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David A. Ansell, MD, MPH
Rush University Medical Center
Chief Medical Officer
Vice President, Clinical Affairs
Rush University
Associate Dean, Medical Affairs

April 11, 2011

Mr. Dale Galassie
Chairman
Illinois Health Facilities and Services Review Board
525 West Jefferson St., 2nd Floor
Springfield, Illinois 62761

Dear Mr. Galassie:

I'm writing to urge the Board's approval of the CON application to discontinue inpatient services at Oak Forest Hospital (10-078). I sit on the Cook County Health and Hospitals System Board of Directors (where I serve as the Chair of the Quality and Patient Safety Committee), and also serve as the Chief Medical Officer for Rush University Medical Center.

I have been a practicing physician since 1978. My background includes extensive interest in access to health care, health disparity reduction, quality and patient safety. Ensuring access to quality care, especially for those most in need is a priority.

I am proud to say that my career has been dedicated to clinical research and quality improvement initiatives designed to enhance access to health care for medically underserved patients. Aside from my role as the Chief Medical Officer of Rush, I also have been a leader in groundbreaking efforts to reduce racial and ethnic disparities in breast cancer morbidity and mortality in Cook County. As you may be aware, the Metropolitan Chicago Breast Cancer Task Force, which I helped to create, has made significant strides in identifying and reducing the causes of those disparities.

As a group, the uninsured and Medicaid patient populations tend to have more chronic illnesses than the population at large. Medical complications requiring specialists' attention are also more common because these patients often forgo routine medical care. The result is that uninsured and Medicaid patients with conditions ranging from heart disease to diabetes to asthma to Parkinson's disease often don't get regular consultations with specialists who know best how to treat their conditions.

Similarly, uninsured and Medicaid patients tend to suffer from a lack of consistent and timely access to diagnostic testing, and to a lack of continuity in this testing. For example, our research into breast cancer disparities suggests that improved access to mammograms would improve breast health outcomes for these populations.

Our goal with the transformation of Oak Forest Hospital is to bring improved access to these specialty and diagnostic services to the communities with the greatest need. In that context, it is clear that the continued operation of Oak Forest Hospital is not in the best interest of the residents of the southland communities the facility is intended to serve.

I urge your approval of the hospital's discontinuation so that the uninsured and Medicaid patients in these communities can benefit from the health care and resources they need.

Sincerely,

A handwritten signature in black ink, appearing to read "David Ansell". The signature is written in a cursive, somewhat stylized font.

David Ansell, MD, MPH

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Toni Preekwinkle • 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

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Chicago, Illinois 60612
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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

April 11, 2011

Mr. Dale Galassie
Chairman
Illinois Health Facilities and Services Review Board
525 W. Jefferson
Springfield, IL 62761

Dear Chairman Galassie:

I am writing to urge your support of the discontinuation application for Oak Forest Hospital. I approach this issue from numerous perspectives. I am a local resident, a Board member of the Cook County Health and Hospital System (CCHHS), former Chief of Staff at the Illinois Department of Public Health and am currently with University of Chicago Medical Center as the Associate Vice President of Strategic Affiliations and the Urban Health Initiative.

As a health care system, CCHHS recognizes its obligation to provide quality health care to every Cook County resident, regardless of age, income, affiliation or hometown. In fact, we are extremely proud of our role in caring for safety-net patients throughout the region. It is our job to ensure every resident has access to the care and services they need, particularly in underserved communities that have a greater concentration of Cook County's 800,000 uninsured patients. I am confident that the proposal to transform Oak Forest Hospital into an outpatient specialty care facility is in the community's best interest. But that can only be achieved by redirecting resources and staff from inpatient to outpatient and primary care.

Our goal is to increase care in the Southland. Our proposal includes offering far more primary and specialty care services including cardiology, ophthalmology, neurology, psychiatry, and urology. We will also open an urgent care center with full radiology, lab and pharmacy. To this extent, access to health care in southern Cook County will soon drastically increase.

Change is difficult, particularly when it comes to the way we receive health care. But that should not stop us from what is doing best for our residents, and what is good for the taxpayers of Cook County. I encourage you to approve this proposal so Cook County can move forward in expanding and improving access to health care for our community.

Sincerely,

Quin R. Golden

• 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 Health**CARE** to Your Community

Benn Greenspan

920 Elmwood Avenue } Evanston, IL 60202

(847)869 9472 } benn@trica.com

April 11, 2011

Mr. Dale Galassie
Chairman
Illinois Health Facilities and Services Review Board
525 West Jefferson St., 2nd Floor
Springfield, Illinois 62761

Dear Mr. Galassie:

I am writing to urge your support for the discontinuation of Oak Forest Hospital. The application by Cook County Health and Hospitals System (CCHHS), on whose Board I sit, is pending for your review.

For background I am currently the Master in Healthcare Administration Program Director at the University of Illinois at Chicago School of Public Health. For more than 28 years, I was an administrator of Mount Sinai Hospital and for nearly 14 years the President and Chief Executive Officer of that inner city institution and its parent corporation, the Sinai Health System. I understand the challenges of providing the best health care for an underserved community.

I have been actively involved in the CCHHS strategic planning initiatives from the beginning. I believe that the recommendation to transform Oak Forest into a Regional Outpatient Center focused on ambulatory, diagnostic and specialty care is based on sound public policy.

Not only is the facility, in its current form, a misplaced use of taxpayer resources, but it is also ill-suited for the modern realities of inpatient care. This underutilized facility should be converted to use for the highest and best service to the community. That is as an outpatient specialty care and diagnostic services center. Our efforts in partnership with neighboring facilities show many of them ready and able to assume the limited inpatient care responsibilities for existing Oak Forest patients.

Nationally, it is clear that the transformation of healthcare delivery is underway. Significantly more resources are being directed to community based preventive and specialty care settings. These services are notably lacking for safety-net patients, the primary recipients of public health systems such as CCHHS.

The reality of discontinuation of marginal inpatient services for a community in this situation is that access to better care will be increased. Plans for this Regional Outpatient Center concept

are included in a 2011 budget that has been presented by the System and approved by the Cook County Board of Commissioners.

I have also been actively involved in the transition planning for this effort. Significant resources are in place and underway to accommodate both the limited number of individual existing patients and to actively engage community residents in this transformational effort to create better, more accessible health care for the larger community for the future.

The Cook County Health and Hospitals System has an opportunity to be a model to public health systems nationwide on how to transform access to care for our most vulnerable citizens. We have proven our commitment as the state's leading safety-net and specialty care provider. Now we need your support in order to implement these beneficial and essential changes.

Your approval of this application is an important step in helping us get there.

Sincerely,

A handwritten signature in black ink that reads "Benn Greenspan". The signature is written in a cursive, flowing style.

Benn Greenspan, PhD, MPH, FACHE

April 11, 2011

Mr. Dale Galassie
Chairman
Illinois Health Facilities and Services Review Board
525 West Jefferson St., 2nd Floor
Springfield, Illinois 62761

Dear Mr. Galassie:

Please note my support for the discontinuation of inpatient services at Oak Forest Hospital. I serve as Chairman of the Cook County Health and Hospitals System Audit Committee and am also an occupational medicine specialist with a Masters in Public Health. Previously, I have served as Medical Director to several hospitals in the Chicago Metropolitan area (Gottlieb, Ravenswood, West Suburban). My commitment to ensuring access to the underserved dates to my role as a founding member of the Illinois Hispanic Physician Association and the Alivio Medical Center.

The Oak Forest facility was originally constructed as an almshouse. At its peak occupancy in 1932, it housed about 4,300 residents. For most of the early to mid 20th century, however, it accommodated about 1,000 destitute Cook County residents in need of long-term or chronic medical care, including tuberculosis patients and the mentally ill. It was at various times in its history known as the Cook County Poor House, the Cook County Infirmary, or the Oak Forest Infirmary.

With that history, it is small wonder that the current use of the facility as a general acute care hospital is not in keeping with excellence in health care delivery or common sense. The physical structure is far too large and outdated for optimal hospital operations, and the persistently low inpatient occupancy reflects a sustained lack of demand for inpatient services on the campus.

Stated simply, continued operation of an outdated, underutilized hospital is a misplaced use of County health care delivery dollars. While the campus is ill-suited for the modern realities of inpatient care, it can and should be converted to use as an outpatient specialty care and diagnostic services center.

The System is committed not only to continuing as the leading provider of care to the uninsured in Illinois, but to innovations that result in ever-improved access. It is that commitment that drives us to transform the Oak Forest campus into a Regional Outpatient Center focused on expanded ambulatory and specialty care services. Plans for this concept are included in a 2011 budget that has been presented by the System and approved by the Cook County Board of Commissioners.

These increased services will put more health and wellness resources, particularly much needed primary and specialty services, where they are needed most. It calls for additional primary care physicians, who will see 300 more patients a week, increased screenings and

diagnostics, pain management services and expanded cardiology care.

In the end, by approving the discontinuation of Oak Forest, you will be improving access to much-needed services for thousands of uninsured Cook County residents.

Sincerely,

A handwritten signature in black ink, appearing to read 'Luis Munoz', with a stylized flourish at the end.

Luis Munoz, MD, MPH

COOK COUNTY HEALTH & HOSPITALS SYSTEM

Toni Preckwinkle • President
Cook County Board of Commissioners

Warren L. Batts • Chairman
Cook County Health & Hospitals System

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Cook County Health & Hospitals System



CCHHS

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Dr. Luis R. Muñoz
Heather E. O'Donnell
Andrea L. Zopp

April 11, 2011

Mr. Dale Galassie
Chairman
Illinois Health Facilities and Services Review Board
525 West Jefferson St., 2nd Floor
Springfield, Illinois 62761

Dear Mr. Galassie:

I am writing to urge your approval of Project 10-078, the discontinuation of Oak Forest Hospital.

I believe this is the right approach to the future delivery of healthcare and is fiscally responsible at a time when resources are limited. My professional background includes being the Health Care and Human Services Policy Director at the Center for Tax and Budget Accountability. I have also been a Board member of the Cook County Health and Hospitals System since its inception. I was actively involved in the strategic planning that led to the recommendation to transform Oak Forest Hospital. My decision to support that effort is twofold:

- The transformation of services from inpatient to primary and specialty care outpatient services is the right public policy approach.
- Oak Forest Hospital is underutilized and as a result, a significant and unnecessary drain on the very limited taxpayer resources of Cook County.

Each year, \$91 million of public money is used to maintain Oak Forest in its current form. Meanwhile, the average daily census is 40 patients and the vast majority of the 340-acre campus remains underutilized. Cook County's proposal to transform the hospital into a well-managed, service-focused health care facility will drastically improve access to health care in southern Cook County. Further, it will allow for the re-appropriation of dollars to increase specialty care and to better align with national healthcare reform efforts.

Ensuring access to quality health care for every resident while maintaining a sustainable budget is not an easy task. CCHHS has made difficult decisions, and I believe it is doing the right thing, both financially and in terms of providing access to health care. I also believe Cook County has met the requirements of this application to discontinue and urge your approval.

Sincerely,

Heather O'Donnell
Director of Planning for Health Reform
Council for the Jewish Elderly

Director
Cook County Health & Hospitals System Board

• 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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April 11, 2011

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Mr. Dale Galassie
Chairman
Illinois Health Facilities and Services Review Board
525 West Jefferson St., 2nd Floor
Springfield, Illinois 62761

Re: Support of Project 10-078

Dear Mr. Galassie:

Thank you for the opportunity to share with you my thoughts and professional opinion on Cook County's plan to discontinue Oak Forest Hospital. As President and CEO of the Chicago Urban League and as Chairman of the Human Resources Committee of the Cook County Health and Hospitals System, I urge your approval.

The cost of keeping Oak Forest at current operational levels is \$52.4 million/per year. It cannot be overstated that these resources are taxpayer funded. Not only is this an inefficient expenditure of public funds, but it does not reflect either optimal inpatient service delivery or the most effective use of our health care dollars for the most vulnerable of the county's patients.

As part of our transition planning for the discontinuation of inpatient services, we undertook a staff displacement plan. Although that plan did call for the reduction of a number of our non-clinical staff, we were able to offer each and every nurse currently employed at OFHS the opportunity to take another nursing job within the System. While a small number of these nurses opted to not accept job offers, we are pleased to say that most of them have. We are thankful for this ability to transition these jobs to other vacancies within the system.

Moving forward, Phase I of our targeted plan for the facility is to re-deploy existing physicians and resources to increase outpatient services on the Oak Forest campus. Subsequent phases will include capital investments and the addition of the new specialty services currently unavailable in the community. Both of these endeavors call for the increase in employment, both short and term-long, with the System.

It is because of these steps that the closure of Oak Forest Hospital will not only improve health care delivery within the Cook County safety net, but also will have a positive impact on the employment environment within the System. Moreover, we have taken affirmative measures to assure that current System employees at the hospital are treated fairly, through implementation of a staff displacement plan.

Sincerely,

Andrea Zopp

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An affiliate of the
National Urban League



Constantino, Mike

From: anne.murphy@hklaw.com
Sent: Monday, April 18, 2011 4:52 PM
To: Constantino, Mike; Avery, Courtney
Attachments: Letters of Support_OFH CON_4-18-11.pdf

Additional letters of support for project 10-078 (Proposed Discontinuation of Oak Forest Hospital), for inclusion in the project file.

Thanks.

--Anne Murphy

To ensure compliance with Treasury Regulations (31 CFR Part 10, Sec. 10.35), we inform you that any tax advice contained in this correspondence was not intended or written by us to be used, and cannot be used by you or anyone else, for the purpose of avoiding penalties imposed by the Internal Revenue Code.

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April 11, 2011

Mr. Dale Galassie
Acting Chairman
Illinois Health Facilities and Services Review Board
525 W. Jefferson
Springfield, IL 62761

Dear Chairman Galassie:

I am submitting this letter in support of the Cook County Hospitals and Health System Certificate of Need application to discontinue inpatient services at Oak Forest Hospital. By permitting Cook County to reallocate health care resources to a "Regional Outpatient Center" on the Oak Forest campus, the county safety net system will be strengthened through increasing access to essential specialty medical care and diagnostic testing for medically underserved residents.

Since its inception in 1976, Chicago Family Health Center has partnered with the County system to provide ancillary, specialty and inpatient services to our patient base. The vast majority of our patients have availed themselves of the facilities available at the main campus at Stroger Hospital, with some utilizing the Provident center as well. Oak Forest has not been a primary location for our patients to receive care.

As a Federally Qualified Health Center (FQHC), we are a community-based provider of primary and preventive health care services. As you know, our patients are largely Medicaid beneficiaries and uninsured individuals – almost 85% fall into those two categories. We currently rely on our partnership with Cook County to increase access to specialty medical care and diagnostic testing—one of the most challenging access issues for those of us who serve medically underserved patient populations. In 2010, for example, Cook County accepted and served almost 35,000 specialty care and diagnostic testing referrals from more than 70 FQHC locations and other safety net providers in Cook County. We believe providing quick, guaranteed access to these services should be the primary mission of the Cook County system, and that the addition of services at the Oak Forest Campus will improve access to this critical care. We applaud the County's recent addition of transportation services for our patients to enable the access to specialty care for children.

There is still significant unmet need for specialty services within greater Cook County. With the expansion of those services at Oak Forest campus, we anticipate that our patients will

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Chairman Dale Galassie

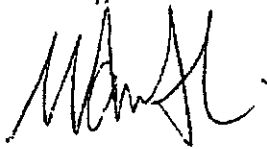
April 14, 2011

Page 2

experience significantly reduced wait times, and those who reside in the Southern Cook County suburbs will be able to receive these services without traveling to the John H. Stroger Hospital campus. We further urge the County to prioritize access to specialty services for patients of Federally-Qualified Health Centers.

We support the approval of the CON application, so that the establishment of a comprehensive safety net regional outpatient center at Oak Forest can become a reality.

Sincerely,

A handwritten signature in black ink, appearing to read 'Warren J. Brodine', written in a cursive style.

Warren J. Brodine
Chief Executive Officer
Chicago Family Health Center, Inc.



CHRISTIAN
COMMUNITY
HEALTH
CENTER

April 12, 2011

Mr. Dale Galassie
Acting Chairman
Illinois Health Facilities and Services Review Board
525 W. Jefferson
Springfield, IL 62761

Dear Chairman Galassie:

This letter comes in support of the Cook County Bureau of Health Services' proposal to become a Regional Outpatient Center.

Christian Community Health Center (CCHC) is a community-based 501 (c) 3 not-for-profit organization founded in 1991 by a local physician seeking to address the lack of health care on Chicago's South side. Since becoming a Federally Qualified Health Center in 2001, we have sought to meet the primary health care and social service needs of Chicago's south side and southern suburbs. Our programs include: primary care; mental health and substance abuse services; dentistry; HIV/AIDS services incorporating outreach, counseling and testing, case management and housing; job training and placement; shelter services for homeless women and children; subsidized housing; and a full array of rehabilitative services designed for women in prostitution. In 2010, we served more than 20,000 clients and patients.

As an FQHC, we are a community-based provider of preventative care services that relies on our partnership with Cook County to increase access to primary and specialty care. Currently, that care is geographically concentrated at John H. Stroger Jr. Hospital. As a result of our long-standing partnership in serving Chicago's uninsured and under-insured, Christian Community Health Center has witnessed Cook County's health system evolve from its pivotal role as the hub of the healthcare safety net in metropolitan Chicago to its current state of financial emergency. This emergency has precipitated discontinuing essential healthcare services by the Bureau, particularly specialty care access for other community providers.

We urge your approval of the establishment of a comprehensive ambulatory center at Oak Forest, continuing the facility's role as a part of the safety net for the uninsured and under-insured in the south suburbs. With your approval, the County will be able to redirect and increase its much-needed services to the Southland, a vastly underserved region for scarce, safety

where everyone is welcome

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net specialty care. We believe our partnership with Cook County will benefit from this proposed change, if the Cook County Bureau of Health Services is permitted to reallocate its resources in such a manner. We anticipate that community residents serviced by our programs will have greater access to services and that the healthcare safety net will be strengthened for the County's underserved residents under the proposal.

Sincerely,



Virgil L. Tolbert
CEO



Bemela Mills-Thomas
Executive Director

Administrative Office

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Chicago, Illinois 60610
phone: 312.337.1073
www.nearnorthhealth.org

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phone: 312.928.3964

Komed Holman Health Center
4259 South Berkeley Avenue
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Louise Landsu Health Center
3645 West Chicago Avenue
Chicago, Illinois 60651
phone: 773.826.3450

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April 13, 2011

Mr. Dale Galassie

Acting Chairman

Illinois Health Facilities and Services Review Board

525 W. Jefferson

Springfield, IL 62761

Dear Chairman Galassie:

As you consider the application to discontinue inpatient services at Oak Forest Hospital, I urge your support. By permitting Cook County to reallocate its resources to "Regional Outpatient Center", we will actually be able to increase access to care for many underserved residents.

Near North Health Service Corporation have been partners with Cook County Health & Hospitals System for over twenty years.

As a Federally Qualified Health Center (FQHC), we are a community based provider of preventative care services. We rely on our partnership with Cook County to increase specialty care. Currently, that care is geographically concentrated at John H. Stroger Hospital. With your approval the County will be able to redirect and increase much needed services to the Southland, a vastly underserved region for scarce, safety net specialty care.

Near North Health Service Corporation for fiscal year 2010 had a total of 105,357 center visits. Near North Health Service Corporation exists to improve the health and well being of the people and communities it serves. It operates program and services using community and primary care concepts, emphasizing prevention of illness and the promotion of healthy lifestyles. Services provided by Near North focuses on the medically underserved and are sensitive the cultural and linguistic need of the people it serves. Acknowledging that environmental, social and cultural factors influence one's health, its programs empower individuals to be healthy through educational and skilled building. We advocate for safe and healthy communities. Near North plays a role in educating and training medical and health care professionals in order to

assure the accomplishments of its objectives. As a responsible partner and neighbor, the composition of the Board OF Directors of Near North is always representative of the community it serves.

We believe our partnership with Cook County will increase and that community residents served by our programs will see significant improvements to access to services under the proposal.

We urge your approval of the discontinuation so that the establishment of a comprehensive safety net ambulatory center at Oak Forest can become a reality.

Sincerely,

Donald McDaniels

Director of Operations

Near North Health Service Corporation

Celebrating over 35 Years
of Quality Health Care

TCA Health, Inc.
1029 East 130th Street
Chicago, Illinois 60628
Telephone 773.995.6300
Fax 773.995.7885

TCAHealth

April 11, 2011

Mr. Dale Galassie
Acting Chairman
Illinois Health Facilities and Services Review Board
525 W. Jefferson
Springfield, IL 62761

Dear Chairman Galassie:

I am submitting this letter in support of the Cook County Hospitals and Health System CON application to discontinue inpatient services at Oak Forest Hospital. By permitting Cook County to reallocate health care resources to a "Regional Outpatient Center" on the Oak Forest campus, the entire county safety net system will be strengthened through a substantial increase in access to essential specialty medical care and diagnostic testing for medically underserved residents.

We at TCA Health, Inc. have been partners with Cook County Health and Hospitals System for over 15 years.

As a Federally Qualified Health Center (FQHC), we are a community-based provider of primary and preventative health care services. As you know, our patients are largely Medicaid beneficiaries and uninsured individuals. We currently rely on our partnership with Cook County to increase access to specialty medical care and diagnostic testing--one of the most challenging access issues for those of us who serve medically underserved patient populations. In 2010, for example, Cook County accepted and served almost 35,000 specialty care and diagnostic testing referrals from more than 70 FQHCs and other safety net providers in Cook County.

As much as Cook County already has done to increase specialty care and diagnostic access for our patients, there is still a significant unmet need. With the expansion of those services at Oak Forest campus, our patients will experience significantly reduced wait times, and those who reside in the Southern Cook County suburbs will be able to receive these services without traveling to the John H. Stroger Hospital campus.

We urge your immediate approval of the CON application, so that the establishment of a comprehensive safety net regional outpatient center at Oak Forest can become a reality.

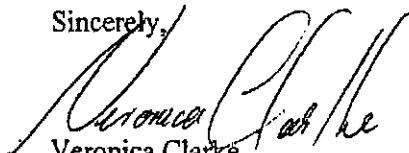
TCA Health, Inc. NFP
1029 East 130th Street
Chicago, Illinois 60628
773.995.6300

Carver Military Academy
13106 South Doty Road
Chicago, Illinois 60827
773.535.5857

Maternal & Child Health Center
1106 W. 79th Street
Chicago, Illinois 60619
773.488.3048

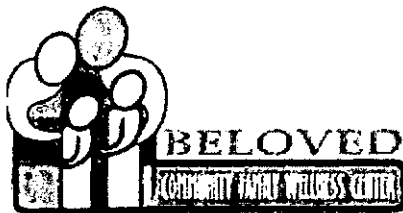
South Shore Nutrition Center
1802 East 71st Street
Chicago, Illinois 60649
773.363.2600

Sincerely,



Veronica Clarke

CEO, TCA Health, Inc



Healthcare for the entire family

April 12, 2011

Mr. Dale Galassie
Acting Chairman
Illinois Health Facilities and Services Review Board
525 W. Jefferson
Springfield, IL 62761

Dear Chairman Galassie,

As you consider the application to discontinue inpatient services at Oak Forest Hospital, I urge your support. By permitting Cook County to reallocate its resources to a "Regional Outpatient Center", we will actually be able to increase access to care for many underserved residents.

The Beloved Community Family Wellness Center (BCFWC) is an established and innovative health center that is playing a crucial role in improving the health status and social well-being of the residents of Greater Englewood and surrounding communities. The Beloved Community Family Wellness Center have been partners with Cook County Health and Hospitals—System for five years.

As a Federally Qualified Health Center (FQHC), we are a community-based provider of preventative care services. We rely on our partnership with Cook County to increase access to primary and specialty care. Currently, that care is geographically concentrated at John H. Stroger Jr. Hospital. With your approval, the County will be able to redirect and increase much-needed services to the Southland, a vastly underserved region for scarce, safety net specialty care.

Sixty-four percent (64%) of our community lives below 200% of the federal poverty level and 38% lives below poverty. We are a community that struggles on a day-to-day bases. Thirty-five percent (35%) of our young mothers enter prenatal care after the first trimester and 30% of our births are to teenage mothers. We have a cancer rate that is 50% higher than the City of Chicago and coronary heart disease rate that is 25% higher than the City of Chicago. We are a community in need of increase access to primary health care.

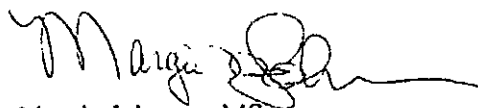
We believe our partnership with Cook County will increase and that community residents serviced by our program will see significant improvements in access to services under the proposal.

Phone: (773) 651-3629 + Fax: (773) 651-9268

Beloved Community Family Wellness Center + 6821 S. Halsted St. + Chicago, Illinois 60621

We urge your approval of the discontinuation so that the establishment of a comprehensive safety net ambulatory center at Oak Forest can become a reality.

Sincerely,

A handwritten signature in cursive script, appearing to read "Margie Johnson", with a long horizontal flourish extending to the right.

Margie Johnson, MS
Executive Director
Beloved Community Family Wellness Center



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April 12, 2011

Mr. Dale Galassie
Acting Chairman
Illinois Health Facilities and Services Review Board
525 W. Jefferson
Springfield, IL 62761

Dear Chairman Galassie:

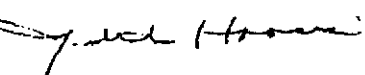
I am writing to ask for your support of the Cook County Health and Hospitals System (CCHHS) application to redirect the resources of Oak Forest Hospital to specialty care. In keeping with the CCHHS strategic plan, the establishment of "Regional Outpatient Centers" is an essential step forward toward improving access to these vital services for patients living in Cook County.

As the largest volunteer-based free clinic in Illinois and one of the leading free clinics nationwide, CommunityHealth's mission is to provide quality medical care to low-income uninsured patients in need of a medical home. (All services are provided at no cost to patients.) Over our 18 year history of working closely with the CCHHS, we have been committed to finding new ways to stretch limited resources to better serve our patients. Through a strong focus on prevention and health promotion -- as well as support for patients diagnosed with chronic conditions -- we find that fewer and fewer of our patients require visits to the emergency room or inpatient hospitalization.

However, one of our greatest challenges is helping our patients access the specialty and diagnostic services not available on site. With the recent opening of our satellite site in Chicago's Englewood community, we are reminded of the importance of increasing access to this level of care for patients served by safety net providers on the south side. We are, therefore, supportive of the CCHHS plan to transform Oak Forest Hospital into a Regional Outpatient Center,

We believe in our partnership with Cook County and urge your approval of this application.

Sincerely,


Judith Haasis

Executive Director

Illinois' largest volunteer based health center providing free care to the uninsured.
www.communityhealth.org

West Town: 2611 W. Chicago Ave., Chicago, IL 60622 Admin: 773.395.9901 / Patient Care: 773.395.9900
Englewood: 641 West 63rd Street, Chicago, IL 60621 Patient Care: 773.994.1515



April 11, 2011

Mr. Dale Galassie
Acting Chairman
Illinois Health Facilities and Services Review Board
525 W. Jefferson
Springfield, IL 62761

Dear Chairman Galassie:

We strongly support the reallocation of resources from inpatient to outpatient services at Oak Forest Hospital. A "Regional Outpatient Center" would allow us to arrange for critical post-hospital care for our patients, something that is currently often hard to obtain.

Holy Cross Hospital is a safety net hospital, serving a region that has been federally designated as a health professional shortage area. We estimate that about 60% of our area is either uninsured or covered by Medicaid.

Our patients often have chronic disease which requires medication and follow-up care in the community to avoid additional, costly hospitalizations. Currently, because they cannot access these services, patients visit our Emergency Department again and again, with acute exacerbations of their disease. We have 45,000 visits to our Emergency Department annually, a significant portion of which are repeat visits.

In addition, public transportation is acutely lacking in our area; we have no trains or major arteries nearby. Regionalizing outpatient services makes them more accessible to those who must rely on a network of buses to move around the city.

Finally, as medical technology improves and our longevity increases, care is increasingly provided in the physician office or health center rather than the hospital. We believe Cook County has rightly assessed where the investment of limited resources should occur.

We urge your approval of the discontinuation of inpatient services so that Cook County can establish a comprehensive safety net ambulatory center at Oak Forest.

Sincerely,

Wayne M. Lerner, D.P.H., F.A.C.H.E.
President and CEO



MERCY

Mercy Family Health Center
2525 South Michigan Avenue
Chicago, Illinois 60616-2477
312.567.2360

April 13, 2011

Mr. Dale Galassie
Acting Chairman
Illinois Health Facilities and Services Review Board
525 W. Jefferson
Springfield, IL 62761

Dear Chairman Galassie:

As you consider the application to discontinue inpatient services at Oak Forest Hospital, I urge your support. By permitting Cook County to reallocate its resources to a "Regional Outpatient Center", we will actually be able to increase access to care for many underserved residents.

The Mercy Family Health Center has been an active provider of high quality, efficient, healthcare to the vulnerable populations of Chicago's South Side. For many years, we at the Mercy Family Health Center have realized that healthy communities cannot be fully achieved without access to outpatient primary and specialty healthcare providers and other associated outpatient care resources.

As a Federally Qualified Health Center (FQHC) Look Alike, we are a community-based provider of preventative care services. We rely on our partnership with the Cook County Health Services Board to increase access to primary and specialty care. Currently, that care is geographically concentrated at John H. Stroger Jr. Hospital. With your approval, the County will be able to redirect and increase much-needed services to the Southland, a vastly underserved region for scarce, safety net outpatient specialty care.

We believe our partnership with Cook County will increase and that community residents serviced by our programs will see significant improvements in access to services under the proposal.

We urge your approval of the application to discontinue inpatient services at Oak Forest Hospital and the creation of the Regional Outpatient Center at the Oak Forest Hospital site to bolster the fragile web of comprehensive safety net ambulatory healthcare centers in the Southland.

Sincerely,

Daniel Vicencio, MD
Medical Director and Interim Executive Director,
Mercy Family Health Center



An Affiliate of the University of Chicago Medical Center

800 East 55th Street
Chicago, IL 60615-4906
T (773) 702-0660 F (773) 702-4356

www.friendfhc.com

April 12, 2011

Mr. Dale Galassie
Acting Chairman
Illinois Health Facilities and Services Review Board
525 W. Jefferson
Springfield, IL 62761

Dear Chairman Galassie:

HRSA Announcement: Update: Partnership for Patients I am submitting this letter in support of the Cook County Hospitals and Health System CON application to discontinue inpatient services at Oak Forest Hospital. By permitting Cook County to reallocate health care resources to a "Regional Outpatient Center" on the Oak Forest campus, the entire county safety net system will be strengthened through a substantial increase in access to essential specialty medical care and diagnostic testing for medically underserved residents.

Friend Family Health Center, Inc. has been partners with Cook County Health and Hospitals System for 14 years.

As a Federally Qualified Health Center (FQHC), we are a community-based provider of primary and preventative health care services. As you know, our patients are largely Medicaid beneficiaries and uninsured individuals. We currently rely on our partnership with Cook County to increase access to specialty medical care and diagnostic testing—one of the most challenging access issues for those of us who serve medically underserved patient populations. In 2010, for example, Cook County accepted and served almost 35,000 specialty care and diagnostic testing referrals from more than 70 FQHCs and other safety net providers in Cook County.

As much as Cook County already has done to increase specialty care and diagnostic access for our patients, there is still a significant unmet need. With the expansion of those services at Oak Forest campus, our patients will experience significantly reduced wait times, and those who reside in the Southern Cook County suburbs will be able to receive these services without traveling to the John H. Stroger Hospital campus. FFHC's goal is to provide continuance access to quality healthcare to uninsured and underinsured residents throughout various Southside communities.

We urge your immediate approval of the CON application, so that the establishment of a comprehensive safety net regional outpatient center at Oak Forest can become a reality.

Sincerely,

Wayne Moyer, CEO

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April 14, 2011

Mr. Dale Galassie
Chairman
Illinois Health Facilities and Services Review Board
525 W. Jefferson Street, 2nd Floor
Springfield, Illinois 62761

Re: Project #10-078 – Oak Forest Hospital

Dear Mr. Galassie:

The Civic Federation strongly supports the application by the Cook County Health and Hospitals System to discontinue acute-care hospital services at Oak Forest Hospital.

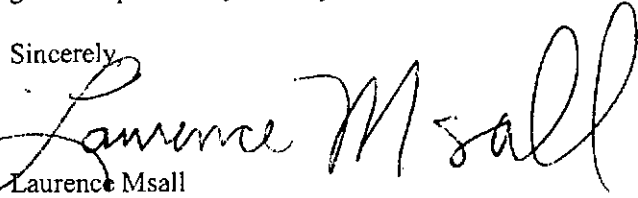
The decision to close Oak Forest Hospital and turn the existing campus into a comprehensive regional center for outpatient care was the result of a strategic planning process that began in May 2009 and took more than a year. The process included 14 community meetings across Cook County attended by hundreds of people. After considerable deliberation, the five-year strategic plan was approved by the Cook County Health and Hospitals System's Board of Directors in June 2010 and by the Cook County Board of Commissioners in July 2010.

The Civic Federation supported the Health System's strategic planning process and the subsequent decision to refocus the System's limited resources on expanding outpatient services. The Civic Federation agrees with the Health System's conclusion that serving an average of 50 to 60 inpatients a day on a campus with more than a million square feet of facility space is not financially prudent. Oak Forest has offered only limited intensive care service and has routinely transferred the truly critically ill to Stroger Hospital. According to the Health System, 85% of the visits to its emergency room could be treated in an urgent care setting, which would be available at Oak Forest under the strategic plan, along with a wide array of primary, specialty and diagnostic services.

As a 117-year old non-partisan organization dedicated to improving the quality and cost-effectiveness of government services, the Civic Federation has had a long history of examining budget issues relating to Cook County government. The Civic Federation has projected that both the County and its Health System face serious financial challenges going forward. Failure to allow the Health System to restructure itself so it can provide healthcare more efficiently would increase the financial stress on the System and on Cook County.

The Civic Federation appreciates the opportunity to support the application by the Cook County Health and Hospitals System. We urge you and the other members of the Board to grant the permit at your May 10 meeting.

Sincerely,


Laurence Msall
President

cc: Illinois Health Facilities and Review Board
Governor Pat Quinn



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April 18, 2011

Mr. Dale Galassie
Chair
Illinois Health Facilities and Services Review Board
525 West Jefferson Street
Springfield, IL 62761

RE: Support for Project 10-078 (Discontinuation of Oak Forest Hospital)

Dear Chairman Galassie:

My name is Sharon O'Keefe, and I am President of the University of Chicago Medical Center. I have a Masters in Nursing, and before entering the field of hospital administration was the Director of Nursing at Johns Hopkins. Since becoming a hospital administrator in the early 1980s, I have worked at large research-oriented academic medical centers that also serve urban communities, such as the University of Maryland Medical System in Baltimore, Beth Deaconess Israel Medical Center in Boston, Barnes-Jewish Hospital in St. Louis, and Loyola University Medical Center in Maywood.

I am writing to express my strong support for the proposal by the Cook County Health and Hospitals System to transform the Oak Forest Hospital campus into a leading safety net outpatient specialty care, primary care, immediate care and diagnostic testing hub. The development of this outpatient facility is contingent on discontinuation of inpatient services at Oak Forest, and therefore I support the Cook County System's CON Application.

While I am new to my role as President of the UCMC, I am very familiar with the challenges faced by safety net provider systems in urban areas across the country, including those in the Chicago area. The public and private safety net health care systems are being called upon to deliver health care in ways that reduce unnecessary inpatient care and ED visits, while at the same time offering better quality, access and continuity through stronger primary care and outpatient specialty care relationships. Lack of adequate access to specialty outpatient care and diagnostic testing is a widely acknowledged problem for uninsured and Medicaid patient populations in the greater Chicago area, and in other urban areas across the country.

As an academic medical center located on the South Side of Chicago, UCMC provides a high volume of complex tertiary care to Medicaid patients. We also support the South Side Health Collaborative, which is a network of five hospitals and over 30 FQHCs and other providers seeking to improve safety net access on the South Side of Chicago.

In order to carry out the dual missions of world class medical research and health care services delivery to the community, UCMC--like its academic medical center counterparts in Illinois and across the country--must partner collaboratively with the public health system. In our case, we are fortunate to have the Cook County System as our public health system partner.

Based on my experiences both as an urban academic medical center administrator and nurse administrator, I am confident that Cook County System is embracing good health policy by proposing to transform underutilized inpatient services and standby ED capabilities at its Oak Forest campus into a comprehensive outpatient campus that will provide specialty care, primary care, immediate care and diagnostic testing services targeted to the particular health needs of uninsured and Medicaid patient populations.

It is my understanding that other area hospitals have indicated a willingness and ability to absorb the current inpatient load at Oak Forest Hospital, and we anticipate no adverse impact on UCMC as a result of the closure of this hospital facility.

Accordingly, I ask you to approve the Cook County System's CON Application.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Sharon O'Keefe".

Sharon O'Keefe
President

GREGG GOSLIN
COMMISSIONER
14TH DISTRICT



www.commissionergoslin.com
Email: commissioner.goslin@cookcountygov.com

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Glenview, Illinois 60026
(847) 729-9300
(847) 729-2279 Fax

April 15, 2011

The Honorable Members
Illinois Health Facilities and Services Review Board
525 West Jefferson Street, 2nd Floor
Springfield, Illinois 62761
Via Facsimile: Attention Joy Wykowaki, 312-884-9994

Dear Members:

Thank you for the opportunity to address the board at this important hearing on the fate of Oak Forest Hospital, and the future of the Cook County Health and Hospital System.

The closing of inpatient care at Oak Forest Hospital was not a decision made lightly, but after a great deal of expert analysis on the needs of the County and the South suburbs. The CCHHS began their strategic planning process in 2009 to assess the needs of the County's healthcare system through its mission to provide health services to its citizenry regardless of ability to pay. During this process it became clear that the System's resources are disproportionately centered around inpatient services and is unsustainable in today's changing healthcare environment. This led to the CCHHS, and the Cook County Board of Commissioners, embracing a shift to a population-centered delivery model vs. the current hospital-centered one.

This new health service delivery model emphasizes Comprehensive Community Health Centers that provide acute care and out-patient services. Converting Oak Forest into a regional Center and shifting to outpatient services will help the CCHHS serve four times the number of patients it currently sees while saving scarce dollars that can be reinvested in the healthcare environment in more responsive ways.

As you know, Oak Forest currently costs \$100 million a year to operate, but averages only 50 to 60 patients a day. By any reasonable standards, this is not efficient way to use precious funds that are scarcer every year.

It is my sincere hope that you will look carefully at the facts gathered by our health experts and allow the CCHHS to convert Oak Forest Hospital into a Regional Outpatient Center. Only in this way can the County leverage its current healthcare dollars to serve more people and ready itself for the future of healthcare.

Very truly yours,


Gregg Goslin, Commissioner

Commissioner Gregg Goslin's Mission Statement

To professionalize, modernize and privatize Cook County government. Provide efficient, effective, economical and compassionate management of County business. Partner with other units of government and the private sector to develop regional solutions for regional issues. Provide citizens with the necessary tools to access and be served by the resources of Cook County Government.



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Apr. 15 2011 02:07PM P1

PHONE NO. : 847 296 5062

FROM : CABOT COMPANIES

1725 West Harrison Street
Suite 364
Chicago, IL 60612

Tel: 312.942.7073
Fax: 312.942.2055
Larry_J_Goodman@rush.edu
www.rush.edu



RUSH

Larry J. Goodman, MD
Rush University
President
Rush University Medical Center
Chief Executive Officer

April 12, 2011

Dale Galassie
Acting Chairman
Illinois Health Facilities and Services Review Board
525 West Jefferson
Springfield, IL 62761

Dear Chairman Galassie:

Rush University Medical Center has closely and productively partnered with the Cook County Health & Hospitals System, and its predecessors, over nearly twenty years. The partnership spans education undertakings, research, joint operation of the Ruth M. Rothstein CORE Center, and shared medical staff.

At the request of Senator Richard Durbin, I led a "Blue Ribbon" task force in 2008 to study Cook County's health system. The report of that group of experts recommended independent governance for the system and increased professionalization of its management structure among other conclusions. I have been gratified to witness both of those recommendations being realized over the last three years.

I have been briefed in detail on the Strategic Plan developed by the Health System, and approved by its governing boards. The focus upon increased outpatient access for safety net patients, particularly for specialty services, mirrors current national policy efforts to increase access for those most in need and to shift medical delivery to lower cost settings, where possible.

To my mind, the plan's recommendation to materially expand outpatient care through a "Regional Outpatient Center" at Oak Forest meets important policy and access goals by strengthening the regional safety net. To those of us responsible for managing hospitals, the inevitable inefficiencies and high costs, particularly in a metropolitan area, from operating a low census, limited capability hospital such as Oak Forest, are plain.

In an environment of limited, and indeed, shrinking federal, state, and local government financial resources, the Cook County Health & Hospital's System's re-allocation of its healthcare resources toward outpatient care appears to me to be sound public policy that will benefit the largest number of patients.

I encourage you and the Health Facilities and Services Review Board to allow the Cook County Health & Hospital's System to implement its thoughtful strategic plan by approving its application for permit for Oak Forest.

Sincerely,

Larry J. Goodman, MD



Illinois Primary Health Care Association

www:iphca.org

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President & Chief Executive Officer

April 14, 2011

Mr. Dale Galassie
Acting Chairman
Illinois Health Facilities and Services Review Board
525 W. Jefferson
Springfield, IL 62761

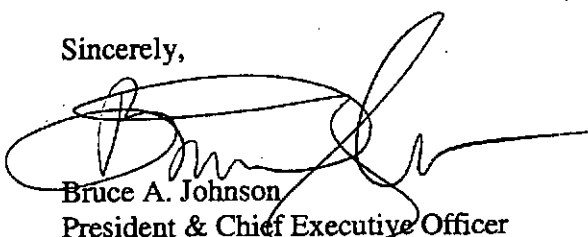
Dear Chairman Galassie:

On behalf of the Illinois Primary Health Care Association, I am writing in support of the application to discontinue inpatient services at Oak Forest Hospital. By approving the discontinuation, we will actually be able to increase access to care for many underserved residents.

As the sole non-for-profit trade association representing Illinois Community/Migrant Health Centers, IPHCA has been partners with Cook County Health and Hospitals System for many years. As the President and CEO of IPHCA, I am keenly aware of the health care access issues facing the underserved, our Federally Qualified Health Center (FQHC) members rely on their partnership with Cook County to increase access to primary and specialty care. Currently, that care is geographically concentrated at John H. Stroger Jr. Hospital. With your approval, the County will be able to redirect and increases much-needed services to the Southland, a vastly underserved region for free specialty care.

We believe our partnership with Cook County will increase and that community residents serviced by our programs will see significant improvements in access to services under the proposal. We urge your approval of the discontinuation so that the establishment of a comprehensive center in Oak Forest can become a reality.

Sincerely,



Bruce A. Johnson
President & Chief Executive Officer

Springfield - 500 S. Ninth St. ■ Springfield, IL 62701 ■ tel (217) 541-7300 ■ fax (217) 541-7301
Chicago - 542 S. Dearborn, Suite 300 ■ Chicago, IL 60605 ■ tel (312) 692-3000 ■ fax (312) 692-3001

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April 14, 2011

Mr. Dale Galassie
Chairman
Illinois Health Facilities and Services Review Board
525 West Jefferson St., 2nd Floor
Springfield, Illinois 6276

Re: Support of Project 10-078, Oak Forest Hospital

Dear Mr. Galassie:

On behalf of the National Association of Public Hospitals and Health Systems (NAPH), I am writing to support Cook County Health and Hospitals System's (CCHHS) application to discontinue inpatient service at its Oak Forest Hospital facility and to expand ambulatory care. In the current environment of national health reform, diminishing governmental resources to finance safety net health care, and renewed emphasis on access and cost containment, we believe CCHHS' strategic direction to re-allocate costly, inpatient resources to expanded ambulatory care is consistent with best practice health policy.

NAPH has represented America's public hospitals and safety net health systems for thirty years. Our members provide quality care to low-income, uninsured, and vulnerable populations. They are distinguished by their commitment to provide access to care for people with limited or no access to health care, to delivering culturally competent quality care, and to addressing health disparities in their communities. For decades, our member hospitals have delivered disproportionately large volumes of ambulatory, emergency, and urgent care to the medically underserved in the communities in which they serve.

The Cook County system, like its sister public hospital systems around the country, must strategically position itself to maximize access, address disparities, and fill the gaps in the safety net by investing its limited resources in modes of service delivery that provide the greatest public health return to the community. CCHHS' strategic plan addresses expanded access as a core goal, in part, by transformation of its limited capability, low census south suburban hospital into a "Regional Outpatient Center". The provision of primary care, and specialty care and diagnostics on one site will further this core goal.

In particular, specialty care access for the medically underserved remains a national problem. NAPH has closely monitored this issue for many years. Our members, including CCHHS, are often the only providers of specialty care to the uninsured in their communities. Even Medicaid patients often have difficulty accessing specialty care because of low reimbursement rates, or the limited number of providers.

Much has changed about the way health care is currently delivered. More systems are finding success in establishing regional outpatient centers that provide preventative and specialty care in an outpatient setting. Cook County's vision of transforming the Oak Forest Hospital facility into a regional outpatient care facility aligns with the future direction for health care. NAPH supports their application to discontinue inpatient service at Oak Forest, and would encourage this board to do the same.

Sincerely,

Bruce Siegel, MD, MPH
CEO

Dean M. Harrison
President and Chief Executive Officer

April 15, 2011

The Honorable Dale Galassie
Illinois Health Facilities and Services Review Board
525 West Jefferson Street
Springfield, Illinois 62761

Re: Support for Project 10-078, Oak Forest Hospital

Dear Chairman Galassie:

On behalf of Northwestern Memorial Hospital (NMH), I am writing to express support for the proposal by the Cook County Health and Hospitals System (CCHHS) to transform its Oak Forest Hospital campus to a hub for outpatient specialty, primary and immediate care as well as diagnostic testing. The development of this outpatient facility is contingent on the discontinuation of inpatient services at Oak Forest Hospital and, therefore, we support the CCHHS CON Application.

NMH is an academic medical center where the patient comes first. Our longstanding commitment to make quality care available, regardless of patients' ability to pay, is the foundation of our *Patients First* mission - to improve the health of the community we serve by putting patients first in everything we do. Access to specialty care for is a critical issue for many communities throughout Cook County. CCHHS helps provide the backbone of our regional health care safety net; and, NMH and CCHHS have collaborated on a number of initiatives to help address this issue. NMH has collaborated with CCHHS to support postgraduate training programs, research endeavors and service delivery. Like CCHHS, NMH also collaborates with a number of Federally-Qualified Health Centers (FQHCs) and community health centers throughout the region to furnish specialty and inpatient care to their patients.

NMH has been briefed on CCHHS' Strategic Plan, and we commend its leadership for its long term thoughtfulness, especially at a time when government resources are diminishing. Transforming the Oak Forest campus from what is currently very limited capacity to provide inpatient services to one that allows CCHHS to address the critical need for outpatient specialty and diagnostics services will bring value to the County's underserved population. We believe it is also sound public policy consistent with the "right care, right place" principles embodied in national health reform.

I respectfully encourage the Illinois Health Facilities and Services Review Board to approve this application for permit in the interests of expanded access for those most in need.

Sincerely,



Cc: Toni Preckwinkle
Warren Batts
William T. Foley



Sinai Health System

California Avenue at 15th Street • Chicago, IL 60608-1797 • (773) 642-2000 • TTY (773) 257-6289

Alan H. Channing
President and CEO
Office: 773-257-6434
Fax: 773-257-6953
chaalan@sinai.org

April 14, 2011

Dale Galassic
Acting Chairman
Illinois Health Facilities and Services Review Board
525 West Jefferson
Springfield, IL 62761

Dear Chairman Galassic:

On behalf of Sinai Health System, I would like to offer our support for the Cook County Health and Hospitals System (CCHHS) proposal before the Illinois Health Facilities and Services Review Board related to the transformation of Oak Forest Hospital.

Sinai Health System is located on the west side of Chicago and is one of the largest private providers of health services for low income patients in Illinois. Approximately 60% of our patients are covered by the Illinois Medicaid program and an additional 15% are uninsured. Our payer mix mirrors that of many public hospitals in the country, and we are familiar with the challenges faced by CCHHS. We have, in fact, collaborated with CCHHS on several occasions to provide services to vulnerable communities. It is our belief that a strong public hospital system in Chicago is necessary not only for the patients, but for the not-for-profit safety net of health care in the city and county.

I am very familiar with the CCHHS Strategic Plan, having had the opportunity to be consulted during its development. As safety net providers, our challenge is to make the best use of limited resources to provide care for the large population that depends on our care. In addition, we are all making preparations to transition our care models to the integrated delivery system model that is envisioned by health care reform. We support the plan by CCHHS to begin to shift from costly, inefficiently inpatient services to providing the right care in the right environment with emphasis on outpatient care, particularly in the area of specialty care. At Sinai, we are also in the process of planning for a much greater emphasis on outpatient specialty care. This plan is consistent with the direction in which health care is moving and will make far better use of the CCHHS limited resources to serve the needs of low-income and uninsured patients.

I encourage the Illinois Health Facilities and Services Review Board to support the Oak Forest application. Sinai Health System would anticipate no material impact from the proposed discontinuation of inpatient services at Oak Forest and will work with

CCHHS to assure that patients formerly seen as inpatients at Oak Forest have access to care.

Sincerely,

Alan H. Channing



A proud member of Sinai Health System

Mount Sinai Hospital • Schwab Rehabilitation Hospital • Sinai Community Institute • Sinai Medical Group
Access Community Health Network Affiliate • Jewish Federation of Metropolitan Chicago Affiliate

HEALTHCARE COLLABORATIVE

April 14, 2011

Mr. Dale Galassie
Acting Chairman
Illinois Health Facilities and Services Review Board
525 W. Jefferson
Springfield, IL 62761

Dear Chairman Galassie:

On behalf of the South Side Healthcare Collaborative (SSHC), I am submitting this letter in support of the Cook County Health and Hospitals System (CCHHS) CON application to discontinue inpatient services at Oak Forest Hospital. By permitting Cook County to reallocate health care resources to a "Regional Outpatient Center" on the Oak Forest campus, the entire county safety net system will be strengthened through a substantial increase in access to essential specialty medical care and diagnostic testing for medically underserved residents.

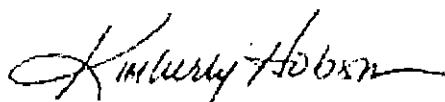
The SSHC is a network of over 30 federally qualified community health centers, free clinics and 5 local hospitals. The mission of this network is to help residents make a long-term connection with a primary care physician and to improve access to specialty care and other social support services that help maintain optimal health and well-being. CCHHS, Provident Hospital and SSHC members have worked together for many years to implement programs to improve the overall health of Chicago's South Side.

Federally Qualified Health Centers (FQHCs), and free clinics with the SSHC, are community-based providers of primary and preventative health care services. As you know, patients seen at these facilities are largely Medicaid beneficiaries and uninsured individuals. Many SSHC members rely on services provided by Cook County to increase access to specialty medical care and diagnostic testing--one of the most challenging access issues for those of us who serve medically underserved patient populations. In 2010, for example, Cook County accepted and served almost 35,000 specialty care and diagnostic testing referrals from more than 70 FQHCs and other safety net providers in Cook County.

As much as Cook County has done to increase specialty care and diagnostic access for our patients, there is still a significant unmet need. With the expansion of those services at Oak Forest campus, our patients will experience significantly reduced wait times, and those who reside in the Southern Cook County suburbs will be able to receive these services without traveling to the John H. Stroger Hospital campus.

We urge your immediate approval of the CON application, so that the establishment of a comprehensive safety net regional outpatient center at Oak Forest can become a reality.

Sincerely,



Kimberly Hobson
Interim Director, South Side Healthcare Collaborative

Constantino, Mike

From: anne.murphy@hklaw.com
Sent: Monday, April 18, 2011 4:56 PM
To: Constantino, Mike; Avery, Courtney
Attachments: O'Keefe D C Oak Forest Hospital.pdf

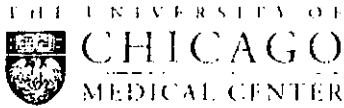
Letter of support from University of Chicago Medical Center for Project 10-078 (Proposed Discontinuation of Oak Forest Hospital), for inclusion in the project file.

Thanks.

--Anne Murphy

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Sharon O'Keefe
President

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April 18, 2011

Mr. Dale Galassie
Chair
Illinois Health Facilities and Services Review Board
525 West Jefferson Street
Springfield, IL 62761

RE: Support for Project 10-078 (Discontinuation of Oak Forest Hospital)

Dear Chairman Galassie:

My name is Sharon O'Keefe, and I am President of the University of Chicago Medical Center. I have a Masters in Nursing, and before entering the field of hospital administration was the Director of Nursing at Johns Hopkins. Since becoming a hospital administrator in the early 1980s, I have worked at large research-oriented academic medical centers that also serve urban communities, such as the University of Maryland Medical System in Baltimore, Beth Deaconess Israel Medical Center in Boston, Barnes-Jewish Hospital in St. Louis, and Loyola University Medical Center in Maywood.

I am writing to express my strong support for the proposal by the Cook County Health and Hospitals System to transform the Oak Forest Hospital campus into a leading safety net outpatient specialty care, primary care, immediate care and diagnostic testing hub. The development of this outpatient facility is contingent on discontinuation of inpatient services at Oak Forest, and therefore I support the Cook County System's CON Application.

While I am new to my role as President of the UCMC, I am very familiar with the challenges faced by safety net provider systems in urban areas across the country, including those in the Chicago area. The public and private safety net health care systems are being called upon to deliver health care in ways that reduce unnecessary inpatient care and ED visits, while at the same time offering better quality, access and continuity through stronger primary care and outpatient specialty care relationships. Lack of adequate access to specialty outpatient care and diagnostic testing is a widely acknowledged problem for uninsured and Medicaid patient populations in the greater Chicago area, and in other urban areas across the country.

As an academic medical center located on the South Side of Chicago, UCMC provides a high volume of complex tertiary care to Medicaid patients. We also support the South Side Health Collaborative, which is a network of five hospitals and over 30 FQHCs and other providers seeking to improve safety net access on the South Side of Chicago.

In order to carry out the dual missions of world class medical research and health care services delivery to the community, UCMC--like its academic medical center counterparts in Illinois and across the country--must partner collaboratively with the public health system. In our case, we are fortunate to have the Cook County System as our public health system partner.

Based on my experiences both as an urban academic medical center administrator and nurse administrator, I am confident that Cook County System is embracing good health policy by proposing to transform underutilized inpatient services and standby ED capabilities at its Oak Forest campus into a comprehensive outpatient campus that will provide specialty care, primary care, immediate care and diagnostic testing services targeted to the particular health needs of uninsured and Medicaid patient populations.

It is my understanding that other area hospitals have indicated a willingness and ability to absorb the current inpatient load at Oak Forest Hospital, and we anticipate no adverse impact on UCMC as a result of the closure of this hospital facility.

Accordingly, I ask you to approve the Cook County System's CON Application.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Sharon O'Keefe".

Sharon O'Keefe
President

Constantino, Mike

From: anne.murphy@hklaw.com
Sent: Monday, April 18, 2011 4:54 PM
To: Constantino, Mike; Avery, Courtney
Attachments: 4-12-11 Letter to Dale Galassie from President Toni Preckwinkle.pdf

Letter of support from Cook County Board President Toni Preckwinkle, for Project 10-078 (Proposed Discontinuation of Oak Forest Hospital), for inclusion in the project file.

Thanks.

--Anne Murphy

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OFFICE OF THE PRESIDENT
BOARD OF COMMISSIONERS OF COOK COUNTY
118 NORTH CLARK STREET
CHICAGO, ILLINOIS 60602
(312) 603-6400
TDD (312) 603-5255

TONI PRECKWINKLE
PRESIDENT

April 12, 2011

Dale Galassie
Chair
Illinois Health Facilities and Services Review Board
525 West Jefferson Street, 2nd Floor
Springfield, Illinois 62761

Re: Project 10-078

Dear Mr. Galassie:

I am writing in my capacity as the President of the Cook County Board of Commissioners regarding the Cook County Health and Hospitals System's application to discontinue an acute care hospital on its Oak Forest Campus.

As an initial matter, I wish to assure the Illinois Health Facilities Services Review Board that I fully support and intend to fund the Health System's Strategic Plan: Vision 2015 as provided in the Cook County Budget for FY2011. Specifically, Cook County's FY2011 Budget provides funding for the staffing, equipment and construction needs of a Regional Health Center on the Oak Forest Campus to facilitate the transformation from the provision of inpatient services to the provision of expanded outpatient services. As County Board President, I am in a unique position to provide assurance that the Regional Health Center on the Oak Forest campus will be funded as provided in the County's FY2011 budget.

Briefly, by way of background, Cook County is a home rule unit of local government. The Cook County Board of Commissioners established the independent Health System by Ordinance in February of 2008. This action was in response to repeated calls from both healthcare and civic leaders urging that governance of the County's public health system be placed in the hands of stewards with the expertise required to guide the System in delivering quality, fiscally responsible public healthcare to County residents, especially the medically indigent.

In response to this charge, the Health System's newly appointed Directors spent a significant part of their first two years in office engaged in the thoughtful development of a strategic plan. A primary goal of that plan is to ensure maximum access to quality public healthcare given that available fiscal resources will

undoubtedly decrease in coming years. Ultimately, both the Health System Board of Directors and the County Board of Commissioners approved the Strategic Plan: Vision 2015, a critical component of which is the transformation on the Oak Forest campus.

This transformation from inpatient-centered care to outpatient-centered care is not only in keeping with the best practices in the delivery of public healthcare, but is essential to the County's ability to operate within the balanced budget adopted by the County Board for FY2011. This is due to the County Board's statutory duty to adopt a balanced budget based upon the President's Executive Budget Recommendation. Upon my taking office in December of 2010, Cook County faced a serious revenue shortfall as it contemplated its FY2011 budget. The County was faced with the challenge of continuing to provide public health and public safety services with fewer fiscal resources. The Health System's Strategic Plan adopted by both the County and Health System Boards called for discontinuing inpatient services on the Oak Forest campus as of June 1, 2011 while maximizing access to quality public healthcare through the expansion of outpatient services, especially specialty care services. It is significant to note that, as a result, the Cook County FY2011 budget simply does not allocate funds for the continuation of inpatient services on the Oak Forest campus beyond June 1, 2011.¹

Historically, Cook County has provided uncompensated care to a degree unparalleled in Illinois and operates the largest safety net health system in the State. Respectfully, it is my hope that this Board recognizes that the County and its Health System Board of Directors have clearly done their due diligence in this matter and are acting to ensure maximum access to care for their present and future patient populations.

I have been and continue to be an ardent supporter of the independent Health System and its Strategic Plan. I appreciate this opportunity to address this august body with regard to our mutual goal of continuing to provide access to quality, fiscally responsible healthcare for County and State residents.

Sincerely,



Toni Preckwinkle
Cook County Board President

cc: Warren L. Batts
Chair, Cook County Health and Hospitals System

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

¹ It is also significant to note that while Illinois law does give Cook County the power to maintain a county hospital it does not impose a legal obligation on Cook County to operate a hospital. Still, the County remains committed to continue to provide quality public healthcare to its residents, but must do so in the face of ever decreasing revenues and increasing fiscal challenges. One concern with a denial of the Oak Forest application is that it may ultimately be deemed an attempt on the part of a State agency to require Cook County to maintain certain inpatient services which are not within its budget and, thus, would be tantamount to an unfunded state mandate.

Constantino, Mike

From: anne.murphy@hklaw.com
Sent: Monday, April 18, 2011 4:57 PM
To: Constantino, Mike; Avery, Courtney
Subject: Letter of Support Project 10-078
Attachments: CCHHS001.PDF

Letter of support from MetroSouth Medical Center for Project 10-078 (Proposed Discontinuation of Oak Forest Hospital), for inclusion in the project file.

Thanks.

--Anne Murphy

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MetroSouth
MEDICAL CENTER

EXECUTIVE OFFICES

April 12, 2011

Mr. Dale Galassie
Acting Chairman
Illinois Health Facilities and Services Review Board
525 W. Jefferson
Springfield, IL 62761

Dear Chairman Galassie:

As Chief Executive Officer of MetroSouth Medical Center, I support the application by Cook County Health and Hospitals System (CCHHS) to discontinue services at Oak Forest Hospital. Plain and simple, this proposal is good public policy.

MetroSouth Medical Center is located in Blue Island, not far from Oak Forest. We understand the vital role that safety net services play in the communities of southern Cook County. Like CCHHS, we fundamentally impact the lives of tens of thousands of people every year that might otherwise not be able to receive care.

We also understand that all health systems must re-evaluate how they provide care in light of healthcare reform and medical advances. One thing is clear: No matter what your patient base, ambulatory and specialty care must be a focus moving forward. This is even more imperative given that CCHHS serves a low-income population. Some of its patient base currently relies solely on emergency departments for medical care. Emergency department services are costly and can provide too little care too late for those who do not see doctors regularly.

As we work together to improve the area's safety net services, we must give low-income residents more access to primary care physicians and specialists. MetroSouth is doing that through the health centers we recently opened throughout the Southland. CCHHS plans to do that by overhauling its Oak Forest campus. Discontinuing Oak Forest Hospital as it currently operates is the first step toward bringing CCHHS patients the preventative, diagnostic and specialty care they need.

Southern Cook County has no shortage of nearby emergency and inpatient facilities. Those who currently use Oak Forest Hospital for these purposes will still have access, including through our own hospital in Blue Island. CCHHS and MetroSouth are partners in the region, and we will continue to collaborate on improving safety net services in the years to come.

Cook County Health and Hospitals System's plan would replace an underutilized hospital with a new model that would give patients the services they truly need to maintain their health. I urge the Health Facilities and Services Review Board to approve this request to discontinue Oak Forest Hospital.

Respectfully,

Enrique Beckmann, MD, PhD
Chief Executive Officer

Constantino, Mike

From: anne.murphy@hklaw.com
Sent: Monday, April 18, 2011 4:51 PM
To: Constantino, Mike; Avery, Courtney
Attachments: Letters of Support_CCHHS Board Members_4-18-11.pdf

I am attaching via pdf letters of support for Project 10-078 (Proposed Discontinuation of Oak Forest Hospital). Some or all of these letters also were submitted at today's public hearing. Additional letters of support to follow in various emails. Of course, we ask that all letters of support be added to the project file and distributed to the IHFSRB.

Thanks.

--Anne Murphy

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