

Fire Away

LKWD-PRR33andPRR29_00839

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Sent: Thursday, December 10, 2015 7:31 PM
To: Summers, Mike; Anderson, David; Bullock, Tom; Juris, Shawn; Madigan, Mary; Marx, Cynthia; Mary Madigan; Nowlin, Ryan; O'Leary, Sam
CC: McEwen, Colin; Siley, Dru; Pae, Jennifer; Strachan, Shannon; Gelsomino, Antoinette; Hagan, Mary; Smith, Monique; Bach, Maureen
Subject: FAQs on the hospital deal
Attachment(s): "FAQs for public 12-10-15.docx"

Councilmembers, Mayor,

Following your recent deliberations and the public comment we've heard to date, I've attached an updated set of questions and answers that you should feel free to use, paraphrase, or borrow from in any way you see fit when responding to questions from constituents.

There are some questions you've received that require a more fine-tuned response from me - Cindy's email comes to mind - and I'm responding separately to those. We'll continue to update this document as well, so please continue to forward questions as you receive them, particularly if they're new.

For now, fire away - you've got great material to work with in your own breadth of knowledge, and if this document helps supplement what you'd already know, all the better.

Best wishes,

Kevin

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City Council Responds to Frequently Asked Questions 12-10-15

Why is Council making a decision this month? Why not wait a bit longer?

City Council has diligently studied the options and hosted dozens of public meetings on this issue. We've done our homework. We've gathered all the facts. We've heard from the residents we represent. We are ready to make our recommendation on how to improve the health of our community.

Also, Lakewood Hospital Association (LHA), which is responsible for operating the hospital, is losing money at an astounding rate. With funds dwindling and LHA reaching a point of insolvency, there is urgency. We must act decisively and wisely so that taxpayers receive the greatest value for our assets, and we continue to receive healthcare, including emergency care, without interruption.

Recently, a group out of Tennessee expressed interest in the hospital property. How will the timing of that inquiry impact this agreement?

There is no reason to delay Council's consideration of the agreement. We have a hospital that is failing. We need to preserve as much of the hospital assets as possible and maintain healthcare despite the hospital's decline. Our review of all of the facts, including multiple consultant reports—has convinced us that the most viable approach to delivering health care to the citizens of Lakewood is the one we have been negotiating with the Cleveland Clinic. *It meets the needs of our community, and most importantly preserves continuity of care.*

We will continue to consider any and all legitimate proposals to provide quality health care services to the citizens of Lakewood.

How is this new agreement different from the letter of intent announced back in January?

- Most significantly, the new proposal makes better use of community assets. By moving the proposed family health center across the street to the southwest corner of Belle and Detroit, it frees up more than 5 acres of land where the current hospital sits for redevelopment. This funds our future, producing revenue-driving opportunities, economic development and a visionary downtown district.
- This proposal also creates a demolition/redevelopment reserve for the hospital property. The city has negotiated a reserve of \$7-million of LHA assets to be used as the city sees fit in conjunction with the redevelopment of the hospital site.
- Funding for the community health foundation has been preserved at \$32.4 million, even though LHA assets have dwindled since the original agreement was presented.
- The city negotiated a two-fold increase in the payments to be made for use of the hospital during the transition period.
- As a result of these negotiations, we've received the Clinic's assurances to provide 24/7/365 emergency care in Lakewood, work with the city to deploy a mobile stroke unit here, bring the family medicine residency and LGBT programs

to the new health center, and a work with a community advisory board to include citizen input into new services.

Some people worry that the emergency department will be just a glorified urgent care center? Can it handle heart attacks and strokes and accidents and broken bones?

Every day, every hour, doctors and nurses will be ready to treat emergencies like heart attacks and strokes. This proposal makes certain that as long as the Cleveland Clinic operates a family medical center, it will include 24/7/365 emergency services. This agreement ensures the continuity of care in Lakewood.

The fact is that most emergencies involve treatment and discharge to home within 24 hours. If inpatient care is needed beyond 24 hours, patients arriving to the Lakewood emergency department will be transported to the closest, most appropriate full-service hospital.

This new agreement also contemplates the deployment of a mobile stroke unit operated by the Cleveland Clinic, which can take advanced stroke care directly to the patient in trouble.

What's going to happen in the transition? What if I need to be admitted to a hospital?

The emergency department at Lakewood Hospital will remain fully operational until a new emergency department is built at the new family health center across the street. There will be no disruption in emergency services. If you need to be admitted to a hospital, you will likely be transferred to another hospital within 10 miles of Lakewood.

If someone needs to be transported to another facility, won't longer transports hurt medical care?

Patients are assessed either on the scene by paramedics, or in the emergency department by doctors, nurses, and other medical personnel. Decisions to transport are made to make sure patients are receiving the most appropriate care in the most appropriate place. Lakewood Fire Department medics provide high-quality patient care throughout the transport. The increased transport times from Lakewood to Fairview or MetroHealth are less than transport times from cities like Strongsville and North Royalton to Southwest General, or from Brecksville and Broadview Heights to Parma, Marymount or Akron.

It is simply not true to suggest that these kinds of transport times endanger patients.

How can patients with mobility challenges get where they need to be?

The same way they get to the hospital currently, whether that's by ambulance, wheelchair, or by being dropped off. If they need non-emergency transportation to another health care facility, patient transport is often arranged by medical providers, and the city is interested in exploring the idea that a new community health foundation could help fund these types of needs.

?? Sick

LOL

During the past several years, many services have been moved from Lakewood Hospital to other Cleveland Clinic facilities. Many people are upset with Council about this issue—how do you respond?

Let's make something clear: City Council is not in the business of running a hospital. It's our job to make this city as safe as possible, a vibrant place to live, and a community that keeps growing. There are market forces that are changing health care delivery in Every City USA. We will not speak for the Clinic about how it has chosen to respond to these market forces. The Lakewood Hospital Association, which is our tenant on our property and is responsible for operating the hospital, has found no violation in its agreement with the Clinic. While no one is happy that Lakewood Hospital isn't thriving, we will not be assessing blame to any particular party.

Why is there a need to close the hospital to inpatient care when the Huron report suggests that Lakewood can support a hospital?

It is important to set the record straight on the conclusions of the Huron Consulting report. The Huron report noted that the city could ONLY support a hospital if that hospital could capture 100 percent of the market share for inpatient care. That means every resident who currently goes to a hospital outside of Lakewood (think of all your friends who go to Metro or Fairview or the Clinic) would have to go to Lakewood Hospital for it to stay in business. That's a wholly unrealistic assumption.

LIE!

Doesn't this kind of plan hurt those who do not have financial resources?

This plan, including the continued provision of emergency services, helps all our residents receive the health care they need. We know that the array of services to be offered upon the opening of the family health center is robust and targeted to meet the needs of all of our residents, no matter what their income. Access to these kinds of services throughout our community does not discriminate. Furthermore, the new family health center will be subject to the Cleveland Clinic's system-wide Cleveland Clinic financial assistance policies.

The closing of the hospital will mean the loss of hundreds of jobs. How can the city recover from this?

The hospital jobs represent no more than 3 percent of Lakewood's total resident workforce. We are not a one-employer town, and that makes Lakewood a strong community that can overcome the loss of these jobs. The employees who work for the Clinic at the hospital will be offered other positions in the Clinic's health system.

We understand that some Clinic health system jobs will move into Lakewood from other cities.

Also, a new family health center bringing more people into our city for care is a promising alternative to 6 acres of abandoned property and an empty Lakewood Hospital. That's the reality we believe we would face if we do not move forward now.

? ? WTF
→ Delusional

We keep hearing that this plan will be an economic disaster for Lakewood. Will it threaten any city services?

We envision handling these changes without any changes to city services. In any case, the city is well prepared to absorb income tax losses and has incorporated

provisions into the agreement that mitigate any financial losses to the city. The employees of Lakewood Hospital — many of whom are residents — are ensured the opportunity for continued employment in the Cleveland Clinic system.

The Clinic seems to be controlling this whole thing. Why are you allowing the Clinic to force this on Lakewood?

The fact is that this agreement is the product of several months of intensive negotiations. All parties gave a little and gained a lot. The result is a better deal for the City of Lakewood and for our residents, to meet their health care needs today and into the future.

There's been a lot of talk of a secret plan to decant the hospital and put it out of business. What do you say about that?

We do not buy into the theatrical viewpoint or allegations that the Cleveland Clinic kept secrets from our tenant, Lakewood Hospital Association. We do believe the Clinic's internal business plan resulted in patients getting care at other sites. And we don't agree with every business decision that has been made by the Cleveland Clinic. But again, we're not in the business of running a hospital and we will not answer questions for the Cleveland Clinic. We are in the business of dealing with reality and making the best deal for the citizens we represent. We must look forward, not backward.

There are many Save Lakewood Hospital signs still posted on lawns throughout Lakewood. What do you say to all those people who still believe you could, and should have done more to preserve the hospital?

We appreciate the sentiment and the heartfelt passion these citizens have for history and tradition. But that is not going to help this city grow and thrive in a new era of health care delivery and economic development. Saving Lakewood Hospital — continuing business as usual — is not going to make our residents physically healthier and may in fact threaten the economic health of this city. We hope the residents who care so deeply about the hospital, as we do, will refocus their energies on how new health care services and programs can meet the needs of our citizens.

insults
4870
of
Residents

This seems like the corporate control of government. Do you see it differently?

We see this agreement as an economically viable proposal that meets the long-term health care needs of all our residents. Further, the agreement provides new opportunities for economic growth to our city while satisfying concerns expressed by our citizens in many surveys.

They relied on CEF/LHA/Bullock

"Push & Pull!"

Was there any consideration for environmental impact?

The city of Lakewood never ignores the environmental impact in any of project that it undertakes — and in fact, we have a great opportunity in the redevelopment of this site to make sure that we are fully thinking through all of our best integrated planning options for our environmental needs. The new structure will be built as LEED-eligible, a high environmental standard.

Decision
made
before
collaborations
were
filed
in
court!

There have been so many consultants hired by the city on this issue. How much have you spent on consultants?

As of Nov. 13, 2015, the City of Lakewood has spent \$299,532.13, with approval to spend an amount not to exceed \$434,386, in expenditures related to the Lakewood Hospital transition. Any additional expenditures beyond what was approved at the Board of Control (BOC) meetings would have to go back to the board for approval. These expenditures are part of the annual appropriations (budget) and have to have appropriate contracting authority, which is granted by City Council per the respective ordinances.

- Hennes Paynter Communications = \$20,000
Approved at the Jan. 12, 2015 BOC meeting in the amount of \$20,000 to provide Communications Advisory Services for the changing market place of healthcare and its impact on the city-owned Lakewood Hospital.
- Makovich & Pusti = \$5,780.21
Approved at April 6, 2015 BOC meeting in an amount not to exceed \$6,000 to perform Professional Structural Analysis and Feasibility Study for the Parking Garage located at 1422 Belle Avenue.
- Allegro Realty Advisors = \$12,500
Approval at the April 20, 2015 BOC meeting in an amount not to exceed \$15,000 to provide a Broker Opinion of Value & Physical Conditions Assessment of 14601 Detroit, 1422 Belle & 1450 Belle.
- Thompson Hine LLP = \$80,187.82
Approved at the May 6, 2015 BOC Meeting in an amount not to exceed \$100,000 to provide Professional Legal Services pertaining to the City of Lakewood negotiations with the Cleveland Clinic Foundation and Lakewood Hospital. Amended at the Nov. 9, 2015 BOC Meeting in the amount of \$100,000 to provide additional Professional Legal Services pertaining to the City of Lakewood negotiations with the Cleveland Clinic Foundation and Lakewood Hospital. Contract award to Thompson Hine LLP now totals \$200,000.
- Huron Business Advisory = \$93,386
Approved at May 29, 2015 BOC in an amount not to exceed \$90,000 to provide Professional Consulting Services pertaining to potential transactions regarding Lakewood Hospital.
Amended the contract at the Oct. 5, 2015 BOC meeting in the amount of \$3,386 for additional Professional Consulting Services performed pertaining to potential transactions regarding Lakewood Hospital.
- RDL Architects = \$10,000
Approved at the July 13, 2015 BOC in an amount not to exceed \$10,000 to produce four (4) potential redevelopment options for the hospital site.
- Brzytwa, Quick & McCrystal (now Sutter O'Connell) = \$77,678.10
Introduced at the October 5, 2015 BOC meeting in an amount not to exceed \$90,000 to provide professional legal services in regard to the *Edward Graham, et al v. City of Lakewood* lawsuit involving Lakewood Hospital.

We heard the city recently hired a new communications consultant? Why?

We know how important it is to *communicate with clarity* exactly what this agreement means for Lakewood. It is a complex agreement forged over months of

Clarity?
Not Truthful!

and the assurances in the legally binding agreement. We do believe that the agreement before us — a binding contract — recognizes the Clinic's commitment to the future of health care in Lakewood.

Why not just enforce the current contract with the Clinic? You say you want to hold them accountable. Why not hold them accountable to that contract?

This question goes to the heart of persistent misconceptions about Lakewood Hospital. The city has not been a party to any agreement with the Clinic prior to now. The parties to the 1996 lease are the city and Lakewood Hospital Association. Under the lease, LHA makes a commitment to run a hospital. The Clinic is not a party to that lease and does not have any rights or obligations under the lease.

— A TOTAL LIE!

The agreement to which the Clinic was a party is the 1996 definitive agreement. LHA and the Clinic are the parties to the 1996 definitive agreement. The city was never a party to the definitive agreement.

There is a widespread misperception that LHA's operational, maintenance and other obligations associated with the hospital under the 1996 lease were passed through to the Clinic in the definitive agreement. *This perception is not reality.* While the Clinic did have some obligations under the definitive agreement, requirements to operate the hospital for the lease term (or any term) or provide specific services at the hospital were not among them. The party with those affirmative obligations was LHA, not the Clinic, pursuant to the terms of the lease. Given the hospital's failing condition, it would be irresponsible of the city to assume that LHA would be able to fulfill its lease commitments. Proactive leadership is needed now to ensure the delivery of healthcare in Lakewood.

The Reality is CCF RAN the Hospital and was liable!

The Agreement was the product of Failed Leadership!