



DEPARTMENT OF PUBLIC HEALTH  
**THE CITY OF WATERBURY**  
CONNECTICUT

October 9, 2014

The Honorable George Jepson  
Attorney General  
55 Elm Street, P.O. Box 120  
Hartford, CT 06141-0120

Lisa A. Davis, MBA, BSN, RN  
Deputy Commissioner  
Connecticut Department of Health  
Office of Health Care Access  
Department of Public Health  
410 Capitol Avenue, MS # 13HCA  
P.O. Box 340308  
Hartford, CT 06134-0308

**Re: Certificate of Need Application for Proposed Joint Venture between  
Greater Waterbury Health Network, Inc. and Vanguard Health  
Systems, Inc.**

**OHCA Docket No. 13-31838-CON / OAG Docket No. 13-486-01**

Dear Deputy Commissioner Davis,

I write in support of the proposed joint venture between Greater Waterbury Health Systems, Inc. and Vanguard Health Systems, Inc. (a subsidiary of Tenet Healthcare Corporation), a project that will greatly benefit the Waterbury community and that deserves your approval.

My principal responsibility is to make certain that the public health needs of the citizens of Waterbury are met. In that capacity, I have worked closely with both Waterbury Hospital and Saint Mary's Hospital. They have been good partners in maintaining the public health of the Greater Waterbury area.

I also am acutely aware of the fact that health care delivery in the United States is constantly and rapidly changing and that the financial pressures placed on hospitals to

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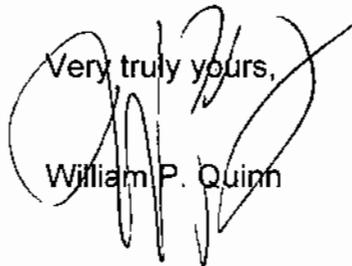
deliver quality care at affordable prices represents a tremendously difficult challenge. Health care delivery in the City of Waterbury is no different. Our community faces serious economic difficulties that have a direct impact on the health of our citizens. In communities like ours, strong hospitals play critical roles. And the health care needs of the Greater Waterbury area are growing just as fast-changing circumstances threaten the financial viability of independent hospitals such as Waterbury Hospital and Saint Mary's.

If either hospital were to close or be required to substantially cut back services, such a reduction of health care services would have a devastating impact on the community's ability to meet the healthcare needs of the population. Both hospitals and their affiliates partner with the City on endeavors too numerous to list all, but perhaps the most significant of which is the Greater Waterbury Health Improvement Partnership to assess and address the significant health needs of our community. Without the hospitals as an anchor, those activities might well come to an end.

So for me, as a public health official, it comes as very good news to learn of Tenet Healthcare Corporation's plans for our hospitals, particularly given that Tenet has long been committed to the financial stability of its hospitals while delivering the highest quality of care. I am impressed with Tenet's commitment to invest \$85 million in healthcare related capital expenditures in the Greater Waterbury community over the next seven years. And I am especially pleased to learn of Tenet's commitment to charity care and that it will be faithful to honoring the hospitals' existing commitment to charity care. I understand that, for 2013 alone, Tenet devoted \$545 million to uncompensated care and \$158 million to charity care. In addition, Tenet provides thousands of free screenings at local health fairs and hosts numerous educational seminars in the communities its hospitals serve. These would be welcome activities in our community.

I know firsthand what can happen when resources are not available to meet a community's public health needs, and I fully believe that these transactions will allow the hospitals to continue to meet those needs. We are fortunate that the local hospital boards selected Tenet, a strong partner committed to local healthcare.

Tenet is the right answer for Waterbury, and I urge you to grant the Application.

Very truly yours,  
  
William P. Quinn