

Roate, George

11-061

From: Constantino, Mike
Sent: Thursday, September 29, 2011 4:21 PM
To: Roate, George
Subject: FW: Support Letters: Satellite Dialysis of Glenview (Project No. 11-061)
Attachments: CON Support Letter (County Commissioner Goslin).doc; CON Support Letter (Bernstein).pdf; CON Support Letter (Congressman Dold).pdf; CON Support Letter (Satellite CEO Overview).pdf; CON Support Letter (Satellite CFO).pdf; CON Support Letter (Satellite CMO).pdf; CON Support Letter (Satellite VPCA).pdf; CON Support Letter (Seasons at Glenview Place).doc; CON Support Letter (Sen. Schoenberg).doc; CON Support Letter (Tammy Ho, MD).pdf; CON Support Letter (Dr Sprague).pdf; CON Support Letter (Nash MD).pdf; CON Support Letter (Patient A Meyers).pdf; CON Support Letter (Patient Ali).pdf; CON Support Letter (Patient Berkowitz).pdf

RECEIVED

SEP 29 2011

HEALTH FACILITIES &
SERVICES REVIEW BOARD

Mike Constantino
Illinois Department of Public Health
525 West Jefferson
Springfield, Illinois 62761
Fax:(217) 785-4111
Phone:(217) 785-1557

From: Hylak-Reinholtz, Joseph J. [mailto:jhreinoltz@mcguirewoods.com]
Sent: Thursday, September 22, 2011 2:31 PM
To: Constantino, Mike
Cc: Roate, George; Avery, Courtney; Burke, Mark (x3610); Lunbeck, Rob (x3762); Khababa, Ishrag (x3657); BarronD@SatelliteHealth.com; Branson, Marc (x3613); Hylak-Reinholtz, Joseph J.; Riley, James B. Jr.; Clark, Jeffrey C.
Subject: Support Letters: Satellite Dialysis of Glenview (Project No. 11-061)

Mike:

Please find attached PDF copies of several letters of support related to Satellite Dialysis of Glenview's CON permit application (Project No. 11-061). Please feel free to call me with any questions or comments. Thank you very much.

Regards,

Joseph Hylak-Reinholtz
McGuireWoods LLP
77 W. Wacker Drive, Suite 4100
Chicago, Illinois 60601
Direct Phone: (312) 641-2088
Direct Fax: (312) 698-4509
E-mail Address: jhreinoltz@mcguirewoods.com

September 18, 2011

Illinois Health Facilities and Services Review Board
Illinois Department of Public Health
525 West Jefferson St., 2nd Floor
Springfield IL 62761

Dear Members of the Illinois Health Facilities and Services Review Board:

I am writing to show my support for Satellite Dialysis of Glenview. I have been a patient of Dr. Stuart Sprague since 1998 when I suffered from Renal Cell Carcinoma and had a radical nephrectomy. I started in-center dialysis in February 2003 and home hemodialysis in February 2006. Before starting dialysis in 2003, Dr. Sprague personally informed me of all available Renal Replacement Therapies, far before the CMS Conditions for Coverage mandate. It has been documented that few nephrologists go through this process. He and I jointly decided home hemodialysis would be the best alternative until transplantation was possible. At that time, very few people in the country were performing home hemodialysis, although it was considered by many to be the best available modality. Unfortunately it took three years before I was able to start my modality of choice.

During those three years, Dr. Sprague attempted to get a home hemodialysis program established at Evanston Hospital, the Renal Care Group's Evanston center and the Fresenius Evanston center. All refused. It was only after a more harsh effort on his and my part that Evanston Hospital finally allowed me to start. Approximately one year after starting home dialysis, I transitioned to Wellbound of Evanston, an affiliate of Satellite Healthcare.

I am greatly concerned dialysis patients do not have access to a non-profit provider like Satellite. I speak from my own personal experience. My three years in-center was with two for-profit centers, who subsequently merged. The two were Renal Care Group and Fresenius. I believe I got inferior care at both. While at RCG, I often crashed during treatment and felt the nurses and technicians did not respond as one should. I eventually had a heart attack driving home from a session. Shortly afterwards I transferred to the Fresenius unit in Evanston. At the time, the FMC offered nocturnal dialysis, which studies had shown was better than the usual conventional hemodialysis. Unfortunately, the program was managed so poorly, I felt unsafe. There were two staff members for the overnight shift, one nurse and technician. When the lights went out at 10 pm, one disappeared for three hours. After that, the other. For six of the eight hours only one person was present on the floor. In addition, although Fresenius was the largest dialysis provider in the country, the only light available if needed was the 5" television each person had next to the bed or chair. The room temperature was also kept very cold, although it was late November and December.

I didn't feel safe. One night my machine alarmed and the nurse came to adjust my needle. She only had the TV as a light source and infiltrated my arm by incorrectly manipulating the needle. What really peeved me was that she blamed me for moving my arm. I needed to change and went back to the day shift. That wasn't much better. The clinic wasn't kept particularly clean. I remember they were expecting an inspection the following day and they finally did a thorough

cleaning. They even passed out t-shirts to all of the patients with "Ultracare" stamped on them. All of the patients thought it was a joke. I also remember an incident when the man next to me appeared to pass out, but had made a noise beforehand. The nurse was on the phone no further than seven to ten feet away. She kept on talking, ignoring the man. His wife was sitting in the foyer outside the treatment room. She heard him and ran in. It was only then the nurse responded. An ambulance was called and the man never returned to dialysis. My own health continued to deteriorate until I was able to start home dialysis. Since then I have been rehabilitated and am living a more healthy and productive life.

So I worry about others who dialyze at a for-profit center, especially one of the two Large Dialysis Organizations, Fresenius and DaVita. I have read the Certificate of Need Applications for both Satellite of Glenview and Fresenius of Northfield, ostensibly only one the Board will approve. One item which stood out was the planned staffing ratio. Satellite is planning a 3 to 1 ratio of patients to staff and Fresenius a 4 to 1. It's obvious that Fresenius is more concerned about profit versus patient safety. My own experience confirms that. It's no wonder a recent research study on mortality, "The Effect of Dialysis Chains on Mortality among Patients Receiving Hemodialysis", published in the journal Health Services Research concluded patients treated at dialysis clinics run by the largest U.S. for-profit chains have a higher risk of death than patients treated by the biggest nonprofit chain. The outcome gaps are substantial: Patients at the largest for-profit chain were found to have a 19 percent higher risk of death than patients receiving care at the nonprofit; at the second-largest chain, the risk was 24 percent higher. The study also found that patients had a 13 percent lower mortality risk if they were treated at nonprofit clinics, regardless of chain ownership, than if they received care at for-profit clinics.

In addition to being a dialysis patient, I have become a very active patient advocate. I am the founder and President of NxStageUsers, the largest dialysis patient organization dedicated to home dialysis. I am also a member of the NxStage Medical User Advisory Panel, Satellite Healthcare Grassroots Committee, Affymax Patient Advisory Board and Redsense Patient Advisory Committee. I am the co-founder of the Friends of the Congressional Kidney Caucus, an amalgam of dialysis patient organizations and renal professionals.

I have testified at the Centers for Medicare and Medicaid Services in Baltimore, Maryland; spoken at the Annual Dialysis Conference sponsored by the University of Missouri, Columbia, Missouri, and presented at a Congressional Briefing on Home Dialysis in Washington, DC and other seminars and conferences. I was the only patient allowed to do Grand Rounds at NorthShore University HealthSystems. I have been published in renal journals, such as Nephrology News & Issues and RenalWeb. I have submitted comments to CMS on issues regarding dialysis and am preparing a submission to the House Ways & Means Health Subcommittee on the Consolidation of the Healthcare Industry, more specifically the Consolidation of Dialysis Providers.

Through my advocacy, I have learned much about the state of chronic kidney disease and dialysis. It stupefies me that the United States ranks 37th on patient outcomes, yet spends more than anybody else. The original intent of the Medicare entitlement was to rehabilitate people so they could be employed and live productive lives, yet the mortality rate still hovers around 20%,

much higher than other industrialized countries. We must remember that over two thirds of the dialysis population gets treatment from the two LDO's. They must take responsibility for the poor outcomes. Regarding rehabilitation, the 2009 Network Summary Report, Table 20, shows stark figures. Only 21% of dialysis patients between the ages of 18-54 are employed either full or part time, with only 2% through Vocational Rehabilitation Programs. Only 24% of centers offer dialysis in shifts starting after 5pm. There is a direct correlation between the two. There is no center in HSA 7 that currently offer shifts that make it more feasible for people to work. Satellite of Glenview proposes to do so.

In conclusion, I believe the residents of HAS 7 deserve to have access to a non-profit which puts healthcare and patients first, rather than shareholders. I know that's what I would choose.

I kindly request that you approve the Certificate of Need for Satellite Dialysis of Glenview and expand the health care options available to local community citizens like myself. I believe the proposed project is both necessary and in the best interest of our community.

Thank you, in advance, for your consideration.

Respectfully,



Richard J. Berkowitz
10037 Frontage Rd. #B
Skokie, Illinois 60077

Re: Glenview, Illinois (Project 11-061).

September 16, 2011

Illinois Health Facilities and Services Review Board
Illinois Department of Public Health
525 West Jefferson St., 2nd Floor
Springfield IL 62761

Dear Members of the Illinois Health Facilities and Services Review Board:

I am writing to show my support for Satellite Dialysis of Glenview. I believe Satellite's new in-center dialysis facility will provide:

- Better access to healthcare services, especially for persons in need of charity care services.
- A more diverse choice in healthcare providers.
- High quality dialysis care.

Why do I believe this is true? I am a current patient of Dr. Stuart M Sprague. I was diagnosed with kidney failure stage 5 about four years ago. I'm 34 years old and I work to support myself. I have been dialyzing at the DSI Dialysis Clinic and since they sold out to DaVita they have made a lot of changes which makes it harder for me to work and have dialysis. I use to start my treatment after 6pm, but they now they closed that shift and close the clinic at 8:30pm. Either I do half of treatment or cancel my work. I have pleaded with the manager at clinic but no results. Dr. Sprague has also tried to get them to be more flexible. I believe that I deserve a normal life to without interfering with my treatment and allow me to work. When I heard that Satellite will open a new clinic in Glenview and that they are more flexible I was very glad that I might be able to find a place to dialyze and continue to work.

I kindly request that you approve the Certificate of Need for Satellite Dialysis of Glenview and expand the health care options available to local community citizens like myself. I believe the proposed project is both necessary and in the best interest of our community.

Thank you, in advance, for your consideration.

Sincerely,

Eduart Ali
8442 McVicker Ave
Morton Grove IL 60053

A handwritten signature in black ink, appearing to read 'Eduart Ali', written over a horizontal line.

Re: Glenview, Illinois (Project 11-061).

September 17, 2011

Illinois Health Facilities and Services Review Board
Illinois Department of Public Health
525 West Jefferson St., 2nd Floor
Springfield, IL 62761

Dear Members of the Illinois Health Facilities and Services Review Board

I am writing to show my support for Satellite Dialysis of Glenview. I believe Satellite's new in-center dialysis facility will provide:

- Better access to healthcare services, especially for persons in need of charity care services.
- A more diverse choice in healthcare providers.
- High quality dialysis care.

Why do I believe this is true? I am a current patient of Dr. Stuart M. Soragus, with Northshore University Health Systems. During my almost 9 years of dialysis I have been a patient at 3 different dialysis centers and have changed as I have not felt that they were taking good care of me. Reason being, that the bigger the company, the lower the professional standards appear to be. I can't begin to tell you how many times I have been sent to the hospital, because the dialysis center I attended sacrificed quality for quantity. I am appalled when my care is compromised to save a buck.

I believe that the Satellite Dialysis Center in Glenview being a not profit will resolve some of these issues.

I would request that you approve the Certificate of Need for Satellite Dialysis of Glenview and expand the healthcare options available to local community citizens the most. I believe the proposed project is both necessary and in the best interest of our community.

Thank you in advance for your consideration.

John Mayers
1001 Greenwood Rd
Glenview, IL 60025
Tel: 847.424.1000 (Fax: 847.424.1001)

Medical Group

September 16, 2011

(847) 570-2512
(847) 570-1696 fax

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

RE: Project 11-061 – Satellite Dialysis of Glenview

Dear Ms. Avery:

I am a nephrologist in practice with NorthShore University HealthSystems in the Glenview area. I have been treating patients with end stage renal disease for 16 years. Over this time, I have seen the population grow exponentially, and as a result, I have seen the demand for high quality dialysis services grow. Existing dialysis providers continue to experience growing utilization rates, and patient access to preferred dialysis shifts close to their home are hard to find.

I firmly believe that a new dialysis facility is needed in Glenview, and that Satellite Healthcare, Inc. is the best operator to meet that need. Satellite is a not-for-profit corporation, which will bring a new opportunity and approach to our community. Dealing with Satellite will be a breath of fresh air when compared with big dialysis providers such as Fresenius and DaVita. Therefore, I submit this letter of support for CON permit request 11-061 and strongly encourage the Illinois Health Facilities and Services Review Board to approve this project.

Thank you for your consideration.

Very Truly Yours,



Kevin Nash, M.D.

2050 Pfingsten Road, Suite 3000

Glenview, Illinois 60024

Medical Group

Clinical Professor of Medicine

2650 Ridge Avenue
Evanston, IL 60201
www.northshore.org

(847) 570-2512
(847) 570-1696 Fax

September 19, 2011

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

RE: Project 11-061 – Satellite Dialysis of Glenview

Dear Ms. Avery:

I am the Chief of Nephrology and Hypertension at NorthShore University HealthSystem which has hospitals in Evanston, Skokie, Glenview, and Highland Park. I have been treating patients with end stage renal disease (ESRD) since 1986 and have had extensive experience in all modalities of dialysis as well as with various dialysis providers including hospital based, for profit and not for profit organizations. Over the years, I have seen the population grow exponentially, and as a result, I have seen the demand for high-quality dialysis services grow. Furthermore, the need for increased patient access and flexibility is absolutely necessary to provide patients individualized care which would meet their medical and rehabilitative needs. One of the major goals of the treatment of the ESRD patient is to rehabilitate them back to as normal a life as possible so they can continue to be productive members of society. Thus, the development of new dialysis facilities need to include factors other than geographic needs, but should include flexibility in treatments provided. This would include offering nocturnal dialysis, increased frequency and duration of dialysis, dialysis shifts beginning after the work day (i.e. later than 6 or 7 PM) as well as extensive educational programs that objectively and thoroughly educate patients on all the options of dialytic therapy and transplantation.

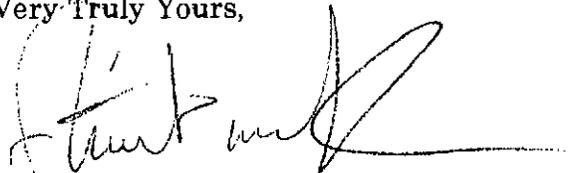
I firmly believe that a new dialysis facility is needed in Glenview, and that Satellite Healthcare, Inc. is the best operator to meet that need. Satellite is a not-for-profit corporation, which will bring a new opportunity and approach to our community. Satellite has a history of providing excellent quality as well as innovative and progressive approaches. Though a relatively small provider nationally, Satellite has the highest proportion of patients performing nocturnal dialysis, as well as with their affiliate Wellbound the highest proportion of patients performing home

dialysis. Satellite has committed itself to accommodate our patients' needs by offering to provide not only nocturnal dialysis, but also a dialysis shift in the evening after the work day and have discussed with us the possibility of being open 7 days a week to better accommodate our patients. Satellite has also implemented an extremely well rounded educational program for patients with late stage chronic kidney disease to thoroughly explain all treatment options. I have personally seen this program and it far exceeds anything else that is available to the community. I have worked with many of the large for profit dialysis chains, including Fresenius and DaVita, and though they provide high quality care, they are unable to accommodate the flexibility that could benefit many patients. Several years ago, before it became "fashionable", I was trying to develop a free standing home dialysis program, though I tried very hard to get one of the for profit dialysis chains, as well as our hospital system, to open such a program, they all refused. It was then that Satellite, through its Wellbound Division partnered with us to open Wellbound of Evanston. I have found the philosophy of this organization to be totally different than any dialysis organization, including our hospital, which I have worked with in the last 25 years. Though they do understand the fiscal responsibilities of running a dialysis program, they do not let it interfere with individual patient needs. Myself, my colleagues and most importantly our patients, have found Satellite to be extremely flexible to our patients' medical, rehabilitative and social needs while allowing us to provide the highest quality care.

I firmly believe that dealing with Satellite will be a breath of fresh air for us and our patients when compared with big dialysis providers such as Fresenius and DaVita. Therefore, I submit this letter of support for CON permit request 11-061 and strongly encourage the Illinois Health Facilities and Services Review Board to approve this project.

Thank you for your consideration.

Very Truly Yours,

A handwritten signature in black ink, appearing to read "Stuart M. Sprague", written over a horizontal line.

Stuart M. Sprague, D.O., F.A.C.P., F.A.S.N
Chief, Division of Nephrology

Medical Group

September 19, 2011

(847) 570-2512
(847) 570-1696 fax

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

RE: Project 11-061 – Satellite Dialysis of Glenview

Dear Ms. Avery:

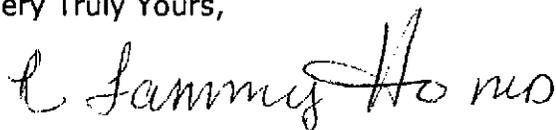
I am a nephrologist in practice with Northshore University HealthSystems and care for patients that reside in the Evanston, Skokie and Glenview areas. I have been treating patients with end stage renal disease for almost 20 years now and I have watched this population grow significantly over these years. The need of these patients for high quality dialysis services has increased correspondingly.

I believe that a new dialysis facility is needed in Glenview and that Satellite Healthcare, Inc would be the best operator to meet that need. Satellite is a not-for-profit corporation, with a strong commitment to dialysis modalities and techniques of dialysis delivery that optimize patient independence and integration back into their pre-illness life and community. In line with this philosophy, Satellite emphasizes pre-dialysis education programs and offers dialysis patients options in nocturnal dialysis, peritoneal dialysis and flexibility of in-center dialysis scheduling. I have had the opportunity to work with many dialysis providers. I believe that working with Satellite would provide a refreshing change when compared with big dialysis providers such as Fresenius and DaVita.

Therefore, I submit this letter of support for CON permit request 11-061 and strongly encourage the Illinois Health Facilities and Services Review Board to approve this project.

Thank you for your consideration.

Very Truly Yours,



L Tammy Ho, M.D.

DISTRICT OFFICE

820 DAVIS STREET
SUITE 102
EVANSTON, ILLINOIS 60201
(847) 492-1200
FAX (847) 492-1202



CAPITOL OFFICE

218 STATE CAPITOL
SPRINGFIELD, ILLINOIS 62706
(217) 782-2119
FAX (217) 782-0715

ILLINOIS STATE SENATE
JEFFREY M. SCHOENBERG

Assistant Majority Leader
State Senator • 9th District

September 21, 2011

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

RE: Satellite Dialysis of Glenview (CON Project 11-061)

Dear Ms. Avery,

I am writing to express my support for the 16 station dialysis facility proposed by Satellite Healthcare, Inc., a nonprofit health care provider, which is to be located in Glenview, Illinois and serve seniors living in several communities that I represent, including Glenview, Niles, Morton Grove, Golf, Northbrook, Northfield, and Glencoe.

It is important that we improve access to comprehensive, high quality health care services for seniors and other fragile populations to eliminate health disparities and increase the quality and years of healthy life of the elderly. Access to care is especially important for services such as dialysis which may require several trips a week to a facility.

The Glenview-based facility will provide reasonably close access to necessary in-center dialysis services in a geographic area that has a high concentration of senior living and care facilities and a rapidly growing number of senior citizens. In addition, by approving Satellite Dialysis of Glenview's certificate of need (CON) permit application, the Illinois Health Facilities and Services Review Board (the "Board") will allow a nonprofit provider to enter the Illinois market. This will enhance patient choice by creating a nonprofit alternative for obtaining in-center dialysis care from a provider that has a track record of providing high-quality care. Furthermore, the project will promote continued economic growth in and around Glenview by creating new jobs.

Accordingly, I urge the Board to give full and favorable consideration to the CON permit application submitted by Satellite Healthcare, Inc. Thank you for your thoughtful consideration of this application.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeff Schoenberg".

Jeff Schoenberg
Assistant Senate Majority Leader, 9th District

September 15, 2011

Illinois Health Facilities and Services Review Board
Illinois Department of Public Health
525 West Jefferson St., 2nd Floor
Springfield IL 62761
Attention: Ms. Courtney Avery, Administrator

RE: Project 11-061 -- Satellite Dialysis of Glenview

Dear Ms. Avery:

I am writing to express my support for the new in-center dialysis facility proposed by Satellite Dialysis of Glenview, which will be located in Glenview, Illinois (Project 11-061). As the Director of Resident Services at The Seasons at Glenview Place, an Independent and Assisted Living facility that serves 250+ residents, I understand how important it is to ensure that seniors have adequate access to high-quality dialysis care that is in close proximity to their residence and available at reasonable times during the day.

I am also excited to learn about Satellite's dedication to serving the broader community through educational programs that aim to help pre-end stage renal disease patients and their families better understand chronic kidney disease, best care practices, and the variety of dialysis treatment options available.

I also believe Satellite's new in-center dialysis facility will provide a more diverse choice in healthcare providers as well as greater access to healthcare services, especially for those in need of charity care services since, unlike the majority of providers in the region Satellite is a not-for-profit organization.

For these reasons, I kindly ask the state board to approve certificate of need Project 11-061. I believe the proposed project is both necessary and in the best interest of our community.

Thank you, in advance, for your consideration.

Sincerely,

Tina Cooper
Director of Resident Services

The Seasons at Glenview Place
4501 Concord Lane
Northbrook, IL 60062

September 16, 2011

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

RE: Satellite Dialysis of Glenview (CON Project 11-061)

Dear Ms. Avery:

I am both a Nephrologist and the Vice President of Clinical Affairs for Satellite Healthcare, Inc., a California not-for-profit corporation, and I strongly encourage you to support and approve our Certificate of Need ("CON") permit application (Project No. 11-061).

I supervise quality at Satellite and am responsible for ensuring that our facilities deliver the the highest levels of patient care. Satellite has consistently achieved national quality targets. In vascular access, our arteriovenous fistula rate for second quarter 2011 was 62.7%, higher than the national average of 59.2% in July 2011. Our company Standardized Mortality Ratio for 2007-2010 was 0.91, lower than the national average.

I firmly believe that a new dialysis center is needed in Glenview, and that Satellite Healthcare, Inc. is the best choice for this need. As the Vice President of Clinical Affairs, I am committed to ensuring that Satellite provides the highest levels of quality of care and patient safety. We are a not-for-profit corporation, dedicated to the communities we serve and the dialysis population as a whole, and can provide a new alternative for care to patients living in this community.

Thank you for your consideration.

Sincerely yours,



Leslie P. Wong, M.D.
Vice President of Clinical Affairs
Satellite Healthcare, Inc.

SATELLITE
DIALYSIS

SATELLITE
WELLBOUND

September 22, 2011

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

RE: Satellite Dialysis of Glenview (CON Project 11-061)

Dear Ms. Avery:

I am both a Nephrologist and the Chief Medical Officer for Satellite Healthcare, Inc., a California not-for-profit corporation, and I strongly encourage you to support and approve our Certificate of Need ("CON") permit application (Project No. 11-061).

I firmly believe that a new dialysis center is needed in Glenview, and that Satellite Healthcare, Inc. is the best operator to meet that need. I have been treating patients with end stage renal disease for 20 years and was trained in Internal Medicine at Evanston Hospital and in Nephrology at the University of Chicago. During this time I have seen the population and the degree of patients' co-morbid conditions grow substantially. Consequently, the demand for high-quality dialysis services, tailored to the individual needs of the patients, has increased.

The approval of the CON will accomplish three equally important issues affecting patients living with kidney disease: (1) our dialysis facility will ensure access to high-quality dialysis care in Chicago's northwest suburbs, an area with a growing end stage renal disease ("ESRD") population; (2) it will raise the quality of available care and increase access to individualized dialysis treatments by providing a more diverse choice of healthcare providers; and (3) it will provide greater access to healthcare services, especially for those in need of charity care services in Health Service Area ("HSA") 7, which HSA we are already serving through our WellBound of Evanston (a home dialysis center).

Our clinical staff is focused on providing superior and personalized clinical care services to our patients. In fact, twenty-three percent (23%) of Satellite's dialysis patients, a percentage about three times the national average, are treated with home dialysis modalities, a treatment option

SATELLITE
DIALYSIS

SATELLITE
WELLBOUND

associated with significantly improved quality of life. Of those Satellite patients dialyzing in-center, eight percent (8%) receive "more frequent" dialysis (meaning that due to their individual clinical requirements they dialyze more frequently than the conventional three times per week), a percentage significantly higher than the national average, and another two percent (2%)

participate in Satellite's recently introduced and rapidly growing nocturnal dialysis program, another alternative to conventional thrice-weekly hemodialysis therapy.

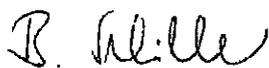
Because of our patient-centric care model, Satellite Dialysis of Glenview will be able to offer these individualized, cutting-edge dialysis treatment options to its patients despite the added operational challenges these programs bring. Due to our extensive experience with both home modalities (peritoneal and home hemodialysis) provided through our WellBound center in Skokie, the addition of a dialysis center in the community will enable us to fully deliver the continuum of therapies to patients with dialysis dependent kidney disease. This combination facilitates the critical transition phases from one modality to the other, which occurs frequently over the course of this chronic disease. This fluid access to all modalities maximizes the opportunity for all patients to be treated with the appropriate dialysis modality.

Furthermore, I am proud that Satellite continues to exceed CMS quality benchmarks across the board. By achieving this, our patient outcomes result in fewer complications related to dialysis treatment. Apart from benefiting patients' health status, having fewer complications also restrains overall health care costs.

As the Chief Medical Officer for Satellite, I am committed to fulfilling our mission of making life better for those living with kidney disease through providing personalized care to all patients. We are a not-for-profit corporation, dedicated to the communities we serve and the dialysis population as a whole, and can provide a new alternative for care to patients living in the Glenview area. Also, as an alumna of both Northwestern University and the University of Chicago, I appreciate the opportunity to return to the roots of my medical education and to make a difference in the community.

Thank you for your consideration.

Sincerely yours,



Dr. Brigitte Schiller
Chief Medical Office
Satellite Healthcare, Inc.
300 Santana Row, Suite 300
San Jose, CA 95128

September 19, 2011

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

RE: Satellite Dialysis of Glenview (CON Project 11-061)

Dear Ms. Avery:

On behalf of Satellite Healthcare, Inc., a California not-for-profit corporation, and Satellite Dialysis of Glenview, LLC (the "Applicants"), I strongly encourage you to support and approve our Certificate of Need ("CON") permit application (Project No. 11-061).

As the Chief Financial Officer for Satellite Healthcare, I am writing to express why I believe we should be granted the CON for Satellite Dialysis of Glenview and why I think we can be a good community partner within Glenview and the surrounding cities.

When Dr. Norman S. Coplon founded Satellite in 1973, he did so with the conviction that no one should ever be denied dialysis because they couldn't afford to pay for it. In the nearly forty years since, Satellite has grown to deliver high quality of care to thousands of patients while remaining true to Dr. Coplon's mission. Satellite spends millions of dollars each year to assist patients who aren't able to pay for their dialysis treatments, as well as to cover their day-to-day expenses such as utility bills and food. In fact, in 2011, we voluntarily reviewed every single patient's eligibility status to determine if they qualified for assistance.

Furthermore, it is important to understand Satellite's charitable mission, which is to make life better for those living with kidney disease. Satellite's charitable efforts extend beyond its patients, employees and their families to the broader chronic kidney disease ("CKD") and ESRD communities as well as to the academic, medical and research communities and foundations:

1. Satellite created the Norman S. Coplon Extramural Grant Program, which supports extramural medical research related to kidney disease and its treatment. Each year, Satellite provides grants totaling more than one million dollars to advance research. To date, the organization has donated nearly ten million dollars under this program.

SATELLITE
DIALYSIS

SATELLITE
WELLBOUND

2. Satellite has donated millions of dollars to Stanford University School of Medicine to create the Norman S. Coplou/Satellite Healthcare Professorship in Medicine.
3. Satellite supports an internal Clinical Research department which conducts applied research for academic publication and broad dissemination to improve the delivery of dialysis care to all dialysis patients.
4. Satellite is a national team sponsor for the National Kidney Foundation ("NKF") walks as well as a major sponsor for the Kidney Evaluation and Education Program (KEEP) in every state in which we have a presence. Additionally, we donate more than \$100,000 annually to the foundation.
5. Satellite contributes money, supplies and employees' time to many local community-based organizations in the cities and counties in which we operate. We have donated to small community health fairs, hospital health symposiums and senior center health expos, and have educated workers about kidney risk factors at corporate health fairs.

In a day and age where the vast majority of dialysis service providers in the United States (and in the northwest Chicago suburbs) are very large for-profit corporations accountable to shareholders above all else, Satellite is a true standout. Our commitment is to our patients and our communities, and these are also the groups to whom we are accountable. Our charitable, community-oriented approach remains a central part of who we are - just as it was nearly forty years ago.

I strongly encourage the board to approve our project [CON Project 11-061] on its merits - we are a not-for-profit corporation, dedicated to the communities we serve and the dialysis population as a whole, and can provide a new alternative for care to patients living in this community.

Sincerely,



Susan Del Bene
Chief Financial Officer
Satellite Healthcare, Inc.
300 Santana Row, Suite 300
San Jose, CA 95128

September 20, 2011

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

RE: Satellite Dialysis of Glenview (CON Project 11-061)

Dear Ms. Avery:

As the President and Chief Executive Officer of Satellite Healthcare, Inc., a California not-for-profit corporation, and Satellite Dialysis of Glenview, LLC (the "Applicants"), I strongly encourage you to support and approve our Certificate of Need ("CON") permit application (Project No. 11-061).

This project will accomplish three equally important objectives:

- 1. Satellite Dialysis of Glenview will ensure access to high quality dialysis care in Chicago's northwest suburbs, located in HSA 7.**

This region has seen a steady increase in ESRD population and a sharp increase in the number of senior living communities. Because the senior population is disproportionately affected by end-stage renal disease, opening a high-quality dialysis facility centrally located among these senior living properties will greatly improve access to dialysis care especially for elderly patients dialyzing, as is typical, three times each week.

We have already identified 86 pre-ESRD patients residing in the immediate area who are expected to start dialysis in the two years following facility completion and who are expected to be referred to the this facility for treatment. Treating these pre-ESRD patients would allow the proposed facility to operate at or above its targeted occupancy of eighty percent (80%) within two years of its opening.

SATELLITE
DIALYSIS

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2. **The patients of Satellite Dialysis of Glenview will also benefit from Satellite's patient-focused care model where each patient receives a superior and individualized dialysis treatment regimen.**

Satellite, as a not-for-profit corporation, and as such having no shareholders, answers only to the communities it serves, most particularly its patients hence offering a wide range of dialysis treatments to its patients despite the added operational challenges these programs bring. Currently, twenty-three percent (23%) of Satellite's dialysis patients, a percentage about three times the national average, are on home dialysis, a treatment option associated with potentially significantly greater quality of life. Of those Satellite patients dialyzing in-center, eight percent (8%) receive "more frequent" dialysis (meaning that owing to their individual circumstances they dialyze more frequently than the conventional three times per week), a percentage significantly higher than the national average, and two percent (2%) are on Satellite's recently introduced and rapidly growing nocturnal dialysis program. Five of Satellite's in-center dialysis facilities now offer nocturnal dialysis; two more will add nocturnal this year. Satellite Dialysis of Glenview will offer this treatment option as well.

Furthermore, Satellite does not merely offer treatment options to its patients; it also surpasses CMS quality outcome benchmarks. Satellite's outstanding quality outcomes translate into patients with fewer complications and longer and better lives. Apart from benefiting patients' health status, having fewer complications also restrains overall health care costs.

3. **Satellite will advance its charitable mission through Satellite Dialysis of Glenview.**

Satellite's patient-centric philosophy will better serve dialysis patient in the area. As one of the oldest not-for-profit companies in the country, Satellite's main focus is improving the well being of its patients rather than shareholder return. In 2010, Satellite voluntarily provided all patients the opportunity to be assessed for possible qualification for financial assistance. This was done in an effort to help reach more patients who were in need of assistance.

Satellite's policy is to accept all patients regardless of their ability to pay for treatment. The Board should note, however, that reimbursement for dialysis is substantially different from that for other health care services, including, e.g., for hospital care. Nearly all U.S. citizens automatically qualify for Medicare coverage – irrespective of age – if they are afflicted with end stage renal disease. Furthermore, state Medicaid programs provide safety net coverage for many indigent and lower-income patients, including those with end stage renal disease. Despite the ESRD provisions of Medicare and Medicaid, however, there remains an important minority of dialysis patients who are unable to afford their share of their dialysis expenses. We attempt on behalf of such patients to identify sources of financial support and we establish payment agreements with such patients. A small fraction of patients on our payment agreements agree to pay us a nominal amount (in the range of \$5 to \$10 per month); the balance of our patients on payment agreements are unable to pay us anything at

all. Although we are required by law to invoice these patients for their care, our policy is to write off all our charges to these patients in excess of their responsibility under such individual payment agreements; we do not pursue any collections effort for those amounts or even for any unpaid amounts under patient agreements. Because of these characteristics of reimbursement in our industry, we do not track charity care in the precise manner prescribed by the Board. The charity care section of the CON application appears more relevant to hospitals providing services to non-ESRD patients who are not covered by Medicare or Medicaid state health benefit programs. Because of the wide availability of insurance coverage or other financial support for dialysis patients, it is the rare instance in which care is provided by *any* dialysis provider, including Satellite, to a patient with that provider having absolutely no expectation of receiving *any* reimbursement from any source for that care. This does not diminish, though, the significance of the financial support we provide to patients with limited means. We would respectfully submit that such support fully satisfies a broader definition of charity care.

Satellite clearly understands this Board's commitment to charity care. We share this commitment with every member of the Board. To demonstrate our commitment to serving those in need, if our project is approved by the Board, we will agree, on the record, to accept every charity care patient residing in our Glenview facility's service area that comes to our Glenview facility for necessary dialysis care as the facility's capacity and financial resources allow. In addition, we will voluntarily report to the Board on a regular basis information about the patients we have served and the charitable efforts we have made during our first three years of operation.

Moreover, Satellite's charitable efforts extend beyond its patients, employees and their families to the broader chronic kidney disease ("CKD") and ESRD communities and to the academic medical and research communities:

- Satellite has created the Norman S. Coplon Extramural Grant Program, under which Satellite spends over one million dollars annually to advance research into kidney disease and its treatment. Since inception, Satellite has donated nearly ten million dollars (\$10,000,000) under this program to support extramural medical research.
- Satellite has donated millions of dollars to Stanford University School of Medicine to create the Norman S. Coplon/Satellite Healthcare Professorship in Medicine.
- Satellite supports an internal Clinical Research department, which conducts applied research for academic publication and broad dissemination to improve the delivery of dialysis care to all dialysis patients.

- Satellite is a national sponsor for the National Kidney Foundation ("NKF") and a major supporter of the American Kidney Fund, donating over one million dollars to these organizations annually. Satellite's generous giving through the NKF and other charities supports research, raises awareness and educates area residents about kidney disease, treatment options and proper care (as detailed in the Satellite 2010 Annual Community Benefit Report provided in the CON application in Attachment 12).

As this Board is aware, Fresenius has also filed a CON permit application in the same geographic area as our proposal (see Project No. 11-054). This does not change the fact that a growing need for dialysis stations exists in the Glenview area. However, if the Board believes that the present need allows for the approval of only one proposal, we strongly encourage you to approve our project on its merits – we are a not-for-profit corporation, dedicated to the communities we serve and the dialysis population as a whole and have strong physician support, which will allow us to meet our utilization projections. We can provide an important new alternative for care to patients living in this community.

Thank you for your consideration.

Yours sincerely,

Mark Burke

Mark Burke
President and CEO
Satellite Healthcare, Inc.
300 Santana Row, Suite 300
San Jose, CA 95128