisition
22 to be very successful, and an asset to the city of Garden
23 City and the surrounding cities.

24 And I'm sure there's been certain discussion if
25 you Google us, we've never had any -- we've never had a

1 license for Medicare or Medicaid denied at any level. We
2 will keep this hospital open as it's needed. We have
3 committed to providing capital expenditures of \$35 million
4 over the next five years. We will work with local
5 leadership at the Garden City Hospital to have needed
6 structural improvements, information -- IT system
7 improvements, enhanced ER, building this hospital better
8 than it is now. It is a wonderful hospital currently. It
9 will continue to grow. It will -- Garden City will continue
10 to be a place that you will all want to go and be treated
11 at, and we look forward to working with each and every one
12 of you as part of this process. Thank you.

13 MR. HEMPLING: Well, I'm Randall Hempling. I'm
14 the Vice President of Acquisitions. I won't get into it
15 since it's a short period of time. I had actually retired
16 as the CEO of the hospital in Redding, California, Shasta
17 Regional Medical Center. What I'd like to do is just tell
18 you a little bit of a story, not long, only a couple
19 minutes, about that acquisition. It was the first
20 acquisition out of the comfort level or the comfort zone
21 regarding Redding done in 2008. It was a bankrupt hospital,
22 had gone into full bankruptcy. You know what that means.
23 We had no more -- no resource or abilities that you have at
24 this facility. We had taken the hospital over, which was
25 the first time in California, it started in Redding; asked

1 me to go there. I should have asked him because I wanted to
2 live in the area. But the one thing that I needed was
3 autonomy. The reason for that autonomy was the place needed
4 to change and to change quickly. They didn't, you know,
5 need a lot of oversight and, you know, asking more questions
6 and giving help. And that's what I got. And that hospital
7 thrives today. For the second year it was a top 100
8 hospital and a top 50 cardiovascular hospital in the
9 country, and that was after the first seven months where we
10 had zero money coming in from Medicare. When the license
11 changed, your cash flow stops. So for six and a half months
12 the company bankrolled the hospital, got us the things that
13 are being promised here in terms of capital improvements,
14 got us everything we needed so that we could do our jobs,
15 and literally left us alone and trusted us.

16 And being a community hospital is the other
17 aspect. Shasta Regional Medical Center, as here, is very
18 much the community hospital, and that means more than just a
19 hospital. We funded for instance the SART program at our
20 hospital, which is a rape crisis center which no one else
21 was doing. We upgraded the EMS system in the county because
22 it was needed desperately. We improved our emergency room.
23 Because we improved our emergency room so greatly, we can
24 then do more charity work where the other hospital which was
25 much larger, simply because we were more efficient they

1 wanted to come to ours and come to the hospital where we're
2 going to provide the charity.

3 From an operating standpoint, it is as good an
4 environment as Gary or anyone here could ever enjoy. The
5 only issue, only thing is you're going to be asked to be
6 focused on quality. Any incident or anytime somebody can
7 say about one of our facilities it's inappropriate
8 quality-wise will be met with extraordinary disdain.

9 Other than that, if you focus on quality and
10 efficiencies, this hospital can thrive, and the joy that you
11 will find is that you will get 100 percent support and not a
12 lot of questioning, and all you're asked to do is do your
13 job.

14 MR. LEY: At this time I want to proceed and state
15 we're supposed to get you a timing. You know, people are
16 supposed to do three minutes and forgot. There's a really
17 good looking gentleman down there named Al, and any of you
18 speakers that go two and a half minutes, he's going to start
19 tugging on your coats, so he's your timing guy.

20 MS. ISAACS: Thank you. I want to introduce Mr.
21 Will Bloomfield. He is our attorney who is the primary
22 attorney in charge of our reviews, and he is within the
23 Attorney General's Office with our Corporate Oversight
24 Division. Will is going to cover some issues here as far as
25 overview of our process that we undertake in our office.

1 Thanks Will.

2 MR. BLOOMFIELD: Thank you. Good evening. Under
3 Michigan law the Attorney General protects the interests of
4 indefinite and uncertain beneficiaries of charity; that is,
5 the public. Any asset held for a charitable purpose, such
6 as a hospital, is a charitable asset. The Attorney General
7 oversees and protects charitable assets in a number of ways.
8 He registers charitable trusts, registers charitable
9 solicitors, reviews dissolutions of charities and reviews
10 mergers and charitable asset sales such as this one.

11 Some basic rules governing charitable assets are
12 assets held by a charity must be used for charitable
13 purposes. Charitable property maybe be sold for fair market
14 value, but it may not be diverted for private benefit.
15 Trustees, directors, officers and others who exercise
16 control over charitable assets, owe their organizations and
17 the beneficiaries of those organizations fiduciary duties of
18 loyalty and care.

19 Charitable trustees break these rules if they
20 ignore donor intent, if they divert assets for private
21 benefit or if they sell assets below a fair market value.
22 So Michigan law authorizes the Attorney General to redress
23 these wrongs of charitable trustees by investigating the
24 wrongs and by representing charitable interests in court.

25 Recognizing the Attorney General's authority,

1 Garden City and Prime have conditioned the sale on the
2 receipt of the Attorney General's approval.

3 What is the Attorney General's review process?

4 There are several things we look at. The Attorney General
5 will only approve the sale following a thorough and
6 independent review. Overall, the Attorney General's review
7 considers the overall fairness of the transaction, and this
8 includes insuring that the bidding process was fair, that
9 the seller receives at least fair market value for the
10 charitable assets, that all charitable assets remain -- that
11 charitable assets remain charitable, that charitable care
12 and core services of the hospital continue, and that there
13 is an adequate enforcement mechanism to hold the buyer to
14 its promises after closing.

15 MS. ISAACS: Thank you, Will. I'm going to
16 introduce the remainder of the people at this table. We are
17 all in the Attorney General's Department. The person to my
18 immediate left is Joe Potchen. He is a Division Chief of
19 the Corporate Oversight Division, and the proper review of
20 this transaction is contained within his area.

21 You've just heard me introduce Will, and the
22 person at the end of the table is Joe Kylman. He is an
23 auditor. He has been with the Office of Attorney General
24 for 28 years. The attorneys here have decades of
25 experience, and this is the review team. We have reviewed

1 this process several times many times in the past and we
2 will do it again in the future, I'm sure. I wanted you to
3 understand that the people at the table are experienced in
4 reviewing these issues.

5 Also, as part of our current review, to help you
6 understand what we're really doing, the Attorney General's
7 Office has already requested and reviewed many underlying
8 transaction documents. Earlier today this review team
9 interviewed the Garden City Board members, executives and
10 others related to the transaction to get their view of this
11 proposed sale. These interviews also helped to ensure that
12 Garden City's Board and executives fulfill their duties of
13 loyalty and care.

14 This public forum is part of our review. We are
15 transparent. You will find our website will contain
16 information and documents related to this transaction.

17 It's important for us to know what the public
18 thinks of the sale and to properly inform the public
19 regarding the sale. In addition to our internal Attorney
20 General staff, we have also contracted with a valuation
21 expert, Stout Risius Ross, and we may have a representative
22 here today from that company. Don't see them, but they may
23 or may not be here. Yes, they are. Thank you. SRR is
24 currently performing an independent valuation of Garden
25 City's assets and liability subject to sale. SRR is also

1 examining the bidding process to ensure that the market
2 process is fair. And it's important to know that Prime, not
3 the taxpayers, is paying for this independent and separate
4 review.

5 You may ask if the results of this review will be
6 available to the public. Yes, it will be available because
7 our review is conducted on behalf of the public. The
8 Attorney General is committed to transparency, public
9 disclosure and public input. The Attorney General's Office
10 has already posted many of the documents that we are using
11 now to do our review, and I gave you that the beginning.
12 Again I will give it to you, www.mi.gov/gch. As more
13 documents become available, including the transcript from
14 today's public forum, our expert's report and our final
15 report, we'll also post those to our website.

16 I remind you that you may also submit comments in
17 writing and we will receive those until the transaction is
18 complete.

19 And lastly I want to emphasize the Attorney
20 General's Office is conducting an independent review. We
21 will objectively consider all of the findings of our review,
22 including input from the public, and reach an appropriate
23 conclusion based on those findings. Thank you.

24 Our moderator, Joe. Joe is going to tell us what
25 the rule is.

1 MR. POTCHEN: So the procedure that we're going to
2 follow for the public comment and question section, as you
3 came in the door you were given a card to fill out and
4 number. We're going to have the people line up in the order
5 of the number given, obviously 1 through -- we have 18 cards
6 in here. Each of you will be given up to three minutes to
7 speak, and we have the timer out in the audience is my
8 understanding. So the time now is for the public comments,
9 and if you have questions, we'll try to answer them now, but
10 to the extent that we cannot answer them, we will try to
11 address them in the report that we issue at the end of the
12 transaction. So we may not be able to answer every question
13 now, but they will hopefully be addressed in the report that
14 we issue.

15 To keep the forum moving, we'd like to have two
16 people in line behind the speaker, and as you come up to
17 speak, if you could please clearly articulate your name,
18 spell your name. We have a court reporter here, Diane. She
19 would really appreciate that if you could do that. And if
20 you are affiliated with Garden City or Prime, we'd
21 appreciate you announcing that so people are clear about if
22 you're affiliated with the hospital or Prime. That would be
23 helpful as well.

24 So if we could have the numbers one through three
25 come up to the podium, have one and then two people behind

1 them. Again, state your name and your comments.

2 MR. SOLOMON: Good evening. My name is Steve
3 Solomon, S-o-l-o-m-o-n, and I'm the Vice President of Human
4 Resources for Garden City Hospital.

5 A few nights ago at home I was thinking about what
6 I would say tonight. The television was on in the
7 background, and the cable news channel was doing a story
8 about how in our world today it's difficult to find heroes.
9 I immediately turned to my wife and told her how much I
10 disagreed with that statement. I have the privilege every
11 day to work with almost 1200 heroes, the employees and
12 medical staff at Garden City Hospital. They work tirelessly
13 seven days a week, 24 hours a day, 365 days a year to
14 provide compassionate care and to improve the health of the
15 community we serve.

16 Garden City Hospital is the largest employer in
17 the city, and a major employer in western Wayne County. The
18 vast majority of our employees live within 10 miles of the
19 hospital. It is critically important that we find a way to
20 keep these real heroes continuing doing what they do best,
21 caring for and addressing the health care needs of the
22 community.

23 Our hospital has been around for over 50 years as
24 an independent facility in a very tough industry. Health
25 care is a very tough market, and in southeast Michigan it's

1 a very competitive market. We're clearly good at what we
2 do. However, the health care world is rapidly changing and
3 it now becomes necessary for us to look for ways to improve
4 and to compete and to grow in this market. We believe we
5 found a great partner in Prime Healthcare. If you look at
6 their track record, they have been able to not only improve
7 the financial condition of the hospitals that they've
8 acquired, but they also improved quality ventures, patient
9 satisfaction and they have retained their employees. I'm
10 excited about a future with Prime Healthcare. I look
11 forward to continuing to work side by side with true heroes.
12 Thank you.

13 MS. ISAACS: Thank you.

14 MS. PARKS: My name is Sheryl Parks, P-a-r-k-s,
15 and I am on the medical staff at Garden City Hospital. I am
16 an obstetrician gynecologist. I have been working at Garden
17 City Hospital for 28 years.

18 Over the years I've had the pleasure of witnessing
19 the hospital's growth, expansion and outreach. I can
20 honestly say that Garden City Hospital is intimately woven
21 into the community it serves. I have lived and continue to
22 support the businesses in the area, and I cannot go anywhere
23 without hearing a story about the connection of the people
24 to Garden City Hospital.

25 The partnership with Prime Healthcare will allow

1 us to continue in the tradition of providing critically
2 needed services to the community. No other health care
3 system can fulfill the needs of the area. Garden City
4 Hospital is at the forefront of delivering primary care to
5 the people of the area. This soon partnership will
6 reenforce Garden City Hospital's position as the hospital of
7 choice for the community. Garden City hospital cannot be
8 duplicated. Our roots span many generations, as do the
9 families that live here. I am well pleased to be a part of
10 the staff at Garden City Hospital. We are committed to the
11 delivery of the highest standard of care to the community.
12 Our association with Prime Healthcare will allow us to
13 continue to provide critically needed services to the
14 community by expanding our facilities and allow us to
15 continue to be one of the largest employers of the area.
16 Thank you.

17 MR. POTCHEN: Thank you. If numbers four and five
18 want to get up and start lining up behind, that would be
19 great.

20 MS. KALINSKI: Good evening. My name is Terri
21 Kalinski, K-a-l-i-n-s-k-i. I am here as the Revenue Cycle
22 Director of Garden City Hospital, but more importantly, I'm
23 a member of this community. I have lived and worked her for
24 the last 29 years, and because I do revenue cycle, I know
25 how important the services we provide at Garden City

1 Hospital are to the community. I as well as Steve concern
2 myself with 1200 employees that live and work here. Their
3 families have grown up here. Their families receive health
4 care services here. I'm excited about the Prime
5 affiliation, to partner with someone who has the same
6 commitment to the community as we do. Thank you.

7 MS. ISAACS: Thank you.

8 MS. HOWELL: Good evening. My name is Jan Howell,
9 H-o-w-e-l-l, and I'm a member of the Guild, and I would like
10 to take this opportunity to say a few words on behalf of the
11 Guild in support of the changes that are going to be
12 happening. As a long-time resident of Garden City, I
13 believe these changes will mean more services that will be
14 available to the people. I have spoken to several of the
15 employees with great response. The hospital employs many
16 wonderful people who are going to -- make things better.
17 The nursery was -- they had just refurbished it. It was
18 very, very nice. The staff was very happy about that, and
19 we have families use the -- and they were pleased and very
20 much appreciate it. Having Garden City, having worked with
21 us for the city itself for over 30 years. At that time I
22 was privileged to be --

23 MR. POTCHEN: Ma'am, can you stand a little closer
24 to the microphone? We're just having a little trouble.

25 MS. ISAACS: Little closer to the microphone?

1 MR. POTCHEN: Thank you. That works.

2 MS. ISAACS: Thank you.

3 MR. POTCHEN: Thank you.

4 MS. HOWELL: I was fortunate to move in the type
5 Guild we're in, it was just a very happy time for me and all
6 of our residents. Just think of this little town with a new
7 hospital, and it's a great progress for us. We have
8 approximately 40 ladies who belong to the Guild and are very
9 active. They maintain the Garden City gift shop, the café
10 and we are very happy to have these ladies, and most have at
11 least 20 years of service in. Let's continue to support the
12 Garden City Hospital and the Guild. We want to be the best
13 for our community. Don't let the hospital become obsolete.
14 That's something that's been said over the years. We need
15 your support. Changes are what's always important. Thank
16 you all.

17 MS. MORRISON-MCNALLY: Good evening. My name is
18 Joan Morrison-McNally, J-o-a-n, M-o-r-r-i-s-o-n,
19 M-c-n-a-l-l-y, and I'm also a volunteer at Garden City
20 Hospital. It is my privilege as a volunteer to speak about
21 the quality services of the Garden City Hospital in our
22 community. I joined the Volunteer Guild in 1972, and during
23 my 42 years of service, and over 5000 volunteer hours at the
24 hospital, I have observed the staff of Garden City Hospital
25 providing excellent service to all the people in our

1 community.

2 The focus of the physicians and the staff has
3 always been the well-being of our patients and their
4 families. I have also received care as a patient at the
5 hospital and other members of my family. We were pleased to
6 hear that the news of Prime Healthcare coming to Garden City
7 and that they had also entered into an agreement to purchase
8 Garden Hospital. We need Garden City Hospital to continue
9 providing excellent health care in our area. It is
10 important to the residents in our area to have excellent
11 community services, emergency services and great hospital
12 care for general care.

13 Prime Healthcare has pledged the funds to make
14 many needed improvements in the operations of the hospital.
15 The enhancements will be used to give quality service to the
16 people in our community. Our Guild volunteers are very
17 excited about the future and the involvement of Prime
18 Healthcare. We hope that you will join us in our enthusiasm
19 to welcome Prime Healthcare to Garden City.

20 MR. POTCHEN: Thank you.

21 MR. MUERY: My name is Bob Muery, M-u-e-r-y. I am
22 the police chief here in Garden City and I'm also the city
23 manager. I've also been a patient at Garden City Hospital
24 since age 11, and I'm pretty close to 25 now. All of the
25 physicians that have served my family over the years since

1 1966 either had a Garden City Hospital affiliation or they
2 weren't going to serve my family. I think you're going to
3 hear a lot of those stories, but what we're really here to
4 talk about tonight though is this transition to Prime
5 Healthcare.

6 When I first heard about this transition -- let me
7 back up just a brief moment. As some know, if you read
8 Crain's, Garden City Hospital has been on the market for I
9 don't know how long. In fact, there were several sales
10 about to happen by the end of the week. But I would get
11 home and say, "Man, I hope this doesn't happen." I love
12 Garden City Hospital. I love this crown jewel of the city
13 of Garden City. So it's going to take a lot of selling to
14 make me a believer in the Prime Healthcare. When I first
15 heard about them, I did do my research so I could get up
16 here and speak as representative of the city. Of course, I
17 started with the easiest solution, which is jump on Google.
18 And when you jump on Google, you'll see some very good
19 things about Prime Care and you'll see a couple bad things
20 about Prime Healthcare. You jump on and do that same Google
21 for any other health care system and you're going to see the
22 same sort of negative information working its way in there.
23 But I wasn't satisfied with it. I wanted to do more
24 research about this hospital and I thought -- about this
25 organization -- and I thought what's going to tell me best

1 what these people are like. Their first hospital, 2001,
2 Desert Valley, in California, and I wondered what's happened
3 there? That was their first acquisition. I want to know
4 what's happened there. Well, they're still there. And this
5 has been a top achieving hospital 7 out of the last 13
6 years. The rating system, Thomas Reuters rating system,
7 it's done extremely well. And they didn't just go in and do
8 a few good things in the first couple of years. Over the
9 time they've added 65 beds. They've added OR's. They've
10 added a heart center, a cardiac surgery wing. They didn't
11 walk away from this hospital. They didn't forget about it
12 as they continued to move on to three hospitals, private
13 hospitals, six hospitals. That's important to me because I
14 don't want to see that happen to Garden City Hospital.

15 What they're talking about is coming in with a \$35
16 million investment. Of course, my two questions, who holds
17 their feet to the fire? Who makes sure that they live up to
18 that \$35 million investment? As I understand it from the
19 AG's office or the Attorney General's contractor that's
20 selected does that very thing to enforce that sales
21 agreement, to make sure they live up to what they said they
22 were going to do. I'm watching that clock over here.

23 But nothing they've done in their history of
24 acquisitions suggests that they have any other plans. They
25 plan to expand emergency room. That's important to me as

1 police chief, to our fire department. They're making plans
2 to be able to get in and out of the emergency rooms quicker,
3 cut down on the waiting times there at the emergency rooms.
4 That's very important in this community. Yeah, yeah, yeah.
5 Of course, I could go on and on, but I firmly am in support
6 of this sale. I thank you for your time.

7 MS. ISAACS: Thank you.

8 MR. POTCHEN: Thank you.

9 MR. THOMPSON: Good afternoon. My name is Bruce
10 Thompson. That's T-h-o-m-p-s-o-n. I'm the planning
11 director of the city of Westland. I'm here this evening to
12 read a brief statement on behalf of the mayor of Westland,
13 William R. Wild speaking.

14 We are excited to hear of the sale of Garden City
15 Hospital to Prime Healthcare, especially when we learned
16 that one benefit of the sale is for the hospital to receive
17 an infusion in capital for making facility improvements and
18 enhancing services. The city of Westland has long valued
19 the medical services offered through Garden City Hospital.
20 With the hospital being only minutes away from the city,
21 it's convenient not only for residents and those who travel
22 through Westland, but also for city employees. Garden City
23 Hospital provides emergency care to our employees when the
24 city's physician is not available, and we have come to value
25 our relationship with them. High quality medical facilities

1 positively increase the image of our community and improve
2 the quality of life for those who reside within it. I
3 believe the sale to Prime Healthcare will result in a better
4 hospital and better services. I look forward to the
5 hospital providing top notch medical service in the state of
6 the art facility capable of meeting the diverse needs of our
7 local and regional operations.

8 And in closing and on behalf of the city of
9 Westland and its mayor, William R. Wild, I will support the
10 sale of Garden City Hospital to Prime Healthcare. Thank you
11 for your time.

12 MS. GARDNER: Tressa Gardner. I am the Medical
13 Director of Emergency Services, Medical Director, and I just
14 heard I'm getting a brand new ER, so I am completely in
15 support of this sale. It will allow us to continue to do
16 what we do best, which is take care of the patients of
17 Garden City and our surrounding communities; 51,000
18 patients. Without Garden City's continuance in that
19 community it cannot be done. We provide gold standard
20 stroke care awarded by American Heart. The only hospital in
21 this area; two others only in Michigan, not in our
22 competitive environment, Mr. Ley. I just want to point that
23 out. We also have a PCI program that saves lives every day.
24 The nuts and bolts of our operations, the day in, day out
25 grind we have a phrase for, "Teamwork and smiles," and every

1 day come in sometimes begrudgingly smiling. When it's hard
2 in the ER and we have teamwork and smiles. I will continue
3 to support Garden City and its merger with Prime because
4 it's very important to have that presence of Garden City
5 Hospital in this community.

6 MS. GOLDREN: Hello. I'm Carol Goldren, the
7 nursing director in the emergency department in Garden City
8 Hospital. I've been at Garden City for about 30 years. I
9 lived my younger life in Garden City. My husband is a
10 police officer in Garden City.
11 Garden City is our life. Garden City is our family. And
12 Garden City Hospital is a family, and we say that we're
13 teamwork and smiles, but that's everything about Garden City
14 Hospital. We have nurses that come in and they say, "You
15 know what? I love Garden City Hospital. Everyone smiles.
16 Everyone is friendly. How do you do that? Do you have
17 something in the air, something that gets piped in because
18 everyone is always happy?" Well, we've struggled as Mr. Ley
19 has said in the last several years, working very hard, and
20 I applaud the Board and Mr. Ley for trying to keep going in
21 the wave of all the economic things going on, with all the
22 Obamacare and everything going on. We've had our
23 challenges, and when Mr. Ley had said that Prime Healthcare
24 was going to buy us and letting us know what it's all about,
25 and he said it's about safety and quality of patient care.

1 That's what we're all about at Garden City Hospital, and we
2 have a partner who is going to be worried about our
3 accountability, about giving the community quality care and
4 safe care, that's what we all are in medicine for. We are
5 in the hospital because we want to take care of our
6 community. We love our community. It doesn't matter if you
7 have insurance or you don't have insurance. We have a great
8 program. We have the only program in this part of Michigan
9 that does the CAP program where we take a cap price and give
10 you the services of everything someone with insurance would
11 have in the emergency room or in the hospital. I mean that
12 says a lot of Garden City Hospital. And that we can have a
13 partner who can help us grow, get a bigger ER, get aid, and
14 that we can serve all the people that come to us, I think
15 that's all that we really want. And we're very, very
16 pleased and happy that we are going to be a part of Prime
17 Healthcare. Thank you.

18 MS. ISAACS: Thank you.

19 MR. POTCHEN: I'm going to ask, what number are
20 you, sir?

21 MR. HOSMER: Number 10. Good afternoon. My name
22 is Jason Hosmer. I'm the director of marketing for Rapid
23 Response EMS, and I'm here tonight just to express my
24 positive thoughts and comments on Prime Healthcare and
25 Garden City Hospital. My company is one of the top three

1 ambulance providers that funds or brings patients into
2 Garden City Hospital every month; one of the top three. And
3 one of the things that we hear every day when we're at the
4 facilities right in the surrounding area and in other
5 establishments within the city and the area is, "Where do
6 you want to go? Where do you want to go?" It's a repeat
7 every time. It's, "Garden City Hospital. Take me -- please
8 take me to Garden City Hospital."

9 One of the things I wanted to touch on was the
10 capital improvement, or the capital committed. With
11 specific to the emergency room, if my crews have the
12 opportunity to access a hospital trauma center and need it,
13 like Garden City Hospital, it may be coming down the pike
14 we'll have one, tremendous improvement. Tremendous
15 improvement, and the crews are really excited to see that
16 happen in the future.

17 With regard to quality, Garden City Hospital has
18 always been a great place, but now it's going to be better,
19 and we become part of the larger organization, a larger
20 health care system. Capital improvements go a long ways,
21 and we can only expect that the patient care and the quality
22 is really going to skyrocket from this step forward.

23 We talk about employment. Garden City Hospital
24 from what I understand is literally one of the largest
25 employers in the area, and having that continue with Prime

1 Healthcare coming in, these employees, the employees of the
2 hospital, they're patronizing the restaurants, and gas
3 stations, every other business in the neighborhood, and
4 that's only going to continue with Prime coming in.

5 From a personal aspect, I live outside the county,
6 so I don't really have anything personally to say regarding
7 the care that I was ever given in the hospital. Here's what
8 I can tell you regarding my company's standpoint. My
9 ambulance crews, the paramedics and EMT's, when they arrive
10 at the emergency room, they have a question regarding an
11 EKG, a question regarding a medication, they can approach
12 that physician and then sit down and go over it A to Z and
13 figure out any questions that they might have. They don't
14 have that ability at the larger, the competitors, 15 minutes
15 this way, 15 minutes that way. The communication is just
16 simply not there like it is at Garden City Hospital.

17 So I congratulate Garden City Hospital and Prime
18 Healthcare. I think it's going to be a great acquisition, a
19 great purchase and we look forward to the future. Thanks.

20 MR. POTCHEN: Thank you.

21 MS. FIX: My name is Norah Fix. I don't need a
22 microphone, but anyway, my last name is F-i-x, and that's
23 what you're going to do for our hospital. I am a nurse. I
24 have lived in Garden City since 1943. We have used Garden
25 City Hospital ad nauseam. I have worked there for 43 years,

1 and I am probably the only person -- correct me if I'm
2 wrong -- I worked at the old hospital on Ford Road. That
3 was a few years back. I was a baby.

4 Garden City has been an integral part to my life,
5 as well as all the community residents. I had all my
6 children there. I had four children there. My husband
7 worked there. My daughter works there, and the hospital is
8 one of the largest employer agencies and it helps our
9 economics tremendously, especially with the economics as
10 they are right now. I know there are numerous times that
11 the residents of the city have used the hospital and the
12 emergency room, and it is really reassuring to know that
13 they can go someplace close, not far away, not too many
14 miles away, and that they will be cared for by somebody who
15 loves to take care of patients. They are given quality
16 care, they are given a caring attitude.

17 One of the things that I hope that Prime
18 Healthcare Systems will help for the hospital is improving
19 nursing/patient ratio. With the monies that they will be
20 adding, I know that there will be more improved programs,
21 more services, and these are the things that the community
22 are looking forward to.

23 I think that this room would be filled with people
24 if you asked everyone who has every used Garden City
25 Hospital. As a young mother I used it a lot with stitches,

1 fractures. I had three boys and a girl who broke her thumb.
2 A lot of people would be filling this auditorium and then
3 some. I think that Prime Healthcare System will bring a
4 magnet status to our hospital. We already have a great name
5 and I think that the Prime Healthcare System will just add
6 to the name. Thank you very much.

7 MS. NOONAN: Hi. My name is Laura Noonan,
8 N-o-o-n-a-n, and I came to know Garden City Hospital on
9 October 3rd, 1960. Yeah, I was born there. I was born
10 there following my younger brother and little sisters
11 completing my parents list of nine children. Since then,
12 many nieces and nephews, along with my own son, have been
13 born there. As a matter of fact, I remain a lifelong
14 resident of Garden City.

15 When I was senior in high school, I came to know
16 Garden City Hospital in yet another way. I was hired as a
17 16 year old co-op student and have not left since. Over 36
18 years and I'm very proud to say I'm still an employee at
19 Garden City Hospital, along with my sister-in-law and best
20 friend, Liz, who also is employed there the same amount of
21 time. For many years our other sister, Sally, was employed
22 right along with us making us a trifecta until she retired.
23 The hospital has encouraged my career path, guided me along
24 the way, and gave me the opportunity to stay on as a working
25 college student. They offered my an internship in histology

1 that I eagerly took. I have been a registered histologist
2 since 1982 because of Garden City Hospital. I am one of the
3 many that the hospital has helped pave the way for
4 successful careers in the medical field. The hospital cares
5 deeply, not just about the patients and physicians, but all
6 their employees, voting it one of the best places to work
7 multiple years running now.

8 My family suffered a horrid loss last month and
9 the way that the hospital, its staff, including physicians,
10 administration and co-workers rallied around our family was
11 nothing short of amazing. Their loving support continues to
12 help us in this very long healing process. Employees here
13 are extensions of our very own families. The old saying,
14 "Happy wife, happy life," is translated in this situation to
15 "Happy employees, happy hospital." It allows us to serve
16 our patients in this community in such a positive manner.
17 We need to be honest though. In an effort to keep up with
18 the demands of medicine, we can no longer stand alone. We
19 need the knowledge and monetary support of an institution
20 that will continued to push Garden City Hospital into the
21 next century.

22 We all treat every patient as if they were
23 someone's mother, father, brother, sister and so on because,
24 let's face it, they are. Everyone is important to someone.
25 The beauty of Garden City Hospital is that everyone is

1 important to each and every one of us. Yes, I personally
2 want the hospital to stand long and strong, but not just for
3 job security. Not even just because all 31 members of my
4 immediate family continue coming to Garden City Hospital as
5 patients, but because our community and the surrounding
6 communities deserve Garden City Hospital to remain here and
7 stand strong. I am 100 percent convinced that Prime
8 Healthcare will do that. Thank you.

9 MS. ISAACS: Thank you.

10 MS. MERRICK: Hello. My name is Rosemarie
11 Merrick, M-e-r-r-i-c-k. I'm number 13. Because of that,
12 you've all taken my talking points, thank you very much. So
13 I have been at the hospital two weeks shy of 42 years. I am
14 a nurse. I work in ambulatory surgery; prior to that, the
15 emergency room. And the whole thing comes down to family.
16 This is my second home, but it's all of our second homes.
17 When I came in, administration was -- we all knew each
18 other. On every shift we knew everybody's name, and we were
19 1100 employees at that time. We had bowling teams. We had
20 ball teams. Everything was a family. And that's what we
21 did with the patients, took care of them as they were
22 ours -- as if they were our own family.

23 Now in the ER, I've been there so long, there's
24 been so many changes in medicine, but Garden City was going
25 through emergency EMS program. Garden City Fire was one of

1 the first in Michigan to take the paramedics and bring them
2 to this level. Next was Dearborn Heights. And we worked
3 through them as they were doing this, and they handled the
4 emergency calls. All this was happening that long ago that
5 made us one of the first in our area, even though we were a
6 small hospital, to start getting into this. The firemen
7 were wonderful. We've become recently a stroke center, so
8 if you call 9-1-1 you are coming to Garden City. We want to
9 stay a stroke center because we are 10 minutes to hospital,
10 25 minutes to CAT scan before we then can be a stroke
11 facility that can make the proper three hour window of
12 giving our patients and our community the chance to have a
13 healthy life. If you don't have a hospital open, we can't
14 do those things.

15 So basically what it comes down to is we want
16 Prime Health. We need Prime Health. We need to keep our
17 doors open and we need to have our care -- be taken care of.
18 Thank you.

19 MR. POTCHEN: Number 14? I guess we'll move to
20 number 15.

21 MS. MCGRAW: Good evening. My name is Susan
22 McGraw, M-c-g-r-a-w. I'm an educator at a local college and
23 a professor of telecommunications, also a community
24 activist, community speaker, community volunteer, moderator
25 at a local media in this Garden City community.

1 I'm so excited for the opportunity to speak
2 briefly about what's happening here. I see Garden City
3 Hospital a number of different ways. Most importantly, I
4 live in Garden City. I didn't have the choice. Several
5 years -- many years ago when I was born at Garden City
6 Hospital. I'm number nine. She was number five. That's my
7 sister over there. And I did have a choice though as to
8 where to give birth to my son, and I chose Garden City
9 Hospital, and it was a great decision. Still is.

10 Frankly, what I've seen in terms of partnering
11 with the community as a community activist and community
12 person has been nothing short of phenomenal that Garden City
13 Hospital is doing for this community. I'm not talking just
14 about Garden City. Maybe it's a little bit of a misnomer;
15 right? We are supporting Garden City which we're so proud
16 of, but at the same time, we have all the Western Wayne
17 County area that has truly benefitted from the hospital
18 being as tremendous as they are. Local activities, the
19 facility use of the hospital for community events and
20 community forums, local involvement and representation and
21 charitable activities at local schools, local churches,
22 health screenings, those types of things. These are
23 absolute mandatory components of the hospital's presence in
24 the community. They're there for a purpose and that's
25 because the purpose is this hospital's heart and cares about

1 its community. Support for the young and the old and every
2 aspect in between, as well as silly things like sponsoring a
3 balloon at our local parade. You can't have a parade
4 without a balloon; right? It's true, and Garden City
5 Hospital has come through with these types of things. So
6 they're invested in our community, and I think it's safe to
7 say that the community is invested in this hospital.

8 The exciting thing about Prime coming in relative
9 to all the great statistics that we've heard tonight, the
10 charity care, communication, infrastructure improvements and
11 so on, all those things are going to help Garden City
12 Hospital to do what it continues to do best and that is,
13 again, serve its community members on so many different
14 levels.

15 Also important in reading up on the organization,
16 scholarship opportunities for people in the community, for
17 young people in the community. So it's not just an
18 investment in now. It's an investment in the future of not
19 only our health, but also just the growth potential that
20 this community has to offer. So we were thrilled for the
21 opportunity to have this exciting thing happen in Garden
22 City, my hometown. It will strengthen all the way around.
23 The hospital has shown that. And without the community in
24 Garden City Hospital, it wouldn't be half of what it is
25 today. We thank everyone involved, and look forward to

1 great things happening on behalf of the community of Garden
2 City. I almost feel like I should change jobs so I can get
3 a job working at Garden City Hospital like everybody else.
4 Thank you so much.

5 MS. SWOPE: Good evening. My name is Brookellen
6 Swope. That's B-r-o-o-k-e-l-l-e-n, last name Swope,
7 S-w-o-p-e, and I make the Westland Chamber President CEO. I
8 believe one of our speakers said it best that Garden City
9 Hospital has roots that are -- that reach far or deep, and I
10 think that's absolutely true. Some of my family members
11 have worked at Garden City Hospital. I, too, was born
12 there, which I think all of us are proud of that. However,
13 I didn't realize how much Garden City Hospital was a
14 community hospital until I realized that hospitals don't do
15 that. In my job I worked with several other cities, other
16 chamber directors, and when I talk about the things we do
17 with our hospital, they were in awe. They said, "What do
18 you mean your hospital does this and they support you, the
19 way they talk to you, they work with you and they do job
20 fairs and they do all those things," and I was truly shocked
21 and amazed that other hospitals don't do that, and I
22 realized I had taken Garden City Hospital for granted all
23 these years in being a wonderful community hospital.

24 With that being said, when I found out they were
25 being bought by somebody else, I went into this, like, panic

1 mode until I did my research also and found that Prime
2 Healthcare makes it a priority to stay in the community. So
3 I am very glad that this is the way the hospital is going.
4 I look forward to continuing to work with them in the
5 future. So thank you.

6 MS. APFELBLAT: Hi. My name is Amanda Apfelblat,
7 A-p-f-e-l-b-l-a-t. I've been a business owner in the city
8 of Garden City for over 10 years, and interact with many
9 residents of Garden City on a daily basis. Residents who
10 love and truly value the Garden City Hospital. I have also
11 had the privilege to serve with Garden City Hospital staff
12 member Tim Weiss on the Westland Chamber of Commerce Board,
13 and Garden City Hospital truly is an intricate part of the
14 community, always giving and serving, and sponsoring many
15 events in this community, and it's wonderful to see a
16 hospital be such an intricate part of our community, and I
17 just wanted to say I'm very much in favor of the Prime
18 Healthcare acquisition of Garden City Hospital and their
19 continued involvement in the community. Thank you so much.

20 MR. POTCHEN: This should be number 18.

21 VOICE: Two 17's.

22 MR. POTCHEN: Two 17's? Okay. Right now we have
23 22 cards, so anyone else who wishes to speak, if you want to
24 turn in the cards. Thank you.

25 MR. KNEZEK: Thank you. So I'd like to begin

1 first by saying welcome to the community, first to Prime,
2 and then also to members of the Attorney General's Office.
3 My name is David Knezek, K-n-e-z-e-k. I currently represent
4 the communities of Dearborn Heights, Garden City, Inkster,
5 Livonia and Westland, Commission Council Representatives. I
6 currently as well serve on the Health Policy Committee, and
7 we are confronted every day with the issues related to a
8 very rapidly changing health care system, not just the
9 delivery of the care, but also the quality of the care, and
10 I think we cannot understate the importance of the value
11 that we have our very own community hospital right here in
12 Garden City, Michigan. And you've heard countless stories
13 this evening, and I know you'll hear many more, as to the
14 ripple effect that's created not just in terms of jobs, but
15 really the sense of community, the sense of family that we
16 have here. We're also cognizant of the fact that here in
17 southeastern Michigan given the recent economy, times are
18 tough and financial insolvency for municipalities,
19 organizations the size of Garden City Hospital is not
20 uncommon. And so the alternative really, worst case
21 scenario is the hospital goes under, we've got 1200 to 1400
22 people who are out of jobs and looking for work, and
23 obviously, that's an unacceptable choice for all of us. The
24 opportunity to partner with Prime will save these jobs. And
25 for me that hits close to home. My grandfather has been a

1 security guard at Garden City Hospital for the last 18
2 years.

3 And then finally I wanted to just hit on a couple
4 things that as an elected official for me are very
5 important. We talked first and foremost about that pension
6 liability, that Prime is going to be coming in and accepting
7 control over. I don't think we can understate as well the
8 importance of them being able to shoulder that burden, that
9 tens of millions of dollars that virtually would fall on
10 Garden City Hospital would be paying for that.

11 Secondly, obviously, the \$35 million investment
12 that we have coming up over the next five years. And then,
13 finally, something that hasn't been mentioned tonight, but
14 for me, again, is also of extreme importance, and that's the
15 fact that by this transfer to Prime, this is going to put
16 the hospital back on the tax rolls. This is income for
17 Garden City as a community. This is income for the state of
18 Michigan. This is income going into the school aid fund to
19 help our schools, and so I for one am very proud of that. I
20 am very supportive of this partnership that we have coming
21 for Prime, and I thank you all for the opportunity to speak.

22 MR. SWAD: My name is Ed Swad, S-w-a-d, and I am
23 the current Chairman of the Board of Garden City Hospital.
24 I currently see seven other Board members here in support of
25 this transaction. As Gary Ley indicated earlier, the Board

1 sets the criteria once it decided that we wanted to
2 affiliate with a different organization, and I am proud to
3 say the Board unanimously voted in favor of the agreement
4 that Prime has presented. Thank you.

5 MR. GODBOUT: Hi. I'm Jim Godbout. Last name is
6 spelled G-o-d-b-o-u-t, and I'm president of the Westland
7 City Council.

8 Garden City Hospital for decades has been an
9 outstanding health care service provider, not only to the
10 city of Garden City, but to the residents of Westland,
11 Inkster, Dearborn Heights, Livonia, Romulus, all of the
12 surrounding communities, and we understand the rapidly
13 changing health care, the economy that not only businesses
14 and the service providers such as the hospital, but
15 municipalities, at the state level, I'm sure your budgets
16 are significantly different from what they were a number of
17 years ago. Garden City Hospital has always had a great
18 relationship with the city. They come in and do events for
19 our senior center. They participate in numerous activities
20 and events throughout the city and are a good partner. They
21 also have a facility in the city of Westland that provides a
22 great service to our community as well, and to the
23 residents. As was stated earlier, a number of our residents
24 work at the hospital. The financial viability of this
25 hospital is very important to all of the surrounding

1 communities, not just Garden City.

2 I believe that the Prime Healthcare acquisition
3 will provide this financial stability and the necessary
4 resources to ensure that Garden City Hospital continue to be
5 an outstanding health care service provider for decades to
6 come. Thank you.

7 MR. MAZZONI: My name is Orin Mazzoni, and
8 M-a-z-z-o-n-i, and I have lived and worked in Garden City
9 for 60 years. I know I don't look that old. I'm about the
10 same age as Barb. I also remember the original Garden City
11 Hospital on Ford Road. Over the years my grandparents, my
12 parents, my brother-in-law, have all received excellent care
13 in Garden City Hospital. Going back many years and looking
14 over the years what has happened, there's a lot of things
15 that the hospital does other than just the treatment of
16 patients and generally being a hospital. Many things
17 happened that you need, and things are needed and people
18 need to step up, and Mr. Breakie and Gary Ley have always
19 been there as part of our community. Different things that
20 happen, they always stand up and they're always, you know,
21 giving their time and their efforts and the hospital's.
22 Given that many people that are employed by the hospital,
23 you know, participate in purchasing and the services of the
24 community, and we need to keep that support and we really
25 need to keep those people working. And I'm sure that with

1 Prime that this will continue and the great work that you
2 do, and that relationship Garden City Hospital has had with
3 the community, and looking forward to that happening. Thank
4 you.

5 MS. WEBB: Good evening. My name is Diane Webb,
6 W-e-b-b, and I had notes written down, but everybody said
7 everything I was going to say. It's easier to just cap it
8 off. You mentioned tax benefit. I'm a Wayne County
9 Commissioner. I was born and raised here in Garden City 47,
10 48 years. My parents still live here. My brothers still
11 live here. All my friends, family, neighbors all live here.
12 I represent neighboring communities now, Dearborn Heights,
13 Redford Township and southeast Livonia. We've always been
14 very proud to have Garden City Hospital in Garden City, and
15 if you haven't noticed, the unique thing about this
16 community and the thing that I've always loved about it is
17 that everybody is related. No one ever leaves. Our motto
18 here is "It's a great place to call home." That's why,
19 because when people leave, they come back. So I'm sure
20 you've heard that recurring theme over and over again. I
21 didn't want to miss the opportunity to come today, so I
22 thank you for that, and think that from every angle, from
23 the past perspective, local government is starving, and for
24 Prime to come in and make the investments to improve the
25 facility, add the hospital to the tax rolls, save the jobs

1 and increase in the health care. I represent so many
2 seniors. We have a lot of seniors, heavy senior population
3 in these older urban communities that probably use our ER
4 more than any other part of our population, and they're so
5 comforted in knowing that they're here, they're close by and
6 an outstanding, proven track record, an organization coming
7 in. They're not fly-by-night. I was worried, too, did the
8 research. I went through this with the whole DMC/Vanguard
9 thing, so it's the second time I've gone through this doing
10 the research, and I feel very comfortable with Prime, very
11 pleased that it's -- the acquisition, because you don't have
12 that insight into health care unless it's something you
13 live, and sleep, and breathe and dedicate your life to like
14 a doctor does. It's very unique and about Prime, I'm so
15 very pleased that they're the ones that finally are going to
16 do the deal, or they're looking to do the deal with, and I
17 hope that it would support that, this transaction as much as
18 we do. Thank you.

19 MS. LUTZ: Good evening. My name is Jessie Lutz,
20 L-u-t-z. I've been at Garden City now for 28 years. I am a
21 nurse. I finally got out of the ER after 43 years, from
22 candy striper, L.P.N., R.N. and I'm grateful to work at
23 Garden City Hospital. I've heard you all talking about the
24 wonderful Board we have, and we do. Our docs are
25 outstanding. The nurses, the young lady alluded to the ones

1 who come back, we just call them boomerangs. We say,
2 "They'll be back," and they come back.

3 One thing I haven't heard mentioned is our CEO,
4 Mr. Ley. He's just not a CEO. Mr. Ley knows the name of
5 every single employee in Garden City Hospital. He doesn't
6 have a card. That's what most of us have. He knows you.
7 He greets you. He's not just our CEO. He's my hero. He
8 makes us want to come to work. I am proud to work there. I
9 truly am.

10 I finally got out of the ER, and now I'm in the
11 community services, and guess what I get to do. I get to go
12 out on a mobile unit and serve our seven surrounding
13 communities, and we go out and we look for and screen for
14 blood pressure, diabetes for people who don't have
15 insurance. These people are destitute. Some of them don't
16 even come to the ER. One lady said, "I had done caught the
17 diabetes." She didn't done caught it, she had diabetes.
18 She hadn't eaten and her blood sugar was 496. Now, for any
19 of you who know the lab values, that lady was in trouble.
20 We have a wonderful ER. We have wonderful people, and like
21 I said, I'm proud to be an employee, and I don't need to
22 know anything about Prime. If Mr. Ley and our Board says,
23 and our docs say it's okay, I'm on board. Thank you.

24 MR. LEY: Thank you, Sis.

25 MS. LUTZ: You're welcome. You can quote us in

1 the next --

2 MS. CLINE: My name is Dr. Michelle Cline, and
3 I'm -- C-l-i-n-e -- and I'm the superintendent for Garden
4 City Public Schools, and I apologize for the heat in here.
5 Believe it or not in some of the rooms here there's no heat,
6 because we need new boilers. And thanks to the community
7 members who might be here. Thanks for voting on the sinking
8 fund.

9 I am here in support of Prime Healthcare. We
10 are -- and it's really important to our community, on behalf
11 of the parents who are employed. Garden City Hospital is
12 the number one biggest employer in Garden City, and our
13 parents are in need of being employed. The past eight years
14 in Garden City has been quite difficult and has been
15 extremely difficult for the schools as well. Garden City
16 Hospital has been really important to our parents as a place
17 of employment. As far as for my students and my staff,
18 Garden City Hospital has been critical in that we have an
19 autistic program here, and we've had many runs to the
20 emergency room, and we're really grateful that it exists and
21 the people are so kind and thoughtful. I've had lots of my
22 staff have to be rushed to Garden City Hospital as well, and
23 we're really all grateful for the opportunity to have it so
24 close, so that our students and our staff are save and taken
25 care of immediately. I also would like to talk about the

1 relationship we have with the hospital, Garden City
2 Hospital, and I know that Prime Healthcare, I talked to Mr.
3 Ortega, have a really solid relationships with school
4 districts where they take over the hospital, and we're very
5 excited to continue that relationship with Prime Healthcare
6 if they are the ones to take in the hospital, and we are
7 very appreciative of everything that the hospital gives for
8 our community at large, and especially the community of our
9 education and public school students. So thank you very
10 much. I hope you will accept this proposal.

11 MR. POTCHEN: Thank you. I believe we have our
12 last speaker.

13 MS. LYNCH: Good evening. I'm Jaylee Lynch,
14 L-y-n-c-h. I'm the mayor pro tem of Garden City, and I'm
15 speaking not only on behalf of myself, but on behalf of
16 Mayor Randy Walker who wasn't able to be here tonight. I
17 want to let you know that we both support Garden City
18 Hospital and we support the acquisition of Garden City
19 Hospital by Prime Healthcare. I've known for years that
20 Garden City Hospital would not be able to make it on its own
21 as times changed and economics changed. Garden City
22 Hospital and the Board has been looking for a long time for
23 the right partner. They were not willing to accept just any
24 partner. They were looking for the right partner. They
25 were looking for someone who was going to continue the

1 programs and services that we in Garden City count on each
2 and every day, and the surrounding communities as well. I
3 believe that the Board and Gary Ley found that company. I'm
4 here also as a community member to say that Garden City
5 Hospital saved my life. Not too long ago I went to urgent
6 care in Canton, and there was something wrong with my hand.
7 I thought I had the flu, but my hand started swelling up and
8 it had funny little dots on it. When the urgent care doctor
9 looked at me and said, "Oh, my, you need to go to the
10 hospital. Which one do you want to go to," and I looked at
11 it and said, "Garden City Hospital." And he looked at me
12 and said, "Are you sure? You can go to U of M. You can go
13 to St. Joe's," and I said, "No; Garden City Hospital." I
14 came back. I was in Garden City Hospital for about four
15 days. I had the flesh eating bacteria, and it was because
16 of Garden City Hospital I have my hand. It's still
17 functioning, and I have my life because that's one of those
18 infections that could have taken both.

19 Garden City Hospital takes pride in their
20 hospital. It takes pride in their employees, and it takes
21 pride in the community, and it's a very integral part of our
22 community. I like the fact that Prime Healthcare feels the
23 very same way. The founder is a doctor who knows the
24 importance of quality health care, and he knows the
25 importance of a quality hospital in a community. I believe

1 that Prime has the knowledge and the resources of a much
2 larger organization to our community hospital and will help
3 ensure that our hospital, our precious jewel in Garden City
4 will be around for our future generations. Thank you.

5 MR. POTCHEN: Thank you. If you did not want to
6 speak today, but you still want to send in some written
7 comments or questions, interested person may send comments
8 or questions on or before March 31st, 2014 to the Attorney
9 General by e-mail at aggch@michigan.gov, or by mail to the
10 Attorney General, Garden City Hospital Comments, PO Box
11 30755, Lansing, Michigan 48909.

12 MS. ISAACS: As we're closing, do you Prime, or
13 Garden City wish to have any brief closing remarks?

14 MR. SCHELL: On behalf of Prime, I wanted to thank
15 you all for coming. We are truly humbled by the support.
16 We understand the importance of this hospital to your
17 community, to you and to your families. We are committed to
18 this hospital, to you, to your families and we look forward
19 to growing with you. Thank you very much for your time
20 tonight.

21 MR. LEY: And thank you -- just a couple of
22 thoughts -- to Barb for getting all these names taken care
23 of. Timekeeping, you did a great job. And, Michelle, thank
24 you for offering this. Appreciate the opportunity to be
25 here.

1 VOICE: You're welcome.

2 MR. LEY: And thanks to the Attorney General for
3 listening to us.

4 MS. ISAACS: The Attorney General thanks you all
5 for coming. This is an important issue, and clearly it's
6 important to you. I'm going to, unless we have any final
7 remarks, I'm going to close officially the forum today.
8 Thank you very much.

9 (Forum concluded at 6:21 p.m.)

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