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Joe Ourth
312.876.7815
jourth@arnstein.com

November 25, 2013

RECEIVED
NOV 26 2014
HEALTH FACILITIES & SERVICES REVIEW BOARD

Via Overnight Courier

Ms. Courtney Avery, Administrator
Illinois Health Facilities and Services Review Board
525 West Jefferson Street, 2nd. Floor
Springfield, IL 62761

Re: Advocate / NorthShore Change of Ownership Applications
Projects: E-019-14 through E-037-14
Letters of Support

Dear Ms. Avery:

Advocate Health Care Network ("Advocate") and NorthShore University HealthSystem ("NorthShore") remain enthused about their proposed merger to create Advocate NorthShore Health Partners and want to share with the Review Board support for the merger that has been received from others.

NorthShore and Advocate have been meeting with governmental representatives, regulators, community partners, municipalities, private and public payers and others regarding the merger to address questions these leaders may have. Advocate and NorthShore appreciate the encouragement received from community leaders and partners and wish to share with the Board the enclosed 41 letters of support.

Advocate and NorthShore look forward to appearing before the Review Board on December 16 and to an ongoing relationship with the Board as Advocate NorthShore Health Partners.

Sincerely,

Joe Ourth

JO/eka
Enclosures

Advocate / NorthShore

Change of Ownership Applications
Projects No. E-019-14 through E-037-14

Letters of Support

1. Nancy R. Rotering
   Mayor
   City of Highland Park

2. Elizabeth Tisdahl
   Mayor
   City of Evanston

3. Robert T. Bielinski
   Village President
   The Village of Wilmette

4. Todd Hileman
   Village Manager
   The Village of Glenview

5. Ann Fisher Raney, LCSE, BCD
   Chief Executive Officer
   Turning Point Behavioral Health Care Center

6. Lee Francis, MD, MPH
   President and CEO
   Erie Family Health Center

7. Barbara K. Ryan
   Executive Director
   Des Plaines Chamber of Commerce & Industry

8. Ken Wallace, Ph. D
   Superintendent
   Maine Township High School District 207

9. Representative David Harris
   State Representative
   Illinois House of Representatives

10. Brigitte M. Powidzki, RN, BSN
    Village Nurse
    Village of Niles

11. Anne Flanigan Bassi
    Moraine Township Supervisor
    Moraine Township

12. Jill A. Brickman
    Supervisor
    Township of Northfield

13. Jane McCarthy
    Executive Director
    Family Service Center

14. George Van Dusen
    Mayor
    Village of Skokie

15. Daniel P. DiMaria
    Village President
    Village of Morton Grove

16. James R. Patterson, Jr.
    Village President
    The Village of Glenview

17. Donna Thompson
    Chief Executive Officer
    Access Community Health Network

18. Gail Haller
    Executive Director
    Park Ridge Chamber of Commerce

19. Ray Mullen
    Executive Director
    Green Oaks, Libertyville, Mundelein, Vernon Hills Chamber of Commerce

20. Gerald C. Turry
    Mayor
    Village of Lincolnwood

21. Andrew Przybylo
    Mayor
    Village of Niles

22. Madeline R. May, RN BSN
    Community Health Nurse
    City of Des Plaines

23. Susan Corr
    President
    Barrington Area Chamber of Commerce

24. Katie Schneider
    Executive Director
    Niles Chamber of Commerce & Industry

25. David Dato
    Fire Chief
    Wauconda Fire Protection District

26. Kevin C. Richardson
    Village President
    Village of Lake Barrington

27. K. Michael Welch, MB, ChB, FRCP
    President and CEO
    Rosalind Franklin University

28. Terry Mason, MD, FACS
    Chief Operating Officer
    Cook County Health & Hospitals System

29. Senator John G. Mulroe
    10th Legislative District
    State of Illinois

30. Representative Michael P. McAuliffe
    20th District State Representative
    State of Illinois House of Representatives

31. Carol A. Teschky
    Maine Township Supervisor
    Maine Township

32. Laura J Dee
    Chairman
    ALGH Service League
    City of Park Ridge

33. Frank Kaminski
Chief of Police
City of Park Ridge Police Department

34. Laura Sabino
Executive Director
The Lake County Haven

35. Nancy Burton
Chairperson
United Partnership for a Better Community
Wauconda, Illinois

36. David F. Schmidt
Mayor
City of Park Ridge

37. Nicholas A. Sauer
Lake County Commissioner, District 17
State of Illinois

38. Jerome Doetsch
President
Glenview Chamber of Commerce

39. Senator Julie Morrison
State Senator
29th Legislative District
Illinois State Senate

40. Andrea Densham
Executive Director
Childcare Network of Evanston

41. Representative Robyn Gabel
State Representative – 18th District
State of Illinois

CITY OF HIGHLAND PARK

1707 ST. JOHNS AVENUE
HIGHLAND PARK, ILLINOIS 60035
(847) 432-0800

October 29, 2014

Mr. Mark Neaman
President & CEO
NorthShore University Health System
1301 Central Avenue
Evanston, IL 60201

Dear Mr. Neaman,

I am writing to express my support of the merger of NorthShore University HealthSystem and Advocate Health Care, which seeks to maintain and enhance the Highland Park Hospital's mission of providing exceptional patient care and better health outcomes at a lower cost. It is our understanding that there will be no change of staffing, patient care or access to physicians; ultimately, the merger will create increased opportunities to provide better care at a lower cost.

Highland Park Hospital (HPH) is a major anchor for our community, providing our residents with high quality medical care and excellent customer service. Just as important, HPH continues to invest in the community in a myriad of ways through direct support of Moraine Township, Highland Park High School, and other local organizations. Further, HPH leadership is actively involved serving the business community and volunteer participation on City Commissions and committees.

On behalf of the City, I am pleased that this merger will continue to inspire our residents with confidence that Highland Park is the best place to live.

Sincerely,

Nancy R. Rotering
Mayor

NRR:jad

City of
Evanston

Office of the Mayor
2100 Ridge Avenue
Evanston, Illinois 60201
T 847.866.2979
F 847.859.7814
etisdahl@cityofevanston.org
www.cityofevanston.org

Elizabeth B. Tisdahl
Mayor

November 3, 2014

Mark Neaman
President & CEO,
NorthShore University Health System
1301 Central St.
Evanston, 60201

Dear Mr. Neaman:

On behalf of the City of Evanston, I am pleased to welcome the merger of NorthShore University Health Systems and Advocate Health Care. By coming together, the two hospital systems will be able to provide the Evanston community with quality patient-centered care through an expanded network of independent and employed physicians and an innovative population health delivery system. The merger will also create economies of scale, allowing Evanston residents to access the highest quality healthcare at a lower cost.

Throughout its history, NorthShore has been an important public health and community partner in Evanston. Both Advocate and NorthShore share a commitment to continued investment and involvement in the communities they serve. Existing partnerships like the one between NorthShore Health System and Erie Family Health Services will remain in place under the new organization, Advocate NorthShore Health Partners.

We value the contributions that NorthShore Hospital has made to Evanston over the years and look forward to continued collaboration and engagement with Advocate NorthShore Health Partners.

Sincerely,

Elizabeth Tisdahl

Elizabeth Tisdahl
Mayor

THE VILLAGE OF
Wilmette
EST. 1872

OFFICE OF THE
VILLAGE PRESIDENT

1200 Wilmette Avenue
Wilmette, Illinois 60091

(847) 251-2700
Fax (847) 853-7700
TDD(847) 853-7634

November 4, 2014

Mr. Mark R. Neaman
President and Chief Executive Officer
NorthShore University HealthSystem
1301 Central Street
Evanston, IL 60201

Re: Proposed Merger of NorthShore University HealthSystem and Advocate Health Care

Dear Mr. Neaman,

NorthShore University HealthSystem provides great service to Wilmette and the larger north shore communities of this area. Its plans for its proposed merger with Advocate Health Care include creating a high quality health system with better health outcomes at a lower cost due to the merger. NorthShore University HealthSystem is committed to community partnerships and providing care to the underinsured.

I support the merger of NorthShore University HealthSystem and Advocate Health Care.

Respectfully,

Robert T. Bielinski
Village President

RTB/

The Village of Glenview

Village Manager's Office
(847) 904-4370 direct
(847) 724-1518 fax

November 17, 2014

Mr. Mark Neaman, CEO
NorthShore University HealthSystem
1301 Central St
Evanston, IL 60201

Dear Mr. Neaman:

I am writing to express the Village of Glenview's support of the formation of the Advocate NorthShore Health Partners that would result from a merger between NorthShore University HealthSystem with Advocate Healthcare.

In the changing healthcare environment, organizations such as Advocate NorthShore Health Partners would allow both institutions to share strategies to reduce costs while improving efficiencies and advancing the quality of care for employees, businesses and Glenview residents. As shared by NorthShore leadership, opportunities resulting through a merger would lead to future employment growth at NorthShore and in turn, positively impact the local economy.

Glenbrook Hospital is an important community partner not only through its provision of excellent medical care, but also through its continued direct support to organizations who share similar missions to improve the quality of life of the community and individuals of need. We look forward to continuing to work with NorthShore University HealthSystem and Glenbrook Hospital to address the healthcare needs of the community we are privileged to serve.

Sincerely,

Todd Hileman
Village Manager

Turning Point Behavioral Health Care Center
8324 Skokie Boulevard, Skokie, Illinois 60077-2545
847.933.0051 x 414, 847.933.0058, 847.933.0351 tty
araney@tpoint.org, www.tpoint.org

Ann Fisher Raney, LCSW, BCD
Chief Executive Officer

turningpoint

November 18, 2014

Mr. Mark Neaman
President & CEO
NorthShore University HealthSystem
1301 Central Street
Evanston, IL 60201

Dear Mr. Neaman:

On behalf of Turning Point, I am writing to support North Shore University HealthSystem's merger with Advocate Health Care.

Turning Point has benefited greatly from its partnership with North Shore University HealthSystem. Our staff, particularly our Emergency Services Team, works closely with the Emergency Department and Department of Psychiatry to ensure continuity of care for our community. Thanks to generous support from NorthShore, our Living Room at Turning Point program provides healthy snacks and transportation support to our guests, who are adults in crisis. I have been pleased to be a member of the Skokie Hospital Advisory Council, a valuable group that allows me to have a close view of the system's growth and respect for its community partners. We are grateful for all of these ways that our organizations join together to provide excellent patient care and we are proud of this partnership.

We are especially pleased that North Shore will continue to focus on integrated, patient-centered care, an approach that allows our clients to have access to its broad range of excellent services. We look forward to working with Advocate Health Care and finding new opportunities to serve our community.

Sincerely,

Ann Fisher Raney, LCSW, BCD
Chief Executive Officer
Turning Point

Erie **Family Health** Center | Centro de **Salud** Erie

November 19, 2014

Mr. Mark Neaman
President & CEO
NorthShore University HealthSystem
1301 Central Street
Evanston, IL 60201

Dear Mr. Neaman,

On behalf of Erie Family Health Center (Erie), I would like to express our support for the merger of Advocate Health Care (Advocate), the largest health system in Illinois, and NorthShore University HealthSystem (NorthShore), one of the nation's top healthcare delivery systems, to create Advocate NorthShore Health Partners (ANHP). As the largest integrated health care delivery system in Illinois, ANHP will increase the access to quality care for over 3 million patients, including Erie patients, through a patient-centered population health delivery model.

Erie provides comprehensive primary care services at thirteen health center sites to over 57,000 low income patients a year throughout Chicago and its surrounding suburbs. We are dedicated to establishing partnerships within the communities we serve to ensure that all residents can access the vital health and social services they require. Our relationships with hospital partners, in particular, are essential in meeting the needs of our patients.

Since October 2012, NorthShore has partnered with Erie to provide a continuum of primary, hospital, and specialty care to Erie Evanston/Skokie Health Center patients and more recently to patients at our newest site, Erie HealthReach Waukegan Health Center, in Waukegan, IL. In addition to providing operational support, NorthShore has provided specialty care, diagnostics, and screenings to many patients from Erie, including those patients with Medicaid, County Care, and those who are uninsured. As the State of Illinois transitions to a Medicaid managed care system, we have also been proud to partner with NorthShore in their innovative Accountable Care Entity (ACE), *Community Care Partners*, which is focused on providing seamless access to primary care, hospital, and specialty services for Medicaid populations.

Advocate Health Care has been named one of the nation's top five health systems based on quality and efficiencies, operating more than 250 sites of care. These sites include ten acute care hospitals, the largest integrated children's network in the state, and level I and II trauma centers. Together, NorthShore University HealthSystem and Advocate Health Care have the potential to provide Erie patients with a wider range of services than ever before. We are confident that this merger will dramatically increase access to care for the communities and patients Erie serves.

Again, Erie Family Health Center supports the very impactful merger of NorthShore University Health System and Advocate Health Care. As ANHP solidifies itself, we look forward to growing our partnership and continuing to expand health care access to new patient populations.

Sincerely,

Lee Francis

Lee Francis, MD, MPH
President and CEO

Des Plaines Chamber of Commerce & Industry

1401 Oakton Street · Des Plaines, IL 60018 · Telephone 847-824-4200 · Fax 847-824-7932
Email: info@dpchamber.com · www.DesPlainesChamber.com

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HERMAN ZELK
Solutions Networking Corp.

November 20, 2014

Mr. Jim Skogsbergh
President & CEO
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, IL 60515

Dear Mr. Skogsbergh:

The Des Plaines Chamber of Commerce is writing to express our support for the merger of Advocate Health Care and NorthShore University Health Systems for the Illinois Health Facilities and Service Review Board's consideration.

Advocate Health Care is a key employer and health care provider in our community. They are one of the largest employers in the Des Plaines area and have a significant economic impact on our community. Advocate Health Care supports our community through their hospital services as well as outreach programs and educational health seminars.

A combined Advocate Health Care and NorthShore University Health Systems will better position the new system's hospitals to fulfill their long-term strategy to reduce costs while improving efficiencies and advancing the quality of health care for all the patients and communities that have traditionally looked to those facilities and programs for care. This system merger will help preserve access to quality, community-based health care and create economies of scale to reduce the trend of rising health care costs.

We are pleased to support the combination of these two health care systems.

Sincerely,

Barbara K. Ryan
Executive Director

Maine Township High School District 207

1131 South Dee Road • Park Ridge, Illinois 60068-4398 • (847) 696-3600 • FAX (847) 696-3254

Dr. Kenneth Wallace
Superintendent

Ralph J. Frost Administration Center

November 20, 2014

Mr. Jim Skogsbergh
Chief Executive Officer
Advocate Health Care
3075 Highland Ave, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

I would like to convey my support for the joining of NorthShore University HealthSystem and Advocate Health Care to create Advocate NorthShore Health Parters (ANHP). I believe this effort will enhance the continuum of care for the residents of Park Ridge and the surrounding Maine Township High School District 207 communities, providing better access to care while also improving health outcomes.

Having served at Maine Township High School District 207 for ten years, the past six as Superintendent, I have witnessed first-hand the remarkable and compelling relationship that the District has had with Lutheran General Hospital here in Park Ridge. Our School-based Health Center located at Maine East exists because of our partnership with Lutheran General and the work of exceptional professionals like Dr. Frank Belmonte. Our Health Center allows us to provide access to under-served students which speeds helps get students enrolled and in school much more quickly than in the days when the Center did not exist.

Access to high quality, affordable health care is critical for residents of Maine Township High School District 207, many of whom are recent immigrants without access to appropriate health care, and Advocate has provided this for our community and our neighbors for many years. NorthShore's partnership with Advocate will only strengthen and enhance these services for residents throughout the Maine Township High School District 207 region.

Because District 207 is one of Park Ridge's largest employers, I am also confident that this partnership will bring additional economic development opportunities for our community as well as improved health care options for our school community citizens.

Please share my support on behalf of the city with the Illinois Health Facilities and Services Review Board.

Sincerely,

Ken Wallace

Ken Wallace, Ph. D
Superintendent
Maine Township High School District 207

Illinois House of Representatives

800 West Central Road
Mount Prospect, IL 60056
224-635-2010 / 224-764-2440
RepHarris@yahoo.com

221-N Stratton Building
Springfield. IL 62706
217-782-3739

DAVID HARRIS
State Representative

20 November 2014

Mr. Jim Skogsbergh
President & Chief Executive Officer
Advocate Health Care
3075 Highland Avenue Ste 600
Downers Grove, IL 60515

Dear Mr. Skogsbergh:

I am writing to express my support for the merger of NorthShore University HealthSystem and Advocate Health Care forming a new entity, Advocate NorthShore Health Partners. It is my understanding that the merger proposal has been submitted to the Illinois Health Facilities and Services Review Board for its review and approval.

As you know, I have had a long relationship with Advocate Health Care, especially Advocate Lutheran General Hospital (ALGH). My relationship began back in the 1980s when the wonderful health care professionals at ALGH helped saved my son, who was hospitalized there for over two months, from a life-threatening illness. That began an involvement on my part with one of our State's premier health care facilities. I served for many years on both the ALGH Development Council and the ALGH Governing Council, and I am presently on the Governing Council, having been Chair of the Council during the prior three years.

In addition to my service with ALGH, however, I have some fairly extensive experience in the health care area because of my position as Senior Vice President of the Illinois Hospital Association (IHA) for seven years. During my tenure at IHA, I witnessed tremendous change and consolidation in the health care landscape throughout the Chicago area and around our state. I saw both Advocate and NorthShore grow, growth which allowed each organization to provide higher levels of quality health care to patients.

With all the changes at the federal level, health care systems around the country are dealing with continued new requirements in providing health care services. Providers, individually and as systems, are being asked to do more with less. They must provide quality outcomes for the patients they serve without increasing costs. And merging two top quality organizations like Advocate and NorthShore is a way to do that.

RECYCLED PAPER • SOYBEAN INKS

There have always been three key ingredients in health care : quality, access and price. In my opinion, the joining of Advocate and NorthShore will improve all of these ingredients.

Quality of care to patients will continue to go up because of the integration of two excellent clinical organizations bringing better hands-on, evidence-based practices to patients. There will be numerous points of access to a single system which will make it easier and more convenient for patients on all levels – getting in, having a broader range of highly skilled professionals on which to draw for treatment, and an efficient payment operation. Lastly, prices would be able to be held down for patients and payers because of consolidation and the elimination of duplicative services.

On a final note, health care is one of the elements of the Illinois economy that is growing. Capital investment by providers makes significant contributions to the economy, and the number of individuals employed in health care has a major positive impact on our state's employment. I believe that the joining of Advocate and NorthShore will prove to be very beneficial to Illinois.

As you pursue the merger of these two fine health care systems, I applaud the leadership that you have shown within Advocate Health Care to make it the outstanding provider that it is today. Your dedicated commitment to quality health care available to patients has resulted in improvements throughout the system, and I am confident that the merger of Advocate Health Care and NorthShore University HealthSystem will result in continued benefits at all levels for all involved.

Sincere regards,

DAVID HARRIS
State Representative

Village of Niles

"Where People Count"

Senior Center

999 Civic Center Drive, Niles, Illinois 60714
Telephone (847) 588-8420 • Fax (847) 588-8455 • TDD (847) 588-8487

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John C. Jekot
Joe LoVerde
Danette O'Donovan Matyas
Rosemary R. Palicki

Village Manager
Steven C. Vinezeano

Village Clerk
Marlene J. Victorine

Senior Center Director
Kelly Mickle

November 20, 2014

Mr. Jim Skogsbergh
President & CEO
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

We would like to share our support of Advocate Health Care's plans to join together with NorthShore University HealthSystem with the understanding that the Illinois Health Facilities and Services Review Board will be asked to approve this merger.

I am the community nurse for the Village of Niles. I have been a part of the community for the past nine years. The working relationship with Advocate Lutheran General has been productive and very beneficial to our community. We currently are in the midst of a very important partnership project, the Healthier Niles Survey. We are in the data collection process and hope to find the gaps and needs of our diverse community. This project would not be possible without Advocate's passion and dedication.

As a community partner with Advocate Lutheran General Hospital, we know that Advocate Health Care has a track record for providing high quality health care services with a focus on population health outcomes. NorthShore University HealthSystem also shares the same commitment to the community and patient-centered care. Together, as Advocate NorthShore Health Partners, you will have the ability to shape access to care through enhanced charitable programs, integrated services and delivery models.

We believe that combining these two leading health care providers will enhance the continuum of care, provide better access to health and wellness, and support best practices that will benefit our residents. We view this relationship as a positive advancement for health care in our community.

We look forward in continuing our strong working relationship for the benefit of the Village of Niles residents.

Sincerely,

Brigitte M. Powidzki, RN, BSN
Village Nurse

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#1 Place in the U.S. to Raise Kids

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Clerk
Gail Feiger Brown

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847.432.2100

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Dwayne Douglas
Cindy Wolfson
Amy Zisook

November 20, 2014

Mr. Mark Neaman
President & CEO
NorthShore University HealthSystem
1301 Central Street
Evanston, IL 60201

Dear Mr. Neaman:

As Chair of Highland Park Hospital's Community Advisory Committee, I offer my support for the Advocate Health Care and NorthShore University HealthSystem proposed merger.

As a Township working with seniors, disabled and low-income residents, we look forward to working with an even stronger organization who will continue to bring the level of compassion and generosity to serving our community, and continue a collaborative partnership
we have received from NorthShore University HealthSystem.

Very truly yours,

Anne Flanigan Bassi
Moraine Township Supervisor

Moraine Township
777 Central Avenue • Highland Park, Illinois 60035 • 847.432.3240 • FAX 847.432.2178 • VAN Line 847.432.3000
http://morainetownship.org • info@morainetownship.org

Township of Northfield

November 20, 2014

Mr. Mark Neaman
President & CEO
NorthShore University HealthSystem
1301 Central Street
Evanston, IL 60201

Dear Mr. Neaman:

Congratulations on the proposed combination of NorthShore and Advocate. It appears that bringing the two systems together will offer benefits throughout our communities.

It's clear that in today's changing health care environment, efficiencies are more necessary than ever. Combining the two systems should be an effective way to identify and implement such efficiencies, perhaps allowing for even more care for the indigent. Through my work in the social services, I am aware that although NorthShore is serving what is generally thought to be an affluent population, there is still great need among our residents. Anything that helps meet that need, as I believe the combined NorthShore/Advocate organization will, is a positive thing. We will be fortunate to be served by a combination of two outstanding systems

Best wishes as you continue working toward becoming one entity. I look forward to continued partnerships between the hospitals and the community.

Sincerely,

Jill A. Brickman
Supervisor

2550 Waukegan Road, Suite 100 • Glenview, Illinois 60025 • Phone 847-724-8300 • Fax 847-724-8310
www.northfieldtownship.com

FSC Family Service Center
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An Illinois Not-for-Profit Organization

Jane McCarthy
Executive Director

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Email: info@familysc.com
www.familyservicecenter.com

November 20, 2014

Mr. Mark Neaman
President & CEO
NorthShore University Health System
1301 Central Street
Evanston, IL 60201

Dear Mr. Neaman,

I am writing is support of the merger that will create a partnership between the NorthShore University Health System and Advocate Health Care.

As a community-based provider of mental health services, this agency sees clients who are also patients receiving treatment in both hospital systems. We see the partnership as increasingly advantageous to patients and all community members.

Both organizations have championed prevention and community health initiatives. By combining the shared mission, we all share in the benefits of reducing costs and enhancing accessibility to affordable care.

Personally, I am encouraged by the sharing of data and research. Seeing patient and medical date through a larger lens will most certainly allow significant advances in disease treatment and management.

Please contact me if I can provide additional information to advocate for the partnership.

Kind Regards,

Jane McCarthy
Executive Director

George Van Dusen
Mayor

Phone (847) 933-8269
Fax (847) 933-8200

November 20, 2014

Mr. Mark R. Neaman
President and Chief Executive Officer
NorthShore University Health System
1301 Central Street
Evanston, IL 60201

Dear Mr. Neaman:

I'm pleased to express to the Illinois Facilities Planning Board my wholehearted support for the proposed merger of North Shore University Health System with Advocate Health Care into Advocate NorthShore Health Systems Partners (ANHP).

NorthShore University Health System has been a very good corporate citizen. It is the largest employer in the Village of Skokie and has participated in many community activities. NorthShore has earned a well-deserved reputation of providing compassionate care and for remaining on the cutting edge of medicine. Among the many commitments NorthShore has fulfilled to the community was the establishment five years ago of a community foundation with an allocation of $10 million. The NorthShore University Health System, also, was instrumental in the creation of a Skokie/Evanston community clinic designed to assist disadvantaged residents and those without health insurance. In addition, it has continued its substantial capital improvements to the Skokie campus with new facilities in the amount of approximately $150 million.

It has been my pleasure to have worked with the NorthShore University Health System and I strongly urge the Illinois Health Facilities Board to approve the Advocate NorthShore Health System Partnership (ANHP). If you have any questions I hope you'll feel free to let me know.

Sincerely,

George Van Dusen
Mayor

GVD:vv

Village of Morton Grove

Office of the Mayor
and Board of Trustees

November 21, 2014

Mr. Jim Skogsbergh, Chief Executive Officer
Advocate Health Care
3075 Highland Ave, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

I would like to convey my support for the joining of the NorthShore University HealthSystem and Advocate Health Care to create Advocate NorthShore Health Partners (ANHP). I believe this effort will enhance the continuum of care for the residents of the Village of Morton Grove by providing better access to care which will ultimately improve health outcomes.

As Mayor of the Village of Morton Grove our employees have used Advocate Lutheran General Hospital countless times in time of emergency and as a general provider of health services. As we all know, access to high quality, affordable health care is critical for not only the Village's residents but its visitors as well. NorthShore has provided this for our community and our neighbors for many years. NorthShore's partnership with Advocate will strengthen and enhance these services for residents throughout the entire Chicagoland region.

It is always our hope that this partnership will bring additional economic development opportunities to our community.

Please share my support on behalf of the Village of Morton Grove with the Illinois Health Facilities and Services Review Board.

Sincerely,

Daniel P. DiMaria
Village President

Cc: Village Board of Trustees

Richard T. Flickinger Municipal Center
6101 Capulina Avenue • Morton Grove, Illinois 60053-2985
Tel: (847) 965-4100 Fax: (847) 965-4162

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The Village of Glenview

Office of the President
(847) 904-4370 phone
(847) 724-1518 fax

November 21, 2014

James Skogsbergh
Chief Executive Officer
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, Illinois 60515

RE: ANHP Merger

Dear Mr. Skogsbergh:

As President of the Village of Glenview, I would like to convey my support for the merger of NorthShore University HealthSystem and Advocate Health Care to create Advocate NorthShore Health Partners (ANHP). I have received information about the strength and superb services of both organizations and believe this effort will not only guarantee the continuation of services, but will enhance the continuum of care for the residents of Glenview.

Access to high quality, affordable health care is very important to residents and businesses of the Village of Glenview. NorthShore's partnership with Advocate will strengthen and enhance these services resulting in better health outcomes for our community.

Please share my support on behalf of the Village of Glenview with the Illinois Health Facilities and Services Review Board.

Sincerely,

Jim Patterson

James R. Patterson, Jr.
Village President

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ACCESS COMMUNITY HEALTH NETWORK
Caring. Committed. Connected.

Administrative Offices
600 W. Fulton Street
2nd Floor
Chicago, Illinois 60661

phone: 312.526.2200
accesscommunityhealth.net

Denise Kitchen
Chairwoman

Donna Thompson
Chief Executive Officer

November 21, 2014

Mr. Jim Skogsbergh
President & CEO
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, IL 60515

Dear Mr. Skogsbergh:

On behalf of Access Community Health Network (ACCESS), I would like to express our support for the joining of Advocate Health Care and NorthShore University Health System into Advocate NorthShore Health Partners. Please share this letter of support with the Illinois Health Facilities and Services Review Board.

ACCESS is a 501 (c)(3) Federally Qualified Health Center (FQHC) that serves more than 175,000 patients each year, 45,000 of whom are uninsured, in more than 35 Joint Commission-accredited health centers across the greater Chicago area. In FY 2015 with a $105 million budget and 150 medical providers, ACCESS is projected to provide its patients with more than 555,000 medical visits and deliver close to 3,000 babies. ACCESS has developed a model of health care that helps patients navigate the gap between community-based care and other resources, by developing the right strategic partnerships to serve the whole person and meet the growing needs of our patient base.

As the largest health care system in Illinois, Advocate Health Care leads the way in your proven approach to population health. By joining with NorthShore University Health System, together you will raise the bar regionally and nationally for a new model of health care delivery. The affiliation will combine the best of these two health systems including advancements in clinical integration, quality, safety, and patient outcomes.

This merger will also help transform health care in our area and improve the lives of patients, families and our communities. Joining Advocate Health Care and NorthShore University Health System will pave the way for exceptional patient care by delivering better access and lower costs.

The enhanced health care services that your proposed merger would bring to the communities of northern Illinois will improve the health and quality of life of the people here. I encourage the Illinois Health Facilities and Services Review Board to approve your request.

Sincerely,

Donna Thompson
Chief Executive Officer

PARK RIDGE
CHAMBER *of* COMMERCE

November 21, 2014

Mr. Jim Skogsbergh
President & CEO
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

As a Chamber leader in Advocate Lutheran General Hospital and Advocate Children's Hospital service area, I am writing to affirm the Park Ridge Chamber Board support for the merger of Advocate Health Care and NorthShore University HealthSystem for the Illinois Health Facilities and Services Review Board's consideration.

Our Chamber has gotten to know Advocate's commitment to its patients and community through one of our board members, Paula Besler, Director, Community and Health Relations at Advocate Lutheran General Hospital. We're proud to have her on our board representing the largest employer in Park Ridge!

This merger will support job growth and economic development opportunities within our region. Both organizations share a long-term strategy to reduce costs while improving efficiencies and advancing quality. As leaders in an ever-changing health care market environment and by working together, Advocate NorthShore Health Partners can enhance access to care within our workplaces and communities and create economies of scale to reduce the trend of rising health care costs.

Finally, as a resident within Advocate Health Care's service area, I am excited to see your organization grow and expand as Illinois' largest integrated health care delivery system, which will translate to improved access to care and lower costs for health care consumers and our community.

Sincerely,

Gail Haller

Gail Haller
Executive Director
Park Ridge Chamber of Commerce

720 Garden Street | Park Ridge, Illinois 60068
847.825.3121 p | 847.825.3122 f
info@ParkRidgeChamber.org
www.ParkRidgeChamber.org

GLMV
CHAMBER OF COMMERCE

Building Better Business Locally

1123 S. Milwaukee Ave.
Libertyville, IL 60048
Phone: 847-680-0750

www.glmvchamber.org

GREEN OAKS * LIBERTYVILLE * MUNDELEIN * VERNON HILLS

November 21, 2014

Mr. Jim Skogsbergh
President & CEO
Advocate Health Care
2025 Highland Parkway, Suite 600
Downers Grove, Illinois 60515

Dear Jim or Mr. Skogsbergh:

As a Chamber leader in Advocate Condell's service area, I am writing to affirm my support for the merger of Advocate Health Care and NorthShore University HealthSystem for the Illinois Health Facilities and Services Review Board's consideration.

I believe this merger will support job growth and economic development opportunities within our region. Both organizations share a long-term strategy to reduce costs while improving efficiencies and advancing quality. As leaders in an ever-changing health care market environment and by working together, Advocate NorthShore Health Partners can enhance access to care within our workplaces and communities and create economies of scale to reduce the trend of rising health care costs.

Finally, as a resident within Advocate Health Care's service area, I am excited to see your organization grow and expand as Illinois' largest integrated health care delivery system, which will translate to improved access to care and lower costs for health care consumers and our community.

Sincerely,

Ray Mullen
Executive Director

VILLAGE PRESIDENT
Gerald C. Turry

VILLAGE CLERK
Beryl Herman

VILLAGE MANAGER
Timothy C. Wiberg

TRUSTEES
Ronald S. Cope
Lawrence A. Elster
Craig L. Klatzco
Nicholas T. Leftakes
Jesal B. Patel, Sr.
Renee Sprogis-Marohn

November 21, 2014

Mark R. Neaman
President and Chief Executive Officer
NorthShore University HealthSystem
1301 Central Street
Evanston, IL 60201

Letter of Support for Merger of Advocate NorthShore Health Partners

Dear Mr. Neaman,

Please accept my letter of support on behalf of the Village of Lincolnwood for the merger between Advocate Health Care & NorthShore University HealthSystem. I believe this merger is vital to our community and the greater North Shore communities of Evanston, Skokie, Niles, Morton Grove, Wilmette, Winnetka, Glencoe, Highland Park, Deerfield & Northbrook. Advocate NorthShore Health Partners will be a system rich in superior physicians, nursing, technicians, research professionals, and service aides. It will be administered by some of the finest medical professionals in the field of medicine. Together they will bring a pre-eminent health care system focused on a patient-centered medicine to our residents who demand nothing less than world class care. This care will influence the greater regional area of the north and northwest suburbs as well as the northern part of Chicago.

My community cannot say enough good things about the prospects of knowing that a combined health system of NorthShore & Advocate will bring with it tremendous human resources which will have state of the art and cutting edge physical facilities & equipment, along with the medicine's most well respected physicians and ancillary staff.

My experience has been mostly with NorthShore, but I have had some experience with Advocate too. Over the years, NorthShore & Advocate have made a solid reputation for involvement in their community health initiatives, bringing residents the best in new therapies and treatments. This has not only extended the quality of life, but allowed each of us who have participated in it a chance to improve our individual health. I have seen NorthShore at work in person as I was hospitalized at Skokie Hospital for a week this past fall. I was treated with dignity & respect in every facet of my stay. I could not give higher accolades.

Lincolnwood has partnered with NorthShore in our Parks and Recreational events, whether it be our large and well known Thanksgiving Turkey Trot runs or our Lincolnwood Chamber Orchestra's performances at our senior living retirement concerts. They have been an annual supporter of our Human Relations Commission's initiatives as 'Diversity Month', our Youth Strings musical performances each July 4th weekend & Our Lincolnwood Fest & Car Show each August. In addition to helping Lincolnwood, Advocate NorthShore continues to help the other communities in our area with philanthropic contributions of more than $268 million in care & services.

I urge your support of this merger. It will mean improved medical care to the entire northern metropolitan area.

Very truly yours,

Gerald C. Turry, Mayor

Village of Niles

"Where People Count"

Office of the Mayor

1000 Civic Center Drive, Niles, Illinois 60714
Telephone (847) 588-8000 • Fax (847) 588-8051 • TDD (847) 588-8059

Mayor
Andrew Przybylo

Trustees
George D. Alpogianis
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John C. Jekot
Joe LoVerde
Danette O'Donovan Matyas
Rosemary R. Palicki

Village Manager
Steven C. Vinezeano

Village Clerk
Marlene J. Victorine

November 21, 2014

Mr. Jim Skogsbergh
Chief Executive Officer
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, IL 60515

Dear Mr. Skogsbergh:

As Mayor of the Village of Niles, I would like to convey my support for the joining of NorthShore University HealthSystem and Advocate Health Care to create Advocate NorthShore Health Partners (ANHP). NorthShore's partnership with Advocate will only strengthen and enhance services for the residents of the Village of Niles and throughout the north and northwest suburbs. In addition, I am confident that this partnership will also bring additional economic development opportunities for our community.

I have been Mayor of the Village of Niles since May of 2013 and before that served on the Village Board as Trustee for 24 years. During that time, the Village has supported the programs of Advocate Lutheran General Hospital and our Family Services Department relies on the many services Advocate has to offer to enhance the quality of life for Niles residents.

Please share my support on behalf of the Village with the Illinois Health Facilities and Services Review Board.

Sincerely,

Andrew Przybylo
Mayor
Village of Niles

City of Des Plaines
City Manager's Office
Health and Human Services
1420 Miner Street
Des Plaines, IL 60016
Tel: 847-391-5480
Fax: 847-391-5484

November 24, 2014

Mr. Jim Skogsbergh
President and CEO
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, IL 60515

Dear Mr. Skogsbergh:

I would like to share my support of Advocate Health Care's plan to join together with the NorthShore University Health System. It is my understanding that the Illinois Health Facilities and Services Review Board will be asked to approve this merger.

I have been the Community Health Nurse for the City of Des Plaines for over nineteen years and have had the privilege of working with many different departments within Advocate Lutheran General Hospital, as well as within the community. From Older Adult Services to the Emergency Room, and many departments in between, Advocate has always had a presence in our community. I have had the opportunity to work directly with Diabetes educators, social workers, nurses and physicians and look forward to not only continuing, but increasing our partnerships.

It is my hope that Advocate will continue to uphold its commitment to community through collaboration with the Northshore University Health System by continuing to serve as a respected healthcare provider.

Good luck with your endeavor and I look forward to working with both systems as they merge and enhance the continuum of care to our residents.

Sincerely,

Madeline R. May RN BSN
Community Health Nurse
City of Des Plaines

BARRINGTON AREA CHAMBER of COMMERCE

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BARRINGTON

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INVERNESS

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LONG GROVE

NORTH BARRINGTON

PORT BARRINGTON

SOUTH BARRINGTON

TOWER LAKES

November 24, 2014

Mr. Jim Skogsbergh
President & CEO
Advocate Health Care
2025 Highland Parkway, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

As a Chamber leader in Advocate Good Shepherd Hospital's service area, I am writing to affirm my support and that of the BACC Board of Directors for the merger of Advocate Health Care and NorthShore University HealthSystem for the Illinois Health Facilities and Services Review Board's consideration.

We believe this merger will support job growth and economic development opportunities within our region. Both organizations share a long-term strategy to reduce costs while improving efficiencies and advancing quality. As leaders in an ever-changing health care market environment and by working together, Advocate NorthShore Health Partners can enhance access to care within our workplaces and communities and create economies of scale to reduce the trend of rising health care costs.

Finally, as a resident within Advocate Health Care's service area, I am excited to see your organization grow and expand as Illinois' largest integrated health care delivery system, which will translate to improved access to care and lower costs for health care consumers and our community.

Sincerely,

Suzanne Corr
President
Barrington Area Chamber of Commerce

190 EAST JAMES STREET
BARRINGTON, ILLINOIS 60010-3096
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FAX 847.381.2540
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Partners IN Building BUSINESS SUCCESS

NILES chamber of commerce&industry

November 24, 2014

Mr. Jim Skogsbergh
President & CEO
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

The Niles Chamber of Commerce and Industry strongly supports the merger of Advocate Health Care and NorthShore University HealthSystem and urges the Illinois Health Facilities and Services Review Board's approval.

Niles is a North West suburb that shares borders with Advocate Lutheran General Hospital and Advocate Children's Hospital. Both facilities are vital parts of our community and we encourage their growth and expansion.

We represent over 400 local businesses, both small and large, in the Niles area and believe the merge of these two healthcare systems will be beneficial to the overall health of our community. Not only does it provide job growth, but also strengthens the resources and services available for our residents and employees in the area. The healthcare industry is constantly changing and a larger system can better adapt and improve its quality of care.

The NorthShore Health Partners and Advocate Health Care partnership shows strategies that will allow for better access to care, lower costs for consumers and an overall healthier community. Over the last decade, we have experience Advocate's dedication to our local community and look forward to that continued commitment.

Sincerely,

Katie Schneider

Katie Schneider
Executive Director

Wauconda Fire District

109 W. Liberty Street
Wauconda, Illinois 60084

David Dato, Chief | Bus. 847-526-2821 | *Fax: 847-526-2836*

November 24, 2014

Mr. Jim Skogsbergh
President & CEO
Advocate Health Care
2025 Highland Parkway, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

On behalf of the Wauconda Fire District, I would like to share our support of Advocate Health Care's plans to join together with NorthShore University HealthSystem with the understanding that the Illinois Health Facilities and Services Review Board will be asked to approve this merger.

The Wauconda Fire District through its paramedic service is a community partner with Advocate Good Shepherd Hospital; we know that Advocate Health Care has a track record for providing high quality health care services with a focus on population health outcomes. NorthShore University Health System clearly shares the same commitment to the community and patient-centered care. Together, as Advocate NorthShore Health Partners, synergies will be realized and collectively will have the ability to shape access to care through enhanced charitable programs, integrated services and enhanced delivery models.

As Administrator of the Wauconda Fire Protection District, I understand the significance and value of accessibility to quality health care in a unified system for community members. I believe that combining these two leading health care providers will enhance the continuum of care, provide better access to health and wellness, and support best practices that will benefit our residents. I view this relationship as a positive advancement for health care in our community.

Sincerely,

David Dato, Fire Chief
Wauconda Fire Protection District

Village of Lake Barrington

23860 Old Barrington Road
Lake Barrington, Illinois 60010
www.lakebarrington.org
Email: Lakebarrington@lakebarrington.org
Phone: 1-847-381-6010 Fax: 1-847-381-8557

PRESIDENT
Kevin C. Richardson

TRUSTEES
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Karen Daulton-Lange
Christopher D. Mitchell
David B. Raclaw
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Dorothy H. "Connie" Schofield

VILLAGE ADMINISTRATOR
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VILLAGE ACCOUNTANT
Deborah Vernon

VILLAGE CLERK
Loretta Peterson

VILLAGE TREASURER
Margaret M. "Peggy" Hirsch

PERMIT COORDINATOR/ ADMINISTRATIVE ASSISTANT
Erica A. Rezula

November 24, 2014

Mr. James H. Skogsbergh
Chief Executive Officer
Advocate Health Care
3075 Highland Avenue
Suite 600
Downers Grove, IL 60515

Dear Mr. Skogsbergh:

On behalf of the Village of Lake Barrington, I am pleased to share my support for the joining of NorthShore University HealthSystem and Advocate Health Care to create Advocate NorthShore Health Partners (ANHP). I understand that the Illinois Health Facilities and Services Review Board will be asked to approve this merger and I want to be clear in stating my community's support for it.

The Village of Lake Barrington understands that health care systems across the country are required to provide better outcomes at lower costs for the communities they serve. With a strong, long-standing commitment to clinical integration, this merger will further align both Advocate and NorthShore's dedication to improving population health outcomes. Further, this agreement will also advance research and evidence-based practices while also providing better access to care, improving quality and lowering costs for the residents of my community.

Advocate Good Shepherd Hospital is a vital part of the Lake Barrington community and offers exceptional health and wellness services to our residents. Both Advocate Health Care and NorthShore have a record of providing significant jobs, critical services, civic and charitable support and many other opportunities to the communities they serve, including Lake Barrington. I feel that NorthShore's joining with Advocate to create Advocate NorthShore Health Partners will enhance these roles for years to come.

Thank you for your continued dedication and commitment to the health care and well-being of the residents of my community and the people of Illinois.

Sincerely,

Kevin C. Richardson
Village President

ROSALIND FRANKLIN UNIVERSITY
OF MEDICINE AND SCIENCE

K. Michael Welch, MB, ChB, FRCP
President and CEO
Office of the President
Phone: 847-578-3238
Fax: 847-578-3403
michael.welch@rosalindfranklin.edu

November 25, 2014

Mr. Jim Skogsbergh
President & CEO
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

I would like to share my support of Advocate Health Care's plans to join together with NorthShore University HealthSystem with the understanding that the Illinois Health Facilities and Services Review Board will be asked to approve this merger.

As a partner with Advocate Condell Medical Center, I know that Advocate Health Care has a track record for providing high quality health care services with a focus on population health outcomes. NorthShore University HealthSystem also shares the same commitment to the community and patient-centered care. Together, as Advocate NorthShore Health Partners, you will have the ability to shape access to care through enhanced charitable programs, integrated services and delivery models.

I believe that combining these two leading health care providers will enhance the continuum of care, provide better access to health and wellness, and support best practices that will benefit our residents. I view this relationship as a positive advancement for health care in our community area.

Sincerely,

K. Michael Welch, MB, ChB, FRCP
President and CEO

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Toni Preckwinkle
President
Cook County Board of Commissioners

John Jay Shannon, MD
Chief Executive Officer
Cook County Health & Hospitals System

Terry Mason, MD, FACS
Chief Operating Officer
Cook County Department of
Public Health
15900 S. Cicero Ave.
Oak Forest, IL 60452

COOK COUNTY HEALTH & HOSPITALS SYSTEM
CCHHS

Cook County Health & Hospitals System
Board Members

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Commissioner Jerry Butler • Vice Chairman
David Carvalho
Lewis M. Collens
Ada Mary Gugenheim
Wayne M. Lerner, DPH, FACHE
Rev. Calvin S. Morris, PhD
Luis Muñoz, MD, MPH
Jorge Ramirez
Carmen Velasquez
Dorene P. Wiese, EdD

November 25, 2014

Mr. Jim Skogsbergh, President & CEO
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, IL 60515

Dear Mr. Skogsbergh:

The Cook County Department of Public Health (CCDPH) would like to express our support for the joining of Advocate Health Care and NorthShore University HealthSystem into Advocate North Shore Health Partners. Please share this letter of support with the Illinois Health Facilities and Services Review Board.

CCDPH, an Illinois Department of Public Health certified public health authority, envisions a healthy Cook County where all people and communities thrive in safe, health-promoting conditions. The agency has jurisdiction in 129 incorporated suburban municipalities, which encompasses service areas of both Advocate Health Care and NorthShore University HealthSystem.

Our agency works closely with hospitals in suburban Cook County to prevent and control the spread of communicable diseases. In addition, CCDPH has supported hospitals like Advocate Lutheran General with their community health needs assessment and implementation plan. We further complement the efforts of hospitals by strengthening the places where people live, work, play and learn through policy, systems and environmental-level changes that make healthy living easier.

As the largest health care system in Illinois, Advocate Health Care is a leader in population health. By joining with NorthShore University Health System, the affiliation will combine the best of these two health systems including advancements in clinical integration, quality, safety, and patient outcomes.

We wish you the best with the transition, and look forward to continuing to collaborate with the hospitals and healthcare providers that will be part of Advocate North Shore Health Partners.

Sincerely,

Terry Mason, MD, FACS
Chief Operating Officer

TM/gmb

6107B N. Northwest Highway
Chicago, IL 60631
773-763-3810 Fax 773-763-3881

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(217) 782-1035
(217) 782-2331 FAX
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ILLINOIS STATE SENATE
SENATOR JOHN G. MULROE
STATE SENATOR 10TH DISTRICT

November 25, 2014

Mr. Jim Skogsbergh
Chief Executive Officer
Advocate Health Care
3075 Highland Ave, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

I am pleased to share with you and the Illinois Health Facilities and Services Review Board my support for the joining of NorthShore University HealthSystem and Advocate Health Care to create Advocate NorthShore Health Parters (ANHP).

I have been the state senator of the 10th district since 2010. Advocate Lutheran General is located within my district. As state senator, I have visited Advocate Lutheran General on many occasions for a variety of events. Most recently, I participated in a legislative forum where I was accompanied by two of my colleagues from the Senate and three of my colleagues from the House of Representatives. The event was well attended by nurses, doctors and others. We had a lively and informative discussion.

On a personal level, I have four children all of which were born at Advocate Lutheran General. In addition to spending time at the hospital for my children's births, I have also been to the hospital with my children on a number of occasions for stitches and other medical services that parents typically experience in raising children.

Health care systems across the country are required to provide better outcomes at lower costs for the communities they serve. With a strong long-standing commitment to clinical integration, this merger will further align both Advocate and NorthShore's dedication to improving population health outcomes. Further, this agreement will also advance translational research and evidence-based practices while also providing better access to care, improving quality and lowering costs for the families and residents of my district.

NorthShore provides significant jobs, critical services, community support and many other opportunities within my Senate District. I feel that NorthShore's joining with Advocate to create Advocate NorthShore Health Partners will only enhance and strengthen these roles for many years to come.

I have nothing but praise for Advocate Lutheran General related to their administration and the care and compassion that is provided by their medical team. I wish you the best in this endeavor, and hope the Review Board sees the positive benefits that this merger would bring to the residents of the 10th District and our neighbors.

Sincerely,

John G Mulroe

Senator John G. Mulroe
10th Legislative District
State of Illinois

STATE OF ILLINOIS
HOUSE OF REPRESENTATIVES

20TH DISTRICT OFFICE
5515 N. EAST RIVER ROAD
CHICAGO, IL 60656
773/444-0611
FAX: 773/444-0711
E-mail: mmcauliffe20@yahoo.com
Website: mcauliffe.ilhousegop.org

SPRINGFIELD OFFICE
218-N STRATTON BUILDING
SPRINGFIELD, IL 62706
217/782-8182
FAX: 217/558-1073

MICHAEL P. McAULIFFE
STATE REPRESENTATIVE
20TH DISTRICT

COMMITTEES:
APPROPRIATIONS-PUBLIC SAFETY
HEALTH CARE AVAILABILITY ACCESS
HEATH CARE LICENSES-SPOKESMAN
MUSEUMS, ARTS & CULTURAL ENHANCEMENT
PUBLIC UTILITIES
TOURISM & CONVENTIONS
VETERANS' AFFAIRS - SPOKESMAN

November 25, 2014

Mr. Jim Skogsbergh
Chief Executive Officer
Advocate Health Care
3075 Highland Ave, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

I would like to share my support for the joining of NorthShore University HealthSystem and Advocate Health Care to create Advocate NorthShore Health Parters (ANHP). I understand that the Illinois Health Facilities and Services Review Board will be asked to approve this merger.

As State Representative of the 20th District, I understand how vital local hospitals are to the health and well-being of our community. I have had the pleasure of working with the stellar staff at Advocate Lutheran General Hospital to improve healthcare in Illinois. Last Spring, I worked closely with Sarah M. Friedewald M.D., from Advocate Lutheran General Hospital to introduce and pass legislation aimed at encouraging more 3D mammography and to raise awareness on the various options for breast cancer detection. The team at Advocate Lutheran General Hospital consistently works to be part of the solution and I am proud to represent them in Springfield.

Health care systems across the country are required to provide better outcomes at lower costs for the communities they serve. With a strong long-standing commitment to clinical integration, this merger will further align both Advocate and NorthShore's dedication to improving population health outcomes. Further, this agreement will also advance translational research and evidence-based practices while also providing better access to care, improving quality and lowering costs for the families and residents of my district.

NorthShore provides significant jobs, critical services, community support and many other opportunities within the 20th District. I feel that NorthShore's joining with Advocate to create Advocate NorthShore Health Partners will enhance and strengthen these roles for many years to come.

Thank you for your continued dedication and commitment to support the health care and well-being of the residents of my district and the state of Illinois. If you have any questions or would like to get in touch regarding this or any area of state government, feel free to e-mail me at mmcauliffe20@yahoo.com or contact my office at (773) 444-0611. I look forward to working with you in the future.

Sincerely,

Michael P. McAuliffe
20th District State Representative

RECYCLED PAPER - SOYBEAN INKS

Carol A. Teschky
Supervisor

Supervisor
Carol A. Teschky

Clerk
Gary K. Warner

Assessor
Susan Moylan Krey

Highway Commissioner
Robert Provenzano

Trustees
Walter Kazmierczak
Laura J. Morask
Peter Gialamas
Kimberly Jones

General Offices
1700 Ballard Road
Park Ridge, IL 60068-1006
847-297-2510
847-297-1335 Fax

Highway Department
1401 Redeker Road
Des Plaines, IL 60016-3411
847-297-5225
847-297-8723 Fax

November 25, 2014
Mr. Jim Skogsbergh
President & CEO
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

We would like to share our support of Advocate Health Care's plans to join together with NorthShore University HealthSystem with the understanding that the Illinois Health Facilities and Services Review Board will be asked to approve this merger.

Maine Township has existed since 1850 with the specific goals set by the General Assembly of social services to the community. We have programs for youth all the way through the senior population of our area. We run a year round food pantry . Our specific partnership with Advocate include the flu shot program, and life alert information and sales. Advocate also offers educational seminars in our Town Hall.

As a community partner with Advocate Lutheran General Hospital, we know that Advocate Health Care has a track record for providing high quality health care services with a focus on population health outcomes. NorthShore University HealthSystem also shares the same commitment to the community and patient-centered care. Together, as Advocate NorthShore Health Partners, you will have the ability to shape access to care through enhanced charitable programs, integrated services and delivery models.

We believe that combining these two leading health care providers will enhance the continuum of care, provide better access to health and wellness, and support best practices that will benefit our residents. We view this relationship as a positive advancement for health care in our community.

We gladly lend our support along with many others in this proposed merger of two of the best health care entities in this area.

Sincerely,

Carol A. Teschky

Carol A. Teschky
Maine Township Supervisor

CITY OF PARK RIDGE
505 BUTLER PLACE
PARK RIDGE, IL 60068-4182
TEL: 847/318-5291
FAX: 847/318-6411
TDD: 847/318-5252
www.parkridge.us

Department of Community
Preservation and Development

November 25, 2014

Mr. Jim Skogsbergh
President and CEO
Advocate Health Care
3075 Highland Parkway Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsberg,

I would like to share my support of Advocates Health Care's plans to join together with Northshore University HealthSystem with the understanding that the Illinois Health Facilities and Services Review will be asked to approve this merger.

As the Chairman of the Advocate Lutheran General Service League and Environmental Health Officer for the City of Park Ridge, I have had the honor of being part of the Advocate Lutheran General Hospital community for over 25 years.
As the Environmental Health Officer I have worked with many individuals in the hospital regulating the state and local health code regulations during regular on-site inspections.
As the Chairman of the ALGH Service League I have had the privilege of working with volunteers, associates and doctors to fulfill the hospital mission and goals of excellent patient outcome and patient satisfaction by contributing to the charitable care and services of the hospital through our fund raising efforts.

As a community partner with Advocate Lutheran General Hospital, I see first-hand the dedication and compassion everyone has to provide high quality health care services.
Dedication, hard work and an unremitting devotion to providing better access to health and wellness is a positive advancement for health care in our community.

Coming together is a beginning, staying together is progress, working together is success.
I look forward to being part of all of it.

Respectfully,

Laura J Dee Chairman
ALGH Service League

Environmental Health Officer MM LEHP
City of Park Ridge
847-318-5319

CITY OF PARK RIDGE
POLICE DEPARTMENT
200 S. VINE AVE
PARK RIDGE, IL 60068
TEL: 847/318-5252
FAX: 847/318-5308
TDD: 847/ 318-5252
www.parkridgepolice.org

FRANK J. KAMINSKI
CHIEF OF POLICE

November 25, 2014

Mr. Jim Skogsbergh
President & CEO
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

We would like to share our support of Advocate Health Care's plans to join together with NorthShore University HealthSystem with the understanding that the Illinois Health Facilities and Services Review Board will be asked to approve this merger.

As a community partner with Advocate Lutheran General Hospital, we know that Advocate Health Care has a track record for providing high quality health care services with a focus on population health outcomes. NorthShore University HealthSystem also shares the same commitment to the community and patient-centered care. Together, as Advocate NorthShore Health Partners, you will have the ability to shape access to care through enhanced charitable programs, integrated services and delivery models.

The Park Ridge Police Department maintains a strong commitment to working with Advocate Lutheran General Hospital. We work closely with LGH's Department of Public Safety to enhance safety in and around the LGH campus. We recently worked with LGH to secure a grant from the U.S. Department of Justice to develop a community response to mental health issues. LGH has been a tremendous partner to the Park Ridge Police Department.

We believe that combining these two leading health care providers will enhance the continuum of care, provide better access to health and wellness, and support best practices that will benefit our residents. We view this relationship as a positive advancement for health care in our community.

Sincerely,

F. Kaminski

Frank Kaminski
Chief of Police

The Lake County Haven

Empowering homeless women and their children
to achieve permanent, independent living.

P.O. Box 127, Libertyville, IL 60048 • 847-680-1703 • fax, 847-680-1342 • www.LakeCountyHaven.org

November 25, 2014

Mr. Jim Skogsbergh
President & CEO
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

On behalf of the Lake County Haven, I would like to share my support of the work being done at Advocate Condell Medical Center in Libertyville.

The Haven serves homeless women and children. Our clients come to us with extensive physical and mental illnesses. Advocate Condell Medical Center has proven to be an excellent community partner in the care of these, some of our community's most vulnerable residents. At Advocate Condell, our clients receive healthcare of the highest quality. We are continually impressed with the quality of the staff of that facility. Additionally, Advocate Condell has repeatedly shown us that they will go above and beyond to care for our residents. The staff has reached out and supported the Haven through financial and in-kind support. We are so grateful to be partners with this wonderful organization.

Sincerely,

Laura Sabino
Executive Director

BOARD OF DIRECTORS

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United Partnership for a Better Community

November 25, 2014

Mr. Jim Skogsbergh
President & CEO
Advocate Health Care
2025 Highland Parkway, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

On behalf of the United Partnership Executive Board, I would like to share our support on Advocate Health Care's plans to join together with NorthShore University HealthSystem with the understanding that the Illinois Health Facilities and Services Review Board will be asked to approve this merger.

As a community partner with Advocate Good Shepherd Hospital, I know that Advocate Health Care has a track record for providing high quality health care services with a focus on population health outcomes. NorthShore University HealthSystem also shares the same commitment to the community and patient-centered care. Together, as Advocate NorthShore Health Partners, you will have the ability to shape access to care through enhanced charitable programs, integrated services and delivery models.

As Chairperson for the United Partnership for a Better Community, I have seen firsthand the impact Advocate Good Shepherd has on the health of its local community members and the commitment it shows through the support and dedication to community health and wellness.

We believe that combining these two leading health care providers will enhance the continuum of care, provide better access to health and wellness, and support best practices that will benefit our residents. I view this relationship as a positive advancement for health care in our community/county/service area.

Sincerely,

Nancy Burton
Chairperson
United Partnership for a Better Community (Health Coalition)
Wauconda, Il.

CITY OF PARK RIDGE
505 BUTLER PLACE
PARK RIDGE, IL 60068
TEL: 847/ 318-5226
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OFFICE OF THE MAYOR

November 25, 2014

Mr. Jim Skogsbergh
Chief Executive Officer
Advocate Health Care
3075 Highland Ave, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

I am writing to express my support for the merging of NorthShore University HealthSystem and Advocate Health Care to create Advocate NorthShore Health Parters (ANHP). I believe this effort will enhance the quality of care for the residents of Park Ridge, and provide better access to care while also improving health outcomes.

I have served the City of Park Ridge the last several years, two years as an Alderman and as its Mayor for the last 5 ½ years. My relationship with Lutheran General Hospital has continued to grow over the years, focusing on a collaboration of efforts between the City and Ms. Paula Besler and a vision of providing exceptional healthcare and educational services for the betterment of the community.

It is my opinion that the merging of two Chicagoland healthcare leaders, NorthShore and Advocate, will only strengthen and enhance these services for residents throughout the region.

As Park Ridge's largest employer and visitor destination, I am also confident that this partnership will bring additional economic development opportunities for our community.

Please share my support on behalf of the City with the Illinois Health Facilities and Services Review Board.

Sincerely,

David F. Schmidt

David F. Schmidt, Mayor
City of Park Ridge

LakeCounty

FROM THE DESK OF LAKE COUNTY COMMISSIONER

NICHOLAS A. SAUER

Tuesday, November 25, 2014

Mr. Jim Skogsbergh
Chief Executive Officer
Advocate Health Care
3075 Highland Ave, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh,

I would like to share my support for the joining of NorthShore University HealthSystem and Advocate Health Care to create Advocate NorthShore Health Parters (ANHP). I understand that the Illinois Health Facilities and Services Review Board will be asked to approve this merger.

Health care systems across the country are required to provide better outcomes at lower costs for the communities they serve. With a strong long-standing commitment to clinical integration, this merger will further align both Advocate and NorthShore's dedication to improving population health outcomes. Furthermore, this agreement will also advance translational research and evidence-based practices, while also providing better access to care, improving quality and lowering costs for the families and residents of my district.

Both Advocate Health Care and NorthShore provide significant jobs, critical services, community support and many other opportunities within Lake County and for the constituents I represent. I feel that NorthShore's joining with Advocate to create Advocate NorthShore Health Partners will enhance and strengthen these roles for many years to come.

Thank you for your continued dedication and commitment to support the health care and well-being of the residents of my district and the state of Illinois.

Sincerely,

Nicholas A. Sauer
Lake County Commissioner, District 17
State of Illinois

18 N. COUNTY STREET, WAUKEGAN, IL 60085 NSauer@LakeCountyIL.gov (224) 655-2287

GLENVIEW
CHAMBER of COMMERCE

Mr. Jim Skogsbergh
Chief Executive Officer
Advocate Health Care
3075 Highland Parkway, Suite 600
Downers Grove, Illinois 60515

Dear Mr. Skogsbergh:

On behalf of the Glenview Chamber of Commerce, I would like to convey my support for the joining of NorthShore University HealthSystem and Advocate Health Care to create Advocate NorthShore Health Partners (ANHP). I believe this effort will enhance the continuum of care for the residents of Glenview, providing better access to care while also improving health outcomes.

As the President of the Glenview Chamber of Commerce and as a lifelong resident and business owner in Glenview, I am pleased to have Advocate Lutheran General and NorthShore University's Glenbrook Hospital serving our community. Both organizations are very supportive, active, long standing members of the Chamber and we enjoy the participation of key people from both Advocate and NorthShore serving on committees and on our board of directors.

Access to high quality, affordable health care is critical for residents and visitors of the Village of Glenview and NorthShore University Hospital has provided this for our community and our neighbors for 37 years. NorthShore's partnership with Advocate will only strengthen and enhance these services for residents throughout Glenview and the Northwest suburban area.

As the volunteer head of the Chamber, representing businesses in our Village, I am confident that this partnership will also bring additional economic development opportunities for our community.

Please share my support on behalf of the Chamber with the Illinois Health Facilities and Services Review Board.

Sincerely,

Jerry Doetsch

Jerome Doetsch, President
Glenview Chamber of Commerce
Berkshire Hathaway Koenig Rubloff-The Doetsch Team

cc: Betsy Baer, Chamber Executive Director

700 OSTERMAN AVE
DEERFIELD, IL 60015
(847) 945-5200

627K CAPITOL BUILDING
SPRINGFIELD, IL 62706
(217) 782-3650

COMMITTEES:
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ILLINOIS STATE SENATE
JULIE A. MORRISON
STATE SENATOR • 29TH DISTRICT

Mr. Mark Neaman
CEO of Northshore University Health
1300 Central Street
Evanston, IL 60201

Dear Mark,

I write you today to voice my support of the merge of Advocate Healthcare and NorthShore University HealthSystem to Advocate Northshore Health Partners. This merge shows the willingness of both providers to exceed expectations of the communities they serve. I applaud their commitment to the community.

This merge will focus on providing a patient centered health delivery system, with improved effectiveness and reduced costs. I am also pleased to hear that there would be no interruption of services or layoffs associated with this merger. As this merger comes before the Illinois Health Review Board, please know I have every confidence in NorthShore University Health Systems and Advocate Healthcare.

I look forward to working together to better serve the healthcare needs of our communities.

Respectfully,

Julie Morrison
State Senator
29th legislative District

RECYCLED PAPER • SOYBEAN INKS

Building a Child's Future Today

Mark Neaman
President & CEO
NorthShore University HealthSystem
1301 Central Street
Evanston, IL 60201

Dear Mark Neaman,

We are writing to express our strong support of Advocate Health Care and NorthShore University HealthSystem (NorthShore) intent to combine to create Advocate NorthShore Health Partners (ANHP). We are proud to partner closely with NorthShore to provide comprehensive family services in support of improved outcomes for children and families in Evanston, Skokie, Morton Grove and surrounding neighborhoods.

NorthShore University HealthSystem has a long history in the region consisting of four hospitals; NorthShore Evanston Hospital, whose traditions of providing high-quality healthcare dates back to 1891. CNE partners closely with NorthShore on efforts to integrate health and education interventions in support of a healthy childhood. NorthShore supports CNE's work to convert child care classrooms into supportive health environments, encourage positive health behaviors among children and families, and engage in traditional and social media efforts to reinforce health messages in the broader community.

NorthShore's Research Institute has assisted CNE to better identify, educate, and encourage healthy behaviors in children (and their families) who are at risk for childhood obesity -- allowing our agency to preventively address, head -on, one of nation's most significant and costly health care issues.

NorthShore also partners with CNE on service delivery – NorthShore's specialty, primary care physicians and pediatricians see pregnant mothers, infants, toddlers, and children from families served by CNE. NorthShore facilitates coordinated service delivery between health and education programs offered by both our organizations.

For more than 45 years, CNE has put partnerships at the forefront as it played a critical role in supplying vital early childhood slots through coordinated management of Early Head Start, Illinois Child Care Assistance Program, and other local and private funding streams. As a result, we have seen the overall quality of care increase, increased financial stability for families and centers, and communities that are mobilized to improve their own neighborhoods. We are proud to consider NorthShore a critical partner in this work.

We are happy to express our support for Advocate Health Care's and NorthShore University HealthSystem's intent to combine to create Advocate NorthShore Health Partners and hope you will favorably review their request.

Sincerely,

Andrea Densham
Executive Director
Childcare Network of Evanston

Robyn Gabel
State Representative, 18th District

Mark Neaman
President & CEO
NorthShore University HealthSystem
1301 Central St Evanston, IL 60201

I am writing in support of Advocate Health Care and NorthShore University HealthSystem's intention to combine to create Advocate NorthShore Health Partners (ANHP).

When complete, ANHP will be the largest integrated health care delivery system in Illinois and will serve 3 million patients annually. This merger will provide an increased geographic reach in Illinois and metropolitan Chicago.

NorthShore has been a great community partner providing residents throughout my distinct with high quality health care at their four hospital locations and numerous local doctors' offices. They have been a partner and financial supporter of Erie Family Health Center in Evanston. They helped to launch Be Well Lake County, a community health initiative committed to providing greater access to comprehensive care and have contributed more than $268 million in charitable care and services to the community.

NorthShore is also a Magnet recognized organization, the first in Illinois designated as an entire system to receive this prestigious honor that demonstrates excellence in nursing and high standards in patient care. The system also supports the NorthShore Research Institute; the NorthShore Philanthropic Foundation; and NorthShore Home & Hospice Services.

This merger will expand these efforts, while focusing on delivering high quality health outcomes for patients at lower cost. An additional strength of this merger will be the expansion of Advocate's patient centered population health delivery to the NorthShore service area. The merger will create a network of clinically integrated independent and employed physician partners.

I support the merger between Advocate Health Care and NorthShore University HealthSystem and believe that your application should be given favorable consideration.

Sincerely,

Robyn Gabel
State Representative- 18th District