

Axel & Associates, Inc.

MANAGEMENT CONSULTANTS

March 26, 2014

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MAR 28 2014

HEALTH FACILITIES &
SERVICES REVIEW BOARD

Mr. Michael Constantino
c/o Illinois Health Facilities and
Services Review Board
525 West Jefferson
Springfield, IL 62761

RE: Project 12-099
Northwestern Medical Faculty Foundation
Dialysis Center

Dear Mike:

Please forward all future correspondence related to the above-referenced project to:

Thomas L. Weinberg
Sr. Vice President & General Counsel
U.S. Renal Care, Inc.
2400 Dallas Parkway
Suite 350
Plano, TX 75093

Sincerely,


Jacob M. Axel