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May 18, 2015

BY REGULAR MAIL AND EMAIL

Akram Boutros, MD, FACHE
President and Chief Executive Officer
The MetroHealth System
2500 MetroHealth Drive
Cleveland, Ohio 44109-1998

c/o kbellflower@metrohealth.org

Dear Dr. Boutros:

Recent press comments given by your team related to the MetroHealth System's May 2, 2014 proposal to the Lakewood Hospital Association, which was later withdrawn, suggest that MetroHealth may still be interested in operating a facility at the current site of Lakewood Hospital. Public comments recently made by citizens advocating for MetroHealth's participation in healthcare in Lakewood also suggest your system may have an updated proposal in process.

As you know, we are in the midst of a very public discussion and due diligence work regarding a letter of intent presented to the city in January 2015 by the Lakewood Hospital Association, Cleveland Clinic and Lakewood Hospital Foundation. The proposal would represent the transformation of healthcare delivery in Lakewood from an inpatient model to an outpatient model and would cause the formation of a community wellness foundation to serve citizens' needs. As a hospital trustee and mayor, I have supported the broad strokes of that letter of intent. However, I am duty-bound as mayor to explore every option available to the citizens of Lakewood—especially if such an option were to come from another world-class healthcare organization such as the MetroHealth System.

The aim of my letter, therefore, is to explore the MetroHealth System's intentions. In light of our pressing deadlines with respect to the letter of intent, I ask you to review the questions below

and provide responses by the close of business **Friday, May 29, 2015**. My questions are as follows:

1. Is MetroHealth interested in operating a healthcare facility on the site of Lakewood Hospital?
2. If so, under what service model (e.g., inpatient hospital, ambulatory surgery center, family health center, standalone emergency department, a combination of some of these models) would you envision MetroHealth operating?
3. What healthcare services would MetroHealth provide in any such facility?
4. If the services would involve inpatient care, how many beds would you envision MetroHealth operating in Lakewood?
5. When would you expect to implement this proposal and begin operations in Lakewood?
6. How would MetroHealth find the additional patients to be served under this model?
7. From where would MetroHealth provide the medical doctors necessary to deliver services under this model?
8. One citizen recently remarked publicly that MetroHealth may be interested in operating an inpatient hospital concentrating in birthing and rehabilitation services. Is that accurate? Would any inpatient facility also bear general medical-surgical services? Other services?
9. In what material ways is your proposal today different from your May 2014 proposal offered to Lakewood Hospital Association?
10. Under your proposal, would MetroHealth occupy the existing hospital facilities at the northeast corner of Belle Avenue and Detroit Avenue?
11. If yes to the preceding question, what entity would you envision holding title to the property?
12. If you believe the county or MetroHealth (or any entity other than the city) would hold title to the land or building, would there be a fair-market-value purchase price tendered to the city for the property? If there would be no purchase price, would the conveyance be a gift? If there would be no purchase price and the conveyance were not a gift, what do you envision would be the consideration for the transfer?
13. Would you envision the current hospital garage, professional office building, community health building and residential homes near Lakewood Hospital changing hands from the

- city to a new entity? If so, would there be a fair-market-value purchase price tendered to the city for these properties? If there would be no purchase price, would the conveyance be a gift? If there would be no purchase price and the conveyance were not a gift, what do you envision would be the consideration for the transfer?
14. In what material ways would your proposal differ from the existing outpatient model proposed by the Cleveland Clinic in the January 2015 letter of intent with Lakewood Hospital Association and Lakewood Hospital Foundation?
 15. Would MetroHealth consider being a tenant of the city in any city-owned property currently related to the operation of Lakewood Hospital?
 16. Who would be responsible for capital investment in and maintenance of any properties coming under the control of MetroHealth?
 17. If the answer to the preceding question is an entity other than the city of Lakewood, what is the magnitude of your expected capital expenditures and from where would you propose these funds come?
 18. Would MetroHealth guarantee either the provision of services or the quality or volume of services provided at its facility in Lakewood, and if so (a) for how long would this guarantee be in place and (b) how would you envision the city being able to enforce this guarantee (e.g., lease covenant, deed restriction, etc.)?
 19. There are two assets related to Lakewood Hospital that are not owned by the city but instead are owned by the Lakewood Hospital Association. One is the medical building at 850 Columbia Road in Westlake. The other is the commercial retail and residential building at the southwest corner of Marlowe Avenue and Detroit Avenue in Lakewood. Does this proposal include the use of those assets? If so, on what terms would MetroHealth acquire an interest?
 20. How would you envision MetroHealth beginning operations vis-à-vis existing Lakewood Hospital operations? What would you require from the Cleveland Clinic by way of a turnkey facility? Would MetroHealth be interested in operating its proposed facility if the current hospital were to be closed for any period of time beforehand?
 21. Is MetroHealth willing to operate its proposed healthcare facility within a block of a family health center with a standalone emergency department operated by the Cleveland Clinic?
 22. Would MetroHealth require the right to approve of any competing healthcare providers operating within a certain distance of MetroHealth's facility under this proposal, or on the sites of any properties currently leased by the city to Lakewood Hospital Association?

23. How would this proposal affect or encumber the assets currently held in the Lakewood Hospital Foundation, if at all?
24. How would this proposal affect or encumber the cash balance currently held by the Lakewood Hospital Association, if at all?
25. How would MetroHealth's service offering in Lakewood align with what you know of Lakewood's population health needs?

I am deeply appreciative of your interest in serving Lakewood's healthcare needs and look forward to your responses, time of course being of the essence. Please let me know if I can clarify any of these questions before you respond.

Very truly yours,



Michael P. Summers

copy: Members of Lakewood City Council
County Executive Armond Budish
Members of Cuyahoga County Council
Members of the Lakewood Hospital Association Governing Board