

STATE OF MICHIGAN
DEPARTMENT OF ATTORNEY GENERAL
BILL SCHUETTE, ATTORNEY GENERAL

Attorney General's Community Forum on the Proposed Sale of St. Joseph Mercy Port Huron to Prime Healthcare Services, held on Thursday, April 16, 2015, from 5:00 p.m. to 7:00 p.m., at Double Tree by Hilton (Ballroom 1), 800 Harker Street, Port Huron, Michigan.

APPEARANCES:

Attorney General's Office:	WILLIAM R. BLOOMFIELD, ASSISTANT ATTORNEY GENERAL
	CAROL ISAACS, CHIEF DEPUTY ATTORNEY GENERAL JOSEPH KYLMAN, AUDITOR JOSEPH POTCHEN, DIVISION CHIEF
St. Joseph Mercy Port Huron Hospital:	REBECCA SMITH, PRESIDENT AND CEO
St. Joseph Mercy Health System:	ROBERT CASALOU, PRESIDENT AND CEO
Prime Healthcare:	TROY SCHELL, GENERAL COUNSEL
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1 Port Huron, Michigan

2 Thursday, April 16, 2015 - 5:02 p.m.

3 * * * * *

4 MS. ISAACS: Thank you for coming this
5 evening. I welcome you to the Attorney General's
6 Community Forum on the proposed sale of St. Joseph
7 Mercy Port Huron to Prime Healthcare Services.

8 I want to introduce the people at the
9 table. We are all from the Attorney General's Office
10 except the person at the very end. I am the Chief
11 Deputy Attorney General representing the Attorney
12 General tonight. Immediately to my right is Joe
13 Kylman, who is the Auditor for the Department of
14 Attorney General. To my left is Will Bloomfield; he
15 is our attorney in charge of charitable trust and
16 transactions. To his left is Joe Potchen, and he is
17 one of our Division Chiefs who runs the Corporate
18 Oversight Division within the Department of Attorney
19 General.

20 I just want to talk about how this is
21 going to happen tonight. We have a full room and
22 that's excellent, thank you all for coming. We know
23 that you could be somewhere else tonight. This
24 demonstrates how important this issue is to you. We
25 have advertised this in our agenda for two hours. We

1 have counted the people who want to speak tonight,
2 and we are going to have to limit testimony to two
3 minutes. We are timing that; unfortunately, we have
4 to. We have a few speakers at the beginning and
5 we're going to try and keep those comments brief.
6 But to go over the agenda again and to inform you
7 about why we're here, it is the following:

8 On November 20th, 2014, for-profit
9 Prime Healthcare Services agreed to purchase
10 nonprofit St. Joseph Mercy Hospital, a subsidiary of
11 Trinity Health. The Asset Purchase Agreement and
12 other transaction documents may be viewed at the
13 Attorney General's website. And if you don't have
14 that from your agenda, I can get that website to you.
15 Because the Attorney General protects charitable
16 assets under Michigan law, Trinity Health and Prime
17 have made the Attorney General's review a condition
18 of sale. And when we review a sale, we always allow
19 the community the opportunity to comment. Your
20 ability to comment is not limited to tonight. You
21 may also submit comments to us in writing and we will
22 be happy to receive those after this forum.

23 The community forum tonight will: 1)
24 provide the public with an overview of the proposed
25 sale; 2) outline the Attorney General's review

1 process; and most importantly, provide the public an
2 opportunity to comment and submit questions.

3 Tonight, we have representatives from
4 Trinity Health and Prime, and we will allow them to
5 begin, make a short presentation. We are going to
6 begin with Rebecca Smith, President and CEO of St.
7 Joseph Mercy Port Huron. We are then going to go to
8 Rob Casalou, Regional CEO and President of St. Joe
9 Mercy Health System. And then, representing Prime is
10 Troy Schell, their General Counsel. So, we'll start
11 with Rebecca Smith, please.

12 MS. SMITH: Thank you, and good
13 evening. And as you've heard, my name is Rebecca
14 Smith and I am the President and CEO of St. Joseph
15 Mercy Port Huron. And on behalf of the hospital, the
16 Board of Trustees and Trinity Health, we would like
17 to welcome you all for coming this evening and
18 participating in this public forum. We would also
19 like to thank the Attorney General and staff for
20 hosting the town hall community forum with us
21 tonight.

22 As we said, we're going to be limiting
23 the comments in terms of time. And Gesilla (ph), who
24 has the computer up here with the timer, will be
25 raising her hand when there are 30 seconds left, so

1 that you know that your time is coming to an end.
2 And before I get started with the local impact of
3 this acquisition, I am going to turn it over to Rob
4 Casalou, who is the President and CEO of St. Joseph
5 Health Southeastern Michigan, Trinity Health.

6 MR. CASALOU: Thank you, Becky, and
7 thank you all for being here. I would also like to
8 express appreciation to all involved in your time and
9 interest in the matter. And most importantly, I
10 would like to thank the dedicated staff and
11 physicians who continue to make St. Joseph Mercy Port
12 Huron the (inaudible) and community hospital it is
13 today.

14 Over the past 20 years, the hospital
15 has confronted a number of financial challenges and
16 there's a pressing need to address health reform
17 through clinical remuneration, efficiencies, improved
18 financial performance, and the achievement of a
19 sustainable health care delivery system. And over
20 the years, Trinity Health has invested many millions
21 of dollars in St. Joseph Mercy Port Huron to assist
22 in meeting the challenges Becky had mentioned and,
23 however, it became increasingly apparent that St.
24 Joseph Mercy Port Huron and the community it serves
25 would be better served by partnering with another

1 health system. After a number of unsuccessful
2 efforts to identify an affiliation partner, Trinity
3 Health was intrigued upon being contacted by Prime
4 Healthcare and its interest in acquiring St. Joseph
5 Mercy Port Huron. That expression of interest led to
6 preliminary discussions, due diligence, and a mission
7 discern process by Trinity Health to ensure that a
8 transaction with Prime would be consistent with its
9 mission and the needs of their community. The
10 mission discernment process included Becky and other
11 members of the community to ensure that the decision
12 had proper balance and input.

13 After careful consideration, Trinity
14 Health and St. Joseph Mercy Health System determined
15 that the sale of the hospital through Prime would be
16 in the best interest of the patients, employees, and
17 communities served by St. Joseph Mercy Port Huron.
18 We concluded that the sale would place St. Joseph
19 Mercy Port Huron and its patients in a stewardship of
20 a strong national provider with proven quality, and
21 an impressive success record of enabling financially
22 distressed hospitals to thrive and meet the health
23 care needs of their community.

24 There have been questions raised about
25 the proceeds from the sale of the hospital. There

1 will simply be no net sale proceeds left following
2 the close, once the financial obligations of St.
3 Joseph Mercy Port Huron are satisfied. With this in
4 mind, they negotiated significant wholesale benefits
5 to Prime, for the hospital, the employees, and the
6 community. Much thoughtful attention was given in
7 the course of discussions with Prime to ensure that
8 the terms of the parties' agreements would ensure the
9 hospital's health and mission in the community is
10 preserved and the needs strengthened, and that it
11 enables the hospital under Prime's leadership to
12 continue to serve the community. Again, thank you
13 for your time.

14 MS. SMITH: In August of 1954, the
15 Religious Sisters of Mercy began providing quality
16 and compassionate faith-based health care to the
17 residents of St. Clair County and surrounding areas.
18 Many in this room have been provided with that care,
19 or perhaps you and your loved ones have been the
20 recipients of that care over the last six decades.
21 Wherever the case, to serve at this hospital has
22 meant a great deal and has touched lives of almost
23 everybody in this community and in this room.

24 Many of you in the room may have read
25 the Asset Purchase Agreement signed by St. Joseph

1 Mercy Health System and Prime Healthcare, which is
2 the reason we are here tonight. For those of you who
3 have, I would venture to say you would be hard-
4 pressed to find something in the document that does
5 anything other than benefit our organization and
6 community. We will likely hear various comments from
7 the audience tonight speaking to the terms and
8 commitments by Prime outlined in the document. For
9 those of you who have not, I'd like to highlight some
10 of those terms.

11 Prime Healthcare is committed to
12 operating the hospital as an acute care hospital with
13 a full functioning emergency room for a minimum of
14 five years. They have committed to retaining
15 substantially the same staffing with comparable
16 salary and benefits that we've known in the Trinity
17 System. They have committed to investing 20 million
18 dollars within three years to upgrade the facility
19 and equipment. We have already seen a commitment to
20 enhanced care. On a recent visit, the Prime staff
21 recommended an increase in the number of staff
22 dedicated to our quality department and patient
23 satisfaction services.

24 Outside of the hospital walls, Prime
25 has committed to at least the same level of community

1 benefit we have provided in the past, including
2 maintaining the operations of the Peoples' Clinic,
3 which is our free clinic of the underserved, and to
4 show their support to that charity ongoing, donated
5 \$10,000 to the clinic at a recent fundraiser.

6 Approximately one year ago Dr. Reddy
7 and his staff came to Port Huron, at that time he
8 asked me basically three questions: What were the
9 barriers, the challenges we faced in order to move to
10 the next level in health care? What did I believe is
11 important to our employees? And what did I think the
12 medical staff needed to provide quality service at
13 our hospital? I held back very little. Among many
14 things, I mentioned we needed new radiation therapy
15 equipment, the TrueBeam Accelerator is considered
16 state of the art among radiation therapy equipment.
17 I told Dr. Reddy this is what we wanted to purchase,
18 because people in small towns should have the same
19 access to the same high quality equipment and
20 treatments as those in larger organizations and
21 communities. And Dr. Reddy without a moment's pause
22 responded, "Of course you should."

23 Today, we are excited to say we are
24 planning installation of that TrueBeam radiation
25 equipment. And upon the finalization of the

1 acquisition, we will be providing the highest quality
2 of radiation therapy services available right here in
3 St. Clair County.

4 This hospital staff has done an
5 amazing job caring for you, our community. We have
6 reached nation satisfaction scores and quality scores
7 that outrank several hospitals in the area, nation,
8 and the state. In 2013, 94 hospitals in the state of
9 Michigan participated in the value-based purchasing
10 program by CMS. Of those 94 hospitals, this hospital
11 ranked 11th. So, sacrificing patient care has never
12 been an option at St. Joseph Mercy Port Huron, but we
13 don't want to be 11th. Prime Healthcare has been
14 noted three times to be among the top 15 health
15 systems in the nation, and 27 times their hospitals
16 have been named the top 100 hospital, not in the
17 state, but in the country. In 1994, Mercy Hospital
18 was a top 100 hospital. I had the honor of working
19 at this top 100 hospital, and I'm excited to think
20 that I would do it once again.

21 Hospitals and health care
22 organizations, both large and small, are all facing
23 the same challenges. We're trying to provide quality
24 care in a cost-effective manner. To do this, Trinity
25 Health has -- a more integrated model in its six

1 southeastern Michigan hospitals, one of which is Port
2 Huron. Geographically, Port Huron is approximately
3 60 to 75 minutes from its closest sister hospital,
4 and approximately two hours from Ann Arbor, posing
5 challenges to that model. Resources then, being
6 unable to integrate this model, take away from the
7 investments that can be made in those communities,
8 families just like you and me.

9 The first sign of success is when all
10 involved have something to gain. The southeast
11 Michigan region of Trinity Health by what I just
12 described will win. Our hospital staff and patients,
13 with the injection of capital and support, will win.
14 Our community, by investments in quality care,
15 equipment, jobs, and services, charity care, and
16 taxes, will win. Prime Healthcare, who will have the
17 opportunity to work with some of the most dedicated
18 and compassionate people you will ever meet, will
19 win.

20 And so tonight we thank you for
21 participating in this historical event of which you,
22 your grandchildren, and children may benefit. Thank
23 you.

24 MR. SCHELL: Good evening. My name is
25 Troy Schell, I am General Counsel for Prime

1 Healthcare, and I want to thank all of you for coming
2 tonight. This is a wonderful group to hear about
3 Prime Healthcare and this transaction. I want to
4 thank the Attorney General's Office for having us
5 today.

6 I want to do two things today: I want
7 to tell you about Prime Healthcare, a lot of you
8 might not know about us, and I want to tell you about
9 the deal. There is a lot of us in here, so I want to
10 be brief. And for a lawyer, that is saying
11 something.

12 So, Prime Healthcare, we -- Prime
13 Healthcare Services is located in Ontario,
14 California. We have 27 hospitals over seven states.
15 We -- we range from south California all the way to
16 Rhode Island. We acquired Garden City Hospital in
17 Michigan last year, where we had the same process
18 with Garden City. And as most of you will hear later
19 tonight, we made certain promises to the Garden City
20 community, and the promises were kept.

21 Our tenet in buying hospitals is we
22 believe in a community hospital. We believe that
23 communities deserve top-quality health care no matter
24 where they reside. We have seen over the years in
25 our -- in our experience nationwide, hospitals

1 closing all over the country, especially in our home
2 base, in Los Angeles, and frankly we find that
3 unacceptable. So, we have created a mission to save
4 hospitals, save jobs, and save lives, and this is
5 something very, very important to us, and we take it
6 very seriously. And when we do a transaction, we are
7 true to our word and we keep our commitments.

8 We build hospitals based on three
9 basic tenets: quality, charity, and investment. Our
10 quality is second to none. I will take some umbrage
11 with -- with Rebecca's commenting; that we just got
12 new awards. Instead of 27 top titles as a top 100
13 hospital, we have been named a top 100 hospital 33
14 times now in the last few years, six times alone this
15 year. We are a top 15 system in 2012, a top 15
16 system in 2013 by Truven Analytics. There is no for-
17 profit system in the country that can have similar
18 accolades. We were also a top 10 system in 2009. We
19 -- everything that we do is based upon quality, based
20 upon clinical criteria. We want to make sure that
21 this hospital is not only the hospital of necessity,
22 but the hospital of choice in this community. We
23 take that very, very seriously. And we have also
24 acquired several faith-based hospitals over the last
25 several years, ranging from St. Mary's in Reno to --

1 to a sister, two hospitals in Jameson, Missouri, two
2 hospitals in Kansas City, Kansas, that are part of
3 Ascension, as well as Sisters of Charity. Depending
4 upon the -- on the request, we adhere to certain ERDs
5 as the buyer -- as the buyer -- or rather, the seller
6 wants. We are understanding of the faith-based
7 mission and we respect it.

8 With respect to charity, our charity
9 care is as good or better than any non-for-profit
10 hospital that you will come across. Since 2007, we
11 provided 2 billion dollars in charity care. In 2013
12 alone, we provided over 700 million dollars.

13 And the other thing that we do is, in
14 addition to Prime Healthcare Services, we have a
15 separate hospital system called Prime Healthcare
16 Foundation, which is a 501(c)(3) public charity,
17 which each year Prime Healthcare Services donates one
18 of those hospitals debt-free to a foundation, to give
19 back to the community. And actually, in Los Angeles
20 we've had these hearings where we bought a hospital,
21 not for-profit, turned it for-profit, and then gave
22 it back to the charity eventually later. It's a
23 really remarkable, remarkable story that we do. The
24 profit foundation has over 800 million dollars' in
25 assets with no debt.

1 The last thing that we do is invest;
2 we invest in both the facility and we invest in the
3 community. We have spent over 700 million dollars in
4 the last several years on investing in hospitals
5 ranging from expansion to the emergency departments,
6 new wings, new technology, new IT. There is nothing
7 that we won't do to continue the growth of a
8 hospital. And we also become good corporate
9 citizens; we will become a member of this community.
10 We will invest back in this community. We want to be
11 -- we want you to look upon Prime just as you look
12 upon Trinity. These are good people. They are
13 different -- they're from California, so we got to be
14 careful, but -- but they -- but they are good people
15 and it matters.

16 So, here is what we've committed to
17 this deal, and Rebecca has mentioned that these
18 hospitals are going to stay open, we guarantee five
19 years, but let me just be perfectly blunt: we've
20 never closed a hospital, we've never sold a hospital,
21 and we've never shut down a service line. We are in
22 the business of operating hospitals. We're going to
23 maintain substan -- substantially all of the
24 employees; we're going to invest 20 million dollars
25 in the next three years at this facility; we're going

1 to maintain the charity here, policy, at or better
2 levels.

3 So, on that note, I want to thank all
4 of you very much for coming. We look forward to your
5 comments and we look forward to being -- to being
6 members of this community. Thank you.

7 MS. ISAACS: Thank you. And before we
8 begin with Will Bloomfield, having to do with
9 charitable trust, I see people standing and I feel
10 bad. I see some empty chairs; if people would like
11 to sit (inaudible) hand at an empty chair. I don't
12 know if we can have more chairs brought in, but this
13 is a two-hour hearing and I'm feeling badly for you
14 to stand that long.

15 Okay. Here, I have Will Bloomfield
16 who will continue this.

17 MR. BLOOMFIELD: Under Michigan law,
18 the Attorney General protects the interests of the
19 indefinite and uncertain beneficiaries of the
20 charity, that is, the public. Any asset held for a
21 charitable purpose, such as a hospital, is a
22 charitable asset. The Attorney General oversees and
23 protects charitable assets in a number of ways. He
24 registers charitable trusts, registers charitable
25 solicitors, and he reviews dissolutions, mergers, and

1 charitable asset sales, such as this one.

2 Some basic rules for governing
3 charitable assets are: assets held by a charity must
4 be used for charitable purposes. Charitable property
5 may be sold for fair market value, but it may not be
6 diverted for private benefit. Gifts denoted with a
7 specific or a distributed purpose must be used
8 consistent with that purpose. Trustees, directors,
9 officers, and others, who exercise control over
10 charitable assets, owe their organizations and
11 beneficiaries fiduciary duties of loyalty and care.
12 Charitable trustees break these rules if they ignore
13 or/and divert assets for private benefit, or sell
14 assets below fair market value. So, Michigan law
15 authorizes the Attorney General to address the wrongs
16 of charitable trustees by investigating wrongs and
17 representing charitable interests in court.

18 Recognizing the Attorney General's
19 authority, Trinity Health and Prime have conditioned
20 the sale on the receipt of the Attorney General's
21 approval.

22 What is the Attorney General's review
23 process? The Attorney General will only approve the
24 sale following a thorough and independent review.
25 Overall, the Attorney General's review considers the

1 overall fairness of the transaction to the public,
2 this includes the following: that the bidding process
3 is fair, that the seller relief -- that the seller
4 receives at least fair market value for its
5 charitable assets; that charitable assets remain
6 charitable; that charitable care and core services
7 continue; and that an adequate enforcement mechanism
8 exists to hold the buyer to its promises and to
9 monitor those promises.

10 MS. ISAACS: You have already seen
11 part of the review team that exists within the
12 Attorney General's Office. I am going to cover just
13 a few more issues related to that.

14 As part of his current review, the
15 Attorney General has already requested and received
16 many underlying transaction documents. Earlier today
17 the review team also interviewed Trinity Health and
18 St. Joseph Mercy board members, executives, and
19 others related to the transaction, to get their views
20 of the proposed sale. These interviews also help to
21 ensure that the seller's board and the executives
22 fulfill their duties of loyalty and care. The public
23 forum is part of the review; it's important for us to
24 know what the public thinks of the sale and to
25 properly inform the public regarding the sale.

1 In addition to our internal Attorney
2 General staff, we also have contracted with a
3 valuation expert, Plante Moran, to do its own review.
4 Plante Moran is currently performed an independent
5 valuation of the hospital's assets and liabilities
6 subject to sale. Plante Moran is also examining the
7 bid process to ensure that the market process was
8 fair to Prime, not the state taxpayers, who's paying
9 for this review.

10 Will the results of the AG's review be
11 made to the public? Yes. Because the review is
12 conducted on behalf of the public, the Attorney
13 General is committed to transparency, public
14 disclosure, and public input. The Attorney General's
15 Office has already posted several underlying
16 documents regarding this proposed sale. Again, it is
17 on our website, which is www.mi.gov/stjosephmercy.
18 As more documents become available, including the
19 transcript from today's public forum, our expert's
20 report and our final report will also be posted to
21 this website. In addition to the comments of today's
22 forum, I've already indicated that the public may
23 submit additional comments. We're going to cut off
24 that time at April 30th. You may do it by mail or
25 can also email us at ag-hospital@michigan.gov. And

1 if you need this website, we'll provide this again
2 for you.

3 And lastly, I want to testify, the
4 Attorney General's Office is conducting an
5 independent review. We will objectively consider all
6 the findings of our review, including input from the
7 public, to reach an appropriate conclusion based upon
8 those findings, and our findings will be made public.

9 I'm going to turn it over to our
10 moderator, who is going to hold us to the time, and
11 he is going to call people up here. Here you go.
12 This is Joe Potchen.

13 MR. POTCHEN: All right, now we get to
14 hear from you. This is your opportunity to provide
15 comments to us and you were all given a number at the
16 beginning; you signed in at the beginning and you
17 were given a number and your -- we're asking you to
18 hold your comments to two minutes, and then you can
19 just get up and speak. When you get up and speak, if
20 you could state your name and spell it. We have a
21 court reporter who is transcribing everything over
22 there, so we will have actually a transcript of this
23 particular public forum posted on our website. So,
24 if you can identify yourself, identify your name,
25 spell your name for her. And if you're affiliated

1 with the hospital or with Prime, or with any of the
2 entities, if you could identify, you know, that
3 particular affiliation.

4 So, let's get started. Let's have
5 number one and maybe a couple of people, who are
6 number two and three, can get up and stand behind
7 them, that way we can get this moving faster. But,
8 number one, can you get up and speak? Mr. Smith.

9 MR. SMITH: Thank you. My name is
10 Jeff Smith, S-m-i-t-h. I'm the Chairman of the Board
11 for the Board of Trustees for St. Joseph Mercy Port
12 Huron. I've held this position for the last three
13 years, and have been on the board for the last nine.
14 I also want to mention that I own and operate a
15 business in the Port Huron area that has been here
16 for over 50 years. It is a family-run corporation,
17 that we employ roughly 60 people, locals throughout
18 the area, and it is this reason that I chose to
19 become involved in the local hospital and the board,
20 as our family has a business and a longstanding,
21 ongoing interest in this community.

22 St. Joseph Mercy Port Huron and St.
23 Joseph Mercy Health Systems have played an important
24 role in the health care of our community for more
25 than 60 years. As a part of their obligation to the

1 community, the St. Joseph Mercy Health System and St.
2 Joseph Mercy Port Huron Board of Trustees are
3 continuously reviewing how to improve our standards
4 of care, quality, and overall financial standing and
5 relationship to changes in the health care industry,
6 which has required us to think differently about how
7 we operate.

8 In evaluating the viability and
9 sustainability of our hospital, in conjunction with
10 the needs of our local community, we, as a collective
11 board, believe St. Joseph Mercy Port Huron needs to
12 remain an acute care facility with an open and
13 accessible emergency department. We believe that an
14 immediate surge of capital investment in this
15 community, in the hospital, in the operation, is
16 Prime's intent and agreement. It is critical to
17 improving and expanding current service offerings, as
18 well as to support our ongoing improvement efforts.

19 We also feel it is essential to this
20 community that we uphold our current charity policy
21 and continue to care for those who are under or
22 uninsured throughout our community, as the hospital
23 has always done, as well as maintain an independent
24 medical staff and local governing board. A large
25 order, but one that we can afford, cannot -- cannot

1 take lightly.

2 On behalf of the St. Joseph Mercy Port
3 Huron Board of Trustees, I am proud to share a
4 unanimous support for the sale of St. Joseph Mercy to
5 Prime Healthcare Services. Thank you.

6 MR. POTCHEN: Wait. I am actually
7 going to ask -- is it Gizella (ph)?

8 GESILLA: Gesilla.

9 MR. POTCHEN: -- Gesilla to move over
10 here, so when you're speaking, you can see how much
11 time you have left. You did a great job keeping it
12 within the two minutes, in fact it was just on time,
13 but that might be easier for speakers as well, so
14 she's going to move over there, real quick, but you
15 can go ahead and get started.

16 MR. BOHM: Good evening. My name is
17 Jeff Bohm, and I am the Chairman of the St. Clair
18 County Board of Commissioners. I've been a member of
19 the board for the past 10 years and have arguably
20 served our county through the worst economic downturn
21 in history. When I ask members of our community for
22 their input on stabilizing, growing our county, the
23 number one response I receive is: jobs, jobs.

24 St. Clair County Board of
25 Commissioners supports the Economic Development

1 Alliance, which has a combination of private and
2 public sector members that supports the creation,
3 attraction, or retention of companies in St. Clair
4 County.

5 Prime's commitment to maintain the
6 hospital as an acute care facility, with an open and
7 accessible emergency department -- that's retention
8 of our fifth largest employer in St. Clair County.
9 The commitment to enhancing the services through the
10 injection of 20 million dollars of capital in the
11 hospital and its operations over a three-year period
12 is an investment in the health of the community. In
13 addition to these commitments, the purchase will add
14 to our local tax base, making a significant
15 contribution towards long-term economic
16 stabilization.

17 Prime's commitment to continue to
18 operate the Peoples' Clinic, and continue to serve as
19 a health care safety network for those in need, makes
20 this transaction more than a sale.

21 As a long-time member of the community
22 and Chair of the St. Clair County Board of
23 Commissioners, I am in full support of the sale, look
24 forward to the opportunities this partnership will
25 bring to our community. Thank you.

1 MR. POTCHEN: Thank you very much.

2 Dr. Kraus?

3 DR. KRAUS: Hi, everybody. Thanks for
4 coming. My name is Dr. David Kraus; that's K-r-a-u-
5 s. I'm the Director of the Emergency Room at St.
6 Joe's Mercy.

7 When I heard about this transaction,
8 it was exciting. I did a little bit of research, as
9 anyone would do. I know a few physicians at Garden
10 City, made a few phone calls, got zero negative
11 feedback from anybody. I actually used to work at
12 Garden City about 20-some years ago. And I got
13 nothing but good feedback on everything that's
14 happened there thus far in over one year that Prime
15 has been at that facility.

16 The thing that's exciting for me is, I
17 have a lot of jobs as the director, the main
18 responsibility is patient care. So this is, to me,
19 about patient care. There is a lot of other people
20 that are going to deal with attorneys and the trans
21 -- the transaction, but patient care requires things,
22 and we give great patient care right now at Mercy.
23 Can we do better? Yeah, you give me some better
24 equipment, I can do better. Change my staffing.
25 There's so many things you can do to take great and

1 go better and make things better. And with an influx
2 of 20 million dollars, everyone in this room can do
3 something better. And that is part of it, whether
4 you like it or not; medicine is tough -- billing,
5 coding, rules, regulations, CMS, government -- all
6 the things that are involved, it takes money to do
7 some of this stuff.

8 I feel this is really going to make a
9 big difference, that we're going to be able to take
10 the next step. I've been here five years, been in
11 southeastern Michigan as an ER doctor for over 20
12 years, and it's tough, much tougher now than it's
13 been, you know, 15 years ago. And I can see us now
14 being able to take the next step.

15 I've talked to the ER doctors and
16 other doctors on staff, and I haven't heard anyone
17 concerned. Change is change; no one likes change.
18 There will be some difficulties, there will be some
19 bumps. I don't see anything negative in this
20 whatsoever. Thank you.

21 MR. POTCHEN: Thank you. Number four.

22 MS. JOHNSON: My name is Debbie
23 Johnson and I'm the Executive Director at St. Clair
24 County Community Mental Health. As a resident of
25 this community, I have lived and worked in this

1 community for more than 30 years and I know how --
2 how important Mercy Hospital is to the community.

3 Over the years, I have had the
4 pleasure of working with the staff and leadership of
5 Mercy Hospital as they have positioned themselves as
6 a vital and necessary resource for the community.
7 Their partnership with Prime Healthcare is critical
8 to the hospital's future of providing patient-
9 directed services that will continue to improve the
10 health of our community, some of which aren't
11 provided by any other health system in the area.

12 CMH has a strong ongoing relationship
13 with Mercy Hospital that focuses on providing
14 integrated health services to the most vulnerable
15 members of our community. Together, we have been
16 able to provide integrated services in the St. Clair
17 County Intervention Center and Detention Center, and
18 have furthered the integration efforts at both the
19 hospital and at CMH.

20 Recently, CMH and Mercy Hospital
21 entered into an agreement to relocate the Peoples'
22 Clinic to our facility. The relocation is a huge
23 step forward towards integrating behavioral and
24 physical health care in this community. The Peoples'
25 Clinic has been providing care to the uninsured for

1 more than 25 years. It's a clinic that was built for
2 the community and by the community, and counts on
3 volunteers and donors to keep it going. All of the
4 funds raised and donated to support the Peoples'
5 Clinic need to remain in this community and continue
6 to be earmarked specifically for individuals that
7 receive services from the clinic. CMH serves many of
8 the same people, making our partnership a perfect
9 match. And we hope with the rapidly changing health
10 care landscape, that we can work together to
11 eventually expand the Peoples' Clinic to include the
12 underserved.

13 All of our discussions about the
14 Peoples' Clinic and continuing their vital community
15 services have been supported by Prime Healthcare, who
16 understand the value of meeting the needs of our most
17 vulnerable residents, as well as the importance of
18 co-locating primary and behavioral health care for
19 the benefit of our community.

20 I support the Prime Healthcare
21 affiliation because of their demonstrated commitment
22 to the communities they serve. St. Clair County has
23 a strong emphasis on family and community through
24 partnerships with a strong local focus. Prime
25 Healthcare seems to have this -- it's hard when

1 you're watching that thing, I'm sorry. Last item, I
2 promise. Prime Healthcare seems to share this focus
3 and I am confident that the health care integration
4 efforts started by CMH and Mercy will continue under
5 their umbrella, and that the sale to Prime will be a
6 positive move for our community. Thank you.

7 MR. POTCHEN: Thank you. That's why
8 it's there.

9 MS. JOHNSON: I know. It's, like,
10 distracting.

11 REVEREND SEPPPO: Reverend Tom Seppo,
12 S-e-p-p-o. I am the Executive Director of Operation
13 Transformation, and been a pastor here in the
14 community over 22 years, and have oversaw the
15 workings of OT for about 13 years. We're churches
16 cooperating for a changed community. That's the only
17 point really I want to make, because there's going to
18 be lots of points that are made, and I won't take my
19 three minutes. Is that, you know, the concern -- my
20 parents had a concern -- I was born here, raised
21 here. My parents were -- my dad was a pastor; he was
22 impressed with the spiritual emphasis of Mercy and
23 so, therefore, all of his brothers were born at Mercy
24 Hospital. You know, so -- so therefore, the -- the
25 concern, right, is the ongoing spiritual care. Well,

1 to ensure that, you know, the -- the hospital has
2 asked me to sit on a Spiritual Care Ethics Committee
3 to ensure that the spiritual qualities of this
4 hospital will continue to maintain, and that we'll
5 broaden the spectrum of the spiritual care, not only
6 with the Catholics, but with the Protestants as well,
7 and that we will work together to make this community
8 a better place to live. So, we are in support of
9 this transaction.

10 MS. DEMBOSKY: I'm Marsha Dembosky,
11 I'm a Mercy girl. The Religious Sisters of Mercy
12 taught me for 16 years of my life, so I have that
13 blood running through my veins.

14 I have no doubt the spiritual care
15 will continue at the new hospital, and I would like
16 to thank and welcome Prime Healthcare for rescuing
17 and purchasing St. Joseph Mercy Hospital Port Huron.
18 But I do want to urge Prime to permit the
19 continuation of the Catholic hospital in its current
20 form, and service to the staff, patients and the
21 families.

22 In addition to the weekly Catholic
23 mass offered in the past, the Catholic chapel has
24 served all persons -- Protestant, Lutheran, non-
25 Catholic, non-Christian as well -- in the chapel for

1 prayer, quiet meditation. Prime has purchased many
2 Catholic entities in the past and permitted such
3 arrangements for the Catholic chapel to continue. It
4 needs special care by a Catholic priest; however, it
5 must appear in the Purchase Agreement and with no --
6 hopefully no limiting time table. I do see a
7 provision has been made for the charitable work to
8 continue of the Peoples' Clinic. That would seem to
9 be the (inaudible) and where provision for continuing
10 the Catholic chapels should remain. There are many
11 benefactors and persons with financial stakes that
12 have invested in the Catholic chapel and I believe
13 that should continue.

14 Spiritual care will continue in a
15 generic form, but the Catholic chapel I'm advocating
16 for today. Thank you very much.

17 MR. POTCHEN: Thank you very much.
18 We've dropped to number six. Oh, we're at number
19 seven. Mike?

20 MR. SMITH: My name is Mike Smith, S-
21 m-i-t-h. I own Smith Family Funeral Homes, here in
22 Port Huron, and my family has been involved in the
23 funeral business in Port Huron for four generations,
24 dating back to 1919. My great-grandfather, my
25 grandfather, and my dad, have always been community-

1 minded, because the community supports us, and so we
2 support the community.

3 My mom worked at Mercy Hospital in the
4 1960s, and I was born at Mercy Hospital in 1968. I'm
5 currently a member of the Board of Trustees at St.
6 Joseph Mercy Hospital Port Huron. I often have the
7 opportunity to be at St. Joseph Mercy in the course
8 of my work as a funeral director. The other day I
9 was there on business, and the tiles of the main
10 hallway were being replaced, and I had to find a new
11 way to my destination through the basement of Mercy.
12 I must have had quite a lost look on my face, but
13 maybe that's just all the time. Each and every
14 employee was eager to help and point me in the right
15 direction. I had to find my way up to the third
16 floor, three ladies with a cleaning cart had to
17 follow me; they had -- they had me follow them up the
18 stairs, through twists and turns to my destination,
19 and they waited until I was done and returned me to,
20 back to the entrance.

21 I wasn't a patient and I wasn't there
22 to see anyone that was sick, but I was still treated
23 like gold. Warm, caring, smiling demeanor of the
24 entire staff was obvious. It's a great first
25 impression that anyone would gain from entering

1 Mercy. These people care.

2 So, as a member of the community, I
3 fully support this sale, because Prime Healthcare, as
4 a for-profit entity will by its very nature, for-
5 profit, have a vested stake in seeing this hospital
6 succeed to the betterment of the people that work
7 together here, and the patients that have been
8 lovingly cared for here over these many years. Just
9 as our funeral home relies on the ebb and flow of
10 good community relations, so too will Prime
11 Healthcare in its operation of this vital asset that
12 community leaders long ago had envisioned. Thank
13 you.

14 MR. POTCHEN: Perfect timing. Number
15 eight, Tom Bliss.

16 MR. BLISS: Thank you. Good evening.
17 My name is Tom Bliss, B-l-i-s-s. I serve as a jail
18 administrator for Sheriff Donnellon, here at the
19 sheriff's office. He sends his apologies and regrets
20 he wasn't able to come tonight, his previous
21 engagement, called on the other side of the state.

22 Give a little history. About two
23 years ago, Becky Smith and her team showed up on our
24 door and inquired about providing service to the
25 inmate population at the jail. It just so happens

1 that that year, I don't know if you got inside intel
2 or not, but we were planning on possibly putting out
3 an RFP for the services that year. She brought quite
4 the team. I think it was 12, wasn't it, Becky?
5 Anyway, got a little background and we did an RFP,
6 and a RFP went nationwide. They were all your
7 corporate entities came in there -- I won't go
8 through the litany of names -- and they had their
9 marching orders and what it was. And basically what
10 I asked for was complete care, efficient care, the
11 ability to possibly reduce some of -- some of the
12 costs that the sheriff's office and the County was
13 incurring through inmate care and ancillary costs,
14 which was adding up on us. And basically after
15 "Buddy," you know, "I know you got your cookie
16 cutters, I want you to think out of box and provide
17 us with the best service we could," Becky first hit a
18 -- hit a little bit of roadblock, she missed an
19 email, but she shortly started on the rest of them.
20 But that all be told, after the RFP came out, she was
21 the only one that actually, and her team, did exactly
22 what we were looking for. They came in with a
23 comprehensive package that did all of those things.

24 So, to show that we had increased
25 medical care for our inmates, as a result we got

1 physician coverage basically doubled. Dr. Kraus, who
2 you heard from earlier, is our head doctor and has
3 the ER team, works with us, so we've got 24/7, 365
4 day coverage and communication with them. I've got
5 an RN nurse on here and I saw her earlier today, I
6 don't know where she went to -- there she is, back
7 there, Ms. Stacy Oliver, who is our resident RN,
8 which increases our nursing aid, the staffing that's
9 there. So, our coverage increased there.

10 They created a collaboration with CMH,
11 with Advanced Care, our pharmacy, with a local
12 dentist that we use, everybody else in here, and was
13 able to put something together that we hadn't seen
14 before in terms of service, and was able to keep it
15 local.

16 So, as a result, our ancillary costs
17 went down; they provided us other services, such as
18 an on-site EKG, an x-ray machine to prevent us from
19 having to put an inmate in a car, send a deputy and
20 equipment over to the hospital and back on almost a
21 daily basis, if you will.

22 Further, they took it another step
23 further. We had expedited service as long as the ER
24 doesn't have any other priorities in there, we're in
25 and out, which is something we didn't get provided

1 before in the past with other services. I mentioned
2 the collaboration. Also, the collaboration with
3 mutual concerns: the sheriff's office -- the
4 sheriff's office also -- also houses inmate
5 detainees, were paid for by the government, and they
6 work very closely with us, hand-in-hand, to make sure
7 that we adhere to the 268 pages, duplex pages of
8 standards that we have to meet yearly on that, and
9 they've ensured the medical is there. So the end
10 product, we got a better product, continuation of
11 care that assists in reduction of cost, and we are
12 fully in support. Thank you.

13 MR. POTCHEN: Thank you.

14 MS. MROUE: Good evening. My name is
15 Carol Mroue, M-r-o-u-e. I'm the Director of Provider
16 Contracting for Priority Health, one of the leading
17 Michigan health branches, and dedicated for over 30
18 years to improving the health of our communities,
19 including those that live in the Blue Water region.
20 On behalf of Priority Health and its customers, I
21 wish to express our concern based on Prime's recent
22 history of acquiring health care facilities,
23 immediately terminating third-party payer agreements,
24 and then subsequently notifying the payers that they
25 will recontract at substantially increased pricing.

1 Such a business practice places a difficult burden on
2 plan members who depend on stable relationships
3 between their health plan and the providers to ensure
4 reliability and continuity of care.

5 Priority Health saw this pattern of
6 behavior exhibited by Prime following its purchase of
7 Garden City Hospital. Following the approval of the
8 sale by the Attorney General's Office, Priority
9 Health and other third-party payers received a series
10 of communications attempting to immediately terminate
11 provider participation agreement with payers. Prior
12 to the sale of Garden City Hospital to Prime, Garden
13 City had been a participating provider in Priority
14 Health's network for many years. Despite multiple
15 good faith efforts, we were ultimately unable to
16 secure new commercial health plan agreements, as we
17 could not agree to rate increases of more than 40
18 percent. Doing this would have made premiums less
19 affordable for our customers. As a result of Prime's
20 actions, roughly 7,000 Priority Health members in
21 metropolitan Detroit no longer have the ability to
22 choose Garden City as an in-network provider for our
23 commercial plan. Prime Health's actions have
24 increased the costs and decreased access for health
25 care consumers in Michigan.

1 In evaluating this tran --
2 transaction, we respectfully request that the Office
3 of the Attorney General consider the impact of this
4 transaction on current Port Huron health care
5 consumers and on the ability of health plans to
6 promote choice and competition among health care
7 providers for the residents of the Blue Water area.
8 Thank you.

9 MR. POTCHEN: Thank you. Number 10.

10 MS. CONDLAND: My name is Nora
11 Condland, C-o-n-d-l-a-n-d, and what I wanted to talk
12 about is a little softer side of Mercy. I started
13 with Mercy 16 years ago as a volunteer, and I came to
14 Mercy because I was diagnosed with breast cancer, a
15 very aggressive, very lethal form of it. Even today,
16 the -- the rate of survival at five years is only 34
17 percent, so back 15 years ago, I'm sure it was a lot
18 less. My treatment was aggressive, thorough. The
19 care, the technology was first class. When I
20 finished, I wanted to do something to give back to
21 the hospital, the staff, that had been so great. So,
22 I'm going to speed it up, since we only have two
23 minutes. But the first mosaic that I created, I
24 offered to Dr. Dalal. I was only going to give him
25 one, he asked for two, and bought a third for \$1.06.

1 I think -- I think he got a good deal. After that I
2 asked Becky if I could redo the infusion rooms. I
3 created a mosaic for each one and also did some other
4 decorating, and I think we turned them into something
5 that were quite as pleasant as an infusion room can
6 be.

7 The third thing I asked for was to
8 create a mosaic called "Helping Hand." I submitted
9 it as a design and the next morning it was approved,
10 and that's unheard of, with that kind of speed.

11 Number four was prescription art, and
12 if anybody has been to our hospital lately and seen
13 just the tremendous change, the artwork, as I say,
14 the softer side that appeals to patients, anybody
15 else that might come through. We've requested to the
16 community to donate artwork; they have done that in
17 spades. We were only going to do the main hallway;
18 we have almost completed the whole hospital, with a
19 few areas still to go.

20 And the last thing, which I think was
21 really my favorite, was we asked all the departments
22 in the hospital if they wanted to create a mosaic to
23 represent what they thought of the hospital, what
24 they do. We have 34 of them that are -- almost 34;
25 we have 32 up, one is being framed, and one is almost

1 finished. I think Prime Health was wonderful for us
2 and I think we will be wonderful for them. Thank
3 you.

4 MR. POTCHEN: Mr. Anderson.

5 MR. ANDERSON: Good evening. My name
6 is Carl Anderson; that's Carl with a "C," A-n-d-e-r-
7 s-o-n. I'm a director at St. Joseph Mercy Port
8 Huron. It's my privilege and I'm proud to represent
9 a number of divisions; that includes respiratory
10 therapy, cardiology, cardiovascular lab, diagnostic
11 imaging services. I've been involved in health care
12 for over 40 years, and the last five-and-a-half has
13 been here, at St. Joseph Mercy Port Huron.

14 As you probably know, these divisions
15 utilize highly technical equipment that assists with
16 the diagnosis and treatment of disease and injuries.
17 In the past few years, St. Joseph Mercy Port Huron
18 has taken great strides to continue our focus in
19 providing the highest quality of care in a
20 compassionate manner, and part of that focus has been
21 the acquisition of state-of-the-art equipment and
22 technology to include: respiratory therapy equipment,
23 EKG machines, ultrasound equipment, cardiac cath,
24 nuclear medicine, digital mammography, stereotactic
25 biopsy, general x-ray, tomography and surgery imaging

1 equipment. We also broadened our information
2 technology platform to include picture archive and
3 communication systems, which is the common -- the
4 common name for that is PACS.

5 We're very excited about the proposed
6 partnership with Prime Healthcare because they, too,
7 are highly focused on patient quality of care,
8 meeting our physician needs, and utilizing the latest
9 and greatest technology. With the infusion of funds
10 of Prime Healthcare, we'll be able to move forward
11 much more quickly with the acquisition of more and
12 new equipment and technology, allowing us to continue
13 our high focus on respiratory, cardiac, and imaging
14 quality.

15 On a different note, we are also
16 affiliated with two local radiologic technology
17 programs associated with St. Clair County Community
18 College and Baker College that trains area students
19 in the art and science of x-ray imaging. We support
20 from -- with support from Prime Healthcare, we hope
21 to continue and perhaps expand this opportunity to
22 our community residents, both young and old.

23 Lastly, I've been personally involved
24 and blessed the past five-and-a-half years with being
25 part of a faith-based hospital. And as you know, St.

1 Joseph Mercy Hospital is steeped in religious
2 tradition that I'm pleased will continue in
3 partnership with Prime Healthcare. With that, I'll
4 say amen, thank you.

5 MS. BONITO: Hello, my name is Sandra
6 Bonito. I'm a volunteer and have been a volunteer at
7 Mercy Hospital for 25 years. We have over 120
8 volunteers who have just last year volunteered over
9 16,000 hours. I know I speak for those volunteers
10 when I tell you how much they enjoy being able to
11 help out at the hospital; doing their assigned jobs
12 is very important to them. So, when they learned
13 that the ownership of the hospital was changing,
14 there were many concerns; however, the hospital
15 administration has tried to answer these concerns as
16 they -- as they have come up and to explain how the
17 volunteers will still be a vital part of this
18 operation.

19 St. Joseph Mercy is made up of
20 wonderful, caring people whose role is to give the
21 best health care to those who need it. We are
22 hopeful that the changes and improvements that Prime
23 Healthcare is planning to make will help us continue
24 to provide this excellent care. Thank you.

25 MR. POTCHEN: Number 13 to come up.

1 MS. STUMP: Good evening. My name is
2 Jody Stump, S-t-u-m-p, and I am the Nursing
3 Coordinator of the Peoples' Clinic for Better Health,
4 which is a collaborative initiative operated by the
5 St. Clair County Medical Society and St. Joseph Mercy
6 Port Huron.

7 For the past 25 years, Peoples' Clinic
8 has been providing care to individuals with low
9 income, without health coverage. By doing so, it has
10 provided life-saving medical care to thousands of
11 patients throughout St. Clair County. Our clinic is
12 unique because it was built and created by our
13 community, for our community. We fully attribute our
14 successes and continued ability to help those most in
15 need to our staff and the countless volunteers and
16 donors who have selflessly supported our mission.

17 Even with the introduction of the
18 Affordable Care Act, we still see a great need for
19 the Peoples' Clinic in our community. Not everyone
20 has coverage. Patients need guidance and support in
21 obtaining coverage and they need medical care until
22 they are approved for that coverage. In our last
23 fiscal year, our clinic provided 3,500 visits to some
24 of the most vulnerable members of this community.
25 Roughly 54 percent needed to see a physician, another

1 34 percent were assessed by a registered nurse for
2 prescriptions. Additionally, 18 percent were first-
3 time visits. More than 10,115 prescriptions were
4 written for clinic patients. Eighty-nine percent
5 were for conditions such as high blood pressure,
6 diabetes, cardiac meds, and other chronic conditions.
7 We made over 3,000 referrals to health care providers
8 on services such as counseling, dental care,
9 eyeglasses, food drives, shelters, et cetera. We
10 have a social worker that assesses the needs of the
11 individual and helps not only with resources and
12 other agencies, but also job postings and education
13 opportunities.

14 Prime's commitment to continuing our
15 Charity Care Program, and increase as the need
16 arises, is absolutely what our community needs. We
17 need to continue to offer programs by the Peoples'
18 Clinic to improve the health of our community and
19 serve those in most need. Knowing Prime has made a
20 commitment to our community, and seeing their
21 commitment in other communities, makes me eager for
22 this partnership to begin. I'm fully supportive of
23 our hospital sale. Thank you.

24 MS. EKELUND: Good evening. My name
25 is Therese Ekelund, E-k-e-l-u-n-d. I became part of

1 this wonderful institute called Mercy, now St. Joseph
2 Mercy Port Huron, on December 15th, 1975, and
3 recently retired this past January, after 39 years of
4 service. Looking back, I could not imagine spending
5 those 39 years anywhere else. It is like a family
6 there, where you can count on each other no matter
7 what. As a matter of fact, two of my sisters are
8 still employed at St. Joseph Mercy and both of them
9 have over 30 years of service there as well. So you
10 see, it truly is a family environment.

11 My entire family has gone there for
12 their health care. This is my hospital and I plan to
13 continue to receive health care there.

14 I had the opportunity to work in the
15 Patient Care area for 20 years, so I saw firsthand
16 the compassionate care that was provided to each and
17 every one of our patients. For the next 19 years, I
18 was part of the Support Services on the
19 administrative floor. My hospital encouraged me to
20 learn and grow throughout my years of service. I am
21 just one of the many that have been helped to advance
22 their career in the health care industry.

23 Our hospital has been a huge part of
24 this community for 60 years and cares deeply, not
25 just for the patients and the physicians, but all of

1 their employees. As I said, I finished my career in
2 the administrative area, and I could honestly tell
3 each and every one of you that the current CEO, Becky
4 Smith, is truly passionate about the success of our
5 hospital, along with her administrative team; they
6 focus on safety and quality, so I could only see
7 success with such hard working leadership.

8 We were once a top 100 hospital; I
9 believe we will be that again with our current
10 leadership at Prime Healthcare.

11 Recently, I attended the St. Jos --
12 Joseph Mercy wine tasting event. This event is a
13 fundraiser for Peoples' Clinic, with all proceeds
14 going to the underinsured in our community. Prime
15 Healthcare denoted \$10,000 to this very important
16 service we provide. I was rolled away by their
17 generosity and I have to tell you I thought to
18 myself: mm, I think they would be great to work for.

19 I am a member of this community and we
20 need to encourage and support the purchase of our
21 hospital by Prime Healthcare. Our community deserves
22 this wonderful healing hospital called St. Joseph
23 Mercy. Thank you for your time.

24 MR. POTCHEN: Thank you. We're on
25 number 15 now.

1 MR. STROBBE: My name is Dan Strobbe,
2 S-t-r-o-b-b-e. When I was first introduced to Mercy
3 Hospital was when I was a child. After church, we
4 used to go over and watch the -- look at the flowers
5 and the plants that my grandfather had planted there,
6 since he was the groundskeeper when the building was
7 just a rectangle building, before we had all the
8 additions on to it. And he always used to talk about
9 how close the members of the staff were to each
10 other, and it sounded like it was a very home type of
11 place. And as I continued to work through my
12 profession, I ended up joining Mercy Hospital about
13 30 years ago. Most of the people that I started with
14 are still there. We have a lot of longevity in this
15 -- in this facility.

16 I'm currently in the CRNA -- in the OR
17 department, and we have CRNAs that come from vast
18 areas. We've got one that drives from London,
19 Ontario; we've got CRNAs that come from different
20 communities, different cities, that drive by multiple
21 hospitals just to come to work at ours. One of the
22 things that we like about Mercy is that we're all
23 allowed to strive for perfection; we're allowed to
24 strive for excellence and efficiencies.

25 I was talking with Becky not too long

1 critical service that we provide to the community,
2 and seek to continue to provide: One, that we ensure
3 health care is available to everyone in our community
4 regardless of their ability to pay; two, that we are
5 continuously focused on excellence in the care and
6 the customer service that we provide and are known
7 for, and; three, that we continue to focus on body,
8 mind, and spirit in the work, in service that we
9 provide.

10 I am happy to say that all evidence
11 points to the fact that these principles will
12 continue to remain the focus as we transition from
13 Trinity Health to Prime Healthcare and are -- these
14 are the things that I want to quickly speak about:
15 The first one, making sure that we're able to
16 continue to provide charity care and care to the
17 uninsured, is very important for us. For 60 years,
18 our hospital has been committed to ensuring every
19 single person in our service area receives top
20 quality health care whether they could pay or not.
21 This has been accomplished both at the hospital,
22 through our emergency room, and our inpatient
23 services, as well as on the outpatient side, through
24 our Peoples' Clinic, which has -- was spoken to
25 already by Jody and a few others, that it's been made

1 possible through donation for people's time and --
2 and money for many years. And it's very exciting to
3 know that Prime Healthcare also has made charity care
4 and caring for the uninsured a huge focus of what
5 they do and who they are, and that they have proudly
6 agreed to, of course, that this will remain the focus
7 that we can provide.

8 Second, that we continue to focus and
9 retain the excellence in quality patient -- quality
10 care, patient safety, and service excellence that we
11 are known for. We see Prime as a perfect fit for
12 being able to continue with this priority as well.
13 Over the past several years, we have received
14 multiple awards in top quality performance in care
15 that our team delivers every day, awards such as an
16 "A" grade in the hospital safety scores, through Leap
17 Frog Group, who raised (inaudible) to protect
18 patients from accidents, errors, injuries, and
19 infections. We were the only hospital in St. Clair
20 -- St. Clair County to be recognized in the category
21 of top performer by the Joint Commission. Consumer
22 Report magazine awarded us with the above-average
23 rating for surgical services, the highest rating in
24 the community, and just to name a few. Based on how
25 many Prime Healthcare hospitals have the top 100

1 hospital distinction, we are confident that these
2 types of awards, as well as us becoming a top 100
3 hospital, will continue to be central to our
4 performance.

5 The third one -- I'll quickly do this
6 -- very easily -- or very early in discussions with
7 Prime, it was evidenced that they were in full
8 support and desired that we retained our faith-based
9 culture, which is very exciting for us, as we know
10 how important this is to our patients, our staff, and
11 our community. And we're thrilled to have many
12 community members and clergy, as Tom Seppo had
13 mentioned, to be part of our group, our new group
14 that we're going to be working with to establish the
15 scope of how we'll continue to focus on being faith-
16 based.

17 I'm pleased to say that based on what
18 we have learned about Prime's mission, vision and
19 value, Trinity did a great job finding us a new
20 owner, and I would ask that you allow us the ability
21 to ensure this level of excellence, faith-based
22 health care continues to be available in our
23 community. Thank you.

24 MR. POTCHEN: Thank you. I want to
25 make a point. Some of you may feel that two minutes

1 is -- we're kind of rushing through it, and there is
2 an opportunity to submit emails, too. If you feel
3 you didn't get enough time or didn't get out what you
4 wanted to say, you can submit an email to our office
5 and we'll give this to you again, but the email
6 address is ag-hospital@michigan.gov. So, if you want
7 to add something or want to submit an additional
8 comment, again it's ag-hospital@michigan.gov.

9 MR. GLENN: Hi, my name is Mike Glenn,
10 G-l-e-n-n. I do not have a gun, so I'll keep it
11 under two minutes, I promise. I'm the Vice Chair of
12 the Mercy Port Huron Board of Trustees. And upon the
13 announcement of the sale, I've heard a lot of
14 discussion in the -- in the community referring to
15 the asset of sale and in most cases it was referring
16 to the monetary amount that was being transferred
17 from one entity to another. Having been a member of
18 the board for the past seven years, and the Vice
19 Chair for the last three, been very involved with the
20 transition process, and I can confidently tell you
21 that the biggest asset is the employees of St. Joseph
22 Mercy Port Huron and those we are fortunate enough to
23 serve. It is our employees who provide the high
24 quality care to each and every patient who walks
25 through the door, that we're most interested in

1 protecting in this transaction.

2 Aligning Mercy with Prime Healthcare
3 affords us the opportunity to invest not only in our
4 greatest asset, but also invest in our services,
5 programs, buildings and equipment. This investment
6 only enhances the quality of care we've committed to
7 providing to our patients and to our community.

8 I firmly -- firmly believe that this
9 sale is in the best interest for our hospital, our
10 employees and our community. I view this sale as an
11 investment in quality care. And as a member of the
12 community and a father of three, I want to make sure
13 that the high quality care that we've grown
14 accustomed to is -- is very accessible and a short
15 drive away. I know that St. Joseph Mercy will
16 continue to be that place under the guidance of Prime
17 Healthcare, and I look forward to being a part of
18 that in the years to come. Thank you.

19 MR. POTCHEN: Thank you.

20 MS. SEIFERT: Good evening. My name
21 is Debbie Seifert, S-e-i-f-e-r-t. I am the Executive
22 Director of Human Resources for St. Joseph Mercy Port
23 Huron. Like many of our colleagues, including Becky
24 Smith, I too have a history with St. Joseph Mercy.
25 My story started when I was hired as a high school

1 co-op student within the Human Resources Department.
2 After several career opportunity advancements that
3 St. Joseph Mercy afforded me within HR, from clerk to
4 specialist, to recruiter, and to now executive
5 director, I have served this organization and its
6 stakeholders for over 23 years. Although I have been
7 formally recognized for upholding the values and
8 mission of the organization by being named Colleague
9 of the Year in 1998 and, most recently, Colleague of
10 the Month, I feel many of our real superheroes, who
11 serve the organization daily in every capacity, have
12 not been and should be formally recognized. Their
13 unwavering dedication and commitment is the fabric of
14 our organization. Over the years, when asking
15 colleagues why they choose St. Joseph Mercy as their
16 health care employer of choice, the responses have
17 been, because St. Joseph Mercy cares about this
18 community; because it is family here; because we
19 provide personal, compassionate care, and because
20 this is our neighborhood. Our colleagues understand
21 the importance of not only providing high quality
22 care, which we do every day, but they also understand
23 about taking care of the community in which many of
24 us live. Our 775-plus colleagues, nearly 200 members
25 of our medical staff, and our 100-plus active Mercy

1 auxiliary volunteer organization members, have served
2 this community for over 60 years.

3 St. Joseph Mercy is one of the top 10
4 largest employers in Port Huron, and St. Clair County
5 is committed to continuing to serve this community
6 through its partnership with Prime Healthcare.

7 With Prime Healthcare's proven record
8 of elevating quality and financial stability of
9 hospitals, while also increasing patient
10 satisfaction, it is exciting to be part of this
11 forward thinking and dynamic team as we move into a
12 new -- a new age of health care. Through our
13 partnership with Prime Healthcare and with their
14 commitment to the community, I look forward to
15 continuing to hear why colleagues choose our
16 organization as their health care employer of choice
17 well into the future. I look forward to continuing
18 to hear why our internal stakeholders desire to serve
19 the members of our community with Prime Healthcare at
20 their side. Thank you.

21 MS. FRANCIS: Good evening. My name
22 is Tiffany Francis, F-r-a-n-c-i-s. I'm the Executive
23 Director of the Mercy Physician Community PHO and
24 Connected Care, an Accountable Care Organization.

25 Mercy PHO is a physician hospital

1 organization owned by both St. Joseph Mercy Port
2 Huron and about 140 physicians in our community.
3 Connected Care is a Medicare shared savings, an ACO
4 owned by St. Joseph Mercy Port Huron, with 75
5 physician participants and 8,700 Medicare
6 beneficiaries. Both organizations serve to create a
7 clinically integrated network of primary care
8 physicians, specialty care physicians, the hospital,
9 and other health care agencies in our area. In order
10 to be a physician member of the PHO, a physician must
11 have privileges at St. Joseph Mercy Port Huron, the
12 PHO has been in place for nearly 20 years, and
13 Connected Care was approved by the Center for
14 Medicare and Medicaid Services January 1st of this
15 year. The PHO is owned 50 percent by the physicians
16 and 50 percent by the hospital.

17 The transaction and potential
18 ownership change of the hospital partner from St.
19 Joseph Mercy Port Huron to Prime Healthcare required
20 a full vote of our physicians and hospital
21 membership. We are pleased that this vote was
22 overwhelmingly passed with 97 percent in favor of the
23 transition, and we are in a good position to make the
24 necessary changes to Prime Healthcare.

25 I've had the opportunity to speak with

1 many of our physicians and their office staff over
2 the past weeks and months about the transition to
3 Prime Healthcare and I've heard some very positive
4 feedback. Many of our physicians believe that this
5 is in the best interest of our organizations and our
6 community for the following three reasons: Prime's
7 commitment to maintain an enhancing quality health
8 care in our community; continuing Mercy's 60 years of
9 serving the health care needs of our area; their
10 speed and expertise in health care innovation
11 decision-making.

12 Population health is the present and
13 future of our health care. Prime has lead innovative
14 programs in the West and has the experience that we
15 don't currently have from working in California. We
16 are excited to learn from their experiences and
17 integrate them into our area.

18 Prime's position in patient focus: We
19 are pleased to learn about their commitment to
20 helping the medically underserved, as well as their
21 planned upgrade for our health care technology in our
22 facility.

23 On behalf of Mercy PHO and Connected
24 Care, we look forward to exciting times.

25 MS. REPP: Good evening. My name is

1 Pauline Repp, that's R-e-p-p, and I am Mayor of the
2 City of Port Huron, as well as I serve on the Board
3 of Trustees for St. Joseph Mercy Port Huron. And I
4 would like to offer my support for the sale of the
5 hospital to Prime Healthcare.

6 St. Joseph Mercy is an integral part
7 of our community and it has provided quality health
8 care for our residents for over six decades. As
9 well, they have been an excellent community partner.
10 It is my belief that the acquisition by Prime
11 Healthcare will only enhance what is already in
12 place. Their commitment to continue providing health
13 care to those who are unable to pay and their support
14 of the Peoples' Clinic is to be commended.

15 I believe that the sale to Prime
16 Healthcare will result in an even better hospital,
17 with even better services, thanks to their commitment
18 to invest millions in improved equipment and
19 upgrades.

20 Speaking from my position as Mayor,
21 due to the fact that Prime Healthcare is for -- is a
22 for-profit venture, the City will realize additional
23 revenue in the form of taxes that will no longer be
24 exempt. And at a time when everyone struggles with
25 their budget, that is a very welcome addition. From

1 an economic standpoint, St. Joseph Mercy is one of
2 the city's larger employers, and we appreciate that
3 Prime Healthcare will continue to provide quality
4 employment to hundreds of people in a myriad of
5 positions. This sustains the quality of life that we
6 have in our community.

7 In closing, I believe it is important
8 that our residents have quality access and options
9 relative to their health care, and I again offer my
10 support of this sale.

11 MS. VANDER ESCH: I apologize for the
12 wheels (inaudible). My name is Marilyn Vander Esch,
13 that's V-a-n-d-e-r E-s-c-h. I am Professor of
14 Nursing (inaudible) St. Clair County Community
15 College. I've been in governance for, since 1983,
16 various functions, but now my main contribution and
17 interests are in the area of spiritual care mission
18 and clinical ethics. I'm also a volunteer patient
19 greeter and visitor. And I know there has been a lot
20 of concern about what's going to happen with the
21 change in partnership; what's going to happen, what
22 always happens in spiritual care. We have a very
23 fine reputation for care and the people are saying,
24 what's going to happen?

25 Our community has a wide variety of

1 faith traditions and we serve them all, just like we
2 serve those people who have no declared religion. It
3 really doesn't matter, that's going to continue.
4 Whenever people need encouragement, we're going to be
5 there to provide support in a way that is keeping
6 with their belief and their comfort zone. Looking
7 around our hospital, we are in no shortage of people
8 to encourage; we get (inaudible), we have patient
9 greeter and visitors. And (inaudible) is a rewarding
10 thing to do; it's one of the most fun things I do,
11 but it's easier when I can walk.

12 The other thing that I really want to
13 stress is, as long as we provide a faith-filled
14 environment, if we give care that is based on
15 sensitivity and respect for the individuals in the
16 community, we're going to be just fine. In fact, I
17 think that we're going to be better than fine. I
18 think the hospital will flourish. Not to worry my
19 friends, keep coming. Thank you so much.

20 MR. POTCHEN: Thank you.

21 DR. DALAL: Good evening. My name is
22 Kanu Dalal, K-a-n-u, last name Dalal, D-a-l-a-l. I'm
23 the radiation oncologist at St. Joseph Mercy Hospital
24 for last 28 years. I came here in 1987. We had a
25 very small program at that time, and the cancer need

1 and cancer care required at that time was minimal,
2 but as we progress, we learn more things, we have
3 provided more treatments, new services. And over a
4 period of time of 28 years, we have achieved a lot of
5 things at St. Joseph Mercy Hospital, and we are the
6 cancer center in this area.

7 I provide radiation oncologist
8 services, which is treating basically cancer with
9 radiation treatment. This is a highly technical
10 field. You need to have a machine, you need to have
11 technology, you have to have a computer to drive this
12 machine in a very precise, in a sub-millimeter
13 accuracy, and it's happening all over the country,
14 all over the world, and we have to keep up with this.
15 We have done well.

16 We have two linear accelerator that
17 has been installed as the time goes on; we are ready
18 for the third one. Patients who are coming to see me
19 are asking, "Do you have a new technology?" We have
20 worked with Trinity to try to get this system; we are
21 working on it, but I think the process is very slow.
22 When I heard this six months ago, that Prime is
23 taking over, Prime has an intention to take over the
24 St. Joseph Mercy, I kind of looked into the computer
25 to see what this Prime Care is all about, and then I

1 found out that they have already installed the best
2 of best, which is called TrueBeam in Reno, Nevada. I
3 mean that's considered to be the best equipment, and
4 that's what they are going to bring into this
5 community. This is great for this community, because
6 a lot of things that we could not do today, we will
7 be able to do that in six months' time. So, I
8 really, I'm excited to see this transition happening
9 very soon.

10 Also, I want you to know this one
11 thing, and also Becky Smith and the Prime
12 representative who are here, my practice at St.
13 Joseph Mercy Hospital in radiation oncology has been
14 rated number one by the Blue Cross and both in the
15 quality as well as in the cost constraint. So, we
16 have done well; we want to do better. I am look -- I
17 am looking forward to work with Prime soon.

18 MR. POTCHEN: Thank you, Doctor.

19 MR. GILMORE: My name is Brent
20 Gilmore, G-i-l-m-o-r-e, and I am the Director and
21 Dosimetrist of the Radiation Oncology Program located
22 at the heart of our St. Joseph Mercy Port Huron
23 Cancer Center. I'm a lifelong resident; I've worked
24 at Mercy for 28 years. For over 40 years, St. Joseph
25 Mercy has been the only cancer center in the area

1 providing advanced radiation therapy treatment for
2 our community. We have continuously met the needs of
3 those suffering from cancer, and we have prided
4 ourselves on the tremendous care and quality of our
5 program. We have treated over 10,000 cancer patients
6 in our cancer center with radiation therapy.

7 While we continue to serve the needs
8 of our patients, Prime Healthcare's commitment of
9 capital will directly benefit our cancer program.
10 The new linear accelerator Dr. Dalal just spoke of
11 being purchased with a portion of the capital
12 infusion, will provide state-of-the-art cancer
13 treatment to members of our community. And not just
14 to members of our community, but those in the thumb
15 region who will still not have to travel to larger
16 cities, such as Detroit, Flint, or Saginaw for this
17 care. By continuing to provide high-quality, state-
18 of-the-art care locally, we will not only be treating
19 a cancer patient's disease, but we will be providing
20 peace of mind close to home.

21 I look forward to continuing our
22 ability to decrease emotional and physical stress on
23 families dealing with this often debilitating disease
24 by continuing to offer them a well-recognized and
25 accredited program right here in our community. And

1 just to put that into perspective for you, for a
2 typical prostate or breast cancer patient, for
3 example, it requires 35, up to 45 treatments.
4 Additionally, there's consults set up and follow-up
5 visits to complete their treatment course. So you
6 can imagine additional stress a cancer patient or
7 family would have to endure traveling daily, 45
8 minutes to an hour each way for this care, not to
9 mention the additional expense and time to do so.
10 Our cancer center and radiation therapy program only
11 stand to benefit greatly from the sale of the
12 hospital to Prime Healthcare. I know that without
13 this infusion of capital investment in our treatment
14 tools, the programs, we will run the risk of becoming
15 obsolete. I'm confident when I see our future with
16 Prime Healthcare, it will allow us to continue to be
17 there, as the only leading radiation therapy program,
18 a program that our community can continue to count on
19 for high-quality cancer care they deserve and have
20 come to expect. Thank you.

21 DR. COPPING: James Copping, M.D.,
22 C-o-p-p-i-n-g. I've been affiliated with Sisters of
23 Mercy since 1967, and I did my residency in Ann Arbor
24 in general surgery. I came immediately to Port Huron
25 and got affiliated again with the Sisters of Mercy at

1 Mercy Hospital. I have a long relationship and I
2 practiced over 42 years in the community. I wouldn't
3 want to go through all of what has been said, but
4 everyone gets the idea that Mercy has been a very
5 high-quality organization with a faith base, which
6 was very important to me, particularly as I continued
7 my career here at the hospital.

8 I -- when Prime came along as an
9 alternative, I was skeptical, but I -- over the
10 course of a year or so that we've been involved in
11 this, I've become much more comfortable with Prime,
12 seeing that they are basically faith-based, because
13 they do not exclude faith -- faith programs in the
14 hospital. And their people who have come to present
15 orientations to us, I've attended most of them, high-
16 quality programs that -- and high-ethical programs,
17 which is a very important thing to a physician.

18 The other aspect of this proposal that
19 is very important to me, I've walked through the
20 hospital, being a surgeon I have been there night and
21 day; I look to my left, I see and I say hello to this
22 person, 2:00 in the morning you say hello to that
23 person, every day you're encountering them, and I say
24 to myself: what would happen if Prime isn't there?
25 The influence, the effect on our community would be

1 devastating. All those people that we have these
2 personal relationships would be in -- in a situation
3 where they may be out of a job. Looking at the
4 overall situation, I think Prime is coming at the
5 right time to continue our operation at Port Huron.

6 MR. POTCHEN: Thank you. We're at
7 number 25, Andrew -- Andrew Paul.

8 MR. PAUL: Hello, my name is Andrew
9 Paul; last name is Paul, P-a-u-l. My name is Andrew
10 and I'm a local business owner, I own Quality
11 Computer Solutions. We do manage IT services for
12 local businesses, and when I first started out my
13 career, for 10 years I drove from Marysville,
14 Michigan to Detroit and back. I also flew all over
15 North America in an airplane, setting up computer
16 systems. And, so one day I got a call from Mercy
17 Hospital and I went to the first interview, I went to
18 the second interview, and obviously it would give a
19 great opportunity not to have to drive an hour and 40
20 minutes one way to work, so that was an immediate
21 plus. And I remember on the third interview Becky
22 Geiger (ph) asked me toward the end, "Why do you want
23 to work here? What do you think is going to be
24 awesome about working here?" And I told her, when I
25 fix computers, when I solve a problem, I feel like a

1 superhero, and then I made a joke that I was wearing
2 spandex under my interview -- it didn't go over all
3 that well. I got the job, though, it was awesome
4 working there, and I learned a whole bunch of things
5 because I didn't have to -- whoa, I got 58 seconds
6 left.

7 I'll share that I did feel like a
8 superhero and the two things I learned were: One,
9 when I'm struggling to figure something out at the
10 hospital, I'm struggling with and for my community.
11 The other thing is that we serve the poor and
12 underserved, and I've taken that into my current
13 position with my computer company; I feel like a
14 superhero still, I learned that from Mercy Hospital.
15 I hope the staff that I see here feels like a
16 superhero. I hope that Prime feels like a superhero.
17 And I stand behind the sale of this hospital, because
18 I want more people that come to Port Huron, Michigan,
19 to feel like superheroes.

20 MS. SMITH-DEEGAN: Hello, my name is
21 Jennifer Smith-Deegan, D-e-e-g-a-n. I am the
22 Secretary of Mercy Board of Trustees, I also am the
23 Chair of the Foundation Committee. While I haven't
24 been born and raised in Port Huron, I have been here
25 over 16 years and Port Huron is stuck with me for the

1 long haul.

2 I have what I have considered the
3 honor of seeing firsthand the impact our charity
4 programs have in this community, programs such as the
5 Pink Ribbon Fund and the Peoples' grant have provided
6 life-saving care to thousands in need. Over the past
7 four years, I have worked with our foundation
8 representatives and volunteer committee to secure
9 dollars for various initiatives, so our hospital can
10 provide high-quality care to anyone regardless of
11 their ability to pay.

12 Since the announcement of our sale,
13 there have been discussion regarding our foundation,
14 its assets and future structure. As the Foundation
15 Chair, I have both the privilege and the
16 responsibility of ensuring our assets and structure
17 meet the mission of our hospital and the needs of our
18 community. This is not a responsibility that I, nor
19 my peers on the board, take lightly.

20 Our unanimous support of the sale do
21 not come without a due diligence process of our own.
22 We have spoken to Prime Healthcare to confirm their
23 commitment to the Peoples' Clinic, and to adopting a
24 charity policy that is equivalent to or better than
25 our current policy. We have reviewed the asset value

1 designation documentation for each of our
2 foundation's existing charitable accounts. We have
3 spoken directly to Trinity, receiving their
4 commitment to transfer 100 percent of the
5 foundation's assets to Prime. Further, we have
6 received confirmation directly from Prime that they
7 have the mechanism in place to receive our current
8 charitable assets, and that these assets would remain
9 housed in our local financial institution. Prime has
10 also committed that all funds would be used as they
11 were designated to do so by the donors who gave them,
12 and working together fully supports our existing
13 structure.

14 Our board's unanimous support of this
15 sale is accompanied by our trust that the Attorney
16 General's final review ensures that these commitments
17 are met by the parties involved. Our commitment as
18 board members extends beyond this hospital. Our
19 decisions, which guide and support this hospital,
20 have and will continue to reflect the best interest
21 of the community, the community that I and yourself
22 call home. I look forward to the organization and
23 partnership with Prime, and my continued involvement
24 with this organization. Thank you.

25 MR. DOLPH: Doug Dolph, D-o-l-p-h. I

1 am the Executive Director for United Way of St. Clair
2 County. I came to this community back in 1991, and I
3 came here as a CFO of Mercy Hospital, and so I was
4 part of that team that made it a number 100 hospital
5 here, which was great; a great team, Becky was there,
6 Dan Strobbe.

7 I just want to say that I think that
8 what I've heard today from everybody here, that Prime
9 is definitely committed to enhancing the people that
10 need help, and that's Peoples' Clinic. When I did
11 first come here, believe it or not, Peoples' Clinic
12 reported to me. And now, Executive Director of the
13 United Way, I'm involved in helping the Peoples'
14 Clinic again, I'm working with Becky and Jody on a
15 daily basis, on a monthly basis. So, we're
16 definitely in support of this and hope it goes
17 through. Thank you very much.

18 DR. REDDY: Hello. I am Sushma Reddy,
19 R-e-d-d-y, and I wear several hats. I'm an
20 endocrinologist here in this community for over 25
21 years now; I'm also a Mercy physician partner,
22 trustee in the community foundation, and on the
23 Executive Committee of the Medical Society. So, I am
24 actually wearing today my hat of representing the St.
25 Clair County Medical Society in regards to the

1 Peoples' Clinic.

2 When we first heard that Prime was
3 interested in buying St. Joseph Mercy Hospital, there
4 were lots of questions raised in regards to the
5 Peoples' Clinic. We are very pleased to learn of
6 Prime's commitment and support of the Peoples' Clinic
7 and its charitable care policy.

8 As all of you have already heard
9 today, the Peoples' Clinic has been supported by the
10 Medical Society, St. Joseph Mercy Hospital, and by
11 many of the donors and volunteers in the community,
12 some of you I see here, today. And the St. Clair
13 County Medical Society firmly believe and feels that
14 with the commitment of Prime Healthcare, not only on
15 paper, but in action to the Peoples' Clinic, as
16 evidenced by their recent check of \$10,000 to the
17 Peoples' Clinic at a recent fundraiser, we are fully
18 confident, have no doubt whatsoever in our mind that
19 the Peoples' Clinic, supported by Prime Healthcare,
20 the Medical Society, and the generosity of all of you
21 in the community, will continue to provide a resource
22 for health care to those in need, who otherwise would
23 have gone without. Thank you.

24 MR. POTCHEN: We are at number 29.

25 MR. CLARKSON: Hello. My name is

1 David Clarkson, C-l-a-r-k-s-o-n. I have worked in
2 this community for about 40 years, since 1977, as a
3 paramedic, worked in EMS, so I've been around to a
4 lot of hospitals. It's only recently, in the last 14
5 years, I've been an employee at Mercy Hospital and
6 that's only because my mentor, who was an ER
7 physician/director at Mercy, pushed me into going
8 into nursing, something I never wanted to do.

9 I believe in God; God has directed my
10 life through health, everything. I'm a fireman, so
11 when everybody else is running into burning
12 buildings, I am running in after them, and I am still
13 here. Everything in my life has always been faith-
14 based.

15 This hospital, we are family here, we
16 are a community here, and we are an individual here.
17 With Prime, we're not going to become part of a major
18 health system where we have to transfer patients to
19 another one of our own facilities; we still will
20 remain our own individual. Our physicians, our
21 patients, will go to the best facilities when they've
22 reached their care beyond our capabilities. And --
23 and that's one thing, for bedside nursing I think
24 it's going to be great for our patients.

25 The other issue is, we will remain --

1 our name may change, but who we are and what we've
2 done, and who we will be in the future is never going
3 to change. We are a Mercy family forever, and we
4 will always be that way, and our patients will always
5 feel that. I have several names, according to my
6 coworkers, but I am still the same person, and I am
7 not going to change. So, I am for this -- this
8 acclimation, for Prime to take over Mercy Hospital in
9 our community -- community and keep us faith-based
10 and keep us as a family. Thank you.

11 DR. BRETTSCHEIDER: Hello, I'm Frank
12 Brettschneider. I'm a licensed -- spelled B, like in
13 boy, r-e-t-t-s-c-h-n-e-i-d-e-r, it's a long one. I'm
14 a physician on the medical staff at Mercy Hospital.
15 The Affordable Care Act has really created a
16 challenging environment for health care, with reduced
17 reimbursement, increased regulations and complexity,
18 really causing diminished efficiency across the
19 board. How do we know that? Because last year, Port
20 Huron Hospital was acquired by McLaren and they felt
21 that they needed to be acquired to maintain
22 profitability and to maintain their service line,
23 just as now Trinity is going forward with this sale
24 to Prime.

25 As a board certified otolaryngologist

1 and plastic surgeon, I'm on staff at all three
2 community hospitals, and all -- all hospitals have
3 special focuses and special qualities. Mercy
4 Hospital has service lines that are superior and I
5 find them to be very useful for our patients.

6 First of all, we have a Lakeshore
7 Surgery Center that we've partnered with the
8 physicians, that provide surgical services, same
9 surgical services as hospitals for 50 percent less.
10 I'll give you a couple of examples. I had a patient
11 that lived in Miami, his mother lived in Port Huron,
12 and he had a sinus tumor and he had no insurance. He
13 priced his surgery, surgical fees and operating room
14 fees in Honduras, Costa Rica, Miami, and in Port
15 Huron at the Lakeshore Surgery Center; he came up
16 here because we beat Honduras and Costa Rica in
17 price. Now that's pretty good.

18 So my partner just recently had a
19 patient with no insurance and needed a surgical
20 service, got prices at a local hospital, at Lakeshore
21 Surgery Center; the local hospital was \$8,000 for the
22 care, Lakeshore Surgery Center was \$800. So, we
23 provide a low-cost service through Lakeshore Surgery
24 Center, and it makes me look like a low-cost
25 provider, because my billable costs are less, so I'm

1 favorable to the insurance company, so it's good for
2 me, it's great for the patients. And at Mercy, and
3 Prime will continue, has partnered with physicians
4 making good quality at extremely low cost. And with
5 high deductibles now, that's huge.

6 Other services that Mercy provides
7 that are excellent: streamlined emergency room, Dr.
8 Kraus is excellent; they see you in a quick, timely
9 fashion; pathology services are great, they've got
10 great thyroid diagnostics. They've got a state-of-
11 the-art cancer center. My mother had breast cancer
12 last year and I sent my mother to Dr. Dalal. Not
13 only did he cure her cancer, he shared stories of his
14 trips to Vienna, my mother is from Austria, and they
15 had a really good time talking about their times in
16 Vienna, and she thought that was delightful and
17 really eased her nervousness.

18 Now, speaking for my patients, you
19 know, Mercy is in the poorest part of town and they
20 provide care to the poorest patients, and so they get
21 the (inaudible) paramedics, and Prime will continue
22 that. And, you know, an administrator told me years
23 ago, "What's the most important quality indicator?"
24 and he said, "Profitability." If you don't have
25 profitability, you can't keep your quality, you can't

1 fund the Peoples' Clinic. Prime will keep us
2 profitable if they keep these service lines going and
3 to keep us a high-quality hospital.

4 It's also important for my patients
5 that we have choice and freedom to choose. We don't
6 want a monopoly in this town, we want to be able to
7 go where we want to go for our health care and we
8 don't want to be stuck in a one-hospital town. The
9 competition between the two hospitals, or three
10 hospitals, wherever this goes, keeps them focused on
11 quality care and cost, and we need that competition.
12 Just like a hospital with one restaurant, they're
13 going to have bad food and high cost. We want
14 competition, it's important.

15 Now, Prime was actually founded by a
16 physician who actually trained with one of our
17 cardiologists, so I think they understand health
18 care, they understand physicians, they understand
19 what we need. I have friends at Garden City; I also
20 called my buddies over there to see what they did
21 over there -- nothing but great things. They did
22 exactly what they said; they have improved the
23 quality line and they have been extremely happy that
24 Prime took over Garden City, and I think it will be
25 the same for us.

1 Primary is going to be for-profit and
2 I -- since I pay taxes, I'm glad that they pay taxes,
3 too, and I'm glad that they are going to be improving
4 our tax base, and I think it will be a big infusion
5 of money to Port Huron. We're a poor town; I mean we
6 have to pay for those sewer -- sewer projects that
7 we've done.

8 So, to summarize, we need this; it's
9 good for our community and Prime is an excellent --
10 from what I can tell, is going to be an excellent
11 partner. Thank you.

12 MR. POTCHEN: Thank you. That was
13 actually number -- is Chris Fulks number 30?

14 DR. BRETTSCHEIDER: Oh, I'm sorry.

15 MR. POTCHEN: That's okay.

16 MR. FULKS: Good evening. My name is
17 Chris Fulks, F-u-l-k-s. I am Chief Financial Officer
18 for St. Joseph Mercy Port Huron; I have worked at St.
19 Joe's and have been a member of this community for
20 almost 10 years. As CFO, I provide direct oversight
21 over all areas of the hospital's finances. Over my
22 career, I've seen the effects of national changes in
23 reimbursement and have -- and how the impact it's had
24 on the bottom line. The Affordable Care Act has
25 introduced a new reimbursement model, which is

1 shifting to quality outcomes and cost-effective care.
2 Our strategic planning process to manage this change
3 brought about more focus on quality; with the patient
4 in the center, quality drives everything we do. All
5 areas of our operation need to align with this
6 concept. We know if we are committed to our purpose
7 of providing patient-centered quality care, profits
8 will follow.

9 We have achieved major success through
10 our commitment to quality. As some have mentioned,
11 we have received and earned recommend -- recognition
12 from several national and regional organizations for
13 delivering high-quality patient care. This is
14 starting to be reflected in our bottom line.
15 However, to continue this path, it means an
16 investment in our people, our infrastructure, our
17 equipment, our hospital, and its operations.

18 Prime's proven track record in quality
19 outcomes and their commitment to invest 20 million
20 dollars of capital in our hospital, in our operations
21 over a three-year period, will allow us to continue
22 to lead our community in the delivery of high-quality
23 patient care.

24 We also need to adapt our operating
25 model to our size, scope, and market. Currently, we

1 are part of a very large process-oriented health
2 system. While this operating model has been very
3 successful for the larger hospitals and Trinity, it
4 has not necessarily worked for our smaller
5 institutions. The flexibility of Prime Healthcare's
6 operating model is more conducive to the size of our
7 hospital. This will allow us to reduce our overhead
8 and reallocate our resources to quality patient care.

9 As a Chief Financial Officer to St.
10 Joseph Mercy Port Huron, I am in full support of this
11 sale and believe the terms of the agreement is for
12 both the short-term sustainability and long-term
13 viability of our hospital. Thank you.

14 MR. POTCHEN: Thank you. Now, we are
15 on number 32.

16 DR. SMIT: Rene Smit, S-m-i-t,
17 distinguished guest from the Attorney General's
18 Office, and distinguished staff from Prime and Mercy.
19 Friends and fellow citizens of this great town, I,
20 being on staff, was on staff for approximately 38
21 years at Mercy, I served as a plastic surgeon, I was
22 Chief of Staff -- like the IRS, I am not sure why the
23 government called me, but around 25 years ago, when I
24 was Chief of Staff I had the benefit of being served
25 with interrogatories and subsequently being deposed.

1 And the essence of that was, as some of you will
2 remember, the issue is whether the institution should
3 merge. I feel now differently, today, than what I
4 did then. I believe that to have two strong, viable
5 hospitals in this community is critical in what is
6 probably the most challenging time of all the time
7 I've been here on the medical staff, with the huge
8 changes in the delivery of health care and the --
9 everybody is concerned about its affordability. I
10 personally, strongly welcome the possibility of Prime
11 becoming a part of this community.

12 I've canvassed many of my colleagues,
13 I read The Wall Street every day, and I think
14 everything stands firmly in the direction that this
15 community will benefit immensely if we go forward
16 with this venture. Thank you.

17 MR. KELLY: My name is Charles Kelly,
18 K-e-l-l-y. I'm an attorney and a past Chairman of
19 the Board of Trustees of the Community Foundation of
20 St. Clair County, and I'm here on behalf of the
21 foundation and donors in this community.

22 Our concerns have only been related to
23 the impact of the sale of a non-profit community-
24 based hospital to a profit hospital, and only with
25 respect to the charitable assets involved in three

1 areas: one of which would be whether or not there
2 were net proceeds from the sale; secondly, the impact
3 of this on the Peoples' Clinic and, third; the impact
4 on the Mercy Hospital Foundation.

5 With respect to the net proceeds, our
6 thinking was that because of the literally millions
7 of dollars of contributions from this community to
8 Mercy Hospital over the decades, that if there was
9 net proceeds resulting from the sale, that there
10 should be a fair and equitable allocation of those
11 proceeds remaining here in St. Clair County for the
12 benefit of our county, and to provide charitable
13 health care continuing in the community. Obviously,
14 and regrettably, apparently there aren't any net
15 proceeds. Obviously, we would have been, and I'm
16 sure Trinity would have been, hopeful that there
17 would be net proceeds. And we appreciate
18 confirmation from Trinity that there are going to be
19 no net proceeds. We certainly expect that the Plante
20 Moran report will confirm that, and accordingly, with
21 that confirmation, that will be a non-issue.

22 With respect to the Peoples' Clinic,
23 we first of all have been very pleased with the
24 response of Prime and their commitment to be
25 responsible and to continue the Peoples' Clinic, and

1 their contribution of \$10,000 to its operations. In
2 response to that, the Community Foundation
3 contributed \$15,000. And the foundation is simply
4 looking for the establishment of a local board to
5 have authority, a continuing authority with respect
6 to the Peoples' Clinic. And upon receipt of that
7 confirmation, we plan to make an additional
8 contribution of \$15,000.

9 Lastly, with respect to the Mercy
10 Hospital Foundation, we understand that the hos --
11 the foundation has presently, approximately 1.4
12 million dollars. These assets, these charitable
13 dollars obviously came from primarily significant
14 contributions from members of our community over the
15 decades. Because these are truly -- truly charitable
16 assets, and assets that should remain in the
17 community, we're simply looking for complete
18 transparency and confirmation that these charitable
19 assets will remain in the Port Huron area in
20 perpetuity. And irrespective of whether or not Prime
21 may sell the hospital or discontinue the hospital
22 operations in the future, that these monies will
23 remain in our community for the benefit of our
24 community. Thank you.

25 DR. VALJEE: Hi, good evening. My

1 name is Krishna Valjee; V, as in Victor, a-l-j-e-e.
2 I'm a general surgeon amongst other things -- well,
3 I'll say I'm a colon and rectal surgeon as well. So,
4 I've been in this community for almost 30 years now,
5 and I was Chairman of the Board of Trustees before
6 Jeff took over for me. I'm glad he's in the hot seat
7 now. But being part of a board member for about nine
8 years or so, I kind of have an inkling of how the
9 board and administration worked. And one of the
10 frustrating things being on the board was, you know,
11 the CFO would say we made profits this year of a
12 million dollars. Where is the money? Trinity has
13 got it, you know. And, well -- due respect to
14 Trinity, it would take, like, nine committee meetings
15 before you got some of that money back, you know?
16 And I was very glad to hear Prime, some of the
17 meetings, said, "No, no, that's not going to happen.
18 One phone call and we'll take care of you." So, that
19 I think is awesome.

20 I'm also Co-Chairman with Dr. Dalal,
21 of the Cancer Committee, and he has already stated
22 what a great program we have. And it's not just our
23 opinion, but it's the opinion of the Commission of
24 Cancer that evaluates our program every three years,
25 is part of the American College of Surgeons. And for

1 the last 27 years, every three years they evaluate
2 and we got top marks for it, and one of the best
3 programs in the State of Michigan.

4 So, I'm glad that we've been a partner
5 with Prime to -- to continue to support that and
6 improve it, and get Dr. Dalal his new machine. I
7 agree with Dr. Dalal, everything he said -- not just
8 because his wife is here, but -- also, I'm on the
9 board of Lakeshore Surgery Center and practice there;
10 I love it so much, I'm there four days a week, every
11 day, and just amazing organization, very efficient,
12 physician-controlled. St. Joe Mercy kind of helps,
13 you know, and --- but it again is rated one of the
14 top ambulatory surgery centers in -- in the state.
15 And again, it's not just me, but the state
16 organizations that rate it. And best of all, it's
17 the physicians that practice there love it and also,
18 best of all, it's the patients that love it. I mean
19 we get over 95, a 98 percent approval rating from --
20 from patients, that it's just an amazing
21 organization. And again, I look to Prime to continue
22 to support it, to partner with us physicians; they
23 are part owners of it. I'll take this opportunity to
24 ask Prime: Hey, we need the new scopes, you know?
25 Just asking, you know.

1 Lastly, you know, I heard a lot of
2 concern about the hospital now being for-profit as
3 opposed -- to me, I don't think that's a big problem.
4 You know, as Pauline said, money is going to go to
5 the City. You know, I want to share with you a
6 meeting I went to, to a non-profit hospital in this
7 community, and the announcement there was that,
8 "Surgeons, from now on, we don't ask your patients to
9 pay up front their deductibles or their, whatever
10 payments they need to make," so it -- it doesn't make
11 a difference. Whether you are for-profit or non-
12 profit, it's a business. So, thank you.

13 MR. POTCHEN: Thank you. We are at
14 number 35. We have 41 people speaking, so I'm really
15 going to hold you tight to those two minutes, because
16 it's 10 to seven right now.

17 MS. COLDREN: Hello, I'm Barbara
18 Coldren, C-o-l-d-r-e-n. I am the Director of
19 Emergency Services at Garden City Hospital. I have
20 been at the hospital for 29 years and I can say, when
21 we heard Prime Healthcare, we said, "Oh my goodness."
22 You know, Garden City was looking to be closed, it
23 didn't have a partnership with any hospital, we are
24 by ourselves. And when Prime Healthcare came to buy
25 us, they looked at our services, just like they

1 looked at your hospital, St. Joe Mercy Port Huron.
2 You sound like Garden City Hospital; you're family-
3 oriented, you're all about service, quality, and your
4 patients are all about the compassionate care that we
5 all give our customers. And I was blessed and lucky
6 to work with Dr. Kraus, too; he is amazing. We were
7 very young, worked together when he came into Garden
8 City Hospital. But I can just say that Prime
9 Healthcare came in very transparent. They came into
10 our hospital, they worked with our leadership; they
11 worked with the things they talk about: quality care,
12 they talk about our -- we have a CAP program. We
13 work with the community for taking care of those who
14 don't have insurance, and they kept that program with
15 us.

16 They brought accountability to our
17 physicians and our nursing staff to say, "Hey, this
18 is how we want our corporation to run, this is
19 efficient." We're more efficient, our length of
20 sitting has decreased, our quality scores are good,
21 and I think that's the one thing that I think Prime
22 Healthcare would bring to your institution. And I'm
23 happy to have you guys as our sister hospital
24 because, you know what? You guys are the same kind
25 of hospital we are; we're all about quality, safe

1 care, and being there for the community. So, I do
2 recommend Prime Healthcare for your hospital because,
3 as I said, it's done nothing but help us to be more
4 successful. So, thank you.

5 MS. CASTILLO: Good evening. I'm
6 Thelma Castillo, that's C-a-s-t-i-l-l-o, and I am the
7 President and CEO of the Blue Water Area Chamber.
8 Since I've been with the chamber, St. Joseph Mercy
9 has been engaged with the chamber since 1990; the
10 hospital is active and a supportive member of our
11 business program. Several of their employees are
12 active on chamber committees, the Board of Directors,
13 and many other chamber programs that we have.

14 Since assuming my role at the chamber,
15 I have found that St. Joseph Mercy is willing to meet
16 with and be involved with the business community and
17 the community at large. The hospital and its
18 employees -- employees are integrated into our
19 community activities and regularly demonstrate their
20 concern for this community.

21 Upon hearing the purchase of St.
22 Joseph Mercy, there was some concern at the chamber.
23 We did not want to lose a strong supporter, an
24 advocate for the chamber program and the community.
25 Because of the changes we had -- because of the

1 changes we have experienced with other businesses, we
2 wanted to make sure that Prime Healthcare would
3 continue to be a strong supporter of the chamber, and
4 continue to encourage the same level of engagement.
5 I am pleased to state that although that through my
6 working, my close working relationship with St.
7 Joseph Mercy's local leaders and my own personal
8 research, that Prime Healthcare does stay involved in
9 the communities it enters and further encourages and
10 supports active participation.

11 I am pleased that St. Joseph Mercy and
12 Prime will continue to be strong advocates, not just
13 for the chamber, but for the community at large. The
14 chamber supports this sale and looks forward to
15 continuing our business relationship in the future.
16 Thank you.

17 MR. POTCHEN: Dr. Jarad. You are 37,
18 Dr. Jarad. Are you still here?

19 (No verbal response)

20 MR. POTCHEN: All right, number 38.
21 Mr. George?

22 MR. GEORGE: Good evening. My name is
23 Saju George, G-e-o-r-g-e, current CEO of Garden City
24 Hospital. We are closest proof to Prime's commitment
25 in a hospital and in a community. Garden City

1 Hospital was founded by a group of physicians to
2 serve the local community. Over 60 years, the
3 hospital evolved from being mater -- maternity
4 hospital to osteopathic hospital, to what we have
5 today, a community teaching hospital with 323
6 licensed staff.

7 Faced with the economic changes in the
8 community, as well as in the industry, Garden City
9 Hospital was struggling financially. We were not
10 able to invest on our employees or the
11 infrastructure. We lost the investments we had. Our
12 liabilities on the pensions were ballooning, and our
13 debts were going up. The Garden City board at the
14 time knew that as a community hospital we could not
15 sustain and stay long, and also to remind the
16 community, they recognize that we need to have a
17 thriving hospital. The community hospital got Prime
18 one time, over a period of time was transformed into
19 a thriving hospital, that's when -- after a long due
20 diligence process, the board selected Prime
21 Healthcare.

22 Prime -- Garden City Hospital board
23 did not choose Prime just because of the fiduciary
24 responsibility they brought to the table, but rather,
25 because of the commitment to quality and their track

1 of it, and their investment in the community. Garden
2 City Hospital was purchased July 14th -- or July of
3 2014 and in a very short period of time, I can tell
4 you that we have made significant changes in outcomes
5 and our processes that is reflected in patient
6 satisfaction and (inaudible) that council measures.

7 We have also invested 10 million
8 dollars in nine -- nine months, something that,
9 personally, I have to get used to it. Like the
10 physicians who mentioned before, literally over a
11 phone call we make decisions; it is very fast-paced
12 and -- and very efficient in how the process is done.

13 Finally, I have to say, I came to
14 Garden City Hospital from an outstanding faith-based
15 town, just like yours and where we live, the mission,
16 and we try to keep the -- the values of Catholic
17 social teaching. Today, I am very proud to say in
18 Prime, we live the mission; we live the mission which
19 is very similar to the mission of the last
20 organization that I come from. And I think Garden
21 City Hospital board made the right choice by getting
22 Prime Health -- Prime Health at Garden City Hospital.
23 Thank you.

24 MR. POTCHEN: Thank you. Dr. Haddad.

25 DR. HADDAD: Hello. My name is Dr.

1 Chadi Haddad, I'm an -- sorry, H-a-d-d-a-d. First
2 name is C-h-a-d-i. I'm an OB/GYN, I've been at
3 Garden City for, I don't know, 12 years. I was there
4 through the transition; it was very smooth. I still
5 get up at the same time. I probably don't sleep as
6 much, because deliveries have went up, so business is
7 good. You know, you need money to provide care.
8 They'll make your hospital look good on the outside
9 and the inside. On the outside means, if I walk in
10 and the OR looks like it's Beirut, Lebanon, I can
11 make fun of that. Now, look, I'm practicing in the
12 U.S., so there is a big difference. Patients will
13 come, physicians would like to practice; they teach
14 us how to save some money, so that money goes to
15 where it's needed. CAP program, we were talking
16 about it; it's never been touched. Probably, it's
17 cheaper not to have insurance and to go to the CAP
18 program. So, there is a lot of good quality, good
19 things. There is a lot of (unintelligible) still,
20 because I don't think California people know what's
21 going on in Detroit, so you guys can still do what
22 you need to have done.

23 I'm not going anywhere. Actually, I'm
24 happier now than before, because they value their
25 physician and their employees. So they see that I am

1 a good physician, I think. And I'm dedicated to the
2 hospital, so they help us out.

3 And there is another concern regarding
4 the community itself. I still, me and Mr. George,
5 every day we go out at night, reach out to people,
6 community leader, try to do some work with them. So,
7 I just wanted to be an example of what has happened
8 in Detroit, and I wish you guys the best of luck.
9 Thank you.

10 MR. POTCHEN: We have two more people.

11 MS. DEVIGILI: A touch act to follow,
12 I don't think I'll be as funny. My name is Kathleen
13 Devigili; that's Kathleen with a "K," D-e-v-i-g-i-l-
14 i. I've been the gift shop manager at St. Joseph
15 Mercy since the year 2000. My husband works there,
16 my mother worked there for 29 years. I grew up
17 attending Mercy functions with my family. Mercy had
18 a tremendous softball team, women's softball team,
19 Mercy Medics. We attended many games and got to know
20 many of the people who ended up being long-term
21 employees and long-term friends of our family.

22 In my current role, I work with the
23 Mercy Auxiliary Volunteer Organization and I am a
24 member of the MAVO board. Now, this is a hard-
25 working group of people who want to serve this

1 community in a meaningful and purposeful way.
2 Recently, a number of us from the MAVO board had an
3 opportunity to attend a volunteer conference, where
4 someone from a large hospital in Detroit was speaking
5 on: how do we, as a volunteer organization, fit
6 within a for-profit workplace. It was timely because
7 I hear the concern from some of the volunteers who
8 have just given so much of their time over the years
9 and -- and their concern about changing from -- from
10 a non-profit to a for-profit organization and what
11 does that -- what is their future there.

12 So, I was surprised to be inspired by
13 the speaker, and she sent out one of the most
14 valuable things, was that the public perception of
15 non-profit versus for-profit hospitals; she pointed
16 out that the perception of a non-profit organization
17 is that it provides a safety net for those members of
18 society who are most in need, but there are no hidden
19 agendas; the people that work in those environments
20 just want to serve. Whereas, the general public
21 perception of a for-profit organization may be that
22 it becomes most concerned with making money. Keeping
23 in mind that making money is absolutely necessary, we
24 were reminded, but that doesn't have to mean that we
25 must then take our focus off of those who need our

1 services and why we're really here. They still need
2 the protection that we have been providing them for
3 60 years. So, we don't need to lose our identity.
4 The speaker encouraged us to be sure not to let the
5 people or the community get lost in the transition,
6 but to look forward to, and embrace the opportunity
7 to serve them even better.

8 The same Mercy family gets to serve
9 the same community, now with the support and
10 resources of an organization who intends to help us
11 be even better at what we do every day, and by
12 investing in things that will bring us to an even
13 higher level of excellence. So, I am excited that
14 we're being given an opportunity to maintain our
15 mission, albeit with a new name, within our Blue
16 Water community, and with the financial stability and
17 capital commitment of Prime Healthcare. Thank you.

18 MS. COTTENGIM: Hi. I'm last, so I'll
19 make it quick. I know a lot of people have said
20 everything. My name is Laura Cottengim, C-o-t-t-e-n-
21 g-i-m, a relatively new member of Mercy. I have been
22 a member of the community for 29 years. I am
23 currently the Director of our foundation and the
24 Director of Marketing.

25 Upon the transaction being announced,

1 I, too, went through our foundation funds. I went
2 through 396 pages of documentation to show that those
3 funds were designated as they were given, and that
4 they have been used appropriately over the course of
5 our foundation's history. Through my research and my
6 organization, I learned that 43 percent of those
7 funds were from our key stakeholders; from our
8 physicians, from our staff, our retired staff, our
9 MAVO volunteers, our boards and our committees.

10 Going through that process I asked
11 myself what is it -- where should these monies be
12 managed; how should this be handled? As a member of
13 this community, the only thing that matters is the
14 people who gave the money and the purpose that that
15 money was given to be used. I, too, have spoken to
16 Prime Healthcare officials; I have had the honor of
17 working with my executive team board, and Jennifer
18 Deegan is our Foundation Chair. And their integrity
19 in decision-making, integrity and value of your
20 donors who gave those dollars in this community stand
21 second to none. I am confident in our ability to
22 continue to manage those dollars for the use of this
23 community, and I support the sale for Prime
24 Healthcare, not only because they will continue to
25 serve that charity on for us, but as a young person,

1 help this community grow. We know that we need that;
2 we know that we need to create jobs and have expanded
3 care access.

4 And on a personal level, the St.
5 Joseph Mercy E.R. team, prior to my employment there,
6 I am convinced they saved my son's life, so for that
7 I will be eternally grateful. Thank you all very
8 much for coming this evening.

9 MS. ISAACS: Thank you. Thank you.
10 On behalf of the Attorney General's Office, I want to
11 say that you are absolutely delightful. It is
12 obvious that you value your community, you are
13 committed to your community, and to the hospital that
14 serves them. So, thank you, also, for being timely
15 and organized, because 41 people were able to offer
16 their opinion.

17 As we close this, and this will be the
18 absolute close, we have our speakers from Trinity,
19 Mercy, and Prime here, and if they would take no more
20 than one minute a piece, thank you so much.

21 MS. SMITH: I basically would like to
22 close by thanking several people. And certainly,
23 first, the Attorney General and the staff for hosting
24 this forum this evening and giving us an opportunity
25 to talk about the new transition that will be

1 occurring in our community. Secondly, to the
2 audience for your attendance and attention, just the
3 very fact that you turned out tonight showed you were
4 engaged in what's going on in your community.

5 I want to thank the community leaders
6 for your continued support and collaboration with our
7 organization, for your willingness to participate in
8 services that together we can continue to improve the
9 lives of those who live in the Blue Water area.

10 To the medical staff, for helping this
11 organization continually raise the bar, for choosing
12 to serve a small community and prove that quality
13 health care can indeed be found at home.

14 My incredible board, there is no one I
15 would rather have at the table who could represent
16 this organization during this time better than you.
17 Tirelessly you have shown up to impromptu meetings,
18 traveled down I-94 and 696, and participated by phone
19 with me in the wee hours of the morning. Not only is
20 the organization honored to you have represent us,
21 but St. Clair County should be grateful to have
22 outstanding citizens such as yourselves in this
23 community.

24 And finally, to the Mercy Hospital
25 staff -- the leaders, clinicians, clerical,

1 ancillary, and volunteers -- I think many forget that
2 this change potentially impacts you the most during
3 the transition phase. This is a historical event
4 that most of the people I mentioned above are
5 watching and wondering from afar, but you, the staff,
6 are in the throws, and while all this noise is going
7 on, we've asked you to carry on. You not only
8 continue to deliver care to our patients and keep the
9 organization functioning smoothly, you have done it
10 with a level of quality and professionalism for which
11 we have become known. Courage doesn't mean you are
12 unafraid, it means you press on in spite of your
13 fears. If you ever want to find a definition of true
14 honor and character, you need to look no further than
15 the eyes of the staff who work at Mercy Hospital.
16 Thank you, and God bless.

17 MR. SCHELL: On behalf of Prime, the
18 leadership in Ontario, the local leadership here, I
19 want to thank you for the last two hours. I really
20 believe the true winner of this hearing was Prime to
21 learn the importance of this hospital to this
22 community, the values of this community, and we look
23 forward to being a member of this community, to
24 working with you for generations to come. Thank you.

25 MR. POTCHEN: Again, thank you,

1 everyone, for coming tonight. This will be posted on
2 our website, on the Attorney General's website. And,
3 also if you have -- the transcript of tonight will be
4 posted, our expert's report will be posted, our final
5 report will be posted. We believe in transparency.
6 This is for the public, this is for you. If you have
7 questions or want to have additional comments, our
8 website is www.michigan.gov@stjosephmercy. And
9 again, if you want to send an email to us, it's ag-hospital@michigan.gov.
10 We thank you all for coming
11 tonight, and we really appreciate your time.

12 (WHEREUPON, the Attorney General
13 Public Forum was concluded at 7:08 p.m.)

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1 STATE OF MICHIGAN)
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C E R T I F I C A T E

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I hereby certify that this transcript,
consisting of one hundred and one (101) pages, is a
complete, true, and correct record of the testimony
held in this Attorney General Public Forum on April
16, 2015.

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I also certify that I am not a
relative of, employee of, or an attorney for a party;
nor am I financially interested in the action.

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19

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Dated: April 25, 2015

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