

ILLINOIS HEALTH FACILITIES AND SERVICES REVIEW BOARD
APPLICATION FOR PERMIT

RECEIVED

SECTION I. IDENTIFICATION, GENERAL INFORMATION, AND CERTIFICATION

NOV 23 2010

This Section must be completed for all projects.

HEALTH FACILITIES &
SERVICES REVIEW BOARD

Facility/Project Identification

Facility Name:	Oak Forest Hospital		
Street Address:	15900 S Cicero Ave		
City and Zip Code:	Oak Forest 60452		
County:	Cook	Health Service Area	7
		Health Planning Area:	A-04

Applicant /Co-Applicant Identification

[Provide for each co-applicant [refer to Part 1130.220].

Exact Legal Name:	Cook County Health & Hospitals System		
Address:	1900 W. Polk St, Suite 220, Chicago, IL 60612		
Name of Registered Agent:	none		
Name of Chief Executive Officer:	William T. Foley		
CEO Address:	1900 W. Polk St, Suite 220, Chicago, IL 60612		
Telephone Number:	312 864-6820		

Type of Ownership of Applicant/Co-Applicant

<input type="checkbox"/> Non-profit Corporation	<input type="checkbox"/> Partnership	
<input type="checkbox"/> For-profit Corporation	<input checked="" type="checkbox"/> Governmental	
<input type="checkbox"/> Limited Liability Company	<input type="checkbox"/> Sole Proprietorship	<input type="checkbox"/> Other

- Corporations and limited liability companies must provide an Illinois certificate of good standing.
- Partnerships must provide the name of the state in which organized and the name and address of each partner specifying whether each is a general or limited partner.

APPEND DOCUMENTATION AS ATTACHMENT-1 IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM. See Attachment 1

Primary Contact

[Person to receive all correspondence or inquiries during the review period]

Name:	Randall L Mark
Title:	Director of Intergovernmental Affairs & Policy
Company Name:	Cook County Health & Hospitals System
Address:	1900 W Polk St, Suite 123, Chicago, IL 60612
Telephone Number:	312 864-6820
E-mail Address:	rlmark@ccbhs.org
Fax Number:	312 864-9274

Additional Contact

[Person who is also authorized to discuss the application for permit]

Name:	William T Foley
Title:	CEO
Company Name:	Cook County Health & Hospitals System
Address:	1900 W Polk St Suite 220 Chicago, IL 60612
Telephone Number:	312 864-6820
E-mail Address:	wfoley@ccbhs.org
Fax Number:	312 864-9994

Post Permit Contact

[Person to receive all correspondence subsequent to permit issuance-THIS PERSON MUST BE EMPLOYED BY THE LICENSED HEALTH CARE FACILITY AS DEFINED AT 20 ILCS 3960]

Name:	Randall L Mark
Title:	Director of Intergovernmental Affairs & Policy
Company Name:	Cook County Health & Hospitals System
Address:	1900 W. Polk St, Suite 123, Chicago, IL 60612
Telephone Number:	312 864-0916
E-mail Address:	rlmark@ccbhs.org
Fax Number:	312 864- 9274

Site Ownership

[Provide this information for each applicable site]

Exact Legal Name of Site Owner:	Cook County
Address of Site Owner:	118 N Clark St, Room 567, Chicago, IL 60602
Street Address or Legal Description of Site:	
Proof of ownership or control of the site is to be provided as Attachment 2. Examples of proof of ownership are property tax statement, tax assessor's documentation, deed, notarized statement of the corporation attesting to ownership, an option to lease, a letter of intent to lease or a lease.	
APPEND DOCUMENTATION AS ATTACHMENT-2, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.	

Operating Identity/Licensee

[Provide this information for each applicable facility, and insert after this page.]

Exact Legal Name:	Cook County Health & Hospitals System		
Address:	1900 W Polk St., Suite 220, Chicago, IL 60612		
<input type="checkbox"/>	Non-profit Corporation	<input type="checkbox"/>	Partnership
<input type="checkbox"/>	For-profit Corporation	<input checked="" type="checkbox"/>	Governmental
<input type="checkbox"/>	Limited Liability Company	<input type="checkbox"/>	Sole Proprietorship
		<input type="checkbox"/>	Other
<ul style="list-style-type: none"> o Corporations and limited liability companies must provide an Illinois Certificate of Good Standing. o Partnerships must provide the name of the state in which organized and the name and address of each partner specifying whether each is a general or limited partner. o Persons with 5 percent or greater interest in the licensee must be identified with the % of ownership. 			
APPEND DOCUMENTATION AS ATTACHMENT-3, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM. See Attachment 3			

Organizational Relationships

Provide (for each co-applicant) an organizational chart containing the name and relationship of any person or entity who is related (as defined in Part 1130.140). If the related person or entity is participating in the development or funding of the project, describe the interest and the amount and type of any financial contribution.

APPEND DOCUMENTATION AS ATTACHMENT-4, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM. See Attachment 4

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<input type="checkbox"/>	For-profit Corporation	<input checked="" type="checkbox"/>	Governmental
<input type="checkbox"/>	Limited Liability Company	<input type="checkbox"/>	Sole Proprietorship <input type="checkbox"/> Other
<ul style="list-style-type: none"> o Corporations and limited liability companies must provide an Illinois Certificate of Good Standing. o Partnerships must provide the name of the state in which organized and the name and address of each partner specifying whether each is a general or limited partner. o Persons with 5 percent or greater interest in the licensee must be identified with the % of ownership. 			
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Flood Plain Requirements

[Refer to application instructions.]

Provide documentation that the project complies with the requirements of Illinois Executive Order #2005-5 pertaining to construction activities in special flood hazard areas. As part of the flood plain requirements please provide a map of the proposed project location showing any identified floodplain areas. Floodplain maps can be printed at www.FEMA.gov or www.illinoisfloodmaps.org. **This map must be in a readable format.** In addition please provide a statement attesting that the project complies with the requirements of Illinois Executive Order #2005-5 (<http://www.hfsrb.illinois.gov>).

APPEND DOCUMENTATION AS **ATTACHMENT -5**, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM. See Attachment 5

Historic Resources Preservation Act Requirements

[Refer to application instructions.]

Provide documentation regarding compliance with the requirements of the Historic Resources Preservation Act.

APPEND DOCUMENTATION AS **ATTACHMENT-6**, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM. See Attachment 6

DESCRIPTION OF PROJECT**1. Project Classification**

[Check those applicable - refer to Part 1110.40 and Part 1120.20(b)]

Part 1110 Classification:

- Substantive
 Non-substantive

Part 1120 Applicability or Classification:

[Check one only.]

- Part 1120 Not Applicable
 Category A Project
 Category B Project
 DHS or DVA Project

2. Narrative Description

Provide in the space below, a brief narrative description of the project. Explain **WHAT** is to be done in **State Board defined terms**, **NOT WHY** it is being done. If the project site does **NOT** have a street address, include a legal description of the site. Include the rationale regarding the project's classification as substantive or non-substantive.

The Cook County Health & Hospitals System (CCHHS) proposes to discontinue Oak Forest Hospital. Inpatient categories of services to be discontinued include Medical/Surgical, Intensive Care, Rehabilitation, and Long Term Care. Other hospital services, including emergency services and surgical services, would also be discontinued.

The project for Discontinuation is non-substantive per 1110.40.b. As prescribed in the recently approved CCHHC Strategic Plan, inpatient hospital services at the Oak Forest campus will be supplanted by a "Regional Outpatient Center" providing a comprehensive array of primary, specialty, diagnostic, and urgent care services.

Project Costs and Sources of Funds

Complete the following table listing all costs (refer to Part 1120.110) associated with the project. When a project or any component of a project is to be accomplished by lease, donation, gift, or other means, the fair market or dollar value (refer to Part 1130.140) of the component must be included in the estimated project cost. If the project contains non-reviewable components that are not related to the provision of health care, complete the second column of the table below. Note, the use and sources of funds must equal.

Does not apply

Project Costs and Sources of Funds			
USE OF FUNDS	CLINICAL	NONCLINICAL	TOTAL
Preplanning Costs			
Site Survey and Soil Investigation			
Site Preparation			
Off Site Work			
New Construction Contracts			
Modernization Contracts			
Contingencies			
Architectural/Engineering Fees			
Consulting and Other Fees			
Movable or Other Equipment (not in construction contracts)			
Bond Issuance Expense (project related)			
Net Interest Expense During Construction (project related)			
Fair Market Value of Leased Space or Equipment			
Other Costs To Be Capitalized			
Acquisition of Building or Other Property (excluding land)			
TOTAL USES OF FUNDS			
SOURCE OF FUNDS	CLINICAL	NONCLINICAL	TOTAL
Cash and Securities			
Pledges			
Gifts and Bequests			
Bond Issues (project related)			
Mortgages			
Leases (fair market value)			
Governmental Appropriations			
Grants			
Other Funds and Sources			
TOTAL SOURCES OF FUNDS			
NOTE: ITEMIZATION OF EACH LINE ITEM MUST BE PROVIDED AT ATTACHMENT-7, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM. See Attachment 7			

Related Project Costs

Provide the following information, as applicable, with respect to any land related to the project that will be or has been acquired during the last two calendar years: Does not apply

Land acquisition is related to project <input type="checkbox"/> Yes <input type="checkbox"/> No Purchase Price: \$ _____ Fair Market Value: \$ _____
The project involves the establishment of a new facility or a new category of service <input type="checkbox"/> Yes <input type="checkbox"/> No
If yes, provide the dollar amount of all non-capitalized operating start-up costs (including operating deficits) through the first full fiscal year when the project achieves or exceeds the target utilization specified in Part 1100. Estimated start-up costs and operating deficit cost is \$ _____.

Project Status and Completion Schedules

Indicate the stage of the project's architectural drawings: <input checked="" type="checkbox"/> None or not applicable <input type="checkbox"/> Preliminary <input type="checkbox"/> Schematics <input type="checkbox"/> Final Working
Anticipated project completion date (refer to Part 1130.140): _____
Indicate the following with respect to project expenditures or to obligation (refer to Part 1130.140): <input type="checkbox"/> Purchase orders, leases or contracts pertaining to the project have been executed. <input type="checkbox"/> Project obligation is contingent upon permit issuance. Provide a copy of the contingent "certification of obligation" document, highlighting any language related to CON Contingencies <input type="checkbox"/> Project obligation will occur after permit issuance.
APPEND DOCUMENTATION AS <u>ATTACHMENT-B</u> , IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM. Does not apply See Attachment B

State Agency Submittals

Are the following submittals up to date as applicable: <input checked="" type="checkbox"/> Cancer Registry <input checked="" type="checkbox"/> APORS <input checked="" type="checkbox"/> All formal document requests such as IDPH Questionnaires and Annual Bed Reports been submitted <input checked="" type="checkbox"/> All reports regarding outstanding permits Failure to be up to date with these requirements will result in the application for permit being deemed incomplete.

Cost Space Requirements

Provide in the following format, the department/area **DGSF** or the building/area **BGSF** and cost. The type of gross square footage, either **DGSF** or **BGSF**, must be identified. The sum of the department costs **MUST** equal the total estimated project costs. Indicate if any space is being reallocated for a different purpose. Include outside wall measurements plus the department's or area's portion of the surrounding circulation space. **Explain the use of any vacated space.**

Dept. / Area	Cost	Gross Square Feet		Amount of Proposed Total Gross Square Feet That Is:			
		Existing	Proposed	New Const.	Modernized	As Is	Vacated Space
REVIEWABLE							
Medical Surgical							
Intensive Care							
Diagnostic Radiology							
MRI							
Total Clinical							
NON REVIEWABLE							
Administrative							
Parking							
Gift Shop							
Total Non-clinical							
TOTAL							

APPEND DOCUMENTATION AS ATTACHMENT-9, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

Does not apply See Attachment 9

Facility Bed Capacity and Utilization

Complete the following chart, as applicable. Complete a separate chart for each facility that is a part of the project and insert following this page. Provide the existing bed capacity and utilization data for the latest **Calendar Year for which the data are available**. Include **observation days in the patient day totals for each bed service**. Any bed capacity discrepancy from the inventory will result in the application being deemed **incomplete**.

FACILITY NAME: Oak Forest Hospital		CITY: Oak Forest			
REPORTING PERIOD DATES: From: 11/1/09 to: 10/31/10					
Category of Service	Authorized Beds	Admissions	Patient Days	Bed Changes	Proposed Beds
Medical/Surgical	137	2408	13493	-137	0
Obstetrics					
Pediatrics					
Intensive Care	8	20	1606	-8	0
Comprehensive Physical Rehabilitation	58	320	4776	-58	0
Acute/Chronic Mental Illness					
Neonatal Intensive Care					
General Long Term Care	10	0	1825	-10	0
Specialized Long Term Care					
Long Term Acute Care					
Other ((identify)					
TOTALS:	213	2748	21700	-213	0

CERTIFICATION

The application must be signed by the authorized representative(s) of the applicant entity. The authorized representative(s) are:

- o in the case of a corporation, any two of its officers or members of its Board of Directors;
- o in the case of a limited liability company, any two of its managers or members (or the sole manger or member when two or more managers or members do not exist);
- o in the case of a partnership, two of its general partners (or the sole general partner, when two or more general partners do not exist);
- o in the case of estates and trusts, two of its beneficiaries (or the sole beneficiary when two or more beneficiaries do not exist); and
- o in the case of a sole proprietor, the individual that is the proprietor.

This Application for Permit is filed on the behalf of Cook County Health & Hospitals System in accordance with the requirements and procedures of the Illinois Health Facilities Planning Act. The undersigned certifies that he or she has the authority to execute and file this application for permit on behalf of the applicant entity. The undersigned further certifies that the data and information provided herein, and appended hereto, are complete and correct to the best of his or her knowledge and belief. The undersigned also certifies that the permit application fee required for this application is sent herewith or will be paid upon request.

[Signature]
 SIGNATURE
 William T. Foley
 PRINTED NAME
 Chief Executive Officer
 PRINTED TITLE

[Signature]
 SIGNATURE
 Anthony Tedeschi, MD
 PRINTED NAME
 Chief Operating Officer
 PRINTED TITLE

Notarization:
 Subscribed and sworn to before me
 this 17 day of November

Notarization:
 Subscribed and sworn to before me
 this 19 day of November

[Signature]
 Signature of Notary

[Signature]
 Signature of Notary

Seal
 OFFICIAL SEAL
 DENISE HOWARD
 NOTARY PUBLIC, STATE OF ILLINOIS
 MY COMMISSION EXPIRES 7/6/14
 *Insert EXACT legal name of the applicant

Seal
 OFFICIAL SEAL
 DENISE HOWARD
 NOTARY PUBLIC, STATE OF ILLINOIS
 MY COMMISSION EXPIRES 7/6/14

SECTION II. DISCONTINUATION

This Section is applicable to any project that involves discontinuation of a health care facility or a category of service. **NOTE:** If the project is solely for discontinuation and if there is no project cost, the remaining Sections of the application are not applicable.

Criterion 1110.130 - Discontinuation

READ THE REVIEW CRITERION and provide the following information:

GENERAL INFORMATION REQUIREMENTS

1. Identify the categories of service and the number of beds, if any that is to be discontinued.
2. Identify all of the other clinical services that are to be discontinued.
3. Provide the anticipated date of discontinuation for each identified service or for the entire facility.
4. Provide the anticipated use of the physical plant and equipment after the discontinuation occurs.
5. Provide the anticipated disposition and location of all medical records pertaining to the services being discontinued, and the length of time the records will be maintained.
6. For applications involving the discontinuation of an entire facility, certification by an authorized representative that all questionnaires and data required by HFSRB or DPH (e.g., annual questionnaires, capital expenditures surveys, etc.) will be provided through the date of discontinuation, and that the required information will be submitted no later than 60 days following the date of discontinuation.

REASONS FOR DISCONTINUATION

The applicant shall state the reasons for discontinuation and provide data that verifies the need for the proposed action. See criterion 1110.130(b) for examples.

IMPACT ON ACCESS

1. Document that the discontinuation of each service or of the entire facility will not have an adverse effect upon access to care for residents of the facility's market area.
2. Document that a written request for an impact statement was received by all existing or approved health care facilities (that provide the same services as those being discontinued) located within 45 minutes travel time of the applicant facility.
3. Provide copies of impact statements received from other resources or health care facilities located within 45 minutes travel time, that indicate the extent to which the applicant's workload will be absorbed without conditions, limitations or discrimination.

APPEND DOCUMENTATION AS ATTACHMENT-10, IN NUMERIC SEQUENTIAL ORDER AFTER THE LAST PAGE OF THE APPLICATION FORM.

See Attachment 10

Attachment 1

Oak Forest Hospital is owned by the County of Cook, Illinois. Oak Forest Hospital and other Cook County health facilities are operated by the Cook County Health & Hospitals System, an agency of the County of Cook that is governed by the Cook County Health & Hospitals Systems Board of Directors.

Attachment 2

Oak Forest Hospital and its grounds and facilities are owned by the County of Cook, Illinois.

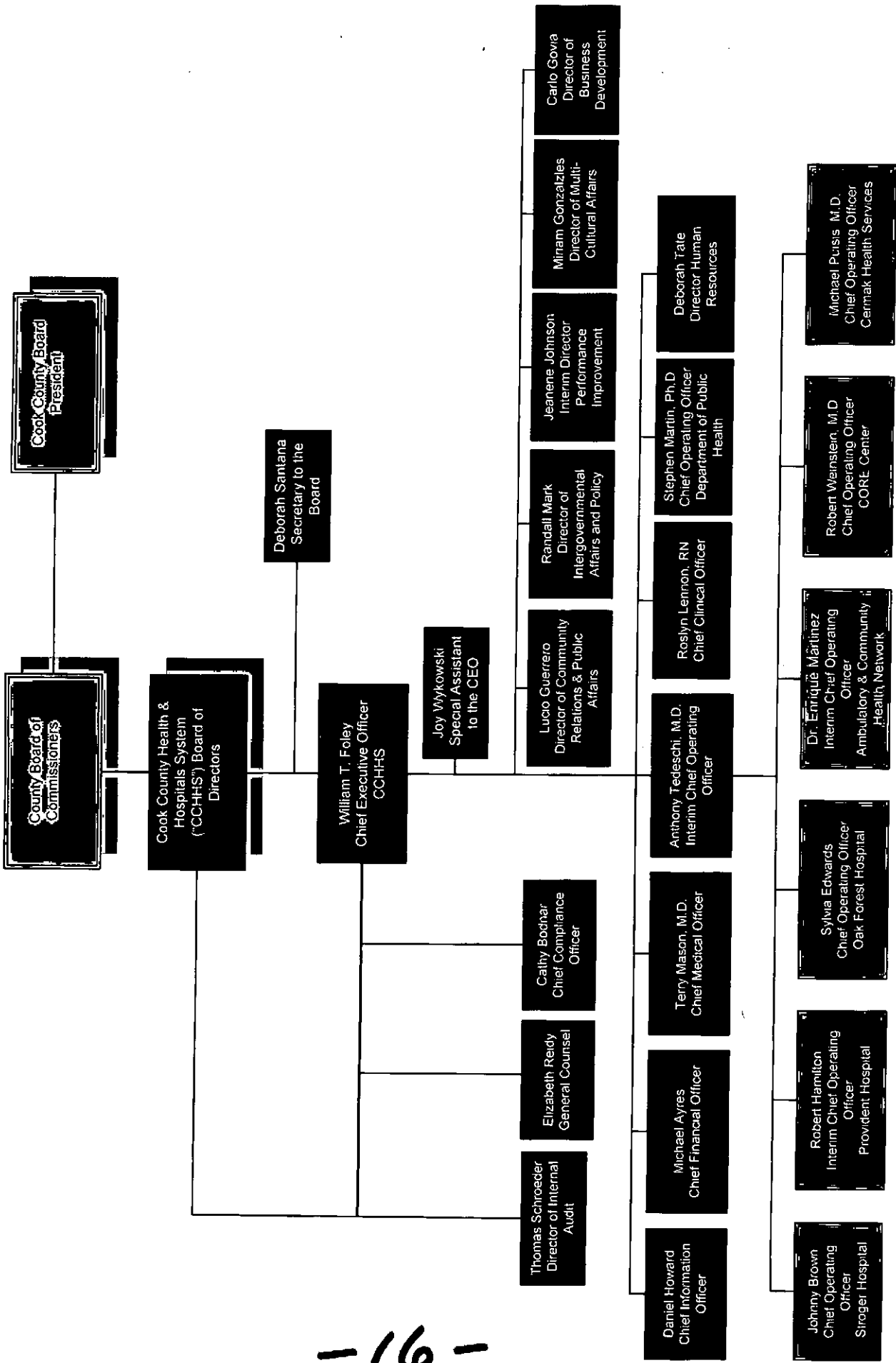
Attachment 3

By Cook County ordinance, the Cook County Health & Hospitals System (CCHHS), an agency of Cook County government, is responsible for management and operations of Cook County's health facilities, including Oak Forest Hospital. Other Cook County licensed health facilities include John H. Stroger, Jr. Hospital and Provident Hospital. CCHHS is governed by the Cook County Health & Hospitals System Board of Directors.

Attachment 4

The Cook County Health & Hospitals System (CCHHS) is an agency of Cook County, Illinois. By ordinance, it is governed the System Board of Directors, under the authority of the President and Board of Commissioners.

CCHHS operates three licensed hospitals: John H. Stroger, Jr, Provident, and Oak Forest. In addition, the System operates the Cook County Department of Public Health, Cermak Health Services at Cook County Jail, the Ambulatory and Community Health Network of Cook County, and the Ruth M. Rothstein CORE Center. An organization chart is attached.



Attachment 5

No development is part of the project as described in Executive Order 2006-5.

Per the Illinois Floodplain Map attached below, Oak Forest Hospital resides in area free of floodplain designation, except for small areas on the campus, where no facilities are found. The applicant attests that flooding has not ever affected operations at Oak Forest Hospital.

Illinois Floodplain Maps

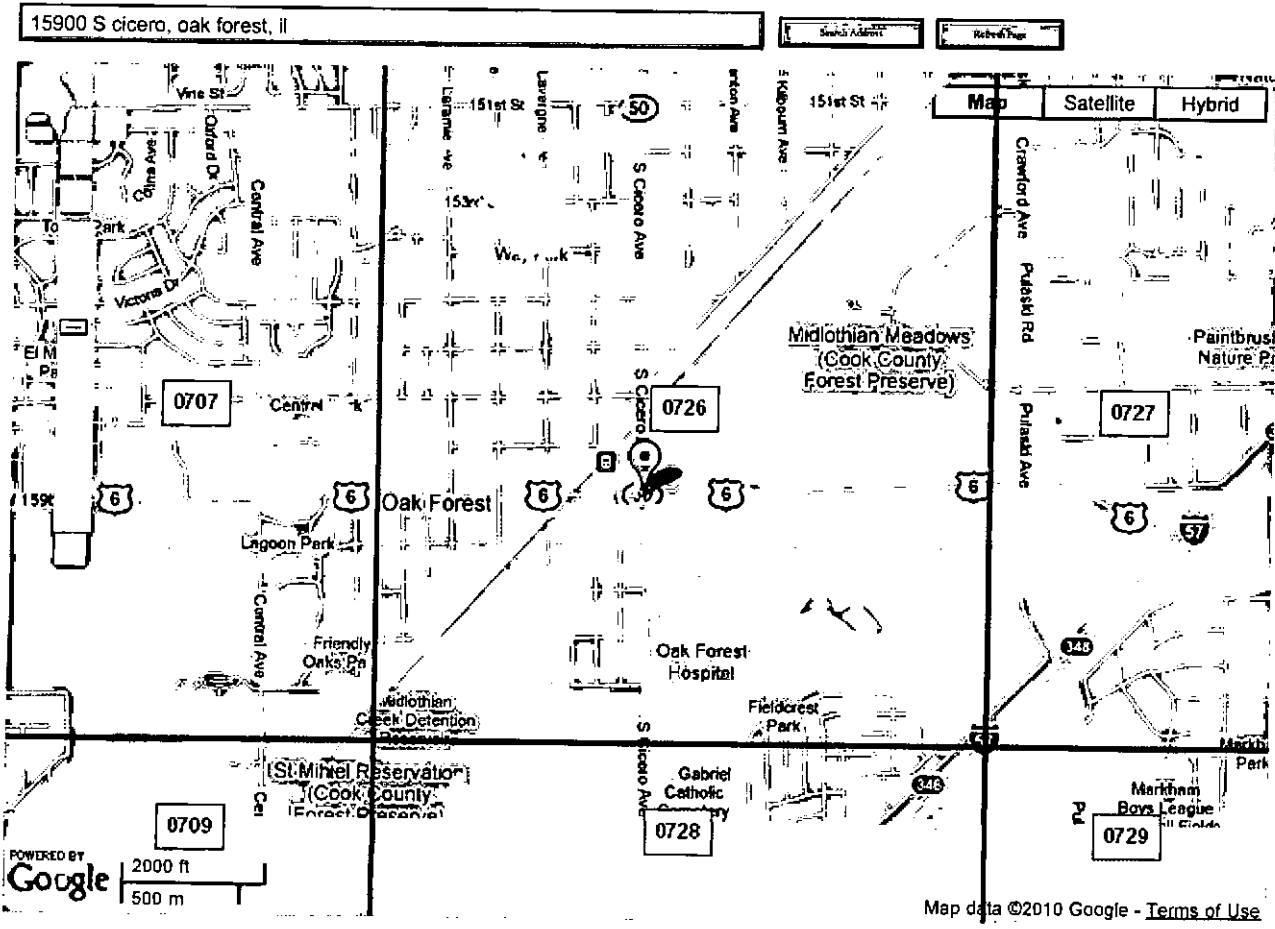
Cook County Effective DFIRM Finder

Instructions: The DFIRM Finder will help you find the DFIRM for your home or business. To get started, follow the instructions below. Users should download and view the official DFIRM for a more accurate representation of flood risk. **Note:** If the google map application below is not displayed, make sure to enable Javascript on your internet browser.

1. Enter your address in the box below and click "Search Address."
2. Click on the DFIRM panel (outlined in red) for the location you are interested.
3. After the panel is selected, click again for available options, including viewing the official DFIRM.

Please note that this **DFIRM Finder is intended to be used as a guide only**. Be sure to view the official DFIRM Panel available through the options (step 3 above), or in the [list at the bottom of the page](#).

Users should check the FEMA Map Service Center for Letters of Map Change (LOMC) that revise this effective Flood Insurance Rate Map (<http://msc.fema.gov>)



Legend: DFIRM panel numbers are shown in red. Special Flood Hazard Areas are shown as light blue. DFIRM Panels with hatching are not printed and have no DFIRM available for download.

Downloadable DFIRM Panels

Panels are only created when special flood hazard areas exist within the boundaries of the panel.

To download a DFIRM Panel, right click the link below and choose "Save Link As..." or "Save Target As...", choose where you want to save to, then

Attachment 6

No demolition, construction, modernization or other development that would affect existing structures is part of the proposed project.

Attachment 7

As per 1120.110, no costs are associated with this project.

Attachment 8

The project requires no project expenditures or obligation of purchase orders, contracts, or leases.

Attachment 9

The Cost/Space Requirement do not apply to this project as no construction or modernization is entailed.

Section II
Criterion 1130.130

a) General Information Requirements

- 1. Identify the categories of services and the number of beds, if any that is to be discontinued.*

These categories of service and beds are proposed for discontinuation:

Medical/Surgical	137 Beds
Intensive Care	8 Beds
Comprehensive Physical Rehabilitation	58 Beds
General Long Term Care	10 Beds
Total Beds:	213 Beds

- 2. Identify all other clinical services that are to be discontinued.*

Emergency Room services and Surgical (i.e. operating room) services are also to be discontinued.

- 3. Provide the anticipated date of discontinuation for each identified services or for the entire facility.*

The hospital services at Oak Forest Hospital are planned to be fully discontinued by June 1, 2010.

- 4. Provide the anticipated use of the physical plant and equipment after the discontinuation occurs.*

Portions of the physical plant will continue to be utilized for ambulatory, non-hospital services. Emergency services will be supplanted by urgent care services in

the same space. In addition, outpatient services for Podiatry, Gastroenterology (including procedures), Ophthalmology, Sleep studies, Rehabilitation, and Primary Care will continue in the former hospital plant. Over a longer period, a "Regional Outpatient Center" will be developed, offering a comprehensive array of ambulatory services, on the Oak Forest campus. Outpatient pharmacy services will continue to be offered.

5. *Provide the anticipated disposition and location of all medical records pertaining to the services being discontinued, and the length of time the records will be maintained.*

Medical records will continue to operate at Oak Forest; all past patient records will be retained for a period as required by statute. In addition, many patient records are electronic, and will be stored and backed-up on remote System Health Information Services (HIS) servers.

6. *Certifications re Questionnaires and Data required by FRSB and DPH...*

The applicant hereby certifies that all data required by the Facilities Services Review Board and by the Department of Public Health will be furnished through the date of discontinuation and submitted no later than 60 days following the date of discontinuation.

Section II
Criterion 1130.130

b) Reasons for Discontinuation

The decision to discontinue Oak Forest Hospital was reached after a lengthy, systematic, open and public, strategic planning process over 15 months, from May, 2009 until July, 2010. The Strategic Plan gained approval of the Cook County Health & Hospitals System Board of Directors in June, 2010, and from the Cook County Board of Commissioners in July, 2010. In the process of developing the Strategic Plan, CCHHS sought input of numerous stakeholder groups - - patients, providers, elected officials, community groups and leaders, clinical staff – through fourteen (14) public town hall meetings and through many individual meetings with a wide range of stakeholders. A detailed community needs assessment preceded development of the plan.

Key findings of the strategic planning process that led to a decision to discontinue Oak Forest as a hospital include:

- 1. Financial resources available to the System are expected at best, to remain flat, and likely to diminish in coming years from federal, state, and county sources;**
- 2. Resource allocation within our health system historically has been overweighted toward inpatient care at the expense of ambulatory care;**
- 3. Oak Forest Hospital – with an average daily census of approximately 50 to 60 is simply uneconomical to operate: the same level of resource expenditure could produce far more medical services in an outpatient setting;**

- 4. Federal health reform will greatly expand the demand for ambulatory care services, and particularly outpatient specialty and diagnostic services which often are exceedingly difficult to access for safety net patients;**
- 5. Access to ambulatory services, particularly to specialty services, in the Southland of Cook County is insufficient at present and looking into the future. Continuing demographic shifts of the underserved to the Southland will exacerbate this shortfall if not addressed.**
- 6. CCHHS, as the region's (and the State's) largest safety net provider has a responsibility to seek the highest return in healthcare services from its limited resources, while complementing existing resources of others.**

In short, the inpatient volumes at census at Oak Forest are insufficient to create an economically viable hospital and investment of the equivalent financial resources could deliver significantly greater medical services in a region of Cook County where the medically underserved are particularly needful of expanded ambulatory services access. Expansion of ambulatory services at Oak Forest is one major component of a planned system-wide expansion of ambulatory care. 'Regional Outpatient Centers also are planned for the Stroger Hospital campus and the Provident Hospital campus. In addition, new or enlarged 'Comprehensive Health Centers' are planned for the south, west, and northwest suburban areas. A map showing these plans is included below as Figure 1.

All of these conclusions of the strategic planning process, including supporting materials, are elaborated upon in the documents attached below.

Section II
Criterion 1130.130

c) Impact on Access

1. Document that the discontinuation of each service or of the entire facility will not have an adverse effect upon access to care for residents of the facility's market area.

As seen in the table below, the proposed discontinuation would increase somewhat inventory bed shortages in the Intensive Care and in Long Term Care categories of service in Planning Area A-04, and Zone 7-E, respectively. Rehabilitation and Med/Surg/Pediatrics categories would remain with excess capacity.

Bed Type	Existing Beds	Total Beds Needed	Additional Beds Needed	Excess	Proposed Reduction	Effect
Medical-Surgical/Pediatrics	2583	2051	0	532	137	395 bed excess
Intensive Care	322	343	21	0	8	29 bed shortage
Rehabilitation	534	457	0	77	58	19 bed excess
Long Term Care	8,933	9,242	309	0	10	319 shortage

With respect to Long Term Care, Oak Forest has only five long term care patients, and has, since 2007, contracted with other providers to care for unfunded LTC patients formerly patients of Oak Forest. The five remaining patients are covered by Medicaid. Proper notice, a discharge plan, and other preparation and orientation, e.g. facility visits, will be provided residents prior to discharge. Oak Forest Hospital will actively involve patients and their families in selecting an alternative provider. No new LTC patients have been admitted since 2007.

With respect to Intensive Care beds, the beds and intensive care services at Oak Forest tend to be used for extremely low acuity purposes. Often, the intensive care beds are used merely for their telemetry capability. Intubated patients are infrequent. Because Oak Forest maintains no 24 hour general surgical capability

or 24 hour anesthesiology, no neurosurgery, no cardiac surgery, no interventional radiology, and no ENT surgery, the hospital's ability to care for critically ill patients is sharply limited. True critically ill patients are rare, and offered transport to Stroger Hospital, the tertiary hub of our System, or to a more proximate provider.

The applicant also notes that virtually all of the Rehabilitation patients admitted to Oak Forest are transfers from the two other System hospitals. An RFP is being prepared to contract for acute rehabilitation services as required by Stroger and Provident hospitals in the future. Outpatient rehabilitation services including physical therapy, occupational therapy, and speech therapy will be provided in 'Regional Outpatient Center' at Oak Forest.

2, 3.. Document that a written request for an impact statement was received by all existing or approved health care facilities (that provide the same services as those being discontinued) located within 45 minutes of the applicant facility....Provide copies of impact statements received from other resources or health care facilities located within 45 minutes travel time, that indicate the extent to which the applicant's workload will be absorbed without conditions, limitations, or discrimination.

Copies of those letters are attached below with evidence of receipt. Thirty six (36) hospitals and one hundred nineteen (119) nursing homes within 45 minutes travel time were contacted.

Attached also are letters received in response. Ingalls, South Shore, and Jackson Park all indicate willingness to assume all or part of Oak Forest's inpatient volumes. Palos Community, Advocate Christ, and Holy Cross indicated an inability to absorb additional patients at this time on the terms specified.

In addition, CCHHS management has met, or personally communicated, with virtually all Southland hospital providers and received generally supportive

response to CCHHS' Strategic Plan and the plans for Oak Forest (see letters to hospitals near Oak Forest attached).

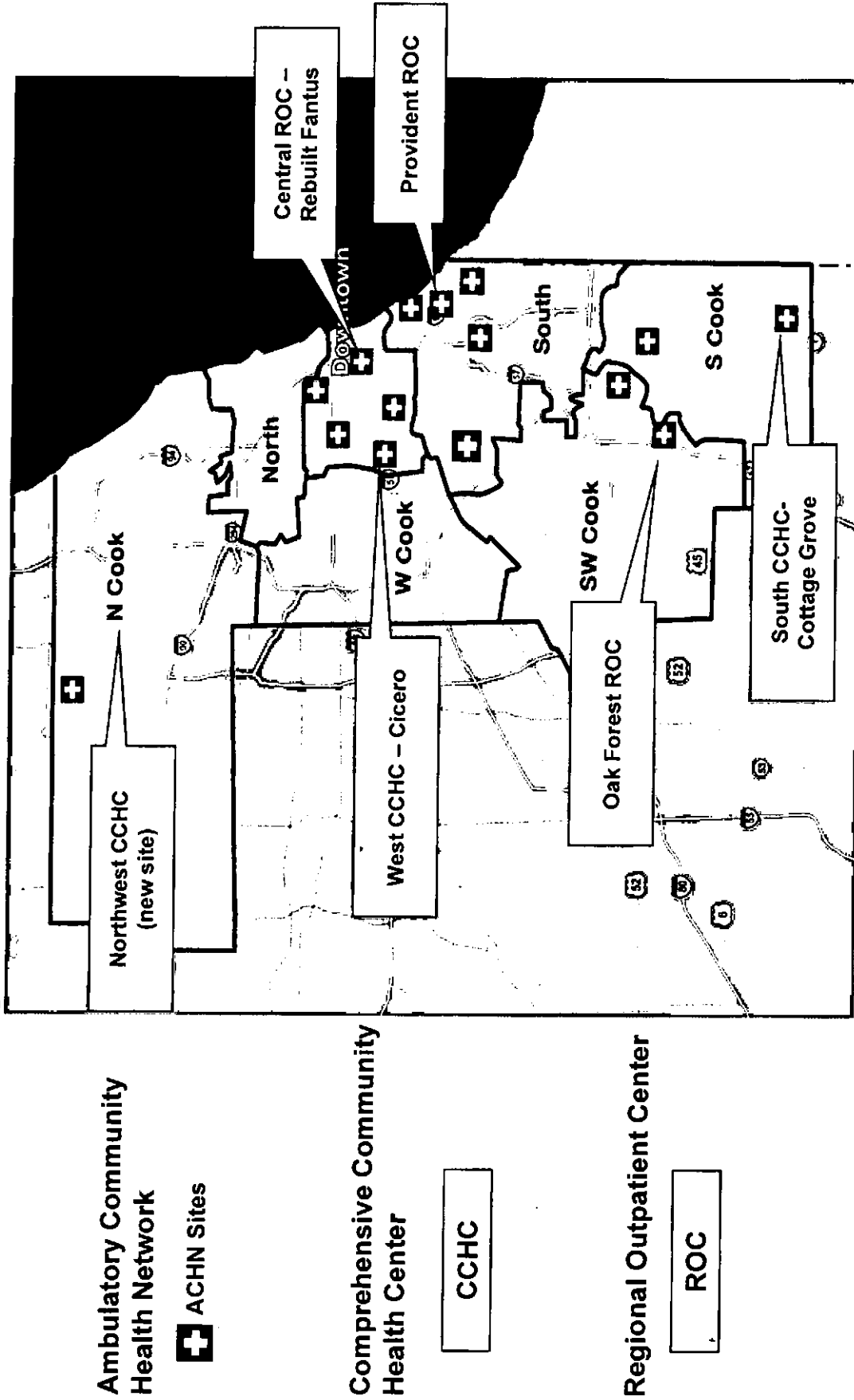
Also, CCHHS has received nine (9) written responses from nursing home operators and eleven (11) telephone inquires from nursing homes, all of which expressed interest in the possible relocation of Oak Forest's long term care patients to their facilities.

Attachment 10

Figure 1: Vision 2015 -- Expanded Outpatient Locations

Figure 1

Strategic Plan: Vision 2015 Expanded Outpatient Locations



Attachment 10

CCHHS Strategic Plan and Supporting Materials

*Integrated Clinical
Solutions, Inc.*



*Cook County Health
and Hospitals System*

**VISION 2015:
Strategic Direction + Financial Plan
Board Presentation**

June 25, 2010

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Agenda

- **Background + Approach**
- **Summary of Key Issues**
- **Guiding Principles**
- **Strategic Direction: VISION 2015**
- **Action Priorities**
- **5-Year Financial Plan**
- **APPENDICES**

Agenda

- **Background + Approach**
- Summary of Key Issues
- Guiding Principles
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Background + Approach

BACKGROUND

- The Cook County Health and Hospitals System (CCHHS, the System) is one of the largest public health systems in the country. Serving a population of over five million residents, the System encompasses the core facilities of John H. Stroger, Jr., Oak Forest, and Provident hospitals; as well as a geographically distributed Ambulatory and Community Health Network. The Cook County Department of Public Health is also a major component of CCHHS. In addition, CCHHS provides services for HIV patients and others with infectious disease at the Ruth M. Rothstein CORE Center; while Cermak Health Services provides healthcare to detainees at the Cook County Department of Corrections.
- The Cook County Health and Hospitals System essentially serves as a “safety net” system for the medically indigent population of Cook County. As is the case with many similar systems throughout the U.S., CCHHS faces some significant challenges, including:
 - A growing demand for health care services from an increasing number of uninsured and under-insured residents;

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Background + Approach

BACKGROUND

- The lack of stability and predictability of revenues from the Illinois State Medicaid program; and
 - Ongoing significant operating deficits requiring County subsidization.
- National health reform initiatives, once implemented, will result in fewer uninsured and underinsured individuals in Cook County, and should provide more healthcare dollars overall for the care of the medically indigent. These impacts notwithstanding, there will likely remain substantial numbers of individuals in the County who remain without adequate health insurance coverage. This factor, combined with declining special payment and subsidy revenues, will pose ongoing challenges to the Cook County Health and Hospitals System. An additional impact will be the effects of Medicaid expansion and the ability of many patients currently utilizing the System to seek care options in the private sector.

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Background + Approach

APPROACH

- In response to the above trends and challenges, the Cook County Health and Hospital System Board initiated a strategic planning process in May 2009. The national consulting firm of Integrated Clinical Solutions, Inc., was retained to provide technical and facilitation expertise throughout the process.
- The strategic planning process consisted of the following basic steps:
 - Discovery: Assessment of Health Care Needs and CCHHS Current State
 - Strategic Direction: Formulation of Vision, Core Goals, and overall Strategic Direction
 - Action Planning: Identification of Action Priorities
 - Financial Planning: Development of 5-Year Financial Plan
- The overall process, which extended over approximately a 14-month period, entailed extensive community and other stakeholder input. Interviews and group meetings were conducted with over 500 individuals. Town Hall meetings were conducted over a 4-month period. System leadership and staff were closely involved in all phases of the process.

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Summary of Key Issues

CURRENT STATE ASSESSMENT: KEY ISSUES

The cumulative findings of the current state assessment of the Cook County Health and Hospital System are summarized as follows:

1. There are significant unmet healthcare needs in Cook County.
2. There are large disparities in health by region.
3. There are disparities in access.
4. As need has risen, CCHHS volumes have trended downward.
5. CCHHS access points are not aligned geographically.
6. System resources are disproportionately centered around the hospital environment.
7. The System is not deploying providers or utilizing facilities effectively.

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Summary of Key Issues

CURRENT STATE ASSESSMENT: KEY ISSUES (cont'd.)—

8. The current CCHHS delivery configuration is not sustainable.
9. The current cost structure is not sustainable.
10. A redirection of inefficient IP resources to OP modalities could substantially increase the volumes of services overall.

The background data and analyses that provide the foundation for this assessment are provided in APPENDIX A of this report.

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Guiding Principles

GUIDING PRINCIPLES FOR SYSTEM DEVELOPMENT

In response to the critical issues and challenges identified, the CCHHS Board has set forth a set of guiding principles for the future development of the Cook County Health and Hospitals System. These guiding principles are as follows:

- ❖ Deliver the *best possible health care* for the vulnerable population of Cook County within the constraints of dollar resources available to the System.
- ❖ Provide healthcare that is *population-centered vs. hospital-centered*.
- ❖ Ensure that services are *accessible*.
- ❖ Provide health services that are focused on the needs of the vulnerable population, with a *major emphasis on the provision of specialty care and extension of primary care* through partnerships with other healthcare providers.

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Guiding Principles

GUIDING PRINCIPLES FOR SYSTEM DEVELOPMENT (cont'd)—

- ❖ Make CCHHS the *System of choice* for patient populations, with best practices and high patient/caregiver satisfaction on a System-wide basis.
- ❖ Provide *cost-effective* care.
- ❖ Strengthen role as *leading-edge institution* in clinical services, education, and research.
- ❖ Develop and support *caregiver training and leadership development* at all levels of the organization.

Based on these guiding principles, the Board adopted a Statement of Vision and set of Core Goals.

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Agenda

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Strategic Plan: VISION 2015

Mission

To deliver integrated health services with dignity and respect regardless of a patient's ability to pay; foster partnerships with other health providers and communities to enhance the health of the public; and advocate for policies which promote and protect the physical, mental and social well being of the people of Cook County.

Vision 2015

In support of its public health mission, CCHHS will be recognized locally, regionally, and nationally — and by patients and employees—as a progressively evolving model for an accessible, integrated, patient-centered, and fiscally-responsible healthcare system focused on assuring high-quality care and improving the health of the residents of Cook County.

ICS Consulting, Inc.

Core Goals

I. Access to Healthcare Services

- Eliminate System access barriers at all delivery sites.
- Strengthen the ACHN network.
- Develop comprehensive outpatient centers at strategically-located sites.

II. Quality, Service Excellence & Cultural Competence

- Develop an integrated, System-wide approach and supportive infrastructure for patient-centered care coordination.
- Implement a program of continuous process improvement: patient care quality, safety, and outcomes.
- Develop a comprehensive program to instill cultural competency.

III. Service Line Strength

- Develop/strengthen clinical service lines in key disciplines based on patient population needs.
- Pursue mutually beneficial partnerships with community providers.
- Assure the provision of the Ten Essentials of Public Health.

IV. Staff Development

- Implement a full range of initiatives to improve caregiver/employee satisfaction.
- Focus on effective recruiting and retention processes.
- Develop a robust program for in-service education and professional skill building.

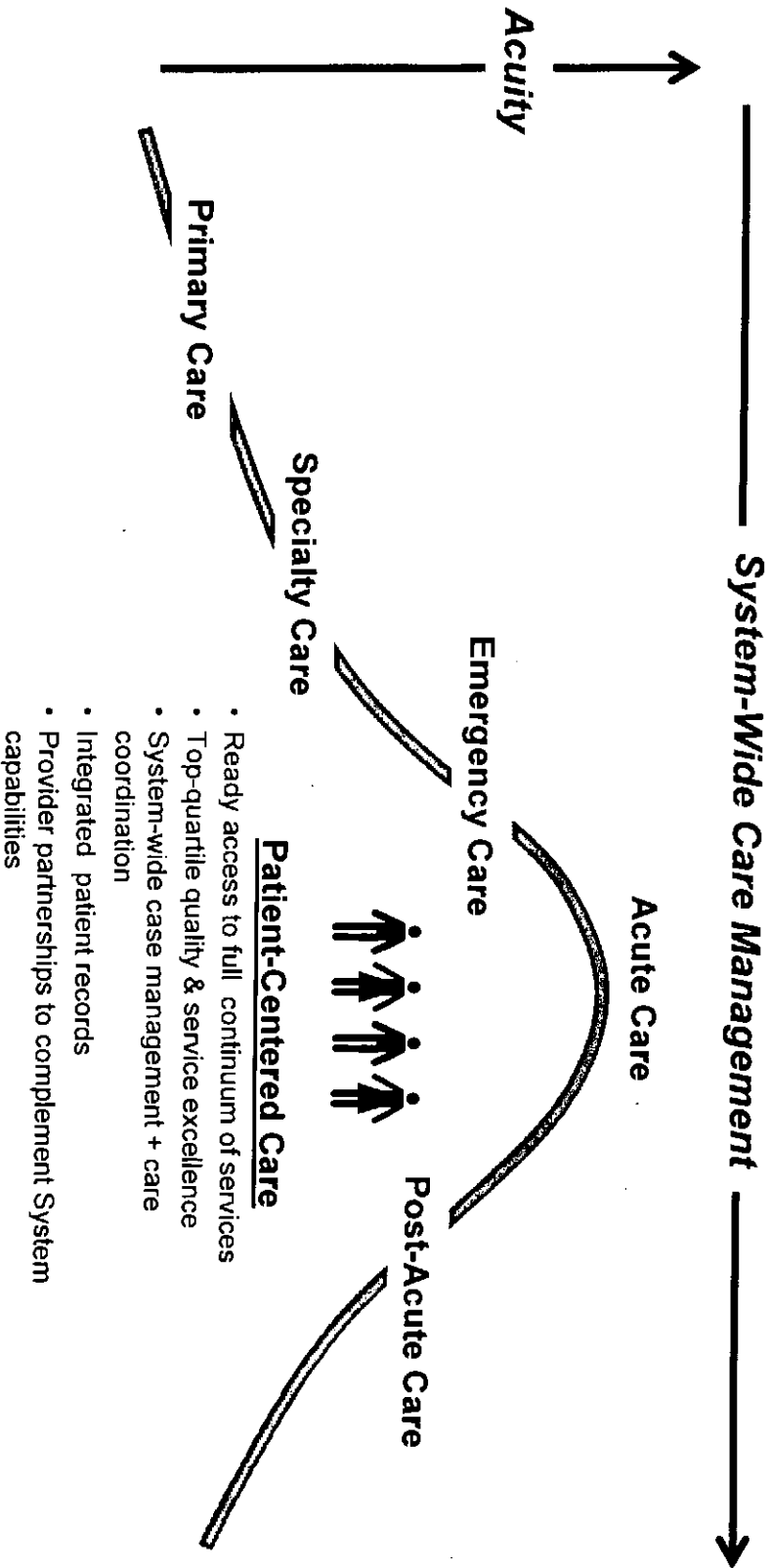
V. Leadership & Stewardship

- Foster leadership development and succession planning.
- Develop long-term financial plans and sustaining funding.
- Hold Board and management leadership accountable to agreed-upon performance targets.

Strategic Initiatives

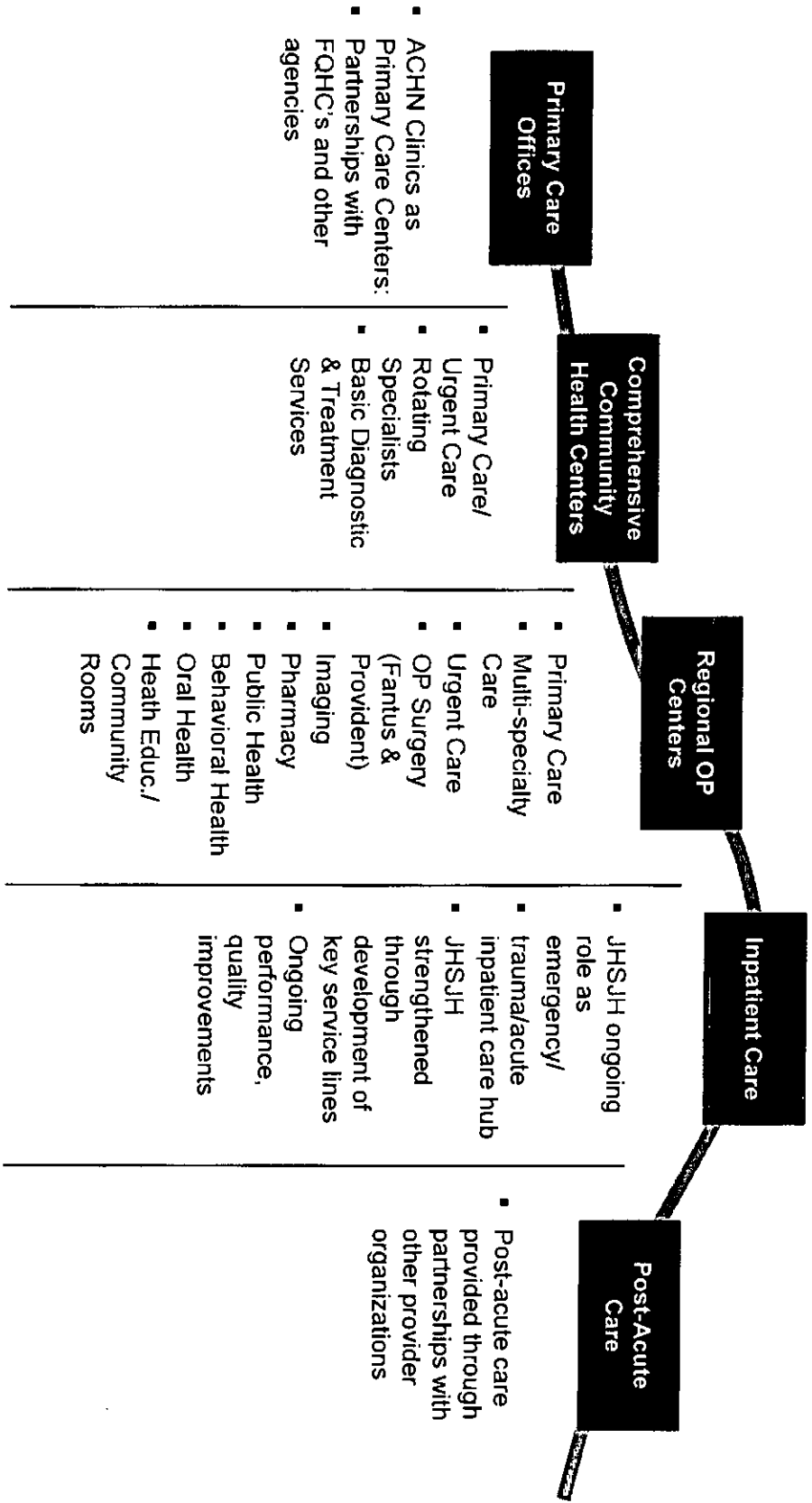
Vision 2015: Patient-Centered Accountability Across the Continuum of Care

The future-state Vision of Cook County Health and Hospitals System will place the patient at the center of a coordinated continuum of care...



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VISION 2015: "What CCHHS will Look Like"

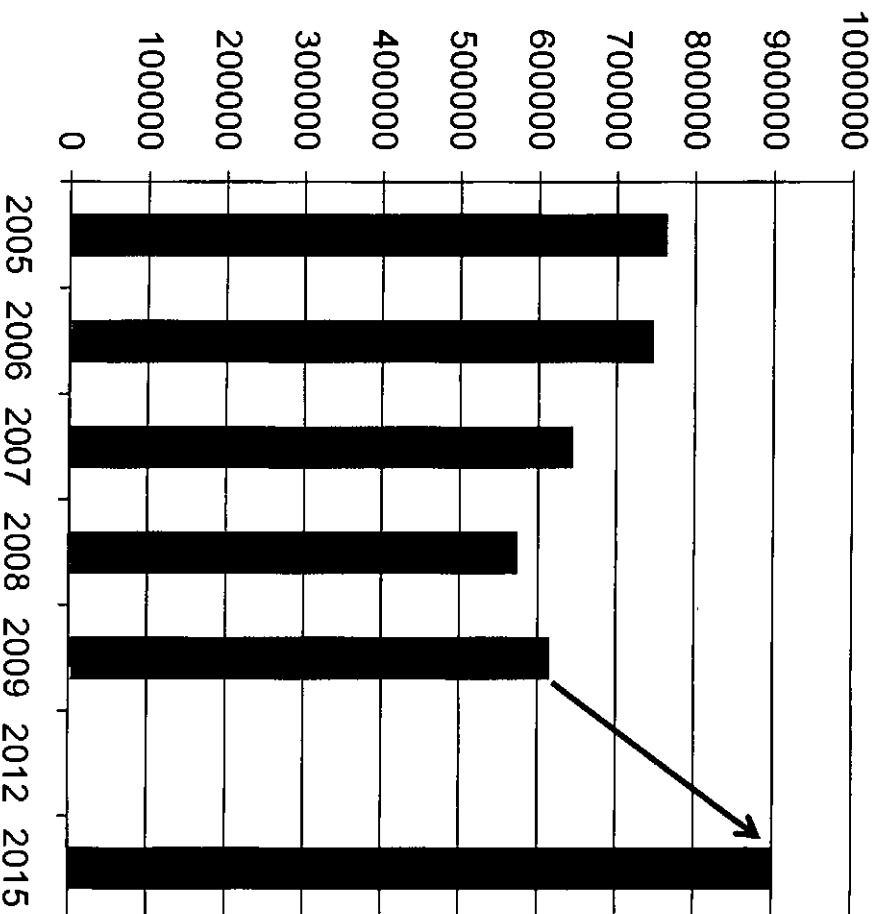


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A Reallocation of Resources to Meet the Needs of the County's Vulnerable Population...

- There is a significant opportunity to increase the overall service impact of the System by reallocating dollars currently being spent on inefficient hospital operations.
- Through reallocation, primary care and specialty care outpatient volume can be increased by 50+% over current levels.
- Patients can receive more timely care in a geographically accessible setting.

Trended and Forecasted Primary Care and Specialty Visits, CCHHS



Source: CCHHS, ICS Analysis

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Action Priorities

ACTION PRIORITIES BY GOAL

▣ GOAL I: ACCESS TO HEALTHCARE SERVICES

- I. 1: Eliminate System access barriers at all delivery sites.
- I. 2: Strengthen the ACHN network; develop Comprehensive Community Health Centers at selected sites.
- I. 3: Redevelop Oak Forest Hospital as a Regional Outpatient Center.
- I. 4: Restructure Provident Hospital as a Regional Outpatient Center + focused inpatient facility and emergency department.
- I. 5: Rebuild Fantus Clinic; redevelop as a Regional Outpatient Center.

▣ GOAL II: QUALITY, SERVICE EXCELLENCE, AND CULTURAL COMPETENCE

- II. 1: Execute System-wide performance improvement initiatives.
- II. 2: Implement System-wide service excellence and cultural competency initiatives.

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Action Priorities

ACTION PRIORITIES BY GOAL (cont'd.)—

▣ GOAL III: SERVICE LINE STRENGTH

- III. 1: Continue to develop/strengthen key clinical services.
- III. 2: Develop the infrastructure to support clinical services.

▣ GOAL IV: STAFF DEVELOPMENT

- IV. 1: Dramatically improve staff recruitment , training, and development processes.
- IV. 2: Implement a full range of initiatives to improve staff satisfaction levels.

▣ GOAL V: LEADERSHIP & STEWARDSHIP

- V. 1: Develop CCHHS leadership for today and for the future.
- V. 2: Continue to strengthen the stewardship responsibilities of System Board and management.

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Action Priorities

GOAL I: ACCESS TO HEALTHCARE SERVICES

- I. 1: Eliminate System access barriers at all delivery sites.
 - Conduct a comprehensive review of access and service issues at CCHHS facilities; develop specific plans and timetables to remedy major access barriers:
 - Fantus operations
 - ACHN and Specialty Clinics scheduling
 - Stroger inpatient bed availability
 - Surgical services infrastructure and scheduling
 - Etc.
 - Pursue related improvements in service, staff, and technology (refer to Goals II, IV, and V).

■ Timetable:

I. 1 Eliminate access barriers--all sites.	2010	2011	2012	2013	2014	2015+
Comprehensive review/action plan development						
Ongoing implementation						
Continuous & Ongoing Implementation						

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Action Priorities

GOAL I: ACCESS TO HEALTHCARE SERVICES

- **1. 2: Strengthen the ACHN network; develop Comprehensive Community Health Centers at selected sites.**
 - Increase efficiency and volumes through increases in staffing/support:
 - Expanded primary care + specialty care physician FTEs
 - Staff-to-provider ratios increased from 2.8 to targeted 4.0
 - Define partnerships with FQHC's/CHC's.
 - Develop targeted CCHHC sites: Northwest, West, and South.
 - Evaluate consolidation of ACHN clinics if volume thresholds are not met (after in-depth analysis/recommendations).

■ **Timetable:**

1. 2 ACHN + CCHC Development	2010	2011	2012	2013	2014	2015+
ACHN staffing plan developed	█					
Physician + support staff increases		Continuous & Ongoing Implementation				
CCHC site selections finalized	█	█				
Planning/design: new + build-outs		█				
Facility expansion/construction (if required)			█	█	█	
Evaluation of ACHN clinics re: consolidation		█				
Possible consolidation--selected clinics		█				

ICS Consulting, Inc.

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Action Priorities

GOAL I: ACCESS TO HEALTHCARE SERVICES (cont'd.)--

- **I. 3: Redevelop Oak Forest Hospital as a Regional Outpatient Center.**
 - Evaluate site options and develop plan for long-term ROC development.
 - Short-term, consolidate/expand OP services in "E" Building:
 - Primary/specialty care, urgent care, advanced imaging, pharmacy, health education/community space
 - Discontinue all inpatient services; develop service and transfer agreements for inpatients.

■ **Timetable:**

I. 3 Redevelop OHF as ROC	2010	2011	2012	2013	2014	2015+
Inpatient transition planning						
Patient transfer agreements in place						
Suspension--IP operations						
Detailed ROC planning/design						
Construction build-out--existing facilities						
Staffing: planning & expansion						
Continuous & Ongoing Implementation						

Note: Timetable incorporates necessary regulatory (CON) review and approvals.

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Action Priorities

GOAL I: ACCESS TO HEALTHCARE SERVICES (cont'd.)—

- I. 4: Restructure Provident Hospital as a Regional Outpatient Center + focused inpatient facility with Emergency Department.
 - Continue to explore collaborative options with UCMC.
 - Expand outpatient services and staffing:
 - Primary/specialty care, OP surgery, advanced imaging, pharmacy, health education/community rooms
 - Retain ED + short-stay (low acuity) beds; discontinue OB, ICU; reduce general M/S inpatient services; include overflow unit with 18 beds.
 - JHSJH utilized for OB inpatient services + acute care transfers

■ Timetable:

I. 4 Restructure Provident Hospital as ROC + Focused IP Facility with ED	2010	2011	2012	2013	2014	2015+
Ongoing UCMC discussions						
Suspension OB/ICU; reduction M/S; overflow 18 beds						
Detailed ROC planning/design						
ROC space build-out						
Staffing: planning & expansion						
						Continuous & Ongoing Implementation

Note: Timetable incorporates necessary regulatory (CON) review and approvals.

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Action Priorities

GOAL I: ACCESS TO HEALTHCARE SERVICES (cont'd.)—

- **I. 5: Rebuild Fantus Clinic; redevelop as a Regional Outpatient Center.**
 - Replace existing facilities: new construction + expanded parking.
 - Expand outpatient surgical capacity (+4 rooms, +2 procedure rooms).
 - Relocate OB/Peds to distributed clinics.

■ **Timetable:**

I. 5 Rebuild Fantus as ROC	2010	2011	2012	2013	2014	2015+
Program design + sizing	█	█				
Site evaluation/selection		█	█			
Detailed planning & design			█	█		
Construction--new facility				█	█	█

Note: Timetable incorporates necessary regulatory (CON) review and approvals.

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Action Priorities

GOAL II: QUALITY, SERVICE EXCELLENCE, AND CULTURAL COMPETENCE

- **II. 1: Execute System-wide performance improvement initiatives.**
 - Fully implement System-wide program of continuous process improvement:
 - Evidence-based methodologies
 - Key patient safety & quality indicators monitored on continuous basis
 - Implement System-wide patient care management processes:
 - Coordinated care & transitions
 - Robust HIT: EMR, Individual Health Record
 - Rule-based referral and service coordination with provider partners
 - Accountability for episode of care

■ **Timetable:**

II. 1 Implement process improvement initiatives	2010	2011	2012	2013	2014	2015+
Process improvement focus + direction						Continuous & Ongoing Implementation
System-wide care management processes						Continuous & Ongoing Implementation

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Action Priorities

GOAL II: QUALITY, SERVICE EXCELLENCE, AND CULTURAL COMPETENCE (cont'd.)—

- **II. 2: Implement System-wide service excellence and cultural competency initiatives.**
 - Systematically identify/remedy key patient dissatisfiers.
 - Access, way-finding, wait times
 - Environmental safety and ambiance
 - Develop a comprehensive plan for instilling cultural competency at all locations:
 - On-site interpreters, staff diversity
 - Health information/signage geared to language and cultural norms

■ **Timetable:**

II. 2 Implement Process Improvement	2010	2011	2012	2013	2014	2015+
Service excellence plan developed & implemented						Continuous & Ongoing Implementation
Cultural focus plan developed & implemented						Continuous & Ongoing Implementation

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Action Priorities

GOAL III: SERVICE LINE STRENGTH

- **III. 1: Continue to develop/strengthen key clinical services.**
 - Develop/strengthen key needs-based areas:
 - Strengthen OB/Peds, Emergency/Trauma, Surgical Services (ongoing planning and development), Geriatrics Services
 - Develop/further strengthen other key services; e.g., asthma/COPD, cancer, cardiac, stroke, diabetes, communicable disease/HIV, geriatric care, palliative care.
 - Pursue partnerships for rehab, post-acute care, behavioral health, and oral health
 - Pursue national leadership in key areas of medical education, research, and innovations in health delivery. Toward this end, pursue collaborations and partnerships:
 - Academic medical centers
 - Community health systems
 - FQHC 's, health centers, and public health agencies
- **Timetable:**

III.1. Develop/Strengthen Clinical Services	2010	2011	2012	2013	2014	2015+
Completion of service line planning in process						
Completion of planning for add'l. key service lines						
Partnership discussions/collaborations						
Continuous & Ongoing Implementation						

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Action Priorities

GOAL III: SERVICE LINE STRENGTH (cont'd.)—

- **III. 2: Develop the infrastructure to support clinical services.**
 - Develop a comprehensive plan for capital equipment investment and replacement.
 - Implement Health Information Technology to support System clinical processes:
 - Implementation of EMR, migration to Individual Health Record
 - Ongoing participation in IRIS and other community health referral networks
 - Develop a comprehensive marketing and branding program to enhance public awareness of CCHHS services, strengths, and ongoing performance.
 - Implement steps to review ALOS and otherwise optimize capacity utilization at JHSJH.
 - Develop a dashboard reporting system to monitor quality, safety, and satisfaction outcomes.

■ **Timetable:**

III. 2 Develop Infrastructure--Clinical Services	2010	2011	2012	2013	2014	2015+
Capital equipment assess./plng.						
Capacity optimization--JHSJH						
IT planning/system implementation						
Marketing program development						

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Action Priorities

GOAL IV: STAFF DEVELOPMENT

- **IV. 1: Dramatically improve staff recruitment , training, and development systems and processes.**
 - Streamline current recruitment processes; eliminate System barriers.
 - Develop a comprehensive 3-year staff development plan for all System sites:
 - Reviews of position descriptions vs. actual job requirements
 - Comprehensive plan for staff in-service training, leadership skill development, and job-specific education (incorporating innovation with safety and quality focus)
 - Recruit/train staff to meet defined needs:
 - Physicians, by specialty, by site
 - RN's
 - Physician assistants and other physician extenders
 - Other allied health professionals and caregivers
- **Timetable:**

IV.1 Staff Recruitment + Training	2010	2011	2012	2013	2014	2015+
Streamlined recruiting processes in place						
System-wide training program developed						
Staff recruitment + development						
Continuous & Ongoing Implementation						

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Action Priorities

GOAL IV: STAFF DEVELOPMENT (cont'd.)—

- **IV. 2: Implement a full range of initiatives to improve staff satisfaction levels.**
 - Systematically identify and target key staff satisfiers.
 - Foster open communication, collaboration, and teamwork at all sites/levels of the System:
 - Clear communication of System Vision and overall direction
 - Open communications and collaboration in decision-making
 - Support of risk-taking and flexibility to make needed decisions
 - Target and achieve employee satisfaction at benchmarks (nationally or at highest level possible).
- **Timetable:**

IV.2 Staff Satisfaction Improvement	2010	2011	2012	2013	2014	2015+
Assessment and focused plan development						
Attainment 3rd quartile satisfaction levels						Ongoing Implementation

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Action Priorities

GOAL V: LEADERSHIP AND STEWARDSHIP

- V. 1: Develop CCHHS leadership for today and for the future.
 - Develop and implement a comprehensive program for leadership development:
 - Defined leadership goals
 - Formalized leadership evaluations and feedback
 - Succession planning
 - Structured leadership training and development
 - Educate for management functions with annual competencies verifications.
 - Conduct formalized leadership 360 degree evaluations.

■ **Timetable:**

<u>V.1 Staff leadership development</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015+</u>
Program definition/implementation						
Ongoing leadership development						
Continuous & Ongoing Implementation						

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Action Priorities

GOAL V: LEADERSHIP AND STEWARDSHIP (cont'd.)—

- V. 2: Continue to strengthen the stewardship responsibilities of System Board and management.
 - Set measurable System objectives and milestones.
 - Hold the Board and senior management accountable for results:
 - Organizational performance vis a vis the strategic Plan and other defined objectives
 - 5-Year Financial Plan

■ Timetable:

V.2 Stewardship	2010	2011	2012	2013	2014	2015+
Targets + measures						
Results monitoring + feedback						
Continuous & Ongoing Implementation						

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5-Year Financial Plan: Intended Use and Limitations

Guiding Principle: *The strategic plan creates a framework to provide for more appropriate services to serve the vulnerable population of Cook County. The Strategic Plan does not seek to reduce operating funds or levels of required investments.*

Intended Use

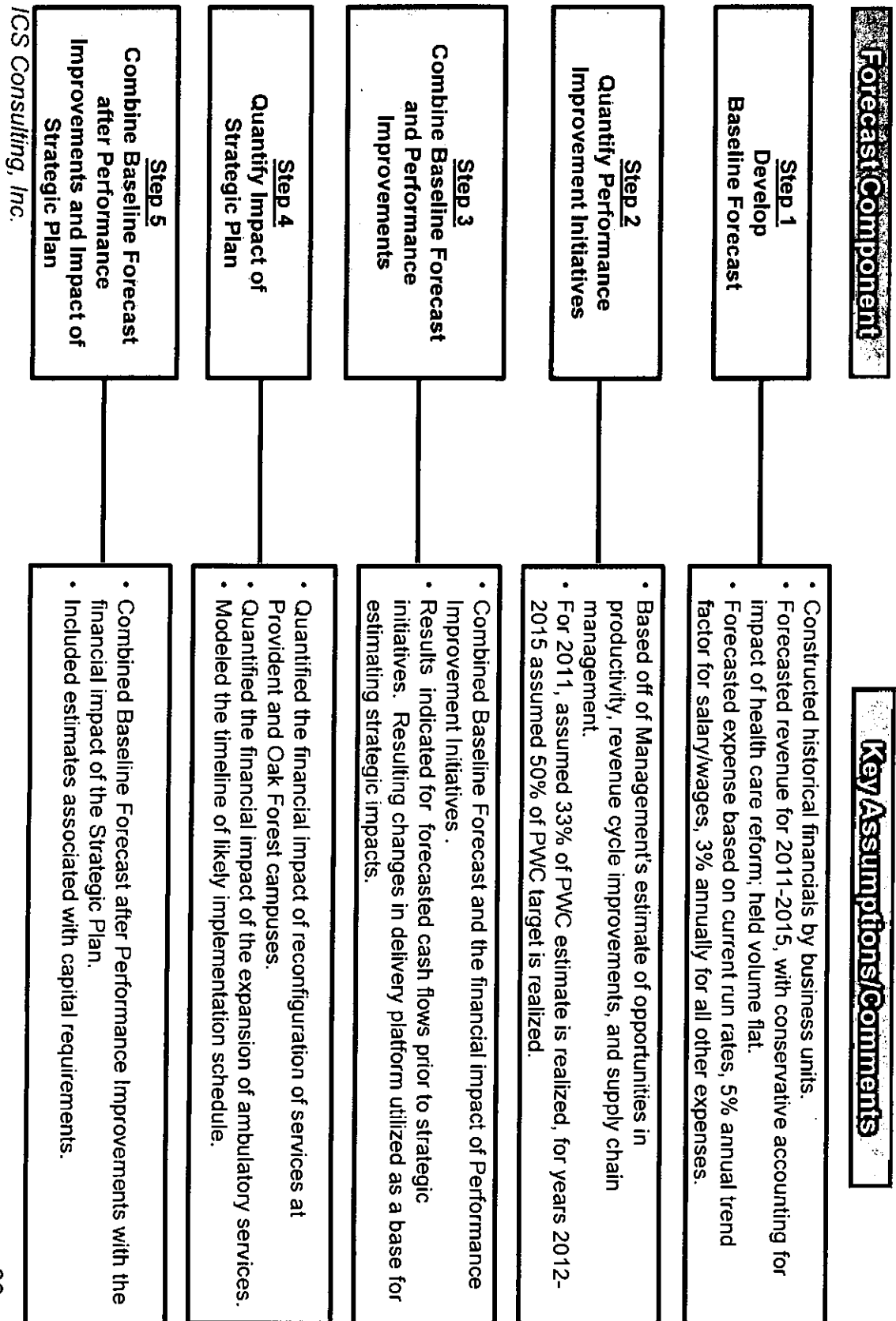
- The five-year financial plan reflects management's best efforts to quantify the likely operating and financial impacts of (a) management's performance improvement initiatives, and (b) the 2010 – 2015 Vision and Strategic Plan. It provides a working model of the underlying dynamics and relative impacts of the proposed initiatives. As such, it is a helpful resource to guide decision making. It is not intended as a long-term operating budget, particularly in the later years as the difficulty in forecasting increases.

Limitations

- The financial plan cannot fully anticipate and quantify inherent uncertainties in the health care environment. Further, there are limitations owing to the quality of available data, as well as unknowns regarding the specifics and timing of actual plan implementation.

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5 Year Financial Plan: Process Overview



ICS Consulting, Inc.

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5-Year Financial Plan: Baseline Forecast

Baseline Forecast: System Rollup

		Annual, in 000's									
		FY09	FY10	FY11	FY12	FY13	FY14	FY15			
		Actual (Unaudited)	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	
Operating revenue											
Patient Service Revenue (includes IG \$		371,262	\$ 341,996	\$ 350,085	\$ 350,085	\$ 354,462	\$ 354,462	\$ 354,462	\$ 358,926		
ARRA/Stimulus Funds		36,000	38,582	3,215							
Net DSH		225,000	150,000	138,000	138,000	138,000	138,000	128,000	126,000		
Total Patient Service Revenue		632,262	530,578	491,300	488,085	492,462	482,462	482,462	484,926		
Other revenue		3,768	5,467	5,631	5,800	5,974	6,153	6,338	6,338		
Total operating revenue		636,030	536,045	496,931	493,885	498,436	488,615	491,264	491,264		
Operating expenses											
Salaries and wages		526,330	546,911	503,014	528,165	554,573	582,302	611,417	611,417		
Supplies		125,772	129,119	118,947	122,516	126,191	129,977	133,876	133,876		
Purchased services, rental and other		145,293	169,342	156,981	161,690	166,541	171,537	176,684	176,684		
Utilities		18,235	18,633	17,165	17,680	18,211	18,757	19,320	19,320		
Total operating expenses		815,630	864,005	796,108	830,051	865,516	902,573	941,296	941,296		
Operating Loss		\$ (179,601)	\$ (327,960)	\$ (299,177)	\$ (336,166)	\$ (367,080)	\$ (413,958)	\$ (450,033)	\$ (450,033)		
Capital requirement - Routine		-	-	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)		
Capital requirement - Strategic		-	-	-	-	-	-	-	-		

Note: The forecast is based on high level assumptions and as such is intended as a tool to aid in strategic and financial planning, not an operating budget.

ICS Consulting, Inc.

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5-Year Financial Plan: Performance Improvement Initiatives

Incremental Performance Improvement: System Rollup

	Annual, in 000's						
	FY09 Actual/ Forecasted	FY10 Forecasted	FY11 Forecasted	FY12 Forecasted	FY13 Forecasted	FY14 Forecasted	FY15 Forecasted
Operating revenue							
Patient Service Revenue (includes IG \$ ARRA/Stimulus Funds NetDSH)	-	\$ -	\$ 55,000	\$ 40,238	\$ 41,445	\$ 42,688	\$ 43,969
Total Patient Service Revenue	-	-	55,000	40,238	41,445	42,688	43,969
Other revenue	-	-	-	-	-	-	-
Total operating revenue	-	-	55,000	40,238	41,445	42,688	43,969
Operating expenses							
Salaries and wages	-	-	(9,833)	(15,306)	(15,765)	(16,238)	(16,725)
Supplies	-	-	(12,101)	(18,836)	(19,401)	(19,983)	(20,583)
Purchased services, rental and other	-	-	11,284	(26,796)	(29,574)	(30,461)	(31,375)
Utilities	-	-	-	-	-	-	-
Total operating expenses	-	-	(10,650)	(60,938)	(64,740)	(66,682)	(68,683)
Operating Loss	\$ -	\$ -	\$ 65,650	\$ 101,175	\$ 106,185	\$ 109,370	\$ 112,651
Capital requirement - Routine	-	-	-	-	-	-	-
Capital requirement - Strategic	-	-	-	-	-	-	-

Note: The forecast is based on high level assumptions and as such is intended as a tool to aid in strategic and financial planning, not an operating budget.

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5 Year Financial Plan: Forecast After Performance Improvement

Forecast after Performance Improvement Initiatives: System Rollup

	<i>Annual, in 000's</i>									
	FY09	FY10	FY11	FY12	FY13	FY14	FY15			
	Actual/ Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
Operating revenue										
Patient Service Revenue (includes IG	\$ 371,262	\$ 341,996	\$ 405,085	\$ 390,323	\$ 395,906	\$ 397,150	\$ 402,895			
ARRA/Stimulus Funds	36,000	38,582	3,215	-	-	-	-			
NetDSH	225,000	150,000	138,000	138,000	138,000	128,000	126,000			
Total Patient Service Revenue	632,262	530,578	546,300	528,323	533,906	525,150	528,895			
Other revenue	3,768	5,467	5,631	5,800	5,974	6,153	6,338			
Total operating revenue	636,030	536,045	551,931	534,123	539,880	531,303	535,232			
Operating expenses										
Salaries and wages	526,330	546,911	493,181	512,859	538,808	566,064	594,692			
Supplies	125,772	129,119	106,847	103,680	106,790	109,994	113,294			
Purchased services, rental and other	145,293	169,342	168,265	134,895	136,967	141,076	145,308			
Utilities	18,235	18,633	17,165	17,680	18,211	18,757	19,320			
Total operating expenses	815,630	864,005	785,458	769,114	800,776	835,891	872,614			
Operating Loss	\$ (179,601)	\$ (327,960)	\$ (233,527)	\$ (234,991)	\$ (260,896)	\$ (304,588)	\$ (337,381)			
Capital requirement - Routine	-	-	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)			
Capital requirement - Strategic	-	-	-	-	-	-	-			

Note: The forecast is based on high level assumptions and as such is intended as a tool to aid in strategic and financial planning, not an operating budget.

- 7 -

5-Year Financial Plan: Incremental Impact of Strategic Plan

Incremental Strategic Plan: System Rollup

	<i>Annual, in 000's</i>						
	FY09 Actual (Unaudited)	FY10 Forecasted	FY11 Forecasted	FY12 Forecasted	FY13 Forecasted	FY14 Forecasted	FY15 Forecasted
Operating revenue							
Patient Service Revenue (includes IG \$	-	\$ -	\$ (15,469)	\$ (11,783)	\$ (5,592)	\$ (3,070)	\$ (2,932)
ARRA/Stimulus Funds	-	-	-	-	-	-	-
NetDSH	-	-	-	-	-	-	-
Total Patient Service Revenue	-	-	(15,469)	(11,783)	(5,592)	(3,070)	(2,932)
Other revenue	-	-	(233)	(240)	(247)	(255)	(262)
Total operating revenue	-	-	(15,702)	(12,023)	(5,839)	(3,325)	(3,194)
Operating expenses							
Salaries and wages	-	-	(25,874)	(22,936)	(9,159)	(3,824)	(5,200)
Supplies	-	-	1,578	2,253	3,188	3,554	3,661
Purchased services, rental and other	-	-	36	(1,719)	(4,377)	(4,375)	(4,506)
Utilities	-	-	(1,763)	(1,816)	(1,824)	(1,598)	(1,646)
Total operating expenses	-	-	(26,023)	(24,219)	(12,172)	(6,242)	(7,690)
Operating Loss	\$ -	\$ -	\$ 10,322	\$ 12,196	\$ 6,333	\$ 2,917	\$ 4,496
Capital requirement - Routine	-	-	-	-	-	-	-
Capital requirement - Strategic	-	-	(41,000)	(27,500)	(21,500)	(8,500)	(103,900)

Note: The forecast is based on high level assumptions and as such is intended as a tool to aid in strategic and financial planning, not an operating budget.

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5-Year Financial Plan: Impact of Strategic Plan by Initiative

Strategic Capital Reallocation – Forecast 2010 - 2015 (in millions)							Comments
Impact on Operations	2011	2012	Forecasted			2015	
Oak Forest							
Discontinue all patient services	\$ 42.2	\$ 42.6	\$ 45.0	\$ 48.1	\$ 51.0		2011 includes partial year and transition costs.
Transfer agreements/transition costs	(7.0)	(3.0)	-	-	-		Transition costs associated with displaced pts.
Build/grow ambulatory clinic services	(1.7)	(4.9)	(7.5)	(8.3)	(8.5)		Grows to 105K patient visits.
Relocate Rehab Unit	(4.2)	(4.6)	(4.9)	(5.3)	(5.6)		Contract with community hospital.
Provident							
Discontinue inpatient OB and ICU, resize IP unit.	2.5	10.9	11.6	12.4	13.1		Result is 36 bed IP unit plus overflow, ER remains.
Expand ambulatory services	(2.7)	(6.1)	(11.0)	(13.5)	(13.9)		Grows to 140K patient visits.
ACHN							
PC expansion	(2.2)	(3.5)	(4.9)	(5.2)	(5.4)		Using 4.3 ratio, adds 70 support ftes.
Expand Cicero and Cottage Grove	(1.6)	(3.8)	(5.4)	(5.7)	(5.9)		Combined increase of 40K patient visits.
New Northwest Clinic	-	-	(0.6)	(3.3)	(3.4)		34K patient visits.
Stroger							
Strategic Investment, Stroger Hospital	(15.0)	(15.5)	(15.9)	(16.4)	(16.9)		Invest in service line development, OR staffing.
Forecasted Change in Operating Cash	10.3	12.2	6.3	2.9	4.5		
Capital Costs							
IT Infrastructure	(16.0)	(9.5)	(11.5)	(8.5)	(11.9)		Invest in IT infrastructure.
Fantus rebuild	(3.0)	(3.0)	(3.0)	-	-		Based on \$500 per foot, 180K feet.
PC clinic expansion/update	(3.0)	(3.0)	(3.0)	-	-		6 clinics at \$1.5M per clinic
CCHC clinic expansion/update	(3.0)	(3.0)	(7.0)	-	-		2 CCHCs at \$3M each, \$7M for new clinic.
Provident reconfigure	-	(12.0)	-	-	-		Retro fit space for clinic expansion.
Oak Forest reconfigure	(19.0)	-	-	-	-		Reconfigure building E, new equipment.
Forecasted Strategic Capital Requirements	\$ (41.0)	\$ (27.5)	\$ (21.5)	\$ (8.5)	\$ (103.9)		

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5-Year Financial Plan: Forecast after Performance Improvement and Strategic Plan Initiatives

Forecast after Performance Improvement/Strategic Plan: System Rollup

	Annual, in 000's						
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
Actual (Unaudited)		Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
Operating revenue							
Patient Service Revenue (includes IGT)	\$ 371,262	\$ 341,996	\$ 389,617	\$ 378,540	\$ 390,314	\$ 394,080	\$ 399,963
ARRA/Stimulus Funds	36,000	38,582	3,215	-	-	-	-
NetDSH	225,000	150,000	138,000	138,000	138,000	138,000	128,000
Total Patient Service Revenue	632,262	530,578	530,832	516,540	528,314	522,080	525,963
Other revenue	3,768	5,467	5,398	5,560	5,727	5,899	6,075
Total operating revenue	636,030	536,045	536,230	522,100	534,041	527,978	532,038
Operating expenses							
Salaries and wages	526,330	546,911	467,308	489,923	529,649	562,240	589,492
Supplies	125,772	129,119	108,425	105,932	109,978	113,548	116,955
Purchased services, rental and other	145,293	169,342	168,300	133,175	132,591	136,701	140,802
Utilities	18,235	18,633	15,402	15,864	16,387	17,159	17,674
Total operating expenses	815,630	864,005	759,435	744,894	788,604	829,649	864,923
Operating Loss	\$ (179,601)	\$ (327,960)	\$ (223,205)	\$ (222,795)	\$ (254,563)	\$ (301,671)	\$ (332,885)
Capital requirement - Routine	-	-	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Capital requirement - Strategic	-	-	(41,000)	(27,500)	(21,500)	(8,500)	(103,900)

Note: The forecast is based on high level assumptions and as such is intended as a tool to aid in strategic and financial planning, not an operating budget.

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Agenda

- Background + Approach
- Summary of Key Issues
- Guiding Principles
- Strategic Direction: **VISION 2015**
- Action Priorities
- 5-Year Financial Plan
- **APPENDICES**

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APPENDICES

- Appendix A – The Case for Change
- Appendix B – Five-Year Financial Forecast Narrative
- Appendix C – Five-Year Financial Forecast Detail

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*Cook County Health
and Hospitals System*

**Phase II Strategic Planning:
APPENDIX A— THE CASE FOR CHANGE**

June 25, 2010

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APPENDIX C—A Compelling case for Change

1. There are significant unmet healthcare needs in Cook County.
2. There are large disparities in health by region.
3. In addition, there are disparities in access.
4. As need has risen, CCHHS volumes have trended downward.
5. CCHHS access points are not aligned geographically.
6. System resources are disproportionately centered around the hospital environment.
7. The System is not deploying providers and facilities effectively.
8. The current CCHHS delivery configuration is not sustainable.
9. The current cost structure is not sustainable.
10. A redirection of inefficient IP resources to OP modalities could substantially increase the volumes of services overall.

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1. Significant unmet healthcare needs in Cook County...

Cook County ranked in the bottom tier for health outcomes in Illinois (81 out of 101)

The DTWest and South Cook regions face greater health challenges

Health Outcomes Snapshot: Cook County

Health Outcomes	Cook County	Target Value*
Mortality	7,701	5,694
Premature death		
Morbidity		
Poor or fair health	18%	9%
Poor physical health days	3.3	2.4
Poor mental health days	3.2	2.0
Low birthweight	9%	6%

* Reflects 90th percentile
Source: www.countyhealthrankings.org

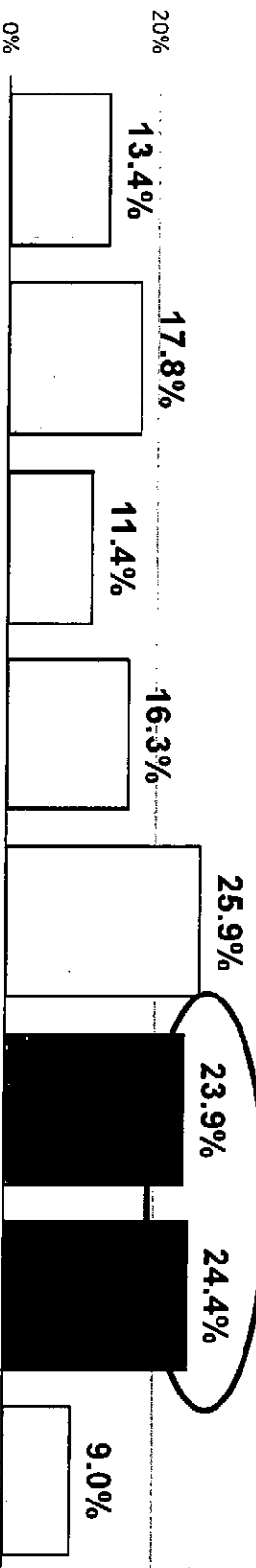
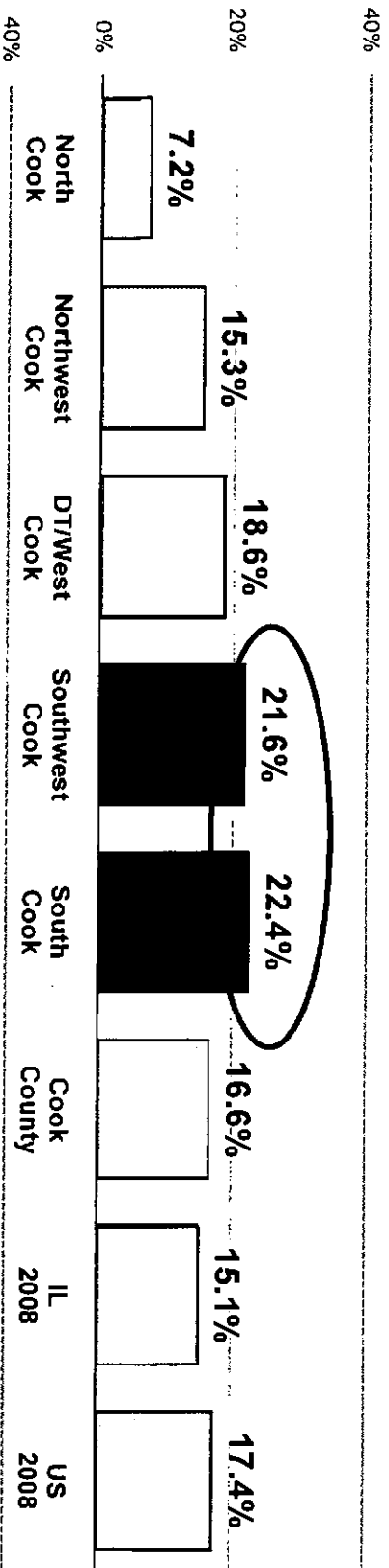
North Cook	Northwest Cook	Downtown/ West Cook	Southwest Cook	South Cook
Difficulty Accessing Health Care (Adults & Children)	Children's Routine Medical Care	Childhood Asthma ADMI/ADHD	Arthritis & Osteoporosis	Arthritis
Not in the Home	Eye Exams	Childhood Asthma	Environmental Tobacco Smoke	Chronic Lung Disease
Routine Medical Care	HIV Testing	Children's Bicycle Helmet Usage	High Blood Cholesterol	Dental Care
	Smoking Cessation	Diabetes Management	Lack of Health Insurance Coverage	Emergency Room Utilization
		Lack of Health Insurance Coverage		Environmental Tobacco Smoke
		Prudent Screenings		Family Violence
		Seat Belt Usage		Fruit/Vegetable Consumption
				Hypertension
				Mental Health Status
				Obesity
				Perceptions of Local Healthcare
				Senior Flu Shots
				Tobacco Use
				Violent Crime

Source: 2009 PRC-MCHC Community Health Report

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The highest percent of reporting "Fair or Poor" health are those in Southland communities and in low-income cohorts

Respondents That Experience "Fair" or "Poor" Overall Health By Cook County Region



Sources:

- 2009 PRC-MCHC Community Health Survey, Professional Research Consultants, Inc. (Item 5) FPL
- 2008 PRC National Health Survey, Professional Research Consultants, Inc.
- Behavioral Risk Factor Surveillance System Survey Data. Atlanta, Georgia. United States Department of Health and Human Services, Centers for Disease Control and Prevention (CDC); 2008 Illinois data.
- Asked of all respondents.

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2. Large disparities in health...

Health outcomes, such as IMR and leading causes of death, demonstrate the disparities by region and race

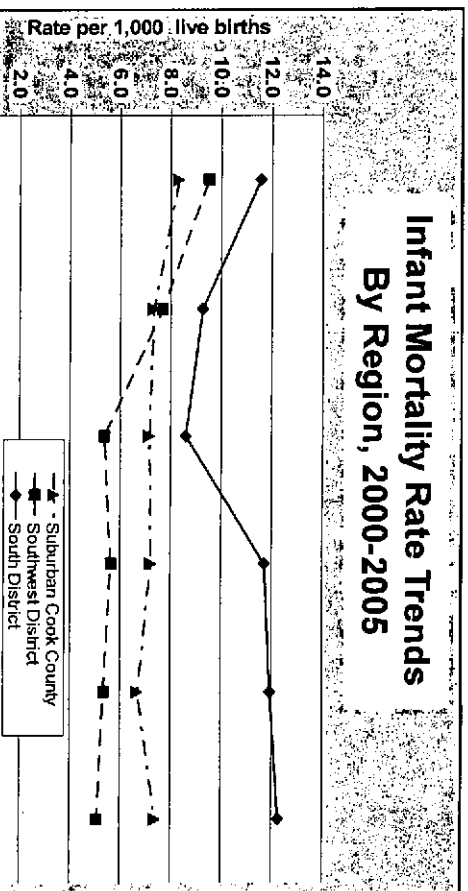
10 Leading Causes of Death by Race/Ethnicity for 2005 in Chicago

Causes of Death	All Races					Asian	Black	White
	Races	Hispanic	Mexican	Puerto Rican	Asian			
Heart Disease	265.4	132	152.7	202.5	141.5	365.7	275.2	
Cancer	204.6	109.5	121.6	175.1	132.7	304.4	193.6	
Stroke	49.5	22.7	32.8	RS	27.2	76.5	45.3	
Chronic Lvr Resp Dia	33.2	RS	RS	RS	RS	40.9	38.9	
Diabetes	20	31.6	36.3	60.6	25.6	41.9	22.9	
Nephritis	22.5	RS	18.1	RS	RS	30.2	16.4	
Alzheimer's Disease	RS	RS	RS	RS	RS	RS	17.6	
Homicide	16.4	9.6	9.6	RS	RS	36.2	RS	
Septicemia	25.5	20	21.4	50.1	RS	44.2	10.3	
Influenza & Pneumonia	23	14.4	RS	RS	RS	29	24.6	
Accidents	33.9	26.1	25.9	40.8	RS	49.6	30.6	
Liver Disease	RS	16.9	15.6	36.5	RS	RS	RS	
Infant Mortality	RS	4.3	3.7	RS	RS	RS	RS	

SOURCE: CDPH

RS = Rate Suppressed because the number of deaths < 21

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SOURCE: CCDPH

Note: interventions to address disparities goes beyond the health system and must target the intersections between biology, behavior, and social circumstances to reduce the unequal burden

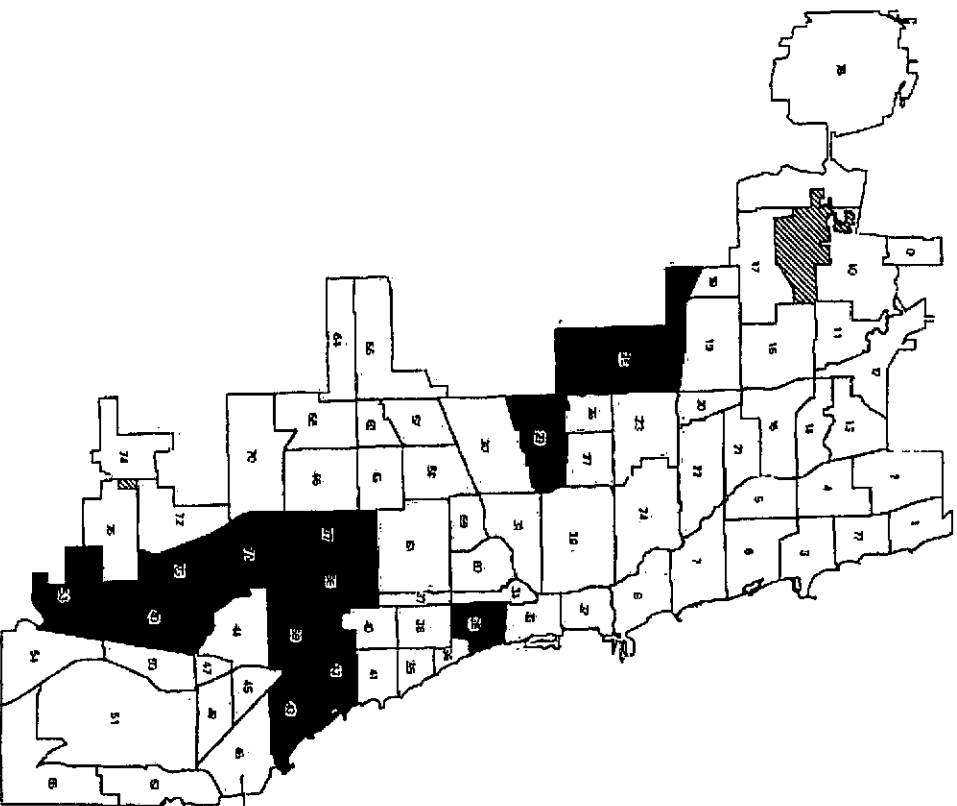
The disease burden is greater in key communities

The areas with the lowest health rankings have the fewest health resources and also where CCHHS draws the majority of its patients.

**Chicago Community Areas
with the Lowest Health
Ranking Composite, 2004**

- 1 – Englewood (68)
- 2 – West Englewood (67)
- 3 - Auburn Gresham (71)
- 4 - North Lawndale (29)
- 5 – West Pullman (53)
- 6 – Greater Grand Crossing (69)
- 7 – Woodlawn (42)
- 8 – Roseland (49)
- 9 – Washington Heights (73)
- 10 – South Shore (43)

Source: Chicago Department of Public Health





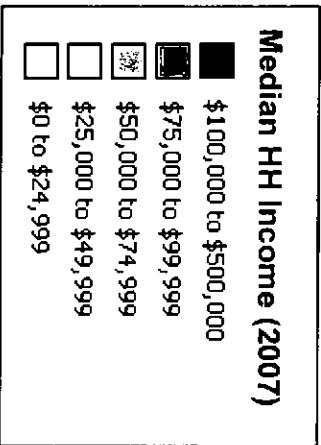
- 82 -

3. There are disparities in access

CCHHS access points are not aligned with the poorer parts of the county, many of which have seen considerable population migration

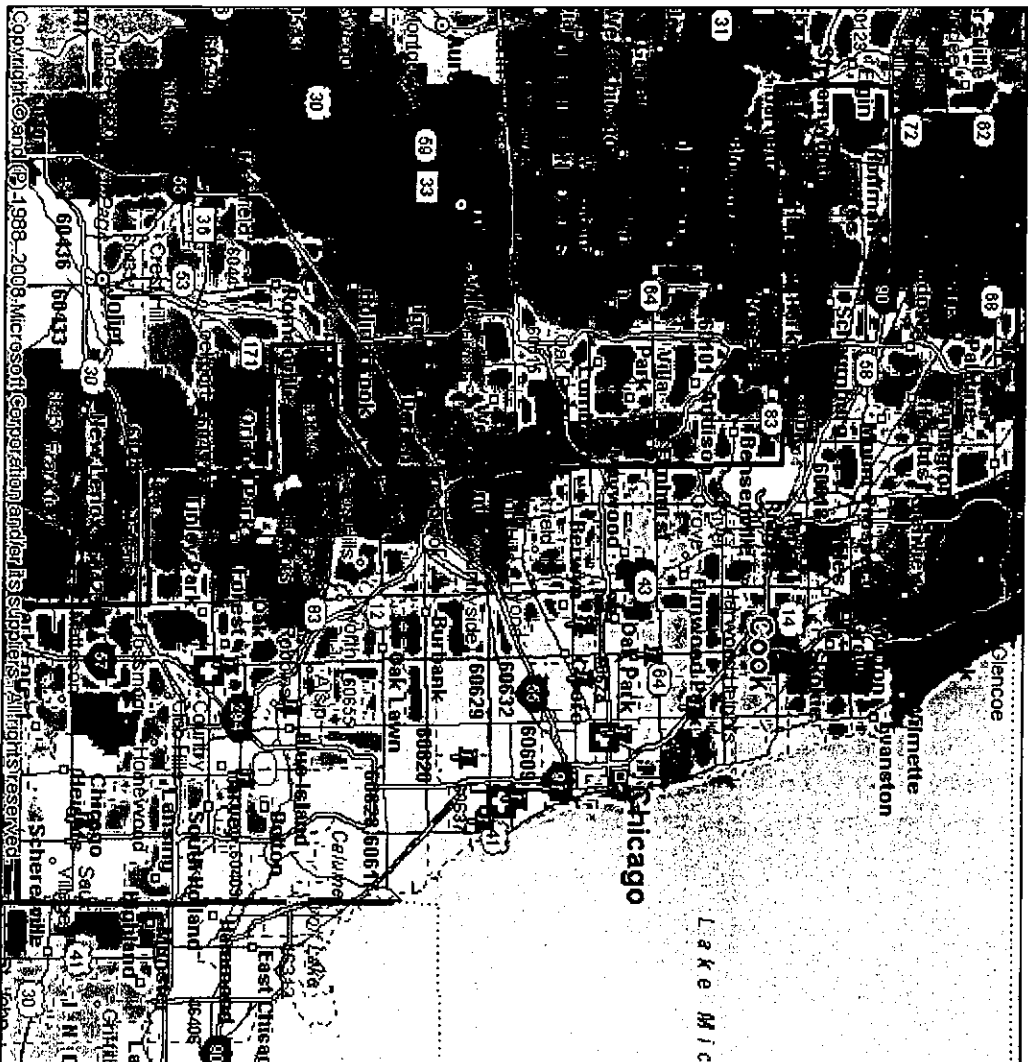
CCHHS Locations and Median Household Income by ZIP Code

-  CCHHS Locations
-  Hospitals



Sources: CCHHS; Microsoft MapPoint data

ICS Consulting, Inc.



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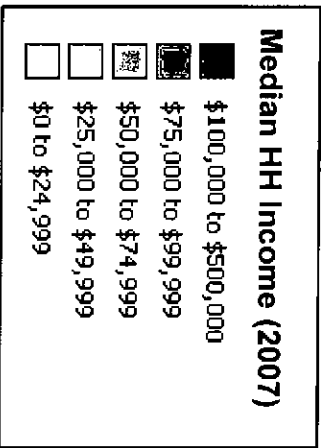
- 83 -

The south/southwest parts of the county clearly have gaps in primary care access points

Overlaying FQHC/CHC locations displays the relative lack of primary care facilities in the poorer Southern regions.

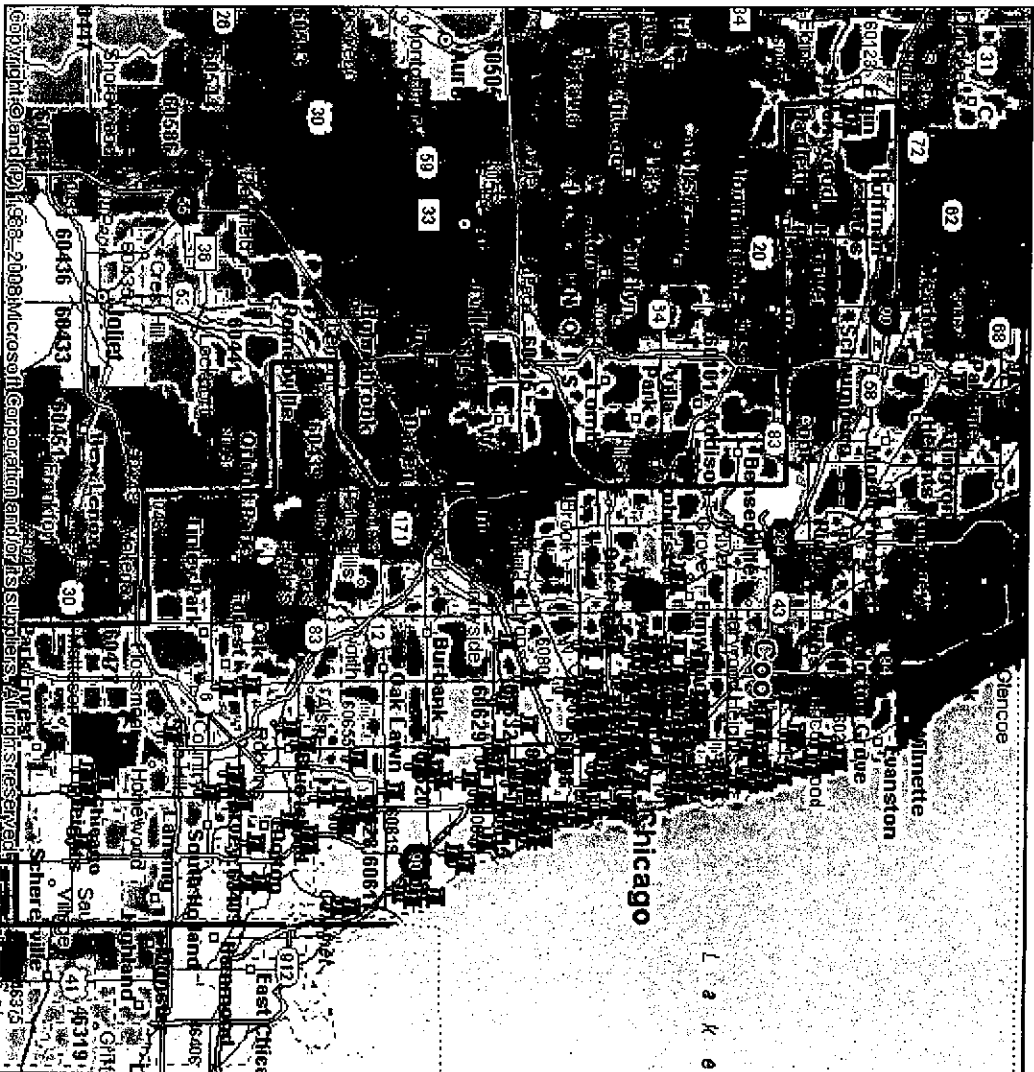
FQHC/CHC Locations and Median Household Income by ZIP Code

- ⊞ FQHC/CHC Locations
- ⊞ ACHN Locations



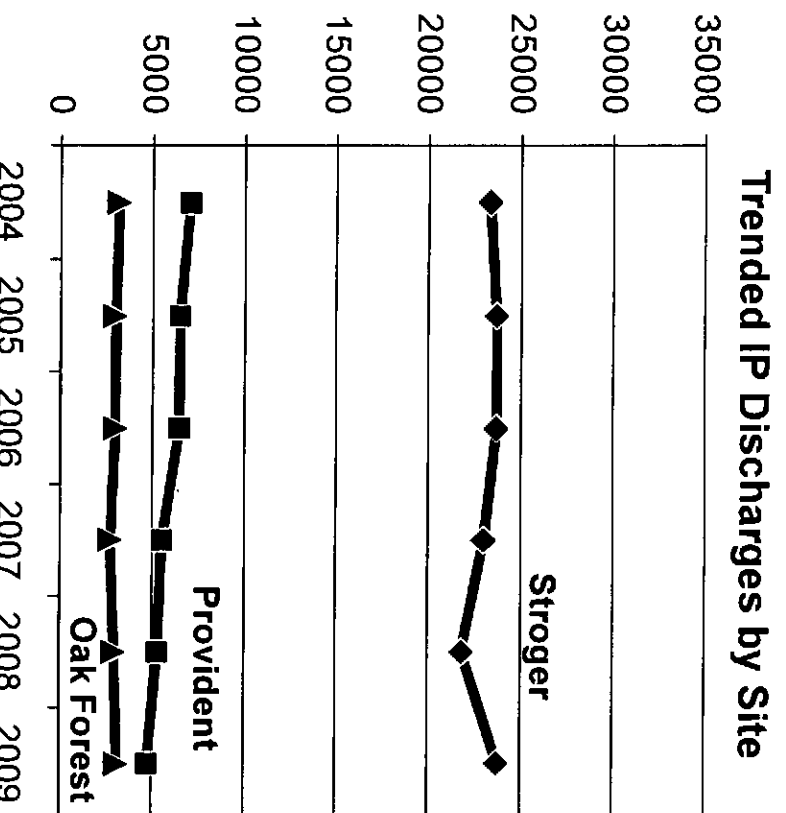
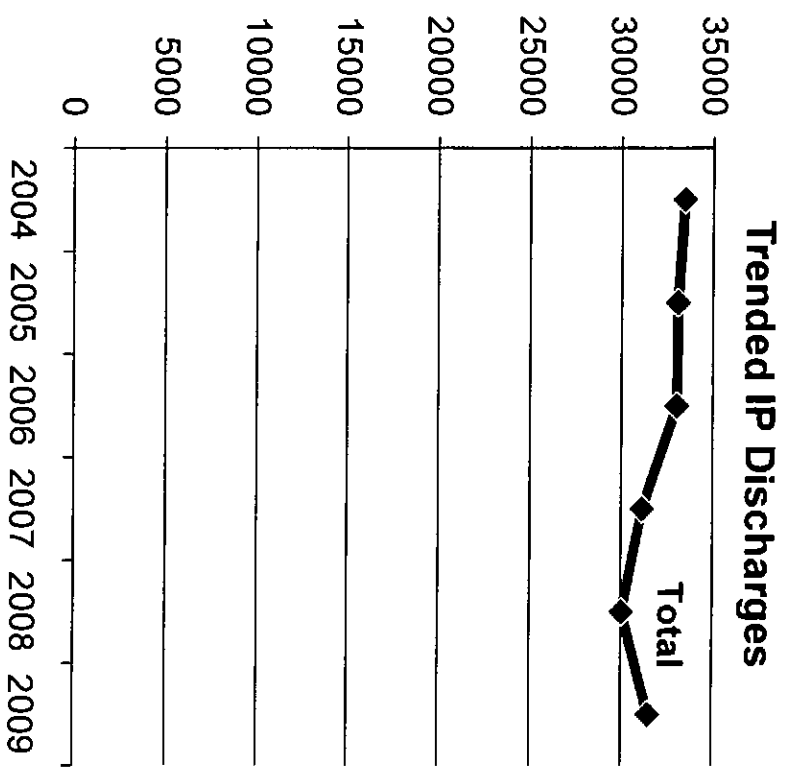
Sources: CCHHS; Microsoft MapPoint data; Illinois Primary Healthcare Association

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4. In a time of rising need, CCHHS volumes have trended downward, although 2009 has showed some sign of reversal

While healthcare needs in the County have grown, budget cuts have contributed to a decline in CCHHS inpatient and outpatient activity over the last five years.

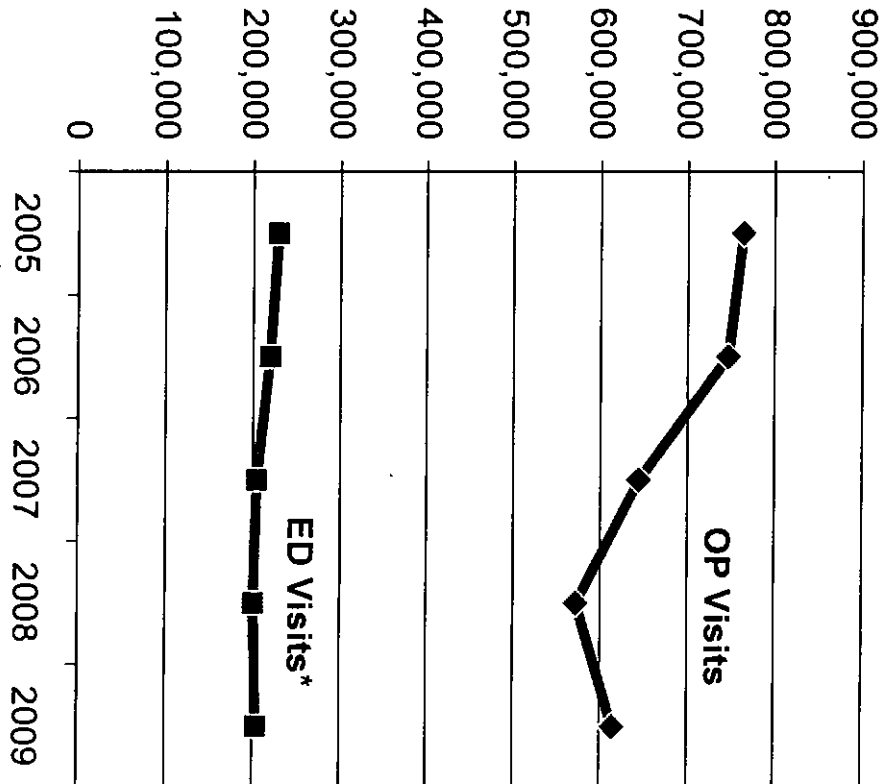


Source: CCHHS

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OP activity also has seen a considerable decline over the last five years, primarily due to budget cuts and related staffing reductions

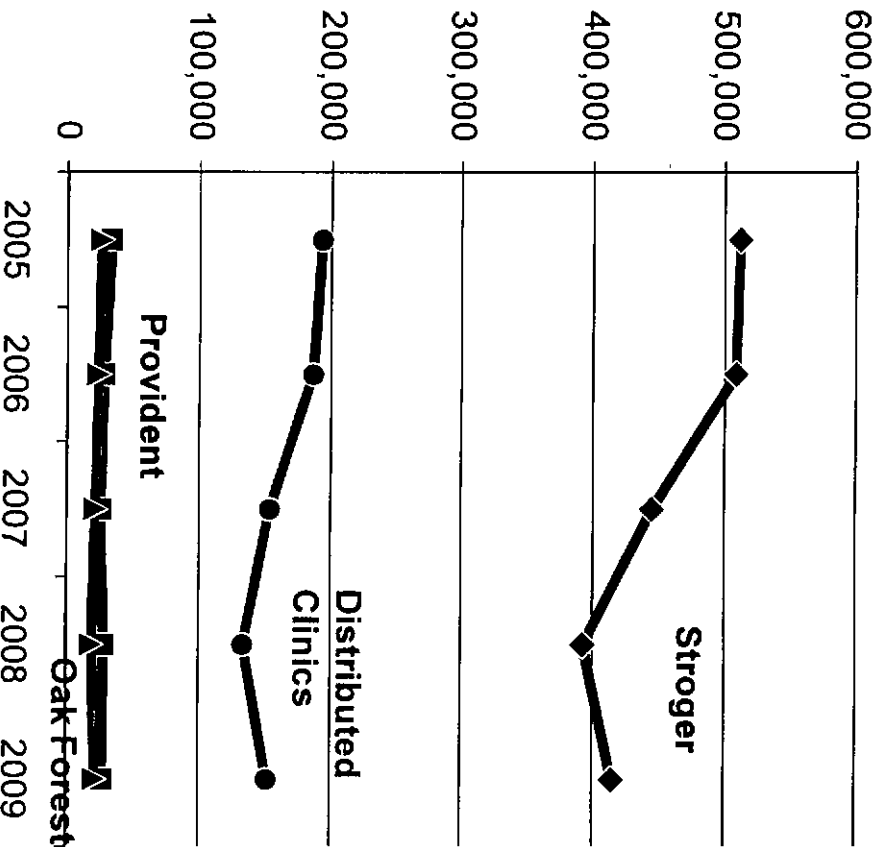
Trended OP and ER Visits



* Excludes Trauma
Source: CCHHS

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Trended OP Visits by Site



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5. CCHHS access points are not aligned geographically

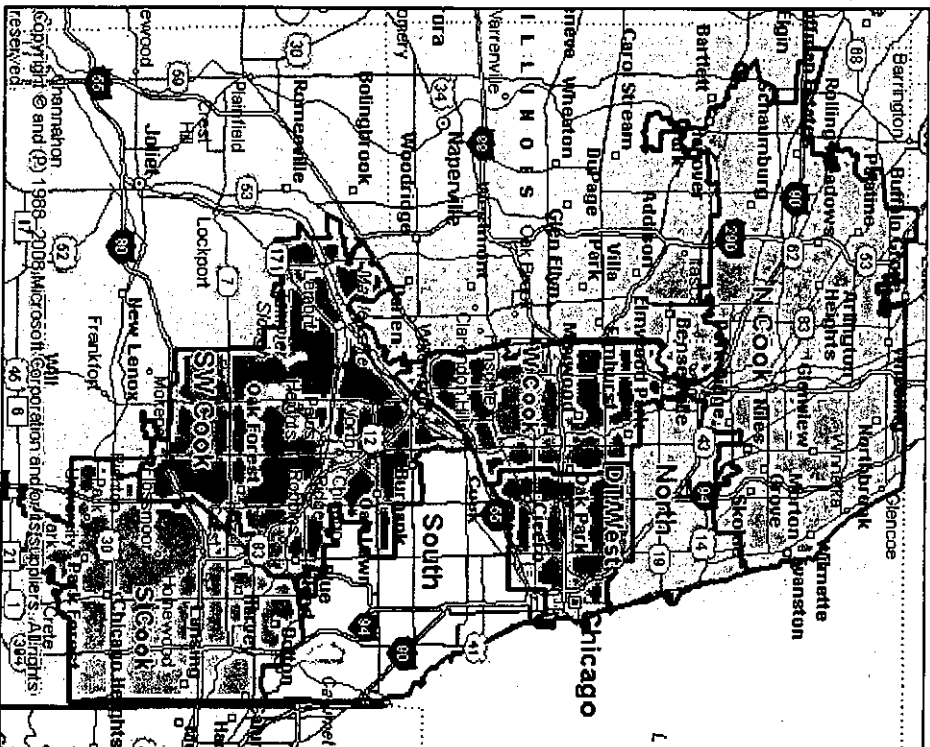
There has been a significant geographic redistribution of the vulnerable population over the past 20+ years, with significant shifts to:

- South/South Cook
- Downtown/West
- North Cook

Population (2007) by Region

Region	Population
North	918,942
DT/West	898,509
South	1,116,319
N Cook	981,695
W Cook	444,107
S Cook	398,037
SW Cook	484,294
TOTAL	5,241,903

Source: MapPoint Population data



Over 60% of CCHHS' clinical activity comes from patients residing in the South and Downtown/West regions

CCHHS Clinical Activity by Region, 2008

Region	Population	ACHN Visits	ED Visits	IP Dischgs	OP Surgeries	Existing ACHN Locations
South	1,116,319	249,137	71,001	13,809	3,195	3 PC and 1 Spec. Care
DT/West	898,509	183,579	45,603	8,685	1,757	6 PC and 1 Spec. Care
North	918,942	78,110	14,077	3,033	1,170	No Locations
S Cook	398,037	48,398	16,709	2,205	620	2 PC Sites
N Cook	981,695	35,244	3,341	976	396	1 PC Site
W Cook	444,107	32,687	5,817	1,190	437	No Locations
SW Cook	484,294	28,827	9,925	1,336	430	1 PC and 1 Spec. Care
Other/NA		22,678	7,945	436	450	
TOTAL	5,241,903	678,660	174,418	31,670	8,455	
Region	Population	ACHN Visits	ED Visits	IP Dischgs	OP Surgeries	Existing ACHN Locations
South	21%	37%	41%	44%	38%	3 PC and 1 Spec. Care
DT/West	17%	27%	26%	27%	21%	6 PC and 1 Spec. Care
North	18%	12%	8%	10%	14%	No Locations
S Cook	8%	7%	10%	7%	7%	2 PC Sites
N Cook	19%	5%	2%	3%	5%	1 PC Site
W Cook	8%	5%	3%	4%	5%	No Locations
SW Cook	9%	4%	6%	4%	5%	1 PC and 1 Spec. Care
Other/NA		3%	5%	1%	5%	
TOTAL	100%	100%	100%	100%	100%	

Source: CCHHS Experian database

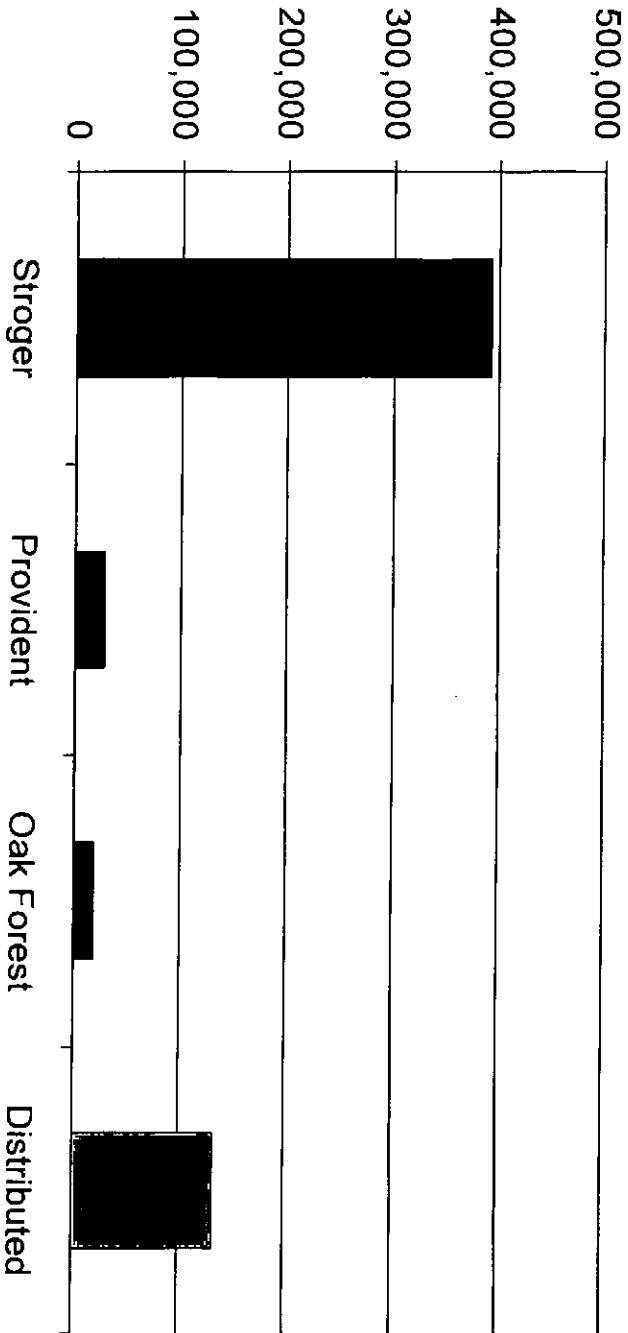
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1 88 1

6. System resources are disproportionately centered around the hospital environment...

CCHHS has devoted considerable resources at the John H. Stroger, Jr. Hospital campus for outpatient care, contributing to congestion, backlogs, and patient dissatisfaction.

CCHHS Clinic Visits by Location, 2008

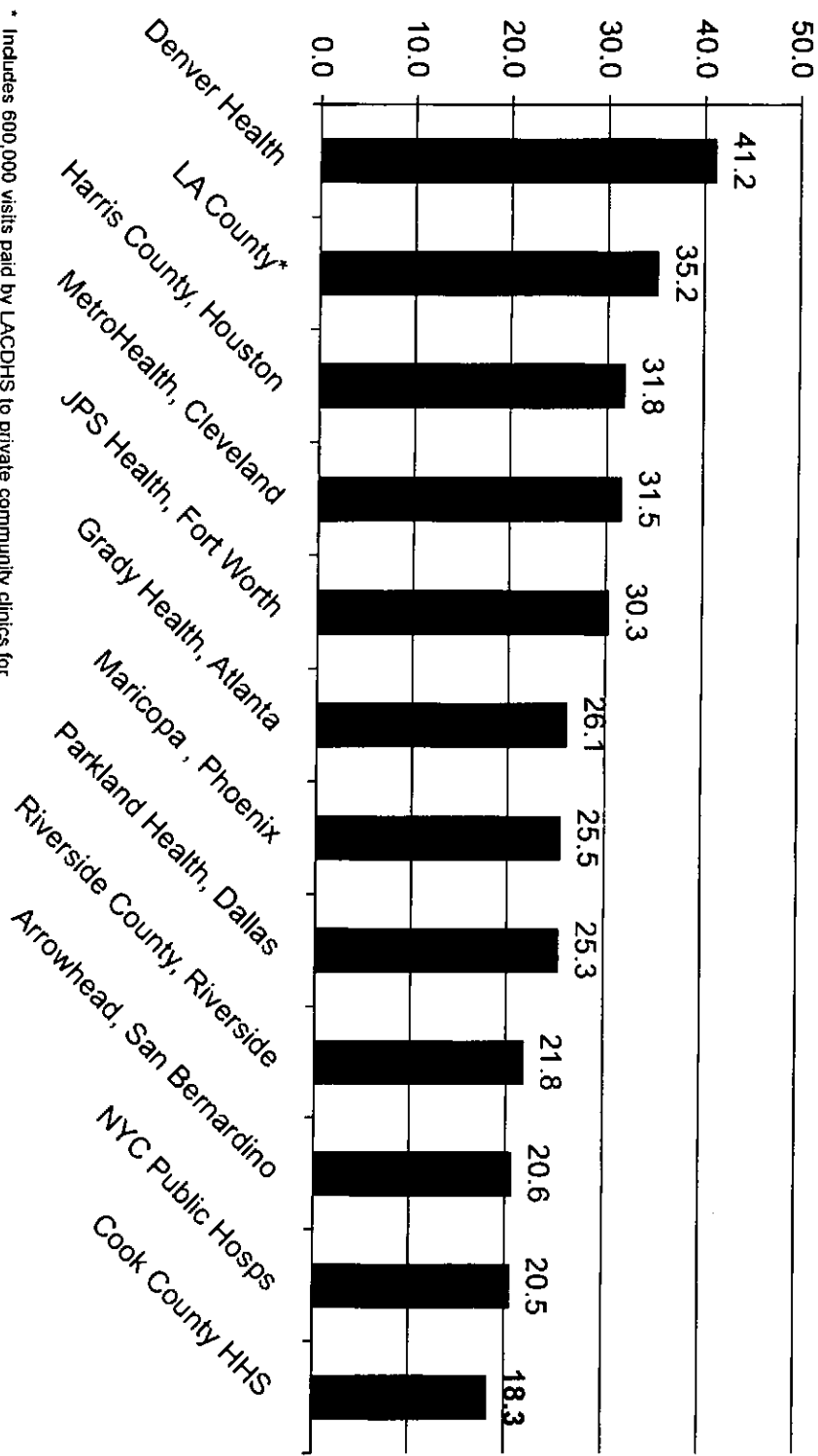


Source: CCHHS

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...and fewer resources are devoted to outpatient care in general, compared to other public health systems

Ratio of OP Visits to IP Discharges, 2008



* Includes 600,000 visits paid by LACDHS to private community clinics for uninsured low-income patients.

Source: Data from "America's Public Hospitals and Health Systems, 2008", Results of the Annual NAPH Hospital Characteristics Survey, February 2010

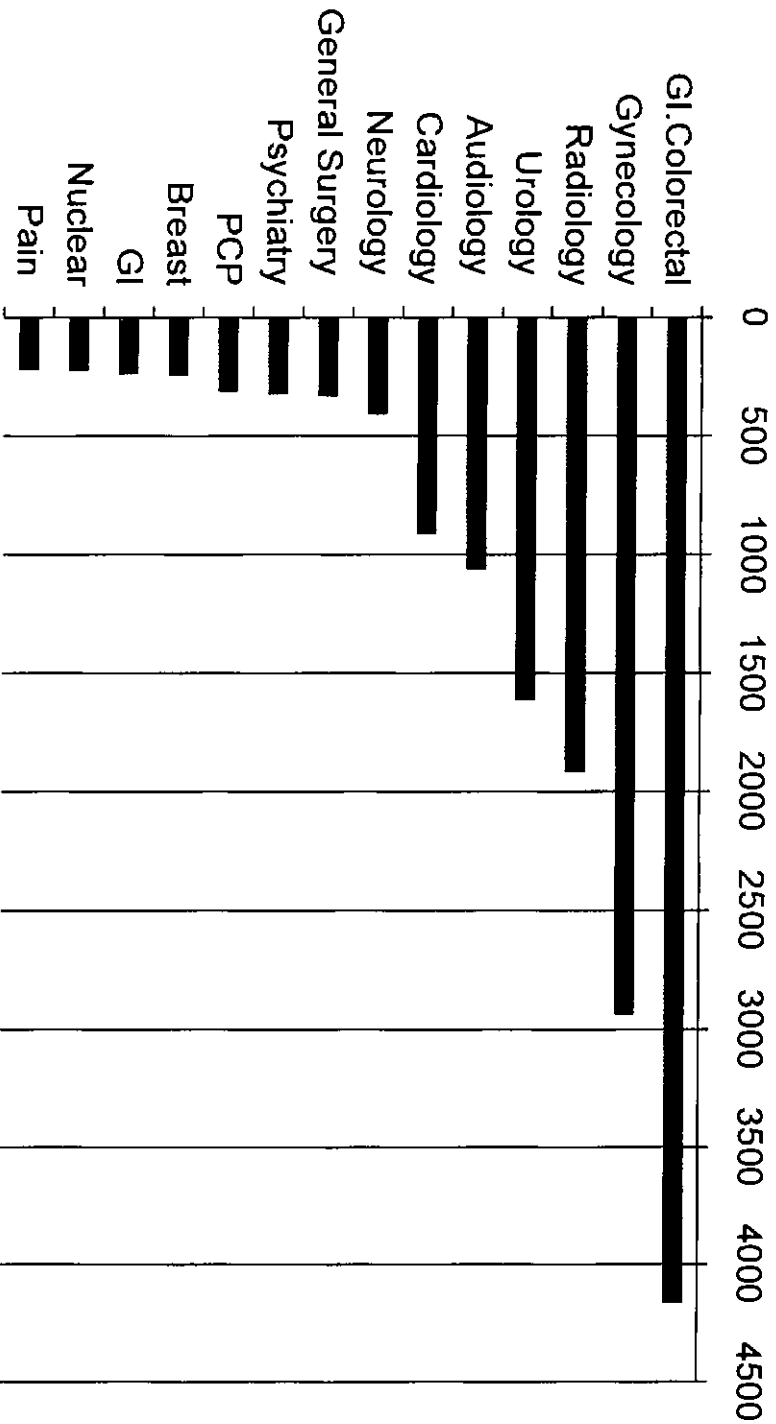
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7. System not deploying providers and facilities effectively...

There is a substantial backlog for procedural and other services

**Specialties and Associated Clinics,
IRIS Referrals Greater Than 21 Days Old (as of Feb. 2010)**



Source: IRIS, CCHHS

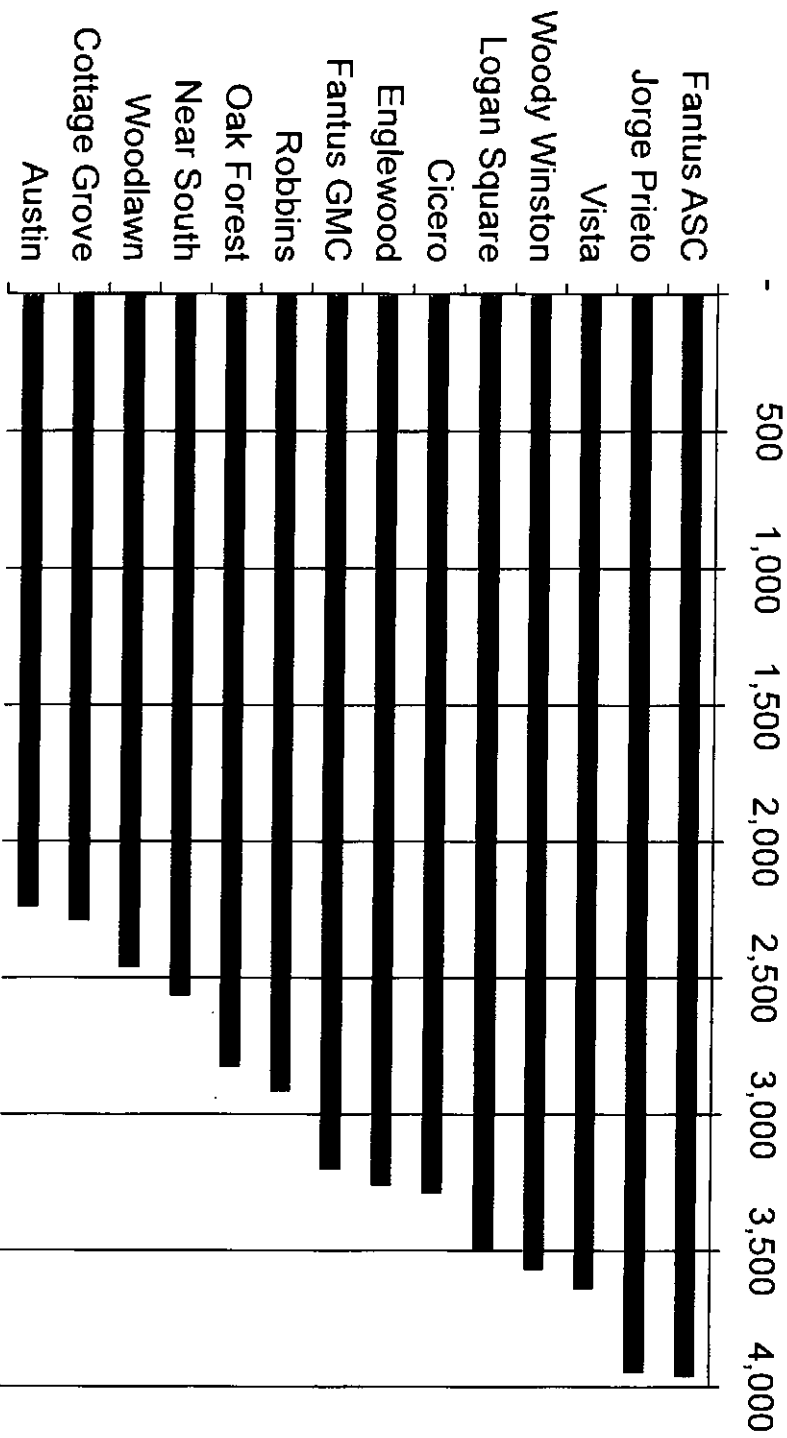
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...backlog and productivity issues highlight need for stronger outpatient capability and performance

Primary care productivity varies greatly by location, which is sometimes a function of the availability of support staff

Visits per Provider FTE by ACHN Clinic, 2009



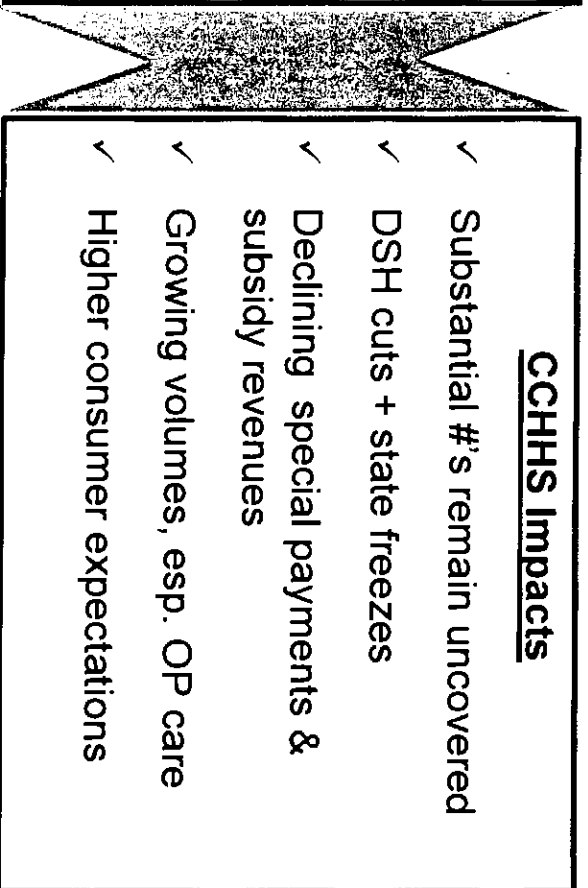
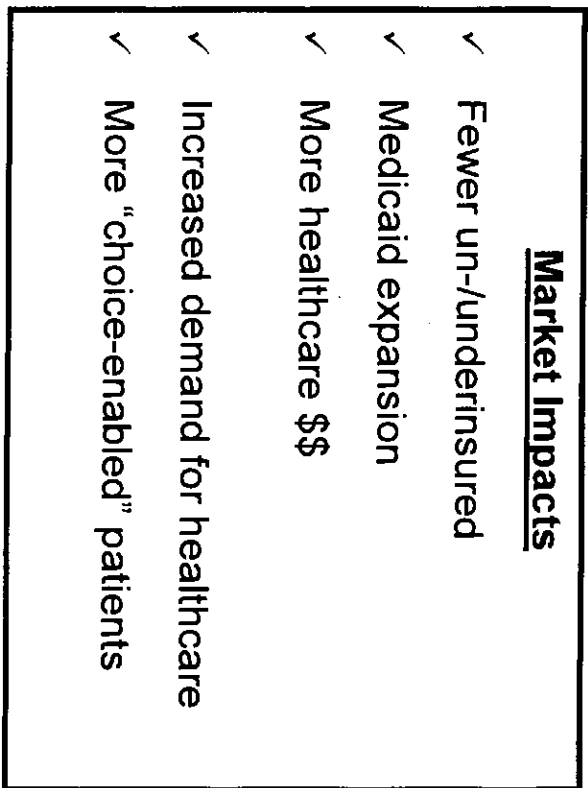
Source: CCHHS

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8. Current CCHHS delivery configuration is not sustainable

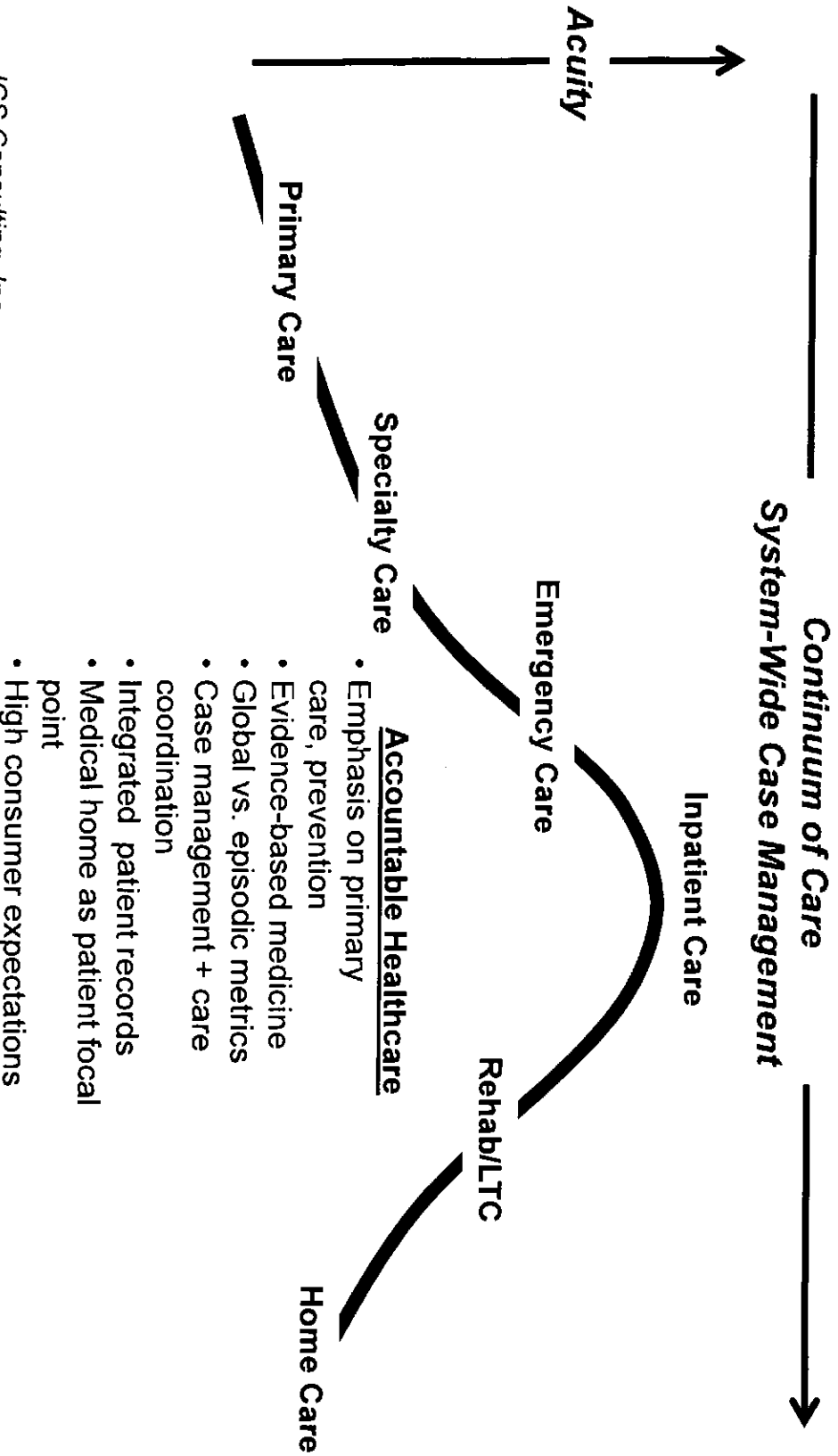
Health care reform...how will it impact CCHHS?



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Health reform will emphasize accountability for healthcare across the delivery spectrum.

The future-state evolution of health care will place increased emphasis on the non-acute/outpatient spectrum of care...

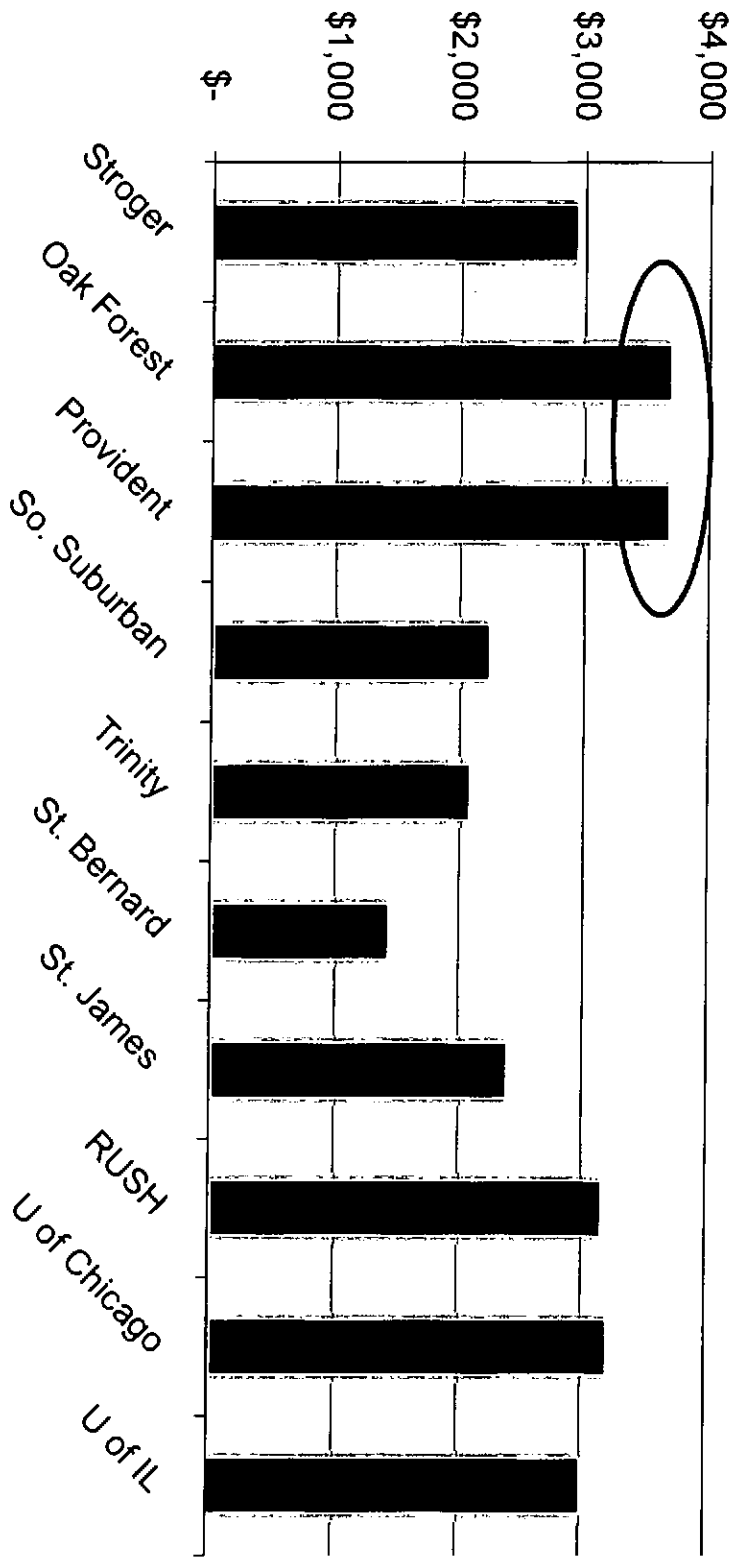


-94-

9. Current cost structure is not sustainable

Provident and Oak Forest Hospitals have a much higher IP cost per patient day, even when compared to area teaching hospitals

Calculated IP Cost per Patient Day, 2007



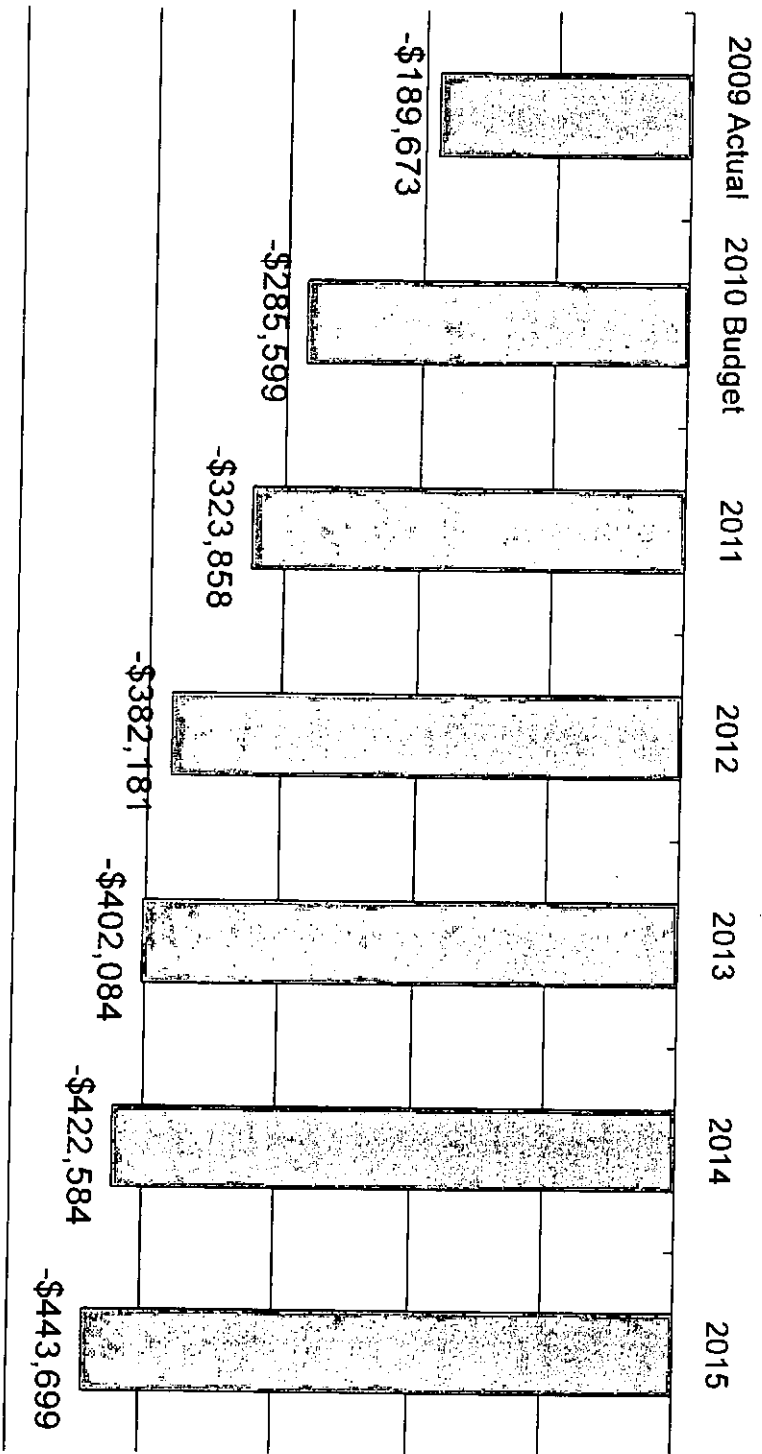
Source: Mike Koetting analysis using data from the Medicare Cost Reports

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Maintaining the current hospital-centered model will continue to demand substantial subsidy requirements in a period where contributions from the County are declining

Forecasted CCHHS Pro Forma – Momentum Scenario



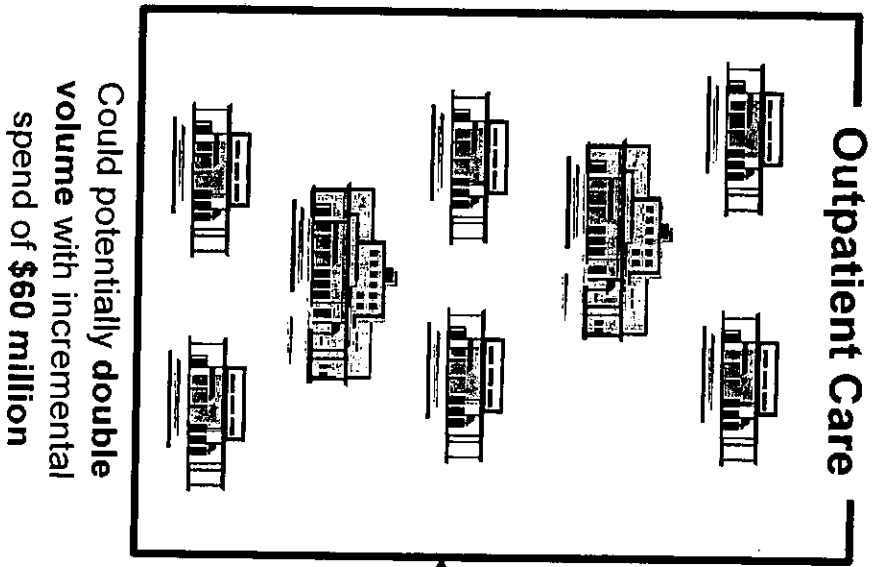
Source: ICS analysis

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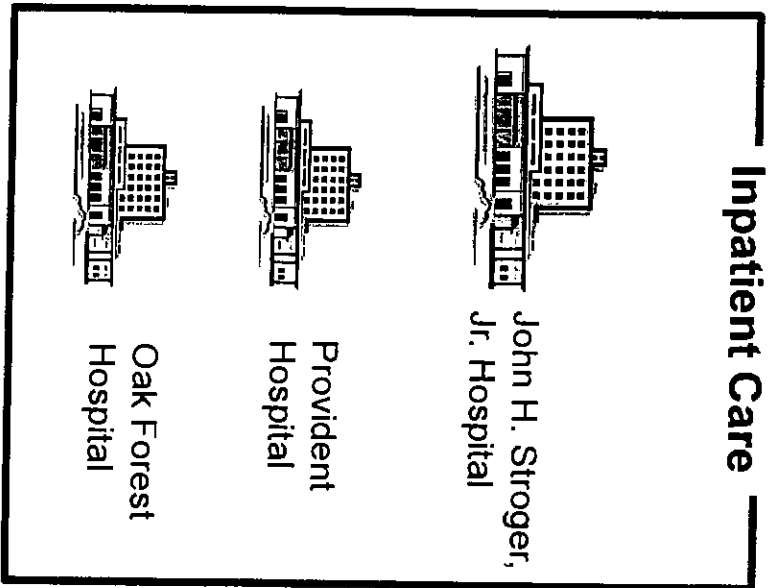
10. Redirection of inefficient IP resources to OP modalities could substantially increase the volumes of services overall...

A portion of reallocated capital can support substantial outpatient expansion.



Could potentially **double** volume with incremental spend of **\$60 million**

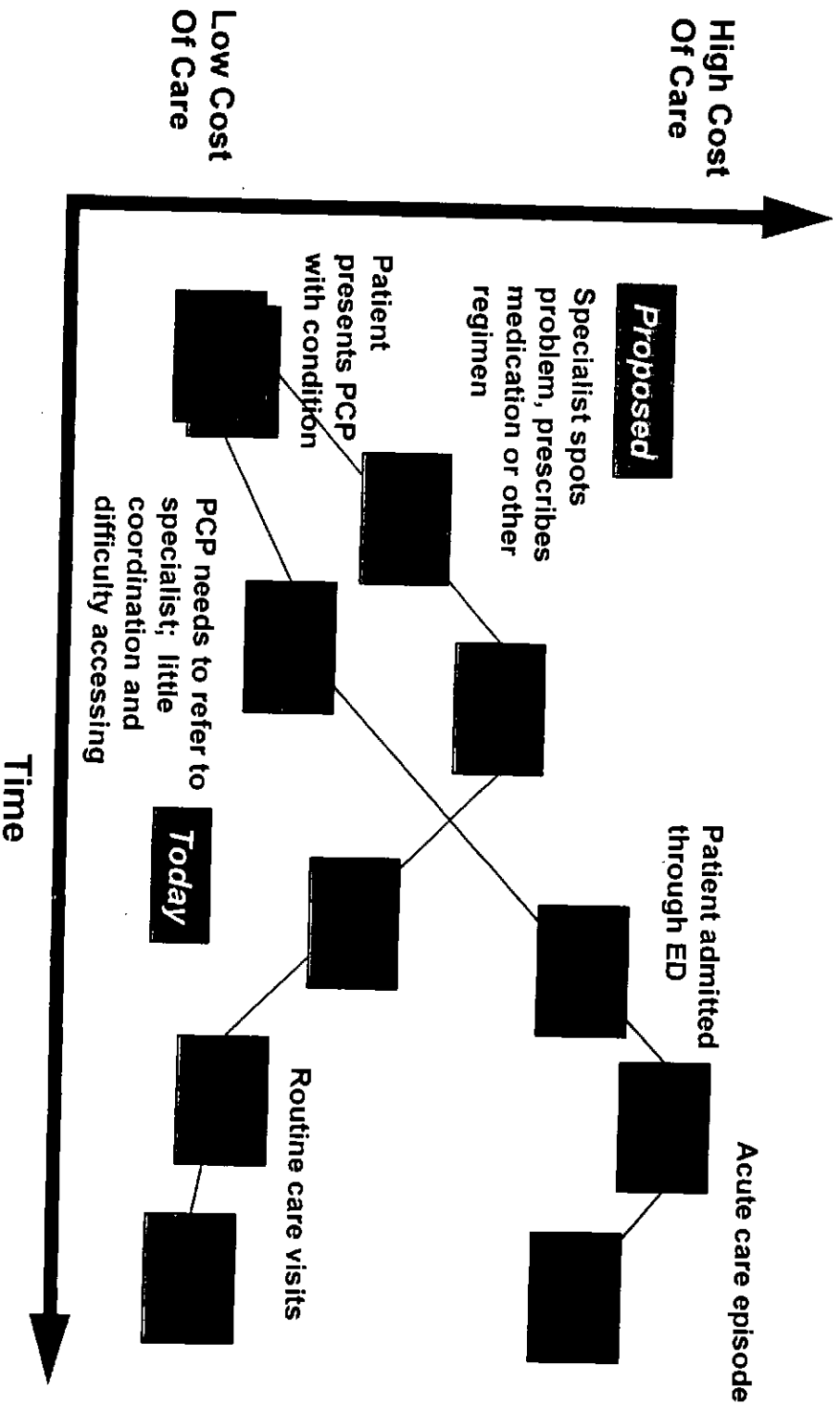
Reallocation of cost-ineffective IP services to OP settings could favorably impact overall services to target population



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Primary care and specialty access will be key to managing cost and quality...

Adequate access to primary care and specialty care is key to managing cost and quality...



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APPENDIX B
Cook County Health and Hospitals System
STRATEGIC PLAN
Five-Year Financial Overview
June 25, 2010

INTRODUCTION

Overall Guiding Principle:

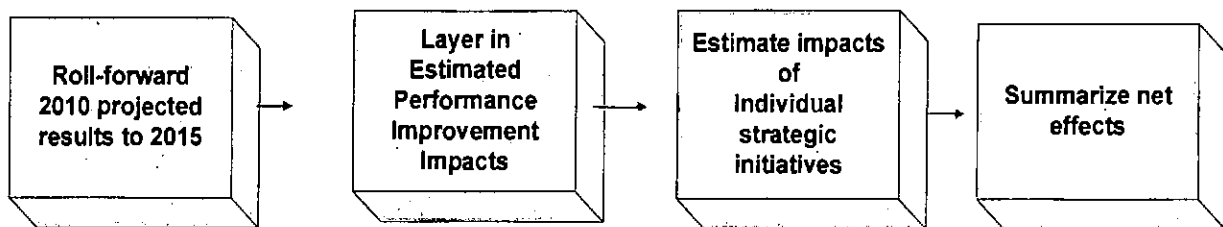
Deliver the best possible health care for the vulnerable population of Cook County within the constraints of dollar resources available to the System. As such the strategic plan is not a plan to reduce expenses; rather the plan seeks to better allocate current resources to best serve the vulnerable population of Cook County.

This financial-overview integrates three dynamics:

1. Relying on a set of base line assumptions, it rolls-forward FY2010 anticipated results across the next five years to illustrate the financial impacts of no major organizational changes. It is a “momentum” or “status quo” projection.
2. Management estimated the likely performance improvements by considering the opportunities in improving revenue cycle, productivity and supply chain management. Management anticipates engaging Price Waterhouse Coopers (PwC) to assist in achieving the performance improvements. The Performance Improvement projects are to be undertaken over the next two fiscal years.
3. Using estimates developed by Integrated Clinical Solutions (ICS), the model then layers in estimated consequences of various strategic initiatives.

ICS

Each of these layers builds on the previous layer so that the interactive effects of these activities can be understood.



The results are not necessarily precise forecasts of what will happen because many things that are not currently known will intervene. But they provide a working model of the underlying dynamics and the relative impacts of various factors. The model also can show how changes in various elements can influence the five year outcome.

The following sections describe the above steps and specify the assumptions used. It is important to note that because of layering in the results of the Performance Improvement initiatives some of the strategic initiatives have different costs or savings estimates than previous shown. For example, if there is a belief that Performance Improvement initiatives could lower the cost of

providing care at Oak Forest, the model now assumes the savings from reducing services at Oak Forest would save only the amount *after* the Performance Improvement initiatives.

1. MOMENTUM SCENARIO

This scenario uses the estimated 2010 financial results as a base and rolls forward across the next five years. Note, that in order to be consistent with the existing budgeting formats, cost estimates do not include malpractice, benefit costs or depreciation.

A. 2010 Results

Based on fiscal year to date data, the FY10 projections are:

- Patient service revenue (including the additional FMAP) will end the year at \$253M, roughly \$45M below budget due to continuing shortfall in Medicaid activity
- Other revenue sources will be at the budgeted levels
- Expenses will end the year at budgeted level

B. FY11 to FY15

Revenue

- Patient volume is assumed flat for the forecast period.
- Payor mix is assumed to stay constant from FY10 and no explicit assumptions have been incorporated for impacts of PPACA (Health Reform)
- Increases in patient revenue reimbursement rate assumptions:

Patient Service Revenue Assumed Rate increase				
FY11	FY12	FY13	FY14	FY15
Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
2%	0%	2%	0%	2%

- The additional ARRA/stimulus funds are eliminated after the first month of FY11 as bills to extend this funding are not moving in Congress.
- Based on discussion with state Medicaid officials, disproportionate share payments (DSH) are estimated \$150M for FY10, then held constant at \$138M for FY11-13, \$128M for FY14 and \$126M for FY15.
- Other operating revenue is based on 2010 estimate and inflated by 3% per year for the forecasted period.
- The model makes no assumptions about subsidies from the County, but since there are material operating losses every year under all scenarios, there will be a continued need for substantial subsidies.

Expenses

- Salaries and wages are projected to increase 5.0% annually throughout the forecasted period, no assumed change in FTEs.
- Supplies are based 2010 estimate and inflated by 3% per year for the forecasted period.
- Purchased services are based 2010 estimate and inflated by 3% per year for the forecasted period.

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- Utilities are based 2010 estimate and inflated by 3% per year for the forecasted period.

Routine Capital

- Routine capital is assumed at \$25M annually throughout the forecasted period.

2. PERFORMANCE IMPROVEMENT IMPACTS

Management anticipates engaging PWC to assist them in implementing the performance improvement initiatives. PWC, based on limited information, has estimated the potential financial benefit from performance improvement initiatives. Management took PWC's estimated financial benefits and spread them over the likely years they will impact and separated one time benefits from recurring benefits. Lastly, management made a risk adjustment to the estimated financial benefit based on their comfort of achievability. The result was assuming 33% of the estimated financial impact for 2011 and 50% estimated financial impact for the subsequent years was achievable.

Additional points on how the estimated improvements are included in the model:

- Performance improvement estimates are only for the System as a whole. The model spreads these improvements to entity on the basis of each entity's share of total costs or revenue.
- PWC fees are calculated as a percentage of financial improvements and are netted against the related financial improvements in the model.

3. STRATEGIC INITIATIVES

Each of major strategic initiatives was modeled individually, then combined into the overall strategic plan summary. Except as specifically noted, the assumptions of the momentum scenario were incorporated in this layer of the model. (For instance, the same assumptions were made about rate increases and all expenditures were assumed to inflate at 5% for wages and 3% for everything else. Each section below describes how modeling was done by initiative.

Oak Forest Hospital Reconfiguration

- *Strategic initiative description:* assumes all services are discontinued at Oak Forest Campus mid year 2011 with the exception of a large ambulatory clinic included select ancillary services. Services will be housed in Building E.
- Assumes that DSH payments currently allocated to Oak Forest are not impacted by closure of inpatient unit and will be retained by CCHHS.
- Assumes annual carrying cost for Oak Forest campus is roughly \$5M annually. While based on specific detailed assumptions about which costs would be retained, the number is of necessity approximate because it depends on working through with the County the exact mechanisms of decommissioning buildings, arrangements for non-CCHHS occupants, and the specific plant engineering costs that are required for maintenance.
- Assumes mail order pharmacy will continue, if not at Oak Forest, somewhere else and costs of that service (about \$15M) are not considered as a savings.
- Provision for displaced patients (transfer agreements/transition costs) is estimated at \$7M for FY11 and \$3M for FY12
- No specific provision was included for relocation of five remaining nursing home patients.

- Currently Rehab services operate at roughly a \$4M operating loss annually. It is assumed that these services could be relocated or outsourced at the same CCHHS cost.
- Expansion of ambulatory services results in the following assumed volumes and staffing:

Oak Forest Ambulatory Clinic Forecasted Increased Volume and Staffing						
Forecasted Volumes	FY10	FY11	FY12	FY13	FY14	FY15
Primary Care Visits	-	4,420	12,768	19,152	19,643	19,643
Specialty Care Visits	-	7,955	22,982	34,473	35,357	35,357
Urgent Care Visits	-	6,188	17,875	26,813	27,500	27,500
Total Visits	-	18,563	53,625	80,438	82,500	82,500
Forecasted FTEs						
Physicians	-	6.3	18.1	27.2	27.9	27.9
Support Staff	-	25.6	69.0	96.6	97.7	97.7
Other Ancillary Staff	-	4.3	8.8	11.8	12.0	12.0
Total FTEs	-	36.2	95.9	135.6	137.6	137.6

- Volume assumptions are based on following:
 - Urgent care volume is assumed to grow to the current level of ED activity
 - Primary care provision is in high demand throughout the System. Systematic primary care at this site has been limited even though a very large proportion of current CCHHS patients live in the South Suburbs
 - Specialty care activity has historically been limited more by the number of specialists that were assigned there than external demand. Moreover, improving partnerships with FQHCs, which are expanding their primary care offerings but do not provide specialty care, will be a key source of patients.
- Ambulatory payor mix is not modeled to improve. (This is a conservative assumption as there are many possibilities for revenue cycle improvement.)
- Physician productivity here (and elsewhere in the model) was assumed to be midway between current levels and prevailing community standards:
 - 3,800 primary care visits per physician FTE
 - 3,200 urgent care visits per physician FTE
 - 2,500 specialty care visits per physician FTE
- Ambulatory support staff was assumed at 4.3 staff members per FTE physician, but to gradually decrease to 3.5 staff per physician as the practice sizes grew larger and therefore able to experience economies of scale.

Capital Investment Associated with Oak Forest reconfiguration:

- Capital costs for retro fitting Building E for ambulatory services is estimated at \$14M for building (55,000 feet at 250 per sq foot) and \$5M for equipping clinic, including some advanced imaging capabilities.

Provident Hospital Reconfiguration

- *Strategic initiative description:* assumes inpatient services are scaled back eliminating ICU and OB/GYN units. Remaining inpatient operations is assumed to be 36 med/surg beds with an overflow unit of an additional 18 beds. Outpatient services are relocated to

vacated inpatient units and expanded. Expansion of ambulatory services results in the following assumed volumes and staffing:

- Assumes that DSH payments currently allocated to Provident are not impacted by closure of inpatient unit and will be retained by CCHHS
- Assumes 35% of volume has insurance, primarily Medicaid. This payor mix assumption is held constant throughout the forecasted period.
- Assumes the following productivity levels:
 - For PCP, 3,800 patients visit annually per FTE.
 - For specialists, 2,500 patients visits annually per FTE.
 - For urgent care physicians, 2,800 patients visits annually per FTE.
 - For support staff, a ratio of 4.3 FTEs for every physician FTE, phasing down to 3.5 as volume bases increase
- Expansion of ambulatory services results in the following assumed incremental volumes and staffing:

Provident Ambulatory Clinic Forecasted Increase in Volume and Staffing						
	FY10	FY11	FY12	FY13	FY14	FY15
Forecasted Volumes						
Primary Care Visits	-	7,088	15,750	27,956	31,500	31,500
Specialty Care Visits	-	13,163	29,250	51,919	58,500	58,500
Urgent Care Visits	-	5,063	11,250	19,969	22,500	22,500
Total Visits	-	25,313	56,250	99,844	112,500	112,500
Forecasted FTEs						
Physicians	-	8.7	19.4	34.4	38.7	38.7
Support Staff	-	35.5	73.5	121.9	135.5	135.5
Other Ancillary Staff	-	11.0	22.9	39.3	44.0	44.0
Total FTEs	-	55.2	115.8	195.5	218.2	218.2

Capital Investment Associated with Provident Reconfiguration

- The model assumes \$12M for retrofit of Provident to accommodate new ambulatory activity.

Other Ambulatory Care Initiatives

- Strategic initiative description: assumes general strengthening of ambulatory services including the following:
 - Expansion of at least two ACHN current sites (most likely Cottage Grove and Cicero) into Comprehensive Community Health Centers (CCHCs), including addition of rotating specialty physicians and some additional ancillary capability
 - Creation of a third CCHC in a new site somewhere in northwest Cook County where there is a growing concentration of uninsured patients
 - Additional support staff to strengthen all the ACHN primary care clinics
- Modeling does not assume closure of any ACHN clinics, although it is likely that as CCHHS gets into implementation phase, there may be economies of scale without loss of service from a limited number of strategic consolidations.
- Modeling assumes material growth in volumes at new CCHCs (a total of 40K additional visits at Cottage Grove and Cicero and 34K at the new Northwest site between 2013 and 2015). Expansion of ambulatory services results in the following assumed incremental volumes and staffing:

Cicero & Cottage Grove Clinics Forecasted Increase in Volume and Staffing						
Forecasted Volumes	FY10	FY11	FY12	FY13	FY14	FY15
Primary Care Visits	-	3,900	11,000	16,000	16,000	16,000
Specialty Care Visits	-	5,850	16,500	24,000	24,000	24,000
Urgent Care Visits	-	-	-	-	-	-
Total Visits	-	9,750	27,500	40,000	40,000	40,000
Forecasted FTEs						
Physicians	-	3.4	9.5	13.8	13.8	13.8
Support Staff	-	14.5	39.9	56.4	55.2	55.2
Other Ancillary Staff	-	9.2	12.3	13.2	13.2	13.2
Total FTEs	-	27.0	61.7	83.4	82.2	82.2

New Northwest Clinic Forecasted Volume and Staffing						
Forecasted Volumes	FY10	FY11	FY12	FY13	FY14	FY15
Primary Care Visits	-	-	-	1,600	12,400	16,000
Specialty Care Visits	-	-	-	1,800	13,950	18,000
Urgent Care Visits	-	-	-	-	-	-
Total Visits	-	-	-	3,400	26,350	34,000
Forecasted FTEs						
Physicians	-	-	-	1.1	8.8	11.4
Support Staff	-	-	-	4.6	35.4	45.6
Other Ancillary Staff	-	-	-	3.3	3.3	3.3
Total FTEs	-	-	-	9.1	47.6	60.4

- Model does not assume any change in payor mix and incorporates the same rates of payment growth and expense inflation as used elsewhere in model--including the additional costs of ambulatory support staff strengthening.

Capital Investment Associated with other ACHN Clinic Improvements

- Capital costs for ambulatory strengthening include:
 - \$6M for turning Cottage Grove and Cicero into CCHCs
 - \$7M for creating a new CCHC in the Northwest
 - \$9M in general rehab and refresh of remaining ACHN clinics

Improvements on Stroger Campus

- Strategic initiative description: Major items include:
 - Rebuilding of Fantus Facility
 - Investment in information system infrastructure
 - General service line strengthening, especially OB and Surgical Services
- Model assumes no additional staff costs for new Fantus clinic as it is primarily a relocation of existing services.
- Model assumes no reduction in ambulatory activity at Fantus. That is, it assumes that growth at distributed sites will be incremental to the System. (In reality, it is likely that some patients currently using Fantus will use sites closer to their home, but that new patients will come to Fantus since the backlog for services--particularly specialty services--is so large.

- Model assumes \$57M for the development of infrastructure systems that are necessary to improve access and service throughout the system. Much of this capital spending relates to updating old technologies, software and hardware which is needed to improve access, efficiencies and patient quality.

Capital Investment Associated with Stroger Improvements

- The only specific capital investment associated with strengthening of the Stroger campus is the Fantus rebuild. This is estimated at a cost of \$500/square foot for 180K square feet to be opened in 2015. This is a complete cost estimate, including such new equipment as is necessary.

Cook County Health and Hospital System: Baseline Forecasts

Appendix C Baseline Forecast: System Rollup							
<i>Annual, in 000's</i>							
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
	Actual (Unaudited)	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
Operating revenue							
Patient Service Revenue (includes IG' \$	371,262	\$ 341,996	\$ 350,085	\$ 350,085	\$ 354,462	\$ 354,462	\$ 358,926
ARRA/Stimulus Funds	36,000	38,582	3,215	-	-	-	-
Net DSH	225,000	150,000	138,000	138,000	138,000	128,000	126,000
Total Patient Service Revenue	632,262	530,578	491,300	488,085	492,462	482,462	484,926
Other revenue	3,768	5,467	5,631	5,800	5,974	6,153	6,338
Total operating revenue	636,030	536,045	496,931	493,885	498,436	488,615	491,264
Operating expenses							
Salaries and wages	526,330	546,911	503,014	528,165	554,573	582,302	611,417
Supplies	125,772	129,119	118,947	122,516	126,191	129,977	133,876
Purchased services, rental and other	145,293	169,342	156,981	161,690	166,541	171,537	176,684
Utilities	18,235	18,633	17,165	17,680	18,211	18,757	19,320
Total operating expenses	815,630	864,005	796,108	830,051	865,516	902,573	941,296
Operating Loss	\$ (179,601)	\$ (327,960)	\$ (299,177)	\$ (336,166)	\$ (367,080)	\$ (413,958)	\$ (450,033)
Capital requirement - Routine	-	-	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)
Capital requirement - Strategic	-	-	-	-	-	-	-

Baseline Forecast: Stroger Hospital							
<i>Annual, in 000's</i>							
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
	Actual (Unaudited)	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
Operating revenue							
Patient Service Revenue (includes IG' \$	256,830	\$ 245,383	\$ 249,437	\$ 248,675	\$ 251,430	\$ 250,622	\$ 253,399
ARRA/Stimulus Funds	26,939	29,094	1,112	-	-	-	-
NetDSH	168,368	112,245	103,265	103,265	103,265	95,782	94,286
Total Patient Service Revenue	452,136	386,732	353,815	351,941	354,695	346,404	347,685
Other revenue	3,481	5,127	5,281	5,439	5,602	5,770	5,943
Total operating revenue	455,627	391,858	359,095	357,380	360,297	352,175	353,629
Operating expenses							
Salaries and wages	280,238	284,917	280,245	273,257	286,920	301,266	316,330
Supplies	77,987	79,161	72,925	75,113	77,366	79,687	82,078
Purchased services, rental and other	52,700	55,359	51,595	53,143	54,738	56,380	58,071
Utilities	11,002	12,138	11,182	11,517	11,863	12,219	12,585
Total operating expenses	421,927	431,575	395,947	413,030	430,886	449,551	469,063
Operating Loss	\$ 33,700	\$ (39,716)	\$ (36,852)	\$ (55,651)	\$ (70,589)	\$ (97,377)	\$ (115,435)
Capital requirement - Routine	-	-	(17,308)	(17,308)	(17,308)	(17,308)	(17,308)
Capital requirement - Strategic	-	-	-	-	-	-	-

Baseline Forecast: Provident Hospital							
<i>Annual, in 000's</i>							
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
	Actual (Unaudited)	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
Operating revenue							
Patient Service Revenue (includes IG' \$	40,542	\$ 31,294	\$ 32,907	\$ 32,851	\$ 33,219	\$ 33,160	\$ 33,532
ARRA/Stimulus Funds	3,726	3,726	1,044	-	-	-	-
NetDSH	23,288	15,525	14,283	14,283	14,283	13,248	13,041
Total Patient Service Revenue	67,555	50,545	48,234	47,134	47,502	46,408	46,573
Other revenue	83	114	117	121	125	128	132
Total operating revenue	67,638	50,659	48,352	47,255	47,627	46,536	46,705
Operating expenses							
Salaries and wages	54,910	54,371	49,800	52,290	54,905	57,650	60,533
Supplies	7,037	9,011	8,302	8,551	8,807	9,071	9,343
Purchased services, rental and other	17,862	20,082	18,634	19,193	19,769	20,362	20,973
Utilities	2,306	2,112	1,945	2,004	2,064	2,126	2,190
Total operating expenses	82,115	85,576	78,681	82,038	85,545	89,209	93,038
Operating Loss	\$ (14,477)	\$ (34,917)	\$ (30,330)	\$ (34,782)	\$ (37,918)	\$ (42,673)	\$ (46,333)
Capital requirement - Routine	-	-	(3,846)	(3,846)	(3,846)	(3,846)	(3,846)
Capital requirement - Strategic	-	-	-	-	-	-	-

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Cook County Health and Hospital System: Baseline Forecasts

Baseline Forecast: Oak Forest Hospital							
<i>Annual, in 000's</i>							
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
	Actual (Unaudited)	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
Operating revenue							
Patient Service Revenue (includes IG' \$	46,573	\$ 37,173	\$ 38,760	\$ 38,708	\$ 39,067	\$ 39,012	\$ 39,376
ARRA/Stimulus Funds	5,335	5,762	1,059	-	-	-	-
NetDSH	33,345	22,230	20,452	20,452	20,452	18,970	18,673
Total Patient Service Revenue	85,253	65,165	60,270	59,160	59,519	57,982	58,049
Other revenue	193	226	233	240	247	255	262
Total operating revenue	85,447	65,391	60,503	59,400	59,766	58,236	58,312
Operating expenses							
Salaries and wages	60,240	59,403	54,672	57,406	60,276	63,290	66,454
Supplies	20,463	20,611	18,988	19,557	20,144	20,748	21,371
Purchased services, rental and other	10,517	11,043	11,374	11,716	12,067	12,429	12,802
Utilities	4,220	3,366	3,101	3,194	3,290	3,388	3,490
Total operating expenses	95,441	94,424	88,135	91,872	95,777	99,856	104,117
Operating Loss	\$ (9,994)	\$ (29,033)	\$ (27,632)	\$ (32,473)	\$ (36,011)	\$ (41,619)	\$ (45,805)
Capital requirement - Routine			(3,846)	(3,846)	(3,846)	(3,846)	(3,846)
Capital requirement - Strategic							

Baseline Forecast: ACHN Clinics							
<i>Annual, in 000's</i>							
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
	Actual (Unaudited)	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
Operating revenue							
Patient Service Revenue (includes IG' \$	27,317	\$ 28,137	\$ 28,981	\$ 29,850	\$ 30,746	\$ 31,668	\$ 32,618
ARRA/Stimulus Funds	-	-	-	-	-	-	-
NetDSH	-	-	-	-	-	-	-
Total Patient Service Revenue	27,317	28,137	28,981	29,850	30,746	31,668	32,618
Other revenue	-	-	-	-	-	-	-
Total operating revenue	27,317	28,137	28,981	29,850	30,746	31,668	32,618
Operating expenses							
Salaries and wages	75,883	80,654	78,677	82,611	86,741	91,078	95,632
Supplies	4,200	4,408	4,061	4,183	4,308	4,438	4,571
Purchased services, rental and other	6,092	6,211	5,750	5,923	6,100	6,283	6,472
Utilities	205	408	375	387	398	410	423
Total operating expenses	86,381	91,681	88,864	93,103	97,548	102,210	107,097
Operating Loss	\$ (59,064)	\$ (63,544)	\$ (59,883)	\$ (63,253)	\$ (66,802)	\$ (70,541)	\$ (74,479)
Capital requirement - Routine							
Capital requirement - Strategic							

Baseline Forecast: Cermak							
<i>Annual, in 000's</i>							
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
	Actual (Unaudited)	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
Operating revenue							
Patient Service Revenue (includes IG' \$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ARRA/Stimulus Funds	-	-	-	-	-	-	-
NetDSH	-	-	-	-	-	-	-
Total Patient Service Revenue	-	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-	-
Total operating revenue	-	-	-	-	-	-	-
Operating expenses							
Salaries and wages	30,704	35,402	32,997	34,647	36,379	38,198	40,108
Supplies	4,190	4,223	3,890	4,007	4,127	4,251	4,378
Purchased services, rental and other	8,927	8,134	7,637	7,866	8,102	8,345	8,595
Utilities	-	-	-	-	-	-	-
Total operating expenses	43,821	47,759	44,524	46,519	48,608	50,794	53,082
Operating Loss	\$ (43,821)	\$ (47,759)	\$ (44,524)	\$ (46,519)	\$ (48,608)	\$ (50,794)	\$ (53,082)
Capital requirement - Routine							
Capital requirement - Strategic							

Cook County Health and Hospital System: Baseline Forecasts

Baseline Forecast: Bureau of Health							
<i>Annual, in 000's</i>							
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
	Actual (Unaudited)	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
Operating revenue							
Patient Service Revenue (includes IG) \$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ARRA/Stimulus Funds	-	-	-	-	-	-	-
NetDSH	-	-	-	-	-	-	-
Total Patient Service Revenue	-	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-	-
Total operating revenue	-	-	-	-	-	-	-
Operating expenses							
Salaries and wages	8,751	15,727	11,482	12,056	12,658	13,291	13,956
Supplies	5,890	5,749	5,296	5,455	5,619	5,787	5,961
Purchased services, rental and other	45,770	64,728	58,502	60,257	62,065	63,927	65,845
Utilities	-	-	-	-	-	-	-
Total operating expenses	60,411	86,203	75,280	77,768	80,342	83,006	85,762
Operating Loss	\$ (60,411)	\$ (86,203)	\$ (75,280)	\$ (77,768)	\$ (80,342)	\$ (83,006)	\$ (85,762)
Capital requirement - Routine							
Capital requirement - Strategic							

Baseline Forecast: Core							
<i>Annual, in 000's</i>							
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
	Actual (Unaudited)	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
Operating revenue							
Patient Service Revenue (includes IG) \$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ARRA/Stimulus Funds	-	-	-	-	-	-	-
NetDSH	-	-	-	-	-	-	-
Total Patient Service Revenue	-	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-	-
Total operating revenue	-	-	-	-	-	-	-
Operating expenses							
Salaries and wages	4,389	4,825	4,537	4,764	5,002	5,252	5,515
Supplies	5,759	5,692	5,244	5,401	5,563	5,730	5,902
Purchased services, rental and other	187	169	156	161	166	170	176
Utilities	430	535	493	507	523	538	555
Total operating expenses	10,774	11,321	10,429	10,833	11,253	11,691	12,146
Operating Loss	\$ (10,774)	\$ (11,321)	\$ (10,429)	\$ (10,833)	\$ (11,253)	\$ (11,691)	\$ (12,146)
Capital requirement - Routine							
Capital requirement - Strategic							

Forecast after Performance Improvement/Strategic Plan: Dept of Health							
<i>Annual, in 000's</i>							
	FY09	FY10	FY11	FY12	FY13	FY14	FY15
	Actual (Unaudited)	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
Operating revenue							
Patient Service Revenue (includes IG) \$	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ARRA/Stimulus Funds	-	-	-	-	-	-	-
NetDSH	-	-	-	-	-	-	-
Total Patient Service Revenue	-	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-	-
Total operating revenue	-	-	-	-	-	-	-
Operating expenses							
Salaries and wages	11,205	11,511	10,604	11,134	11,691	12,276	12,890
Supplies	245	263	242	250	257	265	273
Purchased services, rental and other	3,238	3,617	3,332	3,432	3,535	3,641	3,751
Utilities	71	75	69	71	73	75	78
Total operating expenses	14,759	15,467	14,248	14,888	15,557	16,258	16,991
Operating Loss	\$ (14,759)	\$ (15,467)	\$ (14,248)	\$ (14,888)	\$ (15,557)	\$ (16,258)	\$ (16,991)
Capital requirement - Routine							
Capital requirement - Strategic							

Attachment 10

Impact Letters to Hospitals



Health & Hospitals System Board Members
 Dr. David A. Ansell
 Commissioner Jerry Bricker
 David N. Carvalho
 Keith R. Golden
 Brian Greenstein
 St. Sheila Lyne
 Dr. Lark R. Metzger
 Heather E. O'Donnell
 Andrea L. Zapp

Todd H. Strager - President
 Cook County Board of Commissioners
 Wyrren L. Rath - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System

September 20, 2010

Rick Mace
 Chief Executive Officer
 Adventist Bolingbrook Hospital
 500 Remington Blvd
 Bolingbrook, IL 60440

Dear Mr. Mace:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

As you know, the Cook County Health & Hospitals System is, by far, the largest provider of safety net healthcare services in the State of Illinois, and one of the largest public hospital systems in the nation. The demands upon our system from growing numbers of uninsured, escalating health care costs, and the current national economic crisis simply cannot be addressed given our constrained budget resources—resources unlikely to grow in the future. The primary aim of our strategic planning process was to formulate a strategy that would maximally utilize these limited resources in addressing the future needs of our patient populations, and protect the public's health in Cook County.

September 20, 2010
 Page 2

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Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

Anesthesiology & Geriatrics Health Network • Carmack Health Services • Cook County Department of Public Health •
 • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Barkman COSE Center •
 We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>Print your name and address on the reverse so that we can return the card to you.</p> <p>Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Rick Mace Chief Executive Officer Adventist Bolingbrook Hospital 500 Remington Blvd Bolingbrook, IL 60440</p> <p>2. Article Number: 7007 0710 0005 5045 6618 (Transfer from service label)</p> <p>PS Form 3811, February 2004 Domestic Return Receipt (8325-02-00-1990)</p>	<p>A. Signature <input checked="" type="checkbox"/> <i>[Signature]</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) JOHNNY P. COLEMAN</p> <p>C. Date of Delivery 9/20/10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below:</p> <p>E. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> O.D.D. <input type="checkbox"/> Restricted Delivery? <input type="checkbox"/> Extra Fee <input type="checkbox"/> Yes</p>

-110-



September 20, 2010

David L. Crane
 Chief Executive Officer
 Adventist Hinsdale Hospital
 120 North Oak Street
 Hinsdale, IL 60521

Dear Dr. Crane:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health •
 • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •
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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>David L. Crane Chief Executive Officer Adventist Hinsdale Hospital 120 North Oak Street Hinsdale, IL 60521</p>	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p>B. Received by (Printed Name) <input type="checkbox"/> Date of Delivery</p> <p>C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Certified Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label)</p> <p>7D07 0710 0005 5045 6557</p>	
<p>PS Form 3811, February 2004 Domestic Return Receipt 102965-02-44-1543</p>	

-111-

Ted F. Stinger - President
 Cook County Board of Commissioners
 Warren L. Batts - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



Health & Hospitals System Board Members
 Dr. David A. Ansell
 Commissioner Jerry Bellor
 David N. Caronico
 Quin R. Galkin
 Don Greenstein
 Sr. Sheila Lyle
 Dr. Lisa R. Medina
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
 Page 2

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 Chief Executive Officer
 Cook County Health & Hospitals System

Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE to Your Community

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-112-

Todd H. Strager - President
 Cook County Board of Commissioners
 Warren L. Betts - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



Health & Hospitals System Board Members
 Dr. David A. Absoell
 Commissioner Jerry Bentler
 David N. Cervino
 Chris R. Golden
 Brian Greenstein
 St. Sheila Lene
 Dr. Luis R. Muñoz
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
 Page 2

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

September 20, 2010

Lena Dobbs-Johnson
 President
 Advocate Bethany Hospital
 3435 W. Van Buren Street
 Chicago, IL 60624

Dear Ms. Dobbs-Johnson:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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• Ambulatory & Community Health Network • Geriatric Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Refs M. Rothstein COSE Center

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SENDER: COMPLETE THIS SECTION

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- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:
 Lena Dobbs-Johnson
 President
 Advocate Bethany Hospital
 3435 W. Van Buren Street
 Chicago, IL 60624

2. Article Number
 (Transfer from service label)
 PG Form 3811, February 2004

COMPLETE THIS SECTION ON DELIVERY

A. Signature
 Lena Dobbs-Johnson Agent Addressee

B. Received by (Printed Name)
Lena Dobbs-Johnson C. Date of Delivery
9-22-10

D. Is delivery address different from item 1? Yes No
 If YES, enter delivery address below: No

3. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.
 Restricted Delivery (Extra Fee) Yes

7007 0710 0005 5045 6564
 Document Return Receipt
 40789-02-01-10-00



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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010
Kenneth W. Lukhard
President
Advocate Christ Memorial Hospital
4440 W. 95th Street
Oak Lawn, IL 60453

Dear Mr. Lukhard:
Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Todd H. Strayer - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Anzil
Commissioner Jerry Barker
David M. Carvalho
Quin B. Calkins
Beni Grzeszpan
St. Sheila Lynn
Dr. Loris R. Marlow
Heather E. O'Donnell
Audrea L. Zopp

September 20, 2010
Page 2

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Michael W. Engelhart
President
Advocate South Suburban Hospital
17800 S. Kedzie Ave
Hazel Crest, IL 60429

Dear Mr. Engelhart:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>1. Article Addressed to:</p> <p>Michael W Engelhart President Advocate South Suburban Hospital 17800 S. Kedzie Ave Hazel Crest, IL 60429</p> <p>2. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 3. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p> <p>3. Signature <input checked="" type="checkbox"/> Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressed <input type="checkbox"/> Restricted by (Printed Name) Date of Delivery KAIPL 9/20/10 <input type="checkbox"/> Is delivery address different from item 1? Yes No <input type="checkbox"/> If YES, enter delivery address below: Yes No</p>
<p>4. Article Number (Transfer from service label) 7007 0710 0005 5045 6335</p>	

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Todd H. Stieger - President
Cook County Board of Commissioners
Warren L. Betts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System

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St. Sheila Lynch
Dr. Luis R. Muñoz
Heather L. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

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Utilization data for Oak Forest Hospital for the past 24 months is shown below:

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ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Jonathan Bruss
President
Advocate Trinity Hospital
2320 E. 93rd Street
Chicago, IL 60617

Dear Mr. Bruss:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Ambulatory & Community Health Network • Geriatric Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rehakstein CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <i>W. Foley</i> <input checked="" type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <i>CCAI/Ph</i> <input checked="" type="checkbox"/> Title of Delivery <i>4-2240</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery† (Extra Fee) <input type="checkbox"/> Yes</p>
<p>1. Article Addressed to:</p> <p>Jonathan Bruss President Advocate Trinity Hospital 2320 E. 93rd Street Chicago, IL 60617</p>	
<p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6410</p>	

PS Form 3811, February 2004 Domestic Return Receipt 122589-02-01-1900

-116-



To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

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Inpatient Surgery (avg/mo.)	22

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccchs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

September 20, 2010

Wayne M. Lerner, DPH
 President & Chief Executive Officer
 Holy Cross Hospital
 2701 W. 68th Street
 Chicago, IL 60629

Dear Dr. Lerner:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue Inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

As you know, the Cook County Health & Hospitals System is, by far, the largest provider of safety net health care services in the State of Illinois, and one of the largest public hospital systems in the nation. The demands upon our system from growing numbers of uninsured, escalating health care costs, and the current national economic crisis simply cannot be addressed given our constrained budget resources—resources unlikely to grow in the future. The primary aim of our strategic planning process was to formulate a strategy that would maximally utilize these limited resources in addressing the future needs of our patient populations, and protect the public's health in Cook County.

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Wayne M. Lerner, DPH President & Chief Executive Officer Holy Cross Hospital 2701 W. 68th Street Chicago, IL 60629</p>	<p>A. Signature [Signature] <input checked="" type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) D. Lerner</p> <p>C. Date of Delivery 9/20/10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below: _____</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>2. Article Number (Denotes item service type) 7007 0710 0005 5045 6539</p>	

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 Cook County Board of Commissioners
 Warren L. Rata - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



Health & Hospitals System Board Members
 Dr. David A. Ansel
 Commissioner Jerry Barber
 David N. Carveth
 Otha R. Clenden
 Benn Orreagata
 St. Sheila Lyne
 Dr. Luis R. Morfco
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
 Page 2

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or joykwyski@ccchs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

September 20, 2010
 Kurt E. Johnson
 President & Chief Executive Officer
 Ingalls Memorial Hospital
 One Ingalls Drive
 Harvey, IL 60426

Dear Mr. Johnson:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. <p>1. Article Addressed to:</p> <p>Kurt E. Johnson President & Chief Executive Officer Ingalls Memorial Hospital One Ingalls Drive Harvey, IL 60426</p>	<p>A. Signature <input checked="" type="checkbox"/> <i>Kurt E. Johnson</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Print Name) <i>William T. Foley</i></p> <p>C. Date of Delivery <i>9/20/10</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6359</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 100286-024-1840</p>	

-118-



September 20, 2010

Merritt J. Hasbrouck
President
Jackson Park Hospital
7531 S. Stony Island Avenue
Chicago, IL 60649

Dear Mr. Hasbrouck:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

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Please send your response to Ms. Joy Wykowski, 1900 W. Park St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the package, or on the front if space permits.

1. Article Addressed to:

Merritt J. Hasbrouck
President
Jackson Park Hospital
7531 S. Stony Island Avenue
Chicago, IL 60649

2. Article Number (Transfer from service label) 7007 0710 0005 5045 6427

PS Form 3811, February 2004

COMPLETE THIS SECTION ON DELIVERY

A. Signature: *[Signature]* QRW Address

B. Received by (Printed Name) *[Signature]* C. Date of Delivery *9/20*

D. Is Delivery address different from item 1? Yes No
If YES, enter delivery address below:

3. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.
 Restricted Delivery (Extra Fee) Yes



To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Paula Kienberger Jaudes, M.D.
President & Chief Executive Officer
La Rabida Children's Hospital
6501 S. Promontory Drive
Chicago, IL 60649

Dear Dr. Jaudes:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •
We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>Print your name and address on the reverse so that we can return the card to you.</p> <p>Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Paula Kienberger Jaudes, M.D. President & Chief Executive Officer La Rabida Children's Hospital 6501 S. Promontory Drive Chicago, IL 60649</p> <p>2. Article Number (Number from service label)</p> <p>7007 0710 0005 5045 6489</p> <p>PS Form 3811, February 2004</p>	<p>A. Signature X <i>[Signature]</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) John Selvey 9-22 <input type="checkbox"/> Certified Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p> <p>10095-08-00-1000</p>

Todd H. Strager - President
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 Warren L. Batts - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
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 William T. Foley - CEO
 Cook County Health & Hospitals System



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 Heather E. O'Donnell
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September 20, 2010
 Page 2

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

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I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

September 20, 2010

Dennis Reilly
 President & Chief Executive Officer
 Little Company of Mary Hospital
 2800 W. 95th Street
 Evergreen Park, IL 60805

Dear Mr. Reilly:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

As you know, the Cook County Health & Hospitals System is, by far, the largest provider of safety net healthcare services in the State of Illinois, and one of the largest public hospital systems in the nation. The demands upon our system from growing numbers of uninsured, escalating health care costs, and the current national economic crisis simply cannot be addressed given our constrained budget resources—resources unlikely to grow in the future. The primary aim of our strategic planning process was to formulate a strategy that would maximally utilize these limited resources in addressing the future needs of our patient populations, and protect the public's health in Cook County.

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature </p> <p>B. Received by (Print Name) </p> <p>C. Date of Delivery 9/22/10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p>
<p>1. Article Addressed to:</p> <p>Dennis Reilly President & Chief Executive Officer Little Company of Mary Hospital 2800 W. 95th Street Evergreen Park, IL 60805</p>	<p>3. Service Type</p> <p><input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Required from service label)</p> <p>7007 0710 0005 S045 L403</p>	

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Todd H. Strager - President
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Health & Hospitals System Board Members
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September 20, 2010
Page 2

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccchs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Steven C. Drucker, FACHE
President & Chief Executive Officer
Loretto Hospital
645 South Central Ave
Chicago, IL 60644

Dear Mr. Drucker:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Steven C. Drucker, FACHE President & Chief Executive Officer Loretto Hospital 645 South Central Ave Chicago, IL 60644</p>	<p>A. Signature <input checked="" type="checkbox"/> <i>[Signature]</i> <input type="checkbox"/> Agent <input type="checkbox"/> Business</p> <p>B. Received by <i>[Signature]</i> C. Date of Delivery <i>9-20-10</i></p> <p>D. Is delivery address different from this 17 <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Delivery Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 4. Restricted Delivery (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6456</p>	

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Todd H. Stroger - President
 Cook County Board of Commissioners
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 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



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 Andrea L. Zopp

September 20, 2010
 Page 2

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

September 20, 2010

Brian Lemon
 Chief Executive Officer
 MacNeal Hospital
 3249 S. Oak Park Ave
 Berwyn, IL 60402

Dear Mr. Lemon:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Brian Lemon Chief Executive Officer MacNeal Hospital 3249 S. Oak Park Ave Berwyn, IL 60402</p>	<p>A. Signature <input checked="" type="checkbox"/> <i>Brian Lemon</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Returned By (Printed Name) _____</p> <p>C. Date Delivered _____</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below: _____</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> G.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5845 6625</p>	

PS Form 3811, February 2004

Domestic Return Receipt

10288-02-04-15-02

-123-



To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Enrique Beckmann, MD, PhD
President & Chief Medical Officer
Metro South Medical Center
12935 S. Gregory Street
Blue Island, IL 60406

Dear Dr. Beckmann:

Pursuant to the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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<p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6342</p>	



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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Alan H. Channing
President & Chief Executive Officer
Mt. Sinai Hospital
1500 South California Avenue
Chicago, IL 60608

Dear Mr. Channing:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Ambulatory & Community Health Networks • Carmack Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Providence Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Alan H. Channing President & Chief Executive Officer Mt. Sinai Hospital 1500 South California Avenue Chicago, IL 60608</p>	<p>A. Signature X. </p> <p>B. Received by: </p> <p>C. Date of Delivery</p> <p>D. Is delivery address different from ZIP+4? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p>
<p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6595</p>	<p>3. Mail Type <input type="checkbox"/> Registered <input type="checkbox"/> Express Mail <input type="checkbox"/> Insured Mail <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> C.O.D. <input type="checkbox"/> Yes</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>

Todd H. Struger - President
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Jorge Ramirez - Vice-Chairman
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William T. Foley - CEO
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Health & Hospitals System Board Members
Dr. David A. Amell
Commissioner Jerry Butler
David N. Carvalho
Celia R. Golden
Dean Oreskovic
Dr. Luis R. Matos
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010

Dean M. Harrison
President & Chief Executive Officer
Northwestern Memorial HealthCare
251 East Huron Street
Chicago, IL 60611

Dear Mr. Harrison:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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September 20, 2010
Page 2

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Geriatric Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Dean M. Harrison President & Chief Executive Officer Northwestern Memorial HealthCare 251 East Huron Street Chicago, IL 60611</p> <p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6571</p> <p>PS Form 3811, February 2004 Domestic Return Receipt (02596-09-00-104)</p>	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <i>D. Johnson</i></p> <p>C. Date of Delivery 9/23/10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> G.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>



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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Sister Margaret Wright
President
Palos Community Hospital
12251 S. 80th Ave.
Palos Heights, IL 60463

Dear Sister Wright:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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<p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6366</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 12250-09-00-1040</p>	



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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Jeffrey L. Brickman, FACHE
System Senior Vice President & Chief Executive Officer
Provena St. Joseph Medical Center
333 North Madison Street
Joliet, IL 60435

Dear Mr. Brickman:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p>B. Approved by (Print Name) <input type="checkbox"/> Date of Delivery</p> <p>C. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>1. Article Addressed to:</p> <p>Jeffrey L. Brickman, FACHE System Senior Vice President & Chief Executive Officer Provena St. Joseph Medical Center 333 North Madison Street Joliet, IL 60435</p>	
<p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6502</p>	

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Beale - Chairman
Cook County Health & Hospitals System
Jorge Barrios - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Azell
Commissioner Jerry Butler
David N. Cervello
Qata R. Golden
Rena Orosogoa
St. Sheila Lyle
Dr. Luis R. Mendez
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010

Robert Hamilton
Chief Operating Officer
Provident Hospital
500 E. 51st Street
Chicago, IL 60615

Dear Mr. Hamilton:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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September 20, 2010
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Chief Executive Officer
Cook County Health & Hospitals System

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• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •
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SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
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1. Article Addressed to:
Robert Hamilton
Chief Operating Officer
Provident Hospital
500 E. 51st Street
Chicago, IL 60615

2. Article Number (Transfer from service label) 7007 0710 0005 5045 6456

PS Form 3811, February 2004 Domestic Return Receipt

COPIER: COMPLETE THIS SECTION ON DELIVERY

A. Signature
x *John Beale*

B. Received by (Printed Name)
John Beale

C. Date of Delivery

D. Is delivery address different from item 1? Yes No
If YES, enter delivery address below:

3. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.

4. Restricted Delivery? (Extra Fee) Yes

Todd H. Struger - President
Cook County Board of Commissioners
Warren L. Banta - Chairman
of County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
of County Health & Hospitals System
William T. Foley - CEO
of County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansel
Concepcion Jerry Butler
David N. Carralbo
Quin R. Golden
Dene Geraspine
St. Sheila Lyle
Dr. Luis R. Miller
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Andrea L. Zapp

September 20, 2010
Page 2

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Joanne Smith, M.D.
President & Chief Executive Officer
Rehabilitation Institute of Chicago
245 E. Superior Street
Chicago, IL 60611

Dear Dr. Smith:

Pursuant to the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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<p>1. Article Addressed to:</p> <p>Joanne Smith, M.D. President & Chief Executive Officer Rehabilitation Institute of Chicago 245 E. Superior Street Chicago, IL 60611</p>	<p>3. Service Type</p> <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes
<p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6568</p>	



September 20, 2010

James R. Prister
President & Chief Executive Officer
RML Specialty Hospital
5601 South County Line Road
Hinsdale, IL 60521

Dear Mr. Prister:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:
James R. Prister
President & Chief Executive Officer
RML Specialty Hospital
5601 South County Line Road
Hinsdale, IL 60521

2. Article Number (Domestic Return Receipt Added) 7007 0730 0005 5045 6472

PS Form 3811, February 2004 Domestic Return Receipt 10298-02-00-1040

COMPLETE THIS SECTION ON DELIVERY

A. Complete
 Signature
 Agent Address

B. Received by (Printed Name) Date of Delivery
 V. B. ... 22/2010

C. Is delivery address different from item 1? Yes No
 If YES, enter delivery address below:

3. Package Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.

4. Restricted Delivery? (Extra Fee) Yes No

-131-

Todd H. Strayer • President
Cook County Board of Commissioners
Warren L. Betts • Chairman
Cook County Health & Hospitals System
Jorge Ramirez • Vice-Chairman
Cook County Health & Hospitals System
William T. Foley • CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Aronoff
Commissioner Jerry Barker
David N. Cervantes
Oren R. Golden
Benn Granger
Sr. Sheila Lynn
Dr. Luis R. Minter
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010

Anthony J. Puorro, FACHE, PHFMA
President & Chief Executive Officer
Roseland Community Hospital
45 W. 111th Street
Chicago, IL 60628

Dear Mr. Puorro:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

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September 20, 2010
Page 2

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Carmel Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:
Anthony J. Puorro, FACHE, PHFMA
President & Chief Executive Officer
Roseland Community Hospital
45 W. 111th Street
Chicago, IL 60628

2. Article Number (Transfer from service tag) 7007 0730 0005 5045 6373

PB Form 3811, February 2004 Domestic Return Receipt 100289-08-01-1340

COMPLETE THIS SECTION ON DELIVERY

A. Signature Agent Addressee
Anthony J. Puorro

B. Received by (Printed Name) Date of Delivery
David A. Aronoff

D. Is delivery address different from item 1? Yes No
If YES, enter delivery address below:

3. Delivery Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.
4. Restricted Delivery? (Extra Fee) Yes

-132-



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<p>1. Article Addressed to:</p> <p>Larry J. Goodman, M.D. President & Chief Executive Officer Rush University Medical Center 1653 West Congress Parkway Chicago, IL 60612</p>	<p>2. Article Number: 7007 0710 0005 5045 6526 (Transfer from service label)</p>

- 133 -



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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Seth Warren
President
St. James Hospital & Health Centers/Olympia Fields
20201 S. Crawford Ave
Olympia Fields, IL 60461

Dear Mr. Warren:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

As you know, the Cook County Health & Hospitals System is, by far, the largest provider of safety net healthcare services in the State of Illinois, and one of the largest public hospital systems in the nation. The demands upon our system from growing numbers of uninsured, escalating health care costs, and the current national economic crisis simply cannot be addressed given our constrained budget resources—resources unlikely to grow in the future. The primary aim of our strategic planning process was to formulate a strategy that would maximally utilize these limited resources in addressing the future needs of our patient populations, and protect the public's health in Cook County.

Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>Print your name and address on the reverse so that we can return the card to you.</p> <p>Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Seth Warren, President St. James Hospital & Health Centers/Olympia Fields 20201 S. Crawford Ave Olympia Fields, IL 60461</p>	<p>A. Signature X </p> <p><input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>E. Registered by (Printed Name) <u>B. Williams</u> G. Date of Delivery <u>09/22/10</u></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6326</p>	

-134-

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Bada - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Amell
Commissioner Jerry Butts
David M. Carver
Quin R. Golden
Beno Grzeszczak
St. Sheila Lyne
Dr. Leah R. Mubert
Heather B. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Dear Mr. Warren:

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Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health
• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COBE Center •
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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION: ON DELIVERY
<ul style="list-style-type: none"> Complete Items 1, 2, and 3. Also complete Item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input checked="" type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery [Signature] 09/23/10</p> <p>D. Is delivery address different from Item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> G.O.D. <input type="checkbox"/> Restricted Delivery (Extra Fee) <input type="checkbox"/> Yes</p>
<p>1. Article Addressed to:</p> <p>Seth Warren, President St. James Hospital & Health Centers/Chicago Heights 1423 Chicago Road Chicago Heights, IL 60411</p>	<p>2. Article Number: 7007 0710 0005 5045 6397 (Transfer from service label)</p>

-135-

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Barta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
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Health & Hospitals System Board Members
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September 20, 2010
Page 2

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Guy A. Medaglia
President & Chief Executive Officer
St. Anthony Hospital
2875 W. 19th Street
Chicago, IL 60623

Dear Mr. Medaglia:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Rush M. Ruskain CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the envelope, or on the front if space permits. 	<p>A. Signature <input type="checkbox"/> Agent <input checked="" type="checkbox"/> Addressee</p> <p>B. Recipient's Name (Printed Name) <input type="checkbox"/> Date of Delivery</p> <p>C. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>D. If YES, enter delivery address below: <input type="checkbox"/> No</p>
<p>1. Article Addressed to:</p> <p>.....</p> <p>Guy A. Medaglia President & Chief Executive Officer St. Anthony Hospital 2875 W. 19th Street Chicago, IL 60623</p>	<p>3. Service Type</p> <p><input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> O.D.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>2. Article Number</p> <p>(Transfer from service label) 7007 0710 0005 5045 6603</p>	

PS Form 3811, February 2004 Domestic Return Receipt 12259-02-00-1000

-136-



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Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

September 20, 2010
 Margaret McDermott
 Executive Vice President & Chief Executive Officer
 Saints Mary & Elizabeth Medical Center/St. Elizabeth
 1431 North Claremont Ave
 Chicago, IL 60622

Dear Ms. McDermott:

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We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input checked="" type="checkbox"/> Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <input checked="" type="checkbox"/> Signature <input type="checkbox"/> Date of Delivery</p> <p>C. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below:</p> <p>D. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Registered <input type="checkbox"/> Insured Mail <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>1. Article Addressed to:</p> <p>Margaret McDermott Executive Vice President & CEO Saints Mary & Elizabeth Medical Center/St. Elizabeth 1431 North Claremont Ave Chicago, IL 60622</p>	<p>2. Article Number (Transfer from service label) 7007 0730 0005 5045 6663</p>

-137-



September 20, 2010

Margaret McDermott
 Executive Vice President & Chief Executive Officer
 Saints Mary & Elizabeth Medical Center/St. Mary
 2233 W. Division Street
 Chicago, IL 60622

Dear Ms. McDermott:

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ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

Administrative & Community Health Resources • Community Health Services • Health Services Department of Public Health
 • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Cook County Health & Hospitals System Center •
 We Keep Health Care in Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Margaret McDermott Executive Vice President & CEO Saints Mary & Elizabeth Medical Center/St. Mary 2233 W. Division Street Chicago, IL 60622</p>	<p>A. Signature <input checked="" type="checkbox"/> <i>[Signature]</i> <input type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p>B. Recipient (Printed Name) Margaret McDermott</p> <p>C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Region Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> O.D.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6649</p>	



September 20, 2010

Edward J. Novak
President & Chief Executive Officer
Sacred Heart Hospital
3240 W. Franklin Boulevard
Chicago, IL 60624

Dear Mr. Novak:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Registered by (Printed Name) To: Date of Delivery <i>Seraphina Jermol</i> 9/23/10</p> <p>C. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>D. Delivery Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered Mail <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> O.D.D. E. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>1. Article Addressed to:</p> <p>Edward J. Novak President & Chief Executive Officer Sacred Heart Hospital 3240 W. Franklin Boulevard Chicago, IL 60624</p>	<p>2. Article Number (Transfer from envelope label) 7007 0710 0005 5045 6670</p>

Todd H. Strages - President
 Cook County Board of Commissioners
 Warren L. Betts - Chairman
 Cook County Health & Hospitals System
 Jerry Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



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 Commissioner Jerry Butler
 David M. Carville
 Quinn R. Golden
 Bern Greenman
 Sr. Sheila Lynn
 Dr. Lora R. Nelson
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
 Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Alan H. Channing
 President & Chief Executive Officer
 Schwab Rehabilitation Hospital
 1401 S. California Blvd
 Chicago, IL 60608

Dear Mr. Channing:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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 Chief Executive Officer
 Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Geriatric Health Services • Cook County Department of Public Health •
 • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Keith H. Rothstein CORE Center •
 We Bring HealthCARE to Your Community

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<p>1. Article Addressed to:</p> <p>Alan H. Channing President & Chief Executive Officer Schwab Rehabilitation Hospital 1401 S. California Blvd Chicago, IL 60608</p>	
<p>2. Article Number (Member area service only) 7007 0710 0005 5045 6632</p>	

-140-

Todd H. Sanger - President
 Cook County Board of Commissioners
 Warren L. Batts - Chairman
 Cook County Health & Hospitals System
 Jorge Rando - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System
 September 20, 2010



Health & Hospital System Board Members
 Dr. David A. Ansell
 Commissioner Jerry Bostic
 David N. Carrutho
 Qata R. Oalden
 Brian Crecelius
 Sr. Sheila Lyne
 Dr. Lois R. Mather
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
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 Chief Executive Officer
 Cook County Health & Hospitals System

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- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:
 Paul Pawlak
 President & Chief Executive Officer
 Silver Cross Hospital
 1200 Maple Road
 Joliet, IL 60432

COMPLETE THIS SECTION ON DELIVERY

A. Signature: *x V. V. V.* Agent Addressee

B. Received by (Printed Name): *V. V. V.* Date of Delivery

C. Is delivery address different from item 1? Yes No

D. If YES, enter delivery address below:

E. Service Type: Certified Mail Express Mail Registered Mail Return Receipt for Merchandise Insured Mail C.O.D. Yes No

F. Restricted Delivery? (Extra Fee) Yes No

7007 0730 0005 5045 6434

Domestic Return Receipt
 PS Form 3811, February 2004

-141-

Timothy M. Strayer - President
Cook County Board of Commissioners
Warren L. Bellis - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Carralbo
Quin A. Golden
Irene Overcamp
St. Sheila Lane
Dr. Luis R. Melner
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010

Jesus M. Ong
President & Chief Executive Officer
South Shore Hospital
8012 S. Crandon Ave
Chicago, IL 60617

Dear Mr. Ong:

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September 20, 2010
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Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Carmel Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE in Your Community

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- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:
Jesus M. Ong
President & Chief Executive Officer
South Shore Hospital
8012 S. Crandon Ave
Chicago, IL 60617

2. Article Number (Transfer from service label)
7007 0730 0005 5045 6441

PD Form 3811, February 2004 Domestic Return Receipt 10296-02-00-1540

COMPLETE THIS SECTION ON DELIVERY

3. Signature Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.
 Restricted Delivery? (Extra Fee) Yes

4. Received by (Printed Name)
MAY 18 2010 7:22:11

5. Date of Delivery
7-22-10

6. Is delivery address different from item 1? Yes
If YES, enter delivery address below: No

-142-

Todd H. Stroger - President
 Cook County Board of Commissioners
 Warren L. Besta - Chairman
 Cook County Health & Hospitals System
 Jorge Rosales - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



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I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Cook County Department of Public Health •
 • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •
 We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Johnny C. Brown Chief Operating Officer John H. Stroger, Jr. Hospital 1901 W. Harrison Street Chicago, IL 60612</p> <p>2. Article Number (transfer from service label) 7007 0710 0005 5045 6533</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 10095-024-1048</p>	<p>A. Postmark 9-23-10 X H. A. Khan <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>

- 143 -

Todd H. Struger • President
Cook County Board of Commissioners
Warren L. Batts • Chairman
Cook County Health & Hospitals System
Jorge Ramirez • Vice-Chairman
Cook County Health & Hospitals System
William T. Foley • CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Asadi
Commissioner Jerry Butler
David N. Carvalho
Quin R. O'Keefe
Benj. Orvaschel
St. Sheila Lynn
Dr. Luis R. Mejias
Heather E. O'Donnell
Andre L. Zapp

September 20, 2010
Page 2

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

September 20, 2010

Everett E. Vokes, MD
Interim Chief Executive Officer
University of Chicago Medical Center
5841 S. Maryland Ave
Chicago, IL 60637

Dear Dr. Vokes:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential of long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

As you know, the Cook County Health & Hospitals System is, by far, the largest provider of safety net healthcare services in the State of Illinois, and one of the largest public hospital systems in the nation. The demands upon our system from growing numbers of uninsured, escalating health care costs, and the current national economic crisis simply cannot be addressed given our constrained budget resources—resources unlikely to grow in the future. The primary aim of our strategic planning process was to formulate a strategy that would maximally utilize these limited resources in addressing the future needs of our patient populations, and protect the public's health in Cook County.

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete forms 1, 2, and 3. Also complete form 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the envelope, or on the front if space permits. 	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <input type="checkbox"/> Date of Delivery</p> <p>C. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No </p>
<p>1. Article Addressed to:</p> <p>Everett E. Vokes, MD Interim Chief Executive Officer University of Chicago Medical Center 5841 S. Maryland Ave Chicago, IL 60637</p>	
<p>2. Article Number (transfer from service label) 7007 0710 0005 5045 6465</p>	

-144-



To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

John J. DeNardo
Chief Executive Officer, Healthcare System
University of Illinois Medical Center at Chicago
1740 W. Taylor Street
Chicago, IL 60612

Dear Mr. DeNardo:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

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As you know, the Cook County Health & Hospitals System is, by far, the largest provider of safety net healthcare services in the State of Illinois, and one of the largest public hospital systems in the nation. The demands upon our system from growing numbers of uninsured, escalating health care costs, and the current national economic crisis simply cannot be addressed given our constrained budget resources—resources unlikely to grow in the future. The primary aim of our strategic planning process was to formulate a strategy that would maximally utilize these limited resources in addressing the future needs of our patient populations, and protect the public's health in Cook County.

We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired, so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

John J. DeNardo
Chief Executive Officer, Healthcare System
University of Illinois Medical Center
at Chicago
1740 W. Taylor Street
Chicago, IL 60612

2. Article Number
(Transfer from service label) 7007 0710 0005 5045 6540

PS Form 3871, February 2004

COMPLETE THIS SECTION ON DELIVERY

A. Signature
William T. Foley Agent Addressee

B. Received by (Printed Name) _____ Addressee

C. Date of Delivery _____

D. Is delivery address different from item 1? Yes No
If YES, enter delivery address below: _____

3. Delivery Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.

4. Restricted Delivery? (Extra Fee) Yes No

Domestic Return Receipt 10290-02-00-1040

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Attachment 10

Impact Letters to Nursing Homes

-46-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Batta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



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Commissioner Jerry Bader
David M. Cervullo
Qua R. Gokha
Boris Greenstein
Sr. Sheila Lync
Dr. Luis R. Melzer
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Alden Orland Park Rehab & HCC
16450 South 97th Avenue
Orland Park, IL 60462

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or wykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rettstein COE Center •

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<p>1. Article Addressed to:</p> <p>Administrator Alden Orland Park Rehab & HCC 16450 South 97th Avenue Orland Park, IL 60462</p>	<p>2. Article Number (transfer from service label) 7007 0710 0005 5045 6236</p>

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Asch
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Sean Greenman
St. Sheila Lyne
Dr. Lutz R. Meber
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Alden Princeton Rehab & HCC
225 West 69th Street
Chicago, IL 60621

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St, Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COBE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>Print your name and address on the reverse so that we can return the card to you.</p> <p>Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Alden Princeton Rehab & HCC 225 West 69th Street Chicago, IL 60621</p> <p>2. Article Number (transfer from service label) 7009 2620 0002 6279 7489</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 10295-02-000-1040</p>	<p>A. Signature <i>[Signature]</i> <input type="checkbox"/> Agent <input checked="" type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) JIMMY T.</p> <p>C. Date of Delivery 9/22/10</p> <p>3. In delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below:</p> <p>4. Service Type: <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 5. Restricted Delivery? (EPC File) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Batta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Cavallo
Quin R. Golden
Doni Greenman
St. Sheila Lynn
Dr. Luis R. Mejias
Heather E. O'Driscoll
Andrea L. Zapp

September 20, 2010
Page 2

September 20, 2010

Administrator
Alden Wentworth Rehab & MCC
201 West 69th Street
Chicago, IL 60621

Dear Sir or Madam:

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Chief Executive Officer
Cook County Health & Hospitals System

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We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Administrator Alden Wentworth Rehab & MCC 201 West 69th Street Chicago, IL 60621</p>	<p>A. Signature: <i>[Signature]</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name): _____</p> <p>C. Date of Delivery: 9-20-10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below: _____</p> <p>3. Service Type: <input type="checkbox"/> Registered Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery (Extra Fee)</p>
<p>E. Article Number (Transfer from service label): 7009 2620 0002 6279 7472</p>	

- 149 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM



Todd H. Strayer - President
Cook County Board of Commissioners
Warren L. Batza - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System

Health & Hospitals System Board Members
Dr. David A. Asch
Commissioner Jerry Butler
David N. Carville
Quin R. Golden
Brian Grossman
Sr. Sheila Laine
Dr. Lois R. Minick
Heather E. O'Donnell
Andrea L. Zapp

1900 West Polk Street, Suite 220
Chicago, Illinois 60612
Tel: (312) 864-6820
Fax: (312) 864-9994

September 20, 2010

Administrator
All Faith Pavilion
3500 South Giles Avenue
Chicago, IL 60653

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health •
John M. Strayer, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •
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SENDER- COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Administrator
All Faith Pavilion
3500 South Giles Avenue
Chicago, IL 60653

2. Article Number
(Transfer from service label) **7009 2620 0002 6279 7632**

PS Form 3811, February 2004 Domestic Return Receipt

COMPLETE THIS SECT ON ON DELIVERY

A. Signature Agent Addressee
X. Paul Berry

B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from item 1? Yes
If YES, enter delivery address below: No

3. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.
 Restricted Delivery (Extra Fee) Yes

-150-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
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Cook County Health & Hospitals System



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Commissioner Jerry Fisher
David N. Carver
Ora R. Golden
Betsy Greenstein
St. Sheila Lyne
Dr. Luis R. Matos
Member E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Applewood Nursing & Rehab Center
21020 Kostner Avenue
Matteson, IL 60443

Dear Sir or Madam:

Pursuant to the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>C. Date of Delivery 7-22-10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>E. If YES, enter delivery address below:</p>
<p>1. Article Addressed to:</p> <p>Administrator Applewood Nursing & Rehab Center 21020 Kostner Avenue Matteson, IL 60443</p>	<p>3. Service Type</p> <p><input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6274</p>	
<p>PS Form 3811, February 2004</p>	<p>Domestic Return Receipt: 100705-02-00-1540</p>

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Health & Hospitals System
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Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



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Commissioner Jerry Butler
David N. Cervello
Ozla R. Gohlan
Boris Grossman
Sr. Sheila Lynn
Dr. Luis R. Medina
Heather E. O'Donnell
Andrea L. Zapp

September 28, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
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ICU	788	5.14	3,750
Rehab	676	13.23	9,659
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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010
Administrator
Avenue Care Nursing & Rehab Center
4505 South Drexel
Chicago, IL 60653

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cosmetic Health Services • Cook County Department of Public Health • John M. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <i>William T. Foley</i></p> <p>B. Agent <input type="checkbox"/> Address <input type="checkbox"/></p> <p>C. Date of Delivery 9/28/10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, give delivery address below:</p> <p>2. Sample Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (See Fee) <input type="checkbox"/> Yes</p>
<p>1. Article Addressed to:</p> <p>Administrator Avenue Care Nursing & Rehab Center 4505 South Drexel Chicago, IL 60653</p>	<p>3. Article Number (Transfer from service label) 7009 2820 0002 6279 7731</p>

- 152 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd R. Strager - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Jerry Butler
David N. Carvello
Quin R. Golden
Brent Grosscup
St. Sheila Lynn
Dr. Luis R. Moller
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010

Administrator
Beecher Manor Nursing & Rehab Center
1201 Dixie Highway
Beecher, IL 60401

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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September 20, 2010
Page 2

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

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Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cosmetic Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Burdette CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:
Administrator
Beecher Manor Nursing & Rehab Center
1201 Dixie Highway
Beecher, IL 60401

2. Article Number (Transfer from service label) **7009 2820 0002 6279 7885**

PS Form 3811, February 2004 Domestic Return Receipt 10295-02-00-10-00

COMPLETE THIS SECTION ON DELIVERY

A. Signature
[Signature] Agree Acknowledge

B. Received by (Printed Name) *[Signature]* C. Date of Delivery *9/22/10*

D. Is delivery address different from item 1? Yes No
If YES, enter delivery address below: _____

3. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.
4. Restricted Delivery? (Extra Fee) Yes No

-153-

Todd H. Stenger - President
 Cook County Board of Commissioners
 Warren L. Batts - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



Health & Hospitals System Board Members
 Dr. David A. Ansell
 Commissioner Jerry Butler
 David N. Carvalho
 Qaida R. Goldes
 Bern Greenman
 St. Sheila Lyles
 Dr. Lela R. Mather
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
 Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
 Belhaven Nursing & Rehab Center
 11401 South Oakley Avenue
 Chicago, IL 60643

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service— Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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 Chief Executive Officer
 Cook County Health & Hospitals System

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<p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6175</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 12298-02-00-1504</p>	

- 154 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stager - President
Cook County Board of Commissioners
Walter L. Ratto - Chairman
Cook County Health & Hospitals System
George Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Aschell
Commissioner Jerry Butler
David N. Cervillo
Oeta R. Golden
Rajan Ganesan
Sr. Sheila Lyne
Dr. Laila R. Motzer
Heather B. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Administrator
Blue Island Nursing Home
2427 West 127th Street
Blue Island, IL 60406

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Return Receipt Fee (Employment Required) \$ _____
Restricted Delivery Fee (Employment Required) \$ _____
Total Postage & Fees \$ _____

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To: Administrator
Blue Island Nursing Home
2427 West 127th Street
Blue Island, IL 60406

PS Form 3800, April 2008 See Reverse for Instructions

-155-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd E. Struger - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members

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Commissioner Jerry Butler
David N. Carruth
Qein R. Golden
Benn Greenstein
St. Sheila Lyne
Dr. Lash R. Mathias
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010
Administrator
Boulevard Care Nursing & Rehab
3405 South Michigan Avenue
Chicago, IL 60616

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Caremark Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Swihart CDCR Center

We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Print Name) <u>Joyan Funder</u> <input type="checkbox"/> Certified Delivery</p> <p>C. In delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>D. If YES, enter delivery address below: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>1. Article Addressed to:</p> <p>Administrator Boulevard Care Nursing & Rehab 3405 South Michigan Avenue Chicago, IL 60616</p>	<p>3. Sender Type</p> <p><input checked="" type="checkbox"/> Registered Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> Return Receipt for Merchandise</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>2. Article Number (Transfer from service label) <u>7009 2820 0002 6279 7746</u></p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospital System Board Members
Dr. David A. Asch
Commissioner Jerry Butler
David N. Carrutho
Oren R. Golden
Beno Geronemus
Sr. Sheila Lynn
Dr. Loris R. Meeks
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010

Administrator
Bradley Royale
650 North Kinzie
Bradley, IL 60915

Dear Sir or Madam:

Pursuant to the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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September 20, 2010
Page 2

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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health • John M. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

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<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Bradley Royale 650 North Kinzie Bradley, IL 60915</p> <p>2. Article Number (Transfer from service label)</p> <p>7009 8620 0002 6279 7977</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 102960-02-84-1540</p>	<p>A. Signature <input checked="" type="checkbox"/> Signature <input type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p>B. Received by (Printed Name) B. Wallace</p> <p>C. Date of Delivery 9-28-10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>

-157-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Bello - Chairman
Cook County Health & Hospitals System
Jorge Ruzales - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Cavallo
Quin R. Golden
Dean Greenman
St. Sheila Lyne
Dr. Luis R. Morán
Heather H. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Brentwood Sub-Acute Healthcare Center
5400 West 87th Street
Burbank, IL 60459

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Administrator Brentwood Sub-Acute Healthcare Center 5400 West 87th Street Burbank, IL 60459</p>	<p>A. Signature <input checked="" type="checkbox"/> <i>Sam Murphy</i> <input type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p>B. Received by (Printed Name) <input type="checkbox"/> Date of Delivery <i>Jessie MURPHY 9/20/10</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p>
<p>2. Article Number (Transfer from service label)</p> <p>7009 2620 0002 6279 7427</p>	<p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
Cook County Board of Commissioners
Warren L. Batta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Aschil
Commissioner Jerry Binder
David N. Cervelhe
Quin E. Golden
Brian Grossman
Sr. Sheila Lyle
Dr. Luis R. Medina
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010
Administrator
Briar Place
6800 West Joliet
Indian Head Park, IL 60439

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Critical Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rutherford COBE Center • We Bring Health CARE to Your Community

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- 159 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd M. Stueger - President
Cook County Board of Commissioners
Warren L. Batta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Bicker
David N. Carville
Osin R. Golden
Rosa Greenstein
St. Cecilia Lynn
Dr. Lari R. Melton
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Bridgeview Health Care Center
8100 South Harlem Avenue
Bridgeview, IL 60455

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Chief Executive Officer
Cook County Health & Hospitals System

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• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •
We Bring Health CARE to Your Community

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<p>1. Article Addressed to:</p> <p>Administrator Bridgeview Health Care Center 8100 South Harlem Avenue Bridgeview, IL 60455</p>	
<p>2. Article Number (Transfer into service label)</p> <p>7009 2020 0002 6279 7410</p>	

PS Form 3811, February 2004 Domestic Return Receipt K0250-02-00-1540

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Thad H. Stroger - President
 Cook County Board of Commissioners
 Warren L. Batts - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



Health & Hospitals System Board Members

Dr. David A. Asch
 Commissioner Jerry Butler
 David M. Carvalho
 Chris R. Golden
 Rene Ornespino
 Sr. Sheila Lynn
 Dr. Luis R. Mateo
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
 Page 2

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Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

September 20, 2010

Administrator
 British Home
 8700 West 31st Street
 Brookfield, IL 60513

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Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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• Ambulatory & Community Health Network • CoreCity Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator British Home 8700 West 31st Street Brookfield, IL 60513</p>	<p>A. Signature: <i>W. Foley</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name): <i>W. Foley</i> C. Date of Delivery: <i>9-28</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type: <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number: <i>7009 2820 0002 6279 8004</i> (Transfer from service label)</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 102385-02-99-1040</p>	

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Todd H. Stroger - President
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 Jorge Ramirez - Vice-Chairman
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 S. Sheila Lybe
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 Heather E. O'Donnell
 Andrea L. Zopp

September 20, 2010
 Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
 Bronzeville Park Nursing & Living Center
 3400 South Indiana
 Chicago, IL 60616

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

Ambulatory & Community Health Networks • Chronic Health Services • Cook County Department of Public Health • John M. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input checked="" type="checkbox"/> Registered <input type="checkbox"/> Agent <input type="checkbox"/> Insured Mail <input type="checkbox"/> Return Receipt for Merchandise</p> <p>B. Received by (Printed Name) <i>[Signature]</i></p> <p>C. Date of Delivery <i>[Signature]</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>E. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>F. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>1. Article Addressed to: Administrator Bronzeville Park Nursing & Living Center 3400 South Indiana Chicago, IL 60616</p>	
<p>2. Article Number (Transfer from service label) 7009 2820 0002 6279 7649</p>	

PS Form 3811, February 2004

Domestic Return Receipt

K2599-02-04-154C

COOK COUNTY HEALTH & HOSPITALS SYSTEM



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 Quin R. Golden
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 Sr. Sheila Lyle
 Dr. Luis R. Mestas
 Heather E. O'Donnell
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September 20, 2010
 Page 2

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Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest without restrictions, conditions, limitations, or discrimination. The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

September 20, 2010

Administrator
 Burgess Square Healthcare Center
 5801 South Cass Avenue
 Westmont, IL 60559

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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• Ambulatory & Community Health Network • CoreCare Health Services • Cook County Department of Public Health •
 • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

We Bring HealthCARE to Your Community

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<p>Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>Print your name and address on the reverse so that we can return the card to you.</p> <p>Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Burgess Square Healthcare Center 5801 South Cass Avenue Westmont, IL 60559</p> <p>2. Article Number (Transfer from service label) 7009 2620 0002 6279 8059</p> <p>PS Form 3811, February 2004</p>	<p>A. Signatures</p> <p><input checked="" type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Restricted Delivery (R.D.) <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>C. Date of Delivery 9/22</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If YES, enter delivery address below:</p> <p>3. Delivery Type</p> <p><input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Domestic Return Receipt 10290-02-90-1500</p>

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



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Quia K. Golden
Sara Greenman
Dr. Sheila Lyne
Dr. Liah R. Mubet
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Burnham Healthcare
14500 South Manistee
Burnham, IL 60633

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Carmel Health Services • Cook County Department of Public Health • John M. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Reinstein CORE Center • We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Administrator Burnham Healthcare 14500 South Manistee Burnham, IL 60633</p>	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p>B. Received by (Printed Name) <input type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p>C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>2. Article Number (Transfer from service label)</p> <p>7009 2820 0002 6279 7441</p>	
<p>FD Form 3811, February 2004 Domestic Return Receipt 102585-02-00-1040</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Betsy Greenstein
St. Sheila Lyne
Dr. Luis R. Muñoz
Heather B. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Administrator
California Gardens Nursing & Rehab Center
2829 South California Boulevard
Chicago, IL 60608

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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• Ambulatory & Community Health Network • Carmack Health Services • Cook County Department of Public Health • John M. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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<p>Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>Print your name and address on the reverse so that we can return the card to you.</p> <p>Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator California Gardens Nursing & Rehab Center 2829 South California Boulevard Chicago, IL 60608</p>	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p><i>John M. Stroger</i></p> <p>B. Received by (Printed Name) <input type="checkbox"/> Date of Delivery</p> <p>C. Is delivery restricted? (Article 117) <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter ZIP+4 address below</p> <p>3. Special Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
2. Article Number (Transfer from service label)	7009 2820 0002 6279 7953

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Board of Commissioners
Warren L. Batta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Aschil
Commissioner Jerry Becker
David N. Carvado
Orin R. Golden
Brian Greenman
St. Sheila Lynn
Dr. Lora R. Muthen
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010
Administrator
Chateau Nursing & Rehab Center
7050 Madison Street
Willowbrook, IL 60521

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • CoreNet Health Services • Cook County Department of Public Health • John W. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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<p>2. Article Number (Transfer from service label): 7009 2620 0002 6279 7786</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM



Health & Hospitals System Board Members

Dr. David A. Anzell
 Commissioner Jerry Butler
 David N. Cervellone
 Quin K. Golden
 Rose Greenman
 St. Sheila Lynn
 Dr. Luis R. Muñoz
 Heather E. O'Donnell
 Andrea L. Zepp

Todd H. Stueger - President
 Cook County Board of Commissioners
 Warren L. Batts - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System

September 20, 2010

Administrator
 Chicago Ridge Nursing Center
 10602 Southwest Highway
 Chicago Ridge, IL 60415

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a **Regional Outpatient Center** offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

September 20, 2010
 Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

Ambulatory & Community Health Network • Coremark Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION BY DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature X <i>William T. Foley</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <i>W. Foley</i> C. Restricted Delivery <input type="checkbox"/></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p>
<p>1. Article Addressed to:</p> <p>Administrator Chicago Ridge Nursing Center 10602 Southwest Highway Chicago Ridge, IL 60415</p>	<p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6120</p>	

PS Form 3811, February 2004 Domestic Return Receipt 10299-02-00-1048

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stregger - President
Cook County Board of Commissioners
Wayne L. Bantz - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Boller
David N. Cervelino
Quia R. Golden
Bena Geraspou
Sr. Sheila Lyne
Dr. Luis R. Morales
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

September 20, 2010

Administrator
Columbus Manor Residential Care Home
5107 21 West Jackson Boulevard
Chicago, IL 60644

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
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Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • Adm. H. Stregger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Kesterman CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>Print your name and address on the reverse so that we can return the card to you.</p> <p>Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Columbus Manor Residential Care Home 5107 21 W. Jackson Blvd. Chicago, IL 60644</p> <p>2. Article Number (Transfer from service label): 7009 2620 0002 6279 6226</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 702865-02-48 1540</p>	<p>A. Signature</p> <p>X <i>[Signature]</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <i>[Signature]</i> C. City of Delivery <i>[Signature]</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Service Type</p> <p><input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
Cook County Board of Commissioners
Wenona L. Betts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Corrado
Quin R. Golden
Dana Grossman
St. Sheila Lynn
Dr. Luis R. Meliaz
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Administrator
Columbus Park & Rehab Center
901 South Austin
Chicago, IL 60644

Dear Sir or Madam:

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In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
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2. Article Number (Transfer from service label)	7009 2820 0002 6279 8372

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Arwell
Commissioner Jerry Butler
David N. Carabino
Quin R. Golden
Scott Greenspan
Sr. Sheila Lyne
Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Concord Extended Care
9401 South Ridgeland Avenue
Oak Lawn, IL 60453

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • CoreMark Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COE Center • We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature X <i>WTF</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Postmark (Typed Name) <i>WTF</i> <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>C. Date of Delivery <i>9-22-10</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p>
<p>1. Article Addressed to:</p> <p>Administrator Concord Extended Care 9401 South Ridgeland Avenue Oak Lawn, IL 60453</p>	<p>3. Suggested Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 4. Restricted Delivery? Extra Fee! <input type="checkbox"/> Yes </p>
<p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6021</p>	
<p>PS Form 3811, February 2004 Domestic Return Receipt 125289-02-01-1000</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David M. Cavalle
Quin N. Golden
Ben Greecupat
St. Sheila Lyles
Dr. Lora R. Miller
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Administrator
Community Care
4314 South Wabash Avenue
Chicago, IL 60653

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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• Ambulatory & Community Health Network • Carmack Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Roth M. Zerkowin COBE Center •

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
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<p>2. Article Number (Transfer from service label)</p> <p>7009 2820 0002 6279 7557</p>	
<p>PS Form 3811, February 2004 Domestic Return Receipt 102595-02-94-1540</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Asbell
Commissioner Jerry Bartler
David N. Carvello
Olin R. Golden
Boris Greenstein
Sr. Sheila Lynn
Dr. Luis R. Mendez
Heather E. O'Donoghue
Andrea L. Zapp

September 20, 2010
Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Countryside Nursing & Rehab Center
1635 East 154th Street
Dolton, IL 60419

Dear Sir or Madam:

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I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cosmetic Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:
Administrator
Countryside Nursing & Rehab Center
1635 East 154th Street
Dolton, IL 60419

2. Article Number
(Transfer from service label)
7007 0710 0005 5045 6007

PG Form 3811, February 2004

COMPLETE THIS SECTION ON DELIVERY

A. Signed by:
Shirley Brown Agent Addressee

B. Received by / Printed Name:
Shirley Brown Yes No

C. Date of Delivery:
9/20/10

D. Is delivery address different from item 1? Yes No
If YES, enter delivery address below:

3. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.
4. Restricted Delivery? (Extra Fee) Yes No

Processed: Return Receipt (32588-80-01-1000)

-172-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd B. Stieger - President
Cook County Board of Commissioners
Warren L. Batta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Jerry Butler
David H. Curvillo
Quin R. Olden
Dean Orsopoulos
Sr. Sheila Lynn
Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010

Administrator
Courtyard Healthcare Center
3601 South Harlem Avenue
Berwyn, IL 60402

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

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September 20, 2010
Page 2

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>2. Print your name and address on the reverse so that we can return the card to you.</p> <p>3. Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Courtyard Healthcare Center 3601 South Harlem Avenue Berwyn, IL 60402</p> <p>2. Article Number (Transfer from service label) 7009 2820 0002 6279 7984</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 18258-02-1-100</p>	<p>4a. Signature</p> <p>X <i>William T. Foley</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Receiver's (Printed Name) <i>William T. Foley</i> C. Delivery Date <i>9/22</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>3. Service-Type</p> <p><input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>

-173-

Todd H. Strager - President
 Cook County Board of Commissioners
 Warren L. Betts - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



Health & Hospitals System Board Members
 Dr. David A. Ansell
 Commissioner Jerry Butler
 David N. Carvalho
 Ouis R. Golden
 Brian Greenman
 St. Sheila Lynn
 Dr. Luis R. Muñoz
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
 Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010
 Administrator
 Crestwood Care Center
 14255 South Cicero Avenue
 Crestwood, IL 60445

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or wykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health •
 John M. Strager, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein ODS Center •
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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>2. Print your name and address on the reverse so that we can return the card to you.</p> <p>3. Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to: Administrator Crestwood Care Center 14255 South Cicero Avenue Crestwood, IL 60445</p>	<p>A. Signature </p> <p>B. Received by (Printed Name) William T. Foley</p> <p>C. Date of Delivery 9/20/10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> G.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>2. Article Number (Transfer from service label) PB Form 3811, February 2004</p>	<p>7007 0710 0005 5045 6587 Domestic Return Receipt 10235-02-00-1040</p>

-174-

Todd H. Strager - President
 Cook County Board of Commissioners
 Warren L. Betts - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



Health & Hospitals System Board Members
 Dr. David A. Ansell
 Commissioner Jerry Butler
 David M. Cervello
 Quin R. Golden
 Bern Greenbaum
 St. Sheila Lyles
 Dr. Lisa R. Maffez
 Heather E. O'Donoghue
 Andrea L. Zapp

September 20, 2010
 Page 2

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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010
 Administrator
 Crestwood Terrace
 13301 South Central Avenue
 Crestwood, IL 60445

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

Ambulatory & Community Health Network • Geriatric Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE to Your Community

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<p>1. Article Addressed to:</p> <p>Administrator Crestwood Terrace 13301 South Central Avenue Crestwood, IL 60445</p>	
<p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6748</p>	

PS Form 3811, February 2004 Domestic Return Receipt 10285-02A-1040

-175-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Batta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Asell
Commissioner Jerry Butler
David N. Carvalho
Oren R. Goltz
Benoit Grossman
St. Sheila Lyne
Dr. Luis R. Mulica
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Deerbrook Care Center
306 Larkin Avenue
Joliet, IL 60435

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Deerbrook Care Center 306 Larkin Avenue Joliet, IL 60435</p>	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p><i>William T. Foley</i></p> <p>B. Received by (Printed Name) <input type="checkbox"/> Date of Delivery</p> <p><i>William T. Foley</i> <i>SEP 20 2010</i></p> <p>C. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Service Type</p> <p><input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>2. Article Number (Transfer from service label)</p> <p>7009 2620 0002 6279 7663</p>	

PS Form 3811, February 2004

Domestic Return Receipt

102325-02-04-1540

-176-



Health & Hospitals System Board Members

Dr. David A. Amell
Commissioner Jerry Butler
David N. Cavallo
Quin R. Golden
Dora Greenman
St. Cecilia Lysa
Dr. Lash R. Meador
Heather E. O'Donnell
Andrea L. Zopp

Todd H. Stroger - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Dolton Healthcare Centre
14325 South Blackstone
Dolton, IL 60419

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service— Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Geriatric Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COHS Center •

We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION

1. Article Addressed to:
Administrator
Dolton Healthcare Centre
14325 South Blackstone
Dolton, IL 60419

2. Article Number
(Transfer from service label)
7009 2620 0002 6279 7465

COMPLETE THIS SECTION ON DELIVERY

A. Signature
William T. Foley Agent Addressee

B. Received by (Printed Name)
William T. Foley Yes No

C. Date of Delivery
9/20/10

D. Is delivery address different from item 1? Yes No
If YES, enter delivery address below: No

3. Service Type
 Registered Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.
 Restricted Delivery? (Extra Fee) Yes

Domestic Return Receipt
10288-02-00-1040

-177-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Ratta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Anzell
Commissioner Jerry Butler
David N. Carville
Otha R. Golden
Ben Greenman
Sr. Sheila Lyne
Dr. Lari R. Mufson
Heather E. O'Donnell
Andrea L. Zipp

September 20, 2010
Page 2

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Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Emeritus at Burr Ridge
6801 Highgrove Boulevard
Burr Ridge, IL 60521

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health •
John W. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •
We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Administrator Emeritus at Burr Ridge 6801 Highgrove Boulevard Burr Ridge, IL 60521</p>	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name)</p> <p>C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>ZIP 60527</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Yes</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label)</p> <p>7009 2620 0002 6279 7793</p>	

PS Form 3811, February 2004 Domestic Return Receipt 52299-02-00-1040

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
Cook County Board of Commissioners
Warren L. Ratta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Jerry Borich
Daniel N. Curvello
Qim R. Golden
Dean Grosscup
St. Sheila Lyne
Dr. Luis R. Meber
Heather E. O'Donnell
Andrea L. Zoop

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Evergreen Health Care Center
10124 South Kedzie
Evergreen Park, IL 60805

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COE Center •

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return this card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Evergreen Health Care Center 10124 South Kedzie Evergreen Park, IL 60805</p>	<p>A. Signature X <i>James M. Henry</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <i>JAMES HENRY</i> <input type="checkbox"/> Date of Delivery <i>9/22/10</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
2. Article Number (Transfer from service label)	7007 0710 0005 5045 5994
PS Form 3811, February 2004	Domestic Return Receipt 10230-02-00-1040

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
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Warren L. Datta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Asadi
Commissioner Jerry Baker
David N. Cervello
Quin R. Golden
Benn Greovanan
St. Sheila Lyne
Dr. Luis R. Madala
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010
Administrator
Exceptional Care
5701 West 79th Street
Burbank, IL 60459
Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Critical Health Services • Cook County Department of Public Health • John M. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rettstein CORE Center • We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Exceptional Care 5701 West 79th Street Burbank, IL 60459</p>	<p>A. Signature X <i>[Signature]</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) Tracy McWhorter</p> <p>C. Date of Delivery 9/22/10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
2. Article Number (Transfer from service label)	7009 2820 0002 6279 7568

PS Form 3811, February 2004 Domestic Return Receipt 32585-02-00-1940

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strayer - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ajami
Commissioner Jerry Budz
David N. Carvalho
Quin R. Golden
Brene Geerspan
Sr. Sheila Lynn
Dr. Luis R. Malhot
Heather E. O'Donnell
Andrea L. Zoepf

September 20, 2010

Administrator
Fairview Baptist Home
250 Village Drive
Downers Grove, IL 60516

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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September 20, 2010
Page 2

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of \$6.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

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LTC	1	5.25	3,832

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Inpatient Surgery (avg/mo.)	22

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Caremark Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COE Center

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature x <i>Dolly Norton</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Print Name) <input type="checkbox"/> Date of Delivery 9-22</p> <p>C. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>D. Delivery Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes </p>
<p>1. Article Addressed to:</p> <p>Administrator Fairview Baptist Home 250 Village Drive Downers Grove, IL 60516</p>	
<p>2. Article Number (Transfer from service label) 7009 2820 0002 6279 8042</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 102396-00-00-1-048</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Betts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Anzell
Commissioner Jerry Butler
David N. Cervello
Quia R. Goides
Rosa Grossman
St. Sheila Lynn
Dr. Luis R. Mireles
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010

Administrator
Fairview Care Center of Joliet
222 North Hammes
Joliet, IL 60435

Dear Sir or Madam:

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September 20, 2010
Page 2

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COHS Center

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
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-182-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Ted H. Strayer - President
Cook County Board of Commissioners
Warren L. Betts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Anzel
Commissioner Jerry Butler
David M. Cavillio
Oula R. Golden
Ronn Greenman
Sr. Shante Lyons
Dr. Luis R. Madrazo
Heather E. O'Dowd
Andrea L. Zapp

September 20, 2010
Page 2

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September 20, 2010

Administrator
Franciscan Village
1270 Franciscan Drive
Lemont, IL 60439

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Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Carmel Health Services • Cook County Department of Public Health • John M. Strayer, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input type="checkbox"/> Agent <input checked="" type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>1. Article Addressed to:</p> <p>Administrator Franciscan Village 1270 Franciscan Drive Lemont, IL 60439</p>	
<p>2. Article Number (Transfer from service label) 7009 2620 0002 b279 7b94</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members

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Committee Chair: Jerry Butler
David N. Caralho
Olin R. Golden
Denn Greenman
St. Sheila Lyne
Dr. Luis R. Mujica
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Frankfort Terrace
40 North Smith
Frankfort, IL 60423

Dear Sir or Madam:

Pursuant to the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service— Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •
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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Administrator Frankfort Terrace 40 North Smith Frankfort, IL 60423</p>	<p>A. Signature <input checked="" type="checkbox"/> Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressed</p> <p>B. Received by (Printed Name) C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>5. Package Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> G.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6069</p>	

PS Form 3811, February 2004 Domestic Return Receipt (2586-02-01-1040)

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Board of Commissioners
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Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Jerry Butler
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Quito R. Golden
Beno Greenough
St. Sherib Lyne
Dr. Lisa R. Matczak
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Glenshire Nursing & Rehab Centre
22660 South Cicero Avenue
Richton Park, IL 60471

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Roth A. Bertolotto COBE Center

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<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Glenshire Nursing & Rehab Centre 22660 South Cicero Avenue Richton Park, IL 60471</p>	<p>A. Signature <input checked="" type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Initials) <input type="checkbox"/> Date of Delivery</p> <p>C. In delivery address different from card? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If YES, enter delivery address below: _____</p> <p>2. Service Type</p> <p><input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>3. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6243</p>	

PS Form 3811, February 2004

Domestic Return Receipt

102580-02-01-1540

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COOK COUNTY HEALTH & HOSPITALS SYSTEM



Tom H. Strager - President
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Cook County Health & Hospitals System

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Commissioner **Jerry Braker**
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Quia R. Golden
Boris Grossman
St. Sheila Lyne
Dr. Luis R. Melnik
Heather E. O'Donnell
Andrea L. Zepp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Glenwood Healthcare & Rehab
19330 South Cottage Grove
Glenwood, IL 60425

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Criminal Health Services • Cook County Department of Public Health • John M. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Roth M. Rothstein COBE Center

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1. Article Addressed to: Administrator Glenwood Healthcare & Rehab 19330 South Cottage Grove Glenwood, IL 60425	
2. Article Number (Transfer from service label) 7007 0710 0005 5045 6076	

PS Form 3811, February 2004

Consolidated Return Receipt

102389-09-01-1640

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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 Heather E. O'Donnell
 Andrea L. Zoepf

September 20, 2010
 Page 2

September 20, 2010

Administrator
 Grove of La Grange Park
 701 North La Grange Road
 La Grange Park, IL 60526

Dear Sir or Madam:

Pursuant to the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Convalescent Health Services • Cook County Department of Public Health •
 • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Barkstejn CDBS Center •
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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is checked. ■ Print your name and address on the reverse so that we can return the card to you. ■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Grove of La Grange Park 701 North La Grange Road La Grange Park, IL 60526</p>	<p>A. Signature X <i>W. Foley</i> <input type="checkbox"/> Post Office Address</p> <p>B. Registered by (Printed Name) W. Foley <input type="checkbox"/> Restricted Delivery</p> <p>C. Restricted Delivery 9/21/10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
2. Article Number (Reader Form service item)	7009 2620 0002 6279 8073
PS Form 3811, February 2004 Domestic Return Receipt 10299-02-00-1940	

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Todd H. Strayer - President
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Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
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Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Cavallo
Quia R. Golden
Betsy Greenstein
St. Sheila Lyne
Dr. Luis R. Mufson
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Heather Health Care Center
15600 South Honore Street
Harvey, IL 60426

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health •
• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Reftzke CORE Center •

We Bring Health CARE to Your Community

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<p>1. Article Addressed to:</p> <p>Administrator Heather Health Care Center 15600 South Honore Street Harvey, IL 60426</p>	
<p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6724</p>	
<p>PS Form 3811, February 2004 Domestic Return Receipt 182595-02-04-1540</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM



Health & Hospitals System Board Members

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 Qada R. Golden
 Benn Greenstein
 Sr. Sheila Lyne
 Dr. Luis R. Muñoz
 Heather E. O'Donnell
 Andrea L. Zopp

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 Oak County Health & Hospitals System
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 Oak County Health & Hospitals System
 William T. Foley - CEO
 Oak County Health & Hospitals System

September 20, 2010
 Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
 Hickory Nursing Pavilion
 9246 South Roberts Road
 Hickory Hills, IL 60457

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Roth A. Rubenstein CORE Center • We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Hickory Nursing Pavilion 9246 South Roberts Road Hickory Hills, IL 60457</p>	<p>A. Signature x Barb Cepek <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <input type="checkbox"/> Date of Delivery Barb Cepek 9/22/10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Delivery Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6034</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 10295-02-00-1040</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Thad H. Strayer - President
Cook County Board of Commissioners
Warren L. Batta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Carvallo
Quin R. Golden
Rena Greenman
St. Sheila Lynn
Dr. Luis R. Malton
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Hillcrest Nursing & Rehab Center
777 Draper
Joliet, IL 60432

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health • John M. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input checked="" type="checkbox"/> Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> D.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>1. Article Addressed to:</p> <p>Administrator Hillcrest Nursing & Rehab Center 777 Draper Joliet, IL 60432</p>	
<p>2. Article Number (Transfer from service label) 7009 2620 0002 6279 7628</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Streger - President
Cook County Board of Commissioners
Warren J. Bates - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foiey - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Carvado
Dora K. Golden
Norm Greenbaum
St. Sheila Lync
Dr. Luis R. Malhot
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Holy Family Villa
12220 South Will Cook Road
Palos Park, IL 60464

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foiey
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Geriatric Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COZE Center • We Bring Health CARE to Your Community

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<p>1. Article Addressed to:</p> <p>Administrator Holy Family Villa 12220 South Will Cook Road Palos Park, IL 60464</p>	<p>3. Service Type</p> <p><input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>2. Article Number (Transfer from service label)</p> <p>7009 2620 0002 6279 7397</p>	
<p>PS Form 3811, February 2004 Domestic Return Receipt 10255-08-01-1040</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Board of Commissioners
Warren L. Butts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members

Dr. David A. Anelli
Commissioner Jerry Butler
David N. Carvalho
Quia R. Golden
Bess Ottenspan
Sr. Sheila Lyons
Dr. Lyle R. Melus
Heather E. O'Donoghue
Andrea L. Zapp

September 20, 2010

Administrator
Illinois Veterans Home
1 Veteran's Drive
Manteno, IL 60950

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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September 20, 2010
Page 2

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Providence Hospital • South M. Balthasar CORE Center • We Bring Health CARE to Your Community

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Betts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Assell
Commissioner Jerry Busler
David N. Corvino
Quin R. Golden
Rena Grossman
Dr. Sheila Lyles
Dr. Lili R. Mifson
Heather P. O'Donnell
Andrea L. Zapp

September 20, 2010

Administrator
The Imperial Grove Pavilion
1366 West Fullerton Avenue
Chicago, IL 60614

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September 20, 2010
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Chief Executive Officer
Cook County Health & Hospitals System

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- Complete forms 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Administrator
The Imperial Grove Pavilion
1366 West Fullerton Avenue
Chicago, IL 60614

2. Article Number (Transfer from service label) **7009 2820 0002 6279 8343**

PS Form 3811, February 2004 Domestic Return Receipt 102556-02-41-1840

COMPLETE THIS SECTION: ON DELIVERY

A. Signature Agent Addressee

B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from item 1? Yes No
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4. Restricted Delivery? (Extra Fee) Yes

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strayer - President
Cook County Board of Commissioners
Warren L. Bellia - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Cavabao
Quis B. Goblan
Bess Greccoan
St. Sheila Lyle
Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

September 20, 2010
Administrator
Imperial of Hazel Crest
3300 West 175th Street
Hazel Crest, IL 60429

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service— Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Chief Executive Officer
Cook County Health & Hospitals System

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1. Article Addressed to:
Administrator
Imperial of Hazel Crest
3300 West 175th Street
Hazel Crest, IL 60429

2. Article Number
(Transfer from service label)
7007 0710 0005 5045 6700

PS Form 3811, February 2004 Domestic Return Receipt

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A. Provide
 Agent
 Addressee
 B. Received by (Printed Name)
 C. Date of Delivery

D. Is delivery address different from item 1? Yes
 If YES, enter delivery address below: No

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3. Service Type Registered Mail Registered Mail Restricted for Merchandise Insured Mail COD Signature Required (Extra Fee)

40295-03-00-10-0

-194-

COOK COUNTY HEALTH & HOSPITALS SYSTEM



Todd H. Stueger - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
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William T. Foley - CEO
Cook County Health & Hospitals System

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Commodore Jerry Butler
David N. Covatta
Olin R. Golden
Ben Grosscup
Sr. Sheila Lynn
Dr. Lita R. Mather
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010

Administrator
International Nursing & Rehab Center
4815 South Western Avenue
Chicago, IL 60609

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

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Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

September 20, 2010
Page 2

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Utilization data for Oak Forest Hospital for the past 24 months is shown below:

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or wykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health • John H. Stueger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Postmark </p> <p>B. Received by (Printed Name) _____</p> <p>C. Date of Delivery <u>9-20-10</u></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: _____</p> <p>E. Agent <input type="checkbox"/> Address <input type="checkbox"/></p>
<p>1. Article Addressed to:</p> <p>Administrator International Nursing & Rehab Center 4815 South Western Avenue Chicago, IL 60609</p>	<p>3. Service Type</p> <p><input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> O.G.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (transfer from service label) <u>7009 2620 0002 6279 7847</u></p>	
<p>PS Form 3811, February 2004 Domestic Priority Restricted™</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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William T. Foley - CEO
Cook County Health & Hospitals System



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Commissioner Jerry Bricker
David N. Cavallo
Oren R. Golden
Bern Greenpan
Sr. Sheila Lyle
Dr. Luis R. Medina
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010

Administrator
Jackson Square Nursing & Rehab Center
5130 West Jackson Boulevard
Chicago, IL 60644

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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September 20, 2010
Page 2

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Ethnic Health Services • Cook County Department of Public Health •
• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COBE Center •
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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Jackson Square Nursing & Rehab Center 5130 West Jackson Boulevard Chicago, IL 60644</p>	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Service Type</p> <p><input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>D. Article Number (Transfer from service label)</p> <p>7009 2820 0002 6279 8196</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



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Commissioner Jerry Butler
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Oeta R. Collins
Benn Grossman
Sr. Sheila Lyne
Dr. Lois R. Madon
Heather E. O'Donnell
Andrea L. Zepp

September 20, 2010
Page 2

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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Joliet Terrace
2230 McDonough
Joliet, IL 60436

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein ODBE Center •

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Administrator Joliet Terrace 2230 McDonough Joliet, IL 60436</p>	<p>A. Signature: <i>[Signature]</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Print name): <i>[Signature]</i> <input type="checkbox"/> Date of Delivery: <i>9-22-10</i></p> <p>C. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Service type: <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label)</p> <p>7009 2820 0002 6279 7762</p>	

PS Form 3811, February 2004 Domestic Return Receipt 10296-80-01-1040

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd E. Strager - President
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Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Carville
Quin R. Golden
Dennis Greenstein
St. Sheila Lene
Dr. Luis R. Meibohm
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
King-Bruwaert House
6101 S. County Line Road
Burr Ridge, IL 60527

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Cosmetic Health Services • Cook County Department of Public Health • John M. Strager, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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<p>7009 2620-0002-3279 7755</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 102889-000-1000</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM



Todd H. Strager - President
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Cook County Health & Hospitals System
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Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System

Health & Hospitals System Board Members
Dr. David A. Axel
Commissioner Jerry Baker
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Quin R. Golden
Benn Greenstein
St. Sheila Lynch
Dr. Lita R. Meffan
Heather E. O'Donnell
Anitra L. Zopp

September 20, 2010
Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Lemont Nursing & Rehab Center
12450 Walker Road
Lemont, IL 60439

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COES Center

We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Administrator Lemont Nursing & Rehab Center 12450 Walker Road Lemont, IL 60439</p>	<p>A. Signature X </p> <p>E. Received by (Printed Name) F. Date of Delivery 9/28/10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Sample Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label) 7009 2820 0002 6279 7687</p>	

PS Form 3811, February 2004 Domestic Return Receipt 10799-02-00-1541

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Board of Commissioners
Warren L. Batta • Chairman
Cook County Health & Hospitals System
Jorge Ramirez • Vice-Chairman
Cook County Health & Hospitals System
William T. Foley • CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Bellini
David N. Carvalho
Quin K. Golden
Dean Grossman
St. Sheila Lyle
Dr. Luis R. Melker
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010

Administrator
Lexington of Chicago Ridge
10300 Southwest Highway
Chicago Ridge, IL 60415

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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September 20, 2010
Page 2

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I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Carmel Health Services • Cook County Department of Public Health •
• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •
We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. <i>Michael R. Galvin</i> (C. Date of Delivery) <i>9-23-10</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>E. YES, enter delivery address below:</p>
<p>1. Article Addressed to:</p> <p>Administrator Lexington of Chicago Ridge 10300 Southwest Highway Chicago Ridge, IL 60415</p>	<p>2. Service Type</p> <p><input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>3. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6113</p>	
<p>PS Form 3811, February 2004 Domestic Return Receipt 12258-02-00-1040</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
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 William T. Foley - CEO
 Cook County Health & Hospitals System



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 Dr. Luis R. Velazquez
 Heather R. O'Donnell
 Andrea L. Zapp

September 20, 2010
 Page 2

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

September 20, 2010

Administrator
 Lexington of Elmhurst
 420 West Butterfield Road
 Elmhurst, IL 60126

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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• Ambulatory & Community Health Network • Cosmetic Health Services • Cook County Departments of Public Health • Jolita M. Strager, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Roth A. Rothstein CORE Center • We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>2. Print your name and address on the reverse so that we can return the card to you.</p> <p>3. Attach this card to the back of the envelope, or on the front if space permits.</p> <p>4. Article Addressed to:</p> <p>Administrator Lexington of Elmhurst 420 West Butterfield Road Elmhurst, IL 60126</p>	<p>A. Signature <input checked="" type="checkbox"/> Agent <input type="checkbox"/></p> <p><i>William T. Foley</i> <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery</p> <p>CERVALINE PERGINS 9-23-10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If Yes, enter delivery address below: <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>3. Sender Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered Mail <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>7009 2820 0002 6279 8103</p>
<p>2. Article Number (Transfer from service label)</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 60299-09-00-100</p>	

COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Health & Hospitals System
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Cook County Health & Hospitals System



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Commissioner Jerry Butler
David N. Corvallo
Quia R. Golden
Jean Grossman
Sr. Sheila Lyne
Dr. Luis R. Muñoz
Member E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

September 20, 2010

Administrator
Lexington of LaGrange
4735 Willow Springs Road
La Grange, IL 60525

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Administrator Lexington of LaGrange 4735 Willow Springs Road La Grange, IL 60525</p>	<p>A. Signature <i>W. Foley</i></p> <p>B. Recipient (if not on envelope) <i>Sherry Ellis</i></p> <p>C. Date of Delivery <i>9-20-10</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label)</p> <p>7009 2620 0002 4279 7630</p>	
<p>PS Form 3811, February 2004 Domestic Return Receipt</p>	<p>10295-02-00-1040</p>

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Cook County Health & Hospitals System
Jorge Ramirez • Vice-Chairman
Cook County Health & Hospitals System
William T. Foley • CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansdil
Commissioner Jerry Butler
David R. Carralio
Quin R. Golden
Benn Greenspan
St. Sheila Lyne
Dr. Lela R. Maffeo
Heather H. O'Connell
Andrea L. Zopp

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Heather H. O'Connell
Andrea L. Zopp

September 20, 2010

Administrator
Lexington of Orland Park
14601 South John Humphrey Drive
Orland Park, IL 60462

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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September 20, 2010

Administrator
Lydia Healthcare
13901 S. Lydia
Robbins, IL 60472

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Berts - Chairman
Cook County Health & Hospitals System
Jorge Escobedo - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Jerry Butler
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Andrea L. Zapp

September 20, 2010
Page 2

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Administrator
Little Sisters of the Poor
2325 North Lakewood Avenue
Chicago, IL 60614

Dear Sir or Madam:

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<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. <p>1. Article Addressed to:</p> <p>Administrator Little Sisters of the Poor 2325 North Lakewood Avenue Chicago, IL 60614</p> <p>2. Article Number (Transfer from number label) 7009 2820 0002 6279 8202</p> <p>PS Form 3811, February 2004</p>	<p>A. Signature X <i>[Signature]</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name)</p> <p>C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p> <p>10259-02-00-1040</p>

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COOK COUNTY HEALTH & HOSPITALS SYSTEM



Health & Hospitals System Board Members
 Dr. David A. Arnall
 Commissioner Jerry Butler
 David M. Carralho
 Quinn R. Golden
 Brian Greenbaum
 Sr. Sheila Lynch
 Dr. Luis R. Muñoz
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
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Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>• Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>• Print your name and address on the reverse so that we can return the card to you.</p> <p>• Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Lydia Healthcare 13901 S. Lydia Robbins, IL 60472</p>	<p>A. Signature X <i>W. T. Foley</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <i>W. T. Foley</i> C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>E. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. F. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6731</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
 Cook County Board of Commissioners
 Warren L. Batts - Chairman
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 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



Health & Hospitals System Board Members
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 Commissioner Jerry Butler
 David N. Cervone
 Orlis H. Golden
 Elena Greenman
 Sr. Sheila Lyne
 Dr. Luis R. Mejia
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
 Page 2

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccchs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

September 20, 2010

Administrator
 ManorCare of Hinsdale
 600 West Ogden Avenue
 Hinsdale, IL 60521

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

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Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health
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- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:
 Administrator
 ManorCare of Hinsdale
 600 West Ogden Avenue
 Hinsdale, IL 60521

2. Article Number
 (Transfer from service) 7009 2820 0002 6279 7861

PS Form 3811, February 2004 Domestic Return Receipt 152505-02-01-19-04

COMPLETE THIS SECTION ON DELIVERY

A. Signature *[Signature]* Agent Addressee

B. Restricted by Signature? Yes No

C. Date of Delivery *SEP 20 2010*

D. Is delivery address different from item 1? Yes No
 If YES, enter delivery address below:

3. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.
 Restricted Delivery? (Extra Fee) Yes

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Jorge Ramirez - Vice-Chairman
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William T. Foley - CEO
Cook County Health & Hospitals System



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Berna Grossman
St. Sheila Lynn
Dr. Luis R. Morales
Heather E. O'Donnell
Andrea L. Zaap

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
ManorCare of Homewood
940 Maple Avenue
Homewood, IL 60430

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Jay Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Coronal Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COE Center

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<p>Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>Print your name and address on the reverse so that we can return the card to you.</p> <p>Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to: Administrator ManorCare of Homewood 940 Maple Avenue Homewood, IL 60430</p> <p>2. Article Number (Transfer from service label) 7007 0710 0005 05045, 6261</p>	<p>(A) Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>D. Received by (Printed Name) _____ Date of Delivery _____</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below: _____</p> <p>3. Package Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>

PB Form 3811, February 2004 Domestic Return Receipt 10295-02-00-1040

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COOK COUNTY HEALTH & HOSPITALS SYSTEM



Health & Hospitals System Board Members
 Dr. David A. Anzill
 Commissioner Jerry Baker
 David N. Carralbo
 Qam K. Dodson
 Dora Greenstein
 Sr. Sheila Lyne
 Dr. Laris R. Metzger
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
 Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
 ManorCare of Oak Lawn East
 9401 South Kostner Avenue
 Oak Lawn, IL 60453

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

Ambulatory & Community Health Network • Caremark Health Services • Cook County Department of Public Health • John R. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

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<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator ManorCare of Oak Lawn East 9401 South Kostner Avenue Oak Lawn, IL 60453</p> <p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6036</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 102985-02-00-1040</p>	<p>A. Delivery <input checked="" type="checkbox"/> Agent <input type="checkbox"/> <input checked="" type="checkbox"/> Address <input type="checkbox"/></p> <p>B. Received by (Printed Name) <i>Jo Ann Adams</i> C. Date of Delivery <i>9/22/10</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered Mail <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Barta - Chairman
Cook County Health & Hospitals System
George Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



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Commissioner Jerry Butler
David N. Corvath
Orelia R. Golden
Dean Orszag
Sr. Sheila Lynn
Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
ManorCare of Oak Lawn West
6300 West 95th Street
Oak Lawn, IL 60453

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Cook County Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Barkshire COBE Center •

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input checked="" type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery 9-22</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Sample Type <input type="checkbox"/> Registered Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Insured Mail <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> C.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>1. Article Addressed to:</p> <p>Administrator ManorCare of Oak Lawn West 6300 West 95th Street Oak Lawn, IL 60453</p>	
<p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6045</p>	
<p>PS Form 3811, February 2004 Domestic Return Receipt 10028-02-01-1000</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
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Cook County Health & Hospitals System
Jaime Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Jerry Butler
David N. Cervello
Quin R. Golden
Bern Greenspan
Sr. Sheila Lyne
Dr. Luis R. Matias
Heather E. O'Donnell
Andrea L. Zepp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
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Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010
Administrator
ManorCare of Palos Heights East
7850 West College Drive
Palos Heights, IL 60463

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

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<p>2. Article Number (Transfer from service label) 7007 0730 0005 5045 6399</p>	

PG Form 3811, February 2004 Domestic Return Receipt 10295-0246-1940

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
Cook County Board of Commissioners
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Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Carralho
Quin K. Golden
Rosa Greenstein
St. Sheila Lyle
Dr. Luis R. Mendez
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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	Admissions	ADC	Patient Days
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ICU	788	5.14	3,750
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I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Administrator
ManorCare of Palos Heights West
11860 Southwest Highway
Palos Heights, IL 60463

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE to Your Community

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1. Article Addressed to:

Administrator
ManorCare of Palos Heights West
11860 Southwest Highway
Palos Heights, IL 60463

2. Article Number (Transfer from service label) **7007 0710 0005 5045 6182**

PG Form 3811, February 2004 Domestic Return Receipt 102885-02-04-1840

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COOK COUNTY HEALTH & HOSPITALS SYSTEM



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 Brian Greenspan
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 Dr. Luis R. Mufson
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 Andrea L. Zapp

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 William T. Foley - CEO
 Cook County Health & Hospitals System

September 20, 2010
 Page 2

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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010
 Administrator
 ManorCare of South Holland
 2145 East 170th Street
 South Holland, IL 60473

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health •
 • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •
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<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. <p>1. Article Addressed to:</p> <p>Administrator ManorCare of South Holland - 2145 East 170th Street South Holland, IL 60473</p>	<p>A. Signature X <i>D. Sercey</i> <input type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p>B. Received by (Printed Name) D. SERCEY 09/20/10</p> <p>C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>E. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. F. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>3. Article Number (Denote item service label) 7007 0710 0005 5045 6106</p> <p>PS Form 3811, February 2004</p>	<p>Domestic Return Receipt</p>

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Jerry Rafferty - Vice-Chairman
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William T. Foley - CEO
Cook County Health & Hospitals System



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David N. Carvello
Glen R. Golden
Berni Grossman
St. Sheila Lyne
Dr. Luis R. Medina
Herbert E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Administrator
ManoCare of Westmont
512 East Ogden Avenue
Westmont, IL 60559

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
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<p>1. Article Addressed to: Administrator ManoCare of Westmont 512 East Ogden Ave. Westmont, IL 60559</p>	
<p>2. Article Number (Transfer from service) 7009 2820 0002 6279 8233</p>	

PS Form 3811, February 2004

Domestic Return Receipt

10295-02-00-1040

-213-

COOK COUNTY HEALTH & HOSPITALS SYSTEM



Health & Hospitals System Board Members

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 Commissioner Jerry Butler
 David N. Cervasio
 Quinn R. Golden
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 Warren L. Batts - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System

September 20, 2010

Administrator
 Margaret Manor
 1121 North Orleans Street
 Chicago, IL 60610

Dear Sir or Madam:

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September 20, 2010
 Page 2

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Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Carmel Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COBE Center • We Bring Health CARE to Your Community

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PS Form 3825, April 2009

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
Cook County Board of Commissioners
Warren L. Betts - Chairman
Cook County Health & Hospitals System
George Mandros - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Jerry Butler
David N. Corrallo
Oren R. Golden
Benjamin Greenman
St. Sheila Lynn
Dr. Lisa R. Mahood
Hester E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Administrator
Maxwell Manor
4537 S. Drexel
Chicago, IL 60653

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Administrator
Maxwell Manor
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Chicago, IL 60653

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PS Form 3800, April 2006 Use Additional Instructions

-215-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Struger • President
Cook County Board of Commissioners
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Cook County Health & Hospitals System
Jorge Ramirez • Vice-Chairman
Cook County Health & Hospitals System
William T. Foley • CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Jerry Butler
David M. Carvalho
Doris R. Golden
Jean Greenway
S. Sheila Lyle
Dr. Lois R. Mathis
Member E. O'Donnell
Andrea L. Zopp

October 18, 2010

Administrator
McCallister Nursing & Rehab
18300 South Laverne Avenue, PO Box 367
Tinley Park, IL 60478

Dear Sir or Madam:

This letter was originally sent to you via certified mail on September 20, 2010. Inadvertently, we used an incorrect address for your facility, and the letter was just returned to us as undeliverable. I apologize that you didn't receive this notification in a more timely fashion. Please don't hesitate to contact Randall Mark, Director of Intergovernmental Affairs and Policy, at 312-864-0916 if you have questions or need further information.

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October 18, 2010
Page 2

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Chief Executive Officer
Cook County Health & Hospitals System

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



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David N. Carver
Quia R. Golden
Bernice Greenman
Sr. Sheila Lynn
Dr. Lois R. Minkus
Heather H. O'Donnell
Andrea L. Zopp

September 20, 2010

Administrator
Meadowbrook Manor - Bolingbrook
431 West Remington Boulevard
Bolingbrook, IL 60440

Dear Sir or Madam:

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September 20, 2010
Page 2

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health •
• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Bachstein COHC Center •

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1. Complete Items 1, 2, and 3. Also complete Item 4 if Restricted Delivery is desired.
2. Print your name and address on the reverse so that we can return the card to you.
3. Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Administrator
Meadowbrook Manor - Bolingbrook
431 West Remington Boulevard
Bolingbrook, IL 60440

2. Article Number (Reverse from service label) 7009 2620 0002 5279 8055

PS Form 3811, February 2004 Domestic Return Receipt 102585-02-00-1000

COMPLETE THIS SECTION BY DELIVERY

A. Signature *[Signature]* Agent Addressee

B. Received by (Print name) *[Name]* Addressee

C. Date of Delivery *[Date]*

D. Is delivery address different from item 1? Yes No
If YES, enter delivery address below:

3. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail D.O.D.
4. Restricted Delivery? (Extra Fee) Yes

-217-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Mattis - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Barber
Omb R. Golden
Dana Greenstein
St. Sheila Lyle
Dr. Luis R. Madrazo
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010

Administrator
Meadowbrook Manor - LaGrange
339 9th Avenue
La Grange, IL 60525

Dear Sir or Madam:

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September 20, 2010
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William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • CoreNet Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COE Center • We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <i>William T. Foley</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Registered by (Printed Name) <i>W. T. Foley</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>C. Registered by (Printed Name) <i>W. T. Foley</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below.</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> G.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>1. Article Addressed to:</p> <p>Administrator Meadowbrook Manor - LaGrange 339 9th Avenue La Grange, IL 60525</p>	
<p>2. Article Number (Transfer from service label) 7009 2620 0002 4279 7654</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Batta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Carvalho
Dale R. Golden
Jenn Greenspan
St. Sheila Lyles
Dr. Luis R. Maltez
Mehmet E. O'Donoghue
Andrea L. Zapp

September 20, 2010
Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Midway Neurological/Rehab Center
8540 South Harlem
Bridgeview, IL 60455

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Carmel Health Services • Cook County Department of Public Health •
• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Midway Neurological/Rehab Center 8540 South Harlem Bridgeview, IL 60455</p> <p>2. Article Number (Transfer from service label) 7009 2620 0002 6279 7456</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 10095-08-00-1040</p>	<p>A. Signature <i>William T. Foley</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <i>David S. Katz</i> C. Date of Delivery <i>9-20-10</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Special Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> G.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strayer - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members

Dr. David A. Howell
Commissioner Jerry Bricker
David N. Carrullo
Olin R. Golden
Benn Grossman
Sr. Sheila Lyne
Dr. Leta R. Miller
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Andrea L. Zopp

September 20, 2010
Page 2

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Administrator
Monroe Pavilion Health/Treatment Center
1400 West Monroe Street
Chicago, IL 60607

Dear Sir or Madam:

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Ambulatory & Community Health Network • Current Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • North M. Dearborn CORE Center

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<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Monroe Pavilion Health/Treatment Center 1400 West Monroe Street Chicago, IL 60607</p> <p>2. Article Number (Transfer from service label) 7009 2620 0002 6274 7892</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 10289-02-000-1040</p>	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>

-220-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

David H. Strayer - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members

Dr. David A. Ansell
Commissioner Jerry Bricker
David N. Carvalho
Quia R. Olden
Berna Orzechowski
St. Sheila Lynn
Dr. Luis R. Molez
Heather D. O'Donnell
Andrea L. Zupp

September 20, 2010
Page 2

September 20, 2010

Administrator
Montgomery Place
5550 South Shore Drive
Chicago, IL 60637

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Administrator Montgomery Place 5550 South Shore Drive Chicago, IL 60637</p>	<p>A. Signature <input checked="" type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p>B. Received by (Printed Name) <input type="checkbox"/> Date of Delivery 9-22-10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below: <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>3. Service Type <input type="checkbox"/> Registered Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Insured Mail <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Registered Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
2. Article Number (Transfer from service label)	7009 2820 0002 6279 7836

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Field H. Strager - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
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Health & Hospitals System Board Members

Dr. David A. Ansel
Commissioner Jerry Butler
David N. Cervillo
Quin R. Golden
Brian Giacomini
Sr. Sheila Lyne
Dr. Lela R. Michler
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010

Administrator
Oakbrook Healthcare Centre
2013 Midwest Road
Oak Brook, IL 60521

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Page 2

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Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Geriatric Health Services • Cook County Department of Public Health • John R. Strager, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Ruffalo COE Center

We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the front so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Administrator
Oakbrook Healthcare Centre
2013 Midwest Road
Oak Brook, IL 60521

2. Article Number (Transfer from service label) **7009 2620 0002 6279 8035**

PS Form 3811, February 2004 Domestic Return Receipt

COMPLETE THIS SECTION ON DELIVERY

A. Signature *[Signature]*

B. Agent Address

C. Date of Delivery **9/20/10**

D. Is this package different from item 1? Yes No
If YES, enter delivery address below: No

3. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.
 Restricted Delivery? (Extra Fee) Yes

- 222 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
 Cook County Board of Commissioners
 Warren L. Batts - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



Health & Hospitals System Board Members
 Dr. David A. Aschell
 Commissioners Jerry Butler
 David N. Carrizo
 Oula R. Golden
 Rene Greenstein
 Sr. Sheila Lyne
 Dr. Lash R. Wilkins
 Heather E. O'Dowd
 Andrea L. Zopp

September 20, 2010

Administrator
 Oakridge Nursing & Rehab Center
 323 Oakridge Avenue
 Hillside, IL 60162

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

September 20, 2010
 Page 2

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Utilization data for Oak Forest Hospital for the past 24 months is shown below:

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Inpatient Surgery (avg/mo.)	22

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccchs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cottage Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

We Bring Health CARE to Your Community

RECIPIENT: COMPLETE THIS SECTION

1. Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
 2. Print your name and address on the reverse so that we can return the card to you.
 3. Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:
 Administrator
 Oakridge Nursing & Rehab Center
 323 Oakridge Avenue
 Hillside, IL 60162

2. Article Number
 (Transfer from service label) 7009 2820 0002 6279 8060

PS Form 3811, February 2004

COMPLETE THIS SECTION BY DELIVERY

A. Signature
 X *William T. Foley* Agent Addressee

B. Received by (Printed Name) _____ C. Delivery Delivery

D. Restricted Delivery offered from item 1? Yes No
 (YES, enter delivery address below: _____)

3. Service Type
 Registered Mail Certified Mail Registered Mail Return Receipt for Merchandise Insured Mail C.O.D.
 Restricted Delivery? (Extra Fee) Yes

Domestic Return Receipt 102588-02-00-104

- 223 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd B. Strayer - President
Cook County Board of Commissioners
Warren L. Balto - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Terry Ritter
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Quia R. Oatton
Brian Greenapple
St. Stella Lyke
Dr. Luis R. Melles
Hester E. O'Donoghue
Andrea L. Zapp

September 20, 2010
Page 2

September 20, 2010

Administrator
Our Lady of Angels Retirement Home
1201 Wyoming Avenue
Joliet, IL 60435

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

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Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Analytical & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COSE Center

We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:
Administrator
Our Lady of Angels Retirement Home
1201 Wyoming Avenue
Joliet, IL 60435

2. Article Number (Transfer from service label)
7009 2620 0002 6279 7908

PB Form 3811, February 2004 Domestic Return Receipt 12895-02-00-1840

COMPLETE THIS SECTION ON DELIVERY

A. Signature Agent Addressee

B. Received by (Printed Name) C. Date of Delivery

D. Is delivery address different from item 1? Yes No
If YES, enter delivery address below:

3. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.

4. Restricted Delivery? (Extra Fee) Yes No

-224-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Tom H. Strayer - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Rawlins - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Asatfi
Commissioner Jerry Bricker
David N. Carville
Quin R. Golden
Baro Greenman
St. Sheila Lyles
Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Palos Hills Extended Care
10426 South Roberts
Palos Hills, IL 60465

Dear Sir or Madam:

Pursuant to the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

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Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Geriatric Health Services • Cook County Department of Public Health • Asha K. Strayer, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Kofaschewitz CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Palos Hills Extended Care 10426 South Roberts Palos Hills, IL 60465</p>	<p>A. Signature <i>William T. Foley</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Insured by (Postnet Mark) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>William T. Foley</i> <i>9/22/10</i></p> <p>C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below.</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>E. Article Number (Transfer from article label)</p> <p>7009 2820 0002 6279 7502</p> <p>PS Form 3811, February 2004 Donorship Return Receipt 12886-02-00-1000</p>	

- 225 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Betts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Anzill
Commissioner Jerry Butler
David N. Carralao
Quin R. Golden
Jenna Greenaway
Sr. Sheila Lynn
Dr. Luis R. Maltez
Member E. O'Donnell
Andrea L. Zapp

September 20, 2010

Administrator
Park House Nursing & Rehab Center
2320 South Lawndale
Chicago, IL 60623

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three Inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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September 20, 2010
Page 2

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Inpatient Surgery (avg/mo.)	22

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Critical Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p>B. Received by / Printed Name <input type="checkbox"/> Date of Delivery</p> <p>C. Signature <input type="checkbox"/> Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If YES, enter delivery address below: <input type="checkbox"/> No</p>
<p>1. Article Addressed to:</p> <p>Administrator Park House Nursing & Rehab Center 2320 South Lawndale Chicago, IL 60623</p>	<p>3. Service Type</p> <p><input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p>
<p>2. Article Number (Transfer from service label)</p> <p>7009 2620 0002 6279 8134</p>	<p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>

PS Form 3811, February 2004 Domestic Return Receipt 103868-02-44 1040

- 226 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Thad H. Strayer • President
Cook County Board of Commissioners
Warren L. Betts • Chairman
Cook County Health & Hospitals System
Jorge Ramirez • Vice-Chairman
Cook County Health & Hospitals System
William T. Foyle • CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansel
Commissioner Jerry Butler
David N. Carrillo
Odo R. Goldko
Brenn Grossman
Sr. Sheila Lynn
Dr. Luis R. Madero
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010

Administrator
Pershing Convalescent Home
3900 South Oak Park Avenue
Berwyn, IL 60402

Dear Sir or Madam:

Pursuant to the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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September 20, 2010
Page 2

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Sincerely,

William T. Foyle
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Cosmetic Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION: ON DELIVERY
<p>1. Article Addressed to:</p> <p>Administrator Pershing Convalescent Home 3900 South Oak Park Avenue Berwyn, IL 60402</p>	<p>A. Signature <i>[Signature]</i> <input type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p>B. Received by (Printed Name) <i>FOLE</i> C. Date of Delivery <i>9/20/10</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below: <i>[Blank]</i></p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>2. Article Number (Transfer from service label)</p> <p>7004 2620 0002 6279 8026</p>	

-227-

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Carralier
Quin R. Gaskins
Bena Greenstein
St. Sheila Lyle
Dr. Lari R. Melnick
Heather E. O'Donnell
Andrea L. Zepp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Plaza Nursing and Rehab Center
3249 West 147th Street
Midlothian, IL 60445

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Critical Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Administrator
Plaza Nursing and Rehab Center
3249 West 147th Street
Midlothian, IL 60445

2. Article Number:
(Denote from service label) 7007 0710 0005 5045 6717

PS Form 3811, February 2004

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X *[Signature]* Agent Addressee

B. Received by (Printed Name)
S. ROSS

C. Date of Delivery
9/20/10

D. Is delivery address different from item 1? Yes No
If YES, enter delivery address below:

3. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.
4. Restricted Delivery? (Eagle Flag) Yes No

10299-CRHS (50)

- 228 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Thad H. Stroger - President
Cook County Board of Commissioners
Warren L. Butts - Chairman
Cook County Health & Hospitals System
Jorge Sanchez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Asch
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David N. Carralho
Quin R. Golden
Boris Greenstein
St. Charles Lynn
Dr. Leah R. Misher
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

September 20, 2010

Administrator
Plymouth Place
315 North La Grange Road
La Grange Park, IL 60526

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Utilization data for Oak Forest Hospital for the past 24 months is shown below:

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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Anatomical & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>2. Print your name and address on the reverse so that we can return the card to you.</p> <p>3. Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Plymouth Place 315 North La Grange Road La Grange Park, IL 60526</p> <p>2. Article Number (transfer from service label) 7009 2820 0002 6279 7991</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 12285-09-001 (340)</p>	<p>A. Express <input type="checkbox"/> Agent <input type="checkbox"/> <input checked="" type="checkbox"/> Registered <input type="checkbox"/> Addressed</p> <p>B. Received by (Printed Name) Kay Holden C. Date of Delivery 9/20/10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> O.D.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>

- 229 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Batta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Curvho
Ora R. Golden
Ben Greenpat
St. Sheila Lynn
Dr. Luis R. Muñoz
Heather E. O'Donoghue
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Prairie Manor Nursing & Rehab Center
345 Dixie Highway
Chicago Heights, IL 60411

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John M. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Earl A. Bakstein CORE Center •

We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired so that we can return the card to you.</p> <p>2. Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Prairie Manor Nursing & Rehab Center 345 Dixie Highway Chicago Heights, IL 60411</p> <p>2. Article Number (Transfer from service label)</p>	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p>B. Faceted by (Printed Name) <input type="checkbox"/> Address</p> <p>C. Date of Delivery 9-22</p> <p>D. Is delivery address changed from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type</p> <p><input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> O.D.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>PS Form 3811, February 2004</p>	<p>7007 0710 0005 5045 6151</p> <p>Domestic Return Receipt</p>

- 230 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strayer - President
Cook County Board of Commissioners
Warren L. Betts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Anzell
Commissioner Jerry Birder
David N. Carralho
Otha R. Golden
Eusebio Guisasa
Sr. Sheila Lynn
Dr. Letis R. Mattox
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Presidential Pavilion
8001 South Western Avenue
Chicago, IL 60620

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Chronic Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Bellstaba CORE Center •

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION IN DELIVERY
<p>Complete items 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65, 66, 67, 68, 69, 70, 71, 72, 73, 74, 75, 76, 77, 78, 79, 80, 81, 82, 83, 84, 85, 86, 87, 88, 89, 90, 91, 92, 93, 94, 95, 96, 97, 98, 99, 100.</p> <p>1. Article Addressed to: Administrator Presidential Pavilion 8001 South Western Avenue Chicago, IL 60620</p>	<p>A. Recipient: x B. <u>Manion</u> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type: <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label) 7009 2820 0002 6279 7373</p>	

-231-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
 Cook County Board of Commissioners
 Warren L. Datta - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



Health & Hospitals System Board Members
 Dr. David A. Aswell
 Commissioner Jerry Butler
 David N. Cavalio
 Dennis R. Galdon
 James Grosscup
 St. Sheila Lynn
 Dr. Lutz R. Myles
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
 Page 2

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Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

September 20, 2010

Administrator
 Provena Villa Franciscan
 210 North Springfield Avenue
 Joliet, IL 60435

Dear Sir or Madam:

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Administrator Provena Villa Franciscan 210 North Springfield Avenue Joliet, IL 60435</p>	<p>A. Signature X <i>Branda Just</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <i>SEI</i> <input type="checkbox"/> Date of Delivery</p> <p>C. Is a delivery address different from item 1? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>2. Article Number (Required for service item)</p> <p>7009 2820 0002 6279 7823</p>	

PS Form 3811, February 2004 Domestic Return Receipt 102285-02-M-1840

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
 Cook County Board of Commissioners
 Warren L. Tazewell - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



Health & Hospitals System Board Members

Dr. David A. Anzell
 Commissioner Jerry Butler
 David N. Canacho
 Quinn R. Golden
 Benn Greenupia
 Sr. Sheila Lyne
 Dr. Luca R. Marlet
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010
 Administrator
 Providence Palos Heights
 13259 South Central Avenue
 Palos Heights, IL 60463

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccchs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Providence Hospital • Roth M. Rutsheln CORE Center

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature X <i>William T. Foley</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) _____</p> <p>C. Date of Delivery 9-22-10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below: _____</p>
<p>1. Article Addressed to:</p> <p>Administrator Providence Palos Heights 13259 South Central Avenue Palos Heights, IL 60463</p>	<p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6311</p>	
<p>PS Form 3811, February 2004 Domestic Return Receipt 102590-02-00-1040</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
Cook County Board of Commissioners
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Cook County Health & Hospitals System
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William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Jerry Butler
David N. Cavallo
Olin R. Gekko
Benjamin Groszcapan
St. Sheila Lynn
Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010
Administrator
Providence South Holland
16300 Wausau Street
South Holland, IL 60473

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Networks • Correct Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COER Center • We Bring HealthCARE to Your Community

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2. Article Number (Transfer from service label)	7007 0710 0005 5045 6267
PS Form 3811, February 2004 Domestic Return Receipt	12588-02-0-1540

- 234 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Board of Commissioners
Warren L. Batta - Chairman
Cook County Health & Hospitals System
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Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Jerry Butler
David N. Cervello
Qian K. Golan
Benn Greenbaum
Sr. Sheila Lyne
Dr. Luis R. Mielke
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Rainbow Beach Care Center
7325 South Exchange
Chicago, IL 60649

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Roth M. Rothstein CORE Center

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- 235 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Steggs - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
John Ransler - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members

Dr. David A. Ansel
Commissioner Jerry Basker
David N. Carverho
Quin E. Golden
Benn Greenman
St. Sheila Lyne
Dr. Luis R. Mejia
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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LTC	1	5.25	3,832

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Regal Health and Rehab Center
9525 South Mayfield
Oak Lawn, IL 60453

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

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Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health •
• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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<p>1. Article Addressed to:</p> <p>Administrator Regal Health and Rehab Center 9525 South Mayfield Oak Lawn, IL 60453</p>	
<p>2. Article Number (Transfer from service label) 7009 2620 0002 6279 7496</p> <p>PS Form 3811, February 2004 Domestic Return Receipt 100389-00-00-1040</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM



Todd H. Strayer - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System

Health & Hospitals System Board Members
Dr. David A. Anzill
Commissioner Jerry Berlin
David N. Carrizo
Quin R. Golden
Bern Greenman
St. Shellie Lyne
Dr. Luis R. Mejias
Hendrix E. O'Donoghue
Andrea L. Zopp

September 20, 2010
Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
The Renaissance at 87th Street
2940 West 87th Street
Chicago, IL 60652

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cosmetic Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

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<p>1. Article Addressed to:</p> <p>Administrator The Renaissance at 87th Street 2940 West 87th Street Chicago, IL 60652</p>	
<p>2. Article Number (Transfer from service label) 7009 2620 0002 6279 7380</p>	

PS Form 3811, February 2004

Domestic Return Receipt

10988-00-00-1000

-237-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd B. Strayer - President
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Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members

Dr. David A. Ansel
Commissioner Jerry Butler
David N. Cervello
Qein R. Golden
Beni Greenman
St. Stella Lyne
Dr. Lois R. Nitzko
Hester E. O'Donnell
Andrew L. Zapp

September 20, 2010

Administrator
Renaissance at Hillside
4600 North Frontage Road
Hillside, IL 60162

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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September 20, 2010
Page 2

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

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Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

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SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Administrator
Renaissance at Hillside
4600 North Frontage Road
Hillside, IL 60162

2. Article Number (Transfer from service label) 7009 2820 0002 6279 6097

PS Form 3811, February 2004 Domestic Return Receipt 102595-02-04-1540

COMPLETE THIS SECTION ON DELIVERY

Signature: *[Signature]* Agent: _____
Address: _____
B. Who Delivered? (Printed Name) C. Date of Delivery: 9/22/10

3. Delivery address different from item 1? Yes No
If YES, enter delivery address below: _____

3. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.
 Restricted Delivery? (Extra Fee) Yes

- 238 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Cervello
Quia R. Goldin
Beez Grossman
St. Sheila Lyne
Dr. Laila R. Minton
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

September 20, 2010

Administrator
The Renaissance at Midway
4437 South Cicero
Chicago, IL 60632

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Article Addressed to:</p> <p>Administrator The Renaissance at Midway 4437 South Cicero Chicago, IL 60632</p>	<p>A. Signature x <i>William T. Foley</i> <input type="checkbox"/> Agent <input type="checkbox"/> Address</p> <p>B. Received by (Print Name) C. Date of Delivery <i>William T. Foley 9/22/10</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>E. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. F. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes </p>
<p>2. Article Number (Transfer from service label) 7009 2620 0002 6279 7982</p>	

-239-



Todd E. Strager - President
Cook County Board of Commissioners
Warren L. Davis - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System

Health & Hospitals System Board Members
Dr. David A. Ansel
Commissioner Jerry Butler
David M. Cervello
Quia R. Golden
Brent Greenup
Sr. Shiria Lyne
Dr. Luis R. Matton
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010
Administrator
Renaissance Park South
10935 South Halsted Street
Chicago, IL 60628

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • General Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COB Center

We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION

- Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.
- Print your name and address on the reverse so that we can return the card to you.
- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:

Administrator
Renaissance Park South
10935 South Halsted Street
Chicago, IL 60628

2. Article Number (Derive from service label)
7007 0710 0005 5045 6144

PS Form 3811, February 2004 Domestic Return Receipt

COMPLETE THIS SECTION ON DELIVERY

A. Signature
* *William T. Foley* Agent Addressee

B. Delivered by (Printed Name)
William T. Foley

C. Date of Delivery
9/22/10

D. Is delivery address different from item 1? Yes No
If YES, enter delivery address below:

E. Service Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail C.O.D.
 Restricted Delivery/ Extra Fee Yes

10295-024-1040

- 240 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Steger - President
Cook County Board of Commissioners
Warren L. Rutz - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Anzell
Commissioner Jerry Butler
David N. Carvello
John R. Golden
Dean Grossman
St. Sheila Lyra
Dr. Luis R. Mejia
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

September 20, 2010

Administrator
The Renaissance at South Shore
2425 East 71st Street
Chicago, IL 60649

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wyknski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwyknski@ccchs.org

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Carmark Health Services • Cook County Department of Public Health •
• John H. Steger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COE Center •

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>2. Print your name and address on the reverse so that we can return the card to you.</p> <p>3. Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator The Renaissance at South Shore 2425 East 71st Street Chicago, IL 60649</p>	<p>A. Signature <i>Candace Mason</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Print Name) <i>Candace Mason</i> C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below: _____</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Dashed from service label) 7009 2620 0002 6279 7724</p> <p>PS Form 3811, February 2004</p>	

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Todd H. Streyer - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Carvalho
Quita R. Golden
Renee Oremogen
Sr. Sheila Lynn
Dr. Latis R. Maffez
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Ridgeland Nursing & Rehab Center
12550 South Ridgeland Avenue
Palos Heights, IL 60463

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

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I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Coretek Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION BY DELIVERY
<p>1. Article Addressed to: Administrator Ridgeland Nursing & Rehab Center 12550 South Ridgeland Avenue Palos Heights, IL 60463</p>	<p>A. Signature: <i>[Signature]</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Insured by (Printed Name): <i>[Signature]</i> C. Date of Delivery: 9-22-10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Service Type: <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
2. Article Number (Transfer from service label): 7007 0710 0005 5045 6304	

PS Form 3811, February 2004 Domestic Return Receipt 10238-02-00-1040

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
Cook County Board of Commissioners
Warren L. Bates - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members

Dr. David A. Ansell
Commissioner Jerry Butler
David N. Cervone
Quin R. Golden
Rita Greenspan
St. Sheila Lynn
Dr. Lois R. Metzger
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010
Administrator
Riviera Care Center
490 West 16th Place
Chicago Heights, IL 60411

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccchs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Reffstein CORE Center

We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>2. Print your name and address on the reverse so that we can return the card to you.</p> <p>3. Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Riviera Care Center 490 West 16th Place Chicago Heights, IL 60411</p> <p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6083</p>	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressed</p> <p>B. Received by / Printed Name: <u>ADMINISTRATOR</u> C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>

PS Form 3811, February 2004

Domestic Return Receipt

18299-024-1 (3-04)

-243-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stueger - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Carvalho
Odo R. Golden
Beno Graciaran
St. Sheila Lyne
Dr. Lois R. Metzger
Heather E. O'Donnell
Andrea L. Zoepf

September 20, 2010
Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Rosary Hill Home
9000 West 81st Street
Justice, IL 60458

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cosmetic Health Services • Cook County Department of Public Health • John N. Struoger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COE Center

We Bring HealthCARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature X <i>Sharon Balle</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <input type="checkbox"/> Deposit Delivery <i>9-22</i></p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p>
<p>1. Article Addressed to:</p> <p>Administrator Rosary Hill Home 9000 West 81st Street Justice, IL 60458</p>	<p>2. Service Type: <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> O.D.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>3. Article Number (Transfer from service label) 7009 2620 0002 b279 7b70</p>	

PS Form 3811, February 2004 Domestic Return Receipt 102549-00-00-1040

-244-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
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Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Jerry Bader
David N. Carvello
Debra R. Golden
Becca Grossman
St. Sheila Lyne
Dr. Lisa R. Markes
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Through its long history, Oak Forest Hospital has functioned primarily as a long term care facility, with limited acute inpatient services available to the long term care residents as needed. As a budget savings measure, in 2007, all but a handful of long term care residents were transferred to other facilities. The remaining acute care services are limited in scope—average daily census of 56.0 this fiscal year—but still require the costly hospital overhead attendant to inpatient care.

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Administrator
Sacred Heart Home
1550 South Albany
Chicago, IL 60623

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Ambulatory & Community Health Network • Current Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Gottschalk OB/GYN Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>2. Print your name and address on the reverse so that we can return the card to you.</p> <p>3. Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Sacred Heart Home 1550 South Albany Chicago, IL 60623</p>	<p>A. Signature X <i>[Signature]</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type <input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
<p>2. Article Number (Transfer from service label) 7009 2620 0002 6275 8165</p>	

-245-

COOK COUNTY HEALTH & HOSPITALS SYSTEM



Tedd H. Stroger - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System

Health & Hospitals System Board Members
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Commissioner Jerry Barker
David N. Carrullo
Quia R. Golden
Beau Grossman
Sr. Sheila Lynn
Dr. Linn R. Meffoz
Member E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

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ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

September 20, 2010

Administrator
St. Agnes HC and Rehab Center
1725 South Wabash
Chicago, IL 60616

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Eckstein CORE Center • We Bring HealthCARE to Your Community

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1. Article Addressed to:

Administrator
St. Agnes HC and Rehab Center
1725 South Wabash
Chicago, IL 60616

2. Article Number
(Transfer from service label)

7009 2820 0002 6279 7809

PG Form 3811, February 2004 Domestic Return Receipt 10296-02-01-1040

COMPLETE THIS SECTION ON DELIVERY

A. Signature
X *[Signature]* Agent

B. Received by (Printed Name) Address

C. Date of Delivery

D. Is delivery address different from item 1? Yes
If YES, enter delivery address below: No

3. SpecialSM Type
 Certified Mail Express Mail
 Registered Return Receipt for Merchandise
 Insured Mail G.O.D.

4. Restricted Delivery? (Extra Fee) Yes

- 246 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Jerry Butler
David N. Cavallo
Qaida R. Golden
Bern Grossman
St. Sheila Lyne
Dr. Luis R. Mateo
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
St. James Manor & Villa
1521 East Richton Road
Crete, IL 60417

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health • John M. Strayer, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Earl A. Batholista CORE Center •

We Bring HealthCARE to Your Community

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<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. <p>1. Article Addressed to:</p> <p>Administrator St. James Manor & Villa 1521 East Richton Road Crete, IL 60417</p> <p>2. Article Number (Transfer from service label)</p> <p>7009 2620 0002 6279 7403</p> <p>PS Form 3811, February 2004</p>	<p>A. Signature</p> <p>X <i>J. J. Foley</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressed</p> <p>B. Registered by (Printed Name)</p> <p>7-22-10</p> <p>C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below: <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>3. Service Type</p> <p><input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Domestic Return Receipt</p>

-247-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd R. Strager - President
Cook County Board of Commissioners
Wharren L. Datto - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Lucy Barker
David N. Carvalho
Quin R. Golden
Benn Greenman
St. Sheila Lyne
Dr. Luis R. Madariaga
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Salem Village
1314 Rowell Avenue
Joliet, IL 60433

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John M. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

We Bring Health CARE to Your Community

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- Attach this card to the back of the mailpiece, or on the front if space permits.

1. Article Addressed to:
Administrator
Salem Village
1314 Rowell Avenue
Joliet, IL 60433

2. Article Number
(Transfer from service label)
7009 2820 0002 6279 7603

PS Form 3811, February 2004

COMPLETE THIS SECTION ON DELIVERY

3. Signature
[Signature]
□ Agent
□ Addressee

4. Received by (Printed Name) G. Date of Delivery
Benny Szabo 9/22/2010

5. Is delivery address different from item 1? □ Yes
If YES, enter delivery address below: □ No

6. Service Type
 Certified Mail
 Registered
 Insured Mail
 Restricted Mail
 Express Mail
 Return Receipt for Merchandise
 C.O.D.
 Restricted Delivery? (Extra Fee) □ Yes

Domestic Return Receipt
10295-02-00-1000

-248-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Senger - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jerry Reardon - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



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Commissioner Jerry Butler
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Quia R. Childen
Deen Grotopan
St. Sheila Lynn
Dr. Leif R. Melton
Heather E. O'Donett
Andrea L. Zapp

September 20, 2010
Page 2

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Administrator
The Scottish Home
28th & Des Plaines Avenue
North Riverside, IL 60546

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Ambulatory & Community Health Network • Central Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

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<p>1. Article Addressed to:</p> <p>Administrator The Scottish Home 28th & Des Plaines Avenue North Riverside, IL 60546</p>	
<p>2. Article Number (Former Item service label) 7009 2620 0002 6279 8110</p>	

PS Form 3811, February 2004

Domestic Return Receipt

102585-0246-1040

-249-

COOK COUNTY HEALTH & HOSPITALS SYSTEM



Health & Hospitals System Board Members

Dr. David A. Ansel
 Commissioners Jerry Sader
 David N. Corrallo
 Quin R. Golden
 Beza Orreocapas
 Sr. Shelia Lynne
 Dr. Luis R. Matos
 Heather E. O'Donnell
 Andrea L. Zopp

Todd H. Steger - President
 Cook County Board of Commissioners
 Warren L. Bell - Chairman
 Cook County Health & Hospitals System
 Jerry Rapchuk - Vice Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
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September 20, 2010
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Inpatient Surgery (avg/mo.)	22

September 20, 2010
 Administrator
 Smith Crossing
 10501 Emilie Lane
 Orland Park, IL 60467

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

Ambulatory & Community Health Network • Carmex Health Services • Cook County Department of Public Health •
 John M. Steger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •
 We Bring Health CARE in Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Smith Crossing 10501 Emilie Lane Orland Park, IL 60467</p>	<p>A. Postage <input type="checkbox"/> Agent <input type="checkbox"/></p> <p>B. Received by (Printed Name) <input type="checkbox"/> Address <input type="checkbox"/></p> <p>C. Date of Delivery</p> <p>D. Is delivery restricted to item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>E. If YES, enter delivery restriction below: <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>3. Special Mail <input type="checkbox"/> Express Mail <input type="checkbox"/></p> <p><input type="checkbox"/> Certified <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/></p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/></p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6212</p>	

PS Form 3811, February 2004 Domestic Return Receipt (8295-02-00-1340)

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Battie - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Aschell
Commissioner Jerry Butler
David N. Carvalho
Quin R. Golden
Betsy Greenstein
Sr. Sheila Lyne
Dr. Luis R. Moller
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

September 20, 2010
Administrator
Smith Village
2320 West 113th Place
Chicago, IL 60643

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Co-Managed Health Services • Cook County Department of Public Health •
• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

We Bring Health CARE to Your Community

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-251-

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Timothy H. Strayer - President
 Cook County Board of Commissioners
 Warren L. Batta - Chairman
 Cook County Health & Hospitals System
 Jorge Ramirez - Vice-Chairman
 Cook County Health & Hospitals System
 William T. Foley - CEO
 Cook County Health & Hospitals System



Health & Hospitals System Board Members

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 Commissioner
 David N. Carrabba
 Quinn R. Golden
 Brian Grodzman
 Sr. Sheila Lyne
 Dr. Lita R. Nisler
 Heather E. O'Donnell
 Andrea L. Zapp

September-20, 2010
 Page 2

September 20, 2010

Administrator
 South Shore Nursing & Rehab Center
 2649 East 75th Street
 Chicago, IL 60649

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-664-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

Anesthesiology & Community Health Network • Cancer Health Services • Cook County Department of Public Health • Jobs N. Strayer, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator South Shore Nursing & Rehab Center 2649 East 75th Street Chicago, IL 60649</p>	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Printed Name) <input type="checkbox"/> No</p> <p>C. Date of Delivery 9-22-10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Service Type</p> <p><input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
2. Article Number (Transfer from service label)	7009 2820 0002 6279 7625

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Anzell
Commissioner Amy Butler
David N. Carver
Quin R. Golden
Rene Greenaway
Sr. Sheila Lyne
Dr. Lois R. Meyer
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010
Administrator
Southpoint Nursing & Rehab Center
1010 West 95th Street
Chicago, IL 60643

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue Inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Carwash Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
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<p>1. Article Addressed to:</p> <p>Administrator Southpoint Nursing & Rehab Center 1010 West 95th Street Chicago, IL 60643</p>	
<p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6137</p>	

PS Form 3811, February 2004 Domestic Return Receipt #3250-08-00-100

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strager - President
Cook County Board of Commissioners
Warren L. Berta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members

Dr. David A. Aswell
Commissioner Amy Butler
David N. Carrillo
Owen R. Golden
Beno Grzeszpan
Sr. Sheila Lyne
Dr. Lois R. Mullan
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
South Suburban Rehab Center
19000 Halsted
Homewood, IL 60430

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Batzliuba EGHS Center

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<p>1. Article Addressed to:</p> <p>Administrator South Suburban Rehab Center 19000 Halsted Homewood, IL 60430</p>	<p>2. Service Type</p> <p><input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> COD</p>
<p>3. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6250</p>	<p>4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

David H. Stroger - President
Cook County Board of Commissioners
Warren L. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Cervillo
Quin R. Gaskin
Ben Greenstein
Sr. Sheila Lyne
Dr. Luis R. Mufson
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

September 20, 2010

Administrator
Southview Manor
3311 South Michigan Avenue
Chicago, IL 60616

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Carmel Health Services • Cook County Department of Public Health • John M. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Beth M. Rothschild COE Center •

We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input checked="" type="checkbox"/> Agent <input type="checkbox"/></p> <p>X <input checked="" type="checkbox"/> Addressee <input type="checkbox"/></p> <p>B. Restricted by Federal Notice <input type="checkbox"/> Date of Delivery <input type="checkbox"/></p> <p>C. In delivery address different from item 1 <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>D. If YES, enter delivery address below: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p>E. Delivery Type</p> <p><input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> O.D.D.</p> <p>F. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
<p>1. Article Addressed to:</p> <p>Administrator Southview Manor 3311 South Michigan Avenue Chicago, IL 60616</p>	
<p>2. Article Number (Transfer from service label) 7009 2820 0002 6279 7b56</p>	
PS Form 3811, February 2004	Domestic Return Receipt 12289-02-00-1040

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
Cook County Board of Commissioners
Warren L. Batta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Ansell
Commissioner Jerry Butler
David N. Carvalho
Quin R. Golden
Betsy Greenspan
Sr. Sheila Lynn
Dr. Lois R. Madson
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

	Admissions	ADC	Patient Days
Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

September 20, 2010
Administrator
Sunny Hill Nursing Home of Will County
421 Doris Avenue
Joliet, IL 60433

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Curmuk Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION BY DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the envelope, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Sunny Hill Nursing Home of Will County 421 Doris Avenue Joliet, IL 60433</p>	<p>A. Signature <i>X Felipe Morales</i></p> <p>B. Received by (Printed Name) FELIPE MORALES</p> <p>C. Date of Delivery 9/22/10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes if YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Package Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. 4. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes </p>
<p>2. Article Number (Transfer from service label) 7009 2820 0002 6279 7564</p>	
<p>PS Form 3811, February 2004 Domestic Return Receipt PSN980-00-00-1000</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM



Health & Hospitals System Board Members
 Dr. David A. Amell
 Commissioner Jerry Butler
 David N. Carrabin
 Quin R. Golden
 Sam Grossman
 Sr. Sheila Lytle
 Dr. Lela R. Minkin
 Heather E. O'Donnell
 Andrea L. Zopp

September 20, 2010
 Page 2

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Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccchs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

September 20, 2010

Administrator
 Thornton Heights Terrace
 160 West 10th Street
 Chicago Heights, IL 60411

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

When I joined the Cook County Health & Hospitals System as Chief Executive Officer in May, 2009, I undertook a strategic planning effort on behalf of the System as mandated by the enabling ordinance that created the Health & Hospitals System in May, 2008. While the strategic planning process extended longer than I had originally envisioned, I believe much value was gained from systematically seeking input from the System's many stakeholders—patients, hospital providers, community clinic providers, community representatives, and our employees and clinical staff, to name but a few. The emergence and implications of historic federal health care reform legislation also required close examination for its potential long term impact upon our health system.

On June 25, 2010, our System Board of Directors approved the proposed strategic plan. As required by ordinance, the Cook County Board of Commissioners also voted to approve the plan on July 27, 2010. A full exposition of the approved plan can be found on our website (www.cookcountyhealth.net).

Our strategic plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

• Ambulatory & Community Health Network • Caremark Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COHS Center

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>• Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>• Print your name and address on the reverse so that we can return the card to you.</p> <p>• Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Thornton Heights Terrace 160 West 10th Street Chicago Heights, IL 60411</p> <p>2. Article Number (Transfer from service label) 7007 0710 0005 5045 6090</p>	<p>Signature: <i>William T. Foley</i></p> <p>To: <i>William T. Foley</i> (Printed Name)</p> <p>D. Date of Delivery: <i>9/20/10</i></p> <p>3. Service Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p> <p>4. In delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p>

- 257 -

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strayer - President
Cook County Board of Commissioners
Warren L. Bette - Chairman
Cook County Health & Hospitals System
Jorge Raudres - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Anast
Commissioner Jerry Briner
David N. Carvalho
Chris R. Golden
Beth Grossman
Sr. Sheila Lyne
Dr. Luis R. Maffei
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

Utilization data for Oak Forest Hospital for the past 24 months is shown below:

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Med/Surg	4,909	38.49	28,020
ICU	788	5.14	3,750
Rehab	676	13.23	9,659
LTC	1	5.25	3,832

September 20, 2010

Administrator
Tri-State Nursing & Rehab Center
2500 East 175th Street
Lansing, IL 60438

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Booth H. Hartsfield COPE Center

We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>1. Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>2. Print your name and address on the reverse so that we can return the card to you.</p> <p>3. Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to:</p> <p>Administrator Tri-State Nursing & Rehab Center 2500 East 175th Street Lansing, IL 60438</p> <p>2. Article Number (Transfer from service label)</p> <p>7007 0710 0005 5045 6052</p>	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p><i>William T. Foley</i></p> <p>B. Received by (Printed Name) <input type="checkbox"/> Date of Delivery</p> <p>C. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>D. Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>E. Service Type</p> <p><input checked="" type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail</p> <p><input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise</p> <p><input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p>

PS Form 3811, February 2004 Domestic Return Receipt 10298-02-00-100

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strayer - President
Cook County Board of Commissioners
Warren J. Batts - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
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Commissioner Jerry Brider
David N. Carruth
Quin R. Golden
Ben Grossman
Sr. Sheila Lyne
Dr. Lisa R. Nishimura
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010

Administrator
Warren Barr Pavilion
66 West Oak Street
Chicago, IL 60610

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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September 20, 2010
Page 2

To this end, the plan recommends reorienting a significant portion of our resources from inpatient services to outpatient care. With respect to Oak Forest Hospital, inpatient services and long term care will be supplanted by a Regional Outpatient Center offering a comprehensive array of outpatient care including urgent care, primary care, specialty and sub-specialty care, pharmacy, and other services.

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Rehab	676	13.23	9,659
LTC	1	5.25	3,832

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Inpatient Surgery (avg/mo.)	22

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Cancer Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COB Center •

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Administrator
Warren Barr Pavilion
66 West Oak Street
Chicago, IL 60610
PS Form 3838 August 2008

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
Cook County Board of Commissioners
Warren L. Watts - Chairman
Cook County Health & Hospitals System
Jorge Mandrea - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Anzell
Commissioner Jerry Butler
Dennis N. Corvallo
Olin R. Olden
Ben Greenbaum
St. Sheila Lyne
Dr. Luis R. Mallos
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010
Page 2

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Inpatient Surgery (avg/mo.)	22

September 20, 2010

Administrator
Waterfront Terrace
7750 South Shore Drive
Chicago, IL 60649

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

Ambulatory & Community Health Network • Geriatric Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein COBE Center • We Bring Health CARE to Your Community

SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd E. Strager - President
Cook County Board of Commissioners
Warren L. Batta - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Asch
Commissioner Jerry Barber
David N. Carver
Otha R. Golden
Rosa Greenman
Sr. Sheila Lynn
Dr. Luis R. Meffer
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010
Page 2

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Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Administrator
Westchester Health & Rehabilitation
2901 South Wolf Road
Westchester, IL 60154

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

In addition, the emergency room at Oak Forest, which is designated as a "stand-by," will be converted to an urgent care center. The limited hospital surgical services will be discontinued as well. Outpatient services will continue, and, indeed, will be expanding.

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Ambulatory & Community Health Network • Chronic Health Services • Cook County Department of Public Health • John M. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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SENDER- COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<ul style="list-style-type: none"> Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired. Print your name and address on the reverse so that we can return the card to you. Attach this card to the back of the mailpiece, or on the front if space permits. 	<p>A. Signature <input checked="" type="checkbox"/> <i>[Signature]</i> <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received by (Print Name) E. JOHNSON C. Date of Delivery 9-23-10</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes If YES, enter delivery address below: <input type="checkbox"/> No</p> <p>3. Delivery Type <input type="checkbox"/> Certified Mail <input type="checkbox"/> Express Mail <input type="checkbox"/> Registered <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> Insured Mail <input type="checkbox"/> C.O.D.</p> <p>4. Restricted Delivery? (30% Fee) <input type="checkbox"/> Yes</p>
<p>1. Article Addressed to:</p> <p>Administrator Westchester Health & Rehabilitation 2901 South Wolf Road Westchester, IL 60154</p>	
<p>2. Article Number (Transfer from service label)</p> <p>7009 2820 0002 6279 7878</p>	
<p>PS Form 3811, February 2004 Domestic Return Receipt 182565-02-01-1540</p>	

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger - President
Cook County Board of Commissioners
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Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



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Commissioner Amy Baxter
David M. Cervino
Dora K. Golden
Bess Greenstein
St. Sheila Lyne
Dr. Luis R. Mallick
Heather B. O'Donnell
Andrea L. Zapp

September 20, 2010

Administrator
Westmont Nursing and Rehab Center
6501 South Cass
Westmont, IL 60559

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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September 20, 2010
Page 2

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Utilization data for Oak Forest Hospital for the past 24 months is shown below:

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Rehab	676	13.23	9,659
LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Coriack Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rutherford CORE Center

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SENDER: COMPLETE THIS SECTION	COMPLETE THIS SECTION ON DELIVERY
<p>■ Complete items 1, 2, and 3. Also complete item 4 if Restricted Delivery is desired.</p> <p>■ Print your name and address on the reverse so that we can return the card to you.</p> <p>■ Attach this card to the back of the mailpiece, or on the front if space permits.</p> <p>1. Article Addressed to: Administrator Westmont Nursing and Rehab Center 6501 South Cass Westmont, IL 60559</p>	<p>A. Signature <input type="checkbox"/> Agent <input type="checkbox"/> Addressee</p> <p>B. Received By (Printed Name) C. Date of Delivery</p> <p>D. Is delivery address different from item 1? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, enter delivery address below:</p> <p>3. Sender Type <input type="checkbox"/> Registered <input type="checkbox"/> Express Mail <input type="checkbox"/> Insured Mail <input type="checkbox"/> Return Receipt for Merchandise <input type="checkbox"/> C.O.D. <input type="checkbox"/> Restricted Delivery? (Extra Fee) <input type="checkbox"/> Yes</p>
2. Article Number (Transfer from service label)	7009 2620 0002 6279 7946
PS Form 3811, February 2004 Domestic Return Receipt	10889-02-01 1500

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Health & Hospitals System

Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System

William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members

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Beza Greenspan
Sr. Sheila Lyne
Dr. Luis R. Munoz
Heather E. O'Donnell
Andrea L. Zopp

September 20, 2010

Page 2

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LTC	1	5.25	3,832

ER (avg visits/mo.)	2,666
Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any of the long term care patients now at Oak Forest "without restrictions, conditions, limitations, or discrimination." The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@ccbhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@ccbhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

September 20, 2010

Administrator
Windmill Nursing Pavilion
16000 South Wabash
South Holland, IL 60473

Dear Sir or Madam:

Pursuant with the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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Ambulatory & Community Health Network • Community Health Services • Cook County Department of Public Health • John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

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<p>5. Article Number (Transfer from service label)</p> <p>7007 0730 0005 5045 6229</p>	

PS Form 3811, February 2004

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102388-02-00-1048

-263-

COOK COUNTY HEALTH & HOSPITALS SYSTEM



Health & Hospitals System Board Members

Dr. David A. Amell
 Commissioner Jerry Butler
 David N. Carvalho
 Quinn R. DeWald
 Brian Grossman
 St. Sheila Lynn
 Dr. Luth R. Minkoz
 Heather E. O'Donnell
 Andrea L. Zapp

September 20, 2010
 Page 2

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Inpatient Surgery (avg/mo.)	22

I invite you to comment upon whether your facility has available capacity to assume any or all of the patient load now at Oak Forest without restrictions, conditions, limitations, or discrimination. The IHFSRB asks that any response be provided within 15 days of receipt of this letter.

Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
 Chief Executive Officer
 Cook County Health & Hospitals System

September 20, 2010

Administrator
 Winston Manor Convalescent & Nursing Home
 2155 West Pierce Avenue
 Chicago, IL 60622

Dear Sir or Madam:

Pursuant to the rules of the Illinois Health Facilities and Services Review Board (IHFSRB), I am writing to notify you that the Cook County Health & Hospitals System anticipates filing a Certificate of Need application in approximately thirty days to discontinue inpatient services at Oak Forest Hospital. Oak Forest provides three inpatient categories of service—Medical/Surgical, Intensive Care, and Rehabilitation. Also, the very limited, remaining Long Term Care services will be proposed for discontinuation. Subject to permit approval, discontinuation of these services is planned to be completed on or about May 31, 2011.

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• Ambulatory & Community Health Network • CoreCity Health Services • Cook County Department of Public Health • John N. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center

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<p>1. Article Addressed to:</p> <p>Administrator Winston Manor Convalescent & Nursing Home 2155 West Pierce Avenue Chicago, IL 60622</p>	<p>3. Article Number (Derive from service label) 7009 2820 0002 6275 8358</p>

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Strayer - President
Cook County Board of Commissioners
Warren L. Reitz - Chairman
Cook County Health & Hospitals System
Jorge Ramirez - Vice-Chairman
Cook County Health & Hospitals System
William T. Foley - CEO
Cook County Health & Hospitals System



Health & Hospitals System Board Members
Dr. David A. Anzell
Commissioner Jerry Butler
David N. Cavicho
Doris R. Golden
Benn Czeponan
Sr. Sheila Lyne
Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zapp

September 20, 2010

Administrator
Woodside Extended Care
120 West 26th Street
South Chicago Heights, IL 60411

Dear Sir or Madam:

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September 20, 2010
Page 2

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Please send your response to Ms. Joy Wykowski, 1900 W. Polk St., Suite 220, Chicago, IL 60612, or jwykowski@cchhs.org.

Thank you for your assistance. If you have any questions or suggestions as to how we can work together to relocate our patients and collaborate in the future, please feel free to contact me at wfoley@cchhs.org or 312-864-6820.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Connected Health Services • Cook County Department of Public Health •
• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • North M. Rostkott CORE Center •
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7009 2620 0002 6279 7124

Woodside Extended Care
120 West 26th Street
South Chicago Heights, IL 60411
RS Form 3800-4 (April 2008)

-265-

Attachment 10
Responses from Hospitals

Attachment 10



Ingalls. Ingalls Health System

One Ingalls Drive
Harvey, IL 60426
708.333.2333

November 4, 2010

Via First Class Mail and

Email: wfoley@ccbhs.org and jwykowski@ccbhs.org

William T. Foley, Chief Executive Officer and
Joy Wykowski
Cook County Health & Hospitals System
1900 W. Polk Street – Suite 220
Chicago, IL 60612

Dear Mr. Foley:

We appreciated meeting with you and your team regarding the closure of inpatient services at Oak Forest Hospital. We understand the needs and strategy of the Cook County Health & Hospitals System, and as a result, Ingalls Memorial Hospital will not oppose the closing of Oak Forest Hospital for inpatient services. We support continued operation of the urgent care center and expansion of outpatient services. In addition, Ingalls has the ability to assume patients who traditionally sought services at Oak Forest without restrictions, conditions, limitations, or discrimination.

If you need any further information, please feel free to call me.

Sincerely,

Kurt E. Johnson
President and Chief Executive Officer

klm

Attachment 10



Palos Community Hospital

12251 S. 80th Avenue Palos Heights, Illinois 60463 (708) 923-4000

Executive Offices

September 28, 2010

Ms. Joy Wykowski
Cook County Health & Hospital System
1900 West Polk Street – Suite 220
Chicago, IL 60612

Dear Ms. Wykowski:

This letter is in response to Mr. Foley's letter dated September 20, 2010. Thank you for keeping us informed about your operations in Oak Forest.

You have asked us to respond whether our facility has available capacity to assume "any or all of the patient load now at Oak Forest". Because of inadequate space and an aging facility, we have begun a major expansion, renovation project which involves building a seven story east wing, replacing ten operating rooms, expanding our Emergency Room, and creating a center for Short Stay Care. Our current E.R. volume is close to 50,000 E.R. visits per year. We have 86,000 patient days per year. We don't believe that we have the capacity to assume additional volumes at this time. Obviously, if we had extra capacity we would not be engaged in a \$420 million dollar construction project.

I don't believe that we have need to meet to discuss our inability to take on additional volumes when Oak Forest discontinues its three inpatient categories of service and converts the "stand-by" emergency room to an urgent care facility. None of us has excessive time on our hands. I am certain your days are full as you plan and execute your proposed plan.

Thank you for keeping us informed.

Sincerely,

Sister Margaret Wright
President

SMW:nkn

- 268 -



'TO SERVE AND TO GROW' 7531 STONY ISLAND AVENUE CHICAGO, ILLINOIS 60649 (773) 947-7500

October 1, 2010

Ms. Joy Wykowski
Cook County Health & Hospital System
1900 W. Polk Street
Suite 220
Chicago, IL 60612

Dear Ms. Wykowski,

We recently received Mr. Foley's letter outlining your strategic plans for the Cook County Health & Hospitals System, including your plans to discontinue inpatient services at Oak Forest Hospital.

Jackson Park Hospital has the ability and capacity to assume the entire patient load outlined in your letter to us without restrictions, conditions, limitations or discrimination. More importantly, Jackson park Hospital has the desire to work with your health system in providing care to your patients on the south side.

As you might be aware, Jackson Park Hospital is a not for profit, Joint Commission Accredited, critical access healthcare facility serving the healthcare needs of the south side. We provide a full range services including Medical/Surgical, Intensive Care, Adult Psychiatry, Medical Stabilization, General Surgery, Emergency Services and many other services and programs too numerous list.

Over the years, Jackson Park Hospital has partnered with the Cook County Health & Hospitals System with various programs to serve our patients. These programs have helped serve the healthcare needs of the underserved patients in our service area.

We welcome the opportunity to assist you in the relocation of the Oak Forest Hospital patient base and other collaborative efforts in the future.

Please contact me at (773) 947-7581 to discuss our next steps.

Sincerely,

Merritt Hasbrouck
President

cc: William Foley
William Dorsey, M.D.



1200 Maple Road • Joliet, IL 60432
(815) 740-1100 • www.silvercross.org

September 27, 2010

Ms. Joy Wykowski
Cook County Health & Hospitals System
1900 West Polk Street, Suite 220
Chicago, IL 60612

Dear Ms. Wykowski:

We have received your letter indicating that the Cook County Health & Hospitals System is planning to file a Certificate of Need application to discontinue inpatient services and convert emergency room services to urgent care at Oak Forest Hospital. Silver Cross Hospital does not anticipate any adverse impact from your proposed changes on our existing services.

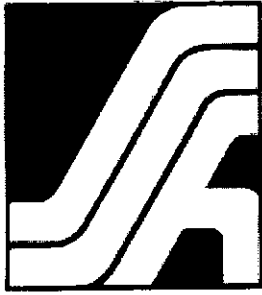
Should you need any other information from us, please do not hesitate to let us know.

Sincerely,

Ruth Colby
Senior Vice President, Business Development
Chief Strategy Officer

cc: Mr. Michael Constantino
Supervisor, Project Review Section
Illinois Health Facilities and Services Review Board
525 West Jefferson Street, 2nd Floor
Springfield, IL 62761

-270-



South
Shore
Hospital

September 22, 2010

Ms. Joy Wykowski
1900 W. Polk Street – Suite 220
Chicago, IL 60612

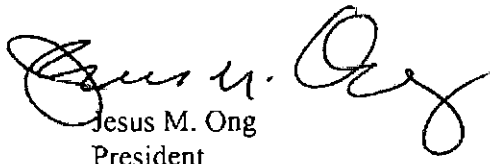
Dear Ms. Wykowski:

This is in response to the letter of Mr. William Foley dated September 20, 2010 requesting us to comment on whether our facility has available capacity to assume any or all of the patient load now at Oak Forest Hospital.

I am very pleased to inform you that South Shore Hospital will be able to assume 90% of the annual medical/surgical and ICU admissions of Oak Forest Hospital.

I appreciate the consideration given to our hospital and please do not hesitate to call me for any questions you might have.

Sincerely,



Jesus M. Ong
President

JMO/hw

8012 CRANDON AVENUE/CHICAGO, ILLINOIS 60617/773-768-0810

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Attachment 10

Wykowski, Joy

From: Lerner, Wayne [WLerner@holycrosshospital.org]
Sent: Wednesday, September 29, 2010 3:17 PM
To: Wykowski, Joy; Foley, William
Subject: oak forest

Joy and Bill:

Thanks for the opportunity to comment on the Oak Forest change in service. At this time due to our existing in- and outpatient demand for service and our continuing and large uncompensated care load, we are unable to assume any new capacity given the conditions you have imposed on any response.

I would be happy to talk about this further should you so desire.

All the best

Wayne

Wayne M. Lerner, D.P.H., F.A.C.H.E.
President and CEO
Holy Cross Hospital
2701 West 68th Street
Chicago, Illinois 60629
773-884-1603
773-884-8001 (fax)
wlerner@holycrosshospital.org

-
-

4440 West 95th Street
Oak Lawn, Illinois 60453-2699
Telephone 708.684.8000
www.advocathealth.com

November 16, 2010

Mr. William Foley, Chief Executive Officer
Cook County Health and Hospitals System (CCHHS)
1900 West Polk Street, Suite 220
Chicago, Illinois 60612

Re: Oak Forest Hospital – CON for Discontinuation

Dear Mr. Foley:

Thank you for your letter regarding the intent of Cook County Health and Hospitals System ("CCHHS") to submit a CON application to discontinue Oak Forest Hospital. We appreciate your efforts to keep us informed of your transition plans, and particularly the opportunity to personally discuss your plans with you in more detail. We were very pleased to hear of CCHHS's plan to develop an immediate care facility on the campus to mitigate the loss of the Oak Forest Emergency Department.

In our telephone conversation, Michael Englehart and I discussed with you the scope of your plans and appreciated your September 27 follow up letter providing additional detail to this plan. A smooth transition for the Oak Forest campus is critical to maintaining timely access to emergency services in the Southland. We were also pleased to hear that the Oak Forest Emergency Department will transition to an Immediate Care without service disruptions, and that patients will have access to the facility on evenings and weekends. The establishment of the immediate care center is essential to assure access to care and, provided that it proceeds as you described, Advocate Christ Medical Center would fully support CCHHS in its transition of Oak Forest Hospital.

With regard to our ability to provide care to Oak Forest Hospital patients, Christ and Hope are severely capacity constrained and are unable to assume any of the patient load now at Oak Forest. Our ICUs are currently at 95 percent capacity, and critical patients often must board in the ED until a bed is available. This "capacity crunch" forces us to go on bypass often. We are making a concerted effort to bring our bypass hours down. An influx of patients from Oak Forest Hospital, however, would create significant access difficulties both for Oak Forest Hospital patients and for our present patient volume and demand.

We look forward to working with you further as Oak Forest Hospital's transition progresses. Should you have any follow up questions or concerns, please have your office contact Elyse Forkosh Cutler, Advocate's Vice President of Strategic Planning and Network Development at 630-990-5388 or myself at 708-684-5015.

Sincerely,



Kenneth W. Lukhard
Market President, Advocate Christ Medical Center
Hope Children's Hospital and Trinity Hospital

cc: Dale Galassie, Chair, Illinois Health Facilities and Review Board
Joy Wykowski, COO, CCBHS

Related to the Evangelical Lutheran Church in America and the United Church of Christ

Recipient of the Magnet award for excellence in nursing services by the American Nurses Credentialing Center



Attachment 10

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Attachment 10

Responses from Nursing Homes

Wykowski, Joy

From: WW Administrator [ww_administrator@aldengroup.org]

Sent: Wednesday, September 22, 2010 11:49 AM

To: Wykowski, Joy; Foley, William

Cc: 'Esther Davis'; 'Rick Hoffman'

Subject: Oak Forest Hospital Closing

Dear Ms. Wykowski:

Please be advised that Alden Wentworth Rehabilitation and Health Care Center has available beds to assume any of your long term care patients who now reside at Oak Forest Hospital. Alden Wentworth Rehab and Care Center has a Certified Alzheimer Unit, In-House Hemodialysis, and a Sub-Acute Unit for Ortho, Neuro, and Cardiac care. Please call me at any time if you need any additional information. I am looking forward to hearing from you.

Respectfully,

Charlene Hill-Jeon, MA LNHA
Administrator

Alden Wentworth Rehabilitation & Health Care Center
201 W. 69th Street
Chicago, Illinois 60621
773-487-1200
773-487-4782 (Fax)
312-320-4156 (Cell)

Wykowski, Joy

From: Countryside Health Care [countryside@careplusmgt.com]

Sent: Wednesday, September 22, 2010 2:41 PM

To: Wykowski, Joy

Ms. Wykowski

I am very pleased that you thought of our facility for placing some of your patients. We here at Countryside Nursing and Rehabilitation would be very grateful to accept the patients. Can you please let me know how you will go about this transfer we are willing to assist in any way possible to make this a smooth transfer. We do have availability.

Thank You
Callie Graham, Administrator

Wykowski, Joy

From: Marie Montvidas [Imadmissions@extendedcarellc.com]

Sent: Wednesday, September 22, 2010 1:39 PM

To: Wykowski, Joy

Subject: LEMONT CENTER

Ms. Joy Wykowski,

I am writing this letter to respond to the letter we received indicating that Oak Forest Hospital will be discontinuing their services. We would like to assist you in this matter as much as possible. Lemont Center is a skilled nursing facility located in Lemont, IL. We have 158 beds and we accept MC, Insurance, Private Pay, and Medicaid. We offer short term stay as well as long term. I would love the opportunity to meet with you to discuss how we could assist you in taking care of your patients. Please feel free to call me at (630)243-0400 so we can discuss more details. I thank you in advance for your time and look forward to hearing from you soon.

Sincerely,
Heather Mensik
Admissions Director
Lemont Center

Wykowski, Joy

From: Princeton Administrator [pr_administrator@aldengroup.org]

Sent: Wednesday, September 22, 2010 10:26 AM

To: Wykowski, Joy

Subject: Patient Acceptance

Good Morning Ms. Wykowski, my name is Trina Springs-Rehder. I am the administrator at Alden Princeton. I received your notice and am responding to let you know we do have bed availability in our facility. I would like to schedule an appointment to discuss what are our options regarding patient placements with Princeton. Please let me know the date and time that Ru Griciute, Marketing Director and I can meet you.

Sincerest Regards,

Trina Springs-Rehder

Wykowski, Joy

From: Earl Van Dusen [evandusen@platinumhc.net]

Sent: Thursday, September 23, 2010 10:52 AM

To: Wykowski, Joy

Subject: Oak Forest Hospital

Dear Ms. Joy Wykowski,

Hello! My name is Earl Van Dusen. I am the Administrator at All Faith Pavilion. I am writing in response to the letter concerning the closing of Oak Forest Hospital. All Faith Pavilion is a skilled nursing facility which offers skilled therapy (OT, PT, ST), Dementia Services, Psychiatric Services, Long term care, and short term Care. We accept both Medicare and Medicaid. All faith currently has 30 available beds. If there is anything we can do to assist in the transition of the resident from Oak Forest please contact our Admission Director Agnes Gilham. She can be reached at 312-326-2000 or by fax at 312-326-5753. If you have any other questions, I also can be reached at 312-326-2000.

Sincerely yours,

Earl Van Dusen, Administrator

9/23/2010

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Attachment 10

Wykowski, Joy

From: Boulevard [boulevard@careplusmgt.com]

Sent: Thursday, September 23, 2010 10:58 AM

To: Wykowski, Joy

Subject: Oak Forest Patients

Hello Ms. Joy Wykowski,

I am the administrator at Boulevard Care Nursing and Rehabilitation. We are located at 3405 South Michigan Avenue and we are able to accept residents who will be in need of long-term nursing services. If you have any questions please do not hesitate to call.

Sincerely,

Latonya Davis, RN
Administrator

9/23/2010

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Attachment 10

Wykowski, Joy

From: Wayne Hanik [whanik@nucareonline.com]
Sent: Thursday, September 23, 2010 12:32 PM
To: Wykowski, Joy
Subject: available capacity
September 23, 2010

Monroe Pavilion Health & Treatment Center
1400 W. Monroe
Chicago, IL 60607

Dear Mr. Foley,

I received your correspondence regarding the changes at Oak Forest Hospital. Monroe Pavilion Health & Treatment Center is licensed for intermediate care. With this licensure I do not believe that we would be able to meet the needs of the population for which you are seeking.

Presently we are at capacity and have no bed availability. Should you have any questions I can be reached at 312-666-4090.

Sincerely,

Wayne Hanik
Administrator



Windmill Nursing Pavilion, Ltd.

September 24, 2010

Ms. Joy Wykowski
1900 W. Polk St., Suite 220
Chicago, IL 60612

Re: Available Capacity To Assume Additional Long-Term Care Patients

Dear Ms. Joy Wykowski:

Windmill Nursing Pavilion, LTD, does have available capacity to assume additional long-term care patients.

Windmill's total bed capacity is 150 beds, our number of available beds is 15, and our average 2009 daily census was 133 patients.

Windmill can accept up to 10 additional patients and assist you with relocating these patients as soon as needed.

If you have any questions, please contact me at 708-339-0600.

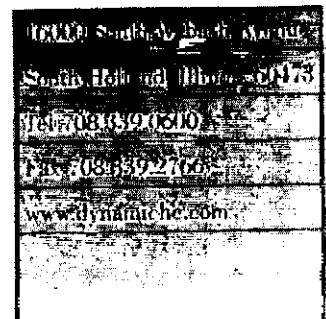
Respectfully,

A handwritten signature in cursive script that reads "Annmarie Harrington".

Annmarie Harrington

Administrator

Sent via certified and registered mail.





**S.I.R.
Management, Inc.**

Nothing is as powerful as an idea whose time has come.

6840 North Lincoln Ave. • Lincolnwood, IL 60712

Phone: 847-675-7979

Fax: 847-675-0555

www.nursinghomeshelp.com

September 24, 2010

CC-HHS

Ms. Joy Wykowski

1900 W. Polk St., Suite 220

Chicago, IL 60612

jwykowski@ccbhs.org

Dear Ms. Joy Wykowski,

In response to the letter dated September 20, 2010 from CC-HHS and your plans to reorient patients from the Oak Forest Hospital to facilities nearby, we are interested in work for SIR Management, Inc. consulting agent for a group of Skilled Nursing Facilities in the Chicago area.

All together, SIR Management, Inc. provides consulting services for 7 skilled nursing facilities and 5 psychiatric facilities caring for 2000+ residents daily. We currently have bed availability and appreciate the opportunity to work with you in placing your patients from Oak Forest Hospital to our facilities.

Please feel free to visit our website www.nursinghomeshelp.com, for a directory of our facilities and locations. Some of the services we provide are:

- 24 hour nursing care
- Medication Administration
- Psychiatric Rehabilitation and Therapies
- Ventilator Care
- On-site Dialysis
- Vent/Dialysis Care
- Wound Care
- Bariatric Care
- Alzheimer's and related Dementia Care
- Physical, Occupational and Speech Therapies

Again, we look forward to assisting you anyway we can. I am attaching my business card for your reference. If you need to contact me please feel free to do so.

Sincerely,

Keun Lee

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Attachment 10

Attachment 10

Letters to Hospitals near Oak Forest

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger • President
Cook County Board of Commissioners

Warren L. Batts • Chairman
Cook County Health & Hospitals System

Jorge Ramirez • Vice-Chairman
Cook County Health & Hospitals System

William T. Foley • CEO
Cook County Health & Hospitals System



CCHHS

1900 West Polk Street, Suite 220
Chicago, Illinois 60612
Tel: (312) 864-6820
Fax: (312) 864-9994

Health & Hospitals System Board Members

Dr. David A. Ansell
Commissioner Jerry Butler
David N. Carvalho
Quin R. Golden
Benn Greenspan
Sr. Sheila Lyne
Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zopp

September 17, 2010

Kenneth W. Lukhard
President
Advocate Christ Memorial Hospital
4440 W. 95th Street
Oak Lawn, IL 60453

Dear Ken,


I'm writing to advise you that the Cook County Health & Hospitals System (CCHHS) is about to apply for a permit from the Illinois Health Facilities and Services Review Board (IHFSRB) to discontinue inpatient services at Oak Forest Hospital. In addition, we're proposing to discontinue the Hospital's very limited long term care services and surgical services, as well as to convert its "stand-by" emergency room into an urgent care center.

Transforming our Oak Forest facility from an under-utilized hospital into a Regional Outpatient Center is one of the major initiatives outlined in our Strategic Plan - Vision 2015. In the next several days, you and other hospitals and nursing home providers within a 45-minute drive of Oak Forest will be receiving a letter of notification of our intent, as required by the IHFSRB. Subject to permit approval, we plan to discontinue these services on or about May 31, 2011.

Because Advocate Christ Memorial Hospital is one of the hospitals located closest to Oak Forest Hospital, I would like to talk with you in depth about the kind of impact our proposed changes will have on your facility and how CCHHS can collaborate with you to ensure a smooth transition. I have asked my staff to coordinate with yours to schedule a meeting at Advocate Christ Memorial Hospital in the near future.

Please don't hesitate to call me at 312-864-6820 if you have questions or suggestions. I look forward to meeting with you soon.

Sincerely,


William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger • President
Cook County Board of Commissioners

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Heather E. O'Donnell
Andrea L. Zopp

September 17, 2010

Michael W. Engelhart
President
Advocate South Suburban Hospital
17800 S. Kedzie Ave
Hazel Crest, IL 60429

Dear Mr. Engelhart,


I'm writing to advise you that the Cook County Health & Hospitals System (CCHHS) is about to apply for a permit from the Illinois Health Facilities and Services Review Board (IHFSRB) to discontinue inpatient services at Oak Forest Hospital. In addition, we're proposing to discontinue the Hospital's very limited long term care services and surgical services, as well as to convert its "stand-by" emergency room into an urgent care center.

Transforming our Oak Forest facility from an under-utilized hospital into a Regional Outpatient Center is one of the major initiatives outlined in our Strategic Plan - Vision 2015. In the next several days, you and other hospitals and nursing home providers within a 45-minute drive of Oak Forest will be receiving a letter of notification of our intent, as required by the IHFSRB. Subject to permit approval, we plan to discontinue these services on or about May 31, 2011.

Because Advocate South Suburban Hospital is one of the hospitals located closest to Oak Forest Hospital, I would like to talk with you in depth about the kind of impact our proposed changes will have on your facility and how CCHHS can collaborate with you to ensure a smooth transition. I have asked my staff to coordinate with yours to schedule a meeting at Advocate South Suburban Hospital in the near future.

Please don't hesitate to call me at 312-864-6820 if you have questions or suggestions. I look forward to meeting with you soon.

Sincerely,


William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Cook County Board of Commissioners

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1900 West Polk Street, Suite 220
Chicago, Illinois 60612
Tel: (312) 864-6820
Fax: (312) 864-9994

Health & Hospitals System Board Members

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David N. Carvalho
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Benn Greenspan
Sr. Sheila Lyne
Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zopp

September 17, 2010

Jonathan Bruss
President
Advocate Trinity Hospital
2320 E. 93rd Street
Chicago, IL 60617

Dear Mr. Bruss,

I'm writing to advise you that the Cook County Health & Hospitals System (CCHHS) is about to apply for a permit from the Illinois Health Facilities and Services Review Board (IHFSRB) to discontinue inpatient services at Oak Forest Hospital. In addition, we're proposing to discontinue the Hospital's very limited long term care services and surgical services, as well as to convert its "stand-by" emergency room into an urgent care center.

Transforming our Oak Forest facility from an under-utilized hospital into a Regional Outpatient Center is one of the major initiatives outlined in our Strategic Plan - Vision 2015. In the next several days, you and other hospitals and nursing home providers within a 45-minute drive of Oak Forest will be receiving a letter of notification of our intent, as required by the IHFSRB. Subject to permit approval, we plan to discontinue these services on or about May 31, 2011.

Because Advocate Trinity Hospital is one of the hospitals located closest to Oak Forest Hospital, I would like to talk with you in depth about the kind of impact our proposed changes will have on your facility and how CCHHS can collaborate with you to ensure a smooth transition. I have asked my staff to coordinate with yours to schedule a meeting at Advocate Trinity Hospital in the near future.

Please don't hesitate to call me at 312-864-6820 if you have questions or suggestions. I look forward to meeting with you soon.

Sincerely,

A handwritten signature in black ink, appearing to read "W. T. Foley".

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Cermak Health Services • Cook County Department of Public Health •
• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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Attachment 10

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger • President
Cook County Board of Commissioners

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Cook County Health & Hospitals System

Jorge Ramirez • Vice-Chairman
Cook County Health & Hospitals System

William T. Foley • CEO
Cook County Health & Hospitals System



CCHHS

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Tel: (312) 864-6820
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Health & Hospitals System Board Members

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Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zopp

September 17, 2010

Kurt E. Johnson
President & Chief Executive Officer
Ingalls Memorial Hospital
One Ingalls Drive
Harvey, IL 60426

Dear Mr. Johnson,

I'm writing to advise you that the Cook County Health & Hospitals System (CCHHS) is about to apply for a permit from the Illinois Health Facilities and Services Review Board (IHFSRB) to discontinue inpatient services at Oak Forest Hospital. In addition, we're proposing to discontinue the Hospital's very limited long term care services and surgical services, as well as to convert its "stand-by" emergency room into an urgent care center.

Transforming our Oak Forest facility from an under-utilized hospital into a Regional Outpatient Center is one of the major initiatives outlined in our Strategic Plan – Vision 2015. In the next several days, you and other hospitals and nursing home providers within a 45-minute drive of Oak Forest will be receiving a letter of notification of our intent, as required by the IHFSRB. Subject to permit approval, we plan to discontinue these services on or about May 31, 2011.

Because Ingalls Memorial Hospital is one of the hospitals located closest to Oak Forest Hospital, I would like to talk with you in depth about the kind of impact our proposed changes will have on your facility and how CCHHS can collaborate with you to ensure a smooth transition. I have asked my staff to coordinate with yours to schedule a meeting at Ingalls Memorial Hospital in the near future.

Please don't hesitate to call me at 312-864-6820 if you have questions or suggestions. I look forward to meeting with you soon.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zopp

September 17, 2010

Dennis Reilly
President & Chief Executive Officer
Little Company of Mary Hospital
2800 W. 95th Street
Evergreen Park, IL 60805

Dear Mr. Reilly,

I'm writing to advise you that the Cook County Health & Hospitals System (CCHHS) is about to apply for a permit from the Illinois Health Facilities and Services Review Board (IHFSRB) to discontinue inpatient services at Oak Forest Hospital. In addition, we're proposing to discontinue the Hospital's very limited long term care services and surgical services, as well as to convert its "stand-by" emergency room into an urgent care center.

Transforming our Oak Forest facility from an under-utilized hospital into a Regional Outpatient Center is one of the major initiatives outlined in our Strategic Plan - Vision 2015. In the next several days, you and other hospitals and nursing home providers within a 45-minute drive of Oak Forest will be receiving a letter of notification of our intent, as required by the IHFSRB. Subject to permit approval, we plan to discontinue these services on or about May 31, 2011.

Because Little Company of Mary Hospital is one of the hospitals located closest to Oak Forest Hospital, I would like to talk with you in depth about the kind of impact our proposed changes will have on your facility and how CCHHS can collaborate with you to ensure a smooth transition. I have asked my staff to coordinate with yours to schedule a meeting at Little Company of Mary Hospital in the near future.

Please don't hesitate to call me at 312-864-6820 if you have questions or suggestions. I look forward to meeting with you soon.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

COOK COUNTY HEALTH & HOSPITALS SYSTEM

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Commissioner Jerry Butler
David N. Carvalho
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Benn Greenspan
Sr. Sheila Lyne
Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zopp

September 17, 2010

Enrique Beckmann, MD, PhD
President & Chief Medical Officer
Metro South Medical Center
12935 S. Gregory Street
Blue Island, IL 60406

Dear Dr. Beckmann,

I'm writing to advise you that the Cook County Health & Hospitals System (CCHHS) is about to apply for a permit from the Illinois Health Facilities and Services Review Board (IHFSRB) to discontinue inpatient services at Oak Forest Hospital. In addition, we're proposing to discontinue the Hospital's very limited long term care services and surgical services, as well as to convert its "stand-by" emergency room into an urgent care center.

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Because Metro South Medical Center is one of the hospitals located closest to Oak Forest Hospital, I would like to talk with you in depth about the kind of impact our proposed changes will have on your facility and how CCHHS can collaborate with you to ensure a smooth transition. I have asked my staff to coordinate with yours to schedule a meeting at Metro South Medical Center in the near future.

Please don't hesitate to call me at 312-864-6820 if you have questions or suggestions. I look forward to meeting with you soon.

Sincerely,

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

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• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

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COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger • President
Cook County Board of Commissioners

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Jorge Ramirez • Vice-Chairman
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William T. Foley • CEO
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Health & Hospitals System Board Members

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Commissioner Jerry Butler
David N. Carvalho
Quin R. Golden
Benn Greenspan
Sr. Sheila Lync
Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zopp

September 17, 2010

Sister Margaret Wright
President
Palos Community Hospital
12251 S. 80th Ave.
Palos Heights, IL 60463

Dear Sister Wright,

I'm writing to advise you that the Cook County Health & Hospitals System (CCHHS) is about to apply for a permit from the Illinois Health Facilities and Services Review Board (IHFSRB) to discontinue inpatient services at Oak Forest Hospital. In addition, we're proposing to discontinue the Hospital's very limited long term care services and surgical services, as well as to convert its "stand-by" emergency room into an urgent care center.

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Because Palos Community Hospital is one of the hospitals located closest to Oak Forest Hospital, I would like to talk with you in depth about the kind of impact our proposed changes will have on your facility and how CCHHS can collaborate with you to ensure a smooth transition. I have asked my staff to coordinate with yours to schedule a meeting at Palos Community Hospital in the near future.

Please don't hesitate to call me at 312-864-6820 if you have questions or suggestions. I look forward to meeting with you soon.

Sincerely,

A handwritten signature in black ink, appearing to read "W. T. Foley".

William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Todd H. Stroger • President
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Warren L. Batts • Chairman
Cook County Health & Hospitals System

Jorge Ramirez • Vice-Chairman
Cook County Health & Hospitals System

William T. Foley • CEO
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CCHHS

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Chicago, Illinois 60612
Tel: (312) 864-6820
Fax: (312) 864-9994

Health & Hospitals System Board Members

Dr. David A. Ansell
Commissioner Jerry Butler
David N. Carvalho
Quin R. Golden
Benn Greenspan
Sr. Sheila Lyne
Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zopp

September 17, 2010

Seth Warren
President
St. James Hospital & Health
Centers/Olympia Fields
20201 S. Crawford Ave
Olympia Fields, IL 60461

Dear Mr. Warren, *Seth,*

I'm writing to advise you that the Cook County Health & Hospitals System (CCHHS) is about to apply for a permit from the Illinois Health Facilities and Services Review Board (IHFSRB) to discontinue inpatient services at Oak Forest Hospital. In addition, we're proposing to discontinue the Hospital's very limited long term care services and surgical services, as well as to convert its "stand-by" emergency room into an urgent care center.

Transforming our Oak Forest facility from an under-utilized hospital into a Regional Outpatient Center is one of the major initiatives outlined in our Strategic Plan - Vision 2015. In the next several days, you and other hospitals and nursing home providers within a 45-minute drive of Oak Forest will be receiving a letter of notification of our intent, as required by the IHFSRB. Subject to permit approval, we plan to discontinue these services on or about May 31, 2011.

Because both St. James Hospitals & Health Centers are located close to Oak Forest Hospital, I would like to talk with you in depth about the kind of impact our proposed changes will have on your facilities and how CCHHS can collaborate with you to ensure a smooth transition. I have asked my staff to coordinate with yours to schedule a meeting at either your Olympia Fields or Chicago Heights location in the near future.

Please don't hesitate to call me at 312-864-6820 if you have questions or suggestions. I look forward to meeting with you soon.

Sincerely,

Bill
William T. Foley
Chief Executive Officer
Cook County Health & Hospitals System

• Ambulatory & Community Health Network • Cermak Health Services • Cook County Department of Public Health •
• John H. Stroger, Jr. Hospital • Oak Forest Hospital • Provident Hospital • Ruth M. Rothstein CORE Center •

We Bring HealthCARE to Your Community

Attachment 10

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Safety Net Impact Statement

For decades, the health facilities of Cook County have provided health care to those in need regardless of patients' ability to pay. This is the core of our longstanding mission (see mission statement attached below).

Today, as for years past, the Cook County Health & Hospitals System (CCHHS) is, by far, the largest hospital provider of uncompensated care in the State of Illinois. Figure 1 below, drawn from data provided by the Illinois Department of Healthcare and Family Services for Illinois Disproportionate Share (DSH) hospitals shows that the System's estimated uncompensated care exceeds the aggregate uncompensated care for the next eleven largest hospitals and health systems (note: only DSH hospitals are being tabulated). On Figure 2 can be seen that more than one-half (54%) of System patients are without third party coverage, i.e., 'self-pay'.

In addition, the System long has been a leader in medical education. Over the decades, tens of thousands of medical students, residents, postgraduate physicians, and nurses, have been trained in a wide spectrum of medical disciplines and in the special needs of our patient population. The System has ongoing relationships with all the major medical schools in metropolitan Chicago – Rush University, the University of Illinois, the University of Chicago, Northwestern University, Loyola University, Midwestern University, and Rosalind Franklin University.

Our System has pioneered medical treatment in services of special importance to the medically underserved, including Trauma and emergency services, HIV/AIDS care, neonatal intensive care, and Burn care, to name just leading examples.

Our own medical faculty, and in partnership with our academic partners, conduct research relevant to the specific needs of medically underserved populations.

While the largest safety net provider, CCHHS cannot alone provide care for all those in need. We partner with other safety net providers – hospitals, community health centers, health departments, community groups, and others – to try to maximize health care provision given everyone's limited resources. Discussions with other safety net providers informed development of the recently approved Strategic Plan. Additional focus upon partnering with other safety net providers is a key feature of the implementation of the Strategic Plan going forward.

To illustrate, the System partners with more than 70 community health centers (FQHC's and others) to provide specialty care access for their primary care patients who require follow-up specialty care and diagnostics. Specialty care access for the uninsured and under-insured is commonly, and nationally, a major deficiency in safety net services. Unfortunately, in many cases, this care is available only at Stroger Hospital, often a long distance for patients to travel. Also, access often is available only after wait times for appointments that are unacceptably long.

The project proposed in this application is meant to make available additional resources for the System to materially expand specialty care access in the Southland, on the Oak Forest campus.

We project that by 2015, the number of ambulatory visits on the Oak Forest campus will more than quadruple, from 2009 levels, from 35,000 to 150,000 (see Figure 3). As described earlier at Attachment 10, a System-wide strategy to expand ambulatory care access is being pursued at sites in addition to Oak Forest. Figure 4 below shows the anticipated system ambulatory growth thru 2015 increasing by approximately 50% from 2009 levels.

While we have no specific knowledge of how the proposed project will affect other safety net providers capacity to cross-subsidize safety net services, the response to the System's Strategic Plan, from safety net providers, and others, has been substantially positive. Meetings with Southland providers, elected officials, and others have reflected a basic understanding that in a climate of flat or diminishing resources, CCHHS cannot afford to maintain a hospital that is costly, underutilized, and limited in scope at the expense of investment in more effective, cost efficient health services delivery.

In sum, CCHHS believe that the decision to discontinue hospital services at Oak Forest will result in the highest return on the System's substantial, but limited, resources devoted to safety net care. Reinvesting the hospital resources in expanded ambulatory care will permit greatly more patients being treated nearer to where they live for a wider range of services. This conclusion followed months of study, community needs assessments, financial analysis, and organized outreach to stakeholders and safety net partners.

Please note that the Illinois Community Benefits Act does not apply to hospitals operated by units of government (Community Benefits Act, PA 39-0480, Section 5). Below, are the requested tables for Oak Forest, and the two other System hospitals - Stroger and Provident.

Oak Forest Hospital
 Safety Net Impact Data

Safety Net Information per PA 96-0031			
CHARITY CARE			
Charity (# of patients)	2009	2008	2007
Inpatient	764	446	277
Outpatient	56,471	38,662	22,461
Total	57,235	39,108	22,738
Charity (cost in dollars)			
Inpatient	\$ 7,960,885	\$ 4,857,858	\$ 1,610,983
Outpatient	\$ 16,864,018	\$ 11,983,323	\$ 1,755,761
Total	\$ 24,824,903	\$ 16,841,181	\$ 3,366,744
MEDICAID			
Medicaid (# of patients)	2009	2008	2007
Inpatient	598	1,620	1,984
Outpatient	12,823	12,851	12,857
Total	13,421	14,471	14,841
Medicaid (revenue)			
Inpatient	\$ 83,611,186	\$ 40,232,627	\$ 61,113,982
Outpatient	\$ 7,465,523	\$ 5,659,989	\$ 8,101,678
Total	\$ 91,076,709	\$ 45,892,616	\$ 69,215,660

John H. Stroger Jr. Hospital
 Safety Net Impact Data

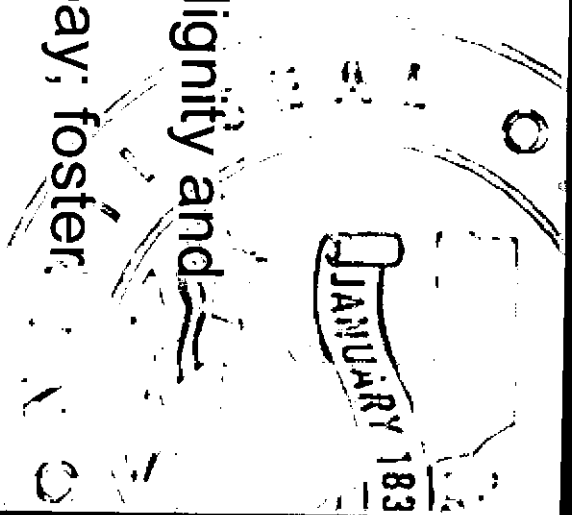
Safety Net Information per PA 96-0031			
CHARITY CARE			
Charity (# of patients)	2009	2008	2007
Inpatient	1,699	2,313	1,895
Outpatient	424,906	114,613	91,460
Total	426,605	116,926	93,355
Charity (cost in dollars)			
Inpatient	\$ 17,247,486	\$ 27,201,144	\$ 22,280,880
Outpatient	\$ 121,832,357	\$ 149,447,478	\$ 71,981,618
Total	\$ 139,079,843	\$ 176,648,622	\$ 94,262,498
MEDICAID			
Medicaid (# of patients)	2009	2008	2007
Inpatient	8,654	9,906	9,600
Outpatient	122,832,957	116,402	117,322
Total	122,841,611	126,308	126,922
Medicaid (revenue)			
Inpatient	\$ 390,790,806	\$ 214,703,301	\$ 236,265,303
Outpatient	\$ 24,079,785	\$ 16,891,771	\$ 22,130,256
Total	\$ 414,870,591	\$ 231,595,072	\$ 258,395,559

Provident Hospital
Safety Net Impact Data

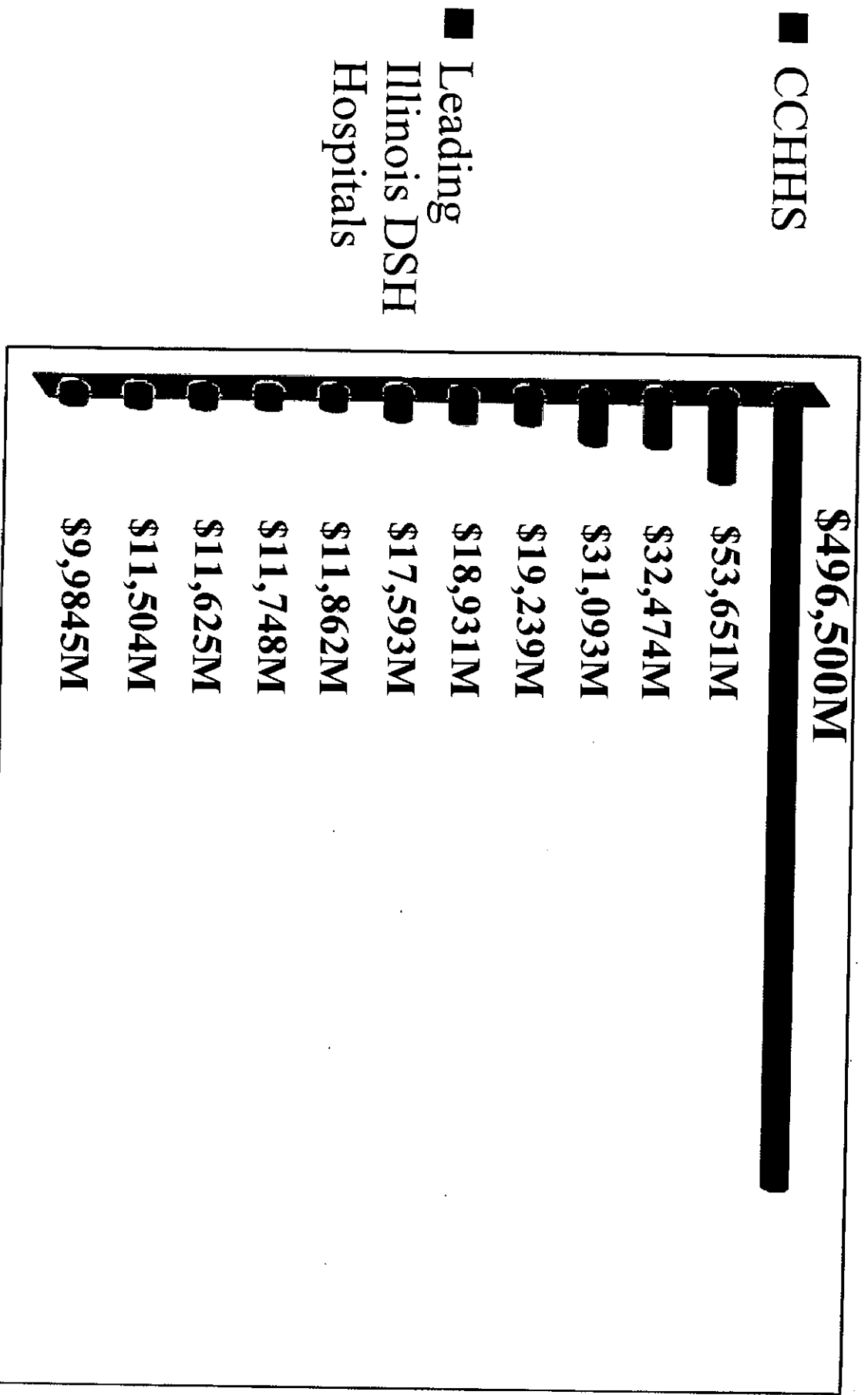
Safety Net Information per PA 96-0031			
CHARITY CARE			
Charity (# of patients)	2009	2008	2007
Inpatient	154	255	236
Outpatient	10,120	12,018	6,810
Total	10,274	12,273	7,046
Charity (cost in dollars)			
Inpatient	\$ 754,378	\$ 506,639	\$ 2,795,312
Outpatient	\$ 5,712,388	\$ 4,978,280	\$ 3,573,358
Total	\$ 6,466,766	\$ 5,484,919	\$ 6,368,670
MEDICAID			
Medicaid (# of patients)	2009	2008	2007
Inpatient	1,218	114	1,407
Outpatient	13,902	25,488	47,237
Total	75,976,838	25,602	48,644
Medicaid (revenue)			
Inpatient	\$ 75,976,838	\$ 20,045,299	\$ 42,617,471
Outpatient	\$ 2,580,231	\$ 6,316,690	\$ 5,220,389
Total	\$ 78,557,069	\$ 26,361,989	\$ 47,837,860

Mission

To deliver integrated health services with dignity and respect regardless of a patient's ability to pay; foster partnerships with other health providers and communities to enhance the health of the public; and advocate for policies which promote and protect the physical, mental and social well being of the people of Cook County.

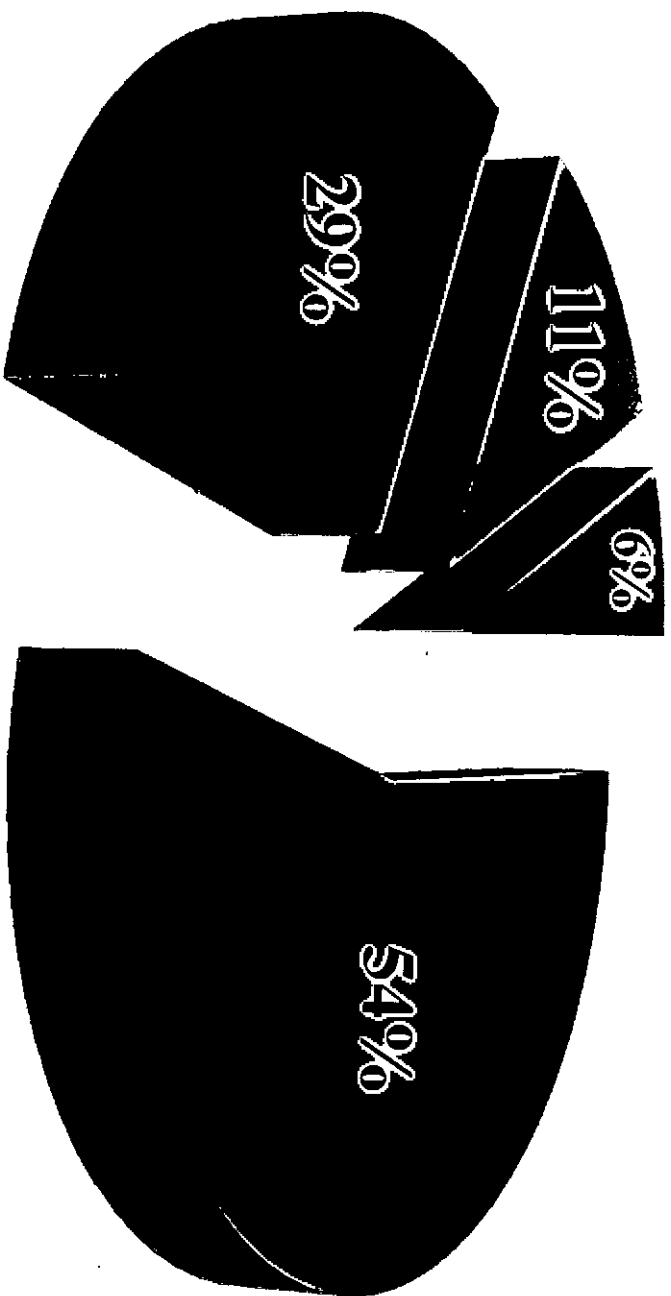


**Figure 1: Uncompensated Care Costs
CCHHS vs. Leading Illinois DSH Hospitals**



Source: 2009 DSH Hospital Report by HFS drawn from 2006 OBRA filings.

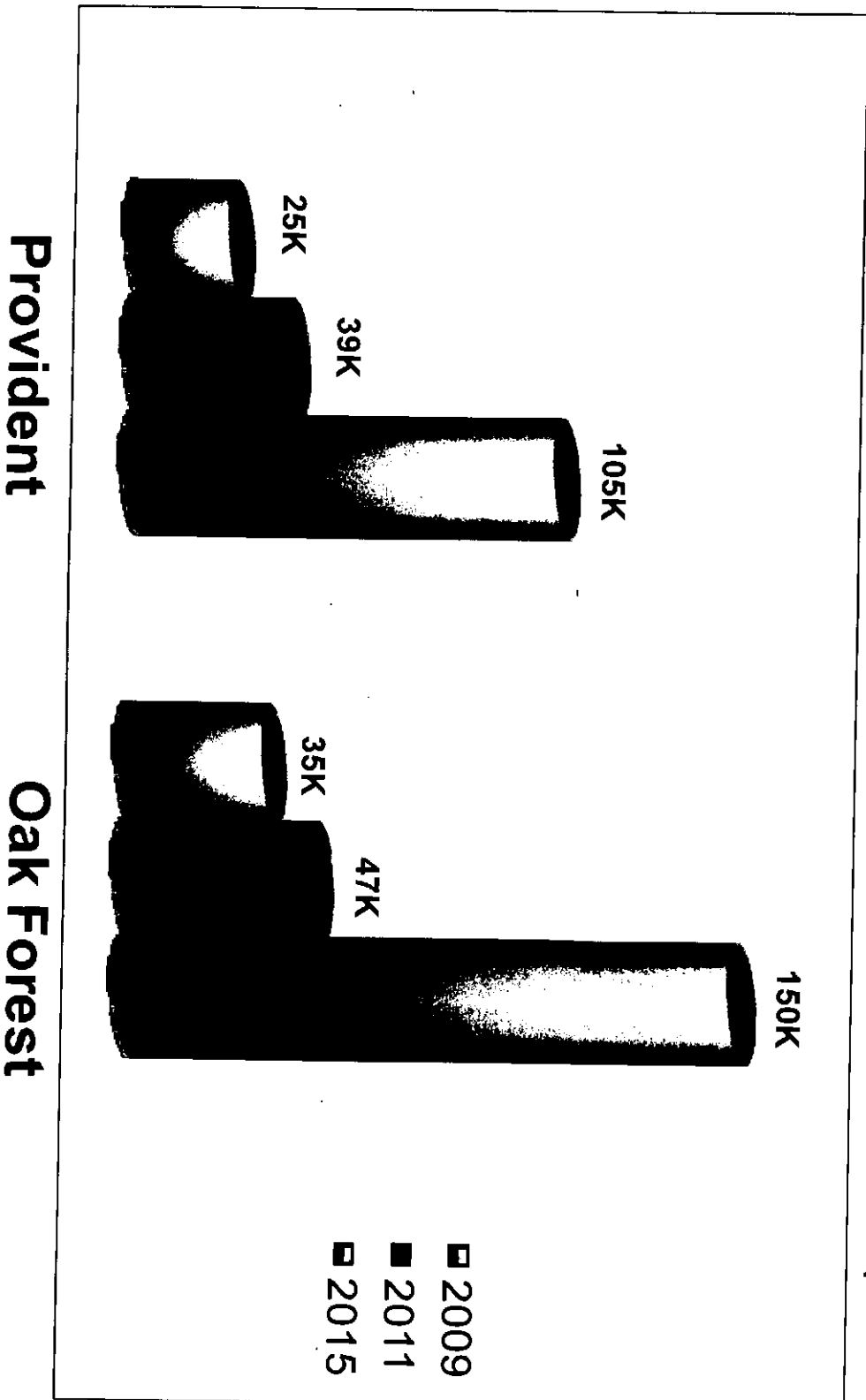
Figure 2: CCHHS FY2010 Payor Mix



- Self Pay
- Medicaid
- Medicare
- Commercial

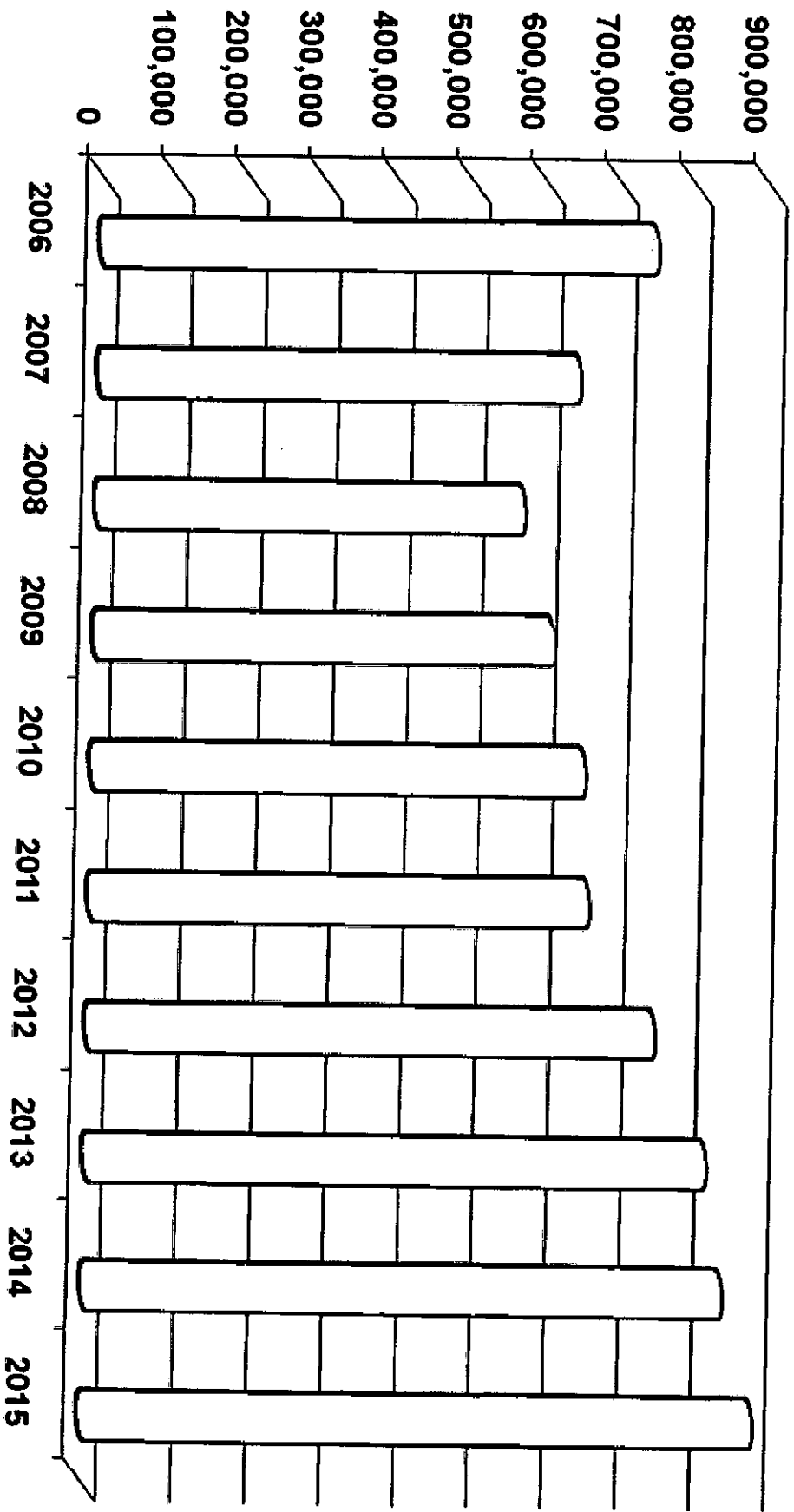
100%

Figure 3
Forecast Growth of Primary Care and Specialty Care Visits at
Provident and Oak Forest Regional Outpatient Centers (ROCs)



Source: CCHHS, ICS Analysis

Figure 4 Forecast for Primary Care and Specialty Care Visits 2006 – 2015



50% Increase
from
2009 to 2015

Actual Visits

Projected Visits



Attachment 44

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Attachment 44

XII. Charity Care Information

The requested charity care information is shown below:

Cook County Health and Hospitals System Consolidated Charity Care Data

	CHARITY CARE		
	FY 2009	FY 2008	FY 2007
Net Patient Revenue	\$ 599,532,031	\$ 358,893,978	\$ 450,204,102
Amount of Charity Care (charges)	\$ 156,318,291	\$ 179,859,525	\$ 98,929,533
Cost of Charity Care	\$ 165,059,346	\$ 180,961,563	\$ 109,522,558
Ratio of Charity Care Cost to Net Patient Revenue	27.53%	50.42%	24.33%

Oak Forest Hospital

	CHARITY CARE		
	FY 2009	FY 2008	FY 2007
Net Patient Revenue	\$ 100,511,313	\$ 46,312,262	\$ 75,029,785
Amount of Charity Care (charges)	\$ 22,777,202	\$ 15,223,275	\$ 3,202,664
Cost of Charity Care	\$ 24,050,865	\$ 15,316,551	\$ 3,545,594
Ratio of Charity Care Cost to net patient revenue	23.9%	33.1%	4.7%

Provident Hospital

	CHARITY CARE		
	FY 2009	FY 2008	FY 2007
Net Patient Revenue	\$ 82,021,232	\$ 44,398,707	\$ 52,401,529
Amount of Charity Care (charges)	\$ 5,933,350	\$ 4,957,991	\$ 6,058,290
Cost of Charity Care	\$ 6,265,133	\$ 4,988,370	\$ 6,706,991

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John H. Stroger, Jr. Hospital

CHARITY CARE			
	FY 2009	FY 2008	FY 2007
Net Patient Revenue	\$ 416,991,801	\$ 268,154,935	\$ 322,746,553
Amount of Charity Care (charges)	\$ 127,607,739	\$ 159,678,259	\$ 89,668,578
Cost of Charity Care	\$ 134,743,348	\$ 160,656,642	\$ 99,269,973

Notes:

1. For the consolidated system, net patient revenue, amount of charity care, and cost of charity care derived from audited financial statements;
2. Net patient revenue by hospital from audited statements;
3. Amount of charity care and cost of charity care by hospital estimated by allocating system aggregates by weights estimated from hospital profile data, as displayed in Attachment 43.

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After paginating the entire, completed application, indicate in the chart below, the page numbers for the attachments included as part of the project's application for permit:

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