

RONALD D'ANDREA, M.D.

*April 15, 2016*

*Mr Gary Hawes, Esq  
Assistant Attorney General  
Office of the Attorney General*

*Dear Mr. Hawes,*

*As a member of the Waterbury Hospital medical staff for over 30 years, I would like to offer my support for the continued plans for a purchase transaction between Prospect Medical Holdings and Waterbury hospital.*

*Since joining the staff in 1979, I have been a practicing physician in the community delivering care to both children and adults. Being involved in many committees within the hospital has given me insight to both outpatient and inpatient challenges within the community and the hospitals. Increased demand by staffing and external challenges of decreasing reimbursements, an increasingly regulatory environment and an increasing patient demand have placed a remarkable strain on the hospitals in Connecticut and in particular Waterbury hospital and its resources.*

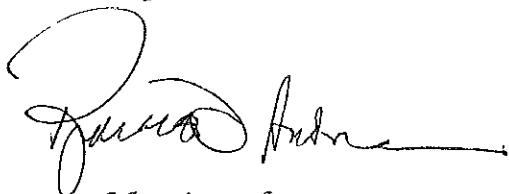
*Other trends include specialty physicians opening satellite office in other communities not only to increase their patient base but also to allow their Waterbury patients access the other facilities outside the Waterbury area for their inpatient care. Failed mergers in the past and negative media coverage have encouraged patients to seek other*

RONALD D'ANDREA, M.D.

*institutions outside of the Waterbury area for their outpatient care and, oftentimes, transferring to other physicians for the general care.*

*The transaction with Prospect Medical Holdings, in my opinion, will infuse not only capital but more of a sense of community and innovative technological advances which will increase both patient services and satisfaction. In addition, the economic health of both Waterbury Hospital and the city of Waterbury will be improved through an increase in revenue to promote more jobs and an increase in the tax base for the city of Waterbury.*

*Sincerely,*

A handwritten signature in black ink, appearing to read "Ronald D'Andrea". The signature is fluid and cursive, with a large initial "R" and "D".

*Ronald D'Andrea, M.D.*

*INTERNAL MEDICINE, WATERTOWN*

*MEMBER, BOARD OF TRUSTEES, WATERBURY HOSPITAL*

*April 15, 2016*

*Mr Steven Lazarus*

*Associate Health Care analyst*

*Office of Health Care Access*

*Dear Mr. Lazarus,*

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*Ronald D'Andrea, M.D.*

*INTERNAL MEDICINE, WATERTOWN*

*MEMBER, BOARD OF TRUSTEES, WATERBURY HOSPITAL*





## Southbury Medical Associates, LLP

22 Old Waterbury Road Suite 201  
Southbury, CT 06488

Telephone 203-264-6503  
Fax. 203-262-1430

Fitzhugh C. Pannill, III, M.D.  
Heather M. Nisbeth, M.D.  
Jonathan Mosovich, M.D.  
Elise M. Romanik, M.D.

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Mister Hawes and Mister Lazarus,

I am a self-employed general internist in independent practice with Southbury Medical Associates in Southbury, and a member of the staff of Waterbury Hospital since 1997. Waterbury Hospital has been our primary hospital during that time. We have admitted the vast majority of our patients there over the years.

I am writing in support of the pending acquisition of Waterbury Hospital by Prospect Holdings. As a self employed physician, without financial connections to either Waterbury Hospital or Prospect Holdings, I think my opinion may be somewhat unique and of use to you in your deliberations.

Over the last decade or so, I have watched the facilities and the services at Waterbury Hospital suffer greatly from needless local competition. The only beneficiaries of this competition in Waterbury have been the health insurance companies who have driven reimbursement rates in Waterbury to very low levels. These savings have not been passed along to consumers, but only used to increase the insurers' corporate profits and their executives' salaries. Neither hospital in town has had sufficient capital to make improvements in their facilities, staff, and services and have lost significant numbers of physicians and patients to Danbury, New Haven and Hartford. Other cities of similar size, such as New Haven and Danbury, have been blessed with vigorous and well funded community hospitals which have provided world class services.

The two previous major attempts to rectify the situation in Waterbury both failed; first the merger with St. Mary's and then Waterbury's purchase by Tenet Corporation.

I have had the opportunity to visit the current perspective buyer, Prospect Holdings, in California, interview their staff and leadership and have worked on the new IPA with them. Prospect has extensive experience in managing and funding hospitals such as Waterbury throughout the country and has done a very good job recapitalizing declining

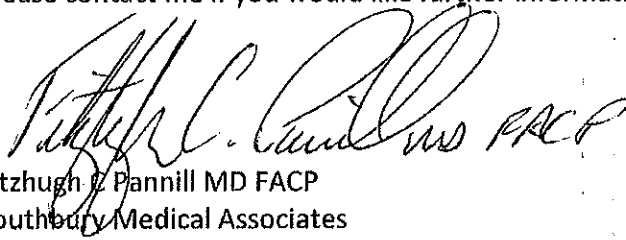
institutions, improving their competitive nature, and providing much better, higher quality services to their communities. Prospect has an enviable record nationwide in managing "value added care" and in creating risk based contracts with cost saving and improved coordination of care for patients.

I have also met with the doctors (both employees and independent) in Rhode Island who work at two Prospect acquired hospitals there. These physicians are very satisfied with the Prospect management and told me that Prospect rescued two failing institutions that are rapidly becoming viable and vigorous community resources.

Consequently, I can unequivocally support the proposed purchase of Waterbury Hospital by Prospect. I believe this is the best possible plan for the Waterbury community, current and future patients and the physicians.

I fear that this may be Waterbury Hospital's last chance. If this transaction is not completed, I wonder if the institution can remain viable. I urge you to decide in favor of the transaction.

Please contact me if you would like further information.



Fitzhugh J. Pannill MD FACP  
Southbury Medical Associates  
22 Old Waterbury Road  
Southbury CT 06488



THE HAROLD LEEVER  
REGIONAL CANCER CENTER

*A Partnership for Excellence  
St. Mary's Hospital & Waterbury Hospital*

Gary Hawes  
Assistant Attorney General  
Office of Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Dept. of Public Health  
Office of Health Care Access

Dear Sir,

I am writing in support of the proposed transaction between Waterbury Hospital/Greater Waterbury Health Network and Prospect Medical Holdings.

I am the Executive Director of The Harold Leever Regional Cancer Center which is an affiliate of the Waterbury Hospital/Greater Waterbury Health Network.

This is a high quality Health Network that is struggling to survive in the current health care environment due to declining reimbursement and increasing under insured population.

By joining a Health Care System like Prospect Medical Holdings Waterbury Hospital/Greater Waterbury Health Network will be able to continue to provide outstanding patient care while taking advantage of the efficiencies that a large health care system can provide, as well as provide for increased capital investment to meet the ever changing needs of the patient population.

We appreciate your consideration of this proposed transaction.

Sincerely,

Kevin Kniery  
Executive Director  
The Harold Leever Regional Cancer Center



April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Sirs:

I am an employee of VNA Health at Home, Inc. and I am writing this letter in **support** of the Prospect Medical Holdings & Greater Waterbury Health Network Venture.

As an employee of VNA Health at Home, Inc., an affiliate company of the Greater Waterbury Health Network, I feel my role, serving patients in the community, will be enhanced by the partnership with Prospect Medical Holdings.

Prospect Medical Holdings' is a specialist in Population Management and has the expertise and the resources to move this entire organization in the direction that healthcare is moving nationally.

Our VNA Health at Home patients are important to me and my role is to serve our community.

I feel the community will benefit from what Prospect Medical Holdings will do to enhance these services.

I feel this venture will move, our network, in the direction to become a leader for advanced healthcare services in our state.

Sincerely Yours,

A handwritten signature in blue ink that reads "Stephen Wood". The signature is written in a cursive, flowing style.

Title: *Team Assistant*  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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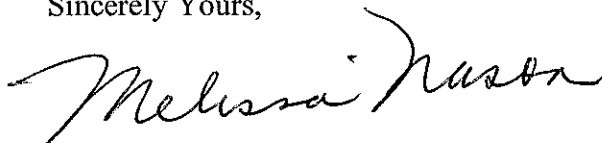
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Sincerely Yours,



Title: *Team Coordinator*  
VNA Health at Home, Inc.



April 27, 2016

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Associate Health Care Analyst  
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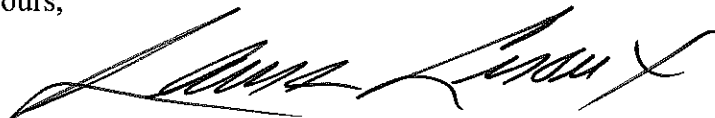
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Sincerely Yours,



Title: *Intake Nurse*  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

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Associate Health Care Analyst  
Department of Public Health  
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Sincerely Yours,



Title: *Staff Accountant*  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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Sincerely Yours,

*Kathleen Cerchizi*  
*Scheduling Coordinator*

Title:  
VNA Health at Home, Inc.



April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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Sincerely Yours,



Title: *HR/Payroll & Benefits Coordinator*  
VNA Health at Home, Inc.

April 27, 2016

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Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
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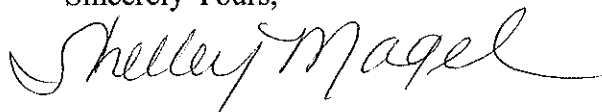
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Sincerely Yours,

A handwritten signature in cursive script that reads "Shelley Magel".

Title: *Billing Reimbursement Specialist*  
VNA Health at Home, Inc.

April 27, 2016

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Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
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Sincerely Yours,



Title: *Data Management Assistant*  
VNA Health at Home, Inc.

April 27, 2016

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Steven Lazarus  
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Department of Public Health  
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Sincerely Yours,

*Leslie A Williams*

Title: *Mgr. Billing & Data Integrity*  
VNA Health at Home, Inc.

April 27, 2016

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Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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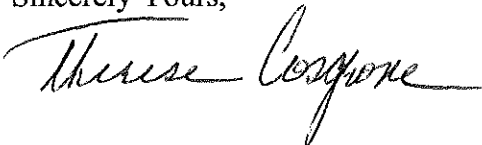
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Sincerely Yours,



Title: *Medical Orders Records Assistant*  
VNA Health at Home, Inc.

April 27, 2016

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Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
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Sincerely Yours,

*Emily Smillie, RN*

Title: *RN case manager*  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
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Sincerely Yours,

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Title: *RN*  
VNA Health at Home, Inc.



April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
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Title: *LPA*  
VNA Health at Home, Inc.

April 27, 2016

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Steven Lazarus  
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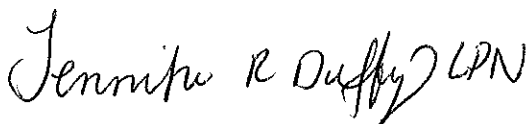
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Sincerely Yours,

A handwritten signature in black ink that reads "Jennita R. Duffy LPN". The signature is written in a cursive style.

Title: *LPN*  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
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Sincerely Yours,



Title: LPN  
VNA Health at Home, Inc.

April 27, 2016

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A handwritten signature in black ink, appearing to read "Hawes" followed by "LPN". The signature is fluid and cursive.

Title: LPN  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
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Sincerely Yours,

*Carla Lanucque, RN*

Title: *RN Casemanager*  
VNA Health at Home, Inc.

April 27, 2016

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Assistant Attorney General  
Office of the Attorney General

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Sincerely Yours,

A handwritten signature in cursive script that reads "Lucia Rossi, LPN". The signature is written in black ink and is positioned below the "Sincerely Yours," text.

Title:  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Sirs:

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Sincerely Yours,

*Carmela Bilordeau RN*  
*Utilization Management*

Title:  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

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Sincerely Yours,



Title: Director of Clinical Operations  
VNA Health at Home, Inc.



April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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Sincerely Yours,

A handwritten signature in black ink that reads "Amy E. Kaddad CPN". The signature is written in a cursive style with a large initial "A".

Title:  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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Sincerely Yours,



Cheryl White RN  
Title: RN  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

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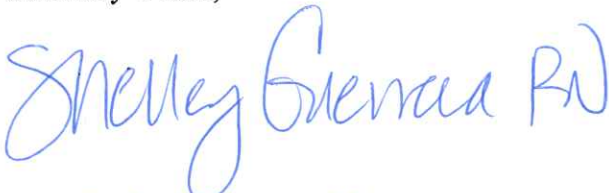
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Sincerely Yours,



Title: *Shelley Guenard RN*  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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Sincerely Yours,



Rebecca Villanueva

Title: BSN, RN - visiting nurse  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

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Sincerely Yours,

Handwritten signature of Jane Sena RN in cursive script.

Title: RN Case Manager  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

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Sincerely Yours,

A handwritten signature in black ink, appearing to read "Steve Lazarus". The signature is fluid and cursive, with the first name "Steve" being the most prominent part.

Title: Clinical Manager  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

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Sincerely Yours,

 Stacy Finke RN, BSN

Title: RN Case Manager  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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Sincerely Yours,

*Dawn Luddy RN*

Title: *RN Case Manager*  
VNA Health at Home, Inc.



April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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Sincerely Yours,

  
Joseph Barbone, MS, RD  
Clinical Liaison

Title:  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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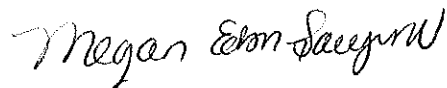
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Sincerely Yours,



Title: *Megan Edson-Sweeney*  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

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Sincerely Yours,

A handwritten signature in black ink, appearing to read "S. Lazarus", written in a cursive style.

Title:  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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Sincerely Yours,



Title: *LPN*  
VNA Health at Home, Inc.

April 27, 2016

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Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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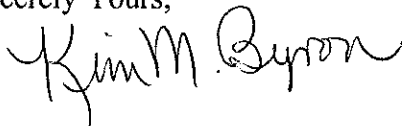
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Sincerely Yours,



Title: *Registered Nurse*  
VNA Health at Home, Inc.

April 27, 2016

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Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

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Sincerely Yours,



Title: RN Director of Quality  
VNA Health at Home, Inc.

April 27, 2016

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Assistant Attorney General  
Office of the Attorney General

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Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

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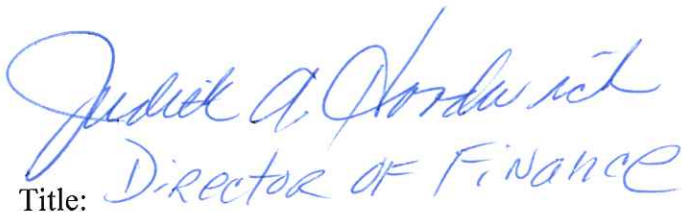
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Sincerely Yours,



Handwritten signature in blue ink: Judith A. Nordquist

Title: *Director of Finance*  
VNA Health at Home, Inc.



April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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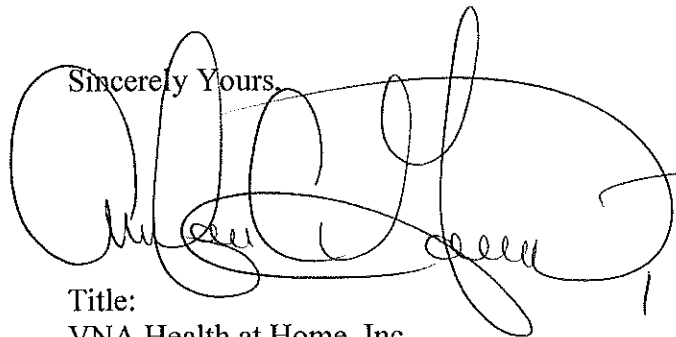
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Sincerely Yours,



President or Administrator

Title:  
VNA Health at Home, Inc.

April 27, 2016

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Sincerely Yours,

A handwritten signature in black ink, appearing to read "Jennifer Rimer". The signature is fluid and cursive, with a large initial "J" and a long, sweeping underline.

Title:  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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Sincerely Yours,



Title: *Physical Therapist*  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
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Sincerely Yours,

*Elaine M. Gabari*  
*Home Health Aide*

Title:  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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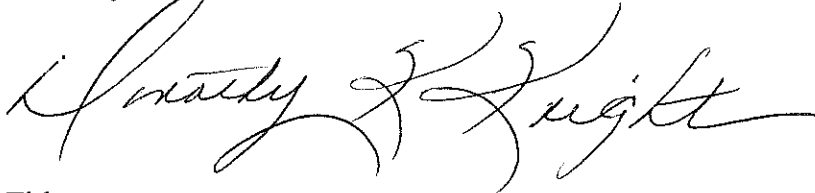
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Sincerely Yours,

A handwritten signature in cursive script, appearing to read "Stanley J. Knight". The signature is written in black ink and is positioned below the "Sincerely Yours," text.

Title:  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
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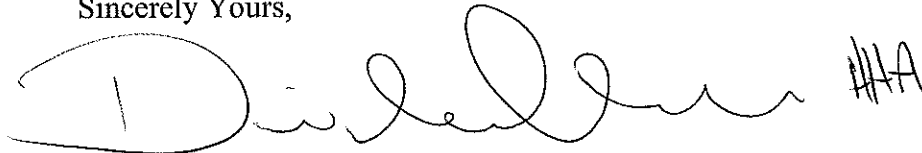
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Sincerely Yours,

A handwritten signature in black ink, appearing to read "S. Lazarus", followed by the initials "HLA" written in a stylized, blocky font.

Title:  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
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Sincerely Yours,

 HHA

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April 27, 2016

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Office of the Attorney General

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Sincerely Yours,

 Michael Montano, Home Health Aide

Title:  
VNA Health at Home, Inc.



April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Sirs:

I am an employee of VNA Health at Home, Inc. and I am writing this letter in **support** of the Prospect Medical Holdings & Greater Waterbury Health Network Venture.

As an employee of VNA Health at Home, Inc., an affiliate company of the Greater Waterbury Health Network, I feel my role, serving patients in the community, will be enhanced by the partnership with Prospect Medical Holdings.

Prospect Medical Holdings' is a specialist in Population Management and has the expertise and the resources to move this entire organization in the direction that healthcare is moving nationally.

Our VNA Health at Home patients are important to me and my role is to serve our community.

I feel the community will benefit from what Prospect Medical Holdings will do to enhance these services.

I feel this venture will move, our network, in the direction to become a leader for advanced healthcare services in our state.

Sincerely Yours,



Title:  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

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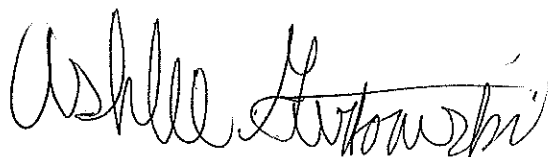
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I feel this venture will move, our network, in the direction to become a leader for advanced healthcare services in our state.

Sincerely Yours,

A handwritten signature in black ink, appearing to read "Ashlee Antonowicz". The signature is fluid and cursive, with a horizontal line crossing through the middle of the name.

Title: HHA  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

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I feel this venture will move, our network, in the direction to become a leader for advanced healthcare services in our state.

Sincerely Yours,

 Patricia D. Paguette  
Cert. Home Health Aide

Title:  
VNA Health at Home, Inc.

April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Sirs:

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I feel the community will benefit from what Prospect Medical Holdings will do to enhance these services.

I feel this venture will move, our network, in the direction to become a leader for advanced healthcare services in our state.

Sincerely Yours,

A handwritten signature in cursive script that reads "Claudette Bruce HHA".

Title:  
VNA Health at Home, Inc.

**PETER C. GRECO, M.D.**  
NEUROLOGY AND ELECTROMYOGRAPHY  
BOARD CERTIFIED

133 Scovill Street, Suite 214  
Waterbury, CT 06706  
Telephone (203) 753-6004  
Facsimile (203) 755-3512

April 21, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

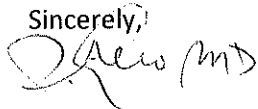
Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Mr. Hawes and Mr. Lazarus:

This letter is in regard to supporting the transaction between GWHN and Prospect Medical Holdings. My name is Dr. Peter Greco, Director of the Stroke Program at Waterbury Hospital. I have been an active Neurologist in the Waterbury area for greater than 35 years.

This partnership will benefit all the independent physicians and the patient's within the greater Waterbury region.

Sincerely,



Peter Greco, M.D.



April 28, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Attorney Hawes and Mr. Lazarus:

I am an employee at Waterbury Hospital, working in both the emergency department and Information Systems. I have a first-hand understanding of the fiscal challenges facing our organization and the impact on both our patients and employees. Though we have taken numerous actions as a result—including cuts to employee wages and salaries—we cannot do it alone.

The transaction with Prospect Medical Holdings is essential to keep our hospital moving forward. This acquisition will enable our organization to not only survive but thrive well into the future. We all recognize that as healthcare changes, a strategic, capital partner is a must.

Waterbury Hospital is a special place that provides tremendous care, compassion, and service to our patients, their families, and our community. As the largest employer of the city and an organization that constantly strives for excellence, this organization is essential to the region.

For the welfare of our employees, patients, and community members that rely on Waterbury Hospital and the Greater Waterbury Health Network, your approval of this transaction is crucial.

Sincerely,

A handwritten signature in black ink that reads "Peter T. Porrello". The signature is written in a cursive style with a large initial "P".

Peter T. Porrello

# LIVE UNITED



April 28, 2016

Mr. Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Mr. Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Sirs,

Waterbury Hospital/Greater Waterbury Health Network is a valued partner in United Way of Greater Waterbury's work in serving our community's most vulnerable. Waterbury Hospital's leadership and staff voluntarily serve on United Ways board, community impact committees and are critical to the success of our Annual Campaign, the dollars of which helped over 42,000 people in our service area last year. Waterbury Hospital also provides expertise to United Way on a regular basis in support of our work affecting the health of our community.

United Way of Greater Waterbury encourages and supports the current efforts that promise to provide a stable future for Waterbury Hospital/Greater Waterbury Health Network and that will allow the continuation of high quality, sustainable healthcare to our community.

Sincerely,

A handwritten signature in cursive script that reads "Kristen Jacoby".

Kristen Jacoby, MPH  
President/CPO

[unitedwaygw.org](http://unitedwaygw.org)





April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Attorney Hawes and Mr. Lazarus:

I am an employee at Waterbury Hospital, working in the Information Services Department. I have a first-hand understanding of the fiscal challenges facing our organization and the many actions—including layoffs, position cuts, cuts to employee wages and salaries—that have been taken to keep our hospital moving forward.

Waterbury Hospital is a special place that provides tremendous care, compassion, and service to our patients, their families, and our community. We rely on Waterbury Hospital for healthcare as well as for employment. This hospital is an essential organization to the life and well-being of our community.

The transaction with Prospect Medical Holdings is essential. Healthcare is changing and a strategic, capital partner is a must. This acquisition will enable our organization to not only survive but thrive well into the future. On behalf of our employees, patients, and community members that rely on Waterbury Hospital and the Greater Waterbury Health Network, I urge you to approve this transaction.

Thank you!

Sincerely,

Karen Skiba RN, BS  
Senior Clinical Informatics Analyst  
Waterbury Hospital  
203-573-7349





April 26, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Mr. Hawes and Mr. Lazarus:

I am an employee at Waterbury Hospital, working in the Information Systems Department. I have a first-hand understanding of the fiscal challenges facing our organization and the many actions—including cuts to employee wages and salaries—that have been taken to keep our hospital moving forward.

Waterbury Hospital is a special place that provides tremendous care, compassion, and service to our patients, their families, and our community. We all rely on Waterbury Hospital—whether for care, employment, or simply the reassurance of having a facility close by to help keep us healthy or help us deal with life's emergencies. This is definitely an organization that is essential to the life of our community.

I believe that the transaction with Prospect Medical Holdings is essential. This acquisition will enable our organization to not only survive but thrive well into the future. We all recognize that as healthcare changes, a strategic, capital partner is a must. On behalf of our employees, patients, and community members that rely on Waterbury Hospital and the Greater Waterbury Health Network, I urge you to approve this transaction.

Thank you!

Sincerely,

A handwritten signature in blue ink that reads "Jan Balzarini". The signature is written in a cursive, flowing style.

Jan Balzarini



April 26, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Attorney Hawes and Mr. Lazarus:

I am an employee at Waterbury Hospital, working in the Finance Department. I have a first-hand understanding of the fiscal challenges facing our organization and the many actions—including cuts to employee wages and salaries—that have been taken to keep our hospital moving forward.

Waterbury Hospital is a special place that provides tremendous care, compassion, and service to our patients, their families, and our community. We all rely on Waterbury Hospital—whether for care, employment, or simply the reassurance of having a facility close by to help keep us healthy or help us deal with life's emergencies. This is definitely an organization that is essential to the life of our community.

I believe that the transaction with Prospect Medical Holdings is essential. This acquisition will enable our organization to not only survive but thrive well into the future. We all recognize that as healthcare changes, a strategic, capital partner is a must. On behalf of our employees, patients, and community members that rely on Waterbury Hospital and the Greater Waterbury Health Network, I urge you to approve this transaction.

Thank you!

Sincerely,

A handwritten signature in cursive script that reads "Suzanne M. LeMoine".

Suzanne M. LeMoine  
Manager of Decision Support



April 26, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Attorney Hawes and Mr. Lazarus:

I am an employee at Waterbury Hospital, working in the Finance Department. I have a first-hand understanding of the fiscal challenges facing our organization and the many actions—including cuts to employee wages and salaries—that have been taken to keep our hospital moving forward.

Waterbury Hospital is a special place that provides tremendous care, compassion, and service to our patients, their families, and our community. We all rely on Waterbury Hospital—whether for care, employment, or simply the reassurance of having a facility close by to help keep us healthy or help us deal with life's emergencies. This is definitely an organization that is essential to the life of our community.

I believe that the transaction with Prospect Medical Holdings is essential. This acquisition will enable our organization to not only survive but thrive well into the future. We all recognize that as healthcare changes, a strategic, capital partner is a must. On behalf of our employees, patients, and community members that rely on Waterbury Hospital and the Greater Waterbury Health Network, I urge you to approve this transaction.

Thank you!

Sincerely,

A handwritten signature in blue ink, which appears to read "Joseph Santilli".



April 27, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Attorney Hawes and Mr. Lazarus:

I am an employee at Waterbury Hospital, working in the Information Systems Department. I have a first-hand understanding of the fiscal challenges facing our organization and the many actions—including cuts to employee wages and salaries—that have been taken to keep our hospital moving forward.

Waterbury Hospital is a special place that provides tremendous care, compassion, and service to our patients, their families, and our community. We all rely on Waterbury Hospital—whether for care, employment, or simply the reassurance of having a facility close by to help keep us healthy or help us deal with life's emergencies. This is definitely an organization that is essential to the life of our community.

I believe that the transaction with Prospect Medical Holdings is essential. This acquisition will enable our organization to not only survive but thrive well into the future. We all recognize that as healthcare changes, a strategic, capital partner is a must. On behalf of our employees, patients, and community members that rely on Waterbury Hospital and the Greater Waterbury Health Network, I urge you to approve this transaction.

Thank you!

Sincerely,

Jean Gagnon

P.O. Box 12

Winchester Center, CT

Steven Lazarus

Associate Health Care Analyst

Department of Public Health

Office of Health Care Access


Dear Mr. Lazarus,

I am writing to add my name to the list of supporters for the proposed acquisition of Waterbury Hospital et al. by Prospect Medical Holdings.

I have been traveling down Route 8 from the Winsted area for 15 years to work in the cardiology department at Waterbury Hospital. Despite all of the challenges and changes in the medical field and economic hardships during that time, I have been proud of the care and respect that we show our patients.

I have no doubt whatsoever that this transaction with Prospect reflects the changing times that we live in. Change may be scary and uncomfortable but in the long run, Prospect can give us the resources to target the needs of our community for the long haul.

I ask that you support this transaction.

Sincerely,   
Joy Hale, BA, RDCS

P.O. Box 12

Winchester Center, CT

Gary Hawes

Assistant Attorney General

Office of the Attorney General

Dear Attorney Hawes,

I am writing to add my name to the list of supporters for the proposed acquisition of Waterbury Hospital et al. by Prospect Medical Holdings.

I have been traveling down Route 8 from the Winsted area for 15 years to work in the cardiology department at Waterbury Hospital. Despite all of the challenges and changes in the medical field and economic hardships during that time, I have been proud of the care and respect that we show our patients.

I have no doubt whatsoever that this transaction with Prospect reflects the changing times that we live in. Change may be scary and uncomfortable but in the long run, Prospect can give us the resources to target the needs of our community for the long haul.

I ask that you support this transaction.

Sincerely,  RDCS  
Joy Hale, BA, RDCS



**WATERBURY  
HOSPITAL**

April 26, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Attorney Hawes and Mr. Lazarus:

I am an employee at Waterbury Hospital, working in the Finance Department. I have seen first-hand the fiscal challenges facing our organization and the many actions—including cuts to employee wages and salaries—that have been taken to keep our hospital moving forward. Regardless of these challenges, I arrive to work each day and am amazed by the positive atmosphere and the dedicated employees that drive this organization.

Waterbury Hospital is a special place that provides tremendous care, compassion, and service to our patients, their families, and our community. We all rely on Waterbury Hospital—whether for care, employment, or simply the reassurance of having a facility close by to help keep us healthy or help us deal with life's emergencies. This is definitely an organization that is essential to the life of our community.

I believe that the transaction with Prospect Medical Holdings is essential. This acquisition will enable our organization to not only survive but thrive well into the future. We all recognize that as healthcare changes, a strategic, capital partner is a must. On behalf of our employees, patients, and community members that rely on Waterbury Hospital and the Greater Waterbury Health Network, I urge you to approve this transaction.

Thank you!

A handwritten signature in black ink, appearing to read 'Brooke Trillo', written over the printed name.

Sincerely,  
Brooke Trillo  
Budget Manager

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steve Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

May 11, 2016

Dear Attorney Gary Hawes and Associate Health Care Analyst Steven Lazarus:

I write this letter in support of the proposed transaction between GWHN and Prospect Medical Holdings.

For background purposes, I have lived in the city of Waterbury for over 50 years. I currently serve as the Director of the University of Connecticut Waterbury campus. Additionally, I serve as a Waterbury Police Commissioner, serve as First Vice Chairman of the Chamber of Commerce, and serve as a Director on the Board of the Northwest Regional Workforce Investment Board in Waterbury as well. I had the honor of being chosen mayor for the day, a few years ago in the city. Most significantly, I have the distinct honor and privilege of serving on the Waterbury Hospital Board of Directors and have done so for the past nine years.

With respect to Waterbury Hospital, its mission of providing sustainable, high quality, accessible healthcare for the region is truly one of the city's greatest assets. The proposed transaction between GWHN and Prospect Medical Holdings would enhance the hospital's mission and its ability to serve the thousands of patients throughout the region who rely on Waterbury Hospital, its highly skilled physicians and its commitment to maintaining charity care.

The transaction would provide the necessary resources to enhance the hospitals services to patients by renovating outdated facilities and providing state of the art equipment to deliver the latest services and procedures to patients;

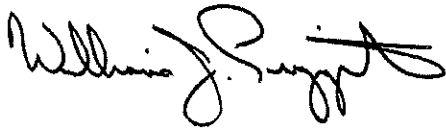


From a fiscal perspective, the transaction would create a taxable, for-profit health care system that would provide substantial tax revenue to both the City of Waterbury and the State of Connecticut;

Lastly, the transaction would preserve and enhance Waterbury Hospital's role as a leading provider of high quality health care service so desperately needed in the urban areas of our state. With a catchment area of hundreds of thousands of people in the greater Waterbury region, the need for skilled physicians to service a growing elderly population and the lack of resources for state of the art equipment, point, in part, to the critical need for this proposed transaction to occur.

Please accept this letter of support for the proposed transaction between GWHN and Prospect Medical Holdings. I thank you for your time and consideration.

Respectfully Yours,

A handwritten signature in black ink, appearing to read "William J. Pizzuto". The signature is fluid and cursive, with a large initial "W" and "J".

William J. Pizzuto, Ph.D.  
University of Connecticut

Director, Waterbury Campus  
99 East Main Street  
Waterbury, CT 06702  
Tel. 203-236-9818  
Fax 203-236-9820  
Email: William.Pizzuto@uconn.edu



April 26, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Attorney Hawes and Mr. Lazarus:

I have been an employee of Waterbury Hospital since 1985. I've worked in many different areas of the hospital and have had the pleasure of working with a variety of people. In fact, I view Waterbury Hospital as my home away from home. The relationships I have made with people will last throughout my lifetime. The people at Waterbury Hospital are remarkable, compassionate and talented caregivers. I am constantly amazed at the levels that people will go to make sure we always deliver excellent, patient-centered care, making sure we always put our patients and families first.

Continuing our legacy of excellence requires that we have a partner who can help us navigate the changing healthcare system. I have been impressed with Prospect and their hands on approach to helping us meet our goals and I look forward to working with them in the future. I urge you to approve this transaction as quickly as possible—it's important for our patients, community, and our future.

Thank you!

Sincerely,

A handwritten signature in blue ink that reads "Beth Grant". The signature is written in a cursive, flowing style.

Beth Grant



April 26, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Attorney Hawes and Mr. Lazarus:

This letter is in support of the purchase of the Greater Waterbury Health Network by Prospect Medical Holdings.

As the Medical Director of the Emergency Department at Waterbury Hospital, I am intimately involved in the management of a key part of the region's safety net. Our Emergency Department treats over 50,000 people each year, many of which are the most vulnerable members of our community. To do this, we must continue to provide dedicated personnel and have the best equipment and supplies available.

Prospect Medical Holdings has committed to invest in our hospital's infrastructure to enable us to improve existing services and to continue to provide high level care to the community 24/7. This type of investment is critical for both the hospital and the community. As a crucial part of the region's safety net, Waterbury Hospital's ED provides state-of-the-art trauma, cardiac, and neurologic care for anyone who requires either emergent or urgent care. To maintain and grow these types of services requires the ability to attract high quality staff and support them with investment in key areas of healthcare infrastructure.

The purchase by Prospect will also provide needed stability that will encourage the development of new and approaches to the delivery of healthcare. These innovations will enable us to be successful in navigating the changing healthcare environment while continuing our commitment to delivering the highest quality of care to the Waterbury community.

Thank you for your consideration.

Sincerely,

David Goldwag, MD



April 22, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Mr. Hawes and Mr. Lazarus:

I am writing you in support of the proposed transaction between the Greater Waterbury Health Network (GWHN) and Prospect Medical Holdings. I serve as a member of GWHN and in my capacity at the Connecticut Community Foundation, I have been actively engaged in supporting a community-wide health improvement effort, coordinated by the Waterbury Health Department, in partnership with several other key organizations including Waterbury Hospital. Through the past four years of working with this partnership, I have been impressed by the caliber of professionals at GWHN and their deep commitment to this community.

Having personally witnessed the important role that Waterbury Hospital plays in improving health outcomes for local residents and mobilizing parents to take charge of their families' well-being, I am convinced that Waterbury Hospital is an institution that is fundamentally important to the Greater Waterbury community. I believe that the proposed transaction is our best hope for ensuring that Waterbury Hospital not only survives, but thrives in fulfilling its mission.

As you well know, the hospital has emerged from being extremely vulnerable and is on a path toward a sustainable future. I've looked into the practices of Prospect Medical Holdings and believe that their operating model will further advance quality, decrease costs and heighten patient care. They are well-regarded for sound business practices and are a good fit with the excellent team of administrators who are guiding Waterbury Hospital toward its future. With ongoing guidance from community members who will serve on their advisory board and foundation board, I believe community health needs will continue to be addressed and improved.

It's time for this transaction to be approved and allow our community's hospital and its leadership to turn important attention to toward fulfilling its mission. They've done their due diligence and have forged a positive alliance with an innovative company that will make a world of difference in Waterbury.

I urge you to do what you can to move this acquisition of GWHN by Prospect Medical Holdings forward. It is the right company and it's the right time for Waterbury Hospital to move ahead.

Sincerely,

Paula Van Ness  
President & Chief Executive Officer

Mark H. Holtz, MS, FACHE  
656 Championship Drive  
Oxford, CT 06748

April, 26, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Mr. Hawes, and Mr. Lazarus,

I am the current Senior Vice president and Chief Operating Officer of the Greater Waterbury health Network. I joined the organization in March of 2015. I am very much in support of the acquisition of the Greater Waterbury Health Network by Prospect Medical Holdings for several reasons.

I have been in the profession of healthcare administration for over 37 years in a variety of hospital organizations, including private, not for profit, academic, for profit, and independent community hospitals. I have seen the evolution of healthcare delivery from many vantage points. I strongly believe that the Community Care model that Prospect Medical Holdings will bring to the state of Connecticut, and the city and surrounding community of the city of Waterbury is the future of healthcare delivery for our nation. Focus on keeping patients healthy and caring for them in the appropriate way, in the appropriate setting in a timely basis is the only way to stem the unsustainable rise in healthcare costs and maintain the quality of care we have been accustomed to. With this model of care and investment in the facilities and services of Waterbury Hospital this transaction will preserve an invaluable resource for our community. As a resident of Oxford, Waterbury is not only my place of employment, but it is my hospital. The place my family and I will come to in times of medical need. Please approve this transaction. This community needs it to happen for the present and for our future.

Thank you for your consideration.

Sincerely,

Mark Holtz, MS, FACHE  
Senior Vice President and Chief Operating Officer  
Greater Waterbury Health Network

Mr. Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Dear Mr.Hawes

I am writing you in reference to the proposed transaction between GWHN and Prospect Medical Holdings. I am a pharmacist who has worked at Waterbury Hospital for the past 10 years and in that time,I have seen some turbulent times here at Waterbury Hospital with many changes in the financial position of the healthcare climate. Through all of these difficult times the hospital has persevered and I believe, has built an amazing health system with many fine qualities and some of the best staff I've ever worked with.

I believe the transaction between us and Prospect Medical will give us the ability to prepare ourselves for the future of healthcare in our region. Prospect's investment in our future will allow us to make renovations, purchase much needed updated equipment and will help us to build a strong hospital which will serve our community for many years to come. In a very uncertain healthcare environment, the influx of capital and support that Prospect will afford our hospital is a needed boost to keep us a strong provider of care to the greater Waterbury area and its surroundings.

I give this proposed transaction my strongest support.

Thank you,

Sean J.Johnston, Rph



Frank A. Sherer, Jr.  
63 Judson Ave  
Woodbury, CT 06798

April 24, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

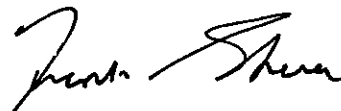
Dear Mr. Hawes and Mr. Lazarus,

This letter is written in support of the proposed transaction between Waterbury Hospital and Prospect Medical Holdings. I am a resident in Woodbury CT, and have lived in the greater Waterbury area served by Waterbury Hospital for almost 40 years. The hospital has been an important part of my life, handling broken bones and other emergencies for my five children, and in fact being the place where four of them were born.

I am also a member of the Board of Directors of Waterbury Hospital, and have been active in the community for many years, including serving as a member of the Board of Directors and Senior Vice President and General Counsel of Timex Group, based in Middlebury CT, and serving on the Board of Directors of the United Way of Greater Waterbury, as well as several Woodbury governmental boards.

The transaction should be approved for many reasons. New medical technologies require large capital investments, which the hospital will have difficulty funding on its own. Governmental support to hospitals is being reduced, making it even more difficult for them to meet their commitments to serve all segments of our community, including the most disadvantaged. Approval of the transaction with Prospect will allow Waterbury Hospital to meet these challenges, and continue to provide the full range of services necessary to meet all of our community's healthcare needs.

Sincerely yours.



Frank A. Sherer, Jr.  
63 Judson Ave  
Woodbury, CT 06798

April 24, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

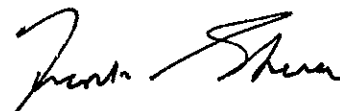
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Sincerely yours.





Frank A. Sherer, Jr.  
63 Judson Ave  
Woodbury, CT 06798

April 24, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access


Dear Mr. Hawes and Mr. Lazarus,

This letter is written in support of the proposed transaction between Waterbury Hospital and Prospect Medical Holdings. I am a resident in Woodbury CT, and have lived in the greater Waterbury area served by Waterbury Hospital for almost 40 years. The hospital has been an important part of my life, handling broken bones and other emergencies for my five children, and in fact being the place where four of them were born.

I am also a member of the Board of Directors of Waterbury Hospital, and have been active in the community for many years, including serving as a member of the Board of Directors and Senior Vice President and General Counsel of Timex Group, based in Middlebury CT, and serving on the Board of Directors of the United Way of Greater Waterbury, as well as several Woodbury governmental boards.

The transaction should be approved for many reasons. New medical technologies require large capital investments, which the hospital will have difficulty funding on its own. Governmental support to hospitals is being reduced, making it even more difficult for them to meet their commitments to serve all segments of our community, including the most disadvantaged. Approval of the transaction with Prospect will allow Waterbury Hospital to meet these challenges, and continue to provide the full range of services necessary to meet all of our community's healthcare needs.

Sincerely yours.





Kenneth Allen, M.D.    John DeLeon, M.D.    Justin Champagne, PA-C  
Duncan Belcher, M.D.    Eric Hyson, M.D.    Daniel DeJesus, PA-C  
Stewart Berliner, M.D.    Andrew Lawson, M.D.    Ross Utter, PA-C  
Anthony Carter, M.D.    Marco Verga, M.D.

20 April 2016

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access  
410 Capitol Avenue  
Hartford, CT 06106

Dear Sir:

I have practiced Diagnostic Radiology at Waterbury Hospital for the past 31 years during which time the health care needs of the poor have increased and reimbursements have declined to the point that they are inadequate. In order to continue its mission of providing the best health care to the people of Waterbury, the hospital needs to have a strong financial partner. That is why I fully support the proposed transaction between the Greater Waterbury Health Network and Prospect Medical Holdings.

Sincerely,

Anthony R Carter, MD  
Diagnostic Radiology Associates, LLC  
134 Grandview Ave., Suite 101  
Waterbury, CT 06708

**Anthony J Cusano, MD**  
**Connecticut Kidney and Hypertension Specialists**  
**140 Grandview Ave**  
**Waterbury, CT 06708**

*April 15, 2016*

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Dear Mr. Hawes,

I am writing this letter regarding the purchase of Waterbury Hospital Health Center by Prospect Medical Holdings. I have been a voluntary attending physician in Waterbury at both hospitals for 27 years. I have also trained, worked or attended at 9 other hospitals around the country over my career in medicine. I have been an executive in several managed care organizations, as well as on the Board of Aetna Health Care.

Prospect Medical Holdings brings sophisticated management expertise, financial resources, and a commitment to value based healthcare that will enhance the healthcare infrastructure of Waterbury in particular and Connecticut in general. They provide an opportunity to improve access, quality and innovation in the healthcare system of our state.

Please look at the entire system, and especially the individuals who invest their hard earned money into their own health care financing when evaluating this transaction. If you do, you will see that this purchase should be approved.

Sincerely,

*Anthony J Cusano, MD*

Anthony J Cusano MD

*Assistant Clinical Professor, Yale University School of Medicine*  
*Assistant Professor, Quinnipiac University Frank H. Netter, M.D. School of Medicine*

**Anthony J Cusano, MD**  
**Connecticut Kidney and Hypertension Specialists**  
**140 Grandview Ave**  
**Waterbury, CT 06708**

*April 15, 2016*

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

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*Anthony J Cusano, MD*

Anthony J Cusano MD

*Assistant Clinical Professor, Yale University School of Medicine*  
*Assistant Professor, Quinnipiac University Frank H. Netter, M.D. School of Medicine*

4-22-16

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Sirs:

My name is Michael Myers. I am the Radiology Manager at Waterbury Hospital. I would like to express to you how I feel about the upcoming acquisition of Waterbury Hospital by Prospect Medical Holdings. I was hired in February and as you know the transaction was far from complete at that time. Knowing this I still decided to commit myself to the organization and come to work for them. I was willing to take the educated risk in the hopes that this project would have a positive outcome. I came from a hospital in Maine that had recently been acquired by a neighboring hospital. I felt the personal and vocational pain of the adjustment. I have faith in the Prospect deal for the following primary reasons.

- For-Profit businesses are geared for success. They are in the business of identifying opportunities and using them to advance their cause. In cases like Waterbury's, Prospect sees an opportunity and has the vision and skills to make Waterbury work for the community. Both Waterbury Hospital and Prospect Medical have a clear plan based on a proven history and both parties have the combined expertise to implement it.
- Waterbury Hospital will benefit not only from the innovative management expertise that Prospect offers, but will also benefit greatly from the financial resources that will be made available. It's not just the infusion of capital, it's the management of the capital that makes the difference. The people at Waterbury know what they need. Prospect agrees and can make it happen.
- In the end the people most affected are the patients. A fiscally healthy and well managed hospital is the only kind of healthcare facility that can help its community.

I thank you so much for reading my letter and allowing my input. The people at Waterbury Hospital are truly extraordinary and are ideally poised to provide world class healthcare to our community with the advent of this remarkable partnership.

Regards,  
Michael Myers, CNMT, NCT, RT(R), (N)  
Radiology Manager  
Waterbury Hospital  
Waterbury, CT

Mr. Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Mr. Lazarus

I am writing you in reference to the proposed transaction between GWHN and Prospect Medical Holdings. I am a pharmacist who has worked at Waterbury Hospital for the past 10 years and in that time, I have seen some turbulent times here at Waterbury Hospital with many changes in the financial position of the healthcare climate. Through all of these difficult times the hospital has persevered and I believe, has built an amazing health system with many fine qualities and some of the best staff I've ever worked with.

I believe the transaction between us and Prospect Medical will give us the ability to prepare ourselves for the future of healthcare in our region. Prospect's investment in our future will allow us to make renovations, purchase much needed updated equipment and will help us to build a strong hospital which will serve our community for many years to come. In a very uncertain healthcare environment, the influx of capital and support that Prospect will afford our hospital is a needed boost to keep us a strong provider of care to the greater Waterbury area and its surroundings.

I give this proposed transaction my strongest support.

Thank you,

Sean J. Johnston, Rph

GERALD R. BERG, MD

To:

Steven Lagarias, Associate Health Care Analyst  
Dept of Public Health  
QI+CA

4/22/11

Dear Mr Lagarias

My Name is Gerald R. Berg MD. I practiced Diagnostic Radiology at Woburn Hospital from 1974-2013. As the Chairman of the Department I was acutely aware of the difficulties in keeping up the department to State of the art standards in the area of equipment, staffing etc. Since Woburn is a relatively poor community it relies on Medicare and Medicaid for much of its reimbursement and <sup>has</sup> ~~was~~ ten severe deficits.

The proposed transaction between GWHN and Prospect will greatly strengthen our hospital's ability to serve our community.

I am retired but continue to support Woburn and its hospital.  
Please support the merger of Prospect & GWHN  
Gerald R. Berg MD

To:

GERALD R. BERG, MD

4/22/16

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Dear Mr. Hawes,

My Name is Dr. Gerald Berg. I practiced RADIOLOGY at Waterbury  
for 1994 - 2013. As the Chairman of the Department of RADIOLOGY  
I was acutely aware of the difficulties of keeping the Dept. upto  
date with new equipment, staffing etc. Since Waterbury is a  
relatively poor community, we relied on Medicaid & Medicare for  
a large proportion of fees and were always underfunded.

The proposed transaction between CWTN & Prospect Medical  
Holdings will greatly strengthen our hospital's ability to serve our  
community.

I remain committed to the success of my hospital through I am  
retired and teaching at Yale & Netter Best, Gerald R. B., MD

---



BIZZOZERO  
51 CURTIS FARM ROAD  
MIDDLEBURY, CONNECTICUT  
06762

April 22, 2016

Mr. Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Dear Mr. Hawes,

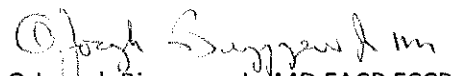
I want to offer my support and positive vote in favor of the merger between The Waterbury Health Network of Waterbury Connecticut and Prospect Holdings of California. Such a combination would go a long way in strengthening our community hospital commitment to the Greater Waterbury Area and continue our commitment of superior Health Care to our community. As you are aware, most community Hospitals need capital partners if they are to survive in the current environment. Prospect's commitment to Patient Service is a model that is similar to ours and makes this combination a natural one to pursue.

I know you have concerns about for Profit entities getting involved in Health Care in Connecticut. We share those concerns, but feel that Prospect Holdings has much the same culture and ethic about Health Delivery that we have. We have gotten to know them quit well and feel comfortable about going forward with this relationship.

I was born and raised in the Waterbury and have been a physician here for over forty years. I am actively involved in helping to lead Waterbury Hospital into our next phase of caring for our community.

Please look favorably on this merger. Our community needs this for their future as well.

Sincerely,

  
O Joseph Bizzozero Jr. MD FACP FCCP  
Director of Quality  
Alliance Medical Group  
Waterbury, Connecticut

BIZZOZERO  
51 CURTIS FARM ROAD  
MIDDLEBURY, CONNECTICUT  
06762

April 22, 2016

Mr. Steven Lazarus  
Associate Health care Analyst  
Department of Public Health  
Office of Health care Access

Dear Mr. Lazarus,

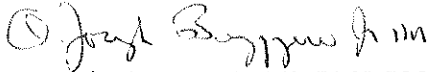
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I was born and raised in the Waterbury and have been a physician here for over forty years. I am actively involved in helping to lead Waterbury Hospital into our next phase of caring for our community.

Please look favorably on this merger. Our community needs this for their future as well.

Sincerely,

  
O Joseph Bizzozero Jr. MD FACP FCCP  
Director of Quality  
Alliance Medical Group  
Waterbury, Connecticut



## WATERBURY HOSPITAL

April 21, 2016

Gary Hawes

Assistant Attorney General

Office of the Attorney General

Steven Lazarus

Associate Health Care Analyst

Department of Public Health

Office of Health Care Access

Dear Assistant Attorney General Hawes and Mr. Lazarus:

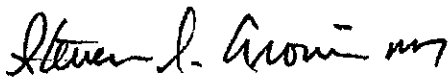
I am an Infectious Disease specialist who has been practicing medicine in the Greater Waterbury community for 19 years. I originally came to Waterbury in 1988 as a medical student in order to do third year clerkships at St. Mary's Hospital. In 1991, I was accepted into the Yale-Primary Care (YPC) Residency Program. At that time, the YPC Program was based out of both Waterbury Hospital and St. Mary's Hospital. I had the good fortune of working with amazing clinician educators at both sites, including Dr. George Thornton who was instrumental in my decision to pursue sub-specialty training in the field of Infectious Disease. After my sub-specialty training at Yale-New Haven Hospital, I returned to Waterbury in 1997 to join the Infectious Disease Section and medical staff of Waterbury Hospital. My wife Leigh (who has worked at St. Mary's Hospital for over 30 years) and I lived in Waterbury briefly before moving to Naugatuck where we currently own a home, and all three of our children were schooled in Waterbury at St. Mary's School and Sacred Heart High School.

Over the past 19 years, as a proud employee of Waterbury Hospital/Alliance Medical Group, I have provided high-quality inpatient and outpatient Infectious Disease care to the greater Waterbury community; developed and maintained a premier clinic for people living with HIV/AIDS; and served as core faculty for the on-site residency training program. Throughout my career, I have witnessed dramatic changes in healthcare, but the current transformation is truly unique. Each year, novel diagnostics and therapeutics are introduced, allowing physicians from all disciplines to improve the quality and duration of life for their patients. While these

advances have changed the face of medicine, simultaneous cutbacks in reimbursement from state and federal governments as well as commercial insurers have hindered our ability to keep pace. At Waterbury Hospital, we are facing unprecedented financial challenges and acknowledge that our future is dependent on having a strong strategic and capital partner.

I strongly support the proposed transaction between GWHN and Prospect Medical Holdings. I believe that it will allow us to strengthen our ability to provide the Waterbury community with access to the high-quality, state-of-the-art healthcare services they deserve. I encourage you to approve this transaction.

Sincerely yours,



Steven I. Aronin, MD, FACP, FIDSA  
Chief, Section of Infectious Disease  
Hospital Epidemiologist  
Waterbury Hospital  
Medical Director  
Waterbury Hospital Infectious Disease and Travel Clinic  
Program Director  
Ryan White Part C-EIS Grant  
Scientific Director  
Yale-Waterbury Hospital Internal Medicine Residency Program  
President  
Connecticut Infectious Disease Society  
Associate Clinical Professor of Medicine  
Yale University School of Medicine

*The Rev. Robert and Mrs. Nancy Rhodes*

---

64 SUNRISE ROAD  
WOLCOTT, CONNECTICUT 06716-2642

April 18, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

We are writing to express our support for the proposed transaction between GWHN and Prospect Medical Holdings.

As supporters, volunteers and patients we are aware of the changes in the medical climate of today and the need for changes in the way things have been done.

We both look forward to the future of GWHN and Prospect Medical holdings.



the Rev. Robert E. Rhodes, Jr.  
Retired United Methodist Minister



Nancy Warner Rhodes  
President Waterbury Hospital Auxiliary



## *Easter Seals*

*Greater Waterbury, Central, and Northwest Connecticut*

22 Tompkins Street, Waterbury, CT 06708  
Phone: 203-754-5141 Fax: 203-757-1198  
www.easterseals.com/waterburycet

April 18, 2016

***Easter Seals Services:***

*All Kids  
Child Care Centers  
School Readiness  
Program*

***Employment Industries***

***Center for Better Hearing***

***Birth to Three Program***

*Outpatient Medical  
Rehabilitation  
and  
Mobility Center*

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Curtis Audibert*

*Vice Chairman  
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Angelica Medina  
David Miller  
John Sullivan  
Robert Teittinen  
James S. Zoldy, Jr.

***Honorary Members***

Mark Dost, Esq.  
Barry Lerman  
David Long  
Judith A. Mirrer  
James Mullen  
Stedman Sweet

Attorney Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Mr. Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Attorney Hawes and Mr. Lazarus,

Please accept this letter which confirms my full support of the proposed transaction between the Greater Waterbury Health Network and Prospect Medical Holdings. Currently I am the President of Easter Seals of Greater Waterbury, a non-profit disability organization serving greater Waterbury and Central Connecticut. Easter Seals is a partner with Waterbury Hospital in the ownership of Access Rehabilitation Centers which operates multiple clinics offering Physical and Occupational Therapy throughout the area. I have been an active member of the Waterbury healthcare and business community for the past 11 years.

As a community Waterbury will benefit from the expertise in population health management that Prospect brings to our region. That, along with capital investments in infrastructure and technology and commitment to quality care and improving healthcare outcomes make this company the best partner for our community hospital. Prospect has demonstrated that it is willing to hire all current employees and assume collective bargaining agreements. In the Waterbury Hospital employee community, staff is overwhelmingly eager for this transaction to take place. I urge you to approve this application which will benefit those of us who live, work and seek care in this community.

Sincerely,

  
Loraine C. Shea,  
President, Easter Seals

***Easter Seals  
President  
Loraine C. Shea***



Commission on  
Accreditation of  
Rehabilitation  
Facilities

NAEYC  
National Association for the  
Education of Young Children

Marco Verga, MD  
134 Grandview Ave  
Waterbury, CT 06708  
April 14, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

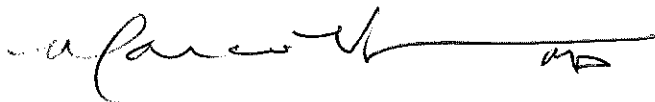
Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Mr Hawes and Mr Lazarus,

I am a physician working in the Radiology Department at Waterbury Hospital and am writing this letter in support of the proposed transaction between Waterbury Hospital/Greater Waterbury Health Network and Prospect Medical Holdings. Waterbury Hospital has had a longstanding tradition of delivering outstanding medical care to the people of our community. This transaction will allow our hospital to better navigate the present and future challenges to the national and local healthcare landscape. It will help preserve the high quality delivery of health care that the people of our community deserve. Prospect brings essential capital to support and enhance infrastructure as well as improve the hospital's financial viability through cost sharing, economy of scale and investment.

As a physician practicing in this community for the last 15 years, I am confident that this transaction will bring great benefits to patients and the Waterbury community as a whole. I respectfully ask for your support in approving this transaction.

Sincerely,

A handwritten signature in black ink, appearing to read 'Marco Verga', with a horizontal line extending to the right and a small 'MD' monogram at the end.

Marco Verga, MD  
Executive Managing Member  
Diagnostic Radiology Associates

April 16, 2016

Mr. Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Mr. Steven Lazarus  
Associate Health Care analyst  
Department of Public Health  
Office of Health Care Access

Dear Sirs:

As a past Board Member and past Chairman of Waterbury Hospital and the Greater Waterbury Health Network, I am acutely aware of the financial fragility of the hospital system in Waterbury. Waterbury Hospital has been able to maintain a high quality of health care in the absence of needed capital expenditures by virtue of the hard work and dedication of its staff. However, in my view it is questionable how much longer the high quality of health care currently provided by the hospital can be maintained without significant capital investment.

The pace of technical development in the health care industry requires investment in new technology in the form of equipment and the hiring of physicians to bring the next generation of health care to the hospital. In addition, existing equipment and facilities require upgrading in order to adequately meet current and future demand for health care. Without these investments, the quality of care and scope of services will gradually be eroded until we have a second rate health care system in Waterbury.

Given the high percentage of Waterbury Hospital's revenue coming from Medicaid and Medicare, there is insufficient surplus available to fund these necessary investments. That is why the acquisition of the Greater Waterbury health Network and Waterbury Hospital by Prospect Medical Holdings is so crucial to the future of health care in Waterbury. A company like Prospect has the capability to tap the capital markets to provide funding for these essential investments in the future.

As an argument for maintaining the status quo, some have claimed that a for-profit hospital can only survive by curtailing services and compromising quality. Ironically, that is precisely what will eventually happen if we do maintain the status quo.

Suggesting that a profit-seeking enterprise that is intent on growing its business would proceed in such a manner is ludicrous. Why would an organization seeking to grow in volume and revenue embark on a path of alienating its customers and reducing the services it offers? To the contrary, it would be incentivized to delight its customers, both patients and doctors, by providing expanded, high quality services so that they would be motivated to use the hospital and recommend it to others.

After careful consideration, I am convinced that the future of healthcare in Waterbury depends on this acquisition, and I urge you to approve it without further delay.

Very truly yours,



Frederick L. Luedke



Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Mr. Hawes and Mr. Lazarus:

My Name is Ernesto A. Cerdena, Director of Radiology and Laboratory Services at Waterbury Hospital. I am writing this letter in support of the transactions between Prospect Medical Holdings and Greater Waterbury Health Network. The current transformational healthcare climate calls for partnership that is more transformational. I firmly believe that the partnership between PMH and GWHN will do as that to achieve wellness in our population and improve the health of the community it serves. Thank you.

Sincerely,

Ernesto A. Cerdena



100 North Elm Street, Waterbury, CT 06702  
P.O. Box 2838, Waterbury, CT 06723-2838  
TEL. 203.756.3641 | FAX 203.753.4317  
**TORRACO.COM**

April 18, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office Health Care Access

Dear Sir,

I am writing to strongly support the proposed acquisition of Waterbury Hospital/Greater Waterbury Health Network by Prospect Medical Holdings.

I have 3 strong bonds with GWHN, first as the CEO of one of Waterbury's larger employers (150 FTE's), second as a GWHN member, and third as a former board chair of GWHN.

Waterbury Hospital needs a strong partner to survive. Those of us in the business community watch in shock as the operating losses mount year after year and federal and state assistance declines. As an employer it is extremely important that Waterbury has a vibrant medical community and health system. That requires a prosperous and progressive hospital with the latest medical technology and equipment that will attract the best medical professionals. We have been lucky so far but that will not last forever. As the hospital delays infrastructure upgrades, the newest medical equipment, and latest technology, the best doctors will eventually leave Waterbury for medical centers of excellence in New Haven, Danbury, and Hartford. As citizen of Waterbury and employer, that is something we cannot allow to happen.

Thank you,

Joel Becker, CEO  
Torroco

***Phyllis C. DeLeo, Ph.D.***  
***85 Center Street***  
***Wolcott, CT 06716***

**April 19, 2016**

**Mr. Steven Lazarus**  
**Associate Health Care Analyst**  
**Department of Public Health**  
**Office of Health Care Access**

**Dear Mr. Lazarus,**

**I am writing to express my support of the prospective affiliation of Waterbury Hospital/Greater Waterbury Health network with Prospect Medical Holdings. In my opinion, and that of many colleagues, this affiliation will not only serve the best interests of the hospital, but will undoubtedly help the hospital to better address the needs of our community as well.**

**Having formerly served on Waterbury Hospital's Board of Directors for more than a decade and, as a Greater Waterbury Health Network member now, I have had a peripheral—though keen--appreciation of the many challenges the hospital has faced and successfully managed to overcome over time. Yet, through the years, the institution has remained true to its mission, charting a steady course in an effort to provide the best possible healthcare for its patients, to play a significant role in the community at large, and to provide the support and resources required for its medical and professional staff.**

**Yes despite the hospital's myriad achievements, I firmly believe the challenges of the past twenty years are seeming precursors of even greater challenges and changes yet to come. And, indeed, these will indubitably be compounded by demographic changes as well as technological advancements which are essential to the escalating needs and currency of service the hospital will be called upon to provide.**

**I, therefore, ask that you lend your support to the Hospital's proposed transition with Prospect Medical Holdings so that it may access the structural resources and financial support required to sustain and, hopefully, improve upon the Hospital's delivery of stellar services to the community and the State. Thank you for your consideration of and attention to this imperative need.**

**Sincerely,**

***Phyllis C. DeLeo***

**Phyllis C. DeLeo, Ph.D.**

***Phyllis C. DeLeo, Ph.D.***  
***85 Center Street***  
***Wolcott, CT 06716***

**April 19, 2016**

**The Honorable Gary Hawes**  
**Assistant Attorney General**  
**Office of the Attorney General**

**Dear Attorney Hawes,**

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**Sincerely,**

*Phyllis C. DeLeo*

**Phyllis C. DeLeo, Ph.D.**

48 Idleview Drive  
PO Box 489  
Naugatuck, CT 06770

April 15, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Gary Hawes and Steven Lazarus:

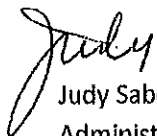
Thank you for the opportunity to write to you in support of the proposed joint venture between Waterbury Hospital and Prospect Medical Holdings.

I have been employed with Waterbury Hospital since March of 2008. I am the Administrative Assistant for Plant Engineering. I am aware of the upkeep of such a facility.

I support the joint venture because we will then be able to make the necessary renovations and upgrades that are needed. We would also be able to purchase and provide state-of-the-art healthcare services to our community. The venture would provide substantial tax revenue for the city of Waterbury and the State of Connecticut.

Thank you for your consideration. I am hoping to continue working at Waterbury Hospital for many years to come. This partnership will benefit my family, the patients and the community.

Sincerely,



Judy Sabolchik  
Administrative Assistant  
Plant Engineering  
Waterbury Hospital

Lori Dossantos

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

April 19, 2016

Dear Sirs:

I have lived in the Greater Waterbury area for my entire 51 years. I am a single working-mother who has raised two responsible teenagers, and at the same time caring for my two elderly parents who also live in my home. My family has had more than one occasion where a trip to the emergency room was a necessity. On a number of those trips, the health care professionals at Waterbury Hospital saved my elderly father's life. I cannot count how many times we have used the services provided by Waterbury Hospital for an emergency, a surgical procedure, or routine testing. It would be hard to imagine the Greater Waterbury community without access to the professional services Waterbury Hospital provides to our community.

I want to definitively state that I completely support the proposed transaction between GWHN and Prospect Medical Holdings. The continued operation of Waterbury Hospital is vital to Waterbury and its surrounding towns. Let's not under estimate how the conclusion of this transaction will enable GWHN to continue to provide accessible, high quality health care services to our community for generations to come.

Kindest Regards,  
Lori DosSantos  
23 Woodvine Avenue  
Oakville, CT 06779



Gary Hawes  
Assistant Attorney General  
Office of Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Mr. Hawes and Mr. Lazarus,

My name is Michele Valentino. I am a Registered Physical Therapist and the Director of Rehabilitation Services at Waterbury Hospital. I have worked at Waterbury Hospital for more than 24 years. I started my career here as a Physical Therapy Aide in 1988 and when I graduated from college in 1992, my 1<sup>st</sup> choice for a place to start my career was Waterbury Hospital. I came to work in the capacity of staff Physical Therapist. After 7 years I became the Director of Rehabilitation Services. I have been doing that job and loving it ever since! I have treated patients from all walks of life, from many different ethnic and religious backgrounds and patients from all levels of socioeconomic status; who rely on our hospital to provide high quality and accessible healthcare.

I am writing to you in support of the proposed transaction of Waterbury Hospital/ GWHN with Prospect Medical Holdings. By combining forces with Prospect, GWHN can provide an excellent opportunity for our community to have improved healthcare resources, better facilities and state of the art medical technology which the Waterbury community has been lacking for many years. Prospect has ownership other hospitals and facilities in many cities and towns across the country including Rhode Island and they have provided all of those communities with excellent care for all who need it. In fact I believe they have made the Healthcare for those areas better by providing resources to communities that could not have afforded without Prospect's help.

As a member of this community, a healthcare consumer as well as a healthcare provider caring for our patients, I urge you to support the proposed transaction of Waterbury Hospital with Prospect Medical Holdings. It will help us to sustain excellent, reliable, high quality and state of the art healthcare for the Waterbury Community and beyond.

Please feel free to contact me with any questions or concerns. Thank you for your time and consideration in this matter.

Sincerely,

Michele Valentino

Director of Rehabilitation Services, Waterbury Hospital #203-573-6041

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Date: April 13, 2016

Dear Honorable Gary Hawes and Steven Lazarus

I'm proud to state that I have been an employee affiliated with Waterbury Hospital since 1974 and I'm proud to have been engaged in the development and oversight of many departments including the Greater Waterbury Health Network. My current position as Executive Director of Cardiology Associates of Greater Waterbury, LLC, a wholly owned subsidiary of Waterbury Hospital, has been extremely rewarding however has clearly demonstrated to me that the future success of the local health system goes beyond the boundaries of the communities that we serve. Our goals and objectives as an organization including the delivery of high quality care to our patients will only be achieved by choosing a partner with a similar mission who offers support from an operational and financial perspective as we meet our challenges head on. I truly believe that Prospect Medical Holdings is totally committed to Waterbury Hospital and its affiliate organizations and will be an excellent partner, engaged and enthusiastic and most importantly focused on the well being of our patients. Their leadership and guidance has been clearly demonstrated in other areas of the country and has certainly resulted in short and long term success.

Sincerely,

Jan Kennedy  
Executive Director, Cardiology Associates of Greater Waterbury, LLC

April 12, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Attorney Hawes and Mr. Lazarus:

My name is John Michaels. Over the last 25 years I have been privileged to serve as a member, committee member, and past chairmen of the Waterbury Hospital and Greater Waterbury Health Network Board of Directors. And, I have been very involved in this community and have an in-depth understanding of its needs.

I have seen the outstanding quality of the care we give and the pressures put on our financial position from payers and governments. It is only through the economies of scale that come with consolidation that will enable hospitals our size to survive in the long term. Our financial deterioration over the last 10 years has proven that. World-class medicine at the local level can only be maintained when hospitals have access to capital to attract world-class physicians and invest in cost effective, cutting edge, life-saving technology. Operating margins for small institutions deny access to that capital.

Our acquisition by the Prospect group is an absolute necessity if we are to be able to provide that world-class care which our citizens deserve and need. It is only through the economies that come with being part of a larger group that we will be to continue to provide exemplary care for our patients. It is essential that this transaction be fulfilled as planned.

I urge you to look favorably on and approve this transaction.

Thank you for your consideration.

Sincerely,



John Michaels

Amy Baldwin-Stephens  
82 Van Orman Street  
Oakville, CT 06779

April 11, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Dear Mr. Hawes,

I write this letter in support of the pending transaction between the Greater Waterbury Health Network and Prospect Medical Holdings in their efforts to enter into a business agreement in the city of Waterbury.

I am an employee of the Greater Waterbury Health Network, a consumer of their healthcare services and a member of the community. I am employed as the cancer registrar and can attest to the valuable care and services currently offered to cancer patients within the community and surrounding areas.

The Greater Waterbury Health Network has always been a pillar in this community for offering quality healthcare close to home. As a member of this community, the transaction with Prospect Medical Holdings will not only allow the Greater Waterbury Health Network to continue offering quality healthcare services but will also allow the Greater Waterbury Health Network to keep up with current healthcare trends and afford the opportunity to offer new services to the community and surrounding areas.

Sincerely,



Amy Baldwin-Stephens

Amy Baldwin-Stephens  
82 Van Orman Street  
Oakville, CT 06779

April 11, 2016

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Mr. Lazarus

I write this letter in support of the pending transaction between the Greater Waterbury Health Network and Prospect Medical Holdings in their efforts to enter into a business agreement in the city of Waterbury.

I am an employee of the Greater Waterbury Health Network, a consumer of their healthcare services and a member of the community. I am employed as the cancer registrar and can attest to the valuable care and services currently offered to cancer patients within the community and surrounding areas.

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Sincerely,



Amy Baldwin-Stephens

Sean P. Payne  
25 Courtney Court  
Meriden, CT 06450  
**April 11, 2016**

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

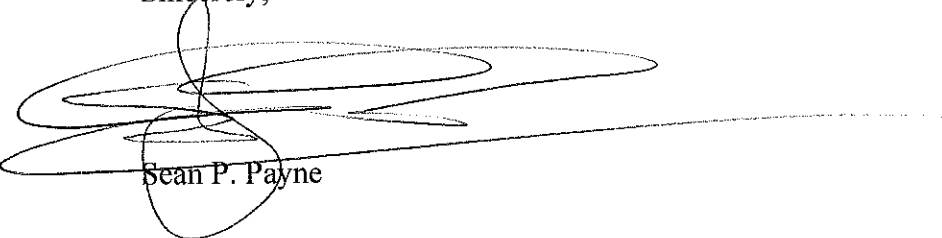
Dear Gary Hawes:

I am an employee of Waterbury Hospital /Greater Waterbury Health Network (GWHN) and I am writing in support of the proposed transaction between GWHN and Prospect Medical Holdings. I serve as a Health Systems Administrator for Health Information Management and I am excited and looking forward to the positive benefits this transaction is sure to bring the community of Waterbury, and the employees & medical staff at Waterbury Hospital.

The city of Waterbury, along with its neighboring communities, is long overdue for an event of this measure that will likely stimulate the transformation of healthcare in our region. The employees and clinical staff at Waterbury Hospital are extremely proud of the things that have been achieved over its 125 years of service and we know Prospect Medical Holdings will only aide in our mission as they share in our ideals and our long-standing commitment to quality care for our patients. While I understand that a public hearing (which is now scheduled for May 3rd) is an important step in this process, I hope you will continue to listen carefully to the caring testimonies of our delegates and respond favorably in the interest of those that really matter the most – our patients.

Thanks in advance for taking the time to hear what we have to say and for supporting this proposed transaction between GWHN and Prospect Medical Holdings!

Sincerely,



Sean P. Payne

To: Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

My name is Brian Emerick and I am the President for Access Rehab Centers, which is a local rehabilitation company that is a partnership between Waterbury Hospital and Easter Seals of Greater Waterbury.

I would first like to thank you for the opportunity to share some thoughts regarding the proposed acquisition of Waterbury Hospital by Prospect Medical Holdings.

I would respectfully ask that, when considering this transaction that we need to take into consideration, not just the history of Waterbury Hospital or even what the current state of healthcare is in this community ...I would suggest that we need to consider where we are going in the "big picture" for healthcare and what that means for the survival of all healthcare facilities going forward.

There are big changes in healthcare that are going on right now. Those changes will lead to major challenges to the survival of hospitals, independent practices, and many of the traditional institutions that we have all taken for granted as being our traditional healthcare system.

Everyone knows that Hospitals are struggling under reduced reimbursements as well as a significantly larger number of people who require services.

There are several major trends that are impacting almost all of the Hospitals in CT...one of the most significant is that healthcare is moving more towards preventing sickness and maintaining health. One of the key changes to make that happen is treating people in their home or in the least costly location. That means that the definition of "success" for a Hospital is changing from providing the best care possible to as many people as possible..to a point in the future where the definition of success will be "supporting health for all people in the community, preventing sickness and preventing the need for hospitalizations". There is one serious flaw in the process for the average Hospital; when a hospital does not have the community based resources available to create that healthier community then they will not be able to achieve the results that they will be expected to achieve and as reimbursements continue to go down for hospitalizations, those hospitals that cannot provide a more robust outpatient network will eventually be forced to close. In the future, Hospitals will be paid to keep people healthy and each hospital will be expected to absorb more and more of the costs for individuals who eventually do require hospitalizations.

I have worked with Waterbury Hospital for over 16 years and I can honestly say that the care at Waterbury Hospital today is the best that I have ever seen it be in those 16 years. It is of a higher quality and it is provided with a significantly higher degree of efficiency as well. Even with all of those positive changes I can say that the expectations that are on a Hospital today make it extremely hard to provide care and keep the doors open. How many of the business owners in a community could stay open if

there were an increasing number of people walking through their doors that were only required to pay below cost for the goods that they purchase? This is an easy equation.....if more people pay below costs for your goods or services, you have to make up the difference on the other customers that walk through the door or you will be out of business. You either increase your prices (which Hospitals are no longer able to effectively accomplish) or you decrease your costs. CT Hospitals can only go through so many rounds of layoffs before they run out of options. We have already seen all of the area Hospitals do many rounds of layoffs and I would say that many CT Hospitals will continue to have to make those same tough choices.

So why Prospect? As I see it, there are two primary reasons: the first is that Prospect brings to the table the expertise and the connections to assist in reducing expenses even further. By bringing in large purchasing agreements to reduce supply costs and by bringing additional ideas for new ways to do best practices and reduce inefficiencies and redundancies....ideally we can streamline the system without having to cut into staffing and quality.

The second reason is the biggest reason of all: Prospect brings the capital that Waterbury Hospital will require to adapt itself to the new demands of Healthcare and be able to survive. I would anticipate that, with adequate funds, Waterbury Hospital will continue to develop services integrated into the surrounding communities so that healthcare is available in a much more efficient and easily accessible manner so that folks in the community will be able to access health care quicker, maintain their health and prevent costly hospitalizations.

I have looked at the Prospect system and it is obvious that they know what they are doing. They know how to decrease costs and run efficient Hospitals. That means that not only do their Hospitals provide the healthcare and the jobs that the community needs but they also have the capital to be able to adapt and grow rather than just reel from one fiscal challenge to the next. Prospect brings with it the expertise to maneuver healthcare systems into a more efficient and high quality system that will be sustainable, viable and strong, going into the future.

Thank you.

Brian P. Emerick, MSOT, MBA  
President  
Access Rehab Centers, LLC  
[bemerick@accessrehabcenters.com](mailto:bemerick@accessrehabcenters.com)  
(203) 419-0381 ext. 222



**Joanne M. Seymour, M.S., N.C.C., L.P.C.**  
41 Aron Avenue, Waterbury, CT 06708 203-910-4609

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

April 11, 2016

Dear Mr. Hawes and Mr. Lazarus:

My name is Joanne Seymour. I recently celebrated my 22<sup>nd</sup> anniversary at Waterbury Hospital, specifically in the Behavioral Health Department. I have worked in the Crisis/ Behavioral Health Emergency Room, Inpatient Behavioral Health and Outpatient Behavioral Health, in both Managerial and Clinical (or combined) positions.

In the 22 years I have been employed at the hospital, I have seen a number of restructuring efforts and cuts, as well as managed insurances and universal health insurance expand; none of the efforts do more than put a Band-Aid on the situation. Resources continue to be cut, and day to day, our jobs have become more difficult as we try to treat very challenging individuals on the inpatient unit and in the community.

I support the proposed transaction between GWHN and Prospect Medical Holdings because I hope that this transaction will help our hospital obtain needed capital to address a deteriorating physical plant and expand our services that bring in income. We need a positive change. We need to make sure we can provide excellent patient care and that Prospect can give us efficiencies in resources and costs. Clearly, the hospital will not survive without the new direction that Prospect can provide.

Sincerely,

*Joanne M. Seymour, MS, NCC, LPC*

Joanne M. Seymour, M.S., N.C.C., L. P. C.  
Nationally Certified Counselor, Licensed Professional Counselor

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Sirs:

I am a longtime employee of Waterbury Hospital. I will be here 29 years in August. I truly feel that we give better care because we care about our patients. This organization needs to continue to do this and with the help of Prospect Medical Holding we have a chance to maintain the excellent patient care we are known for. I have seen such a change here in the past 5 years and it has all been good changes. The Waterbury area needs us to keep up that momentum and carry it through. I believe we have what it takes and with Darlene Stromstad & Prospect leading the way we cannot lose. Please support this transaction as we do here at the hospital.



Monica Doyle  
Asst Mgr Customer Support  
IT Department  
Waterbury Hospital  
203-573-7543  
mdoyle@wtbyhosp.org



# WATERBURY HOSPITAL

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Sirs,


I am writing to you in support of the Joint Venture between Waterbury Hospital and Prospect Medical Holdings.

I came to Waterbury Hospital as the Chairman of the Department of Surgery eleven years ago. I had been practicing at the University of Connecticut Health Center since 1990. I trained at major University Hospitals as well as the National Cancer Institute and Memorial Sloan Kettering Cancer Center. My duties at Waterbury Hospital include Chairing the Department of Surgery and overseeing the General Surgery Residency Program.

Waterbury Hospital provides greatly needed services to the citizens of Waterbury and the surrounding communities. We are a Level II Trauma Center and care for patients with a variety of urgent and non-urgent health care needs. Many of our patients are uninsured or underinsured which makes "balancing the books" challenging. We manage to provide excellent care with limited resources.

Without the backing of a larger partner in the current health care economic environment, medium sized hospitals such as ours cannot survive much longer. The Joint Venture will allow us to continue to provide these much needed services to our patients. I urge you to keep the needs of the patients and the many dedicated employees in mind when considering the pros and cons of converting to a for profit model. Personally, I am confident that Waterbury Hospital will continue to be Waterbury Hospital and provide care to the same people who we treat now. We will have financial resources that will ensure our survival, allow us to update our equipment and fulfill our continued mission.

Thank you for allowing me to share my thoughts on this important issue.

Signed,  
  
Scott H. Kurtzman, MD FACS  
Chairman of Surgery  
Program Director General Surgery Residency

Professor of Surgery  
University of Connecticut School of Medicine

Professor of Surgery  
Frank Netter School of Medicine  
Quinnipiac University

April 11, 2016

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Mr. Hawes:

My name is Josie Soucy and I am a nurse at Waterbury Hospital. My present position is, director of medical/surgical nursing and I have been employed by Waterbury Hospital for 3 ½ months.

I am writing this letter in support of the proposed transaction between GWHN and Prospect Medical Holdings. As with other hospitals in the State of Connecticut, Waterbury is in need of funds to help with capital acquisition and physical plant infra-structure renovations. In light of the payer source, Waterbury Hospital would not be able to survive without a strong acquisition supporting its daily operations.

Waterbury is a busy inner city hospital with an average daily census of 150 or better. The staff here care about the patients and the care they are given. Without Waterbury Hospital, where would these patients go for care?

I ask you to support the proposed transaction between GWHN and Prospect Medical Holdings. Thank you in advance.

Josie Soucy, MSN,RN,CCRN,NE-BC  
Director, Medical/Surgical Nursing  
Waterbury Hospital

April 11, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Dear Mr. Hawes:

My name is Josie Soucy and I am a nurse at Waterbury Hospital. My present position is, director of medical/surgical nursing and I have been employed by Waterbury Hospital for 3 ½ months.

I am writing this letter in support of the proposed transaction between GWHN and Prospect Medical Holdings. As with other hospitals in the State of Connecticut, Waterbury is in need of funds to help with capital acquisition and physical plant infra-structure renovations. In light of the payer source, Waterbury Hospital would not be able to survive without a strong acquisition supporting its daily operations.

Waterbury is a busy inner city hospital with an average daily census of 150 or better. The staff here care about the patients and the care they are given. Without Waterbury Hospital, where would these patients go for care?

I ask you to support the proposed transaction between GWHN and Prospect Medical Holdings. Thank you in advance.

Josie Soucy, MSN,RN,CCRN,NE-BC  
Director, Medical/Surgical Nursing  
Waterbury Hospital



Kenneth Allen, M.D.    John DeLeon, M.D.    Justin Champagne, PA-C  
Duncan Belcher, M.D.    Eric Hyson, M.D.    Daniel DeJesus, PA-C  
Stewart Berliner, M.D.    Andrew Lawson, M.D.    Ross Utter, PA-C  
Anthony Carter, M.D.    Marco Verga, M.D.

April 21, 2016

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access  
410 Capitol Avenue  
Hartford, CT 06106

Dear Sir,

My name is Duncan J. Belcher, MD, and I am a radiologist at Waterbury Hospital. I have worked at Waterbury Hospital for 19 years and am currently the elected Chief of the Department of Radiology. I am writing this letter in support of the proposed transaction between Greater Waterbury Health Network and Prospect Medical Holdings. In the years that I have worked at Waterbury Hospital, I have seen firsthand the difficulty the hospital faces financially in the current medical reimbursement environment. I have met individuals from Prospect Medical Holdings and feel strongly that this organization will be a very good merger partner and provide the hospital the financial backing it needs to move forward in the future for the community of Waterbury. As a radiologist, I practice in a specialty that is dependent on investment in technology to provide the best care possible to our patients. I feel it is imperative that our hospital be allowed to move forward with this transaction so that we can continue providing state-of-the-art care that our community deserves.

Thank you for attention to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read 'Duncan J. Belcher'.

Duncan J. Belcher, MD  
Elected Chief, Department of Radiology, Waterbury Hospital  
Managing Partner, Diagnostic Radiology Associates, Waterbury, CT

DJB/ksb



Kenneth Allen, M.D.    John DeLeon, M.D.    Justin Champagne, PA-C  
Duncan Belcher, M.D.    Eric Hyson, M.D.    Daniel DeJesus, PA-C  
Stewart Berliner, M.D.    Andrew Lawson, M.D.    Ross Utter, PA-C  
Anthony Carter, M.D.    Marco Verga, M.D.

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April 21, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General  
55 Elm Street  
Hartford, CT 06106

Dear Sir,

My name is Duncan J. Belcher, MD, and I am a radiologist at Waterbury Hospital. I have worked at Waterbury Hospital for 19 years and am currently the elected Chief of the Department of Radiology. I am writing this letter in support of the proposed transaction between Greater Waterbury Health Network and Prospect Medical Holdings. In the years that I have worked at Waterbury Hospital, I have seen firsthand the difficulty the hospital faces financially in the current medical reimbursement environment. I have met individuals from Prospect Medical Holdings and feel strongly that this organization will be a very good merger partner and provide the hospital the financial backing it needs to move forward in the future for the community of Waterbury. As a radiologist, I practice in a specialty that is dependent on investment in technology to provide the best care possible to our patients. I feel it is imperative that our hospital be allowed to move forward with this transaction so that we can continue providing state-of-the-art care that our community deserves.

Thank you for attention to this matter.

Sincerely,

Duncan J. Belcher, MD  
Elected Chief, Department of Radiology, Waterbury Hospital  
Managing Partner, Diagnostic Radiology Associates, Waterbury, CT

DJB/ksb



David N. Podell, M.D., Ph.D., FACP, FACR  
Firm Chief, Department of Medicine  
(203) 573-7194

Clinical Professor of Medicine  
Yale University School of Medicine

April 22, 2016

Mr. Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Mr. Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Mr. Hawes and Mr. Lazarus:

It gives me great pleasure to enthusiastically endorse and support Waterbury Hospital and Prospect Medical Holdings proposed transition. I have been a member of the medical staff for over 27 years and have dedicated my career to patient care and medical education in the greater Waterbury community.

Waterbury is my home and I strongly feel that this transition will allow Waterbury Hospital to be the preeminent provider for healthcare in Waterbury for the future. Healthcare has many challenges in terms of providing quality care at acceptable cost. In addition, Waterbury has great challenges in providing care for the underserved. In working with Prospect Medical Holdings, I have been so impressed by their superb abilities to provide quality care to all members of the community. They have proven this in the hospitals that they have worked with across the United States. In working with members of Prospect Holdings I find them to be extremely knowledgeable and dedicated for the success of this hospital. It will provide greater care and I am very excited about the future plans for this transaction.

Thank you for the opportunity to share this information with you.

Very truly yours,

David N. Podell, M.D., Ph.D., MACP, FACR  
Chairman,  
Department of Medicine  
Waterbury Hospital

Clinical Professor of Medicine  
Yale University School of Medicine

DNP/rte



**Kimberley J. Paternostro  
47 Brackenridge Drive  
Waterbury, CT 06706**

February 11, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Re: Proposed Joint Venture between Waterbury Hospital and Prospect Medical Holdings

Dear Attorney Hawes;

I am proud to say I have been an employee of Waterbury hospital for the past 19 years. I am the Operations Manager for The Health Information Management Department. My family and friends have been fortunate to have been treated at Waterbury Hospital where there are such caring and highly qualified healthcare professionals. Our hope is with this acquisition we will be able to provide the same great care in the present and future that we have provided in the past. The economy has presented us with a dilemma in regards to financial stability therefore making this move into the future tenuous at best.

We need to be able to move along with the times and offer our patients the best care possible which quite frankly will be very difficult without the resources to purchase new state of the art equipment as well as attracting and retaining highly qualified healthcare professionals.

Prospect Medical Holdings will be able to provide Waterbury Hospital with the tools we need to survive and thrive in this ever changing environment.

Our hopes are that you will be able to look into the future **now** and afford us the opportunity to say "Waterbury Hospital where caring makes a world of difference yesterday, today and tomorrow".

Thank you,

---

Kim Paternostro

1067 Wolf Hill Road  
Cheshire, CT 06410  
April 11, 2016

Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access

Dear Mr. Hawes and Mr. Lazarus:

I am writing in support of the proposed transaction between Waterbury Hospital and Prospect Medical Holdings. The transaction is necessary in order to provide the capital to allow Waterbury Hospital to continue to provide a high level of care to our local residents.

I first came to Waterbury Hospital for my internship year in 1975-76, as part of my radiology residency at Yale. Since completion of my residency in 1979, I have been a practicing radiologist at Waterbury Hospital. The reason I came back to Waterbury Hospital is the quality of the physicians and other caregivers here, and the quality of care that we give to our patients. As residents of Cheshire, my wife and I have been patients ourselves at the Hospital and want to continue to rely on it as "our hospital" when we need care in the future. Capital investment is necessary to continue to provide the best available medical equipment and healing environment. I have faith in the Hospital administration, and agree with them that the transaction is the right decision for Waterbury Hospital and our patients.

The community needs a financially healthy Waterbury Hospital, and the transaction with Prospect would go a long way toward realizing that goal. Please do what you can to allow this to happen. I appreciate your consideration.

Sincerely,



Eric A. Hyson, MD



Gary Hawes  
Assistant Attorney General  
Office of the Attorney General

Steven Lazarus  
Associate Health Care Analyst  
Department of Public Health  
Office of Health Care Access  
February 24<sup>th</sup>, 2016

Mr. Hawes and Mr. Lazarus:

Hello, my name is Aaron Burton and I am the Director of Pharmacy at Waterbury Hospital. I have served in my current role for four months and am very excited to voice my support for the proposed transaction between GWHN and Prospect Medical Holdings. The potential this transaction brings to improve patient care for the members of the Waterbury community was a key component of my acceptance of my role at Waterbury Hospital. I had previously worked at Warren Hospital, a small community hospital in New Jersey, which had merged with a larger organization recently. The ability of the parent company in this situation, St. Luke's University Health Network, to work closely as a partner with Warren Hospital dramatically improved the quality of care provided to that community. I am certain the Waterbury, Connecticut community would receive a similar benefit from the proposed transaction with Prospect Medical Holdings.

I think this transaction is imperative to providing the highest quality of care to the patients of the Waterbury community. Please feel free to reach out to me if you have any additional questions that would further substantiate my support for this transaction.

Sincerely,

Aaron Burton  
Director of Pharmacy  
Waterbury Hospital  
64 Robbins Street  
Waterbury, CT 06708  
Office phone: 203-573-6040  
Email: [aburton1@wtbyhosp.org](mailto:aburton1@wtbyhosp.org)