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Debra Savage, Chair
Illinois Health Facilities and Services Review Board
525 West Jefferson, 2nd Floor
Springfield, Illinois 62761

**Re: University of Chicago Medical Center ("UCMC", the "Medical Center"),
UCMC Dedicated Cancer Hospital Master Design (the "Project")
Application for Master Design Permit**

Dear Chairperson Savage:

We are pleased to submit our application to the Illinois Health Facilities & Services Review Board ("IHFSRB" or the "Review Board") for a Master Design Project that seeks approval to spend funds to plan for the construction of a world-class cancer hospital on the Hyde Park Campus of UCMC on the South Side of Chicago.

Background

A half-century ago, a cancer diagnosis still seemed unbeatable. Despite remarkable advances in detection and treatment during this time, the benefits have not been distributed equally, and the prognosis for many cancers, and many populations with cancer, remains poor, with our residents on the South Side some of the farthest behind. People who live on the South Side of Chicago are twice as likely to die from cancer than those who live just about anywhere else in America. In fact, cancer is the second leading cause of death on the South Side. The problem is expected to grow worse in the years ahead, with the incidence of cancer projected to grow 19% in the next five years on the South Side compared to only 9.1% in the five collar counties surrounding the City. Currently, 67% of South Side residents leave their communities to get cancer care.

Master Design Project & Request for Public Hearing

With such staggering statistics, we know there is no single solution for health equity and that cancer is not a problem to be solved alone.

For this reason, we have chosen to apply for a Master Design Permit to enable us to strategically plan the design and development of a world-class, dedicated cancer hospital in partnership with our community. Robust community and patient engagement will be at the core of our design process to allow input not from only our architectural and engineering professionals, but also from current patients and cancer survivors.

Over the years, UCMC has fostered strong relationships with civic leaders, community organizations, health care providers and residents to strategically improve health and access to quality care on the South Side of Chicago, culminating in our work to bring Adult Level I Trauma to the South Side four years ago, and more recently, the South Side Healthy Community project – a collaboration of 13 hospitals

and community health centers committed to advancing the South Side's entire ecosystem of health care. This time will be no different, and we similarly believe our local war on cancer must be a team effort. We already have actively reached out to all of the community hospitals in our planning area and are pleased that the enclosed CON application includes several of their letters of support. We anticipate regular and ongoing discussions with all of the local providers to maximize their opportunity for input.

Consistent with this intent, we are simultaneously requesting a public hearing pursuant to 77 Ill. Adm. Code Section 1130.930 along with the submission of our application to initiate the opportunity for collaboration upon filing. We want to share our plan for the community and to encourage dialogue. If this Permit is approved, we anticipate filing a CON application later this year for the construction of an approximately 128-bed dedicated cancer facility as part of our Medical Center hospital license that consolidates the full spectrum of inpatient and outpatient cancer care.

As the result of this collaborative design process, we seek to deliver a CON application for a cancer treatment hospital with the following attributes:

- World class cancer care to optimize treatment for the whole person now and in the future.
- A fully-coordinated patient experience, ensuring services across the continuum of care are located together, including ambulatory care, approximately 116 medical-surgical beds and 12 ICU beds, an infusion center, radiation oncology, a full suite of imaging and diagnostic solutions, and clinical trials research, as well as urgent care and pain and symptom management, all in a healing environment.
- A place where ground-breaking science and efficient, compassionate care meet to provide greater access to those with the highest barriers to care and an unrivaled approach to conquering cancer.

UCMC estimates that the design cost (A&E and related expenses), preliminary site preparation and off-site utility work will be \$37,569,000 which exceeds the current capital expenditure threshold.

Cutting-edge Cancer Care is already one of UCMC's Premier Programs

UCMC is a world-renowned cancer center with international reach and one of only 71 hospitals within the U.S. designated by the National Cancer Institute ("NCI") as delivering cutting-edge cancer care to patients in its communities. UCMC's Comprehensive Cancer Center designation by the National Cancer Institute is the highest federal rating a cancer center can achieve. It is the gold standard for cancer programs and is bestowed upon the nation's top cancer centers in recognition of their innovative research and leading-edge treatments. UCMC has been home to such a designated center since 1973.

Our Comprehensive Cancer Center has a global presence, attracting cancer patients from around the world; however, our most important commitment is to the people of the Chicago metropolitan area and, particularly, the residents of surrounding neighborhoods including Bronzeville, Grand Boulevard, Hyde Park, Kenwood, Washington Park and Woodlawn. Maintaining a vibrant, two-way conversation with our South Side neighbors helps the Comprehensive Cancer Center better understand and meet patient needs. A key part of the Comprehensive Cancer Center's mission

has been and will continue to be to promote cancer health equity among all populations, especially among groups where there are known cancer disparities based on race, ethnicity, language and geographic location.

With this distinction, UCMC recognizes its ongoing responsibility to strive to overcome the existing barriers to high quality care and push the boundaries of what is possible for its community. Patients who are treated at comprehensive cancer centers experience superior survival rates compared to patients treated at facilities that have not received this designation. While outcomes at NCI cancer centers are already strong, the rates of “textbook outcome” are even higher at dedicated cancer hospitals. The likelihood of a patient surviving their cancer after five years at a dedicated cancer center is 17% higher than at other hospitals. That is true across many types of cancer, including the most common – breast, colorectal, lung and prostate. The Medical Center and its more than 200 cancer researchers and physicians are committed to developing a new health care delivery model to further prevent and reduce cancer’s devastating effects, which will be more effectively delivered through a dedicated cancer hospital that fuses the most advanced technology, medical research, and clinical care through real-time collaboration for the benefit of all cancer patients.

High Rates of Utilization at UCMC Reduce Community’s Access to Cancer Care

The Medical Center routinely uses more than 90% of its available beds and has been operating under “surge” conditions more than half the time, meaning that we have no available inpatient beds and more than 20 patients are awaiting admission from the emergency department. Operating at these high rates utilization affects our ability to accept transfers of acutely ill patients from other area hospitals, and we frequently have to turn down transfers because of bed shortages. Yet the hospitals within our planning area depend on UCMC to be able to accept patients in need of a higher level of care. The acuity mix of UCMC is more than 45% higher than that of any other hospital in the planning area, which means that UCMC’s patients are more acutely ill than patients occupying the same types of beds elsewhere in the region. UCMC’s capacity constraints come at a time when specialty care on the South Side is already strained and the resources available to its residents greatly diminished. Over the past 25 years, the planning area has seen seven of 16 hospitals close and inpatient capacity decrease by more than 54%.

Health Disparities Persist

The end result of these care delivery challenges is an immense disparity in health outcomes: compared to North Side residents of Chicago, South Siders in some neighborhoods have a 30-year lower life expectancy. These tolls have been further exacerbated by the COVID-19 pandemic, as evidenced in the highly disparate unemployment and death rates relative to white residents and North Side neighborhoods. Even before the pandemic, healthcare disparities such as lower screening rates and higher mortality rates for some cancers were apparent in medically underserved communities due to the lack of access to quality care. From 2014-2018, the residents on the South Side of Chicago were 28.6% more likely to receive a cancer diagnosis than residents in other parts of the City and 25.2% more likely than others in Illinois. Similarly, for similar periods of time, 14.9 deaths per 100,000 residents from breast cancer (2013-2017) compared to 12 in Illinois and 19.9 colorectal cancer deaths compared to 13 for Illinois.

Project Will Elevate the Delivery of Cancer Care to the South Side of Chicago

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While UCMC is a destination for cancer patients from all over the globe, it is an essential provider of services for patients from the South Side of Chicago and throughout Illinois and has made some significant strides in bringing cancer care to its residents. For example, 80% of breast cancer patients on the South Side of Chicago receive care at UCMC. Additionally, 80% of local women are seeking regular mammography as a cancer screening tool. However, breast cancer is just one among hundreds of different cancers, and an imbalance of resources still exists on the South Side of Chicago. Residents continue to have the highest cancer mortality rates in the City but the fewest resources.

We seek to address this imbalance by proposing greater access to, and a dedicated space for, the treatment and management of the entire life cycle of cancer – from pre-diagnosis, cancer treatment, remission and beyond. But that's not all – UCMC plans to build a cancer hospital that hasn't been built before, one with a data-driven design and innovative layout that facilitates interdisciplinary collaboration both in the lab and beside our patients.

Project Will Uplift the Overall Determinants of Health on the South Side of Chicago

With the construction of a dedicated cancer hospital, UCMC commits to making approximately a \$633 million investment on the South Side, one of the largest capital development projects in the area's history. Of this amount, UCMC strives to obtain participation from at least 35% certified MBE/DBE and 6% percent certified WBE vendors and to obtain 40% of on-site workforce hours from Chicago residents emphasizing the eight zip codes surrounding the Medical Center's Hyde Park-Woodlawn campus (60609, 60615, 60616, 60619, 60621, 60637, 60649 and 60653). With such goals, UCMC recognizes that healthy communities mean much more than medical care and seeks to champion the importance of the social determinants of health and the role that economic security so prominently plays.

A dedicated cancer hospital will foster more timely, efficient and compassionate delivery of cancer care at UCMC and will better integrate the resources of both UCMC and community hospitals into the local health care delivery system. While UCMC is the only academic medical center within this local delivery system, each institution plays an important and distinct role. With the proposed cancer hospital, and our work with the South Side Healthy Community Organization, we propose to expand not just cancer care at UCMC, but also to expand collaboration with the other providers in our planning area and, together, to strengthen access to health care overall.

The development of a dedicated cancer hospital is a critical component to continuing to provide exceptional care to patients and to dismantling persistent healthcare disparities in our community. We know a cancer hospital will mean more lives saved, and we request approval of this design Project to enable us to bring a detailed CON application back to you for this essential care.

Very truly yours,



Thomas Jackiewicz
President
The University of Chicago Medical Center