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HAND DELIVERED

December 21, 2018

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DEC 27 2018

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

**HEALTH FACILITIES &
SERVICES REVIEW BOARD**

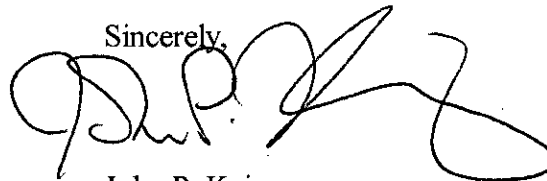
**Re: Project No. 18-043, Ravine Way Surgery
Center**

Dear Ms. Avery:

Please accept the enclosed support letter from Kristen Murtos, Chief Administrative & Strategy Officer, NorthShore University HealthSystem for the above referenced project.

If you have any questions, please don't hesitate to contact me.

Sincerely,



John P. Kniery
Health Care Consultant

ENCLOSURE

JPk/kah

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August 15, 2018

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

Dear Madam or Sir:

On behalf of NorthShore University HealthSystem, an integrated delivery system including four hospitals and over 100 locations serving patients in the Chicagoland area, and a joint venture partner in Ravine Surgery Center, I confirm our organizational support for the Certificate of Need request to extend the Ravine Way ambulatory surgery center license to include pain and podiatric procedures. The availability of ambulatory surgery center access points for these services is responsive to offering a range of alternative delivery sites to patients and physicians in the community, and is aligned with our commitment to support high quality, lower cost access points to the patients in our community.

Sincerely,



Kristen Murtos
Chief Administrative & Strategy Officer