

**In The Matter Of:**  
*CERT OF NEED MEMORIAL HOSPITAL OF SALEM*

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*November 08, 2018*

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*JH Buehrer & Associates*

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**Min-U-Script® with Word Index**

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**CERTIFICATE OF NEED APPLICATION**  
**TRANSFER OF OWNERSHIP OF**  
**MEMORIAL HOSPITAL OF SALEM COUNTY**

**BEFORE: JOHN CALABRIA, CHAIR**  
**DOROTHEA LEWIS**

**PLACE: SALEM HIGH SCHOOL**  
**219 Walnut Street**  
**Salem, New Jersey 08079**

**DATE: NOVEMBER 8, 2018**

**TIME: 6:00 P.M.**

**BEFORE: LAURA P. REAM, Court Reporter**

**J.H. BUEHRER & ASSOCIATES**  
**884 Breezy Oaks Drive**  
**Toms River, New Jersey 08753**  
**(732) 295-1975**

	<b>SPEAKERS</b>	<b>PAGE</b>
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2	STEVEN ROSEFSKY	
3	TAMMY TORRES	
4	BRENDA GOINS	
5	KEVIN KUTCHER	
6	SHOSHANA SCHIFF	
7	EARL RANSOME	
8	WAMIQ SULTAN	
9	PATRICE SHARKEY	
10	RALPH PORTNOY	
11	DEBORAH ASHCRAFT	
12	HELENE DUBOIS (ph)	
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1                   MR. CALABRIA: Good evening,  
2                   Ladies and Gentlemen. Thank you. My  
3                   name is John Calabria. I'm a member of  
4                   the State Health Department. On my  
5                   left is Dorothea Lewis, also a member  
6                   of the state health department.

7                   This is a public hearing of  
8                   the State Health Planning Board in  
9                   relation to the acquisition of the  
10                  Memorial Hospital of Salem County by  
11                  Salem County Hospital Corporation from  
12                  CHS, Community Health Systems,  
13                  Incorporated. The department deemed  
14                  the application complete and in  
15                  accordance with the requirements of  
16                  law. The State Health Planning Board  
17                  therefore is required to hold a public  
18                  hearing on this application within 30  
19                  days of this action.

20                  Adequate notice of this  
21                  hearing has been published in  
22                  accordance with the provisions of state  
23                  law. Notice was sent to the Secretary  
24                  of State, who posted the notice in a  
25                  public place. Copies of the hospital

1 Certificate Need application are  
2 available for review at the Salem Free  
3 Public Library, the New Jersey State  
4 Library in Trenton, and the Department  
5 of Health.

6 Information gathered at this  
7 hearing will be reviewed by the State  
8 Health Planning Board in addition to  
9 reviewing the application from CHS,  
10 Community Health Systems, and the  
11 department staff analysis and  
12 recommendations in a public meeting.

13 Although no members of the  
14 State Health Planning Board are present  
15 tonight this community public hearing  
16 is being transcribed by the young lady  
17 over here, and the transcript, along  
18 with any written comments submitted  
19 tonight, will be made available to all  
20 board members, along with the  
21 transcript and written submissions,  
22 prior to the meeting to review this  
23 application.

24 There will also be limited  
25 time available at the next public

1 hearing at the State Health Planning  
2 Board to hear from members of the  
3 public. At that meeting the applicant  
4 will present the application and answer  
5 questions any board members may have.

6 In the interest of making  
7 efficient use of the time for tonight's  
8 hearing each speaker will be limited to  
9 three minutes. If you have longer  
10 written comments with you, please  
11 provide a copy to the Board and they  
12 will be added to the record. And  
13 there's a yellow folder over there on  
14 the piano, and if you have written  
15 comments you'd like everyone to look at  
16 just please put them in that yellow  
17 folder. Again, anyone interested in  
18 speaking tonight shall sign up on the  
19 sign-up sheet, which is also on the  
20 piano.

21 Anyone who wants to submit  
22 written comments after anytime's  
23 hearing and before the board meeting is  
24 urged to do so. Such comments must be  
25 submitted no later than Thursday,

1 November 15th, and should be addressed  
2 to the State Health Planning Board in  
3 care of the Department of Health.

4 For those of you unfamiliar  
5 with the Certificate of Need process  
6 the State Health Planning Board will  
7 vote on a recommendation as to the  
8 decision on this application. That  
9 recommendation from the State Health  
10 Planning Board will be submitted to the  
11 commissioner of health. The State  
12 Health Planning Board's hearing is part  
13 of the Certificate of Need process, and  
14 your comments will be considered as we  
15 review issues related to planning,  
16 hospital and related health care  
17 services and access to health care  
18 services.

19 Your comments are an important  
20 part of the process and will be  
21 considered along with the materials  
22 submitted by the applicant.

23 After the State Health  
24 Planning Board meeting, which is  
25 tentatively scheduled for December 6th

1           in Trenton, the board will recommend  
2           approval of the application, approval  
3           with conditions or denial of the  
4           application before it. The  
5           commissioner will make the final  
6           decision on the application after the  
7           board makes its recommendations.

8                        They've only given us one  
9           microphone so we're going to ask -- I'm  
10          going to call people as they signed in  
11          and I will hand off the microphone to  
12          the first speaker who is Steven  
13          Rosefsky. Please come forward. Thank  
14          you.

15                       MR. STEVEN ROSEFSKY: Good  
16          evening, Ladies and Gentlemen. I am  
17          Steven Rosefsky, a partner of Community  
18          health care Associates, also known as  
19          CHA, an affiliate of the buyer of  
20          Memorial Hospital of Salem County.

21                       CHA is one of the State's  
22          premier health care companies,  
23          comprised of senior health care  
24          executives with extensive experience in  
25          the operation, management and



1           turnaround of health care facilities,  
2           including acute care hospitals. To  
3           date, CHA has acquired four former  
4           acute care hospitals in New Jersey,  
5           namely Barnert Hospital, Greenville  
6           Hospital, William B. Kessler Hospital,  
7           and Muhlenberg Hospital. In each  
8           instance, CHA's reinvestment philosophy  
9           and commitment to the provision of  
10          high-quality, community-based health  
11          care services has resulted in nearly  
12          full occupancy, substantial job growth  
13          and increased rates for the  
14          communities they serve.

15                   CHA became interested in the  
16          Memorial Hospital of Salem County at  
17          the time that its current owner, the  
18          Tennessee-based CHS, was preparing its  
19          application for a Certificate of Need  
20          to close the hospital. We believed  
21          that this facility was a critical  
22          access hospital, and one that must  
23          remain open for the benefit of area  
24          residents. We have been steadfast in  
25          our support of keeping this acute care

1 facility open.

2 In addition to rebranding the  
3 facility as Salem Medical Center, our  
4 plans include the renovation of a  
5 substantial portion of the existing  
6 facility, the consolidation and growth  
7 of certain medical programs, and the  
8 implementation of significant upgrades  
9 to the hospital's medical equipment  
10 formation technology systems. By  
11 focusing on revenue growth rather than  
12 cost-cutting measures, we expect to  
13 more than triple the daily census,  
14 attract and retain best-in-class  
15 nurses, physicians and staff, and  
16 expand the provision of high-quality  
17 health care services to the residents  
18 of Salem County.

19 By working closely with one of  
20 our most valuable assets - our  
21 employees - we will foster a new  
22 collaborative approach to achieving  
23 success at this location. In addition  
24 to guaranteeing employment to all  
25 existing hospital employees, we

1           anticipate creating over 300 new  
2           high-quality, good paying jobs. We  
3           will invest millions of dollars on this  
4           project, and we fully expect Salem  
5           Medical Center to return to  
6           profitability within three years.

7                         Since we began our efforts to  
8           acquire the hospital, we have enlisted  
9           the support of the various stakeholders  
10          that will directly benefit from keeping  
11          this acute care facility open. We have  
12          engaged, and been responsive to, the  
13          needs of the State, the County and the  
14          local municipalities, and we have  
15          applied to Salem Health and Wellness  
16          Foundation for direct financial  
17          support.

18                        We view our multi-year,  
19          multi-million dollar effort as a  
20          benchmark of a community coming  
21          together to do the right thing. All of  
22          us at CHA remain fully committed to the  
23          success of the new Salem Medical  
24          Center, for the benefit of all  
25          interested parties - its dedicated

1 employees, the patients they serve, the  
2 State, the County, the local  
3 municipalities, and the general public.  
4 Thank you.

5 MR. CALABRIA: That was even  
6 less than three minutes. In case  
7 anybody's come in and wants to speak or  
8 just if you want to sign in and mark  
9 whether you're in favor or against the  
10 application, just sign up over here on  
11 the piano.

12 The next speaker is Tammy  
13 Torres.

14 MS. TAMMY TORRES: Good  
15 evening. I appreciate the opportunity  
16 to address the panel and speak on the  
17 pending transition between Community  
18 health care Associates, CHA, and  
19 Community health care Systems, CHS. My  
20 name is Dr. Tammy Torres. I have  
21 served as the Chief Executive Officer  
22 since 2016. I am grateful for the  
23 opportunity to lead the Memorial  
24 Hospital of Salem County and the  
25 privilege to participate in a process

1           that I believe will be best served for  
2           our physicians, staff, and Salem County  
3           residents going forward.

4                       The Memorial Hospital Salem  
5           County has served our community since  
6           1919. It has touched many lives  
7           indeed. It has saved many lives for  
8           nearly a century. It has provided, not  
9           only work opportunities, but careers  
10          and livelihoods for many in the  
11          community.

12                      The Memorial Hospital of Salem  
13          County has also served as a pillar for  
14          this community. Today it is needed  
15          more than ever. In addition to  
16          providing health care, a hospital is an  
17          economic force in the county providing  
18          more than 400 employees, putting  
19          approximately 23 million in payroll in  
20          the local community dollars and will be  
21          investing in local homes and spent in  
22          local businesses. Plus the hospital  
23          provides millions in assistance to  
24          those unable to pay for medical  
25          necessity emergency care.

1                   The hospital is committed and  
2                   is needed in this community. As the  
3                   CEO, I have to work closely with CHA.  
4                   I have seen firsthand their engagement  
5                   and commitment to this hospital and the  
6                   community. They have pledged much  
7                   needed capital dollars to our facility  
8                   as well as plans to launch two services  
9                   such as behavioral health, as well as  
10                  enhancements to cardia, oncology, and  
11                  surgical service lines.

12                  I understand that CHA intends  
13                  to make a substantial investment in our  
14                  community. I am optimistic about the  
15                  future of health care in Salem County  
16                  under the leadership of CHA and believe  
17                  that Community health care Associates  
18                  will provide us with a new beginning so  
19                  that we may continue to serve the  
20                  health care needs of those of Salem  
21                  County and the surrounding areas.

22                  On behalf of our  
23                  administrative team, I wholeheartedly  
24                  support the sale of the Memorial  
25                  Hospital of Salem County to the

1 Community health care Associates.

2 Thank you for this opportunity.

3 MR. CALABRIA: Thank you very  
4 much.

5 Again, because other people  
6 came in, if you want to speak or just  
7 want to let us know your position on  
8 the application, there's forms over  
9 here on the piano.

10 The next speaker is Brenda  
11 Goins.

12 MS. BRENDA GOINS: Good  
13 evening. My name is Brenda Goins, and  
14 I am the Executive Director of the  
15 Salem Health and Wellness Foundation.  
16 On behalf of the foundation and its  
17 Board of Trustees I thank you for the  
18 opportunity to speak at this public  
19 hearing in support of a Certificate of  
20 Need sought by Community health care  
21 Associates in connection with the  
22 purchase of Memorial Hospital of Salem  
23 County.

24 Over the last five years the  
25 sale of the hospital has been a topic

1 of great concern to people of Salem  
2 County and to the foundation. For this  
3 reason we have been deeply involved in  
4 identifying potential purchasers since  
5 2013.

6 The last of these  
7 organizations to meet with the  
8 foundation board is Prime health care  
9 Foundation in 2017. We made a  
10 substantial financial commitment to  
11 Prime to support a purchase, but  
12 unfortunately Prime withdraw from the  
13 process.

14 Since then no other  
15 organization has presented a detailed  
16 proposal for our board's consideration,  
17 one that would keep Memorial Hospital  
18 as a community hospital, returning to  
19 its nonprofit status and ensure that it  
20 will thrive in our community for the  
21 long term, none, that is, until CHA  
22 came forward earlier this year, a  
23 foundation that carefully reviewed the  
24 proposal of CHA to purchase and operate  
25 the hospital.



1           In addition to reviewing the  
2           proposal, the foundation has met  
3           numerous times with CHA and its  
4           leaders, two of CHA facilities and  
5           other New Jersey communities and  
6           discussed at length with CHA leaders  
7           the kinds of health care services that  
8           are desperately needed in Salem County.

9           We have come away from those  
10          discussions with a firm belief that CHA  
11          is committed to the revitalization of  
12          Memorial Hospital and that it  
13          represents the best long-term solution  
14          for the hospital and its employees and  
15          the health and wellness of our  
16          community.

17          We are confident that the CHA  
18          application is best suited to deliver  
19          the best possible health care to the  
20          residents of Salem County. For this  
21          reason the foundation enthusiastically  
22          supports the application of CHA for a  
23          Certificate of Need to complete the  
24          purchase of Memorial Hospital.

25          For our part the foundation is

1 fully prepared to provide a significant  
2 level of financial support to ensure  
3 the successful completion of a purchase  
4 and subsequent operation of the  
5 hospital for years to come.

6 And CHA made it clear in our  
7 discussions that it values the  
8 foundation's work to support health  
9 care in Salem County, and they want to  
10 ensure that the foundation would be  
11 able to continue its mission to support  
12 local charities that provide important  
13 care and education directly to the  
14 people of our community.

15 In conclusion, we believe that  
16 CHA provides an outstanding opportunity  
17 to save the hospital, keep the local  
18 jobs that are so vital to our area, and  
19 provide a far greater level of health  
20 care to the needs of the residents of  
21 Salem County. Thank you.

22 MR. CALABRIA: Thank you.

23 Kevin Kutcher.

24 MR. KEVIN KUTCHER: Good  
25 evening. Ladies and Gentlemen, I am

1 here on behalf of Dr. Michael Gorman,  
2 who, in addition to his leadership of  
3 Salem Community College as its  
4 president, looks forward to serving on  
5 the Board of Directors of Salem Medical  
6 Center.

7 Salem Community College is the  
8 educational epicenter of the county.  
9 As such we have significant interest  
10 and responsibility for the well-being  
11 of our citizens. President Gorman has  
12 been a part of Salem County since 1981,  
13 serving in multiple educational  
14 leadership roles throughout the area.  
15 His and our concern for Memorial  
16 Hospital of Salem County is grounded in  
17 the needs of our community. His  
18 membership on the Board of Directors is  
19 a natural extension of his past as it  
20 continues to represent the people of  
21 Salem County.

22 The proposed new owners are in  
23 talks with Cooper Medical School, Rowan  
24 University in partnership with the  
25 Southern New Jersey Family Care to

1           develop a residency program in family  
2           care and internal medicine right here  
3           in our community on our hospital  
4           campus.

5                         Among the significant programs  
6           at the college is our nursing program,  
7           which has a long-standing relationship  
8           with the hospital as our primary  
9           clinical site. Continuing in expanding  
10          this role will benefit our students and  
11          the county.

12                        With the Salem Medical Center  
13          revolving into a true teaching hospital  
14          we are better prepared to attract  
15          career professionals which will not  
16          only enhance our medical care, but  
17          bolster the vitality and appeal of our  
18          community. This will have a positive  
19          cascading effect on our community as  
20          these professionals become long-term  
21          county residents investing in and  
22          nurturing our neighborhoods.

23                        This application proposes that  
24          Memorial Hospital be transformed into a  
25          top-tier provider in health care as is

1 Salem Medical Center, something the  
2 citizens of Salem County desire and  
3 need and is deserving of our support.  
4 Having such a medical enterprise in the  
5 midst of our county will provide  
6 inspiration for those seeking careers  
7 in the medical field, doctors, nurses,  
8 technicians, and the various trades  
9 supporting -- providing support  
10 services.

11 We are talking about more than  
12 a hospital, we are talking about an  
13 entity that completes this community.  
14 This application before you brings hope  
15 and prosperity to Salem County from the  
16 medical, educational, and economic  
17 perspectives. Thank you.

18 MR. CALABRIA: Thank you.

19 Next is Shoshana Schiff.

20 MS. SHOSHANA SCHIFF: Good  
21 evening. My name is Shoshana Schiff  
22 I'm an attorney with the law firm of  
23 Trenk, DiPasquale, Webster, Della Fera  
24 & Sodono. I've served as redevelopment  
25 counsel for Mannington Township. The

1           mayor of Mannington Township cannot be  
2           here this evening, so he asked me to  
3           read a letter from him in support of  
4           CHA's application.

5                       Salem Memorial Hospital has  
6           been providing critical health care  
7           services to the residents of Salem  
8           County since 1919 and has been at its  
9           current location since 1951.

10           Unfortunately in recent years Salem  
11           Hospital has been forced to reduced its  
12           size and the scope of its services.

13                       The hospital has struggled to  
14           continue its operations in the face of  
15           operating losses. The uncertainty of  
16           the hospital's fate has made it  
17           difficult for practicing physicians.  
18           Moreover, the hospital has been in need  
19           for many years and has not been able to  
20           fund the revitalization efforts. Our  
21           professionals at the facilities have  
22           advised us that the hospital is  
23           obsolete and in need of redevelopment.

24                       Further, as a result of failed  
25           prior efforts to find a buyer for the

1 hospital, the township feared the  
2 hospital will have to close and its  
3 residents would lose access to local  
4 health care. The township is excited  
5 about the potential of a close  
6 collaboration with CHA. CHA has a  
7 proven track record of acquiring  
8 distressed hospitals and medical  
9 facilities and turning them into  
10 surviving health care facilities to  
11 benefit their communities.

12 CHA's proposed multi-million  
13 dollar investment in the hospital  
14 facilities will ensure that the needs  
15 of our residents are met and that they  
16 continue to receive the highest level  
17 of medical care. This investment will  
18 enable the hospital to expand the  
19 medical services they'll be able to  
20 offer to the patients.

21 Specifically CHA has made a  
22 commitment to making an acute care  
23 facility at the hospital. It is my  
24 understanding that CHA submitted an  
25 application to the Department of Health

1 maintaining in excess of 100 acute care  
2 beds in the hospital and (inaudible)  
3 patients receiving care. CHA is also  
4 committed to updating and modernizing  
5 the hospital facilities.

6 Another critical component of  
7 this operation is CHA's commitment to  
8 preserve the jobs of the approximately  
9 300 current employees of the hospital.  
10 We have been advised by CHA that the  
11 revitalized hospital will create  
12 approximately 300 additional new jobs.  
13 It is our hope that these new employees  
14 will settle in our beautiful county and  
15 become a part of the fabric of our  
16 community. We are confident that CHA  
17 will invest in our community as a  
18 developer and hospital owner and become  
19 a permanent stakeholder, the hospital  
20 and its employees to become a stronger  
21 health care facility that will provide  
22 numerous benefits to the citizens of  
23 Mannington and Salem County. The  
24 township is looking forward to a  
25 developing partnership with CHA. Thank



1           you for your consideration.

2                       MR. CALABRIA: Next person is  
3           Earl Ransome.

4                       MR. EARL RANSOME: Thank you.  
5           Good evening. My name is Earl Ransome,  
6           and I'm a member of the current  
7           Memorial Hospital Board of Trustees. I  
8           am standing in tonight for Celia Smith,  
9           who could not be here due to another  
10          commitment. Celia asked me as a friend  
11          and as a fellow commissioner to read  
12          her statement for your hearing.

13                      Before I read Celia's  
14          statement and as a resident of Salem  
15          County and someone who has made several  
16          trips to Salem Memorial Hospital  
17          throughout my years, for myself and my  
18          children, I want to express that I am  
19          fully supportive of a hospital sale.  
20          Positive change is needed in Salem  
21          Hospital and proposed buyers to make it  
22          happen.

23                      This is Celia's statement. I  
24          want to speak about two things related  
25          to the application and the future of

1           this hospital as they relate to my  
2           experience in the newspaper industry as  
3           well as an active community volunteer.  
4           During my 30-year career, part of which  
5           I served as general manager and  
6           publisher of Today's Sunbeam, I saw  
7           firsthand how when it comes to the news  
8           consuming public, perceptions often  
9           becomes reality. What we as the  
10          watchers of the news see and here is  
11          the only truth that they know.

12                        Over the years when I came to  
13          reporting on the struggles faced by  
14          Memorial Hospital under the weight of  
15          fiscal constraints a change in health  
16          care landscape or politics too often it  
17          seemed that doom and gloom ruled the  
18          headlines while there were certainly  
19          silver linings inside the walls of the  
20          hospital that often went unreported.

21                        I believe already that in just  
22          a few short months since this potential  
23          acquisition became public the narrative  
24          about the future of Memorial Hospital  
25          or what it will become, Salem Memorial

1 Center, has changed. Since day one the  
2 proposed buyers have been open and  
3 transparent about their plans for this  
4 historic facility, sharing how their  
5 vast experience will build on nearly  
6 100 years of service to ensure that  
7 generations of Salem County residents  
8 have access to the top-rate health care  
9 right here at home.

10 They have encouraged community  
11 input and made their commitment to  
12 being key stakeholders in the future of  
13 Salem County. Their goal is not based  
14 on profits alone. They seek to  
15 accomplish something much greater,  
16 making our residents healthier.

17 I look forward to being a part  
18 of the future of Salem Medical Center,  
19 a future full of new partnerships and  
20 strategic collaboration making us the  
21 destination of a choice, not  
22 necessarily for anyone seeking for top  
23 quality care. Thank you for your time  
24 and consideration.

25 MR. CALABRIA: The next

1 speaker, and I guess this is an old  
2 joke, but this is a physician, and I  
3 can't make the handwriting out. Dr.  
4 Sultan?

5 DR. WAMIQ SULTAN: Good  
6 evening. My name is Dr. Wamiq Sultan.  
7 I am here as the vice chief of the  
8 medical staff of the Memorial Hospital  
9 of Salem. I'm also a member of the  
10 Board of Trustees. I have been on the  
11 medical staff for over 20 years now.

12 I speak for more than 200  
13 physicians from present the medical  
14 staff at the Memorial Hospital of  
15 different fields of medicine and  
16 surgery, and I have had multiple  
17 discussions with these physicians,  
18 individually as well as in if the  
19 capacity of medical leadership,  
20 regarding the sale of the hospital.  
21 I've talked to pretty much all of the  
22 active physicians as well as all of the  
23 active members of the leadership, and I  
24 can tell you with certainty that all  
25 the physicians active and part of the

1 group are fully behind and supportive  
2 of this application that's in front of  
3 you.

4 I have visited many small  
5 community hospitals in the STATE of  
6 Delaware, Pennsylvania, and New Jersey,  
7 Maryland, West Virginia, and I can tell  
8 you that we have a gem of a hospital in  
9 this community. We provide so much  
10 more than what is expected from a small  
11 community hospital like ours.

12 Keeping that in mind, we had  
13 discussions as physicians, leadership,  
14 and active staff with CHA group  
15 regarding the vision and mission as to  
16 what they want to do for the future of  
17 this hospital. And I'm delighted to  
18 tell you that not only are we happy  
19 with the services that we have, but we  
20 will definitely add on to newer  
21 services that is desperately needed in  
22 this community.

23 Under the proposed -- under  
24 the new proposal the hospital will be  
25 switched back to a non-for-profit

1           entity that we were before, and what it  
2           means is that a lot of decisions in the  
3           future that will be made will be made  
4           by the people and by the community for  
5           the betterment of the community and  
6           will not be only about the bottom line.  
7           And it will remain right here in Salem.

8                         I have no doubt that this is  
9           what the founders of the hospital  
10          wished for when this hospital was  
11          founded about a hundred years ago.  
12          I've been to this committee before,  
13          about a year and a half ago, when this  
14          transition was with a different entity  
15          and I said now and I'm saying again now  
16          that it's very important that we need  
17          to get this hearing right and move in  
18          the right direction, and this is  
19          critical for the future of the health  
20          care of Salem County.

21                        Lastly, we need to end the  
22          uncertainty among the medical  
23          professions who have dedicated their  
24          lives and well-being and livelihood for  
25          this hospital, and we want them to

1           being comfortable knowing that there  
2           will be stability coming with this  
3           foundation. I'm excited to be a part  
4           of this transaction and I appreciate  
5           your attention.

6                         MR. CALABRIA: Patrice  
7           Sharkey?

8                         MS. PATRICE SHARKEY: Hi, good  
9           evening. Like déjà vu from a year and  
10          a half ago.

11                        Hello, my name is Patrice  
12          Sharkey, and I am a nurse at Salem  
13          Hospital and a member of HPAE Local  
14          5142, which represents 110 nurses at  
15          Memorial Hospital of Salem County.  
16          Thank you for the opportunity to  
17          address you today regarding the  
18          transfer of ownership of the Hospital  
19          to the newly formed nonprofit Salem  
20          County Hospital Corporation (SCHC).  
21          Our local is excited to work with the  
22          new employer to ensure that our  
23          hospital will provide the kind of  
24          quality patient care that our community  
25          deserves.

1                   After working at Salem  
2                   Hospital for 12 years I have witnessed  
3                   a lack of investment in our hospital  
4                   that must be addressed by a future  
5                   operator, including the maintenance of  
6                   the building; upgrades in technology,  
7                   equipment and supplies; and the  
8                   recruitment and retention of  
9                   experienced health care professionals  
10                  who provide care and treatment to  
11                  patients in Salem County. This last  
12                  point is particularly important because  
13                  the staffing levels are nowhere near  
14                  what they need to be to provide quality  
15                  patient care.

16                  As nurses, our primary  
17                  interest is to ensure that any new  
18                  owner and operator is committed to the  
19                  preservation of medical and behavioral  
20                  health services and establish a plan to  
21                  ensure this is a hospital that will  
22                  retain a state of financial stability.

23                  The proposed transfer of  
24                  ownership will result in a change that  
25                  should benefit our community, as the



1 hospital will return to being operated  
2 by a non-profit entity whose mission is  
3 dedicated to the care of the poor and  
4 uninsured or underinsured. The  
5 applicant has stated they will play a  
6 vital role in the health care of those  
7 populations, as repeatedly noted in the  
8 CN application.

9 It is critically important  
10 that through the Certificate of Need  
11 process, the Department of Health (DOH)  
12 does its due diligence. It must make  
13 sure that health care services of the  
14 community served by the hospital  
15 affected in this transfer are protected  
16 for the good of the citizens utilizing  
17 the services and for the good of the  
18 employees who provide the services.

19 As you know, when Salem became  
20 a for-profit hospital under the aegis  
21 of Community Health Systems (CHS) in  
22 2002, the DOH had \$34 million dollars  
23 in assets set aside for the creation of  
24 a foundation (Salem Health and Wellness  
25 Foundation) tasked with investing in

1 programs that would improve the health  
2 and wellness of Salem County. With the  
3 possible advent of a return to a  
4 non-profit status for Salem Hospital,  
5 HPAE believes that the original intent  
6 for the creation of the Foundation was  
7 to assure that the monies would be  
8 available for the community's health  
9 care needs through a non-profit entity.  
10 By reverting the hospital back to a  
11 non-profit status, it stands to reason  
12 that \$34 million and any interest or  
13 gains accrued from it should be  
14 returned for use by the hospital.

15 Since the hospital will be  
16 returned to non-profit status in this  
17 transfer, we recommend that the DOH  
18 make an allowance for financial  
19 oversight of the Foundation money to be  
20 disbursed to the hospital for community  
21 gain. It is essential that this money  
22 be put to use for improving and  
23 increasing access to care: The  
24 Foundation has a fiduciary  
25 responsibility for doing this, but the

1 state should have the responsibility to  
2 make sure nothing is squandered.

3 The CN application notes CHA  
4 will honor the commitment to the  
5 community to preserve access to  
6 inpatient acute care for the residents  
7 and yet the commitment is only for a  
8 minimum of five years or a  
9 non-specified "reasonable amount of  
10 time after five years." Given that CHA  
11 is a for-profit company that  
12 specializes in turning economically  
13 challenged hospitals into medical arts  
14 pavilions for outpatient care only, we  
15 are concerned that there is no  
16 incentive for CHA to maintain Salem as  
17 a non-profit hospital when it knows it  
18 can turn it into a profitable medical  
19 services center. Based on this, we want  
20 to see the commitment extended for 10  
21 years.

22 Finally, while CHA has  
23 expressed a strong willingness to work  
24 with our Union over the past several  
25 months, we have concerns about that

1 fact that in section 3.16 of the  
2 Definitive Agreement, it appears that  
3 union representation of current  
4 employees are disavowed. The nurses at  
5 the hospital voted in 2010 to form our  
6 union with HPAAE and while we have had  
7 an ongoing battle with the current  
8 owner, our union was certified by the  
9 National Labor Relations Board.

10 We urge the Department to  
11 clarify Section 3.16 which states that  
12 there is no union representation. We  
13 voted to form our union so nurses can  
14 have a voice in protecting our patients  
15 and improving working conditions. Our  
16 intention as unionized nurses is to  
17 continue to be advocates for ourselves,  
18 our patients, and our community.

19 Thank you for your time and I  
20 urge you to incorporate our concerns as  
21 part of the DOH investigatory process  
22 of this transfer.

23 MR. CALABRIA: Thank you. The  
24 next speaker is Ralph Portnoy.

25 MR. RALPH PORTNOY: Good

1           evening, everybody. My name is Ralph  
2           Portnoy. I am the director of  
3           marketing and business development for  
4           three of the skilled nursing facilities  
5           in Salem County: Golden Rehabilitation  
6           Nursing, Carney's Point Care Center,  
7           and and Southgate Health Care Center.

8                        I've been working in the Salem  
9           County market for the last seven to  
10          eight years. And my -- one of my  
11          responsibilities is to place patients  
12          that are coming out of the hospital  
13          into subacute facilities, into our  
14          facilities.

15                      And I have to tell you it's  
16          been quite a challenge, especially for  
17          the last two or three years. As much  
18          as I am for the hospital and I  
19          definitely am, and I am looking forward  
20          to having a full-fledged, full-service  
21          hospital, what I am objecting to is the  
22          30-bed skilled nursing subacute  
23          facility that is being proposed.

24                      The reason I am opposed to  
25          that is obviously I do represent three

1           SNiFs within the county, but regardless  
2           of that, when you do the math, there  
3           are approximately 600 beds, SNiF beds  
4           in Salem County. The occupancy rate in  
5           2017, as given by one of the fiscal  
6           organizations, was approximately 83  
7           percent.

8                       Using round numbers let's say  
9           it was 80 percent, and that was in  
10          2017, you're looking at empty beds, a  
11          total of about 120 empty beds on any  
12          given day, empty SNiF beds, on any  
13          given day within this county. 2018,  
14          although we don't have the statistics  
15          yet, I can almost guarantee you that  
16          that occupancy rate fell to about 75  
17          percent due to the increase in number  
18          of patients going directly home from  
19          the hospital.

20                      Again, if you do the math,  
21          that means that 25 percent of the beds  
22          are -- of the 600 beds are empty. That  
23          means now that in 2018 I would venture  
24          to say, and probably bet on it, that  
25          you would have on any given day 150

1 empty beds within the county.

2 Our -- we've always tried to  
3 work with all of our hospitals, and I  
4 think we've done a good job. I  
5 remember at least -- because I said I  
6 started about seven or eight years ago,  
7 I remember what's called the good ole  
8 days when Salem County Hospital -- I'll  
9 say Memorial Hospital was a 200-bed  
10 hospital and then obviously it had cut  
11 down through the years.

12 So in a sense, in my mind and  
13 in my opinion, and because of my  
14 experience because I'm directly  
15 responsible for transferring patients  
16 from my hospital to our facility,  
17 because I oversee that, if the hospital  
18 puts in a 30-bed unit, that's going to  
19 detrimentally affect our facilities,  
20 and basically there is no need for  
21 that. You already have 120 to 150  
22 empty beds, so why the need for another  
23 30 beds. I just -- just doing the math  
24 I don't understand that.

25 In addition, the facilities

1           that we have, and I know the other  
2           facilities also that are in Salem  
3           County, we can provide all of the  
4           clinical services that a sub -- that  
5           are needed in subacute facilities. We  
6           provide long-term care, we provide  
7           short-term rehabilitation, we provide  
8           palliative care, we provide pulmonary  
9           care, cardiac care, respite care, and  
10          basically we can do all of those  
11          services, provide all of those  
12          services, in a subacute setting. So,  
13          again, I don't see where the need is  
14          for those 30 beds.

15                 In addition, the impact -- if  
16          the hospital opens up a 30-bed  
17          facility, we employ approximately 600  
18          employees in our three facilities in  
19          Salem County. By the way, I just want  
20          to point out in accordance with the  
21          proposal that I read briefly it stated  
22          that the closest SNiF from the hospital  
23          was, I think, 10 or 11 miles away. Our  
24          Golden rehab and nursing facility is  
25          one half mile away from the hospital.



1           So, again, that is not factually  
2           correct. We have -- that facility is a  
3           half a mile away, Southgate is six to  
4           seven miles away, Carney's point is 10  
5           miles away.

6                        So, again, just to wrap up,  
7           the affect on our employees and  
8           whatever, it said here it will provide  
9           vital employment to the county. Well,  
10          it will take away employment from the  
11          600 employees that we employ as well.

12                       So anyway that is what I have  
13          to say, and I thank you for giving me  
14          the time, and hopefully you will  
15          understand where I'm coming from.  
16          Thank you.

17                       MR. CALABRIA: Thank you.  
18          That was the last person who has  
19          written down on paper that they would  
20          like to speak. Is there anyone else?

21                       MS. DEBORAH ASHCRAFT: I'm  
22          written down.

23                       MR. CALABRIA: Oh, I'm sorry,  
24          I must have missed your name.

25                       MS. DEBORAH ASHCRAFT: Good

1 evening. I appreciate the opportunity  
2 to make a statement regarding pending  
3 change in ownership of the Memorial  
4 Hospital of Salem County.

5 I have been involved with the  
6 EMS for over 40 years. For the past  
7 ten years I've served as captain of the  
8 Pennsgrove EMS. I am also currently  
9 the president of the Salem County  
10 Ambulance Association.

11 I believe we need a local  
12 hospital for the eastern side of Salem  
13 County, and it needs to function as an  
14 acute care hospital. EMS cannot run 20  
15 or more miles to find a hospital that  
16 can accommodate the patient's needs.  
17 This scenario has the opportunity to  
18 affect patient outcomes and keep the  
19 ambulances out of their area for long  
20 periods of time. The snowball effect  
21 becomes significant.

22 We experience that situation  
23 now when the hospital goes on divert.  
24 If that were to become a permanent  
25 situation, it would severely affect the

1 outcome of emergency care in our area.  
2 We need a strong vibrant hospital that  
3 can provide definitive care and  
4 stabilize patients to offer care at  
5 that facility or transfer them for  
6 additional extensive needs.

7 This application that you are  
8 considering is the only opportunity to  
9 save health care delivering right here  
10 in our community. I believe, along  
11 with many of my colleagues, that  
12 Community Healthcare Associates will  
13 bring about positive change for the  
14 hospital and to this community. Thank  
15 you for this opportunity.

16 MR. CALABRIA: Thank you very  
17 much. Is there anyone else that would  
18 like to speak?

19 (No response.)

20 We publicized this to be a  
21 public hearing from 6:00 to 7:00. I  
22 believe it's about quarter of 7:00, so  
23 we will take a brief recess, and if  
24 anyone else walks in that would like to  
25 speak, we will hear them. Thank you.

1 (A short recess was taken.)

2 MR. CALABRIA: Please, Ladies  
3 and Gentlemen, there is one more person  
4 who would like to speak. Helene.

5 MS. HELENE DUBOIS (ph): Hi.  
6 Good evening. My name is Helene  
7 Dubois. I am neither for nor against;  
8 however, I have some comments.

9 So I feel that this deal, that  
10 new corporation that is formed, we felt  
11 this community does need an acute  
12 hospital to serve the community, we  
13 need that. However, I am concerned  
14 with CHA forming that corporation and  
15 honoring that commitment and the  
16 foundation money.

17 I can't help but thinking it  
18 is a fact that they are allowed to set  
19 aside the land and they can't get the  
20 land as a private entity. I feel that  
21 the land also should be part of the  
22 non-profit corporation because after  
23 the foundation money is gone, and, yes,  
24 there is some oversight or not, they  
25 gave a good effort and be right back

1 here in this room again. CHA will  
2 stipend the money from where we're  
3 sitting here, the school. And CHA will  
4 be the owner of everything, the land,  
5 the -- that they're trying to make and  
6 whatever else. Meanwhile, the  
7 community of Salem will be by itself,  
8 you know, we will be right back here  
9 again trying to save the new entity  
10 that is created because, you know, that  
11 money will be gone.

12 So I would urge you guys to  
13 really, really consider the current  
14 situation because I am a physician in  
15 the community. I am here right here in  
16 Woolwich. I see what's going on right  
17 now because, guess what, they promise  
18 they would not leave the community, and  
19 guess where we're at right now, Route  
20 55. There's always a loop hole.

21 So please consider really  
22 greatly and dearly the people in this  
23 community because I live here. And I  
24 can always get up and leave because I'm  
25 a physician and mobility, but the

1 people of Salem is what you need to  
2 consider today. Thank you.

3 MR. CALABRIA: Thank you. Is  
4 there anyone else that would like to  
5 speak? I want to make sure that in  
6 this community, in case somebody comes  
7 a little bit late, if they would like  
8 to speak, so I'll keep it open for  
9 about five more minutes. We'll take a  
10 recess, but we'll give it five more  
11 minutes or so. Thank you very much.

12 (A short recess was taken.)

13 MR. CALABRIA: If there are no  
14 other speakers, we are going to close  
15 the hearing for this evening. Thank  
16 you.

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20 (The proceedings adjourned at 7:00 p.m.)

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C E R T I F I C A T E

STATE OF NEW JERSEY )

) ss.

COUNTY OF BURLINGTON)

I, LAURA P. REAM, a Shorthand  
(Stenotype) Reporter and Notary Public  
of the State of New Jersey, do hereby  
certify that the foregoing hearing,  
taken at the time and place aforesaid,  
is a true and correct transcription of  
said deposition.

I further certify that I am  
neither counsel for nor related to any  
party to said action, nor in any way  
interested in the result of outcome  
thereof.

IN WITNESS WHEREOF, I have  
hereunto set my hand this 9th day of  
November, 2018.

*Laura P. Ream*

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LAURA P. REAM

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