

1 PUBLIC HEARING FOR THE CERTIFICATE OF NEED
2 APPLICATION FOR THE RELOCATION OF INSPIRA
3 MEDICAL CENTER WOODBURY FROM WOODBURY, NEW JERSEY
4 TO MULLICA HILL, NEW JERSEY

5
6 HELD BEFORE: JOHN CALABRIA, Hearing Officer

7
8 LOCATION: Woodbury Junior Senior High School
9 Library
10 25 North Broad Street
11 Woodbury, New Jersey 08096

12 DATE: Wednesday, December 14, 2016

13 Commencing At 6:10 P.M.

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15 REPORTED BY: DONNA BRUNCK, CCR

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1 MR. CALABRIA: Good evening, ladies
2 and gentlemen. My name is John Calabria. I'm
3 director of certificate of need and healthcare
4 facility licensing at the New Jersey Department of
5 Health. This is a meeting of the State Health
6 Planning Board, a public hearing on the application
7 submitted by Inspira. The members of the State
8 Health Planning Board who we were told would be here
9 today are not here yet, so I just wanted to open the
10 hearing, get it started, before too much time goes
11 by.

12 This is a public hearing in relation
13 to the relocation of Inspira Medical Center Woodbury
14 from Woodbury to Mullica Hill. The Department
15 deemed the application complete. In accordance with
16 the requirements of law, the State Health Planning
17 Board is required to hold a public hearing on the
18 application within 30 days of this action.

19 Adequate notice of this hearing has
20 been published in accordance with the provisions of
21 law. Notice was sent to the Secretary of State,
22 posted the notice in a public place. Copies of the
23 hospital's CN application are available for review
24 at the Woodbury Public Library, the New Jersey State
25 Library in Trenton, and the Department of Health.

1 Information gathered at this hearing
2 will be reviewed by the full State Health Planning
3 Board, which is about 12 members, in addition to
4 reviewing the application from Inspira Medical
5 Center and the Department staff's analysis and
6 recommendations in a public hearing. That public
7 hearing -- the full State Health Planning Board will
8 review this application in Trenton on January 5th,
9 and any members of the public are welcome to attend
10 that.

11 Although not all members of the State
12 Health Planning Board are present tonight, this
13 meeting, public hearing, is being transcribed by a
14 transcriber, and the transcript along with any
15 written comments submitted will be made available to
16 all board members, along with the transcript and the
17 submissions prior to the State Health Planning Board
18 meeting on January 5th, so if anybody does have any
19 written comments they would like me to take back,
20 give it to me. We'll put it in this little folder
21 up here.

22 There will also be limited time
23 available at the meeting of the State Health
24 Planning Board in January to hear from members of
25 the public. At that meeting the applicant will

1 present the formal application and answer questions
2 the board members may have.

3 In the interest of making -- there is
4 no need this that would be limited to three minutes.
5 I don't think we are going to have to worry about
6 that. Again, if you have public comments, leave
7 them here.

8 For those of you unfamiliar with the
9 certificate of need review process, the State Health
10 Planning Board will vote on a recommendation as to a
11 decision on this application which will be submitted
12 to the Commissioner of Health. The Commissioner of
13 Health has the final decision-making authority for
14 these certificate of need applications. The State
15 Health Planning Board's hearing is part of the
16 certificate of need process, and your comments will
17 be considered as we review issues related to health
18 planning, hospital and health-related services and
19 access to healthcare services. Your comments are an
20 important part of the process and will be considered
21 along with the materials submitted by the applicant.

22 The board can recommend approval of
23 the application, approval with conditions or denial
24 of the application. Again, the commissioner will
25 make the final decision on the application after the

1 board makes its recommendation.

2 Do you want to make a couple
3 comments?

4 MR. NOLAN: I'm happy to. My name is
5 Patrick Nolan. I'm the chief operating officer in
6 Inspira Medical Center Woodbury. It is my pleasure
7 to be here tonight representing Inspira Health
8 Network regarding this project. I appreciate the --
9 Mr. Calabria and the group to come and listen to the
10 public's comments regarding our certificate of
11 public need application. I look forward to
12 listening to what the community has to say regarding
13 our project. We are here to listen and look forward
14 once again to hearing and learning more from the
15 community about their thoughts about our project.

16 We continue to serve this community
17 and will continue to do so for looking at the health
18 and wellness of not only the Woodbury community, but
19 all of Gloucester County. I once again appreciate
20 the opportunity to be here and listen to everybody.

21 MR. CALABRIA: Thank you. Pamela
22 Lewis, would you like to say a few words?

23 MS. LEWIS: No, I'm just going to
24 observe. Thank you.

25 MR. CALABRIA: Susan Anderson?

1 MS. ANDERSON: My name is Susan
2 Anderson. I'm just a resident, but right now I'm,
3 unless I hear differently, I'm opposed to the --

4 MR. CALABRIA: A resident of
5 Woodbury?

6 MS. ANDERSON: Of Woodbury. The
7 reason for me being opposed to this is that I think
8 there is more of a need for a non-profit hospital to
9 be located in Woodbury where we have more people
10 that have this type of need and don't necessarily
11 have the transportation to get around, to be
12 traveling to Mullica Hill. Mullica Hill is a more
13 wealthy area, and there wouldn't be a need as much.
14 I realize that businesses need to make money, but
15 there are other ways instead of not addressing the
16 people who are indigent who need this facility in
17 Woodbury.

18 MR. CALABRIA: Thank you very much.
19 Diane Hill?

20 MS. HILL: My, name is Diane Hill.
21 I'm a resident of Woodbury. I agree with everything
22 you just said. I just want to add a little bit more
23 to it for those who are not familiar with Woodbury
24 who are new to Woodbury. I was born here, raised
25 here, went to school here. My family has always

1 been here. History being that this town has always
2 had a hospital. It used to have two, Memorial
3 Hospital and what was then Underwood Hospital, the
4 location of Inspira. It's always been a vital part
5 of Woodbury, because Woodbury is a walking district,
6 and just like Camden is a walking district only
7 bigger, so is Woodbury. Not only did it service
8 Woodbury, the people in the immediate area of
9 Deptford, Winona, all our surrounding -- Deptford,
10 West Deptford, Woodbury is easy to get to Westville
11 and Gloucester, they don't go to Camden. They come
12 here.

13 I can't imagine, even taking into
14 consideration the business aspect of it, a city as
15 big as Woodbury that is a county seat not having a
16 hospital. To put one in Mullica Hill, I understand
17 that that is advantageous, and as you said, I am
18 highly motivated as far as finance is concerned and
19 everybody has a car. They could ride to whatever
20 hospital is closer to them, Washington Township,
21 although some of them still come to Inspira. They
22 drive that far unless it's an emergency.

23 I just can't conceive and, you know,
24 all the -- through all the years, this town has
25 accommodated this hospital as far as when they

1 wanted to expand, the parking lot that used to be a
2 burial site for unknown soldiers, black soldiers,
3 yes, we have a plaque out there now, years later.
4 When they dug it up, they didn't. The stores, what
5 you've done on Red Bank Avenue that were viable
6 stores, recognizing that the hospital had needs and
7 services, we gave up ratables so that the hospital
8 could service our community, and it almost feels
9 like to me like a slap in the face, and yes, in case
10 you were wondering, I oppose it.

11 MR. CALABRIA: Thank you. There's no
12 one else on the list to speak. Is there anyone who
13 came in and would like to say a few words? Feel
14 free to come up. We are going to be here until at
15 least seven, and if people want to speak at any
16 time, just let us know.

17 If no one else wants to speak, if you
18 would like to send written comments, you can send
19 them to the Department of Health in Trenton, unless
20 you have some here tonight that you want to provide.

21 MR. JOHNSON: I'm Ted Johnson.

22 MR. CALABRIA: Let me put your name
23 down. Are you a resident?

24 MR. JOHNSON: Yeah, I'm just a
25 resident. I would just like to ask with the move,

1 the intention is to keep the emergency room,
2 correct?

3 MR. CALABRIA: This is just a public
4 hearing for you to speak to the members of the
5 board. There's no interaction at this point in
6 time.

7 MR. JOHNSON: In my view, I feel that
8 it is important to have the emergency room,
9 considering that, you know, this is the area that,
10 you know, outside of that either you go to Virtua,
11 which is at least, I don't know, 30 minutes, 35
12 minutes away, or you go to Camden, which is 30
13 minutes away. I do think it is important and vital
14 for citizens to have the opportunity to have
15 somewhere to go in Gloucester County to at least
16 service needs, and I know that you guys may not have
17 the most maybe critical care unit, but at least you
18 can get them to stabilization and then send them to
19 a hospital that could take care of those needs. I
20 do think that is something important. Also I know
21 you guys do great work.

22 MR. CALABRIA: I'm with the State
23 Health Department, not the hospital.

24 MR. JOHNSON: I know you guys do
25 great work with, you know, visits and things of that

1 nature for pre-care also, you know, with the bone,
2 things of that nature. I just hope that you guys
3 keep those things. I know that, you know, as a
4 financial decision I know everything you guys have
5 to do what you need to do. You guys offer good
6 services, and I hope the services that you do
7 provide well can stay in Woodbury and people can
8 continue to use those services.

9 MR. NOLAN: I appreciate it.

10 MR. CALABRIA: Is there anybody else
11 that would like to say a few words? Yes, sir,
12 please. Could I have your name?

13 MR. FLEMING: My name is William
14 Fleming. I live at 61 -- F-l-e-m-i-n-g.

15 MR. CALABRIA: You are a resident?

16 MR. FLEMING: I live at 61 North Bard
17 Avenue in Woodbury.

18 MR. CALABRIA: Thank you.

19 MR. FLEMING: I apologize, I have a
20 cold. It's not easy speaking, so I have a little
21 water here, because I need it. I've lived in
22 Woodbury for over 30 years. Raised my family here,
23 been a member of our city council and a past
24 president of that council, member of our school
25 board and past president of the school board. All

1 my kids went through Woodbury schools and all three
2 of them have taken advantage of the Underwood
3 Hospital facilities on one occasion or another. Two
4 of them staying there overnight or more than one
5 night, so we are very familiar with both the city
6 and the hospital facilities and greatly appreciate
7 the service that it's provided over the years.

8 By profession I'm a professional
9 engineer and a professional planner with about 45
10 years of experience here in South Jersey, involved
11 with the planning and design of all of the major
12 public infrastructure facilities in our county, our
13 water facilities, waste water facilities, solid
14 waste facilities and our infrastructure -- storm
15 water facilities. I've not been involved with the
16 hospital.

17 For about a hundred years or about a
18 hundred years ago, Dr. Underwood and the medical
19 community in this area started a hospital, a
20 not-for-profit hospital here in Woodbury, and that
21 hospital has served as the acute healthcare facility
22 for both the city and the surrounding area ever
23 since. It's moved its location on occasion. It's
24 grown in size. It's grown in expertise. It's gone
25 through any number of improvements and upgrades

1 since we've been living here over the last 40 years,
2 and I think many before that as well. And I think
3 it's kept up in general with the times as a way of
4 serving our area.

5 But the area has grown too, from the
6 days when Underwood and the facility was located at
7 the corner of Hunter and Broad here to now we've
8 grown in this immediate area to a population of
9 somewhere between 100 and 150,000 people in a
10 relatively densely populated region. Those 100 to
11 150,000 people can make it to that hospital easily
12 within about five to ten minutes, certainly within
13 what I would consider normal transportation
14 distances, and they come from numerous communities,
15 some even perhaps outside of Gloucester County.
16 Those communities include Westville, National Park,
17 Deptford, West Deptford, Paulsboro, Gibbsboro,
18 Mantua, Winona, Woodbury Heights, Pitman and perhaps
19 even some of the further south and eastern
20 facilities.

21 The two closest facilities to us
22 outside of Underwood, which has served our
23 population well for over a hundred years, I believe,
24 are probably Cooper or our Lady of Lourdes up in
25 Camden and Kennedy in Washington Township. It's a

1 long hike south to the next nearest hospital
2 facility, and I can certainly see the rationale that
3 Inspira is using to relocate into that area in
4 between that next further south facility and here.
5 It probably makes a lot of sense, and I am hopeful
6 that they are successful in providing services at
7 that location in Harrison Township.

8 In the event of an emergency at a
9 residence or a business or a school or a church, the
10 current hospital is within, as I said earlier, five
11 to ten minutes of transport. In circumstances where
12 time is of an essence, for our seniors, as a result
13 of strokes or heart attacks, it's available. It's
14 right there. You can be quickly taken by ambulance
15 into their facilities. Not only are the emergency
16 care facilities there, but the operating room
17 facilities and, for lack of a better term, back
18 office patient care facilities are there as well.

19 As I mentioned earlier, my kids have
20 gone in through that emergency room and been in that
21 hospital, and I was awfully happy to have it
22 available. Woodbury has accommodated the needs of
23 Underwood or Inspira Hospital for those hundred
24 years. Their doctors have lived in our town, some
25 of them in my neighborhood. I know them, doctors

1 from their emergency room and from their other
2 facilities. Our families and many men and women
3 have served as volunteers on their board for decades
4 and decades and decades, including my own wife, who
5 was on the hospital auxiliary for quite a few years.

6 The city has provided the services to
7 Underwood and, you know, including fire, police, all
8 of the kinds of things that cities do for hospitals,
9 and, in turn, they've been a good neighbor.
10 Sometimes the relationship's been a bit acrimonious,
11 but for the most part, I think we've appreciated
12 each other. We've encouraged the development of
13 medical practices here in the city, accommodated
14 them with our planning and our zoning functions and
15 have continued to provide and try to take as much
16 interest as possible in that facility.

17 However, now we are told that
18 Inspira, who purchased the hospital, finds this
19 location unprofitable or -- and that our population,
20 which now includes a fair number of low and moderate
21 income individuals, just doesn't match up to the
22 upper class demographics that are available to them
23 in Harrison, and that may be the case. That's fine.
24 They could make more money in these other wealthier,
25 suburban areas, but what they can't do is leave the

1 100 to 150,000 people dependent on that facility for
2 over a hundred years without something very similar
3 in nature to attend, and that's what's being
4 proposed. You know, we need to know before that
5 hospital moves or opens up in another location that
6 those facilities, that that care is available to us
7 right here within the five to 10 minutes of that 100
8 to 150,000 people that surround us in those
9 communities.

10 It was a community hospital. It was
11 a non-profit hospital. Its objective was never to
12 make money, and I understand that you can't survive
13 even if it's a non-profit not making money or at
14 least balancing your books at the end of the year.
15 I think Inspira's come in, from my understanding
16 from talking to some friends of mine, they came in.
17 They've done a great job of putting that facility
18 back into the black, you know, where it needs to be.
19 I'm not an expert at all on healthcare or how to
20 market or sell it. I think there are things that
21 could be done in -- at that location. I agree with
22 them that the facility needs to be upgraded, that an
23 expenditure and renovation are paramount, and I know
24 from my own engineering practice how difficult those
25 things might be.

1 I'm not sure if putting a car up on
2 the lift is the same as putting a patient on an
3 operating table. I think they are probably a little
4 different types of operations, but nonetheless, I
5 know that you can do that in an operating and
6 functioning facility and that that facility can be
7 brought up to current day standards. If they
8 perhaps need to figure out their niche and, you
9 know, in the medical profession as it moves forward.
10 I understand how much it is changing. For crying
11 out loud, you can't even tell from day to day what
12 group of politicians in Washington is going to
13 support our healthcare system, so, you know, I get
14 all that. I'm not blaming any of that on Inspira,
15 but I am saying we need to know here in Woodbury
16 where the 100 to 150,000 people who live proximate
17 to that hospital are going to get their care.

18 I wish them luck. My opinion is that
19 I'm opposed to the hospital moving or relocating
20 without having something else in its place, whether
21 they sell the hospital to Jefferson or Penn or to
22 Kennedy or to Cooper or whoever, somebody needs to
23 be in their place or they need to step up and do
24 what needs to be done at that location or that
25 facility to provide us with those facilities.

1 That's what that whole hundred years and all those
2 decades have been about. So thank you.

3 MR. CALABRIA: Thank you. Is there
4 anybody else? Since we have some time, again I
5 would propose that I would open the hearing so you
6 can send me as much as possible, if the hospital
7 would like to respond at the end of all the
8 comments, if you'd like to add to your testimony.

9 Please, come up. Give me your name.

10 MS. LEWIS: Pamela Lewis. I'm just
11 going to stand on the back of whatever one else
12 said. I needed to hear everybody first so I can
13 understand why exactly we were here, and I come from
14 up north, so I'm the resident who has lived here the
15 least amount of time, but I am from New Brunswick,
16 so we have St. Peter's and Robert Wood Johnson.

17 I want to piggyback on what you said.
18 Where we live, those hospitals found their niche and
19 they were in the heart of New Brunswick where there
20 was not a lot of money. It has changed since then,
21 but those hospitals have grown, so I'm asking
22 myself, I do understand from a business perspective
23 as a business person why you have to do what you
24 have to do, but to stand on each one of their backs,
25 when they do decide to go wherever you are going,

1 are you going to leave something in place? Because
2 I felt like maybe I'm just spoiled, but then I said,
3 I grew up in a place where we had hospitals, so what
4 would it be like to not have them? So I think I
5 just wanted to put that on the record that I do
6 oppose the fact that you are leaving, and I oppose
7 the fact even further if you are not leaving with
8 something in place, because you are not obligated,
9 you know, it's not contractual, but in the event
10 that you can do something so that some of the
11 services are still available, especially the ones
12 that are really necessary, I just want to make sure
13 you look into that before you uproot. Because,
14 again, Robert Wood Johnson is doing extremely well
15 and St. Peter's. They are right down the street
16 from each other. They are not in an affluent area,
17 so I just wanted to put that on the record.

18 Thank you.

19 MR. CALABRIA: Thank you. Is there
20 anyone else who would like to say a few words?

21 MS. TIERNEY: I would.

22 MR. CALABRIA: Come on up, please.
23 Your name?

24 MS. TIERNEY: My name is Heather
25 Tierney, T-i-e-r-n-e-y.

1 MR. CALABRIA: Please.

2 MS. TIERNEY: Do you need my address?
3 I'm a resident, also member of city council. I am
4 also -- I was born at what I would call Underwood
5 Hospital. It's now Inspira. My two children were
6 born there. I've seen family members' lives saved
7 there and also said goodbye to my four grandparents
8 there, and that's a very big part of my family, and
9 this community of, many families in this community
10 have looked to Underwood or Inspira for their
11 healthcare needs. And I know going forward, if we
12 are only going to have just an emergency room that's
13 probably going to be scaled down, I believe that's
14 what the plan is, my family will not be going to the
15 new location in Mullica Hill.

16 I work as a tax accountant in Pitman,
17 and it takes me with no traffic 20 minutes on a road
18 where your maximum speed limit, I believe, is 35
19 miles per hour to get to Pitman. If I go through
20 Glassboro or the back roads to go to Washington
21 Township, which is another hospital to go to, or --
22 55 is another 25 minutes. I know I can get on 295
23 from my home and go 60, 70 miles an hour to get to
24 Cooper where it's where my family will be going
25 should, you know, the full service hospital go away.

1 And I imagine many people in my
2 community will be doing the same thing. I don't
3 believe that everybody here is going to be moving
4 their healthcare needs down there. We are not just
5 talking emergency needs. Once you go to the
6 hospital and you need to see a doctor, that doctor
7 has offices that surround Woodbury, so it's closer
8 for me and my family to go to Cooper Hospital
9 doctors, because I'll be going to that doctor.

10 So it's not just, you know, the
11 hospital. It's the ancillary business, the related
12 businesses that will be affected for all of us. I
13 would hope if it's not -- that area -- that hospital
14 is not profitable, I would hope that Inspira will
15 consider selling it to another corporation who would
16 be willing to keep it as a full-service hospital.

17 I know there have been partnerships
18 between small community hospitals and large medical
19 networks. We are next to one of the biggest cities
20 in terms of outstanding healthcare in Philadelphia.
21 I would hope that there may be a hospital that would
22 want to come on this side of the bridge and partner.
23 I really believe we need a full-service hospital
24 here, because, you know, if someone in my family's
25 life depends on emergency care, 25 minutes to the

1 nearest -- to the new location is not going to cut
2 it. It's actually faster to get to Philadelphia or
3 to Camden.

4 And I have to agree with Mr. Fleming.
5 There's probably 130,000 people in this area, this
6 upper northern Gloucester County that may feel the
7 same way.

8 That's all I have. Thank you.

9 MR. CALABRIA: Thank you. Is there
10 anyone else that hasn't spoken that would like to
11 speak?

12 MS. FLOYD: I would.

13 MR. CALABRIA: Please.

14 MS. FLOYD: I'm Jessica Floyd. I'm a
15 resident.

16 MR. CALABRIA: Spell your last name.

17 MS. FLOYD: F-l-o-y-d, and was
18 currently elected mayor of Woodbury. I kind of have
19 a unique perspective in that I was born and raised
20 in Glassboro. I was actually born at Underwood, as
21 were my three siblings. I moved to Woodbury
22 probably 14 years ago. As a resident of Gloucester
23 County, just not Woodbury, this is going to affect
24 the county as a whole. As we've said, with the
25 perimeter of this hospital and the surrounding

1 towns, it's going to affect us all greatly. As a
2 mom, I had my three children there. When lots of
3 those friends, some, you know, close friends, I've
4 done nothing but promote Underwood as well now
5 Inspira as one of the best hospitals for their
6 maternity ward. I actually wrote personal letters
7 to the employees there for such good care,
8 especially when neighboring cities and friends were
9 going to Voorhees with their new facilities, we were
10 as a city promoting the facility here, making the
11 business viable and trying to get more people to use
12 it.

13 I guess what I'm looking at here is
14 the city has accommodated the hospital and now
15 Inspira for years and years and years and years, and
16 I guess it's disappointing that the citizens that
17 helped build up that hospital are now being left
18 high and dry if the facility is to move altogether.
19 The citizens that helped you get where you are are
20 going to be without the facility or the care that
21 they've been expecting. We've been providing land.
22 We've been providing services, as Mr. Fleming said,
23 with our police services and our fire services. It
24 just is disappointing.

25 I know as a mayor I have to walk a

1 delicate line here, because we have to keep an open
2 dialogue and God forbid things get public and things
3 get distorted, I'm just -- I don't agree with the
4 position of opening up another facility.

5 I also agree with Mrs. Tierney in
6 that if you are going to leave, then we would
7 appreciate if you were offered to sell to another
8 hospital, put something in its place, something
9 that, again, can accommodate those folks that can't
10 get the transportation.

11 I grew up in Glassboro, which is
12 right down the road right where the prospective
13 facility is going to be, and it isn't as accessible
14 as it is here. It would be foolish to think so. On
15 a state level, I don't know what kind of
16 accommodations are going to be made for
17 transportation, how you expect this high volume of
18 traffic that might be in and out. That might also
19 mean relocation of some of our doctors who set up
20 practices here and are now at a crossroads. Where
21 do they go? Do you keep a practice here? Do you
22 move it closer? So it's going to become a domino
23 effect for our city that has again been more than
24 accommodating for all these years to in a sense just
25 get left high and dry.

1 So if that means more practices move
2 out, then it's another kind of kick in the gut now,
3 so as a citizen, as the mayor, I have to look out
4 for our residents, and it just doesn't seem fair.
5 We met about two years ago when, I guess, the
6 prospect was that there was talks, and we had some
7 residents, I don't know if they are here, we had
8 some residents that came. We had some council
9 people and had some residents and you debrief, and
10 we went around the room and we said, you know, what
11 are your thoughts, and everybody said they are
12 leaving. That was even after a lot of communication
13 where no, no, no, no, no, no, we are not leaving.
14 And then a year later, we are leaving.

15 So I guess as a resident, as the new
16 mayor, I just hope that the dialogue stays open. I
17 hope that you really consider what the city has done
18 for you. I hope that you consider what our citizens
19 have done for you, and I just think it's something
20 that, you know, not necessarily desiring reciprocity
21 100 percent, but I do know that a business has to
22 make money, but you also have to take into
23 consideration humanity, you know, and being
24 considerate of people. That's about it.

25 MR. CALABRIA: Thank you. Is there

1 anyone else that hasn't spoken that would like to
2 speak? Would you like to speak again, Susan?

3 MS. ANDERSON: I just wanted to add
4 one more thing. Is that like some of the others
5 have said, you know, the doctors, the Inspira had
6 gone around purchasing many doctors businesses.
7 Some of them my husband and I have stayed with as
8 they were being purchased. With Inspira moving, as
9 others have said, those doctors will be still
10 related to Inspira. Where do the people go? Like
11 Mrs. Fleming said, I probably won't stay with those
12 doctors, because I can't have a doctor who's related
13 to a facility that has moved out of my city, who is
14 not showing that you care about us.

15 My whole family, my father-in-law was
16 there when he passed away. And it's really gut
17 wrenching to see something that has been such a part
18 of this city to just say, you know what? We need to
19 move money. Okay, I realize that. I know how much
20 it's costing you with indigent care, but we have
21 tried every way possible to support you. By the
22 way, I do pay my bills.

23 MR. NOLAN: Thank you for that.

24 MS. ANDERSON: I am not leaving you
25 high and dry, and there's a lot of us that can't

1 afford it, and we do have a walking community, and
2 these -- I don't think Mullica Hill really has a
3 walking community. You know? We need the facility
4 here. We need to be able to have a place to go and
5 look at our heritage, and our heritage here, like
6 Mr. Fleming said, you know, from when Dr. Underwood
7 started this, this is important to us. So I just
8 hope that you reconsider.

9 MR. CALABRIA: Thank you again. Is
10 there anyone else who would like to speak on this
11 proposal by Inspira? If not, I would like to invite
12 the folks from Inspira to add to their testimony
13 previously if they care to.

14 MR. NOLAN: My thanks for everybody
15 for their comments and for coming out tonight. Let
16 me just add a few things, and then I'll ask Claire
17 to jump in on a few more as well. The money issue I
18 know keeps coming up. Really the major reason that
19 we are looking for -- looked for a new site, began
20 that process, is our hospital is old. Parts of the
21 building are 80 years old. Parts of the building
22 are 55 years old. It is not a modern structure. It
23 does not offer really good flow from an outpatient
24 perspective, and we all have semi-private rooms, so
25 it's not the quality from a facility perspective

1 that we want to offer to the folks that we have the
2 privilege to serve.

3 So we began a very extensive review
4 of trying to find another place to put it, because
5 our two options are replace on-site or build on-site
6 or find another green field site, so to speak, where
7 we can start with a clean slate and build the
8 hospital that we think maximally meets the needs of
9 the community.

10 And that's really why we have chosen
11 the path to move to an alternative site, is when we
12 looked at the cost of building a structure on our
13 site, it was going to be more expensive, but more
14 importantly to me, it was going to be more
15 disruptive for the community. When you build
16 on-site and tear down a facility, our facility
17 becomes a three to five-year construction project,
18 which from an access to the care into the facility I
19 think is a major disruption to the kind of care we
20 want to provide to the community.

21 That's really where we started
22 looking for another site is trying to weigh the
23 benefits of staying in place, staying in the
24 community that has been supportive and loyal to us
25 for 101 years. And we are very appreciative of

1 that, but for the kind of care we believe we need to
2 be providing in the future for this community and
3 for others, we need to build a building that better
4 meets that need, and we don't feel that we could do
5 that on this current site.

6 And we looked at, gosh, I want to say
7 over a couple dozen different sites, 25, and the
8 Mullica Hill one is the one which came up as the
9 best for us from a transportation perspective, from
10 an amount of land, from not having wetlands.
11 Wetlands was a heck of a hurdle for us, to find
12 50-plus buildable acres that did not have a wetland
13 problem, and that's why we got to the point where we
14 are right now, building on a flat site.

15 The finances really of like an
16 operating margin were not the consideration. It
17 really was if you are going to spend the kind of
18 money that we are talking about spending, which is
19 350 million right now on the certificate of need, it
20 would have been about a good 50 million more, was
21 our projection, to build on-site, and we still
22 didn't feel that this was going to be the hospital
23 that you deserved. We were going to spend more
24 money, be more disruptive. It was going to take
25 longer, and we still didn't feel the finished

1 product was going to be what we need going forward.

2 As far as what we are looking at
3 remaining, we are actively working with the city as
4 well as Gloucester County to go through a
5 redevelopment process, because we want what's in the
6 best interest of the community as well. We have a
7 large footprint. We have a lot of square footage
8 and a lot of it's going to be vacated when we move
9 to a new campus. We want to partner with the city,
10 with the county to determine what is in the best
11 interest, and we might find that there's a lot of
12 great ideas that a consultant could bring to the
13 table, maybe from healthcare services, maybe from
14 other job-associated businesses, that we can utilize
15 all that square footage and all that space for. So
16 we are very committed to that.

17 We are initially planning to have a
18 free-standing emergency department there and all of
19 the ancillary services that will be supportive of
20 that, pharmacy, lab, imaging, and then we are open
21 to what really the redevelopment plan brings to us.
22 They might say there are some other services we
23 ought to be providing given the community need. But
24 once again, they might go a different direction that
25 we haven't thought of. We are being very open minded

1 to that as well.

2 We have no intention of abandoning
3 the community. That's been a lot of the talk we are
4 going to pick up and leave and shutter the building.
5 That has never been our intention, and if that has
6 gotten out in the community, my apologies for that.
7 We will still have a presence here. We are still
8 very actively engaged in having physician presence
9 here as well, because we know this is an important
10 part of our market also. We want to make sure we
11 have physicians here. We want to make sure we are
12 providing services here. I don't want you going to
13 Cooper. I want you staying within Inspira. I want
14 you staying either at the facilities that we offer
15 here or, if you need a higher level of care, the
16 facilities that we are able to offer in Mullica
17 Hill.

18 We are very committed to that and
19 once again appreciate all of your comments and
20 continued support and the continued dialogue to your
21 point about how we can make sure that we are best
22 meeting the needs of the community going forward.
23 Claire?

24 MS. SABIENSA: My name is Claire
25 SabienSA, and I'm a vice president within Inspira.

1 There's another representative here from Inspira
2 tonight, and I worked for Inspira with South Jersey
3 Healthcare before Inspira. I've worked for them for
4 25 years.

5 This is the second time I've been
6 through a closing of a hospital. When I worked at
7 South Jersey Healthcare, we opened Vineland, and we
8 closed three hospitals at the time. It was
9 Bridgeton and Millville and Newcomb, which was in
10 Vineland City, and we learned a lot that I think
11 that I hope we can bring to this situation.

12 Bridgeton is a satellite emergency
13 department. We run that. It's been in place since
14 Vineland Hospital opened, which was in 1994, and we
15 probably have about 20,000 patients, between 15 and
16 20,000 patients, that come to that satellite
17 emergency department.

18 And this situation I think is going
19 to be easier for us when we open the satellite
20 emergency department, because the paramedics are
21 part of our system. When Bridgeton opened, they
22 were not. They were not owned by Inspira. They
23 were city specific, and so now I look at that and I
24 think that will be much better for the community,
25 because we, you know, the paramedics, since they are

1 us, we can communicate, we can direct. It will be
2 much better in terms of the service to the
3 community.

4 Beyond that, Peter may want to say a
5 few things too, and I are involved with the city and
6 with the Gloucester County Improvement Authority
7 around the campus of Woodbury, and we are a part of
8 what is a redevelopment process, and so the campus
9 specific piece plus some surrounding lots and blocks
10 were having discussions about how do we redevelop
11 that, and we don't know yet. We are in the very
12 beginning phases. We've selected an organization, a
13 company that has expertise in development of
14 particularly hospital-type properties,
15 healthcare-type properties. And so we are hoping in
16 this next year we'll be working with the city, the
17 Gloucester County Improvement Authority, as well as
18 the consultant, Urban Partners out of Philadelphia,
19 in terms of redevelopment for the site.

20 What Pat mentioned about the services
21 that are going to stay on the site, they will stay
22 on the site. That's a part of that redevelopment
23 process, and there may be others. Many of us speak
24 to the doctors obviously about this project, and,
25 again, linking it back to what we went through

1 before, many of the doctors opened two offices, so
2 you have, they continue to have their office, in our
3 case it was Bridgeton, and they would open a second
4 office in Vineland. I see that happening here as
5 well, and most of the doctors that we've spoken to,
6 particularly the primary care doctors, are saying,
7 you know, we are part of the community. We will
8 stay as part of the community.

9 So I just wanted to make sure you
10 understood a little bit about our plans, and so,
11 Peter, I don't know if you'd like to add anything?

12 MR. KAPRIELYAN: It's Peter
13 Kaprielyan, K-a-p-r-i-e-l-y-a-n. I'm vice president
14 for government relations. Yes, I was part of the
15 discussions that we had a couple years ago, and I
16 know from a community perspective it's hard to --
17 some may say well, gee, don't you know what you are
18 going to do with that facility? And quite honestly,
19 we don't. And as they've talked about, while we
20 have some ideas, we are remaining flexible in terms
21 of how we might approach repurposing that facility,
22 and that's why we look forward to the redevelopment
23 plan and that's why it's so important that we are
24 working with the city as well as with Gloucester
25 County Improvement Authority to try to figure out

1 what makes sense for that property.

2 And the unfortunate reality from my
3 perspective is healthcare has changed so
4 significantly, I'll say the business, the science,
5 where healthcare was a long time ago where a lot of
6 communities had their own hospital, that reality has
7 significantly changed. You are hearing it right
8 now. We have a new president coming in. There are
9 issues with what the Affordable Care Act will look
10 like. Will it still be here? There were millions
11 of people that now have insurance that didn't have
12 insurance, and so there are a lot of unknowns that
13 we need to try to figure out, where do we go? How
14 do we provide the best care?

15 The best care comes at a cost, and to
16 Pat's point, we want to provide care that the
17 community at large deserves. Yet by the same token,
18 there's a lot of unknowns. There's a lot of
19 uncertainty where the whole healthcare reimbursement
20 field is going. So we are doing our best to try to
21 figure out how we provide that service in an
22 ever-changing environment, and I wish we could say
23 we could go back to the days of old when things were
24 different, but they have changed. And there's even
25 greater uncertainty now, and so these are the

1 realities that we and, guess what, every health
2 system in the country is dealing with right now.
3 How do you provide those services in an uncertain
4 future?

5 And so that's where -- that's why we
6 feel that this plan is the best plan for the
7 community at large, but I get it. I've been
8 associated for 15 years, and I understand a
9 community pride, and I understand what the community
10 has done to work together with the hospital. I get
11 that part. The reality is that the greater
12 environment is changing at such a rapid rate. We
13 are doing our best to adapt to those changes, and
14 this is one of the changes that we are dealing with
15 right now.

16 MR. CALABRIA: Thank you all. Is
17 there anyone else who would like to put any comments
18 on the record?

19 MS. HILL: Diane Hill. I appreciate
20 your comments and I certainly heard them, reflected
21 on them. Didn't change my mind. I'm still opposed,
22 because we are the greater community. Okay?

23 MR. NOLAN: Thank you.

24 MR. CALABRIA: Anyone else? The
25 meeting is scheduled to end at seven. Since there

1 is a larger number here, I will keep it going maybe
2 ten more minutes in case anybody else is coming a
3 little late. But I'd like -- we'll put the meeting
4 into suspension until the other people come and want
5 to speak for at least ten or 15 more minutes. Thank
6 you all.

7 (A brief recess is taken.)

8 MR. CALABRIA: I want to thank
9 everyone for coming. The meeting started at ten
10 after six. I wanted to keep it an hour and a couple
11 minutes. Is there anyone else who would like to say
12 anything that would be on record for members of the
13 State Health Planning Board when they read this
14 transcript? If not, then I would formally want to
15 bring the meeting to a close.

16 Thank you all very much for coming,
17 and you are all invited to the State Health Planning
18 Board meeting on January 5th in Trenton.

19 (Whereupon the proceedings were
20 concluded at 7:16 p.m.)

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C E R T I F I C A T E

I, DONNA BRUNCK, a Certified Court Reporter of the State of New Jersey, authorized to administer oaths pursuant to R.S.41:2-2, do hereby certify that the foregoing is a true and accurate transcript of the public hearing that was taken stenographically by and before me at the time, place and on the date herein before set forth.

I DO FURTHER CERTIFY that I am neither a relative nor employee nor attorney nor counsel of any of the parties or attorneys to this action, and that I am not financially interested in the action.

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