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**HEALTH FACILITIES &
SERVICES REVIEW BOARD**

Joseph H. Mishell, MD
Northshore Ear, Nose and Throat
1160 Park Ave West , Suite 4N
Highland Park, Illinois 60035
March 6, 2014

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

RE: Project 13-075
Highland Park Hospital

Dear Ms. Avery:

Please accept this letter in support of Highland Park Hospital's application for a construction and renovation project.

I am an ear, nose and throat surgeon, and I have been actively practicing at Highland Park Hospital for over twenty years. During that time, I have seen my practice, as has been the case with health care in general, gravitate to an outpatient-oriented delivery model. As you may be aware, Highland Park Hospital's proposal, while addressing numerous areas of the hospital, will re-vamp the hospital's outpatient surgery facilities. The result will be not only a more patient-friendly environment, but one that will allow the provision of outpatient surgical services in a much more efficient and state of the art fashion.

Thank you for the opportunity to lend my support to this project.

Sincerely,



Joseph H. Mishell, MD