



June 6, 2026

Mayor Daniel Biss  
909 Davis Street  
Evanston, IL 60201

Dear Mayor Biss,

Thank you for your letter of June 1. I want to clear up some misapprehensions that may have lead you to faulty conclusions. The reports about Endeavor Health and the efforts of a handful of dissatisfied nurses and outside agitators are false and spurious. They fly in the face of what your city and this great country are all about.

I am gratified you refer to our Evanston Hospital as an important pillar in the City of Evanston. Everyone at Endeavor Health is proud we are part of such a vibrant and thriving community. You lead a great city on a lake on the north edge of one of the premiere metropolises of America, and as the presumptive next Representative from the 7<sup>th</sup> District, I trust you will thrive at the federal level, and I aim to help you do just that. I have been gratified to see you address the issues of your current office with wit, business acumen, and insight.

I lead the third largest healthcare system in the state. During my time, I have shaped the health care of this same community we both serve, and I shepherded us to now oversee 1.4 million patients and the careers of our 28,000 team members, all toward a future that will define healthcare and the quality of life for our entire region for generations. The complaints of these two former team members are trifling attempts to circumvent the governance of the Endeavor Health Executive team. They are a distraction, a sideshow that flies in the face of what is good.

You and I know that reality is defined by our leaders, defined by those who see things from the top. We make things happen, or not happen, and we build the real growth. A city or country cannot function without direction, guidance, and sometimes a firm hand from above leading a public unable to lead itself toward what is best, right and fair. So too, innovation, and the hopes for the future of healthcare (especially in the face of the challenges facing our industry today) are not driven from the bedside with a handful of patients: no, not without someone at the top making sure there are medicines and equipment available, the financing and administrative infrastructure keeping it running, and beds to stand beside in the first place. We are what keeps those we lead from being lost in the wilderness.

The laws you mention are good guidance in general, but wrangling world-class care across nine award-winning hospitals and more than 300 sites transcends regulation and accusations. Those are concerns for the public, not leaders. You and I know and take on what the average person does not. We, men who have accumulated real power (and in my case wealth) are the vanguard of the future of our entire nation, of our world. You, as I have, should shepherd your flock, guide your city in its public actions and pronouncements toward our greatness.

You and I can do this as only those with true power, knowledge, and ability can. Good leaders cannot broach the mundane wishes and inadequate concerns of these few workers who cry their floundering pleadings and call them "valid complaints." They are ants come to spoil the picnic, suddenly disappointed to find themselves unwanted and stomped on for trying to eat. They chose not to lead long before now, and those who take on the mantle of leading have made plans and they're not part of them, so they balk to find themselves uncomfortable following us who know better.

Do not let the ignorance of these demanding few discolor your certitude that theirs is not to question why, but instead to do. Just because some people dream of leading, yearn for sustenance, and clamor for respect, does not mean they should be trusted, centered, nor given the reigns so they can steer us all over a cliff of overblown pedestrian justice and their own economic satisfaction. Such trivial disruptors must be contained, then forgotten entirely.

Evanston Hospital, and Endeavor Health, have stared down this sort of fool's errand that is labor organizing before. Like those earlier times, we will again show those who stray from the pack and defy the order of things their error. Them making demands just because they want more is biting the hand that feeds them and leads them. They will see, again, they are running down a blind alley lead by broke drunkards only to end up nowhere good.

You and I can work together, and the Evanston's Police force, collaborating with Endeavor Health's Public Safety team, can cut down these disruptions like so many weeds, We can keep the business, healthcare and commerce of our city and system running smoothly. I anticipate more good things from and for you as you join the higher ranks of this nation's leaders.

I welcome speaking with you further, please have your team contact mine to calendar an in person meeting at your earliest convenience.

Sincerely,

**J.P. GALLAGHER**

J.P. Gallagher, President and CEO  
Endeavor Health