

ROBIN L. KELLY
2ND DISTRICT, ILLINOIS

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www.RobinKelly.house.gov

Congress of the United States
House of Representatives

DISTRICT OFFICES:
600 HOLIDAY PLAZA DRIVE
SUITE 505
MATTESON, IL 60443
(708) 679-0078

1000 E. 111TH STREET
11TH FLOOR
CHICAGO, IL 60628
(773) 568-2623

August 24, 2016

Mr. Kurt E. Johnson
Chief Executive Officer
Ingalls Memorial Hospital
1 Ingalls Drive
Harvey, Illinois 60426-3558

Dear Mr. Johnson,

I write to offer my congratulations to you, the Ingalls staff, and the Board of Directors on completing a successful merger with University of Chicago Medicine.

As a Member of Congress representing the Second Congressional District of Illinois and as the Chairwoman of the Congressional Black Caucus Health Braintrust, I am committed to maximizing access to care and optimal health outcomes for community residents and beyond.

I firmly believe that this merger, which combines community-based healthcare with world-class academics and specialty care, helps achieve that important goal. When two fine institutions such as Ingalls and the University of Chicago combine forces, the resulting synergy and benefits are boundless.

I appreciate that Ingalls will continue to operate as a non-profit organization and care for all patients regardless of their ability to pay.

Thanks to you and to all those associated with this landmark merger for your many contributions to our community.

Sincerely,



Robin L. Kelly
Member of Congress

RLK/mm

333 East 162nd Street
South Holland, IL 60473



(708) 596-6040
FAX (708) 333-0619

JACQUELINE E. DAVIS-RIVERA
Clerk



August 22, 2016

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and University of Chicago Medicine, and unequivocally state that I believe this partnership will be a win-win for all parties.

In addition to my complete support of this merger, I would like to share my personal experience at Ingalls Breast Cancer Center. During the past few months I was diagnosed with Breast Cancer in the left breast to my surprise, after the shock of this diagnosis, I must and have to commend the superior treatment I received from the surgeon, physician, nurses and receptionist it was more than I expected and so very comforting. Due to this type of expertise and comfort, I became relaxed and confident that my treatments were in the best hands and would be successful. I've always had confidence in my encounters with the University of Chicago by way of relatives and friends, which is why I professionally and personally support this endeavor one hundred percent.

Convenient, community-based healthcare coupled with world-class specialty care is a powerful combination that will give residents throughout the south side of Chicago and the southern suburbs unprecedented and seamless access to a wide array of specialty services and physicians – close to home. This partnership will also mean a stronger network of ambulatory care services; more primary care physicians, specialists and advanced practice nurses; unmatched specialty care; local access to services like genetic counseling; and the expertise of a renowned academic medical center...all in our own backyard.

I believe I speak for our community as a whole when I say that this partnership is just what our communities need. These two fine organizations not only share common values – they share a common vision for our region. Ingalls will continue to operate as a non-profit organization and care for all patients regardless of their ability to pay – as it has since opening in 1923. And UChicago Medicine is equally committed to providing essential, meaningful community benefits to all.

As you can see, there are numerous benefits to this proposed merger, and the real beneficiaries are the patients these outstanding organizations will continue to serve far into the future.

Thank you very much for your consideration.

Sincerely,

Jacqueline E. Davis-Rivera



Jewish United Fund/Jewish Federation of Metropolitan Chicago

SOUTH SUBURBAN COMMUNITY SERVICES OFFICE

3400 W. 196th Street • Flossmoor, IL 60422 • (708) 798-1884 • FAX (708) 798-9148

August 24, 2016

Susan Fine
Ingalls Health Systems
1 Ingalls Dr.
Harvey, IL 60426

Dear Susan,

Ingalls has been providing excellent health care services to the general community in the Southern suburbs for more than 90 years. Since 1995, Jewish United Fund/Jewish Federation of Metropolitan Chicago has had an office in the South Suburbs, with staff working to facilitate community outreach and collaboration, support older adult programming, provide limited direct service and emergency financial assistance, and serves as a resource for information and referral for individuals and families in need. We are supportive of Ingalls Health System's goal to expand healthcare resources and improve access to services and specialty physicians within our community.

We look forward to increased excellence in health care in the South Suburbs as a result of this new partnership moving forward.

Sincerely,

Alene Rutzky
JUF: South Suburban Office
Community Services Coordinator



South Cook County Emergency Medical Service System
Ingalls Memorial Hospital
One Ingalls Drive, Harvey, Illinois 60426
Phone: 708-915-6900 Fax: 708-225-6099

August 24, 2016

To Whom It May Concern:

Thank you for the opportunity to comment on the upcoming affiliation of University of Chicago Medicine and Ingalls Hospital. In an EMS capacity, this affiliation may provide Ingalls with additional academic and research resources for education purposes and allow for a tertiary medical center alliance.

We look forward to this partnership and the vast combined resources it will bring to both our communities and patient populations.

Very Truly Yours,

A handwritten signature in black ink, reading "Bernard Heilicser" followed by a stylized "D.O." monogram.

Bernard Heilicser, D.O.
EMS Medical Director

A handwritten signature in black ink, reading "Kimberly Stotts" in a cursive script.

Kimberly Stotts, MSN, RN
EMS Manager

dm



Village of Homewood

2020 CHESTNUT ROAD
HOMEWOOD, ILLINOIS 60430-1776
708-798-3000

August 15, 2016

State of Illinois Health Facilities
and Services Review Board

Re: Ingall's Hospital and University
of Chicago Medicine merger

Members of the Board:

I am writing this letter to express my full support for the merger of Ingalls Hospital and the University of Chicago Medicine.

Kurt Johnson, Ingalls President, has been completely open as to the benefits that would accrue to the Southland community as a result of this merger. On November 17, 2015 all south suburban mayors were invited to attend a briefing on this merger, which I attended. (Several of our State representatives were also in attendance).

Mr. Johnson explained the process by which this merge had evolved and the expanded services that would be available to our communities. It was impressive.

I believe the Southland community will benefit greatly from this merger.

Sincerely,

Richard A. Hofeld
Mayor



BREMEN TOWNSHIP

16361 South Kedzie Parkway Markham, Illinois 60428 708-333-9530 / Fax: 708-333-1958

M. Maggie Crotty, Supervisor
John P. Flaherty, Highway Comm.
Keith Gomillia, Trustee
Larry Sargis, Trustee



John D. Lord, Clerk
Willie A. Jones, Assessor
Norman Pestlin, Trustee
Kathryn Straniero, Trustee

August 23, 2016

To Whom This May Concern:

This letter is written in favor of the partnership between University of Chicago Medical Center and Ingalls Memorial Hospital.

Ingalls Hospital has been my family hospital for over 40 years. We have battled cancer, had surgeries and other tests done through Ingalls. Ingalls Urgent Care facilities are equipped to handle brain scans, CAT scans, mammograms, blood tests and so much more. Conveniently, Ingalls has the Urgent Care units built in many of our Township communities.

I look forward to receiving the Ingalls news magazine "Progress". The articles showcasing the new and current healthcare treatments that Ingalls offer are those you would imagine only the north side, and downtown hospitals would offer. I am always pleased to read articles of residents in the south suburbs who share their success stories from pre-natal to sport injuries to heart surgeries and joint replacements. Those stories are informative and encouraging to any of us who are needing the same procedures in the near future.

It was in the last "Progress" magazine that I read about the possibility of the University of Chicago coming to Ingalls. I was so happy to have such a prestigious medical center have a presence at Ingalls. We who live in the area would be able to avail ourselves to the best medical care opportunities, close to home.

Throughout my career as a State Representative, State Senator and currently as Bremen Township Supervisor, Ingalls has been an important part of our communities. Kurt Johnson and his staff always answer the call. They reach out to residents in so many ways. I have called upon Ingalls for seminars for seniors, school vaccinations, employee examinations and tests. They have been our source of help to residents who have mental health issues. Ingalls serves so many residents who couldn't afford care.

I am proud to call Ingalls my hospital.

Sincerely

A handwritten signature in cursive script that reads "Maggie Crotty".

Maggie Crotty
Supervisor, Bremen Township



The Health Facilities and Services Review Board
525 w. Jefferson St., Second Floor
Springfield, Illinois 62761

On behalf of the Chicago Southland Chamber of Commerce, we are offering our support for the future partnership between Ingalls Health Systems and University of Chicago Medicine.

Through this partnership, Ingalls will be able to invest in their facilities and enhance technologies at an accelerated pace, which will help them continue to focus on providing innovative services and a strong regional network of top-rated outpatient services close to home.

When the transaction is finalized, Ingalls will join UChicago Medicine's health network that includes the main medical campus in Hyde Park, numerous outpatient facilities including the planned Centers for Advanced Care in Orland Park and in the South Loop, as well as the University of Chicago Medicine Care Network of physicians.

Ingalls ensures that its resources are directed to areas that result in the greatest benefit to its patients and the community. As Ingalls pursues its mission to improve the health of the communities it serves, Ingalls invests in the latest medical technologies, the structural needs of its facilities across the Southland, and its employees. Ingalls Health System has a 473-bed hospital in Harvey, Illinois, with 450 physicians in 30 medical and surgical specialties, plus Ingalls Cancer Care, Ingalls Advanced Orthopedic Institute, Ingalls Heart Care Center, Ingalls Home Care & Hospice, and three comprehensive outpatient Family Care Centers throughout the South Suburbs.

The University of Chicago Medicine comprises the University of Chicago Medical Center, Pritzker School of Medicine and the University of Chicago Biological Sciences Division. The medical campus offers a full range of specialty care services for adults and children through more than 40 institutes and centers including an NCI-designated Comprehensive Cancer Center. It has a long history of breakthrough research: 12 Nobel Prize winners in physiology or medicine have been affiliated with UChicago Medicine.

This partnership between UChicago Medicine and Ingalls underscores our commitment to improving health and access to quality care in our communities. The collective patients and communities will benefit from the complementary services and greater options.

Regards

A handwritten signature in black ink, appearing to read "David Hinderliter".

David Hinderliter, IOM, ACE
Chicago Southland Chamber of Commerce



Ministers Conference of South Cook County
14559 Green St.
Harvey IL 60426

August 18, 2016

Ingalls Hospital
One Ingalls Dr
Harvey IL 60426

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and University of Chicago Medicine, and unequivocally state that I believe this partnership will be a win-win for all parties.

I have had several opportunities of visiting Ingalls Hospital to see family, friends and parishioners that have received medical care. I personally have two colleagues that have had successful knee surgeries. I also have a colleague that had a stroke approximately five years ago and received excellent care during his hospital stay and is doing extremely well today. On an even more personal note, a few years ago my son was taken to Ingalls Hospital suffering from a severe headache. Ingalls Hospital, in turn, transferred my son to the University of Chicago. I believe had this merger previously taken place, my son could have received the necessary care at Ingalls, which would have prevented him being transferred.

I strongly support this merger because it will provide convenient, community-based healthcare coupled with world-class specialty care which is a powerful combination that will give residents throughout the south side of Chicago and the southern suburbs unprecedented and seamless access to a wide array of specialty services and physicians – close to home. This partnership will also mean a stronger network of ambulatory care services; more primary care physicians, specialists and advanced practice nurses; unmatched specialty care; local access to services like genetic counseling; and the expertise of a renowned academic medical center...all in our own backyard.

I believe I speak for our community as a whole when I say that this partnership is just what our communities need. I also believe these two fine organizations not only share common values – they share a common vision for our region. The University of Chicago Medicine is equally committed to providing essential, meaningful community benefits to all.

As you can see, there are numerous benefits to this proposed merger, and the real beneficiaries are the patients these outstanding organizations will continue to serve far into the future.

Thank you very much for your consideration.

Sincerely,


+Bishop Ernest Owens



City of Harvey
15320 Broadway Avenue
Harvey, IL 60426

Eric J. Kellogg
Mayor

August 23, 2016

Kathryn J. Olson, Chairperson
Illinois Health Facilities and Services Review Board
525 W. Jefferson St., Second Floor
Springfield, IL 62761

Dear Ms. Olson,

Please accept this missive on behalf of the 25,000 plus citizens in the great City of Harvey. As the Mayor of this City I take great pride in our schools, churches and businesses within our boundaries. I consider it a pleasure and a privilege to write this letter of support on behalf of the proposed Ingalls Memorial Hospital and University of Chicago merger.

Ingalls hospital has been a pillar in our community for the last 92 years. Ingalls commitment, compassion and concern for its patients are realized in the services they provide. I am elated to support the merger of a nationally recognized leader for clinical excellence (Ingalls) and a world renowned pacesetter for academics and research in the field of medicine (University of Chicago). The initiative to pursue a combined integrated healthcare delivery system is truly visionary but also necessary to complement and enhance health care for patients throughout Chicago's southwest region.

In conclusion, I fully support the efforts of Ingalls and the University of Chicago strategic alliance in partnering to enhance, enrich and empower the quality of life to the citizens of Harvey and throughout the southland.

Sincerely,

Eric J. Kellogg

Honorable Eric J. Kellogg, Mayor
City of Harvey

Ejk/dl



Family Christian Health Center

31 W. 155th Street, Harvey, IL 60426 | Ph (708) 596-5177, Fx (708) 339-3583 | www.familychc.com

August 25, 2016

Lisa Green, D.O. MPH
Chief Executive Officer

Board of Directors

Toya Harvey, Esq.
Attorney at Law
President/Chairman

Natalie Chadwell,
MBA, CPCO
Vice President

Renee K. Collins,
CFP(R), CPA, MSA, MST
Treasurer

Rev Dr. Jacqueline Anderson,
Chaplain

Karen Jacobs,
Educator
Secretary

Vernice Davis-Clark,
Assistant Secretary

Members at Large:

Jeffery Waddy
MS Ed., DrPHc, MCHES

Kenneth McGhee
MBA, MFin., MHA

Kenneth Wroblewski
CPA, CGMA, MBA

Illinois Health Facilities and Services Review Board Members

525 West Jefferson Street, Second Floor
Springfield, Illinois 62761

Dear Illinois Health Facilities and Services Review Board Members,

My name is Dr. Lisa Green, and I am the CEO of Family Christian Health Center (FCHC) located in Harvey, Illinois. It is with great pleasure that I write to express my full support for the merger of the Ingalls Health System and University of Chicago Medicine, and unequivocally state that I believe this partnership has the possibility of being *"just what the doctor ordered"* for all parties involved and the community-at-large.

FCHC was founded and developed in April 2000 by a group of deeply concerned and committed family practitioners determined to provide health care to medically underserved patients in the Harvey area and neighboring communities.

Services began at 15620 South Wood Street in a small medical building on the campus of Ingalls Hospital. FCHC experienced rapid growth as word of mouth spread about the practice. To address the need for additional space, Ingalls Hospital donated a parcel of land on its campus on which our current state of the art clinic was built.

With the opening of our current facility in 2005, FCHC has consistently grown and now sees more than 22,000 residents of Chicago's Southland communities, resulting in over 60,000 patient visits per year. Today, FCHC has expanded services to meet the needs of our community by providing dental, "Today Care" (same day care services), behavioral health services, and Ob/Gyn services in an effort to better serve our patients and address the growing number of under insured patients in the area.

I provide these facts as background because it is important to share with the Board that the FCHC Team has been in partnership with Ingalls Hospital since our inception. Subsequently, our organizations have collaborated on many occasions to provide excellent healthcare to the citizens of the southland

The mission of Family Christian Health Center is to provide excellent health care to the community that communicates in word and deed the love and Gospel of Jesus Christ



Family Christian Health Center

31 W. 155th Street, Harvey, IL 60426 | Ph (708) 596-5177, Fx (708) 339-3583 | www.familychc.com

community. Whereas, both Ingalls Hospital and FCHC are located in what is described as Mental Health, Primary Care, and Dental Health Professional Shortage Areas, we have always collaborated on the best patient care for our clients. Also, since FCHC and Ingalls Hospital are located in a Medically Underserved Area/Medically Underserved Population (MUA/P), known as the Harvey Phoenix Service area, our data indicates that we have strong healthcare needs. For example, did you know that there are only four hospitals and five primary Federally Qualified Health Centers serving the entire south suburban Chicago area? The proposed merger between the University of Chicago and Ingalls Hospital will indeed be an asset to residents of these underserved and disadvantaged communities.

It is my belief that the ability to provide accessible, affordable, community-based healthcare services coupled with world-class specialty care is a powerful combination that will give residents throughout the south side of Chicago and the southern suburbs unprecedented and seamless entry to a wide array of specialty services and physicians – close to home. This partnership will also mean a stronger network of ambulatory care services; more primary care physicians, specialists and advanced practice nurses; unmatched specialty care; local access to services like genetic counseling; and the expertise of a renowned academic medical center...all in our own backyard.

With the myriad of social, economic and health issues facing our communities, I do believe this proposed partnership is just what our communities' need. This is particularly true since both organizations not only share common values – they also share a common vision for our region and the patients' healthcare needs.

As you can see, there are numerous benefits to this proposed merger, and the real beneficiaries are the patients these outstanding organizations will continue to serve far into the future.

Thank you very much for your consideration.

Sincerely,

Dr. Lisa Green, DO, MPH
Chief Executive Officer



Surgical Care Associates, Ltd.

Ravi M. Deshmukh, M.D., F.A.C.S.
Board-Certified General / Vascular Surgeon

Carl W. Johnson II, M.D., F.A.C.S.
Board-Certified General Surgeon

Gary R. Peplinski, M.D., F.A.C.S.
Board-Certified General Surgeon

August 24, 2015

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and University of Chicago Medicine and I believe that this partnership will be a tremendous benefit to the Chicago south suburbs and the surrounding area.

I am a general surgeon in private practice and have been on staff at Ingalls Hospital since 2002. I am currently the vice president of the medical staff and have served as the previous chairman of surgery. I have been a firsthand witness to the outstanding service and care provided by the physicians and staff at Ingalls Memorial Hospital over the years. However, I have additionally seen the ever changing climate of medicine also present unique challenges to an independent health system such as Ingalls. Despite these challenges not only has Ingalls survived (while others have failed) but they have flourished. One of the reasons for Ingalls' success over the years has been the leadership and vision of its board of directors. The proposed merger (unanimously approved by the board) with University of Chicago Medicine is another example of this vision as Ingalls will now have the ability to expand its service line and combine community-based healthcare with an exceptional world class academic center.

I am excited about the new organization that will be established from this merger and believe it will create a new health care system that will be the exemplary standard bearer for the region. The future is bright and I support the merger between Ingalls and University of Chicago without reservation.

Sincerely,

Carl W, Johnson, II, MD, FACS

August 25, 2016

Illinois Health Facilities and Services Review Board
525 West Jefferson Street, Second Floor
Springfield, IL 62761

In December of 2015, my husband was diagnosed with pancreatic cancer. The plan for his treatment, through the University of Chicago Medical Center involved the approach of chemotherapy first for tumor shrinkage with Dr. Mark Kozloff, followed by surgery (The Whipple procedure) to be performed by Dr. Mitchell Posner, along with additional chemotherapy after surgery.

Fortunately, we were able to have his chemotherapy administered, blood work and other overall health concerns monitored at Ingalls Memorial Hospital as a University of Chicago patient.

Benefits of this type of coordinated care include:

1. Convenience: Close to home with no extended travel time or heavy traffic.
2. No additional expenses of high parking fees.
3. Shorter wait time for appointment and services.
4. More intimate environments, allowing health care providers the opportunity to be more personable and attentive. Sometimes, perhaps because of higher volume of patients, the larger hospital cannot offer.

This coordination of services has created an atmosphere of not only convenience, but of hope and encouragement as well. It certainly takes away many of the stresses associated with getting healthy. For this we are grateful!

Mr. & Mrs. Maynard V. Harley



Occupational Health Program

O C C U P A T I O N A L H E A L T H P R O G R A M

August 23, 2016

Michele Netherton, Business Development Manager
1600 167th Street, Suite 400
Calumet City, IL 60409

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and University of Chicago Medicine, and unequivocally state that I believe this partnership will be a win-win for all parties. As the Manager of Business Development I am in the field speaking with our clients who appreciate the convenient, community-based healthcare coupled with world-class specialty care when utilizing our Occupational Health Department for services.

This proposed merger is a powerful combination that will give our employers, and their employees throughout the south side of Chicago and the southern suburbs unprecedented and seamless access to a wide array of specialty services and physicians – close to home. This partnership will also mean a stronger network of ambulatory care services; more primary care physicians, specialists and advanced practice nurses; unmatched specialty care; and the expertise of a world renowned academic medical center.

I believe I speak for our employer community as a whole when I say that this partnership is just what our organization needs. These two fine organizations not only share common values – they share a common vision for our region.

As you can see, there are numerous benefits to this proposed merger, and the real beneficiaries are the patients these outstanding organizations will continue to serve far into the future.

Thank you very much for your consideration.

Sincerely,

Michele Netherton

Michele Netherton
Ingalls Business Development Manager
Occupational Health Department

16246 Prince Drive
South Holland, IL 60473
708.915.4947

6701 W. 159th Street
Tinley Park, IL 60477
708.915.7569

19550 Governors Highway
Flossmoor, IL 60422
708.915.8410

4742 West Cal Sag Road
Crestwood, IL 60445
708.361.0050

www.ingallsOccHealth.org

Partnering and protecting the health and productivity of your employees!

Zelophehad's Daughters
P.O. Box 1516
Homewood, Illinois 60430
708.803.0791-phone
708.957.0340-fax
zelophehadsdaughters.net
info@zelophehadsdaughters.net

State of Illinois Health Facilities & Services Review Board
525 West Jefferson Street 2nd Floor
Springfield, Illinois 62761

August 18, 2016

Re: The merger between Ingalls Health System and the University of Chicago Medicine

The merger between these two great names in medicine will be a great asset to Harvey and the entire Southland. With it comes an increase in specialist to choose, a larger medical presence, and the benefit of a teaching institution that will introduce cutting edge methodology in areas of treatments and cures.

Ingalls currently provides great services, and with the addition of The University of Chicago, there is a new commitment to world class medicine and award winning services to the South Suburbs of Chicago. In addition, Ingalls is out front in their corporate citizenship. The University of Chicago Medicine has an excellent reputation of community citizenship as well. I can only believe the collaboration of these two hospital systems will only increase community awareness of medical information and improve the overall well being of the South Suburbs.

Sincerely,

A handwritten signature in blue ink, appearing to read "Diane Hackworth", with a large, sweeping flourish extending to the right.

Diane Hackworth
CEO- Zelophehad's Daughter
708.935.0129

Rachel Jones

1382 Freeland Avenue
Calumet City, IL 60409

August 23, 2016

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and University of Chicago Medicine, and undoubtedly state that I believe in this partnership.

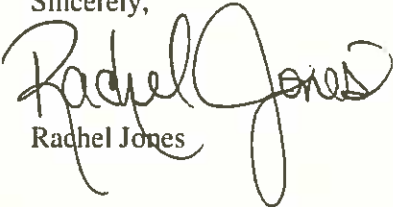
I am not just an employee of Ingalls; I was born there and raised in Harvey, not very far from the hospital. I also delivered my only son at Ingalls. I brought my mother from Arizona to come back and live with me when she was diagnosed with terminal lung cancer. She lost her battle September of 2010. Her primary care physician at Ingalls, Dr. Vandenberg, was compassionate enough to not just take care of another patient but was able to pass me in the hall last September and say "We lost Linda around this time, it's been what 5, or 6 years now and how are you doing?" Let me be clear, I don't have a professional relationship with Dr. Vandenberg nor is he my physician; however I was extremely impressed with the fact that my mother was not just a number to him. He cared enough to not just remember her name but the time frame in which she passed away. He also cared enough to ask me how I was doing. Those of us that have lost a very close loved one knows that void doesn't disappear.

I say all of this to say, community-based healthcare brought together with world-class specialty care is a powerful combination. This partnership will bring us a stronger network locally; more primary care physicians and specialists with one of the leading academic medical centers in the nation.

I believe this partnership is essential to our communities. The healthcare landscape is changing around us and we need to continue to evolve to meet its needs. The real beneficiaries of this merger are the patients!

Thank you for your consideration.

Sincerely,



Rachel Jones

Holland Manufacturing Corp.

P.O. Box 261 So. Holland, IL. 60473
Phone: 708/849-1000 Fax: 708/849-1199

FACILITIES
13901 INDIANA
DOLTON, IL. 60419

From: Mr. Ken Hoekstra
13901 Indiana Avenue
Dolton, IL 60419

Date: August 18, 2016

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and University of Chicago Medicine, and unequivocally state that I believe this partnership will be a win-win for all parties.

I was born at Ingalls as was my father and my children. All our health care has been provided by this fine hospital. Consolidations have come to many industries for good or bad but the inevitability is a fact. Ingalls could not have chosen a finer institution than the UC medical center for that partnership. This will insure the continued care of our family in the future. I hope you consider the positives it will also bring to our communities.

Convenient, community-based healthcare coupled with world-class specialty care is a powerful combination that will give residents throughout the south side of Chicago and the southern suburbs unprecedented and seamless access to a wide array of specialty services and physicians – close to home. This partnership will also mean a stronger network of ambulatory care services; more primary care physicians, specialists and advanced practice nurses; unmatched specialty care; local access to services like genetic counseling; and the expertise of a renowned academic medical center...all in our own backyard.

I believe I speak for our community as a whole when I say that this partnership is just what our communities need. These two fine organizations not only share common values – they share a common vision for our region. Ingalls will continue to operate as a non-profit organization and care for all patients regardless of their ability to pay – as it has since opening in 1923. And UChicago Medicine is equally committed to providing essential, meaningful community benefits to all.

As you can see, there are numerous benefits to this proposed merger, and the real beneficiaries are the patients these outstanding organizations will continue to serve far into the future.

Thank you very much for your consideration.

Sincerely,



Ken Hoekstra

Sandra Slayton
Senior Health Insurance Program Counselor
Illinois Department on Aging

August 20, 2016

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and University of Chicago Medicine, and unequivocally state that I believe this partnership will be a win-win for all parties.

I believe that it is critical to the vitality of the south suburbs that Ingalls remains strong in the community. The merger with the University of Chicago will help ensure that Ingalls continues to thrive and provide the excellent service people have come to rely on. As a Senior Health Insurance Program (SHIP) counselor for the Illinois Department on Aging, I work out of an office at Ingalls to counsel seniors on Medicare issues. I have heard nothing but positive comments from those who have been patients or received services at Ingalls about their experiences.

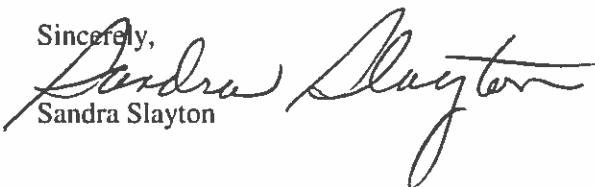
Convenient, community-based healthcare coupled with world-class specialty care is a powerful combination that will give residents throughout the south side of Chicago and the southern suburbs unprecedented and seamless access to a wide array of specialty services and physicians – close to home. This partnership will also mean a stronger network of ambulatory care services; more primary care physicians, specialists and advanced practice nurses; unmatched specialty care; local access to services like genetic counseling; and the expertise of a renowned academic medical center...all in our own backyard.

I believe I speak for our community as a whole when I say that this partnership is just what our communities need. These two fine organizations not only share common values – they share a common vision for our region. Ingalls will continue to operate as a non-profit organization and care for all patients regardless of their ability to pay – as it has since opening in 1923. And UChicago Medicine is equally committed to providing essential, meaningful community benefits to all.

As you can see, there are numerous benefits to this proposed merger, and the real beneficiaries are the patients these outstanding organizations will continue to serve far into the future.

Thank you very much for your consideration.

Sincerely,


Sandra Slayton

**Michael Nylan
16009 School Street
South Holland, IL 60473**

August 19, 2016

Dear Illinois Health Facilities and Services Review Board Members:

I wish to express my support for the merger of Ingalls Health System and University of Chicago Medicine. Too often in the Chicago Southland we have seen addition by subtraction, most recently the decision by Cook County to reconfigure the care options previously provided by Oak Forest Hospital. I believe the partnership of IHS with UCM will result in stronger health care options, particularly for the south suburbs—addition by addition.

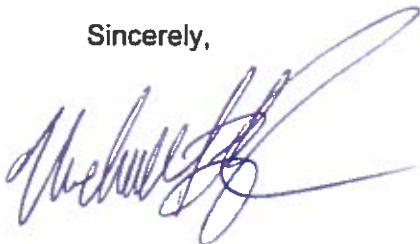
My employer, MB Financial Bank, N.A. through its predecessor South Holland Trust & Savings Bank has a long history of support of Ingalls Hospital, including significant involvement on its boards. My sons, Nick & Sam were born at Ingalls Hospital and nearly all of our significant health care needs have been met by IHS throughout the years. A few years ago when my sister-in-law battled the lung cancer that ultimately claimed her life, it was the doctors at Ingalls who managed her care skillfully and compassionately. To help Ingalls not only maintain their position as the primary source of health care in the Southland, but to enhance it can only be a good thing.

This merger would expand the network of primary care doctors, specialists and advanced practice nurses, enhance specialty services, provide for more robust ambulatory care, and add sophisticated consultative services and the resources and expertise of an internationally recognized academic medical center to the IHS network.

I believe that this partnership is good for our south suburban communities. These two fine organizations share common values and a common vision for our region. Ingalls will continue to operate as a non-profit organization and care for all patients regardless of their ability to pay, as it has since opening in 1923. UCM is equally committed to providing essential care to all residents.

Ingalls has been a trusted health care provider for many, many years. This merger can only enhance that care and it has my full support.

Sincerely,



1300 W. 173rd St
East Hazel Crest, IL 60429

To Whom it May Concern:

My name is Zoe Ewan and I am a Trustee with the Village of East Hazel Crest, long involved with community affairs and addressing gaps in services available to the Southland residents.

I am so very pleased with the pending merger of Ingalls Memorial Hospital with the University of Chicago Medical Center for several very important, and very personal, reasons. For my community and the residents of the Southland, I believe they will now have access to the very best medical care and services. Ingalls has always been a highly regarded provider and this relationship will only enhance this status.

As for me, I have long benefitted from the fact that my oncologist, Dr. Mark Kozloff, has had a long-standing relationship with the University of Chicago Medicine and has been able to assure that much-needed cancer research drugs are made available here to patients at Ingalls. I have been on the investigational drug, Keytruda...and feel like I am getting "presidential" level treatment, as this is the same regimen that President Jimmy Carter was on. I feel that cancer care can't get much better than that!

Here's to more access to the best therapies right here in the Southern Suburbs!

Sincerely,

Zoe Ewan



August 23, 2016

State of Illinois Health Facilities
& Services Review Board
525 W. Jefferson St. Second Floor
Springfield, IL 62761

Dear Sir/Madam:

It is my pleasure to write this letter in support of the pending merger between Ingalls Health System and University of Chicago Medicine.

I am a 30 year employee of Ingalls Health systems, and I truly believe the alliance of these two facilities adjoining will ensure that healthcare services will continue to be available to the surrounding cities and communities.

In conclusion, this alliance will be an asset to the people of this community and continuation of the quality of care that Ingalls has been providing to the citizens of this community. I fully support the efforts of Ingalls management team in this merger.

Sincerely,

Donna Wilkerson,
Care Management / Social Services

**Richard E. Anderson
296 Tulip Circle
Matteson, IL 60443-1448**

*R. Anderson
Pg. 1 of 2*

August 17, 2016

**Facilities and Services Review Board
State of Illinois
Springfield, IL**

Ladies and Gentlemen:

By way of introduction, I am Chairman of the Auxiliary at Ingalls Memorial Hospital in Harvey, IL. In this connection, I serve on the Ingalls Hospital Board of Directors as well as the Ethics Committee and the Institutional Review Board. My volunteer position is that of Chairman of the Information Desk. I am also a member of the Constituency on Volunteers Steering Committee of the Illinois Health and Hospital Association.

I am very much interested in the future of Ingalls Hospital and have followed and kept in close contact with the developments in its planning, resources, and viability.

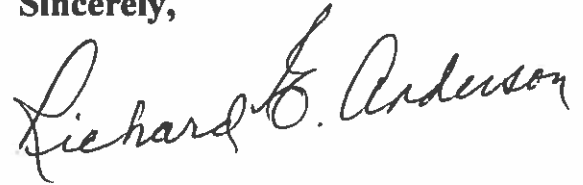
In my opinion, there are many benefits to the proposed merger of Ingalls Health System and the University of Chicago Medicine, such as an expansive network of primary care doctors, world-class specialists and advanced practice nurses; specialty services in areas such as orthopedics, cancer and neuroscience care; a more robust ambulatory care network that expands the current clinical offerings to include things like day surgery, observation stays and additional specialty care at the existing outpatient sites; sophisticated consultative services (e.g., cancer geneticists) close to home; and the resources and expertise of a renowned academic medical center right in the neighborhood.

By taking steps now to ensure the future health and viability of Ingalls Health System, I am confident that the proposed merger of Ingalls Health System and the University of Chicago Medicine can result in nothing but good for both systems and the entire Southland area and that your good organization will see fit to put its stamp of approval on this proposal.

R. Anderson
Pg. 2 of 2

Thank you for taking the time to hear me out on this. If I can be of any future assistance in this matter, please feel free to contact me. My telephone number is (708) 720-3761 and email is carrea296@earthlink.net.

Sincerely,

A handwritten signature in black ink that reads "Richard E. Anderson". The signature is written in a cursive style with a large, stylized "R" and "A".

Richard E. Anderson

Michael Quirk
815 E. Margaret St
Thornton, Il. 60476

August 18, 2016

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and University of Chicago Medicine, and unequivocally state that I believe this partnership will be a win-win for all parties.

I STRONGLY Support the merger to make sure that Ingalls fine medical care CONTIUNUES, and does NOT falter due to the Health Care crisis we are in now !!!

Convenient, community-based healthcare coupled with world-class specialty care is a powerful combination that will give residents throughout the south side of Chicago and the southern suburbs unprecedented and seamless access to a wide array of specialty services and physicians – close to home. This partnership will also mean a stronger network of ambulatory care services; more primary care physicians, specialists and advanced practice nurses; unmatched specialty care; local access to services like genetic counseling; and the expertise of a renowned academic medical center...all in our own backyard.

I believe I speak for our community as a whole when I say that this partnership is just what our communities need. These two fine organizations not only share common values – they share a common vision for our region. Ingalls will continue to operate as a non-profit organization and care for all patients regardless of their ability to pay – as it has since opening in 1923. And UChicago Medicine is equally committed to providing essential, meaningful community benefits to all.

As you can see, there are numerous benefits to this proposed merger, and the real beneficiaries are the patients these outstanding organizations will continue to serve far into the future.

Thank you very much for your consideration.

Sincerely,

Michael Quirk
Ingalls Client and Patient



Ingalls Memorial Hospital

One Ingalls Drive
Harvey, IL 60426
708.333.2300

August 23, 2016

Illinois Health Facilities and Services Review Board
525 W. Jefferson St., Second Floor
Springfield, IL 62761

Letter of Support for University of Chicago/Ingalls Affiliation

To Whom It May Concern:

I would like to express my support of the Ingalls Memorial Hospital/University of Chicago Affiliation. I am a registered nurse by profession, and have worked at Ingalls Memorial Hospital for eight years. I am currently the Director of Radiology, Rehabilitation, Wound Care, Infusion, Neurology and Sleep Center Services. I have been in health care for over 35 years.

I am excited about the services that the University of Chicago can bring to our Ingalls Community and the patients we serve. Ingalls has long been a strong health care provider advocate for the people of Harvey and the surrounding areas, and this strength can only be enhanced by this affiliation. The economic pressures felt by the health care community are many, and this affiliation will only make Ingalls stronger and ensure our presence in the South Side for years to come.

As both a provider and consumer of health care in the South Suburbs, I am excited about this partnership and look forward to continuing to serve our patients and the community.

Sincerely,

Dorene M. Albright, MS, RN
Director
Ingalls Memorial Hospital



Ingalls Health System

**One Ingalls Drive
Harvey, IL 60426
708.333.2300**

August 9, 2016

**Illinois Health Facilities and Services Review Board
525 W. Jefferson St., Second Floor
Springfield, IL 62761**

To Whom It May Concern:

My name is Darlene Drwiega and I am a long-term employee of Ingalls Memorial Hospital. I grew up in Harvey and now reside in Homewood, Illinois. I am sending this letter in support of the merger between Ingalls and the University of Chicago Hospital. This affiliation is a great opportunity for both hospitals! While Ingalls is currently a financially strong hospital, it seems that it is getting increasingly harder for hospitals to stay independent. The merger with the University of Chicago will allow our talented health care professionals to continue to provide the south suburban communities with high-quality, leading-edge health care.

Sincerely,

**Darlene Drwiega
Legal Assistant**



Kizer Memorial Church of God In Christ
15001 Paulina Ave
Harvey, IL 60426
(708) 596-0436

Website: www.kizarm.org

Pastor: Elder Harvey Love

Email: kizarmemorial@yahoo.com

Founder: Pastor Columbus Faulkner

Kizer Memorial
15001 Paulina Avenue
Harvey, IL 60426

August 22, 2016

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and University of Chicago Medicine, and unequivocally state that I believe this partnership will be a win-win for all parties.

Ingalls is providing excellent health care services to our community. Many of our parishioners have been patients at Ingalls hospital and many of our children were also born at Ingalls. We've had cancer patients testify that Ingalls provided excellent care in their cancer treatment program. We've been one of Ingalls community partners for 15 years.

Convenient, community-based healthcare coupled with world-class specialty care is a powerful combination that will give residents throughout the south side of Chicago and the southern suburbs unprecedented and seamless access to a wide array of specialty services and physicians – close to home. This partnership will also mean a stronger network of ambulatory care services; more primary care physicians, specialists and advanced practice nurses; unmatched specialty care; local access to services like genetic counseling; and the expertise of a renowned academic medical center...all in our own backyard.

I believe I speak for our community as a whole when I say that this partnership is just what our communities need. These two fine organizations not only share common values – they share a common vision for our region. Ingalls will continue to operate as a non-profit organization and care for all patients regardless of their ability to pay – as it has since opening in 1923. And UChicago Medicine is equally committed to providing essential, meaningful community benefits to all.

As you can see, there are numerous benefits to this proposed merger, and the real beneficiaries are the patients these outstanding organizations will continue to serve far into the future.

Thank you very much for your consideration.

Sincerely,

Harvey Love
Pastor Harvey Love

**Mallory Sutton
10 Thornwood Dr.
Flossmoor, IL 60422**

August 22, 2016

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and University of Chicago Medicine, and unequivocally state that I believe this partnership will be a win-win for all parties.

My family has lived in the southern suburbs for 26 years. While raising our daughters when ever we needed a physician or emergency room we only considered Ingalls for our family needs.

Convenient, community-based healthcare coupled with world-class specialty care is a powerful combination that will give residents throughout the south side of Chicago and the southern suburbs unprecedented and seamless access to a wide array of specialty services and physicians – close to home. This partnership will also mean a stronger network of ambulatory care services; more primary care physicians, specialists and advanced practice nurses; unmatched specialty care; local access to services like genetic counseling; and the expertise of a renowned academic medical center...all in our own backyard.

I believe I speak for our community as a whole when I say that this partnership is just what our communities need. These two fine organizations not only share common values – they share a common vision for our region. Ingalls will continue to operate as a non-profit organization and care for all patients regardless of their ability to pay – as it has since opening in 1923. And UChicago Medicine is equally committed to providing essential, meaningful community benefits to all.

As you can see, there are numerous benefits to this proposed merger, and the real beneficiaries are the patients these outstanding organizations will continue to serve far into the future.

Thank you very much for your consideration.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Mallory Sutton', with a stylized flourish at the end.

Mallory Sutton



Nancy Ann Williams
809 St. Andrews Drive
Crete, IL 60417

August 17, 2016

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and University of Chicago Medicine, and unequivocally state that I believe this partnership will be a win-win for all parties.

I have worked for Ingalls Health System for 36 years. Ingalls has not been just a job for me; it has truly been a home of family and friends. My daughter is the third generation to have been born at Ingalls, starting with my mother, myself and then my daughter (hopefully my grandchildren someday). I am fortunate enough to have had my siblings work at the hospital with me as well as watch my daughter grow as an individual in her career here at Ingalls. It is with honor that I can say that I work for a hospital that promotes not only growth for the health system but the employees themselves. There are so many opportunities in which I have been able to experience as well as my daughter.

When it comes to the health care of my family and me, I have always turned to Ingalls. However, in the summer of 2015 my father needed a surgery that Ingalls did not offer. That is when my family and I turned to the only other hospital in which we felt would be best able to take care of him, the University of Chicago. The care and expertise of the staff of U of C was excellent.

I take great pride in the thought of Ingalls merging with such an outstanding hospital such as the University of Chicago Medicine. This merger would bring great comfort into the hearts of my family knowing we would have close access to such a wide variety of specialties, physicians and ambulatory services.

Thank you for your consideration.

Sincerely,

Nancy Williams



Ingalls Memorial Hospital

One Ingalls Drive
Harvey, IL 60426
708.333.2300

To the State of Illinois Health Facilities and Services Review Board:

As a Family Practice physician on active staff at Ingalls Memorial Hospital for the past 31 years, I very much look forward to a coordination of care between the staff of Ingalls Hospital and Health Services and the University of Chicago Medical Center. Following are a number of benefits I believe will develop following such an agreement between the two organizations:

- *My patients will benefit from subspecialty care, when indicated, delivered much closer to home, thereby increasing compliance and improving patient satisfaction and outcomes.

- *A strong brand recognition for both institutions, in my opinion, is also likely to result in increased patient satisfaction.

- *Resources offered by UCMC will likely make our current programs more robust and enable more ready access to up-to-date medical technology, once again adding further high quality health care for my patients.

- *I believe that in this complicated health care delivery environment in the midst of which we currently find ourselves, patients and providers benefit from a shared focus of patient-centered care.

- *Similarities between each institution's patient profiles make the anticipated cooperative effort more likely to be lasting and effective.

We must continue to evolve in the spirit of providing quality care to our community. This merger appears to me to be a setting highly conducive to this end.

Thank you for this opportunity to communicate my perspective.

A handwritten signature in cursive script that reads 'Cressa K. Perish MD'.

Cressa Perish, MD
Board certified, ABFP
President, Ingalls Hospital Medical Staff

Felicia Houston
2006 E. 171st Court
South Holland, IL 60473

8/21/2016

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and University of Chicago Medicine, and unequivocally state that I believe this partnership will be a win-win for all parties.

My mother has been a patient at Ingalls for several years under Dr. Beck for her asthma. She has received top notch service and treatment. My grandfather was also a long time patient of Dr. Shamshuddin. He loved his doctor and he loved the staff at Ingalls. The quality of care was outstanding. The staff knew us by name. As a family, we love having Ingalls so close to our home if/when tragedy strikes.

Convenient, community-based healthcare coupled with world-class specialty care is a powerful combination that will give residents throughout the south side of Chicago and the southern suburbs unprecedented and seamless access to a wide array of specialty services and physicians – close to home. This partnership will also mean a stronger network of ambulatory care services; more primary care physicians, specialists and advanced practice nurses; unmatched specialty care; local access to services like genetic counseling; and the expertise of a renowned academic medical center...all in our own backyard.

I believe I speak for our community as a whole when I say that this partnership is just what our communities need. These two fine organizations not only share common values – they share a common vision for our region. Ingalls will continue to operate as a non-profit organization and care for all patients regardless of their ability to pay – as it has since opening in 1923. And UChicago Medicine is equally committed to providing essential, meaningful community benefits to all.

As you can see, there are numerous benefits to this proposed merger, and the real beneficiaries are the patients these outstanding organizations will continue to serve far into the future.

Thank you very much for your consideration.
Sincerely,

Felicia Houston

Joan Millender
Illinois Street
Park Forest, IL 60466

August 22, 2016

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and University of Chicago Medicine, and unequivocally state that I believe this partnership will be a win-win for all parties.

Convenient, community-based healthcare coupled with world-class specialty care is a powerful combination that will provide residents throughout the south side of Chicago and the southern suburbs unprecedented and seamless access to a wide array of specialty services and physicians – close to home. This partnership will also mean a stronger network of ambulatory care services; more primary care physicians, specialists and advanced practice nurses; unmatched specialty care; local access to services like genetic counseling; and the expertise of a renowned academic medical center...all in our own backyard.

These two fine organizations not only share common values – they share a common vision for our region. Ingalls will continue to operate as a non-profit organization and care for all patients regardless of their ability to pay – as it has since opening in 1923. And UChicago Medicine is equally committed to providing essential, meaningful community benefits to all.

As you can see, there are numerous benefits to this proposed merger, and the real beneficiaries are the patients these outstanding organizations will continue to serve far into the future.

Thank you very much for your consideration.

Sincerely,

A handwritten signature in cursive script that reads "Joan Millender". The signature is fluid and elegant, with the first and last names being clearly legible.

Joan Millender

**Debra Robbins
620 Central Road
New Lenox, IL 60451**

Aug. 23, 2016

Dear Illinois Health Facilities and Services Review Board Members,

I am writing to express my full support for the merger of Ingalls Health System and the University of Chicago Medicine, and for many reasons, I believe this partnership will be a win-win for all parties.

Convenient, community-based healthcare coupled with world-class specialty care is a powerful combination. Together, this will give residents throughout the south side of Chicago and the southern suburbs unprecedented and seamless access to a wide array of specialty services and physicians.

The partnership will also mean a stronger network of nearby ambulatory care services, and more primary care physicians, specialists and advanced practice nurses. Residents will have local access to services like genetic counseling – and the expertise of a renowned academic medical center...within minutes from home.

I believe this partnership is just what our communities need. These two fine organizations not only share common values – they share a common vision for our region. Ingalls will continue to operate as a non-profit organization and care for all patients regardless of their ability to pay – as it has since opening in 1923. And UChicago Medicine is equally committed to providing essential, meaningful community benefits to all.

As you can see, there are numerous benefits to this proposed merger, and the real beneficiaries are the patients these outstanding organizations will continue to serve far into the future.

Thank you very much for your consideration.

Sincerely,

A handwritten signature in blue ink that reads "Debra Robbins". The signature is fluid and cursive, with the first name "Debra" being more prominent than the last name "Robbins".

Debra Robbins
Ingalls Patient