

March 10, 2021

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

Re: Letter of Support- Mercy Hospital and Medical Center, Exemption #003-21

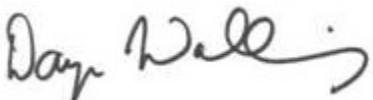
Dear Ms. Avery:

My name is Dayne Walling, and I am a former Mayor of Flint, Michigan, which is where I was born, went to school, and raised my family. During my time in office I witnessed Insight's investment in our city which generated jobs and helped transform what had previously been the abandoned General Motors Great Lakes Technology Centre into the now home of the Insight Biomedical Technology Institute.

The acquisition and renovation of the obsolete brownfield site was no small feat, but Insight took on the challenge and did the hard work of engaging the community to create a sustainable plan for providing high-quality healthcare to those who needed it most. Likewise, there were challenging times for our city during my terms in office, but having an entity like Insight continuing to innovate and spur the local economy was a source of pride. Insight's facilities have become a gathering place for wellness activities and cultural events. It is a fine example of what Flint really stands for as a community, where folks are committed to helping each other out. This is part of the reason, I believe, why Dr. Shah has been successful here, because he shares the values of the community.

Overall, Insight and its founder, Dr. Shah, have proven to be vital contributors to both the economic and social success of our community in Flint. Insight has strengthened our community by providing world-class medical care, community outreach, and opportunities for employment. The dedication and wisdom that Dr. Shah has shown through the years is impressive, so I know Insight will bring their resilience and leadership to the South Side of Chicago. They have faced long odds before but their approach to community and healthcare works. That is why I support Insight's efforts to keep the Mercy Hospital operating in service of the community, and ask the Health Facilities and Services Review Board to consider approving their application.

Respectfully Submitted,



Dayne Walling  
Principal & Senior Policy Advisor, 21P/M/C Policy & Management Consulting  
Former Mayor of Flint  
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