



July 27, 2020

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

Greetings,

On behalf of Kindred Healthcare, please accept this letter of support for the NCH and NorthShore partnership.

Kindred Healthcare has been a partner with NCH in providing rehabilitation services to patients and families since 2014. The NCH and NorthShore agreement to partner will expand patient access and convenience to top-quality primary, immediate and specialty care services. This proposed partnership will establish NCH's flagship acute-care hospital in Arlington Heights as a community-focused healthcare hub for NorthShore while NCH outpatient and physician offices will remain and provide broader access to care for the patients and communities served.

Thank you for your consideration and support of this partnership. Please feel free to contact me if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Zachariah", is positioned above the typed name.

Jason Zachariah
Chief Operating Officer, Kindred Healthcare, and
President, Kindred Rehabilitation Services