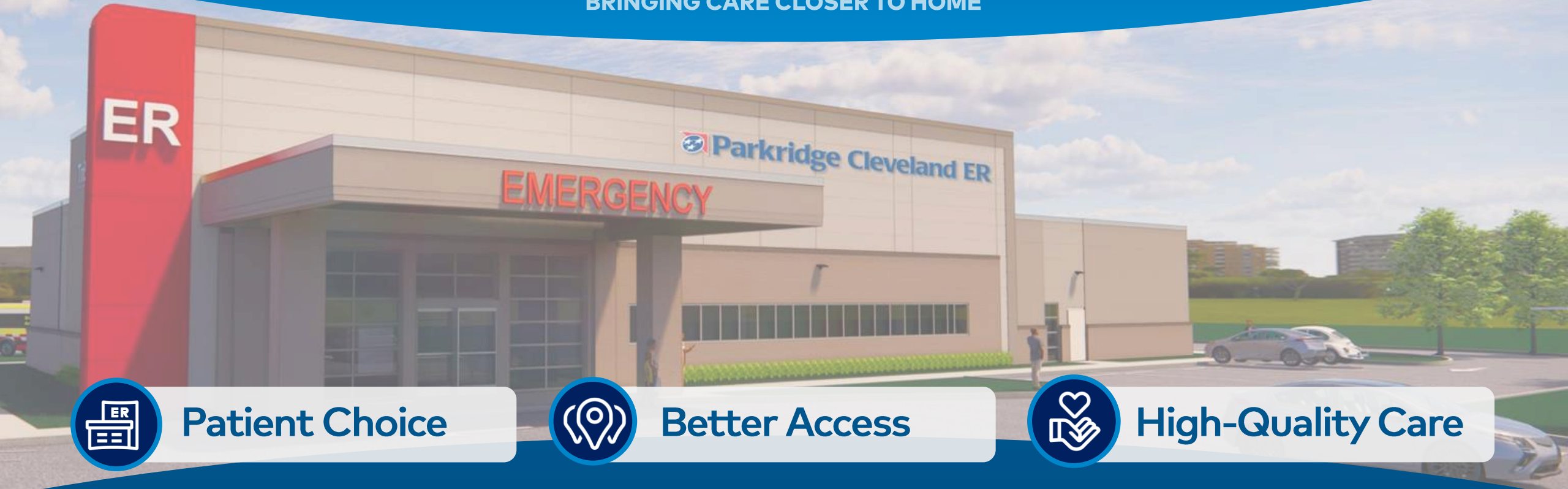


Parkridge Cleveland FSED

BRINGING CARE CLOSER TO HOME



Patient Choice



Better Access



High-Quality Care

HFC Presentation
CN2511-040
February 25, 2026

SPEAKERS

- Clark Spoden, *Attorney, GSRM*
- Chris Cosby, *President & CEO, HCA Healthcare Parkridge*
- Daniel Poor, MD, FACEP, *Regional Medical Director, HCA Healthcare Parkridge*

Parkridge Cleveland FSED is Committed to Bringing Care Closer to Home

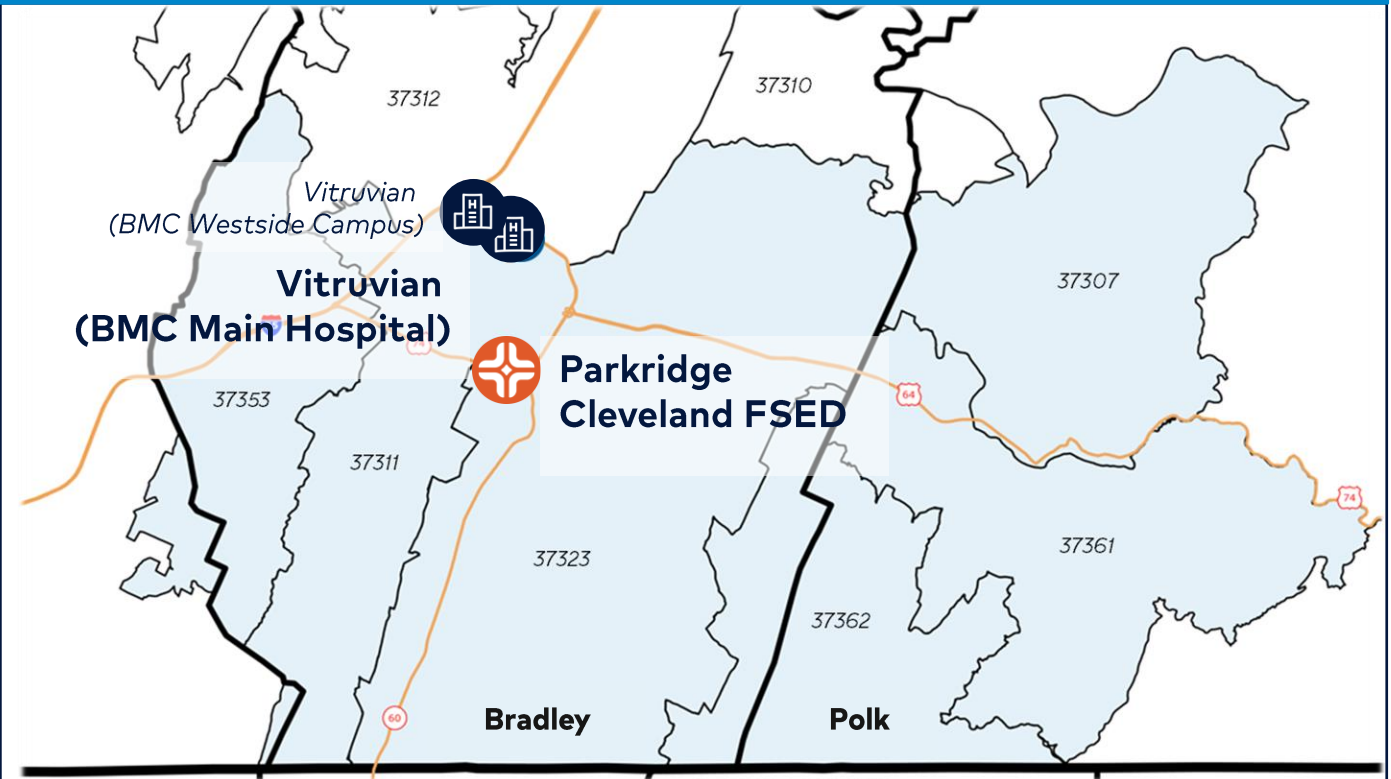
Open 24/7/365 and will feature:

- 11 ED treatment rooms, including trauma
- Staffed by board certified physicians

Advanced capabilities include:

- Time-sensitive care for stroke, heart attack, overdose and other medical emergencies
- Trauma treatment
- Pediatric emergency care
- Behavioral health capabilities, including treatment for substance abuse
- Lab and cross-sectional imaging
- Decontamination room for treating chemical exposures

Parkridge Cleveland FSED Service Area Map



Service Area: Bradley + Polk County, TN | Zip Codes: 37311, 37323, 37353, 37362, 37307, 37361, 37316
Address: 2375 Blackburn Road SE, Cleveland, TN 37311

Patients Want Choice, Improved Access, and High-Quality Care



Cleveland FSED Will:



Bring Another Option for Emergency Care

FSEDs are an innovative, well-established model to improve access and decrease outmigration



Provide Consumers with a Choice

FSEDs improve access, promote better outcomes, reduce cost, and strengthen health equity



Improve Quality of Care in Cleveland

FSED patients will benefit from receiving their emergency care at Parkridge - a top TN quartile quality facility

Meets Statutory Criteria



FSED
is Needed



FSED is Advantageous
to Consumers



FSED will be
High Quality

Tennessee Has a History of Strides to Promote Consumer Choice, Modernize CON



History	Key Event	Legislative Intent
Oct 1, 2021	New CON Law became effective, removing Economic Feasibility and Orderly Development, and adding Consumer Advantage	▪ Pro Consumer Choice ▪ Improved Access
July 1, 2024	New CON law with multi-year phase-out for numerous CON categories is initiated + FSED changes for locations within 10 miles of a hospital	▪ Pro Consumer Choice ▪ Improved Access ▪ Ease of Establishing Services
Nov 5, 2025	Governor's office submits Rural Health Transformation Program Application with messaging of additional CON reform to go in effect by January 1, 2027	▪ Promote Healthcare Development

HCA Healthcare®



HCA Founder
Thomas F. Frist, Sr., M.D

HCA was Founded in 1968 by Dr. Thomas Frist Sr. and Jack C. Massey. For more than 55+ years, HCA has played a pivotal role in communities across the country, providing quality care to patients through clinical expertise.

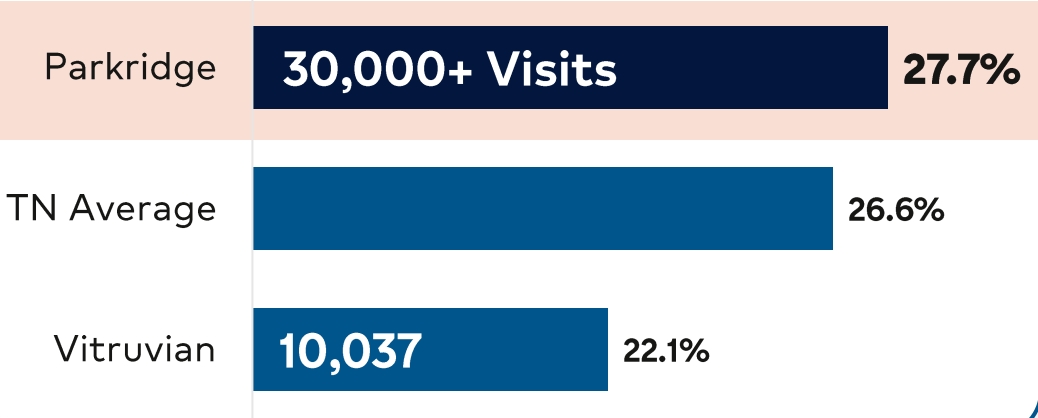
Parkridge Invested More Than \$310M in Capital Projects in Chattanooga Since 2021

Parkridge Health System: 2025 Statistics	
645 Licensed Beds	2,100+ Staff
22,000+ Admissions	2,600+ Deliveries
128,000+ ER Visits	14,000+ EMS Drop-offs



Parkridge EDs Cared for More Than 30,000 TennCare Patients Last Year

TennCare as % of Total ED Visits



Parkridge Provides Care with Impact



Uncompensated care support for patients last year
\$242 Million

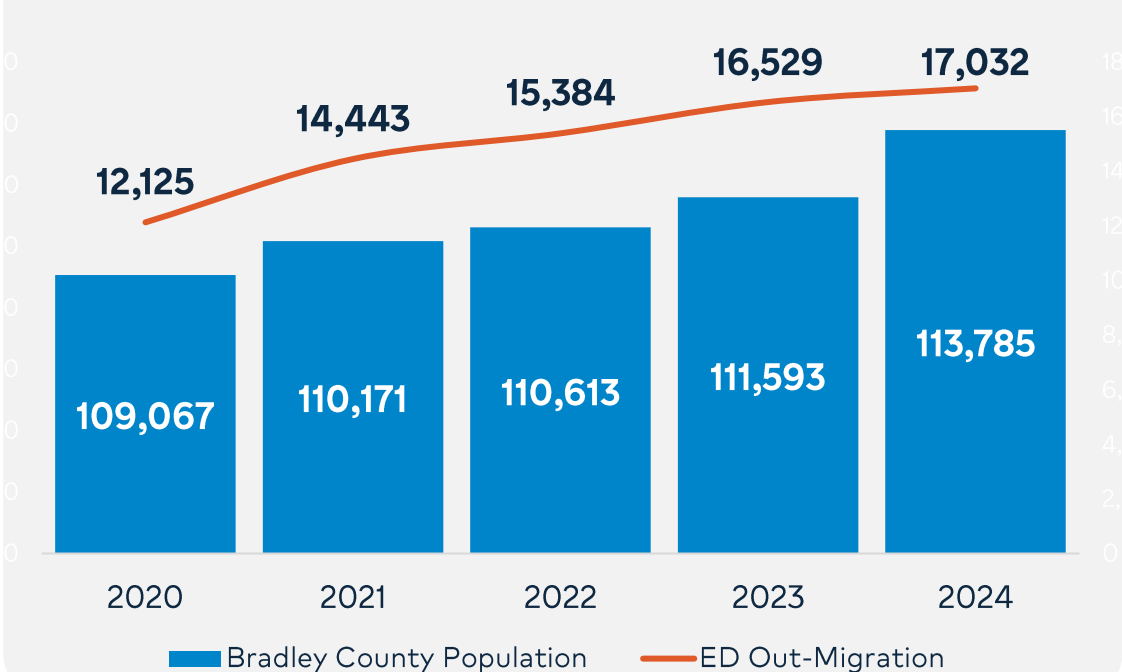


Financial assistance policy qualifies patients up to
400% Poverty Level
(vs. 250% at Vitruvian)

Patients Leaving the County for ED Care is Growing 10x the Population Rate



Bradley County Population Growth vs. ED Visit Outmigration



The Community is Seeking Choice

Growth Comparison	2024 vs. 2020 % Change
Bradley County Population Growth	+4.3%
ED Out-Migration Growth	+40.5%



Having One ED Option Limits:

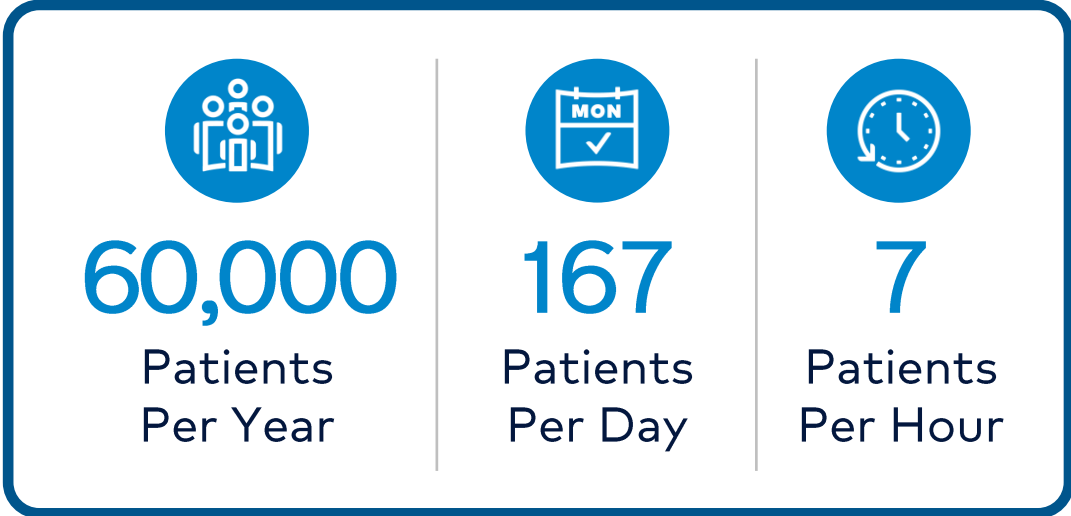
- Consumer Choices
- Access to High-Quality Care
- Lower Cost Options

While the Need for Services Grows, a Single ED Carries the Burden

**A Single ED is Available 24/7/365
For Patients in Bradley and Polk County**



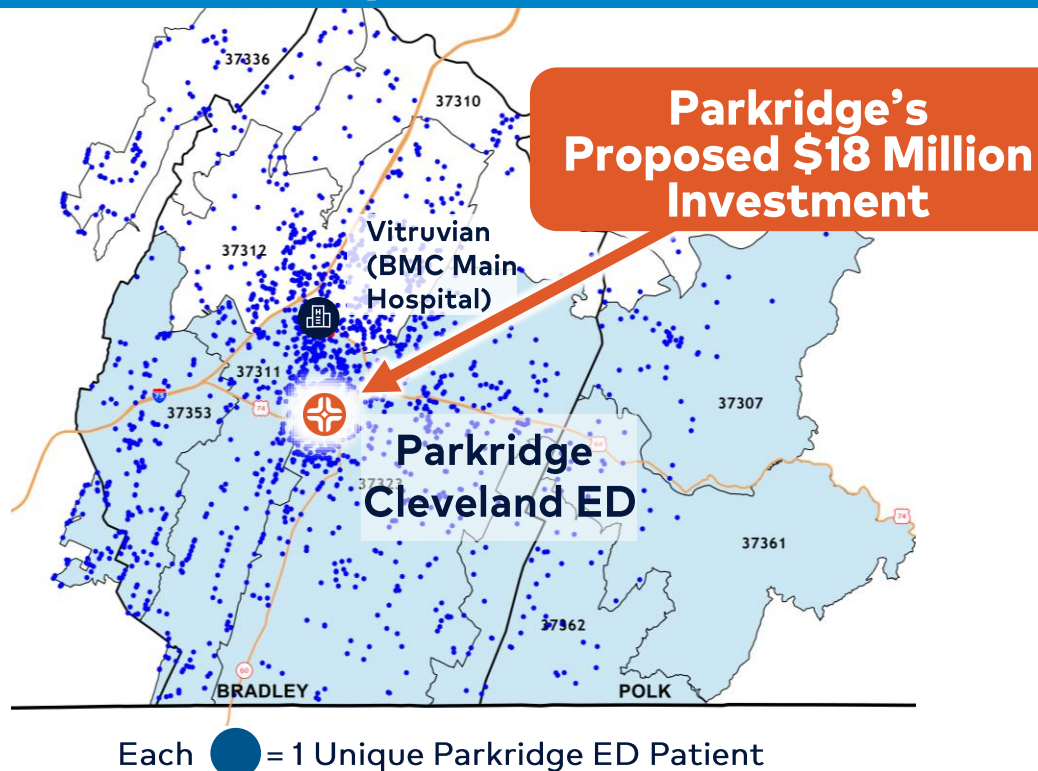
**ED Visits by Bradley and
Polk County Residents**



1 Patient Every 8 Minutes

115,000 County Residents Deserve Another Choice for Emergency Care

Parkridge FSED Service Area + Proposed Location



- Parkridge offers the community a choice with **a new location and innovative emergency healthcare option**
- **Over 2,400+ ED patients treated at Parkridge** from the service area last year



EMERGENCY

Parkridge Cleveland FSED Will:
Bring a New Option for
Care to the Community



 **Parkridge Cleveland ER**

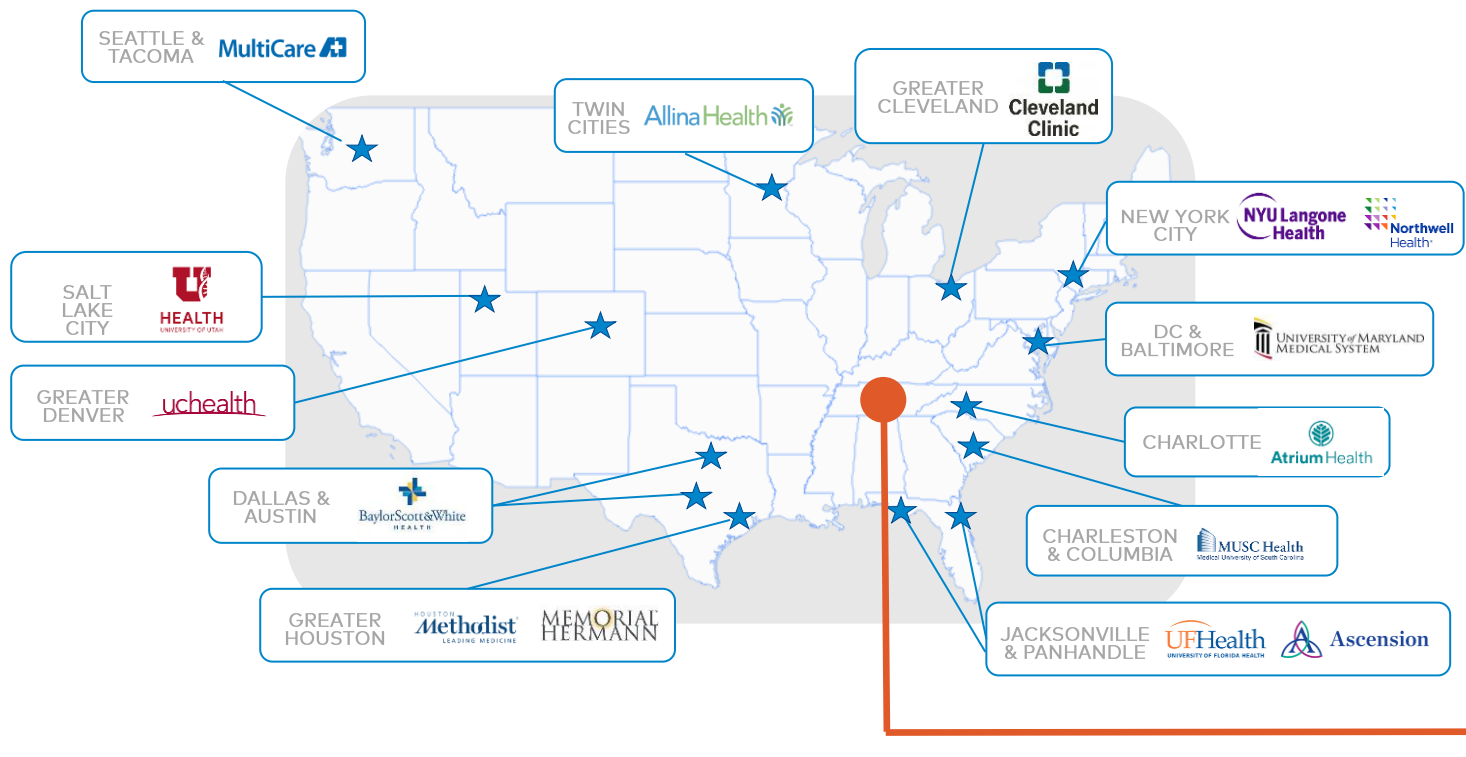
BRINGING CARE CLOSER TO HOME



Freestanding Emergency Departments represent innovation and improved access for patients.

Cleveland deserves this healthcare option.

FSEDs are a National Standard Embraced by Health Systems Across the US



TN-Based Health Systems Continue to Adopt and Add FSEDs in Underserved Regions*

**Health systems in TN that currently have ownership of an operational FSED or have applied to establish a new FSED.*

The Cleveland FSED Will Be a New Option that Enhances Healthcare



FSED Patients Have Different Needs Than Hospital ED Patients

Patient Type		Parkridge FSEDs	Parkridge Hospital ED
Mode of Arrival 	Walk In	95.8%	83.1%
	EMS Arrival	3.8%	14.4%
	All Other	0.2%	2.5%
Acuity Level 	Discharged Home	96.2%	86.3%
	Admitted to Hospital	3.8%	13.7%



Parkridge Cleveland FSED Patients Will:



Lessen the Burden to EMS
with Fewer Drop-Offs



Return Home More Than 96% of the Time without Requiring Additional Hospital Care



FSEDs Treat Emergent Patient Needs Faster and More Conveniently

ED Models of Care Comparison		
	FSED	Hospital ED
Treats High Acuity Patients	✓	✓
Open and Staffed 24/7/365	✓	✓
Access to Lab and Imaging	✓	✓
Seamless Admission	✓	✓
Shorter Wait Times, Faster Turnaround Times, Less-Crowded Environment, and Easily Accessible	✓	X
Access to Advanced Specialists	✓*	✓

The Parkridge Cleveland FSED Will:



Establish the 1st FSED in Bradley County, TN



Treat Patients More Than 90 Minutes Faster Than Vitruvian’s ED in Cleveland

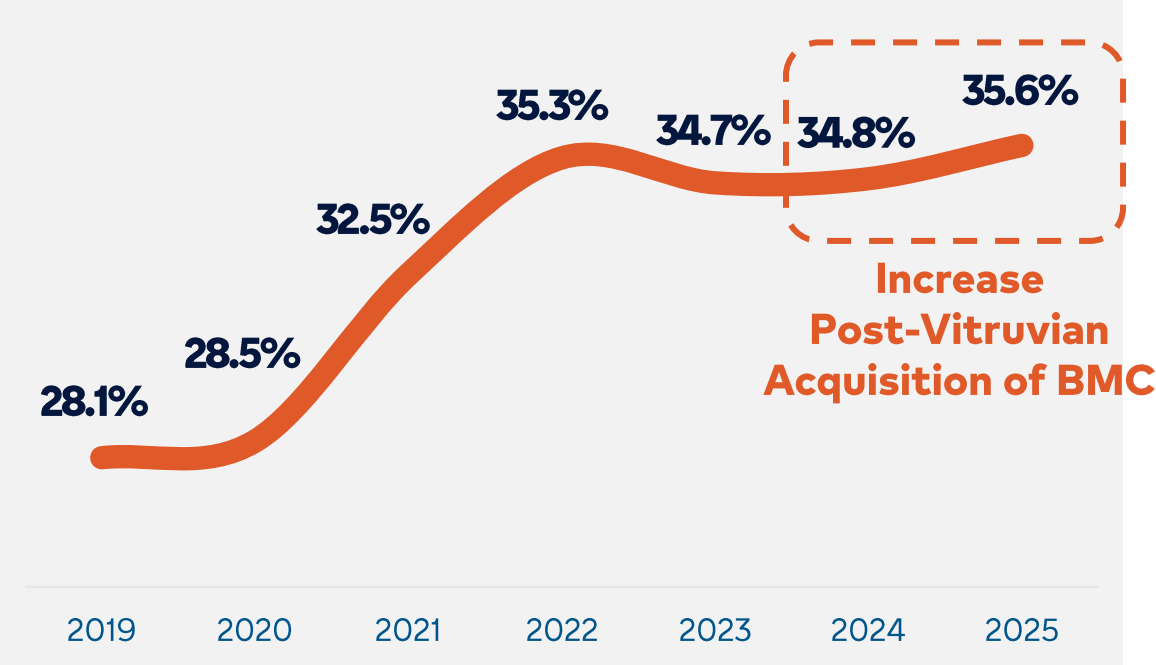


Provide Patients with Choice

Outmigration Continues to Rise While Consumers Weigh Options



The % of Patients Leaving the Service Area for Emergency Care is Growing Dramatically



Community Members Want Choice

ED Level of Care	CY 2024 Total Service Area ED Visits	Treated at Vitruvian BMC	Out-Migration ED Visits
Level 1, 2 and 3 Least Acute	47.2%	45.1%	51.9%
Level 4	36.2%	36.7%	35.1%
Level 5 Most Acute	16.6%	18.2%	13.0%

A healthcare professional, a woman with dark hair wearing dark scrubs and a lanyard with an ID badge, is smiling and looking at an elderly patient. The patient is an older woman with short grey hair, wearing a grey sweater over a white collared shirt. They are in a clinical setting, with a sign on the wall in the background that reads "MRI Ultrasound Mammography PACS".

Parkridge Cleveland FSED Will:
Promote Patient Choice and
Provide Care Closer to Home





Patients Have Only 1 Option for Emergency Care in Cleveland, and **Vitruvian is Here Today To Keep Those Choices Limited to its 1 Facility.**

Removing Barriers to Healthcare Access is Supported by State Leaders

“



In Tennessee, we've worked to streamline the Certificate of Need (CON) process, which regulates new healthcare facilities, to encourage competition and expand care access.

– Shane Reeves, TN State Senator (District 14)
Architect of CON Reform in TN

“



I believe, ultimately, that free market ideas prosper, but the challenge we have with healthcare is that we do not have a free market... We are trying to find how to create more free market options for healthcare in our state.

– Adam Lowe, TN State Senator (District 1)
Facebook Reel from December 23, 2025

“



Tennessee will introduce and pass legislation to eliminate CONs across all facility categories in the 2026 legislative session. The elimination of CON will reduce barriers to entry for new providers, which will help facilitate greater access, lower costs, and improved quality of care.

– Bill Lee, TN State Governor
TN Dept of Health Rural Health Transformation Fund 2025 Application

“

By leaving the expansion of services and facilities to healthcare investors risking their own money, policymakers would allow market competition to ascertain the needs of Tennessee communities... This is the competitive market process that has driven innovation, lowered costs, and improved the lives of countless individuals around the world in and outside of healthcare.



*Political Economy
Research Institute*

MIDDLE TENNESSEE STATE UNIVERSITY

County and City Mayors, EMS and Fire Recognize the Importance of Choice

“



Today, we have only 1 ED serving the entire county. That puts a strain on local resources and limits options for residents in urgent situations.

– D. Gary Davis, Mayor, Bradley County TN

“



With 1 option, we routinely encounter capacity constraints that translate into longer offload times, limited bed availability, and delays in time-sensitive care...During peak demand, redundancy improves coordination with EMS, Fire, and Law.

– Adam Lewis, Director, Bradley County EMS

“



Residents in the rural areas south of Cleveland face long distances to the nearest ED...Parkridge’s presence will complement our existing medical institutions, fostering collaboration and improving outcomes.

– Kevin Brooks, Mayor, City of Cleveland, TN

“



Bradley County has only 1 ED in the area, and it simply cannot keep up with regional demand. Competition in healthcare leads to better service, more options, and improved outcomes.

– Jeff Stewart, Chief, Bradley County Fire

More Than 35% of Patients Already Leave the County to Find More Options

Patients Have One Emergency Care Option in Bradley County



Benefits of Healthcare Competition



Improves Access to Care

A 2nd ED provides a health system choice in closer proximity and less travel time



Better Health Outcomes

Complementary healthcare models promote better quality, coordination, and improved care



Reduces Cost

Timely access to emergency care saves patients from delayed care and unnecessary costs



Promotes Health Equity

Multiple ED options promote high-quality, low-cost care areas lacking access to services

Vitruvian Overtly Demands the HFC Limit Choice in Cleveland



Despite the Community Asking for Choice, Vitruvian Fights to Maintain Their Monopoly



“ In Dalton, Georgia, there really isn’t competition that comes in because the community members lock arms and say no you can’t come in...we need to get to that point [in Cleveland]. ”

– Lisa Lovelace, Vitruvian BMC CEO
The Discussion | December 21, 2025”



Vitruvian Campaigned Across Multiple Outlets to Limit Competition, Preventing the Community from Having a Choice...

Unlike Vitruvian, Parkridge is Listening to the Community

And Parkridge Agrees: Another Option is Necessary

Community Comments:

Long-Wait Times at BMC

Want More Choices

Competition is Good

Responses to Vitruvian Social Media Posts:

Cathy Smith
You must have connections, I took my husband there Christmas at 3:45pm - we left at midnight. Eight hours mostly waiting!

3d Like Reply

Betty Palmer
Until you have been in a medical crisis with someone you love and are left sitting in an ER for hours waiting for treatment and answers you can't possibly understand the problem we have. I fully support the addition of Parkridge ER and I wish that all the powers that be would just stop playing politics with peoples lives. Support for this ER in no way diminishes support for Bradley Medical. We need both.

3d Like Reply

5

Michelle Bivens
When I took my husband there back in October for stroke like symptoms, we waited in the ER for over 3 hrs!!! Which is unacceptable on all levels. While other people using the ER as their PCP coming in and going. So I DO NOT STAND WITH BRADLEY MEDICAL CENTER!! We need more options..alittle competition is good!!!

3d Like Reply

6

Despite their efforts to keep competition out, the Community repeatedly disagrees with Vitruvian's commentary and wants more options.

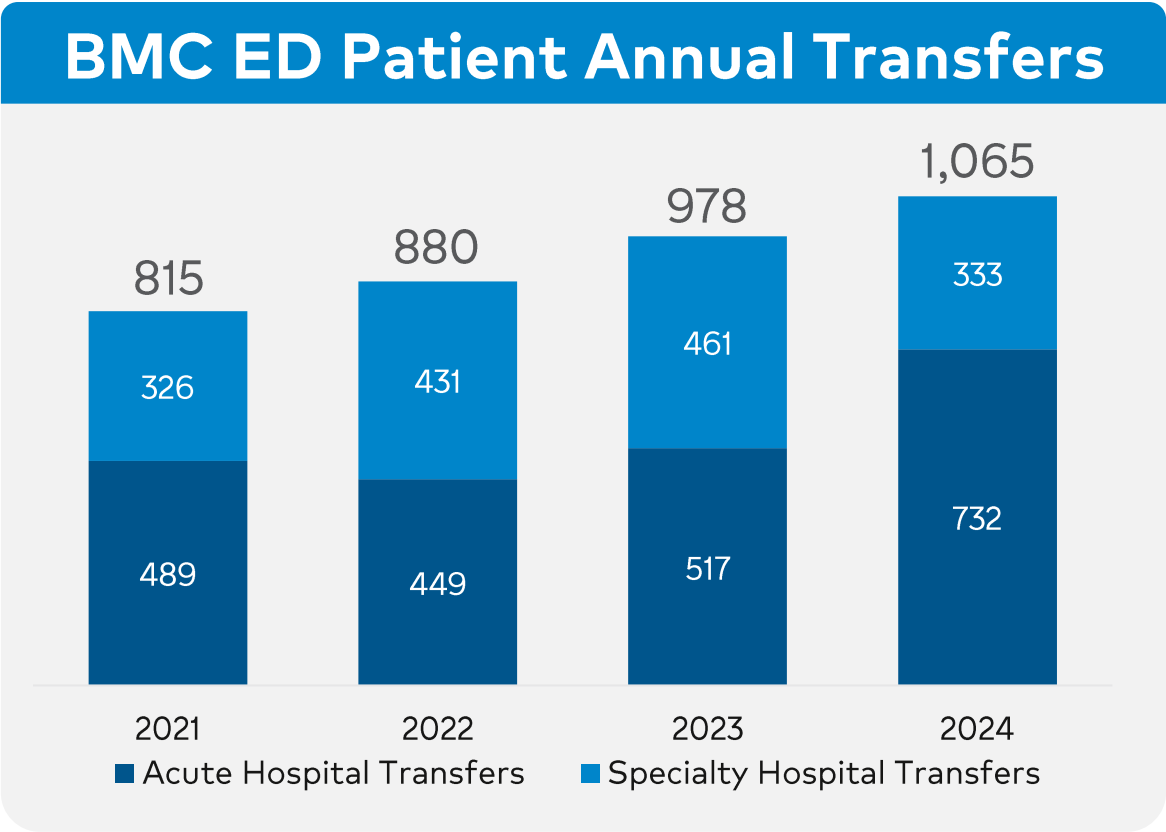
When ED Patients Choose Vitruvian, Over 1,000 Per Year Are Transferred Elsewhere

Vitruvian Used Their Providers to Campaign Against Patient Choice...



While Limiting Care:

- Transferring Patients
- Blocking Alternative Options



31%
Growth in Patients Transferred Out for Care Since 2021

+600
More Transfers / Year Sent Out for Care by Vitruvian Than Projected at Parkridge ED

Vitruvian Is a Monopoly



Will They Be Allowed to Continue to Limit Choice?

Regardless of Hospital Ownership, There is a Long Pattern of Efforts to Limit Patient Choice and Restrict Healthcare Development



Why Is Vitruvian Here Today?

They Want to Limit Patient Choice to Only Their Facilities



115,000 Community Members Need This Because They Have Access to Only 1, Low-Quality ED Location



Approve the Parkridge FSED to Improve the Care of Patients Affected by This Monopoly

Vitruvian Will Tell You They Are Re-Opening ED Beds at Their Westside Location

This Was Announced Only Following the Parkridge Cleveland FSED Proposal

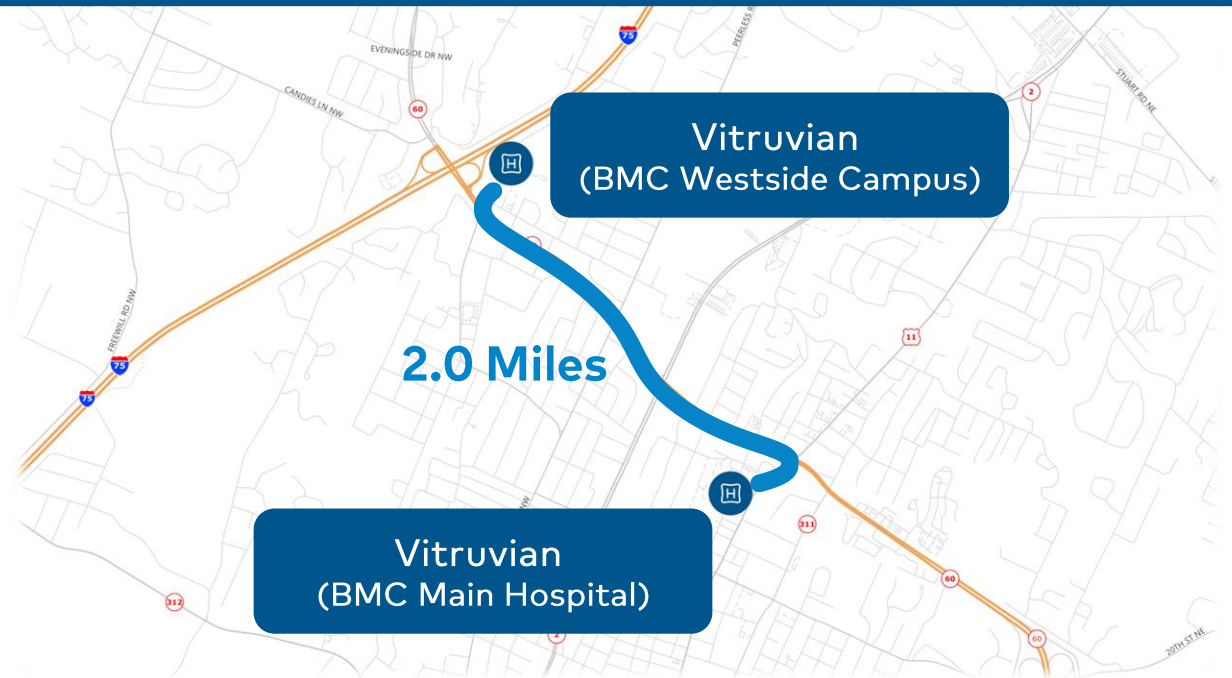
Chattanooga Times Free Press

Emergency Room service no longer will be available on the westside campus. All emergencies will be handled at the Main Campus Emergency Department on Chambliss Avenue.

June 26, 2008

A Vitruvian ED at 2800 Westside Dr Location:

- ✗ Has Not Been Operational Since 2008
- ✗ Does Not Bring the Community Choice
- ✗ Does Not Improve Access in Southern Bradley or Polk Counties



Parkridge Cleveland FSED Will:
Improve Quality of Care

◆◆◆

 **Parkridge Cleveland ER**

BRINGING CARE CLOSER TO HOME



Vitruvian Provides Low Quality ED Care, and the
Community Agrees.

Parkridge Will Bring a High-Quality Choice to Cleveland.



Bradley County Patients Have Only One ED Option, and It is **One of the Lowest Quality EDs in the State**

Key Comparison Measures	Vitruvian BMC (Cleveland, TN)	All Hospital TN Ranking
Median Arrival to Discharge Time (Min.)	203	Bottom Quartile
% of Patients Left Without Being Seen	4%	Bottom Quartile
% of Patients w/ Stroke Symptoms Receiving CT Results w/in 45 min.	42%	Bottom Quartile

Vitruvian's Public Ratings Confirm the Community's Perception:

49%

of Patients Reported by CMS Do Not Recommend the Hospital (Worst in Region)

CMS Star Rating



LEAPFROG HOSPITAL



Polls Indicate a Community Concerned About Healthcare Options



**A Poll of 500 Cleveland Residents
Identified a Community Wanting Choice**



1,500+
Letters
of Support



150+
Community
Conversations

**Poll Results Indicate The Community
Wants More Healthcare Options...**

68%

**... of Respondents Do Not Believe There
is Adequate Healthcare in the Region**

**...And Vitruvian's Emergency Department is
Not Meeting the Community's Standards**

89%

**... of Respondents Are Concerned with the
Lack of Quality Emergency Care**

Community Letters Express Concern About Vitruvian's Quality: Long Wait Times



[Bradley Medical Center] is **always packed with people** laying on stretchers in the halls. The **staff is over worked** and because of that **a lot of things get missed...**

· Laura Baughn
Cleveland Resident



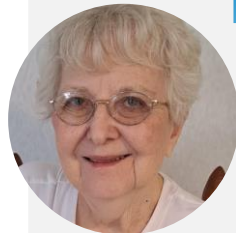
You have to **wait for hours to be treated** and then you have to go somewhere else within a few days because of the **poor quality of care and wrong diagnosis**. My daughter's appendix would have burst if I had not left and drove her to Chattanooga.

· Jennifer Lopez
Cleveland Resident



I worked for years in EMS in Bradley County as well as in the local ER. **Wait times post-covid are still astronomical due to overpopulation of the ED** as well as floor holds and patients waiting to be transferred...

· Olivia Carrico
Cleveland Resident



"I have **waited 10- 12 hours in a bed in the ER** waiting for a room."

· Brenda Hall
Cleveland Resident



My grandson **waited 12 hours to be seen** when his blood sugar was 538.

· Rita Ingram
Old Fort Resident

Community Letters Express Concern About Vitruvian's Quality: Unmet Needs



“

My father was admitted for renal failure and **the hospital did not have the staff to have a fully operational ER unit**, the **room was dirty**, **supplies were low or non existent**.

· Dallas Hill
McDonald Resident



“

I refuse to go to Bradley Vitruvian Memorial Hospital....The last time **I went with my adult daughter to the ER for a hurt foot**, **they put her in an eye injury exam room that was unclean because they had no room**.

· Amber Norman
Old Fort Resident



“

My husband (who is a heart patient)...was stung by nearly twenty bees and he was having a reaction causing extreme swelling. **We waited and waited...He became so frustrated he said it wasn't worth it and we left.**

· Pam Tenpenny
Cleveland Resident



“

I do not like the Bradley emergency room at all. I wouldn't take my dogs there or anybody else there

· Emily Eaves
Cleveland Resident

Parkridge ED Charges Are Less Than Vitruvian



Parkridge vs. BMC ED Charge Comparison

ED Care Standard CPT Charge Codes	99281	99282	99283	99284	99285
BMC	\$742	\$1,142	\$1,886	\$2,513	\$3,686
Parkridge	\$583	\$795	\$1,550	\$1,695	\$2,278
Parkridge ED Charge Savings	21%	30%	18%	33%	38%



We (BMC) proposed rates below Parkridge, but United Healthcare declined.

Cleveland Daily Banner, December 22, 2025

Bradley Medical Center says it "did not walk away from negotiations with United Healthcare"

Initial Charges

—MINUS:

Insurance Adjustments

=EQUALS:

Cost to Patient

Negotiated Rates Between Health System and Payers; Inconsistent Public Reporting

Remaining Adjusted Amount After Negotiated Rate Between Health Systems and Payers

Parkridge EDs Operate in the Top Quartile, Saving 90+ Minutes Per Visit vs. Vitruvian

Parkridge Medical Center Is Recognized for High Quality Care		
Key Comparison Measures	Parkridge	CMS Very High-Volume ED State Rank
Median Arrival to Discharge Time (Min.)	110	Top Quartile
% of Patients Left Without Being Seen	1%	Top Quartile
% of Patients w/ Stroke Symptoms Receiving CT Results w/in 45 min.	83%	Top Quartile



Emergency Care Accreditations:

- Chest Pain Center
- Primary Stroke Center



Critical Care Quality Standards:

- Healthgrades Top 100 Hospitals (2026)
- Healthgrades Best Hospitals for Critical Care: Top 5% in the Nation for Critical Care and Top 10% for Stroke and Pulmonary Services



Community Need and Desire for Another ED Choice is Uncontested



Bradley County Has Fewer ED Options Than All Other Surrounding Counties

County	ED Locations	2024 County Population	EDs / 100,000 Population
Bradley	1	113,913	0.88
Hamilton	9	385,843	2.33
Rhea	1	33,948	2.95
Marion	1	29,265	3.42
McMinn	2	55,752	3.59
Bledsoe	1	15,248	6.56
Tennessee	126	7,242,733	1.74

Approving the Parkridge Cleveland FSED will:

-  Establish a New Model of Care in Cleveland
-  Promote Improved Access and Support Consumer Choice
-  Provide Better Access to High-Quality Care



This Application Meets

All Statutory Requirements

◆ ◆ ◆

 **Parkridge Cleveland ER**

BRINGING CARE CLOSER TO HOME



Meets All Statutory Requirements

Requirement	Rationale
 FSED is Needed	• Bradley County 1 ED; 5 EDs approved for Rutherford County (6th pending approval) • Outmigration shows Need: • More than 35% of service area patients get emergency care outside the service area; this increases to over 50% for inpatient admissions
 FSED is Advantageous to Consumers	• Parkridge FSED – 1st FSED in Bradley County • Choice – consumers want and deserve a choice for ED care • FSEDs provide convenient, innovative, life-saving care
 FSED will Provide High Quality Care	• Parkridge FSED patient arrival to departure time is more than 90 minutes shorter than Vitruvian's Bradley ED



ix Appendix



Opposition Posts Statements Against Patient Choice and Better Care

BMC Continues to Lobby Against the Parkridge Cleveland FSED

Opposition	Vitruvian Commentary	Parkridge's Response
Quality	Vitruvian is improving quality	✓ Parkridge provides ED care in the top quartile of the state
Fragmentation of Care	The Parkridge Cleveland FSED will lead to fragmented care	✓ Bradley and Polk residents already seek care elsewhere: • Over 35% of ED visits left the service area last year; 51% of inpatient admissions left the service area last year • Over 42% of inpatient discharges by Bradley County residents occurred in Hamilton County ✓ Loss of UHC means those patients will have to seek follow up care from other providers
Local Relationship with Doctors	Loss of trusted relationships with local doctors	✓ Patients choose where they want to go for care and for follow up
Transfers out of County	Patients requiring hospital admission or advanced care would be sent to Chattanooga	✓ Less than 4% of Parkridge FSED patients need admission ✓ Vitruvian transferred 1,065 patients in 2024 ✓ Patients decide on where they go if admission needed
Specialists	Specialists at risk due to reduced referrals	✓ Patients decide where they go for follow up care



Opposition Posts Statements Against Patient Choice and Better Care

BMC Continues to Lobby Against the Parkridge Cleveland FSED

Opposition	Vitruvian Commentary	Parkridge’s Response
For Profit Companies	“Parkridge is owned by HCA, a for-profit corporation that prioritizes revenue generation and gain of market share from the communities it serves.”	✓ For profit is an IRS designation that does not change HCA’s mission or its priorities ✓ HCA mission: “Above all else, we are committed to the care and improvement of human life.”
Cost for Transfers	If transferred from Parkridge FSED to Vitruvian the patient will be responsible for a second ER charge	✓ How a patient is charged when being transferred is up to the receiving facility and the insurance company
Rates Paid by Insurance	Rates paid by insurance companies to Parkridge are higher	✓ Vitruvian’s public charges are from 2024 ✓ The rates paid by insurance companies have no bearing on the amount paid by patients – they are the product of negotiations
Charges	Parkridge has higher charges	✓ The gross charges for Parkridge ED visits are less than those at Vitruvian



Not for Profit vs. For Profit Healthcare Ownership

Ownership Type Does Not Change a Hospital’s Priorities

For-Profit vs. Not-For-Profit Comparisons	For Profit	Not-For-Profit
Prioritizes Patients	✓	✓
Gives to Community Organizations	✓	✓
Makes Profits	✓	✓
Performs a Community Needs Assessment	X	✓
Pays Federal, State, and Local Taxes	✓	X
Re-invests Earnings in Facility	✓	✓

2024 Impact In Tennessee

HCA provided:

- \$1.36 billion in salaries, wages and benefits
- \$667.7 million in capital investments
- \$201.6 million in state and local taxes

“This section applies equitably to all healthcare entities, regardless of ownership or type, except those owned and operated by the United States government.”

Tenn. Code Ann. § 68-11-1603

Patients Utilizing FSEDs Do Not Often Require Advanced Specialty Care

Emergency Providers Can Effectively Manage FSED Patient Population

Top 10 Most Frequent ICD-10 Codes from Parkridge FSED Patient Visits

TriStar FSER Rank	ICD-10 Code + Description	Specialty Service?
1	J069 - Acute upper respiratory infection, unspecified	X
2	B349 - Viral infection, unspecified	X
3	N390 - Urinary tract infection, site not specified	X
4	R0789 - Other chest pain	Varies
5	K529 - Noninfective gastroenteritis and colitis, unspecified	X
6	R112 - Nausea with vomiting, unspecified	X
7	J101 - Flu due to oth ident influenza virus w oth resp manifest	X
8	J189 - Pneumonia, unspecified organism	X
9	R519 - Headache, unspecified	X
10	M5450 - Low back pain, unspecified	X

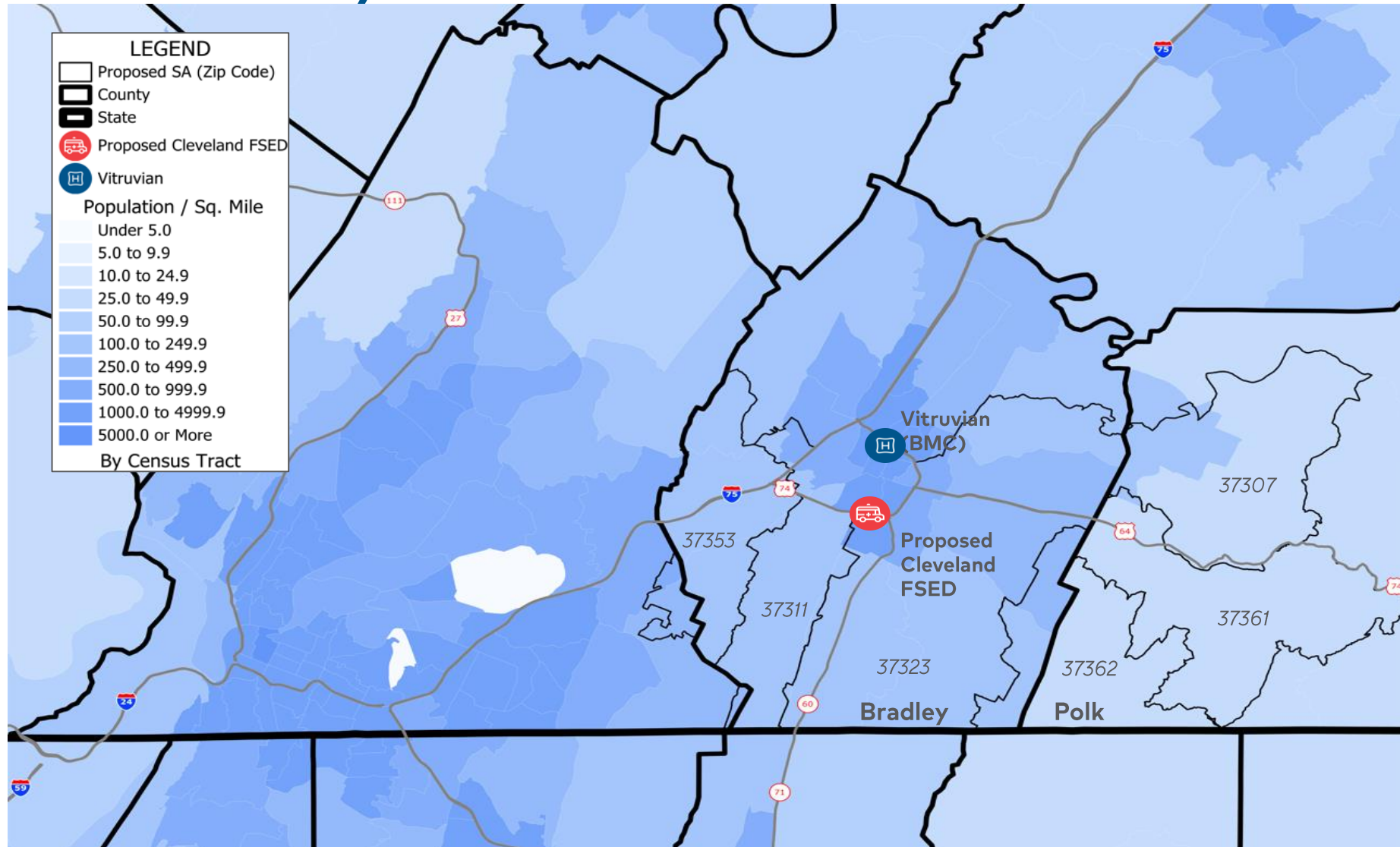
The Truth:

Many Patients Seeking Care at FSEDs :

× Do Not Require Transfers

× Do Not Require Higher Levels of Specialty Care

Population Density

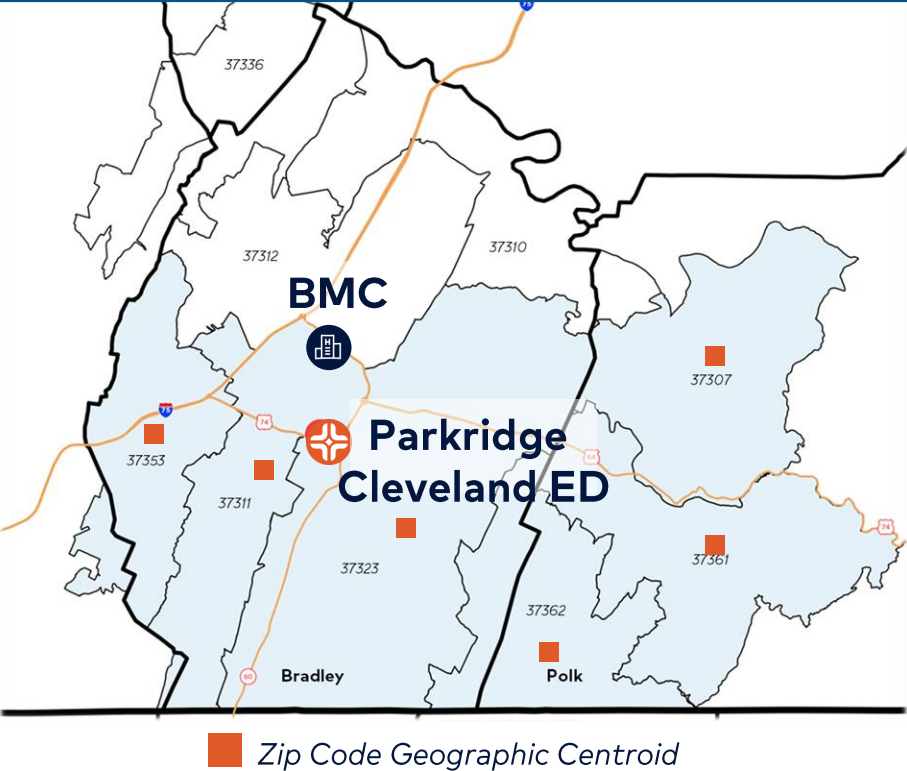




✓ Parkridge Cleveland FSED Improves Convenience

FSED Saves Mileage When Minutes Matter Most for Patients

✓ Parkridge Cleveland FSED is Most Convenient Option in the Service Area



Distance (in Miles) from Zip Code Centroids

Zip Code Geographic Centroid	Parkridge Cleveland FSED	BMC	“+” Miles Closer to Parkridge
37323 SE Cleveland	✓ 6.7	9.8	+3.1
37311 Cleveland	✓ 5.2	8.1	+2.9
37353 McDonald	✓ 8.0	9.9	+1.9
37362 Old Fort	✓ 11.2	14.4	+3.2
37307 Benton	✓ 17.9	17.9	0.0
37316 Conasauga	✓ 14.2	17.2	+3.0
37361 Ocoee	✓ 18.6	18.8	+0.2



✓ Parkridge Cleveland FSED Will Care for Complex Patients

Consistent, High Standards Save Lives for the Most Critical Patients

Parkridge FSED Patients are cared for by the same team, same equipment, same standards as Parkridge hospitals

-  Board-certified physicians
-  CT, X-Ray and ultrasound capabilities
-  Full-service lab and blood products
-  Crash carts stocked for lifesaving treatment
-  Ventilators, fiberoptic laryngoscopes for difficult intubations

Condition	Clinical Outcomes	# Patients treated at HCA TriStar FSEDs in 2024
 Cardiac Arrest	Survival with favorable neurological outcomes: ✓ 22% at 0 minutes ✓ 8% at 10 minutes ✓ 3% at 20 minutes	134
 Stroke	1.9 million neurons die every minute a stroke goes untreated	161
 Sepsis	1-year mortality risk increases 10% for every hour delay in antibiotic administration	1,012

✓ Parkridge Cleveland FSED Will Be High Quality

Parkridge Performs Better Than Vitruvian in CMS Quality Measures

Measure	Vitruvian/BMC	Hamilton (Vitruvian)	Parkridge	Community Benefit of Parkridge
OP-18B: Median Time to Discharge (Minutes)	203 (*)	208	110	93 to 98 Minutes Faster
OP-22: Percent CT Results in 45 Minutes	42%	63%	83%	20% to 41% Faster Results
OP-23: Percent Left Without Treatment	4%	2%	1%	1% to 3% More Patients Seen

* 5 Months Vitruvian; prior periods previous ownership; CT results from August 2025 release

Source: CMS Time and Effective Care by Hospital, November 2025 release

Reference Articles



1. Bucciarelli, R. L., Boyd, M., C Wilson, M. (2015). Patient perceptions of freestanding emergency departments: Awareness, utilization, and satisfaction. *Journal of Emergency Medicine*, 48(3), 320-328.
2. Medicare Payment Advisory Commission (MedPAC). (2018). Report to the Congress: Medicare and the health care delivery system. Washington, DC: MedPAC.
3. Pines, J. M., Zocchi, M. S., Moghtaderi, A., Black, B. S., Farmer, S. A., C Hsia, R. Y. (2018). The effect of freestanding emergency departments on hospital-based emergency department visits. *Health Affairs*, 37(10), 1715-1722.
4. Poon, S. J., Schuur, J. D., C Mehrotra, A. (2019). Trends in visits to hospital-based and freestanding emergency departments among commercially insured populations, 2008-2017. *JAMA Network Open*, 2(4), e192103.
5. Schaefer, R. A., Rea, T. D., Plorde, M., Peiguss, K., Goldberg, P., C Murray, J. A. (2002). An emergency medical services program of alternate destination of patient care. *Prehospital Emergency Care*, c(3), 309-314.
6. Schuur, J. D., Baker, O., Freshman, J., Wilson, M., C Cutler, D. M. (2017). Where do freestanding emergency departments choose to locate? A national inventory and geographic analysis in three states. *Annals of Emergency Medicine*, cS(4), 383-392.
7. Simon, E. L., Griffin, P. M., Jouriles, N. J., C Martella, D. (2012). The impact of freestanding emergency departments on a regional emergency medicine system. *American Journal of Emergency Medicine*, 30(4), 632-636.
8. Simon, E. L., Griffin, P. M., Jouriles, N. J., C Martella, D. (2015). Freestanding emergency departments: What is their role in emergency care? *Emergency Medicine Clinics of North America*, 33(2), 287-299.
9. Simon, A. B., Lowe, R. A., C Moore, J. (2018). The role of freestanding emergency departments in reducing geographic disparities in emergency care access. *Journal of Health Economics*, 57, 79-93.
10. Sullivan, A. F., Richman, I. B., Ahn, C. J., C Pallin, D. J. (2012). Community-based interventions to improve emergency care access in underserved areas. *Public Health Reports*, 127(2), 182-189.
11. Tucci, J. M., Nash, B., C Silver, J. A. (2017). Alternative care pathways in EMS: The impact on emergency department utilization. *Journal of Emergency Medical Services*, 42(8), 22-30.



Reference Articles

12. MTSU quote from slide 19: https://peri.mtsu.edu/tn_conreform/

13. Lowe quote from slide 19: <https://www.facebook.com/reel/1398163061862113>

14. Reeves quote from slide 19: <https://www.tennessean.com/story/opinion/contributors/2024/12/14/trump-tennessee-health-care-marketplace-solutions/76487018007/>



1,500 Letters of Support for the Parkridge Cleveland FSED

✓ The Community Supports Choice

1	Joseph Abbott	31	Moneque Arrowood	61	Leslie Barrera	91	Briant Berry	121	Jerry Bostic
2	Rebecca Abbott	32	Nancy Atchley	62	Alley Barton	92	Damaris Betancourt	122	Jimmy Bostic
3	Brenda Ackey	33	Charles Atkins	63	Catherine Barzycki	93	Tina Beverly	123	Teresa Bowers
4	Sara Adair	34	Ashley Austin	64	Janet Bashaw	94	Renee Biddick	124	Tina Bowling
5	Destiny Adams	35	Cheryl Austin	65	Laura Baughn	95	Clifton Biddwell	125	Cathy Bowman
6	Paul Adams	36	Henry Austin	66	Laina Baxter	96	Michael Bills	126	Mark Bowman
7	Miles Adkins	37	Kerry Avans	67	Summer Bayne	97	Joshua Bird	127	Chelsea Boyd
8	Sara Adkins	38	Charleen Avilla	68	Jane Bearden	98	Rick Bise	128	James Brackett
9	Rebekah Adkisson	39	Mandy Ayala	69	Josh Beaty	99	Debbie Bishop	129	Sheila Brackett
10	Sam Alawat	40	Roxe Bacon	70	Brenda Beavers	100	Janie Bishop	130	David Bracknell
11	Ashley Alderman, BSN, RN, CWCN	41	LaJuanna Bagley	71	Larry Beavers	101	Randy Bishop	131	Regina Bracknell
12	Jaime Alderman	42	Todd Bagley	72	Martha Beavers	102	Reggie Bishop	132	Cody Bradford
13	Robert Alderman	43	Lacey Bailey	73	Sandra Beavers	103	William Bishop	133	Todd Bradford
14	Dustin Alkire	44	Neal Bailey	74	Chris Beckstrand	104	Carol Bitterman	134	Karen Bradshaw
15	Jennifer Allen	45	Sarah Bailey	75	Elizabeth Belcher	105	Cody Bivens	135	Pamela Brady
16	Stacy Allison	46	Helen Bain	76	Jerry Belcher	106	Michelle Bivens	136	Charles Branam
17	Kelly Alston	47	Joe Baf	77	Connie Bell	107	Dakota Blackwell	137	Chad Brantley
18	Andrea Anderson	48	Donna Baker	78	Sheila Bell	108	Tresia Blackwell	138	Jennifer Brantley
19	Ann Anderson	49	Gene Baker	79	Patricia Bely	109	Amy Blackwood	139	Kayla Braswell
20	Shelby Anderson	50	Lauren Baker	80	William Benjamin	110	Milan Blake	140	Vince Bratta
21	Michael Anthony	51	Amy Bales	81	Scott Benner	111	Krista Blas	141	Jeremy Breese
22	Katie Anziano	52	Haley Baliles	82	Sheila Bennett	112	Beth Blitchington	142	Regina Breese
23	Tanner Appling	53	Brooke Ballew	83	Tonia Bennett	113	Doyle Bodenhamer	143	Allan Brewer
24	Doug Ard	54	Hattie Ball	84	Jason Bentley	114	Chris Boggs	144	Jackie Brewer
25	Rita Ard	55	Abby Bancroft	85	Angela Benton	115	Ernest Boles	145	Nancy Brewer
26	Paula Arendale	56	Casey Banner	86	Eva Benton	116	Martha Bonine	146	Cotie Bridges
27	Keith Arnwine	57	Susan Barbee	87	Chris Bergdoll	117	Scott Bonk	147	Kimberly Bridges
28	Melanie Arnwine	58	Richard Barham	88	Kim Bergdoll	118	Suzanne Booth	148	Lydia Brock
29	Tammy Arp	59	Darlene Barnes	89	Paul Bergen	119	Michael Bornes	149	Michael Brock
30	Vickie Arp	60	Mary Barnes	90	Dee Berringer	120	Jeannie Bostic	150	Sandra Brock



1,500 Letters of Support for the Parkridge Cleveland FSED

✓ The Community Supports Choice

151	April Broderick	181	Pat Burgess	211	Jackie Carden	241	Joseph Chancey	271	Angela Collier
152	Kevin Brooks	182	Charles Burke	212	Sasha Carden	242	Ciera Chapman	272	Adam Collins
153	Elizabeth Broom	183	Joei Burnette	213	Timothy Carden	243	Rhiannon Chaparro	273	Mike Collins
154	Dustin Browder	184	Janice Burns	214	Zachary Carden	244	Jerry Chastain	274	Patricia Collins
155	Taylor Browder	185	John Burns	215	Ken Cardin	245	Sydney Cheatham	275	Tawna Collins
156	Carol Brown	186	Natalie Burns	216	Ray Cardona	246	Shirley Cheek	276	Timothy Colwell
157	Clyde Brown	187	Robin Burt	217	Megan Cariveau	247	Lori Childers	277	Yvonne Combs
158	Dana Brown	188	Nancy Butler	218	Patricia Carnellie	248	Melissa Childers	278	Elizabeth Conner
159	Hunter Brown	189	JoAnne Butters	219	Chris Carnley	249	Kellen Childs	279	Nicole Conway
160	James Brown	190	Matthew Byrum	220	Katie Carnley	250	Shannon Christian	280	Almedia Cook
161	Marvin Brown	191	Christye Cagle	221	Douglas Carpenter	251	Beth Ciamei	281	Debbie Cook
162	Mendy Brown	192	Linetta Cain	222	Richard Carpenter	252	Rhonda Cisco	282	Janet Cook
163	Teresa Brown	193	Albert Caldwell	223	Artie Carr	253	James Cissom	283	Alicia Cooper
164	Elizabeth Brown-Dresser	194	Makenzi Caldwell	224	Michael Carr	254	Paula Cissom	284	Jade Cooper
165	Sharon Bryant	195	Mindy Caldwell	225	Olivia Carrico	255	Penny Clabough	285	Kyle Cooper
166	Stephanie Bryson	196	Tracy Caldwell	226	Ann Carroll	256	Amy Clark	286	Linda Cooper
167	Beverly Buckles	197	Tonya Calfee	227	Robert Carroll	257	Korey Clark	287	Mary Ann Copes
168	Angela Buckner	198	Amy Calhoun	228	Melissa Cary	258	Victor Clark	288	Jon Coppinger
169	David Buckner	199	Alicia Calia	229	Sonya Case	259	Ray Clawson	289	Brooke Cornelius
170	Jerry Buckner	200	Rochell Callahan	230	Elnora Casper	260	Lela Clingan	290	Timothy Cornish
171	Matthew Buckner	201	Penny Callihan	231	Darlene Casteel	261	John Clowers	291	Kristin Coste
172	Shane Buckner	202	Teresa Calvert	232	Mercedes Castillo	262	Amanda Coates	292	Jori Couch
173	Tracy Buckner	203	Christine Camilleri	233	Jeff Catlett	263	Angela Coffey	293	Kenneth Cox
174	Walter Buckner	204	Brenda Campbell	234	Jasimine Caughman	264	Kim Coffey	294	Debra Crabtree
175	Wesley Buckner	205	Dakota Campbell	235	Dana Caylor	265	Josie Coffman	295	Hannah Craig
176	Ernest Bullock	206	Debbie Campbell	236	Robert Caylor	266	James Coggins	296	Janet Crampton
177	Faith Bunch	207	George Campbell	237	Mike Celender	267	James Cole	297	Ron Crawford
178	Wilbur Burdin	208	Marilyn Canali	238	Jennifer Centers	268	Kimberly Cole	298	Amy Creasman
179	Barbara Burger	209	Ricky Cano	239	Wesley Cepin	269	Clifton Coleman	299	Richard Creasy
180	David Burgess	210	Deborah Cannon	240	A. Chambers	270	Laura Coleman	300	Alisha Creutz



1,500 Letters of Support for the Parkridge Cleveland FSED

✓ The Community Supports Choice

301	George Creutz	331	David Davis	361	Tyler Dooley	391	Nancy Ellis	421	Rachael Fancher
302	Noah Cripe	332	Debra Davis	362	Joyce Dotson	392	Robert Ellis	422	Jody Fann
303	Heather Crisp	333	Freida Davis	363	Peter Dotson	393	Shawn Ellis	423	Tralonda Fannin
304	Kerrie Cronan	334	Gary Davis	364	Doris Driver	394	Steve Ellis	424	Jane Farris
305	Angel Cross	335	Kathy Davis	365	Debbie Drummond	395	Danny Emerson	425	Kathryn Farris
306	Cristen Cross	336	Kristin Davis	366	James Duckett	396	Kevin England	426	Kaylee Farris
307	Freddie Cross	337	Melvin Davis	367	Paige Duckett	397	Jacob Enriques	427	Travis Farris
308	Misty Cross	338	Rita Davis	368	Robert Dufty	398	Albert Ensley	428	Patti Felgar
309	Angie Crowder	339	Robert Davis	369	Mitzi Duggan	399	Charles Epperson	429	BJ Fentress
310	Rhonda Crowder	340	Joseph Day	370	Robert Duncan	400	Jackie Epperson	430	Sherrie Ferrer
311	Alfonso Cruz	341	Van Deacon	371	Nancy Dunlap	401	Jeremy Epperson	431	Sandra Fielder
312	Corrina Cruzan	342	Melissa Dean	372	Elizabeth Dunn	402	Joshua Epperson	432	Sissy Figlestahler
313	Jo Crye	343	Devin Delauder	373	Ron Dunn	403	Kathryn Erwin	433	Paula Finch
314	Michelle Culpepper	344	Dorry DeLoach	374	Traci Dunn	404	Lita Esquinance	434	Rodney Fine
315	Raymond Culpepper	345	Aubrey Deluca	375	Lauren Dunn-Higgins	405	Lamar Ervin	435	Emily Finnell
316	Francis Cuozzo, MD	346	LeAnn Denney	376	Lilian Dupuy	406	Juda Esparza	436	James Finnell
317	Mike Curbow	347	Lindsey Dennis	377	Darlene Durr	407	Casey Estes	437	Robert Finnell
318	Tina Curbow	348	Robin Denton	378	John Dye	408	Dewey Esquinance	438	Jaime Flatt
319	Amber Curry	349	Beverly Desrosiers	379	Kristie Earwood	409	Lita Esquinance	439	Shaun Flatt
320	Teresa Curvin	350	Ginger Devore	380	Jessica Eastmead	410	Chris Eubanks	440	Jason Fletcher
321	Mike Dadswell	351	Emilie Diaz	381	Emily Eaves	411	Karyn Eubanks	441	Debi Fonseca
322	Katie Daffron	352	Andrew Disbrow	382	Pamela Eberle	412	Melissa Evans	442	Dawn Ford
323	Cearra Dail	353	Emilei Disbrow	383	Richard Edge	413	Patrick Evans	443	Susan Ford
324	Michelle Dale	354	Melony Dispain	384	Toyetta Edwards	414	Evelyn Everhart	444	Tonya Ford
325	Emily Daniel	355	Amber Dixon	385	Luann Eesley	415	Gary Everhart	445	Justin Forgette
326	Jessica Daniel	356	Kate Doboze	386	Deborah Eggers	416	Terry Fain	446	Amanda Forgey
327	Emily Danniels	357	Judy Dodson	387	Richard Egli	417	Ashley Fairbanks	447	Bethany Forgey
328	Manette Darbe	358	Paul Dombroski	388	Melissa Elliott	418	Cheryl Fairbanks	448	April Fowler
329	Teresa Darden	359	Jacob Donohoo	389	Courtney Ellis	419	Shawn Fairbanks	449	Kristi Franks
330	Alyxandra Davis	360	Ian Dooley	390	Danielle Ellis	420	Kristine Falkowski	450	Samantha Frase



1,500 Letters of Support for the Parkridge Cleveland FSED

✓ The Community Supports Choice

451	Kimberly Frederick	481	Jason Gibson	511	Marsha Gowan	541	Amora Guy	571	Evelyn Haney
452	Melissa Freed	482	Karen Gibson	512	Sharon Gowin	542	Brett Guy	572	Sherry Haney
453	Juli Freeland	483	Mark Gibson	513	Jordan Graham	543	Cheree Guy	573	Susan Haney
454	Beth Freeman	484	Tiffany Gibson	514	Sonja Graham	544	Jenny Guy	574	James Hanlon
455	Jauna Freeman	485	Dianna Gilbert	515	Staci Graham	545	Shaelyn Hafley	575	Christy Hardin
456	Meredith Freeman	486	Frederick Gill	516	Susan Graham	546	Lynn Hager	576	John Hardin
457	David French	487	Regina Gilliam	517	Yvonne Graham	547	Benjamin Hailer	577	James Harness
458	Mindy Frey	488	Paul Gipson	518	Amy Grant	548	Hannah Hailer	578	Angela Harris
459	Paul Fridenstine	489	Rachel Gipson	519	John Grant	549	Stephen Hailey	579	Eric Harris
460	Tara Fridley	490	Taylor Gladson	520	Teresa Grant	550	Daniel Hair	580	Ernest Harris
461	Mackenzie Friedah	491	Erika Gleason	521	Christina Gravell	551	Cheryl Haley	581	Janice Harris
462	Michelle Friedrich	492	Delores Glover	522	David Gray	552	AnnMarie Hall	582	Renee Harris
463	Elizabeth Fulbright	493	Robin Gober	523	Kayla Gray	553	Becky Hall	583	Tammy Harris
464	Kristin Fuller	494	Duane Goff	524	Brenda Green	554	Brenda Hall	584	Renee Harrod
465	Barry Fulmer	495	Kelley Goggins	525	Diane Green	555	Brent Hall	585	Carl Harwood
466	Sherry Furr	496	Jennifer Goins	526	Elizabeth Green	556	Dorothy Hall	586	Michelle Hassman
467	Tina Galanakis	497	Linda Goins	527	Felecity Green	557	Gloria Hall	587	Tom Hatcher
468	Josh Gamble	498	Troy Goins	528	Margaret Green	558	James Hall	588	Anelisa Hatfield
469	Pansy Gamble	499	Kelvin Gombash	529	Michael Green	559	Jeffrey Hall	589	Earlene Hawk
470	Sherry Gamble	500	Christine Goniea	530	Robert Green	560	Keri Hall	590	Dustin Hawkins
471	Amy Gardner	501	Christine Goode	531	Barry Greene	561	Megan Hall	591	Myron Hawkins
472	Elizabeth Gardner	502	Jimmy Goode	532	Chuck Greer	562	Lori Halyburton	592	Michael Hayes
473	Rebekah Garner	503	Heather Goodman	533	Willie Gregg	563	Christian Hamilton	593	Linda Hayward
474	Tanner Gates	504	Kaitlyn Goodman	534	Timothy Gregg	564	Melissa Hamilton	594	Danette Headrick
475	Cathy Gee	505	Susan Goodman	535	Jefferson Griffith	565	Robert Hamilton	595	Suzanne Headrick
476	Johnny Gee	506	Paul Goodwin	536	Linelle Grosick	566	Valerie Hamilton	596	Frances Hearon
477	Curtis Gentry	507	Bianca Goss	537	Fawn Groves	567	Bonnie Hampton	597	Tom Hearon
478	Stefanie German	508	Ricky Goss	538	Judy Grubb	568	Hailee Hancock	598	Wendy Hedden
479	Bailey Gibson	509	CJ Gossett	539	Michelle Gruver	569	Sherry Hancock	599	Melissa Hedding
480	Brandon Gibson	510	Anna Gouge	540	Austin Guard	570	Daryl Haney	600	Shawn Hedding



1,500 Letters of Support for the Parkridge Cleveland FSED

✓ The Community Supports Choice

601	Ruby Hefner	631	Jake Hill	661	Sharon Howard	691	James Janes	721	Anthony Kamplain
602	Stacey Heger	632	Sabrina Hill	662	Sharon Howard	692	Hollie Jasso	722	Michelle Kamplain
603	Gary Heinemann	633	Salada Hill	663	Tracy Howell	693	Xavier Jasso	723	Emma Kautz
604	Hollie Helrigel	634	Sheila Hill	664	Jane Hubbard	694	Thomas Jaynes	724	Joseph Kautz
605	Tamara Helton	635	Jada Hilton	665	Susan Hubbard	695	Sandra Jeffers	725	Linda Kautz
606	Angel Henderson	636	Karen Hilton	666	Donna Hudgins	696	Lynne Jenkins	726	Thomas Keaton
607	Judy Hendricks	637	Vickie Hines	667	Nicole Hudgins	697	Randall Jenkins	727	MyLeah Keith
608	Tony Henley	638	Marc Hitch	668	Tennille Hudgins	698	Sarah Jenson	728	Jeffrey Kelley
609	Lindsey Hensley	639	Kendra Hixson	669	John Huff	699	Abigail Johnson	729	Melissa Kelly
610	Margaret Hensley	640	Patricia Holcomb	670	Stephanie Huff	700	Brenda Johnson	730	Michelle Kelly
611	Colleen Henson	641	Lori Holden	671	Heidi Hughes	701	Irven Johnson	731	Tina Kelly
612	Mildred Henson	642	Denise Holder	672	Kim Hughes	702	Kaitlyn Johnson	732	Jack Kendrick
613	Hannah Hickman	643	Aubrey Holley	673	Mike Hughes	703	Mary Johnson	733	Cambree Kennedy
614	Aaron Hicks	644	April Holmes	674	Tina Hughes	704	Sharon Johnson	734	Dawn Kennedy
615	Angie Hicks	645	Melissa Holmes	675	Jennifer Hultman	705	Suzanne Johnson	735	Miranda Keplinger
616	Curtis Hicks	646	Sarah Holt	676	Angela Humberd	706	Tammy Johnson	736	Amber Kerr
617	Destany Hicks	647	Lisa Hood	677	Erica Hunt	707	Virginia Johnson	737	Darin Kerr
618	Emily Hicks	648	Wanda Hood	678	Stephanie Hunt	708	Chasity Johnston	738	Sharon Kersey
619	Glenn Hicks	649	Kary Hooper	679	Terry Hunt	709	Courtney Johnston	739	Sharon Kerze
620	Janie Hicks	650	Jeane Hoover	680	Basil Hyde	710	Tonya Johnston	740	Angela Kesser
621	Patricia Hicks	651	Mitzy Hope	681	Rebecca Hyde	711	Joey Jolder	741	Eric Kettunen
622	Sheelah Hicks	652	Jennifer Horn	682	Wendell Hyde	712	Paul Jolley	742	Cindy Kile
623	Becky Higgins	653	Tekisha Houk	683	Rita Ingram	713	Elizabeth Jones	743	Amanda Kimbro
624	Kate Higgins	654	Emma Householder	684	Lindsey Ivester	714	Kimberly Jones	744	Ariel Kimsey
625	Kristina Higgins	655	Jordan Houston	685	Barbara Jack	715	Tayre Jones	745	Bud Kinches
626	Rebecca Higgins	656	Makayla Houston	686	Julie Jackson	716	Tracey Jones	746	Nancy King
627	Tim Higgs	657	Deloris Howard	687	Larry Jackson	717	Deborah Jordan	747	Donald Kinerson
628	Dianne Hildebrand	658	Lim Howard	688	Sharon Jackson	718	Fancie Joyce	748	Derrick Kinsey
629	Aurelia Hill	659	Pamela Howard	689	William Jackson	719	Frank Julian	749	Elaina Kirkendoll
630	Dallas Hill	660	Pamela Howard	690	Cynthia Jaggers	720	Julie Kaiser	750	James Kirkpatrick



1,500 Letters of Support for the Parkridge Cleveland FSED

✓ The Community Supports Choice

751	Joe Kirkpatrick	781	James Lawson	811	Brittnee Lewis	841	Tracy Makinen	871	Beth Maxwell
752	Logan Kirkpatrick	782	Noa Lawson	812	Elizabeth Lewis	842	Alice Maldonado	872	Patricia Maxwell
753	Monica Kirkpatrick	783	Preston Lawson	813	Jessica Lewis	843	Alison Manley	873	Rebecca Maxwell
754	Tiffany Kirkpatrick	784	Robin Lawson	814	Mike Lewis	844	John Manning	874	Brandyn May
755	Debbie Kisner	785	Sandra Lawson	815	Misty Lewis	845	Larry Manning	875	Richard Mayrose
756	Mike Kisner	786	Charydin Le	816	Deb Linder	846	Logan Manning	876	Shaun McAmis
757	Cainan Kitts	787	Jacob Leamon	817	Christine Lindsey	847	Taylor Mantooth	877	Linda McBee
758	Andrea Klein	788	Monica Lechner	818	Alice Linn	848	Desha Maples	878	Julie McBride
759	Monica Kozak	789	Patricia Ledbetter	819	Sylvana Lipe	849	Dian Marcum	879	William McAllister
760	Debra Knowles	790	John Ledford	820	Connie Little	850	Kevin Marcum	880	Geneva McCann
761	Cheryl Knox	791	Monique Ledford	821	Tanya Little	851	Lori Marsh	881	Dana McCarty
762	William Knox	792	Penny Ledford	822	Andy Lockhart	852	Alicia Martin	882	Dana McClanahan
763	Rosemary Kuka	793	ReBecca Ledford	823	Angela Lockhart	853	Courtney Martin	883	Marqueita McClelland
764	Jona Kuykendall	794	Ronnie Ledford	824	Christi Long	854	Crystal Martin	884	Nadine McClelland
765	Brenda Krug	795	Shaune Ledford	825	Crystal Long	855	Darlene Martin	885	Kayla McCloud
766	Jamie Kyle	796	Brian Lee	826	Laura Long	856	Denise Martin	886	Janine McClung
767	Velda LaBar	797	Charlie Lee	827	Delores Lopez	857	Felecia Martin	887	Louise McClure
768	Tanisha La Guardia	798	Derreck Lee	828	Jennifer Lopez	858	Garrett Martin	888	Mickey McClure
769	Laura Lago	799	Leann Lee	829	Donna Lundy	859	Karen Martin	889	Shaun McCoig
770	Lawrence Lakins	800	Todd Lee	830	Karen Lutz	860	Melia Martin	890	Ivette McCollum
771	Princess Lamberth	801	Vicki Lee	831	Natalie Luxemburg	861	Tiffany Martin	891	Stephanie McConahy
772	Teresa Lane	802	Timothy Lefebvre	832	Caleb Luzader	862	Ray Massengale	892	Bill McConkey
773	Molly Lang	803	Lauren Lemons	833	Angela Lyle	863	Wendie Massengill	893	Nena McCormick
774	Heidi Lapinski	804	Jason Lenker	834	Doug Lyle	864	Gayla Massey-Shelton	894	Teresa McCoy
775	Kim Larson	805	Patsy Lenkiewicz	835	Anna Marie Lynn	865	Teresa Massey	895	Janice McCullough
776	Brandy Latham	806	Matthew Lenz	836	Joretta Lynn-Courson	866	Brent Mason	896	Bryant McDermott
777	Deanna LaVallie	807	Amber Letsinger	837	Lori Mabry	867	Greta Mathis	897	Tina McDermott
778	Douglas Lawhorn	808	Kimbery Lewallen	838	Courtney Maddux	868	Melissa Mathis	898	Tammie McDowell
779	Candy Lawson	809	Adam Lewis	839	Carol Malone	869	Amanda Matson	899	Stacey Mcgee
780	Dan Lawson	810	Anna Lewis	840	Hailey Malone	870	Ashlianna Matteson	900	Chasity McGinnis



1,500 Letters of Support for the Parkridge Cleveland FSED

✓ The Community Supports Choice

901	Karen McGrath	931	Melissa Millsaps	961	Simon Morris	991	Sheila Nichols	1021	Meridieth Palmer
902	Jennifer McHenry	932	Sonya Miolen	962	Patti Morrison	992	Brenda Nicholson	1022	Matt Pankey
903	Gloria McIlvain	933	Amber Mitchell	963	Sarah Morrow	993	Debbie Nicholson	1023	Kristen Parent
904	Dale McKenzie	934	Sara Mitchell	964	Julie Moses	994	Jennifer Niez	1024	Abigail Parker
905	Rebecca McKenzie	935	Timothy Mitts	965	Elizabeth Moss	995	Bob Nipper	1025	Alice Parker
906	William McKenzie	936	Allison Mizell	966	Sally Moss	996	Johnny Nix	1026	Ashlye Parker
907	Becky McKeel	937	Ella Moats	967	Janet Moulton	997	Melissa Nolen	1027	Fancy Parker
908	Debbie McKinney	938	Rhonda Moats	968	Chris Mowery	998	Amber Norman	1028	Leigh Parker
909	Rhonda McKnight	939	Julie Moates	969	Jo Mowery	999	Olivia Norman	1029	Kathleen Parks
910	Kaylin McLemore	940	Angela Moffitt	970	Shelbi Mullins	1000	Rick Norman	1030	Angelita Parris
911	Hal McMahan	941	Robert Money	971	Donna Murphy	1001	Melanie Norris	1031	Jenny Parris
912	Charles McMillan	942	Arthur Moore	972	Peter Murphy	1002	Crystal Novia	1032	Daniel Passmore
913	Michelle McRee	943	David Moore	973	Loretta Murray	1003	Colleen Nunley	1033	Bonnie Patrick
914	James Medlin	944	Jack Moore	974	Nancy Murray	1004	Lauren Nunnelly	1034	Christy Patterson
915	Karen Melton	945	Kelley Moore	975	Pam Murray	1005	Christie Odom	1035	Robert Patterson
916	Mark Mendel	946	Melinda Moore	976	Ronald Murray	1006	Amber Olinger	1036	Vickie Patterson
917	Christina Meyer	947	Richard Moore	977	Albert Murza	1007	Lauren Oliver	1037	Kelli Paul
918	Patricia Micklewright	948	Tammy Moore	978	Donna Myers	1008	Blake Opperman	1038	Todd Paul
919	Crystal Midel	949	Tanya Moore	979	Doris Myers	1009	Jennica Opperman	1039	Elizabeth Jane Paxton
920	Whitney Mieseler	950	Christa Moore-Phillips	980	James Nance	1010	Debra Orr	1040	Brandy Payne
921	Jason Miller	951	Amanda Morgan	981	Cherie Nations	1011	Morris Osborne	1041	Christy Payne
922	Jennifer Miller	952	Betty Morgan	982	Godfrey Ndegwa	1012	Anthony Overstreet	1042	Darena Payne
923	Patricia Miller	953	Eric Morgan	983	Kristin Nelson	1013	Jan Overstreet	1043	Cindy Peels
924	Randy Miller	954	Jessica Morgan	984	Kim Nesbitt	1014	Robin Ownby	1044	Ginger Peels
925	Sally Miller	955	Jody Morgan	985	James Newman	1015	Jennifer Ozmore	1045	Marilyn Peels
926	Taylor Miller	956	Karma Morgan	986	Tricia Newman	1016	Crystal Pacheco	1046	Jane Peloquin
927	Thomas Miller	957	Kelley Morgan	987	Lori Newport	1017	Melanie Pack	1047	BK Pendergrass
928	Kimberly Milling	958	Kristina Morgan	988	Jason Nicholas	1018	Chris Painter	1048	Brandy Pendergrass
929	Jennifer Mills	959	Will Morgan	989	Rachel Nicholas	1019	Joyce Painter	1049	Janice Pendergrass
930	Amber Millsaps	960	Allison Morris	990	James Nichols	1020	Gloriann Palmer	1050	Stephanie Pendergrass



1,500 Letters of Support for the Parkridge Cleveland FSED

✓ The Community Supports Choice

1051	Charlene Pennell	1081	Sharon Ponziani	1111	Cindy Radford	1141	Kenneth Roark	1171	Michele Rymer
1052	Bradley Penton	1082	Daniel Poor, MD	1112	Samir Rahbe, MD	1142	Cynthia Roberts	1172	Danielle Sachdeva
1053	Sonja Perez	1083	Dorothy Porath	1113	Brittany Raines	1143	Sandi Roberts	1173	Tricia Salter
1054	Teresa Perian	1084	Rhonda Portera	1114	Carla Raines	1144	Stephanie Roberts	1174	Jeff Salyer
1055	Patty Perkins	1085	Matthew Posey	1115	Pam Raines	1145	Thomas Roberts	1175	Christopher Sample
1056	Donna Peters	1086	Kelly Poteet	1116	Beth Rains	1146	Kennedy Robertson	1176	Christy Sample
1057	James Peters	1087	Kristy Potter	1117	Sheila Ramage	1147	Alisha Robinson	1177	Kristie Sanchez
1058	Emilee Pettit	1088	Robin Powers	1118	Pam Ramsey	1148	Jason Robinson	1178	Larry Sanchez
1059	Betty Phillips	1089	Robert Prather	1119	Stephanie Ramsey, RN	1149	Tammy Rockwell	1179	David Sanders
1060	Jim Phillips	1090	Kimberly Pray	1120	Toby Ratcliff	1150	Jasmine Roden	1180	Kimberlyn Sauer-Watts
1061	Kesha Phillips	1091	Meghan Prentice	1121	Pamela Rathbone	1151	Christopher Roe	1181	Barry Savage
1062	Kristi Phillips	1092	Kaye Presley	1122	Lisa Rayfield	1152	Barbara Rogers	1182	Naomi Schmaltz
1063	Regina Phillips	1093	Phyllis Presley	1123	Olivia Reddish	1153	Josh Rogers	1183	Carolyn Schneider
1064	Sophia Phillips	1094	Connie Price	1124	Joe Reneau	1154	Keegan Rogers	1184	Kerry Schooley
1065	James Philpott	1095	Hannah Price	1125	Jean Reschenthaler	1155	Tammy Rogers	1185	Wayne Schram
1066	Megan Pickering	1096	Jennifer Price	1126	Stan Reynolds	1156	Bayley Rose	1186	Don Scoggins
1067	Juanita Picklesimer	1097	Kathy Price	1127	Wayne Reynolds	1157	David Rose	1187	Susan Scoggins
1068	Angie Pierce	1098	Taylor Price	1128	Deborah Rhodes	1158	Diane Rose	1188	Terri Scoggins
1069	Brittni Pierce	1099	Vonda Prieto	1129	Donna Rice	1159	Michelle Ross	1189	Charlotte Scott
1070	Darrie Pierce	1100	Frank Pritchett	1130	Tammy Rice	1160	Shirley Ross	1190	Kayla Scott
1071	Wendy Pierce	1101	Sharon Pritchett	1131	Megan Rich	1161	Zelma Rouse	1191	Kim Scott
1072	Deborah Pike	1102	Stacy Jo Proctor	1132	Cindi Richardson	1162	Matthew Ruckman	1192	Marie Scott
1073	Heidi Pino	1103	Whitney Proctor	1133	Shawn Richardson	1163	Leslie Rush	1193	Maxine Scott
1074	Pamela Pirkle	1104	Noah Pruett	1134	Allen Ridgeway	1164	Marsha Russell	1194	Andy Semak
1075	Robyn Plantz	1105	Sonya Pugh	1135	Kathleen Ridings	1165	Rhonda Russell	1195	Dixie Sewell
1076	Margaret Plemons	1106	Jack Pullen	1136	Rene Riebow	1166	Robert Russell	1196	Katelyn Seymour
1077	Mary Plemons	1107	Tina Pullin	1137	Ivie Riggle	1167	Sandy Russell	1197	Stanley Shannon
1078	Joshua Plumley	1108	Dennis Purvis	1138	Carolyn Riner	1168	Brenda Rymer	1198	Greg Shaul
1079	Mary Pontious	1109	Brittany Pyke	1139	Jewell Rippeon	1169	Kevan Rymer	1199	Andrea Shaw
1080	Wendell Pontious	1110	Deborah Qualls	1140	Alisha Roads	1170	Lucy Rymer	1200	Megan Shean

1,500 Letters of Support for the Parkridge Cleveland FSED

✓ The Community Supports Choice

1201	Franklin Shell	1231	Karen Smith	1261	Patricia Stanfield	1291	Dusty Strickland	1321	Tiffany Taylor
1202	Emily Shepherd	1232	Kim Smith	1262	Susan Stanfield	1292	Summer Strickland	1322	Amy Teague
1203	Darrin Sherrill	1233	Lacy Smith	1263	Lorie Stanifer	1293	Cathy Strouf	1323	Lloyd Teffeteller
1204	Sheila Shields	1234	Laura Smith	1264	Katelin Stansberry	1294	Carrie Suits	1324	Patricia Temple
1205	Laura Shipp	1235	Melissa Smith	1265	Janet Starnes	1295	Tina Suits	1325	Pam Tenpenny
1206	Randall Shipley	1236	Regina Smith	1266	David Staton	1296	James Suman	1326	Dixie Terner
1207	Joy Shook	1237	Rick Smith	1267	Martha Staton	1297	Brian Sutton	1327	Reba Terry
1208	Jason Short	1238	Rip Smith	1268	Tandi Staton	1298	Ashley Swafford	1328	David Thacker
1209	Karen Shultz	1239	Tiffany Smith	1269	Danyua Stephens	1299	Carolyn Swafford	1329	Barry Tharp
1210	Jennifer Sicherman	1240	Trudy Smith	1270	Justin Stephens	1300	Deena Swafford	1330	Sunny Thibodeaux, FNP
1211	Dennis Sieh	1241	Wendy Smith	1271	Levi Stephens	1301	Gracie Swafford	1331	Andrea Thomas
1212	Terri Sikorski	1242	William Smith	1272	Delores Stephenson	1302	Stacey Swafford	1332	Gabriel Thomas
1213	Pam Silcox	1243	Stanley Smolira	1273	Brenda Stepp	1303	Ashley Swallows	1333	Kristina Thomas
1214	Carrie Silvers	1244	Peter Smook	1274	Sarah Stepp	1304	Sandra Swallows	1334	Steve Thomas
1215	Linda Silvers	1245	Donna Sneed	1275	Pamela Stepro	1305	Theresa Swallows	1335	Brittany Thomason
1216	Michael Silvers	1246	Karen Snider	1276	Samantha Stevens-Jordania	1306	Kathleen Sweatt-McCormick	1336	Joe Thomason
1217	Visha Silvers	1247	Sue Snow	1277	Erica Stevenson	1307	Tammy Tallant	1337	Celestine Thompson
1218	Cheryl Simmons	1248	Alisa Sooklal	1278	Tabitha Stevenson	1308	Deborah Talley	1338	Kelly Thompson
1219	Joshua Simpson	1249	Lisa Sooklal	1279	Tammey Stevison	1309	Janet Talley	1339	Loretta Thompson
1220	Judy Simpson	1250	Patricia Southworth	1280	Robbie Steward	1310	Stephanie Tant	1340	Tim Thompson
1221	Heather Sims	1251	Joanna Sparks	1281	Debra Stewart	1311	Shelley Tapley	1341	Summer Tilley
1222	Paula Sims	1252	Stacey Sparks	1282	Gerald Stewart	1312	Rhonda Tatum	1342	Casey Tinsley
1223	Kathleen Sinkule	1253	James Speer	1283	Jeff Stewart	1313	Brenda Taylor	1343	Glynda Tisdale
1224	Angela Sise	1254	Marsha Speer	1284	Melissa Stewart	1314	Christopher Taylor	1344	Charis Todd
1225	Shannon Skipper	1255	Stephen Spence	1285	Patricia Stewart	1315	Elizabeth Taylor	1345	Lisa Todd
1226	Tanya Skipper	1256	Samantha Spinks	1286	Tim Stinnett	1316	Jasmine Taylor	1346	Alex Toledo
1227	Alexandria Smith	1257	Mary Spurgin	1287	Margaret Stipp	1317	John Taylor	1347	Israel Torres
1228	Cathy Smith	1258	Angela Stafford	1288	Ben Stone	1318	Julia Taylor	1348	Jameson Towles
1229	James Smith	1259	Donnie Stafford	1289	Kei'Shayla Stone	1319	Kateland Taylor	1349	Haley Towne
1230	Joan Smith	1260	Michelle Standridge	1290	Martha Stover	1320	Teresa Taylor	1350	Donna Townsend



1,500 Letters of Support for the Parkridge Cleveland FSED

✓ The Community Supports Choice

1351	Don Trammell	1381	Haylee Voelker	1411	Brent West	1441	Shelly Wild	1471	Rita Womble
1352	Retha Traylor	1382	Hannah Waddell	1412	Carla West	1442	Carla Williams	1472	April Wood
1353	Brooke Trotter	1383	Kourtney Wade	1413	Holly West	1443	Cindy Williams	1473	Starla Woodward
1354	Adra Trout	1384	Jacob Wagganer	1414	Keisha West	1444	Desiree Williams	1474	James Woody
1355	Ronald True	1385	April Walker	1415	Angie Whaley	1445	Gerald Williams	1475	Jackie Wooten
1356	Bobbie Truelove	1386	Christopher Walker	1416	Jeannie Wheeler	1446	Linda Williams	1476	Jana Wooten
1357	Christopher Truelove	1387	Denise Walker	1417	Wendy Wheeler	1447	Pat Williams	1477	Karen Wooten
1358	Jackie Truelove	1388	Gail Walker	1418	Amanda White	1448	Robin Williams	1478	Mary Wooten
1359	Michael Truelove	1389	Gina Walker	1419	Amy White	1449	Rachael Williamson	1479	Summer Worden
1360	Sherry Truelove	1390	David Wallace	1420	Barry White	1450	Savannah Williamson	1480	Austin Work
1361	Vanis Truelove	1391	Laura Wallace	1421	Brendalynn White	1451	Ashley Willis	1481	Cynthia Work
1362	Walter Truelove	1392	Joann Wallraven	1422	Erica White	1452	Mary Willis	1482	Kylie Work
1363	Sophia Tucker	1393	Benita Walsh	1423	Jeff White	1453	Ava Wilson	1483	Heath Works
1364	Melissa Turner	1394	Carol Walters	1424	Jennifer White	1454	Barry Wilson	1484	Rob Works
1365	Steve Turner	1395	Kevin Walters	1425	Kathy White	1455	Connie Wilson	1485	Angela Wright
1366	Roger Turpin	1396	Paul Walters	1426	Kristie White, RN	1456	David Wilson	1486	Angelia Wright
1367	Kenneth Tustin	1397	Deanna Ware	1427	Sean White	1457	Diane Wilson	1487	Avangelina Wright
1368	Michelle Tyson	1398	Rick Watkins	1428	Sharon White	1458	Doug Wilson	1488	Cheyann Wright
1369	Jason Van Buren	1399	Boyce Watson	1429	Kelli Whitfield	1459	Hayden Wilson	1489	George Wright
1370	Tammy Van Maanen	1400	Paula Watson	1430	Angel Whitmire	1460	Heather Wilson	1490	Jennifer Wright
1371	Sara Varnell	1401	Tabitha Wattson	1431	Eleanor Whitmire	1461	Kelsey Wilson	1491	Kimber Wright
1372	Tammy Varnell	1402	Felicia Weatherford	1432	Keith Whitmire	1462	Tammy Wilson	1492	Lisa Wright
1373	Casey Vassey	1403	Felicia Weathers	1433	Tobi Whitten	1463	Vicki Wilson	1493	Stacy Wright
1374	Ruby Vaughn	1404	Melissa Weaver	1434	Annabelle Whittenburg	1464	Wayne Wilson	1494	Tawnya Wright
1375	Lacynda Velazquez	1405	Sara Weaver	1435	Bethany Wilcox	1465	Mia Winder	1495	Dovie Wynkoop
1376	Pam Veler	1406	William Weaver	1436	Diann Wilcox	1466	Tina Winters	1496	Treva Yeatman
1377	Lindsay Vest	1407	Carolyn Webb	1437	Emma Wilcox	1467	Ronna Witzel	1497	Holly York
1378	Anna Viar	1408	Christina Webb	1438	Hailey Wilcox	1468	Joyce Wolf	1498	Jeffrey Young
1379	Vicky Vicars	1409	Ashley Webb-Grabe	1439	Lois Wilcox	1469	Virginia Womack	1499	Teresa Young
1380	Kimberly Vickers	1410	Rebecca Welch	1440	Kimberli Wilcoxon	1470	John Womble	1500	Corey Zumstein