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**HEALTH FACILITIES &  
SERVICES REVIEW BOARD**

September 3, 2013

By Federal Express and Electronic Mail

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 W. Jefferson, Second Floor  
Springfield IL 62761

Re: Project #s 13-041, 13-042, 13-043 and 1-044

Dear Ms. Avery:

Please find attached forty (40) letters of support submitted in connection with the above-referenced change of ownership applications. These letters are submitted on behalf of individuals and organizations that have worked with Vanguard in connection with its four Chicagoland hospitals.

Sincerely,

A handwritten signature in black ink, appearing to read "Esther Corpuz", with a large, looping flourish at the end.

Esther Corpuz  
Regional Vice President  
Government & Community Affairs



# ALIVIO MEDICAL CENTER

*An Active Presence for a Strong Community*

*Executive Director*  
Carmen Velásquez

**BOARD OF DIRECTORS** August 28, 2013

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Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

*First Vice President*  
Esther Corpuz  
Vice President of  
Government &  
Community Affairs  
Vanguard Health Systems  
Chicago Market

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West  
Suburban-hospitals-to-Tenet-Healthcare

*Second Vice President*  
Nancy Villafranca  
Education Programs Director  
National Museum of  
Mexican Art

Dear Administrator Avery,

Please convey my support for Vanguard Health Systems request for a Certificate of Need  
pertaining to the merger with Tenet Healthcare.

*Treasurer*  
Wayne Muldrow  
Senior Attorney  
Northern Trust Company

For over two decades the Alivio Medical Center has been committed to serving Chicago by  
providing access to quality, cost-effective health care to the Latino community, predominately  
Mexican, the uninsured and underinsured, and those who all too often are ignored or go  
neglected.

*Secretary*  
Mary Lebold, Ed.D., RN  
Executive Director  
Chicago Bilingual  
Nurse Consortium

Alivio Medical Center has a strong partnership with MacNeal Hospital in Berwyn and has worked  
together in recent years to provide healthcare for those in need. It's important that these  
hospitals remain a trusted partner in our community.

Ann Garcelon, M.D.  
Internist  
Mercy Hospital and  
Medical Center  
  
Mary Esther Hernández

Glacomo Mancuso  
Consultant

I have seen first-hand the commitment that the staff and administration at MacNeal have on our  
neighborhoods and residents. They share their resources and work with us to train our staff,  
making us all more effective care givers. Most importantly, they work tirelessly to help find a  
medical home for patients in need.

Peter Martinez  
Director, UIC  
Center for School Leadership

I support this change of ownership and welcome the merger as an investment in our community  
and a sign of Vanguard's continued commitment to Chicago. I am excited that the neighbors and  
patients of Vanguard will have the same types of benefits under the new partnership.

Gall Peace, MBA, MHA  
President and CEO  
Ludi, Inc.

Patricia Rebollado

Socorro Velazquez

Sara Zufiga-Lopez

Vanguard has stepped up to the plate to meet the needs of patients. I urge the board to do the  
same and approve this application.

Sincerely,

Carmen Velasquez  
Executive Director

Chicago, Illinois  
2355 South Western Avenue  
966 West 21st Street  
2400 South Marshall Boulevard  
3120 South Kostner Avenue  
1940 West 18th Street

Cicero, Illinois  
4842 West Cermak Road

[www.aliviomedicalcenter.org](http://www.aliviomedicalcenter.org)  
(312) 829-6303 Phone  
(312) 829-6375 Fax

**NCLR**  
NATIONAL COUNCIL OF LA RAZA



HEARTLAND  
HEALTH CENTERS  
HEALTHCARE FROM THE HEART



August 29, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

Weiss Memorial Hospital is an important partner of Heartland Health Centers and for the communities of Chicago's north side. As a federally qualified, non-profit health center, we provide primary medical, dental and mental health care at 11 locations and are proud to partner with Weiss to provide important services to our communities. We are encouraged by the benefits of a merger between Vanguard and Tenet Healthcare and encourage the Illinois Health Facilities and Services Review Board's support of the Certificate of Need application.

Heartland's mission is to provide comprehensive care to underserved people throughout the north side of Chicago. Our partnership with Weiss allows for us to offer expanded services to our patients, 50 percent of whom are uninsured adults. Weiss works with our health center to provide X-rays for our patients. Additionally, we provide primary care services for those who visit the hospital's emergency room with illnesses or ailments that could be treated by a primary care provider.

Our relationship with Weiss assists us in providing a medical home for those in need of primary care, oral health and mental health services to all members of the community. The larger national network which will be available to Weiss and its staff will also give us access to a larger library of resources to continue providing critical healthcare in our service area.

I appreciate your time and consideration and offer my strong support for Vanguard and Tenet's Certificate of Need application.

Sincerely,

Gwenn Rausch  
CEO  
Heartland Health Centers



**Administrative Office**  
 14 Lake Street  
 Oak Park, Illinois 60302  
 t. 708.383.0113  
 f. 708.383.1378

August 27, 2013

Ms. Courtney Avery, Administrator  
 Illinois Health Facilities and Services Review Board  
 525 West Jefferson  
 Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

I write to support Vanguard Health Systems, Inc. request for a Certificate of Need pertaining to the merger with Tenet Healthcare.

PCC Community Wellness Center's mission is to improve health outcomes for the medically underserved community through quality, affordable, and accessible primary health care and preventative services. PCC serves the needs of all people in all stages of life, and provides medical care to underserved communities, specifically care to Medicaid patients and those with no insurance.

PCC has ten health centers, serving nine Chicago Community Areas on the west side, and the near west suburbs and provides care at Vanguard West Suburban Medical Center and Vanguard Westlake Hospital.

Over the years, Vanguard has been an excellent hospital partner, and worked closely with us to provide many services, specifically committed to underserved medicine. We appreciate the relationship and hope that continues, as it is a critical need for the community.

The approval of this Certificate of Need is critical to the future of these hospitals, and services provided to these underserved communities. I look forward to Tenet's commitment to maintain the relationship and services to the community.

Please convey my support for Vanguard Health Systems and I urge the Board to do the same.

Sincerely,



Robert J. Urso  
 President and CEO

<b>Austin Family Health Center</b>	5425 W. Lake Street	Chicago, Illinois 60644	t. 773.378.3347	f. 773.378.4028
<b>Erie Court Health Center</b>	1 Erie Court, Suite 6040	Oak Park, Illinois 60302	t. 708.386.1301	f. 708.386.3053
<b>Lake Street Family Health Center</b>	14 Lake Street	Oak Park, Illinois 60302	t. 708.383.0113	f. 708.383.9911
<b>North Avenue Family Health Center</b>	675 W. North Avenue, Suite 202	Melrose Park, Illinois 60160	t. 708.406.3040	f. 708.406.3059
<b>Salud Family Health Center</b>	5359 W. Fullerton Avenue	Chicago, Illinois 60639	t. 773.836.2785	f. 773.836.7381
<b>South Family Health Center</b>	6030 W. Roosevelt Road	Oak Park, Illinois 60304	t. 708.386.0845	f. 708.386.8472
<b>Walk-In Wellness Center</b>	1044 N. Francisco Avenue	Chicago, Illinois 60622	t. 773.292.8348	f. 773.292.8343
<b>West Town Family Health Center</b>	1044 N. Mozart Street, Suite 203	Chicago, Illinois 60622	t. 773.292.8300	f. 773.292.2601

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ENERGY

LEGISLATIVE RESEARCH UNIT  
COMMISSION

ILLINOIS STATE SENATOR  
**MARTIN A. SANDOVAL**  
11<sup>TH</sup> LEGISLATIVE DISTRICT

September 3, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 62761

Re: Certificate of Need Application for a change in ownership of West Suburban Medical Center,  
Westlake Hospital, Weiss Memorial Hospital and MacNeal Hospital

Dear Administrator Avery,

I write to express my support for the Certificate of Need application for the merger between Vanguard Health Systems and Tenet Healthcare Corporation. The confirmation of this merger would allow for a seamless transition for the four Chicagoland Vanguard hospitals that would join an incredible network of experts and resources as part of the Tenet system. I ask that you and your colleagues at the Illinois Health Facilities and Services Review Board approve the application when it is considered at your September meeting.

One of the Vanguard facilities affected by the merger is MacNeal Hospital, previously in my district and now located near my district in Berwyn. For nearly a century, this facility has cared for the surrounding communities not only in the hospital, but through ten primary care centers, a resource library, a school for at-risk children and numerous other programs. The family-focused care at MacNeal has made the facility and its staff well respected among the community. It is no surprise so many groups and individuals have submitted to the Board letters of support for the merger.

I am glad to know that the merger will allow for continuity in hospital leadership and that Tenet has committed to preserving existing at all four Vanguard facilities for a minimum of two years. Expanding the existing network will serve to better the community, as hospitals will be in a better position to reach favorable agreements with managed care providers, drug companies and medical device makers.

Thank you for taking the time to consider this important matter to not only my community, but the entire Chicagoland area. This merger will be a positive influence on the healthcare capabilities of our four area hospitals, allowing them to provide the very best care for all in the community.

Please do not hesitate to contact me should you wish to discuss further.

Sincerely,

A handwritten signature in black ink, appearing to read "Martin A. Sandoval".

Hon. Martin A. Sandoval

111 STATE CAPITOL  
SPRINGFIELD, ILLINOIS 62706  
217/782-5304 PHONE  
217/558-6006 FAX

6500 S. PULASKI ROAD  
CHICAGO, ILLINOIS 60629  
773/581-8000

6014 S. CENTRAL AVENUE  
CHICAGO, ILLINOIS 60638  
773/581-1313

5807 W. 35TH STREET  
CICERO, ILLINOIS 60804  
708/656-2002 PHONE  
708/656-7608 FAX



Connecting Older Adults with Community-based Resources and Options

September 3, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 W. Jefferson, Second Floor  
Springfield IL 62761

Re: Certificate of Need Application for a Change in Ownership of MacNeal Hospital,  
Weiss Hospital, West Suburban Medical Center, and Westlake Hospital

Dear Administrator Avery,

I am writing to express my support for Vanguard's Certificate of Need Application for a change in ownership for the Vanguard hospitals that serve west suburban Cook County Illinois. AgeOptions is the area agency on aging under the U.S. Older Americans Act and Illinois Act on Aging serving suburban Cook County Illinois.

The Medical Centers affected by this initiative are MacNeal Hospital in Berwyn, Westlake Hospital in Melrose Park, and West Suburban Medical Center in Oak Park, Illinois. All three are major community institutions that provide leadership and care for older persons in their immediate and surrounding areas. We have worked with these Medical Centers in various capacities over the years including as a pilot site for our Affordable Health Care Act Community-based Care Transitions Program supported by CMS offering pre- and post-discharge assistance to vulnerable patients that risk avoidable readmission without one on one support (Offered to patients of MacNeal with community partner Solutions for Care); strong collaboration with Westlake Hospital around the reporting and support of suspected elder abuse and neglect situations observed by the hospital and reported to Solutions for Care (this program was recently expanded to investigate possible abuse for those age 18 and over who require Protective Services); and professional involvement and support from West Suburban Hospital to our Senior Medicare Patrol and other AgeOptions Programs.

We appreciate the information you provided to us related to the experience and commitment to quality acute health care by Tenet Healthcare, and we look forward to sustaining the involvement of Tenet in community wide health promotion and disease prevention that may include a number of AgeOptions and our community partners services and programs.

Please do not hesitate to contact me if you have questions related to AgeOptions, our program or potential joint efforts that may evolve with Tenet Healthcare and the suburban Cook County Aging Services Network.

Sincerely,

A handwritten signature in black ink that reads "Jonathan Lavin". The signature is fluid and cursive, with the first name being more prominent.

Jonathan Lavin, President

The Area Agency on Aging of Suburban Cook County, since 1974

1048 Lake Street, Suite 300  
Oak Park, Illinois 60301-1102

phone (800)699-9043  
(708)383-0258

Fax (708)524-0870 www.ageoptions.org  
TTY (708)524-1653



**ELIZABETH A. PECHOUS**  
*Township Supervisor*  
*President, Board of Health*

**TOWNSHIP OF BERWYN**  
**PUBLIC HEALTH DISTRICT**

*"A TRADITION OF SERVICE"*

6600 W. 26th Street • Berwyn, IL 60402  
www.toi.org/BerwynTownship  
708-788-6600 • Fax: 708-788-0432



**THOMAS J. PAVLIK**  
*Town Clerk/Secretary*

**ALAN J. KVETON**  
*Assessor/Treasurer*

August 29, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

I am writing to you and your colleagues on the Illinois Health Facilities and Services Review Board in support of the Certificate of Need application regarding the merger between Vanguard Health Systems and Tenet Healthcare. The Berwyn Public Health District has formed a valuable partnership with MacNeal Hospital and we look forward to seeing that partnership continue under Tenet's ownership.

Berwyn Township was one of the first townships in Illinois to form its own Public Health District, an effort that was supported by Dr. Arthur MacNeal himself. Today, our partnership with MacNeal Hospital has allowed us to ensure residents have access to the health screenings as well as preventative care and immunizations they need to stay healthy.

We are proud to work with MacNeal Hospital's assistance to serve low income families in our area. As MacNeal Hospital has changed through the years, its commitment to the community has always remained the same. It is imperative that Vanguard's four Chicagoland hospitals remain committed to their respective communities. I am pleased to know Tenet shares this commitment to the communities in which it operates.

Thank you for your time and consideration of this important issue. I am certain this merger will allow for continued partnerships that benefit members of my community and others.

Sincerely,

Elizabeth A. Pechous  
President  
Berwyn Township Board of Health



# OAK PARK TOWNSHIP SENIOR SERVICES

130 SOUTH OAK PARK AVENUE, OAK PARK, ILLINOIS 60302

*Supervisor*

F. David Boulanger

*Clerk*

Gregory P. White

*Assessor*

Ali ElSaffar

*Collector*

Sarah E. Arnett

*Trustees*

Clarmarie I. Keenan

Eric Davis

Dorothy M. Reid

James J. Taglia

*Telephone*

708-383-8060

*Facsimile*

708-383-5168

*E-mail*

seniors@  
oakparktownship.org

*Website*

www.  
oakparktownship.org

August 27, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

I am pleased to offer my support for the merger between Vanguard Health Systems and Tenet Healthcare and I encourage you and your colleagues to consider the application associated with this merger.

Oak Park Township assists residents by providing a variety of governmental services and resources, with a special emphasis on advocacy and partnerships in human services that benefit at-risk youth and senior citizens as well as mentally ill and financially struggling community members. We have a wide variety of programs for seniors including transportation, meal programs, case management, Chore, LIHEAP, SHIP and SHAP.

We have established a great partnership with Vanguard through our contract with the Illinois Department on Aging at Vanguard West Suburban Medical Center, offering nursing home screenings, the Community Care Program, Home Delivered Meals and other in home services to the local community.

It is important to me that this merger provides for a smooth transition for the patients and employees at each of the hospitals and for the continuation of Tenet's commitment to preserving the programs and existing services in the local community.

Thank you for your time and consideration and I am confident this merger will provide even further opportunities for members of the community in Oak Park and River Forrest to remain healthy through the services provided.

Sincerely,

Desiree Scully-Simpkins, MA  
Director of Senior Services



The Village of Oak Park  
708.383.6400  
Village Hall  
Fax 708.383.9584  
123 Madison Street  
www.oak-park.us  
Oak Park, Illinois 60302-4272  
village@oak-park.us

August 28, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

Health departments in cities across Chicagoland work with local hospitals to ensure the health and well-being of our residents. As the Director of the Oak Park Department of Public Health, I am proud of the partnership we have with nearby West Suburban Medical Center and look forward to working with the center's staff under the ownership of Tenet Healthcare.

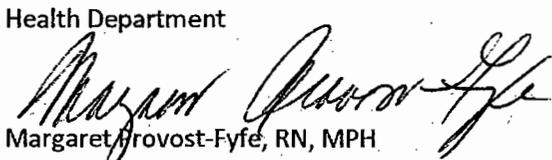
Our Health department works to protect the Oak Park community from preventable death, disease, illness and injury as well as prepare our residents for emergencies or natural disasters. Our partnership with West Suburban allows us to communicate the risks or needs of those with sexually transmitted infections and communicable diseases, as well as develop a plan for a concerted effort to respond to emergencies and natural disasters.

The work of the Public Health Department relies on communication and cooperation with local hospitals. I am confident that Tenet's commitment to preserving existing services and local leadership at West Suburban will lead to a continued partnership to benefit our residents.

Thank you for your time and for extending my support of the merger between Vanguard Health Systems and Tenet Healthcare to the members of the Illinois Health Facilities and Services Review Board.

Sincerely,

The Village of Oak Park  
Health Department

  
Margaret Provost-Fyfe, RN, MPH



**PROVISO**

*Township Mental Health Commission*

4565 WEST HARRISON STREET • 3<sup>rd</sup> FLOOR • HILLSIDE, ILLINOIS 60162 • PHONE 708/449.5508 • FAX 708/449.6421

August 29, 2013

**BOARD OF  
COMMISSIONERS**

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*COMMISSIONER*

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**COMMISSION ATTORNEY**  
**DEL GALDO LAW GROUP, LLC**

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

I am writing to support the Certificate of Need necessary to approve the merger of Vanguard Health Systems with Tenet Healthcare.

The Proviso Mental Health Commission provides financial assistance to agencies that provide prevention and treatment services to township residents in the areas of mental health, developmental disabilities, substance use disorder and medical services as they relate to behavioral health.

Vanguard's Westlake and MacNeal Hospitals have been important institutions in our community. We have been a partner with Vanguard specifically to provide services through our Police Social Work Program, where social workers respond to in-home crisis and are able to take patients to Vanguard hospitals for further treatment.

We have developed a great relationship and network with Vanguard, and look forward to strengthening that network with the new acquisition. It's imperative that we continue to provide service to the local communities in Chicago's western suburbs.

I feel it's vitally important that the hospitals remain serving its mission in our communities and support this change of ownership and urge you to do the same.

Sincerely,

  
Jesse Rosas  
President  
Proviso Mental Health Commission

**DEDICATED TO THE SPECIAL NEEDS OF OUR COMMUNITY**

# Solutions for Care

7222 West Cermak Road, Suite 200  
North Riverside, Illinois 60546  
Phone: 708-447-2448  
Fax: 708-447-2445  
[www.solutionsforcare.org](http://www.solutionsforcare.org)

August 27, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal Hospital, Weiss Memorial Hospital, Westlake Hospital, and West Suburban Medical Center to Tenet Healthcare

Dear Administrator Avery,

I am writing to you in support of Vanguard Health Systems' request for a Certificate of Need pertaining to the merger with Tenet Healthcare.

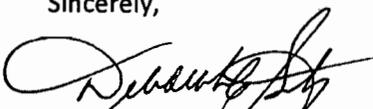
At Solutions for Care, formerly the Berwyn Cicero Council on Aging, we have spent the past 41 years working within our community to address the needs of the elderly and the families who care for them. From the beginning MacNeal Hospital has been a supporter of our work and an important connection for our clients.

We have established a great partnership with MacNeal and Westlake Hospitals. Currently we have office space at MacNeal for the Aging Resource Center where we provide information and resources for staff, patients and their families. SFC also participates in a wide variety of community events with the hospital and local community, including the Go Healthy event. We also work with the Senior Center at Westlake to provide information and resources to the seniors in the surrounding communities.

Our relationship is important as we have been able to work closely with the staff and develop an understanding for how community services and healthcare go hand-in-hand. Our partnership continues to grow as we are partners with MacNeal in a Care Transitions Grant from the Centers for Medicare and Medicaid that began in 2011.

I look forward to Tenet's enthusiasm about working with the community and their commitment to keeping these partnerships moving forward. MacNeal and Westlake Hospitals are crucial partners of Solutions for Care and I believe this merger offers a tremendous opportunity for the hospital and the surrounding community.

Sincerely,



Deborah C. Sitz RN, MS  
Executive Director  
Solutions for Care

# VANGUARD | MACNEAL HOSPITAL

MacNeal Hospital  
3249 South Oak Park Avenue  
Berwyn, Illinois 60402  
(708) 783-9100  
[www.macneal.com](http://www.macneal.com)

September 2, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Certificate of Need Application for a change in ownership of West Suburban Medical Center, Westlake Hospital, Weiss Memorial Hospital and MacNeal Hospital

Dear Administrator Avery,

I am in strong support of Vanguard Health Systems' request for a Certificate of Need pertaining to the merger with Tenet Healthcare. As a Nurse Manager at MacNeal Hospital, I have a unique perspective on the services the hospital provides, its important role in the community and the benefits I believe will come about to our medical staff, employees and patients as a result of the merger.

My career as a nurse at MacNeal began 13 years ago, first as a nurses aide in 2000. I graduated from my nursing program and was hired as a nurse, a position which I held for six years and eventually was promoted to the role of clinical coordinator.

Throughout my career, I have had enormous support from MacNeal and the entire network at the hospital. For example, Vanguard covered 100 percent of my tuition for nursing school and I was also able to receive orthopedic certification under the same reimbursement program. My involvement in the hospital's emerging leaders program paved the way for me to become a manager by giving me the skills necessary to be a clinical coordinator, improve my leadership skills and acquire knowledge on how to budget and manage staffing. I have also benefited from great mentors at MacNeal and a network of support throughout Chicagoland.

I believe high quality nursing is a major driver and contributor to making a hospital great. I know through this merger with Tenet we will continue to offer nursing services that are among the best in the region and state. Our staff will also have access to a broader national network of support where we can learn from best practices which will reinforce and strengthen the high level of care we already provide to our patients.

Thank you for your consideration of my letter, and I hope you will join me in supporting Vanguard's merger with Tenet.

Sincerely,



Sonia Esparza  
Resident Nurse



4646 North Marine Drive | Chicago, Illinois 60640 | www.ChicagoOrtho.com | 888.503.ORTHO (6784)

September 3, 2013

**HENRY FINN, MD, FACS**  
Adult Reconstruction  
Medical Director, Chicago Center for Orthopedics  
Professor, University of Chicago

**KRIS ALDEN, MD, PhD**  
Adult Reconstruction  
Huntsdale Orthopedics

**DANIELLE DASS, MD**  
Primary Care Sports Medicine

**SARKIS BEDIKIAN, DO**  
Adult Reconstruction, Trauma, Sports Medicine  
Vanguard Medical Group

**JOHN CHERF, MD**  
Sports Medicine

**JAMES COHEN, MD**  
Adult Reconstruction, Sports Medicine  
Clinical Assistant Professor, University of Illinois

**BENJAMIN DUMB, MD**  
Sports Medicine  
Clinical Instructor, Loyola University

**YASSER FARID, MD, PhD**  
Adult Reconstruction, Oncology  
Assistant Professor, University of Illinois

**THEODORE FISHER, MD, MS**  
Spine

**BENJAMIN GOLDBERG, MD**  
Shoulder & Elbow  
Clinical Assistant Professor, University of Illinois

**MARK GONZALEZ, MD**  
Hand, Adult Reconstruction  
Professor, Chairman, University of Illinois

**PURNENDU GUPTA, MD**  
Spine  
Vanguard Medical Group

**SHERWIN HO, MD**  
Sports Medicine  
Associate Professor, University of Chicago

**ELDIR KARAKOVIC, MD, PhD**  
Spine  
Clinical Assistant Professor, University of Chicago

**ARI I. KAZ, MD**  
Foot & Ankle  
Clinical Assistant Professor, University of Illinois

**ALAN LEAGUE, MD**  
Foot & Ankle  
Clinical Assistant Professor, University of Illinois

**GABRIEL S. LEVI, MD**  
Knee Reconstruction, Sports Medicine  
Clinical Assistant Professor, University of Illinois

**ROBERTO LEVI, MD**  
General Orthopedics  
Clinical Assistant Professor, University of Illinois

**THOMAS MCNALLY, MD**  
Spine  
Suburban Orthopedics

**ALFONSO MEJIA, MD**  
Hand & Wrist, Elbow  
Clinical Assistant Professor, University of Illinois

**KRZYSZTOF SIEMONOW, MD**  
Spine  
Assistant Professor, University of Illinois

**CHARLES SLACK, MD**  
Spine

**TOM SMITH, DO**  
Adult Reconstruction

**PETER SHITOVSKY, MD**  
Hand

**CRAIG WESTIN, MD**  
Sports Medicine, Adult Reconstruction  
Clinical Assistant Professor, University of Illinois

**PRESTON WOLIN, MD**  
Sports Medicine  
Clinical Assistant Professor, University of Illinois

**LAWRENCE ZACHARY, MD**  
Reconstruction Surgery, Hand  
Associate Professor, University of Chicago

**Ms. Courtney Avery, Administrator**  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 62761

Re: Certificate of Need Application for a change in ownership of West Suburban Medical Center, Westlake Hospital, Weiss Memorial Hospital and MacNeal Hospital

Dear Administrator Avery:

As the Illinois Health Facilities and Services Review Board prepares for its upcoming meeting on September 24, 2013, I encourage you to approve the four pending Certificate of Need Applications submitted by Vanguard Health Systems. It is with great pleasure that I am able to write in support of the merger and applications.

I currently serve as the Chief of Orthopedics and Chairman of Surgery at Weiss Memorial Hospital, as well as the Medical Director of the University of Chicago Bone and Joint Center at Weiss and am a Professor of Orthopedic Surgery at the University of Chicago. In these roles, I lead the orthopedic surgery team at Weiss and have helped build the strong program that currently exists.

Weiss has a strong reputation as a top orthopedic surgery center in Chicago and Illinois. It is one of the reasons why I am proud to pioneer the Finn Knee System, which has been recognized as one of the most significant advancements in the field of orthopedics in the last century in the millennium edition of Orthopedics Today, as well as by the American Academy of Orthopedic Surgeons as one of the more notable orthopedic innovations in the 75 years of their existence.

An additional point of pride I take in working at Weiss is the hospital's commitment to a high level of quality care for our patients, as well as the role we play as a partner with the community we serve. There are countless programs going on inside the hospital and throughout the community every day. Weiss epitomizes the definition of community hospital – and I am proud to be a part of the institution.

I and our medical team are excited by the possibilities that can come from Vanguard's upcoming merger with Tenet. We are at the cutting edge of orthopedic care at Weiss and believe we can offer a lot in experiences and knowledge to Tenet's very large national network of surgeons and orthopedists. Additionally, we will also be able to learn from their backgrounds and experiences, resulting in continuing improvements to the care we are able to provide to our patients.

I hope you share my enthusiasm and encourage you to approve the applications.

Sincerely,

A handwritten signature in black ink, appearing to read "Henry Finn". The signature is written in a cursive, flowing style.

Henry A. Finn, M.D., F.A.C.S.

Chief of Orthopedics, Weiss Memorial Hospital

Chairman of Surgery, Weiss Memorial Hospital



**GARCIA LIFE PARTNERS, Ltd.**

---

BERNARDINO GARCIA, M.D.  
ROBYN M. GARCIA, M.D.

5101 South Kildare  
Chicago, Illinois 60632  
Telephone: (773) 735-5600

August 29, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

I am writing to you and your colleagues on the Illinois Health Facilities and Services Review Board to encourage your support of the Certificate of Need application in the merger between Vanguard Health Systems and Tenet Healthcare. As a member of MacNeal Hospital's medical staff, I am supportive of efforts that will expand the breadth of expertise and resources available to the hospital and the surrounding community.

One of MacNeal's many strengths is its high quality service in the densely populated areas of West Chicago and the near western suburbs. MacNeal's high level of care assures me that it is the best place to send my patients when they are in need of hospital services. The hospital is clean, efficient, and most importantly, a safe place for patients.

I am supportive of Vanguard's merger with Tenet because I believe MacNeal and the three other Vanguard facilities in Chicagoland will benefit from having additional assets, consultations and more communication among hospitals in different parts of the country. As part of a broader national network, MacNeal's staff and patients will continue to receive the type of care they expect and the hospitals will continue to prosper.

I appreciate your time and consideration of my letter and encourage your support to ensure MacNeal continues to provide impeccable care to its patients.

Sincerely,

Bernardino Garcia, M.D.

August 28, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban Hospitals to Tenet Healthcare

Dear Administrator Avery,

In my 10 year career at Weiss Hospital, managing the Internal Medicine Residency, Podiatry Residency and the hospital based physicians – Infectious Disease, ICU and Family and Sports Medicine, I am pleased to offer my support for the merger between Vanguard Health Systems and Tenet Healthcare.

I have had the opportunity to expand my expertise and manage many different specialties, open and move many centers, as well as close centers. The Residency Center provides services to our community that patients may not otherwise seek due to financial hardships, as well as satisfy the educational requirements for the Residency program.

At Weiss, we work with counseling centers in our area to provide medical care to patients with psychiatric issues becoming their primary care physicians. We provide a place where the case workers assigned to each patient can have their patients evaluated and medical issues addressed. We service our community. We are committed to the community.

I look forward to continuing to grow programs with the merger and to continue to better serve our community under their new ownership. I support this change of ownership and encourage you to do the same.

Sincerely,



Elizabeth Hines,  
Practice Manager

# VANGUARD | WEST SUBURBAN MEDICAL CENTER

September 3, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Certificate of Need Application for a change in ownership of West Suburban Medical Center,  
Westlake Hospital, Weiss Memorial Hospital and MacNeal Hospital

Dear Administrator Avery,

I am writing to ask for your support of the Certificate of Need application submitted by Vanguard Health Systems and Tenet Healthcare. The merger will strongly benefit West Suburban Medical Center, and our capability to continue offering patients thorough and effective healthcare.

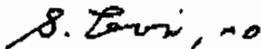
West Suburban was my top choice for residency, where I spent 1993 - 1996, then became faculty, and then program director in 2005. During my 21 years in the hospital system and my work with Vanguard, I have had the chance to influence the ushering in of many initiatives, while training exceptional new physicians, feeding a pipeline for primary care.

I was fortunate to have been selected as one of two physicians at West Suburban Medical Center, over the last four years, to be part of the Vanguard Leadership Academy. This provided me the chance to meet with senior-most leadership within Vanguard and participate within teams, devising quality improvements that would impact our system and be felt throughout the organization. In this role I had the opportunity to learn about Vanguard both inside and out, while being a major contributor to innovative thinking and planning. Of particular import were primary care redesign and the "One Voice" initiative to establish a thriving culture for all employees.

Vanguard's merger with Tenet provides our physicians and patients unique access to one of the largest healthcare providing networks in the country. Through the merger we will be able to access best practices, and continue bringing to scale operations such as electronic health records and supply chain. This will further enable us to deliver the care we want, and our patients demand.

I am in full support, and look forward to this new venture for West Suburban Medical Center. I hope you share my optimism and will support this merger.

Sincerely,



Scott A. Levin, MD  
Family Medicine Residency Program Director  
West Suburban Medical Center

August 29, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

I am writing to share my wholehearted support for the Certificate of Need regarding the merger between Vanguard Health Systems and Tenet Healthcare. As Chief of Staff of Westlake Hospital, I am confident this merger will benefit not only Westlake's staff, but also the community we serve.

In my 15 years at Westlake, I have seen our community hospital provide great services to the residents in our neighborhood and its surrounding areas. At our hospital, patients find superior physicians, medical staff and nurses who set us apart from other hospitals in the surrounding area. Our staff at Westlake also benefits from the camaraderie provided by our team.

Tenet's more than 100 hospitals across the country will bring to the table an extensive roster of medical professionals with experience, knowledge and expertise that will allow the staff at Westlake and its three sister hospitals in the Chicago area to continue providing exemplary service to our communities.

Thank you for your time and consideration of my letter. I look forward to working with Tenet leadership to ensure the staff and patients at Westlake receive top-level care from a national healthcare network within their own communities.

Sincerely,

  
Makis Limperism M.D.  
Chief of Staff  
Westlake Hospital

August 29, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Certificate of Need Application for a change in ownership of West Suburban Medical Center,  
Westlake Hospital, Weiss Memorial Hospital and MacNeal Hospital

Dear Administrator Avery,

I am writing in strong support of the Certificate of Need application submitted by Vanguard Health Systems and Tenet Healthcare and urge you to approve the measure at your September meeting.

It has been nearly 30 years since I first began working at West Suburban in 1985. My career started at the hospital as a Manager of Pharmacy and I became the Director in 1998. In 2013, my responsibilities expanded to include the Westlake Hospital Pharmacy. The time I have spent at West Suburban and Westlake has given me a unique opportunity to see firsthand the quality of medical care and the types of professionals who provide it.

What stands out the most is how progressive the medical staff is at West Suburban. The opportunity often arises where our doctors take a creative and unique approach to the practice of medicine. These innovative methods are not only tolerated but encouraged by the hospitals culture of care. The compassionate men and women I work alongside treat their patients as if they were friends or family members. They care deeply for their wellbeing and want to provide the best care available and get them back on their feet as quickly and safely as possible.

Working at West Suburban and Westlake Hospitals has been a true privilege and has contributed to my professional development as a pharmacist. I am extremely grateful for the ability to focus on the areas of medicine where I excel which in turn helps the hospital's productivity and efficiency.

Vanguard's merger with Tenet is a special opportunity for our four hospitals to join a larger healthcare system. I believe the merger will help increase the flow of information between pharmacy and medical staff throughout the network where we will be able to share best practices and learn from one another – a true benefit to our patients.

August 29, 2013

Page 2 of 2

I am confident that West Suburban Medical Center will continue to thrive under Tenet's management and we will continue to improve our quality of healthcare we provide the community. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Ann E. Montgomery". The signature is fluid and cursive, with a large initial "A" and "M".

Ann E. Montgomery  
Director of Pharmacy  
West Suburban Medical Center and Westlake Hospital

/em

# VANGUARD | MACNEAL HOSPITAL

MacNeal Hospital  
3249 South Oak Park Avenue  
Berwyn, Illinois 60402  
(708) 783-9100  
[www.macneal.com](http://www.macneal.com)

September 3, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 62767

Re: Change of ownership application for Vanguard's MacNeal Hospital, Weiss Memorial Hospital, Westlake Hospital, and West Suburban Medical Center to Tenet Healthcare

Dear Administrator Avery,

I write to support Vanguard Health System's request for a Certificate of Need pertaining to the merger with Tenet Healthcare. My experience at MacNeal hospital under Vanguard's management has allowed me to grow as a medical professional. The proposed merger, I believe, will open new doors to additional resources and opportunities to help the people we serve.

Throughout my 33 years at MacNeal, I've been very active in working with the hospital's administrative staff and striving to make our system function as efficiently as possible. I served three terms as the Nursing Staff President and during that time I focused on the development of the Nursing Liaison Council and its leaders, developed an orientation for staff nurse leaders and was looked to in Vanguard as a voice of leadership on behalf of my colleagues.

My experience here hasn't been solely for my own growth and professional development, but also for those with whom I work. Creating communication guidelines for nurses and physicians, organizing prep courses for board certification exams and strengthening the working relationship between nurses and the rest of the medical staff were ways that MacNeal could continue to evolve and establishing a culture of dedicated medical care.

I am very excited to be part of a larger system with additional resources and I am excited that Tenet will help further our mission to provide quality service to underserved populations.

Sincerely,

*Patricia M. Peck RN BSN CMSRN*

Patricia Peck  
Certified Registered Nurse  
MacNeal Hospital

# Chest Medicine Consultants, S.C.

Pulmonary Medicine  
Critical Care Medicine  
Pulmonary September 3, 2013  
Long Term Ventilator Management  
Sleep Disorders

Mailing Address:  
2800 North Sheridan Road, Chicago, Illinois 60657  
(773) 935-5556  
Fax (773) 935-2724

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 62761

*Re: Certificate of Need Application for a change in ownership of West Suburban Medical Center, Westlake Hospital, Weiss Memorial Hospital and MacNeal Hospital*

Dear Administrator Avery:

I am writing to register my support for the pending Certificate of Need Application submitted by Vanguard Health Systems related to the ownership of Westlake Hospital, West Suburban Medical Center, Weiss Memorial Hospital and MacNeal Hospital.

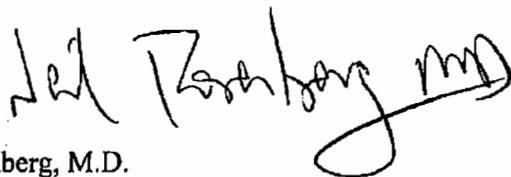
I am a pulmonary and critical care physician and serve as the Medical Director of the Intensive Care Unit at Westlake and Respiratory Therapy. I have been on staff since 1984 and am a past president of the hospital's medical staff. I am also a co-chair of the PLC Committee and a member of the Regional Critical Care Committee.

Keeping the hospital open and functioning has been - and continues to be - my main concern. I am thankful for all Vanguard has done and am very appreciative of Tenet's commitment to keep the hospital open and maintain current services for at least the next two years.

Westlake is truly a community hospital. Not only do we take care of our patients and the community, but we also each other as well. When I had a kidney stone, for example, I went to our Emergency Room, was admitted and cared for by our nursing staff and our nephrologist and urologist. We have confidence in each other, work as a team and look out for each other and our families. In fact, many of the nurses and even several of the doctors are my patients.

We want to continue that family relationship and watch the hospital grow. It is my hope a Vanguard-Tenet merger will allow us to achieve those goals.

Sincerely,



Neil Rosenberg, M.D.  
Medical Director, Intensive Care Unit  
Westlake Hospital



**STRAUSS SURGICAL GROUP ASSOC., S.C.**

4640 Marine Drive • Chicago, Illinois 60640 • 773-564-6200 Fax 773-564-6201

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August 29, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

I write to encourage you and your colleagues to support the Certificate of Need application submitted by Vanguard Health Systems and Tenet Healthcare at your September 2013 meeting. I have had a strong professional relationship with Weiss Memorial Hospital for many years, longer than any other practitioner at the hospital. Our facility is in a prime location in a fantastic community and I am confident our patients will benefit from its inclusion in Tenet Healthcare's national network.

As a practicing urologist and past President of the American Association of Clinical Urologists, I perform all my surgeries at Weiss because it is a premier medical facility with friendly staff and welcoming leadership. The hospital provides a great service by allowing private practitioners such as me to find a home on its grounds. The hospital's commitment to physicians in the community allows for improved service for all of our community's medical needs.

As a member of the Executive Committee of the Small Business Council of the United States Chamber of Commerce, I also have a deep understanding of the changing healthcare marketplace and how healthcare facilities and networks are working to improve the quality of care and services they offer patients. The merger between Vanguard Health Systems and Tenet Healthcare will better position Weiss and its sister hospitals in Chicago's marketplace.

Weiss is a great place to practice medicine. I am proud to be one of its longest-serving physicians and look forward to continuing my practice at the hospital under Tenet's leadership.

Sincerely,

Herbert Sohn, MD

President

Strauss Surgical Group Association, S.C.

August 29, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

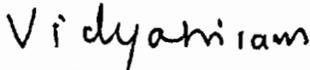
This year marks my 21<sup>st</sup> as a Physician at Westlake Hospital, and I am very proud of our continued commitment to meeting the needs of our community. I write to encourage you and your colleagues on the Illinois Health Facilities and Services Review Board to support the merger between Vanguard Health Systems and Tenet Healthcare, to allow Westlake to continue serving our community's health needs.

In the 75 years of Westlake's operation, the hospital has grown to become an important part of the Melrose Park community. Its participation in health screenings and health education at local schools exhibits a commitment to starting our children on the right path to healthy lives early on. Our employees are proud of the service we deliver, evidenced by the fact that many of our employees and their families are treated here. We are also unique in that we have two units for mental ailment treatment.

Leadership at Westlake has led the hospital in a great direction by placing our patients first and focusing on our community; I am encouraged by the commitment to quality of care and community service shown by Tenet. Westlake's staff at all levels are friendly, happy and eager to learn from one another, which I look forward to seeing continued under Tenet's leadership.

I am confident this merger will lead to expanded resources and expertise for our medical staff. This will enable our continued commitment to a congenial environment in the hospital, with the surrounding community, and to excellent patient services.

Sincerely,



Vidya Sriram, M.D., FACP  
Medical Director, Pathology  
Westlake Hospital

September 3, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 62761

*Re: Certificate of Need Application for a change in ownership of West Suburban Medical Center, Westlake Hospital, Weiss Memorial Hospital and MacNeal Hospital*

Dear Administrator Avery:

I am writing to you as the Admissions Coordinator and PPS Coordinator of Westlake's Acute Rehabilitation Center and as a recreational therapist of more than 30 years who has spent the last 16+ years working at Westlake Hospital. With this background in mind, I want to express my support for the Certificate of Need applications submitted by Vanguard Health Systems and Tenet Healthcare and encourage you and the Board to support them as well.

Westlake's Acute Rehabilitation Center serves patients who are facing significant challenges such as stroke, amputation, orthopedic problems, Multiple Sclerosis and Parkinson's Disease. Patients spend at least three hours per day in therapy and typically stay for approximately two weeks, which serves as a launching point to help get them back home.

Our staff at the Center is very much an interdisciplinary team. In addition to physical, occupational and speech therapists, we have a deep team of supporting nurses, physiatrists, dieticians and even chaplains – all who play important roles in the recovery of patients. Our comprehensive programs provide patients with the resources they need to recover quickly and get back to their regular way of life.

I and many others in the Center are looking forward to the upcoming merger with Tenet. We think this will open up and make available new resources and access to ideas and best practices which will help us improve the care we are able to provide our patients. We have already seen the benefits of being part of a larger network in just the three years of joining Vanguard. Being part of a larger network through Tenet will give us access to even more.

Thank you for your consideration. As the Board prepares to meet in September, I encourage you to support the applications.

Sincerely,



Marilyn Tense MS CTRS



September 3, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 62761

Re: Certificate of Need applications regarding change of ownership of Westlake Hospital,  
MacNeal Hospital, Weiss Memorial Hospital and West Suburban Medical Center

Dear Administrator Avery,

I write today to express my support for the merger between Vanguard Health Systems and Tenet Healthcare and encourage your support for the Certificate of Need applications to approve this merger. Having practiced medicine for 18 years, I am confident this merger will be beneficial for the leadership, medical staff and patients of the four Vanguard-owned facilities in the Chicagoland area.

As Vice President of the medical staff at Westlake Hospital, I am proud to work with a team of professionals who share an interest in serving our community. Westlake's facilities, efficient staff and excellent medical professionals set it apart from other facilities in the area.

This merger with Tenet offers a tremendous opportunity for Westlake and its sister facilities in Chicago. By becoming part of one of the nation's largest healthcare networks, our staff and patients will have access to resources and expertise previously unavailable at our four community hospitals. The new partnerships and access to additional medical experts will help us to continue providing a high level of care to Chicagoland patients and families.

I encourage you and your colleagues on the Illinois Health Facilities and Services Review Board to support this merger to benefit our hospital and the patients we serve.

Sincerely,

A handwritten signature in black ink, appearing to read "Frederick Tiesenga", with a long horizontal flourish extending to the right.

Frederick Tiesenga, M.D., Director  
Bariatric Surgery, Robotic Surgery and Minimally Invasive Surgery

# VANGUARD | WEISS MEMORIAL HOSPITAL

September 2, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Certificate of Need Application for a change in ownership of West Suburban Medical Center, Westlake Hospital, Weiss Memorial Hospital and Mac Neal Hospital

Dear Administrator Avery,

I am writing to the members of the Illinois Health Facilities and Services Review Board to strongly support Vanguard Health Systems' request for a Certificate of Need pertaining to the merger with Tenet Healthcare. As the Director of Graduate Medical Education and Volunteers at Weiss Memorial Hospital, I have had the opportunity to see first-hand how the hospital fulfills its mission to improve the way health and healthcare are delivered in our communities.

Through Vanguard's Health for Life initiative, Weiss Memorial Hospital began hosting a weekly farmer's market on site to provide community access to fresh healthy foods and to educate local school children and adults about healthy living. Success of Weiss' Farmer's Market and rooftop farm is demonstrated by the City of Chicago's decision to use the model and turn over the implantation of the city's farmer's market program to Weiss Memorial Hospital.

Through my 14 years at Weiss, I have worked with hospital leadership to cultivate relationships with volunteers, elected officials, hospital employees and community members to drive the success of programs – such as the farmers market, local health fairs, and the roof top farm that is enabling 30 refugees an opportunity to grow fruits and vegetables to feed their families –which helps people live a healthy lifestyle.

I truly believe this commitment to our community's wellbeing will continue through a stronger partnership between our neighbors and Tenet Healthcare. Community partners will have access to a broader national network of hospitals where we can identify and implement best practices for community programs that promote healthy living.

Thank you for your consideration of my letter and I hope you will join me in supporting Vanguard's merger with Tenet.

Sincerely,



Terry Tuohy,  
Director of Graduate Medical Education  
and Volunteers



Asociación Latina de Asistencia y Prevención del Cáncer de Mama  
Latina Association for Breast Cancer

August 30, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Certificate of Need application for a change in of ownership of MacNeal Hospital, Weiss Memorial Hospital, Westlake Hospital, and West Suburban Medical Center

Dear Administrator Avery,

I write to share my support for the Certificate of Need application regarding the merger between Vanguard Health Systems and Tenet Healthcare and change in ownership of Vanguard's four hospitals in Illinois. MacNeal Hospital is a crucial partner of ALAS-WINGS and I believe this merger offers a tremendous opportunity for the hospital and the surrounding community.

Our organization was founded with the goal of providing a community of support for Latina women who have been diagnosed or are recovering from breast cancer. ALAS-WINGS is dedicated to Latinas and breast cancer awareness through comprehensive education and support for all women who have been diagnosed and those who have survived are ready to live their lives to the fullest. Over the years we have established relationships with hospitals, medical facilities, Latino organizations and businesses throughout Chicagoland. Through this combination of resources ALAS has been able to support the uninsured and underserved Hispanic women and the families who care for them.

MacNeal Hospital provides not only a venue for our monthly support group meetings, but a strong partnership that allows us to increase our reach and better serve cancer patients and survivors. With the help of MacNeal staff, we help recently diagnosed patients navigate their treatment and next steps as well as provide crucial support during their time of need.

The staff at MacNeal are pioneers for welcoming the opportunity to support members of the Latino community who suffer from breast cancer. I look forward to working with leadership under their new ownership to broaden our support for the Latino community.

Sincerely,

A handwritten signature in black ink, appearing to read "Judy Guitelman".

Judy Guitelman  
Executive Director  
ALAS-WINGS



September 3, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: American Heart Association's partnership with Vanguard Health Systems in the Chicago Market

Dear Administrator Avery:

I am happy to provide you with an overview of the American Heart Association's relationship with Vanguard Health Systems and its four Chicago-area hospitals. These four Vanguard-owned facilities have been important partners of ours as we strive to accomplish our mission throughout Metropolitan Chicago.

The American Heart Association is the oldest and largest national organization dedicated to building healthier lives, free of cardiovascular diseases and stroke. Although the organization's reach is global, much of our work is accomplished at the community level. Thanks in large part to our partnership with the Vanguard facilities, we have been able to expand our reach with key constituencies in the city and suburbs, helping those most at risk improve their heart health. We were proud to partner with the hospitals as part of the "Rethink Your Drink" campaign to reduce sugar-sweetened beverages in their facilities with healthier beverage choices, and Vanguard has generously hosted our Simple Cooking with Heart demonstrations. Outside their hospital walls, Vanguard and its team have provided vital support of our Go Red for Women, Heart Ball and Heart Walk events, which reach tens of thousands of metro Chicago residents with information and tools to help them take control of their heart health.

In addition to providing resources and volunteers for our special events, Vanguard's leadership team has played a crucial role in securing support from other Chicago-area healthcare systems and their executives. This contribution of time and effort from hospital leadership and staff demonstrates the system's commitment to community service.

Our organization is proud to partner with West Suburban Medical Center, Weiss Memorial Hospital, Westlake Hospital and MacNeal Hospital and we look forward to continuing that relationship as we build healthier lives for all Chicagoans.

Sincerely,

A handwritten signature in black ink that reads "Linda Dailey Houlis". The signature is written in a cursive, flowing style.

Linda Dailey Houlis  
Executive Director  
American Heart Association

August 27, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

I am submitting this letter to voice my support of Vanguard Health Systems request for a Certificate of Need pertaining to the merger with Tenet Healthcare. The partnership we have maintained with Weiss Hospital has been tremendously helpful and beneficial to our foundation's mission and objectives and we see nothing but upside to its implementation.

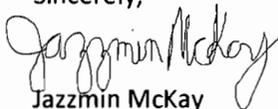
As Regional Program Manager I am responsible for overseeing the Arthritis Foundation's services throughout Illinois, Indiana, Missouri, Iowa, Nebraska and Kansas. We work tirelessly to make arthritis unacceptable. There are over 100 different forms of arthritis that effect 50 million adults and 300,000 children.

Through our partnership with Weiss Memorial Hospital we have been able to push our message to a wider audience that would be a far more challenging operation without their cooperation. As a community resource to those in and around the hospital, we take pride in our successful public education of the disease and its effects through fiscal activity programs and clinics to help those afflicted with arthritis understand their condition and how to improve their comfort and everyday lives overall.

Working with Weiss' extremely helpful and knowledgeable staff has proven to be a win-win for both parties. Our resources coupled with the hospital's capabilities has produced phenomenal results in helping the foundation achieve its long-term goal for 2030 to reduce the number of people suffering from arthritis-related physical activity limitations by 20 percent. They host seminars to raise awareness and have consistently been able to bring in a great turnout of attendees due to their reputation within the medical community and the caliber of guest speakers they attract.

The merger between Vanguard and Tenet will only enhance the Arthritis Foundation's impact in the region through a more expansive database of medical resources while continuing to offer the face-to-face opportunities with healthcare professionals with those we serve. On behalf of my colleagues and the patients who will benefit from it, I strongly encourage you to support the Certificate of Need that is up for consideration later this month.

Sincerely,



Jazzmin McKay  
Regional Program Manager  
Arthritis Foundation  
Heartland Region



August 28, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

Please convey my support to the Illinois Health Facilities and Services Review Board for the merger between Vanguard Health Systems and Tenet Healthcare. The Berwyn Development Corporation (BDC) is proud to work with MacNeal Hospital, located in the City of Berwyn, to contribute to the economic growth and vitality of our city.

MacNeal Hospital is our city's largest employer and we are proud to work with its staff to better our community. Scott Steiner, MacNeal Chief Executive Officer, is an active member of the BDC's Board of Directors. Our partnership is furthered through ongoing efforts to increase healthy eating, walkability and other community oriented causes to benefit the residents of Berwyn. I have often heard from visitors of MacNeal's annual health fair who have learned important lessons and made changes in their lives and homes to live healthier lives.

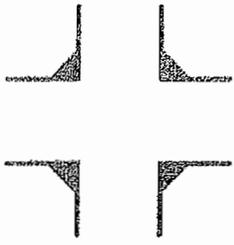
As an active community partner, our relationship with MacNeal allows the BDC to provide a collective voice to achieve positive changes and allow us to promote a pro-business climate in Berwyn.

I applaud Tenet's commitment to preserving these community partnerships in Berwyn and look forward to working with the leadership at MacNeal for the continued benefit of the City of Berwyn.

Sincerely,

Anthony Griffin  
Executive Director  
Berwyn Development Corporation

3322 S. Oak Park Avenue  
Second Floor  
Berwyn, IL 60402  
708.788.8100  
fax: 708.788.0966  
www.berwyn.net



**CHRIST THE KING**  
JESUIT COLLEGE PREPARATORY SCHOOL

5088 W. Jackson Blvd.  
Chicago, IL 60644  
773.261.7505  
[www.clkjesuit.org](http://www.clkjesuit.org)

September 3, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 62761

Re: Certificate of Need Application for a change in ownership of West Suburban Medical Center, Westlake Hospital, Weiss Memorial Hospital and MacNeal Hospital

Dear Administrator Avery,

I write to you and your colleagues on the Illinois Health Facilities and Services Review Board to express my support for the Certificate of Need application regarding the merger between Vanguard Health Systems and Tenet Healthcare. Christ the King has formed a strong partnership with West Suburban Medical Center as part of our Cristo Rey school model, which has provided outstanding opportunities for our students.

The Cristo Rey philosophy makes possible a quality education by allowing students to spend time in a corporate environment, learning important life and career skills while earning the funds to pay a majority of their own tuition. With West Suburban's help, we have been able to provide a quality education for students while they learn real world experience in the medical field.

Our partnerships with businesses in our area are critical to ensuring our students can have valuable professional experiences while continuing their education in the classroom. West Suburban has played a key part in process by allowing our students to learn about the lucrative and always-growing field of medicine.

I look forward to a continued partnership with West Suburban to serve students in Austin and other underserved areas of Chicago. As the Cristo Rey philosophy continues to grow, we look forward to continuing our relationship with Tenet Healthcare.

Sincerely,

Mr. Clement V. Martin  
President, CEO  
Christ the King Jesuit College Prep



**EdgeAlliance**

REVOLUTIONIZING NONPROFITS. TRANSFORMING LIVES.

September 3, 2013

*Celebrating*  
**20 YEARS**  
1992 - 2012

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 62761

Re: Certificate of Need Application for a change in ownership of West Suburban Medical Center, Westlake Hospital, Weiss Memorial Hospital and MacNeal Hospital

Dear Administrator Avery,

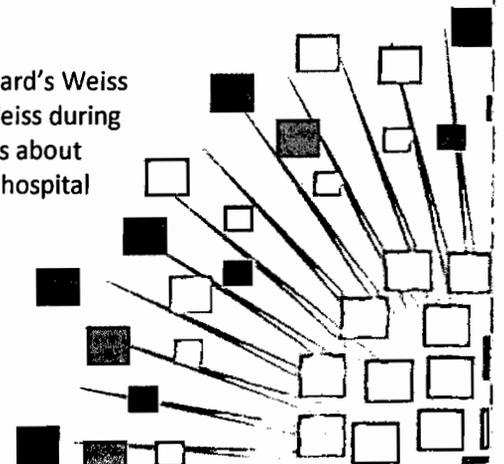
I write to offer my support for the pending Certificate of Need application for the change in ownership of Weiss Memorial Hospital, West Suburban Medical Center, MacNeal Hospital and Westlake Hospital. I have had the pleasure of working with Vanguard for many years. I can attest to Vanguard's commitment to the community and the partnerships they have built and look forward to these continuing under Tenet's ownership.

I founded EdgeAlliance in 1992, first as an organization that housed homeless individuals and families diagnosed with AIDS and since expanded to include housing homeless veterans in Chicago's the North Lawndale area. We are committed to serving the needs of people living with HIV/AIDS, individuals living with disabilities and veterans that are homeless. Our goal is to ensure those who we are helping have the skill set necessary to live independent and meaningful lives.

Over the years, Vanguard has been incredibly supportive of our mission and work. In fact, a senior staff member at Weiss Memorial represents the network on our Board of Directors and has provided our families with support and expertise on social, economic and medical levels. This includes visiting our campus to meet with families, bringing our members food and clothing and being a supportive voice to them. Vanguard's involvement in EdgeAlliance has also helped us save money, as Weiss Memorial regularly hosts annual events, allowing us to spend our dollars serving our members.

In addition, Weiss Memorial has invested significantly in helping to expand the programs available to the clients living on our campus. In 2012, Weiss Memorial gave a \$5,000 grant to EdgeAlliance that helped us to build a wireless network on the campus. Thanks to the investment of Weiss Memorial and other donors, our clients now enjoy free internet access. This basic utility, which many of us take for granted, was previously not affordable to our clients who have limited to no income.

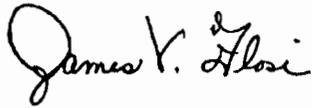
On a personal level, I can attest to the level of quality care provided at Vanguard's Weiss Memorial Hospital. A family member of mine received exceptional care at Weiss during her final days and an EdgeAlliance board member continues to speak volumes about the care he received when undergoing a surgical procedure. Weiss is a great hospital with a wonderful staff that is very attentive to the needs of their patients.



The hospital's well-known level of personal service to patients positions it extremely well for this new chapter under Tenet's ownership.

I am encouraged by the commitments Tenet has already made to the hospitals, including maintaining their current level of services, and encourage you to support the Certificate of Need applications and the continues success of Weiss and the other three Vanguard hospitals in Illinois.

Sincerely,

A handwritten signature in black ink that reads "James V. Flosi". The signature is written in a cursive style with a large initial "J" and a distinct "V" and "F".

Jim Flosi  
Founder and CEO  
EdgeAlliance



# Interfaith Leadership Project

1510 S. 49th Court • Cicero, Illinois 60804 • 708.652.7711 • Fax 708.652.7733

August 28, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

I write to support Vanguard Health Systems request for a Certificate of Need pertaining to the merger with Tenet Healthcare.

Over the past 23 years, the Interfaith Leadership Project has worked with Vanguard's MacNeal Hospital to create positive change in Berwyn and Cicero communities by fostering a united voice and working together to address injustices that negatively impact the quality of life for area residents.

Vanguard has been a strong leader and supporter of educating the community and getting important information out to residents to develop leadership and social justice. Over the years, they have demonstrated a sincere commitment to giving back to the community and ensuring everyone has fair and equal access to their services.

It is imperative that the Illinois Health Facilities and Services Review Board approve the pending Certificate of Need so Vanguard's hospitals can continue to serve Chicago's west side communities.

I not only support the change of ownership but feel it is essential so MacNeal Hospital can continue to serve our community.

Sincerely,

Ana Parra  
Executive Director  
Interfaith Leadership Project



September 3, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 62761

Re: Certificate of Need Application for a change in ownership of West Suburban Medical Center,  
Westlake Hospital, Weiss Memorial Hospital and MacNeal Hospital

Dear Administrator Avery:

I am writing to express my support for Vanguard's Certificate of Need Application for a change in ownership of Westlake Hospital, West Suburban Medical Center, Weiss Memorial Hospital and MacNeal Hospital.

The Melrose Park Chamber of Commerce and Industry is a partnership of business and professional people working together to build a healthy economy and to improve the quality of life in our community. The Chamber represents businesses and professionals in Melrose Park and the greater Chicagoland area. Our membership ranges from one-person companies to those employing hundreds. The Chamber is financed through membership dues and contributions from the Village of Melrose Park.

Over the years the Melrose Park Chamber of Commerce has built a strong, reliable relationship with Vanguard through Westlake Hospital. A member of the hospital's senior staff serves on the Chamber's Board of Directors and Vanguard has always worked with us to promote events, services and programs to patients at the hospital and other partners. In fact, every year, Westlake hosts our annual multi-chamber. It is a program that brings together Chamber members who meet and interact with one another, as well as hear from the hospital's leadership, physicians and medical staff.

On a personal level, I was very excited when Vanguard purchased Westlake and West Suburban Hospitals in 2010. I knew Vanguard well as a patient of Weiss Memorial Hospital since 2003. The great work they had done in improving the hospital and turning it around gave me great optimism for the future of Westlake and West Suburban. I am proud to say I have seen the same types of improvements happen at Westlake and have heard from physicians who attest to improvements also happening at West Suburban as well.

Westlake is an important institution in the Melrose Park community. The hospital and its leadership recognize, accept and strengthen its position in the community and I am excited and optimistic these improvements will continue under Tenet's ownership.

Sincerely,

A handwritten signature in black ink that reads "Richard A. Battaglia". The signature is written in a cursive style.

Richard Battaglia  
President  
Melrose Park Chamber of Commerce



**National  
Kidney  
Foundation™** of  
Illinois

August 27, 2013

215 West Illinois Street  
Suite 1C  
Chicago, IL 60654

Tel: 312.321.1500  
Fax: 312.321.1505  
Toll Free: 800.9.KIDNEY  
www.nkfi.org

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Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

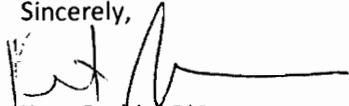
Dear Administrator Avery,

I write to support Vanguard Health Systems request for a Certificate of Need pertaining to the merger with Tenet Healthcare.

For the past four years, the National Kidney Foundation of Illinois (NKFI) has established a strong partnership with Vanguard at all four their hospitals in Illinois. Our relationship with Vanguard has given the NKFI access to many at-risk individuals who are in need of educational programs and services that we provide. One of these programs is the KidneyMobile®, a mobile program that provides comprehensive screenings for high blood pressure, diabetes and kidney disease and allows patients to meet with a healthcare provider and receive immediate consultation on their screening results. Since the NKFI does not provide on-going care of the participants we screen, it is imperative that we have a trusted community health partner where we can send people who are in need of follow up care. Vanguard and its four hospitals have been a committed and reliable referral source for those we screen.

Not only has Vanguard remained a consistent and valued partner with the NKFI, they are a reliable and trusted source of care to the many community residents in the neighborhoods where their hospitals reside. I am encouraged by Tenet's assurance that it will maintain the current level of services at all four Illinois hospitals, which will allow the facilities to maintain their important presence in the community while expanding their abilities to continue to educate and serve these vulnerable populations in the future.

The approval of this Certificate of Need is critical to the future of these hospitals, and to the future of the Illinois community as a whole. I support this change of ownership and urge you to do the same.

Sincerely,  
  
Kate Grubbs O'Connor  
Chief Executive Officer



NATIONAL LATINO  
EDUCATION  
INSTITUTE®

*formerly Spanish Coalition for Jobs*

MAIN CAMPUS

2011 W. Pershing Rd.  
Chicago, IL 60609-2205  
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F: (773) 247-3924

PILSEN CAMPUS

1737 W. 18th St.  
Chicago, IL 60608-1913  
P: (312) 243-3030  
F: (312) 243-9109

[www.nlei.org](http://www.nlei.org)

September 3, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 62761

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

Please accept this letter as my statement of support for Vanguard Health Systems' request for a Certificate of Need pertaining to the merger with Tenet Healthcare.

The National Latino Educational Institute (NLEI) is a nonprofit community organization founded more than 50 years ago to assist the Latino community's need for equal employment and training opportunities. Our mission puts us at the crossroads of education and employment in our communities. It is from this platform that we support partners who have proven their commitment to community development and economic empowerment, such as Vanguard Health System's MacNeal Hospital.

Our job training, educational programming and workforce services include several healthcare training programs made possible with the support of MacNeal Hospital.

One of MacNeal's notable contributions to our community is their commitment of accessibility of quality training for disadvantaged Latinos in health services - a sector with positive job and career growth promise. MacNeal understood the need and importance of equipping the Latino community for this rapidly growing sector and provided the seeds for the construction of a healthcare training lab that launched the first bilingual/bicultural Certified Medical Assistant Education Program in Chicago.

MacNeal Hospital and its affiliates has been a responsible employer in responding to the bicultural and bilingual needs of their patients. MacNeal has had the foresight to better serve the growing Latino/Hispanic community by hiring bilingual and culturally-sensitive professional and paraprofessional personnel.

For our communities to thrive, we must educate and empower our community to work in fields that promise growth. This has been possible through the partnership with institutions, such as MacNeal, who have been at the forefront of serving Cook County through innovative and collaborative community-focused service delivery.

I support this change of ownership and welcome the merger as continued investment in our community. I am excited that the hospital's partners and patients will have the same types of benefits under the new partnership.

I urge the board to approve the application allowing the merger to move forward.

Sincerely,

Elba Aranda-Suh  
Executive Director

National Latino Educational Institute



# Pillars

making connections ...  
changing lives

LaGrange Park  
333 North LaGrange Road  
Suite One  
LaGrange Park, IL 60526

Fillmore Center  
6918 Windsor Avenue  
Berwyn, IL 60402

Carl Bartolucci Center  
6415 Stanley Avenue  
Berwyn, IL 60402

Constance Morris House  
Admin: 708.995.3680  
24 Hour Domestic Violence Hotline  
708.485.5254  
24 Hour Sexual Assault Hotline  
708.482.9600

Foxfire Psychosocial  
Rehabilitation Program  
7420 West Archer Avenue  
Summit, IL 60501

Hickory Hills/ Child and Family  
Development Center  
8020 West 87th Street  
Hickory Hills, IL 60457

Lenzi Apartments  
6030 Lenzi Avenue, #3  
Hodgkins, IL 60525

Western Springs  
1023 Burlington Avenue  
Western Springs, IL 60558

August 28, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of Ownership Application for Vanguard's MacNeal, Weiss,  
Westlake and West Suburban Hospitals to Tenet Healthcare

Dear Administrator Avery:

Thank you for the opportunity to extend my support for the merger between Vanguard Health Systems and Tenet Healthcare to you and your colleagues on the Illinois Health Facilities and Services Review Board. Pillars is a comprehensive mental health and social service agency serving the west and southwest suburbs of Cook County, as well as parts of Southeastern Du Page County and part of the city of Chicago. Our roots in Berwyn date to 1928. Through the years we have been proud to partner with MacNeal Hospital on efforts to serve those in the Berwyn community in need of health and social services. MacNeal has always been a leader in forging strong community collaborations.

Our strength of partnership in terms of mutual referrals as well as various collaborations through the years includes the benefit of being located within two blocks of each other. This proximity allows for ease of connection for our mutual patients. I welcome the merger between Vanguard Health Systems and Tenet Healthcare because our community and its residents will benefit from MacNeal Hospital's membership in a national healthcare network with a national perspective and collective wisdom, while remaining committed to engaging in meaningful ways in our local communities.

As President and CEO of Pillars, my interest is in ensuring our local community hospitals continue to meet the needs of the local community. I am confident this merger will enhance MacNeal Hospital's ability to continue to engage in strong community partnerships with Pillars and our colleague organizations as we strive towards improved community health overall.

Sincerely,

Ann Schreiner  
President and Chief Executive Officer

Programs Accredited by CARF

708.PILLARS (745.5277)  
www.pillarscommunity.org



*St. Leonard Catholic Church*

3318 S. Clarence Avenue

Berwyn, IL 60402

PH: (708) 484-0015

Fax: (708) 484-6982

August 27, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

I am writing to express my strong support of Vanguard Health Systems' request for a Certificate of Need pertaining to the merger with Tenet Healthcare. MacNeal Hospital has been an integral member of our community and works very closely with us for the benefit of our parishioners and their wellbeing.

During my four years at St. Leonard Catholic Church I have grown to appreciate and care deeply for the city of Berwyn and how tightly-knit its citizens are. Our neighbors at MacNeal feel the same and work closely with us to keep that bond strong. I, along with our associate pastor at St. Leonard's, make weekly visits to members of our parish receiving treatment there. The staff is very welcoming and helpful not just to their patients but their visitors as well.

Less than a block from our church, MacNeal has embraced their role as a neighbor and have been very generous to our parish. They notify us of their periodic Health Fair which we then advertise in our weekly bulletins. The past 5 years they have sponsored food drives to collect items to stock our pantry for those in need. MacNeal's staff has even bought Christmas presents for families who visit our food pantry.

They saved the life of a younger member of our parish a couple years ago. She was diagnosed with breast cancer and is now in remission and doing quite well after receiving all of her treatments at MacNeal. She could not have been happier with the quality of healthcare there and how much they cared for her and her family on a personal level. They understand the importance of community and go above and beyond what is asked of them. Additionally, MacNeal's educational programs for preventive care and the low-cost screenings they provide to our parishioners and those throughout Berwyn can only benefit from this merger. It is with heartfelt gratitude to the hospital and their staffers that I, on behalf of St. Leonard's Parish, hope you support the Certificate of Need application submitted by Vanguard and Tenet.

Sincerely,

Reverend Roger Corrales-Diaz  
Pastor



4753 North Broadway, Suite 822  
Chicago, IL 60640  
T 773-878-1064  
F 773-878-3678  
www.uptownunited.org

August 30, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

**Re: Change of ownership application for Vanguard's MacNeal Hospital, Weiss Memorial Hospital, Westlake Hospital, and West Suburban Medical Center to Tenet Healthcare**

Dear Administrator Avery,

I am writing to you and your colleagues on the Illinois Health Facilities and Services Review Board to encourage your support of the Certificate of Need application in the merger between Vanguard Health Systems and Tenet Healthcare.

As President of Uptown United and Special Service Area #34, we have worked closely with Weiss Hospital to support the local community and strengthen new business specifically with nonprofits as an economic driver. Weiss is a major institution in the neighborhood; they have representation on our board and contribute to endeavors and various community collaborations. We have developed a great relationship working with Weiss and I have found the staff to be wonderful community partners that have always gone above and beyond.

Our continued partnership is essential for providing services to the local community, guiding support for economic development and connecting the non- for- profit community. Weiss enables us to provide services through financial and volunteer efforts. Additionally, the partnership between my organization and Weiss helped to further develop connections between the local community and the business community. These are important efforts that have helped expand the breadth of expertise and resources available to hospital patients and the surrounding community.

I support the merger between Vanguard and Tenet and urge you to do the same and approve this Certificate of Need application.

Sincerely,

Alyssa Berman-Cutler  
President and CEO

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Project Assistant SSA 34

September 3, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 62761

Re: Certificate of Need Application for a change in ownership of West Suburban Medical Center,  
Westlake Hospital, Weiss Memorial Hospital and MacNeal Hospital

Dear Administrator Avery,

I am writing to highlight the strong partnership between Westlake Hospital and Walter Lutheran High School and to express my support for the hospital's pending merger with Tenet Healthcare. As a strong community partner with Westlake, I am encouraged by the prospect of its merger with Tenet and extend my support for the related Certificate of Need application.

Our high school campus is situated directly east of Westlake Hospital's facility. We share not only a close physical proximity, but a strong partnership that benefits our staff and students. Our students conduct volunteer work at the hospital and make visits to sing holidays songs in December. Westlake was also instrumental in our recent efforts to rebuild our tennis courts through support from the Westlake Foundation.

We are lucky to have such a close working relationship with our local community hospital. Our students benefit from being so close to medical care during times of emergency and our staff benefits from the expertise during times of question, such as last year's whooping cough outbreak.

I applaud Westlake's efforts to build a strong relationship with the surrounding community and look forward to maintaining that relationship following its merger with Tenet.

Sincerely,



Jim Craven

Principal

Walter Lutheran High School



August 28, 2013

**FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY**

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

As President and CEO of the West Cook YMCA and a member of West Suburban Medical Center's Board of Directors, I am pleased to offer my support for the merger between Vanguard Health Systems and Tenet Healthcare.

The West Cook YMCA works with residents in 10 neighborhoods in western Cook County to strengthen the foundations of the community through youth development, healthy living and social responsibility. Within those three pillars, we work to prevent chronic diseases such as obesity, diabetes and hypertension, support successful learning outcomes for school children, and engage our volunteers to better their communities.

West Suburban Medical Center and Westlake Hospital have offered important contributions to West Cook YMCA's annual support campaign. The hospitals' support is a strong example of their commitment to our community and allows our YMCA to continue serving our current and future members.

Partnerships with local hospitals are crucial. As a charity, we depend on the support from members and institutions in our community to offer our services to its residents. We are proud to work with these two hospitals and look forward to working to better our community under their new ownership.

I appreciate your time and consideration of this important issue for the West Cook community. I am confident the merger will provide for continued support of the important services we offer to our community.

Sincerely,

Jan Pate

President & CEO

**WEST COOK YMCA**

255 S. Marion St., Oak Park, IL 60302

P 708 383 5200 F 708 383 0159 [www.westcookymca.org](http://www.westcookymca.org)  
[facebook.com/westcooky](https://facebook.com/westcooky) @WestCookYMCA



**Presence™**

Villa Scalabrini  
Nursing and Rehabilitation Center

August 29, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

As a strong partner of Westlake Hospital and its three sister facilities in the Chicagoland area, I am writing to express my support for the Certificate of Need application regarding the merger between Vanguard Health Systems and Tenet Healthcare. I am confident this merger will allow for continued partnership between the four hospitals and the communities they serve.

Presence Villa Scalabrini Nursing and Rehabilitation Center is one of the largest facilities of its kind in the area. We proudly serve residents in need from providing therapy to extensive nursing care and work with local hospitals, including Westlake Hospital, to ensure our residents receive the medical attention needed to maintain healthy lives.

Our partnership with Westlake and the other three Vanguard-owned facilities in the Chicagoland area allows us to work with physicians, maintain a low readmission rate and provide good quality of care for all of our residents. These partnerships allow us to work with the facilities to meet our residents' desires to stay within one hospital system and see the same physicians throughout their treatment or rehabilitation.

As the Illinois Health Facilities and Services Review Board considers Vanguard and Tenet's application, I encourage you and Board members to support the application to ensure we are able to continue providing a high level of quality care to our residents and community.

Sincerely,  
  
Michael Kaplan  
Administrator  
Villa Scalabrini

13-041 thru  
13-044



# Interfaith Leadership Project

1510 S. 49th Court • Cicero, Illinois 60804 • 708.652.7711 • Fax 708.652.7733

August 28, 2013

Ms. Courtney Avery, Administrator  
Illinois Health Facilities and Services Review Board  
525 West Jefferson  
Springfield, IL 627671

Re: Change of ownership application for Vanguard's MacNeal, Weiss, Westlake, and West Suburban hospitals to Tenet Healthcare

Dear Administrator Avery,

I write to support Vanguard Health Systems request for a Certificate of Need pertaining to the merger with Tenet Healthcare.

Over the past 23 years, the Interfaith Leadership Project has worked with Vanguard's MacNeal Hospital to create positive change in Berwyn and Cicero communities by fostering a united voice and working together to address injustices that negatively impact the quality of life for area residents.

Vanguard has been a strong leader and supporter of educating the community and getting important information out to residents to develop leadership and social justice. Over the years, they have demonstrated a sincere commitment to giving back to the community and ensuring everyone has fair and equal access to their services.

It is imperative that the Illinois Health Facilities and Services Review Board approve the pending Certificate of Need so Vanguard's hospitals can continue to serve Chicago's west side communities.

I not only support the change of ownership but feel it is essential so MacNeal Hospital can continue to serve our community.

Sincerely,

A handwritten signature in cursive script that reads "Ana Parra".

Ana Parra  
Executive Director  
Interfaith Leadership Project