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May 14, 2015

Mr. Mark Hopkins  
Executive Director  
New Jersey Health Care Facilities Financing Authority  
Station Plaza Building #4  
22 S. Clinton Ave  
Trenton, NJ 08609-1212

Dear Mr. Hopkins:

As requested, we are submitting our comments on the two Saint Michael's Medical Center responses to the Greater Newark Healthcare Services Evaluation Report. It is evident in reviewing the SMMC responses to the Report that both the original and the supplemental response significantly misinterpreted information and misunderstood analyses. Both responses make dramatic but largely unsubstantiated accusations and claims, virtually none of which appear to be true or accurate. The Greater Newark Healthcare Services Evaluation Report was thoroughly researched and presented well-documented analyses and recommendations supported by actual, accurate data. The report outlines a series of recommendations that, when implemented, will align the healthcare resources in the Greater Newark area with the current and future needs of the area's residents in a more economical, efficient, and effective manner. We stand by our work.

Please do not hesitate to call me if you have any questions or need additional information.

Regards,

A handwritten signature in black ink that reads "Kevin C. Nolan". The signature is written in a cursive, flowing style.

Kevin C. "Casey" Nolan  
Managing Director