

# **EXHIBIT 31**

## LETTERS OF SUPPORT

Name	Title	Organization
Carville Leaf	President, Board of Directors	Caroline County Chamber of Commerce
Angela Visintainer	Director of Economic Development	Caroline Economic Development Corporation
Steve J. Ochse, CPA	Chief Financial Officer	Easton Utilities
Mark Freestate		Freestate and Son Insurance
W. W. "Buck" Duncan	President	Mid-Shore Community Foundation
Richard Trippe	Chairman	Talbot County Chamber of Commerce
Talli Oxnam	Senior V.P.	Wye Financial & Trust
Andy Harris, M.D.	Congressman	U.S. House of Representatives
Sheree Sample-Hughes	Delegate	District 37A Dorchester / Wicomico Counties
Daniel Franklin	Vice President	County Commisisoners of Caroline County
Larry Porter	Commissioner	County Commisisoners of Caroline County
Wilbur Levengood, Jr.	President	County Commisisoners of Caroline County
Jack N. Wilson	Commissioner	County Commissioners of Queen Anne's County
James Moran	Commissioner	County Commissioners of Queen Anne's County
Mark Anderson	President	County Commissioners of Queen Anne's County
Robert Charles Buckley	Commissioner	County Commissioners of Queen Anne's County
Stephen Wilson	Commissioner	County Commissioners of Queen Anne's County
Corey Pack	President	County Council of Talbot County
Alan Silverstein	Member	Easton Town Council / Ward I
Abigail McNinch	Mayor	Town of Denton
Robert Willey	Mayor	Town of Easton
Andrea Lev	Executive Director	Bayleigh Chase - Easton
Bryan Ebling	Director	Caroline County Dept. of Emergency Services
Jon Krohmer, MD	EMS Medical Director	Caroline County Dept. of Emergency Services
Leland Spencer, MD, MPH	Health Officer	Caroline County Health Department
Lisa Havelow		Caroline Nursing and Rehabilitation Center
Joseph Sheehan	President/CEO	Choptank Community Health System, Inc.
Heather Guerieri	Executive Director	Compass Regional Hospice
Roger Harrell	Health Officer	Dorchester County Department of Health
Jacob Frego	Executive Director	Eastern Shore Area Health Education Center
Holly Ireland	Executive Director	Mid Shore Mental Health Systems, Inc.
Joseph Ciotola, Jr., MD	Health Officer	Queen Anne's County Department of Health
Scott Haas	Director	Queen Anne's County Dept. of Emergency Services
Clay Stamp	Asst. Manager/Director	Talbot County Dept. o Emergency Services
Fredia Wadley, MD	Health Officer	Talbot County Health Department
Vivian Dodge	Executive Director	Talbot County Hospice

## LETTERS OF SUPPORT

Name	Title	Organization
Charles T. Capute	Chairman	UM Memorial Hospital Foundation
Ahmed Abdel-Gawad, M.D.	Member	UM Shore - Community Medical Group
Aisha Siddiqui, M.D.	Member	UM Shore - Community Medical Group
Anna Ahn, M.D.	Member	UM Shore - Community Medical Group
Barbara Keirns, M.D.	Member	UM Shore - Community Medical Group
Brittany J. Krautheim, CNM, WHNP-BC	Member	UM Shore - Community Medical Group
Christopher Runz, M.D.	Member	UM Shore - Community Medical Group
Cindy Yost	Member	UM Shore - Community Medical Group
Ellen Spurry-Christ, CRNP	Member	UM Shore - Community Medical Group
Funola Famuyiwa, M.D.	Member	UM Shore - Community Medical Group
Greg Oliver, M.D.	Member	UM Shore - Community Medical Group
Jessica Lizer	Support Staff	UM Shore - Community Medical Group
John Foley, M.D.	Member	UM Shore - Community Medical Group
John Knud-Hansen, M.D.	Member	UM Shore - Community Medical Group
Katherine Cook, M.D.	Member	UM Shore - Community Medical Group
Khalid Kurtom, M.D.	Member	UM Shore - Community Medical Group
Kim Herman, M.D.	Member	UM Shore - Community Medical Group
Maria Maguire, M.D.	Member	UM Shore - Community Medical Group
Marilyn Gall, CRNP	Member	UM Shore - Community Medical Group
Peyman Otmishi, M.D.	Member	UM Shore - Community Medical Group
R. Bruce Helmly, M.D.	Member	UM Shore - Community Medical Group
Richard Fritz, M.D.	Member	UM Shore - Community Medical Group
Shirley Seward, CRNP	Member	UM Shore - Community Medical Group
Timothy J. Shanahan	Medical Director	UM Shore - Community Medical Group
Christopher S. Levey, M.D.	Chair, Radiology Department	UM Shore - Medical Executive Committee
Dr. Michael Peimer	Chief of Medicine/Chestertown	UM Shore - Medical Executive Committee
Caryn Calka, PA-C	Member	UM Shore - Medical staff
James Palumbo, M.D.	Member	UM Shore - Medical staff
Jason Jancosko, DO	Member	UM Shore - Medical staff
Jeffrey L. Ukens, M.D.	Member	UM Shore - Medical staff
Karen Luethy, PA-C	Member	UM Shore - Medical staff
Richard Mason, M.D.	Member	UM Shore - Medical staff
Thomas Stauch, M.D.	Member	UM Shore - Medical staff
Valerie Goodman, M.D.	Member	UM Shore - Medical staff
William Montague, M.D.	Member	UM Shore - Medical staff
Benjamin Remo, M.D.	Director, Cardiac Electrophysiology	UM Shore Regional Health

## LETTERS OF SUPPORT

Name	Title	Organization
Jane Wang, M.D.	Acting Emergency Medicine Medical Director	UM Shore Regional Health
Myron Szczukowski, MD	Chief of Staff	UM Shore Regional Health
Brendon Paltoo, M.D.	Member	UM Shore Regional Health Medical Executive Committee
Duane R. Cespedes, M.D.	Member	UM Shore Regional Health Medical Executive Committee
Mark Langfitt, M.D.	Member	UM Shore Regional Health Medical Executive Committee
Roberta J. Lilly, M.D.	Member	UM Shore Regional Health Medical Executive Committee
Timothy J. Schneider, M.D.	Member	UM Shore Regional Health Medical Executive Committee
Art Cecil	President	UM Shore-Memorial Hospital Auxiliary
Brenda M. Lee		Former patient
Sandy Bailey		Talbot County resident





August 12, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton

Dear Mr. Steffen:

On behalf of the Caroline County Chamber of Commerce, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. The Caroline County Chamber of Commerce is pleased with the proposed location.

The acute health care needs of the residents of Caroline County are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

  
Carville Leaf  
President, Board of Directors  
Caroline County Chamber of Commerce  
410-479-4638  
cleaf@CBIZ.com

**CAROLINE COUNTY CHAMBER OF COMMERCE**

9194 Legion Road, Suite 1, Denton, Maryland 21629

[info@carolinechamber.org](mailto:info@carolinechamber.org)

[www.carolinechamber.org](http://www.carolinechamber.org)



9194 Legion Rd., Suite 1  
Denton, MD 21629  
Tel: 410.479.4188 | Mobile: 410.924.0223  
Email: [angela@carolinebusiness.com](mailto:angela@carolinebusiness.com)

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

August 7, 2016

Dear Mr. Steffen,

As Director of Economic Development for Caroline Economic Development Corporation, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. Access to high quality, advanced health care is an important factor for any business considering relocating or expanding to an area. The new hospital will play a critically important role in the region's economy and will support the health and strength of our local workforce.

The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Caroline County and the greater Mid-Shore region.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in blue ink, appearing to read "Angela", followed by a stylized flourish.

Angela Visintainer  
Director of Economic Development

**September 9, 2016**

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Steve J. Ochse, CPA  
Chief Financial Officer  
Easton Utilities  
201 N. Washington Street  
Easton, Maryland 21601  
(410) 763-9446 direct  
(410) 829-0166 cell  
sochse@eucmail.com

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Easton and surrounding towns and counties.

The acute health care needs of the residents of Easton and surrounding communities are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I presently serve on the Foundation Board of UM Memorial Hospital Foundation and have served as chair and/or a member of the Planned Gifts Committee for more than 15 years. This service has enabled me to see first-hand the community's passion for its Hospital and their willingness to support it to ensure top quality care is in our own community. I also witness how much the Hospital brings value to the community beyond healthcare.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in blue ink, appearing to read "Steve Ochse", followed by the letters "CPA" in a similar script.



August 5, 2016



*Good things are happening here.™*

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen

I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

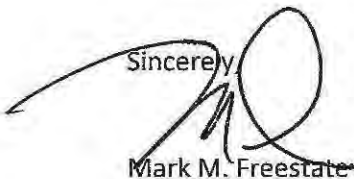
The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's and Talbot Counties. The proposed location on Route 50 Near the Talbot County Community Center will make the hospital accessible to most residents of the Mid-Shore region. I am pleased with the proposed location.

The proposed project demonstrates UM Shore regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Queen Anne's County.

The acute health care needs of the residents of Queen Anne's are best served with a state-of-the-art-facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for the residents of the entire area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,



Mark M. Freestate



## Mid-Shore Community Foundation

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August 9, 2016

Mr. Ben Steffen  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

On behalf of the Mid-Shore Region, I am writing to express my strong support for the modified Certificate of Need Application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents in Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location, on Route 50 near the Talbot County Community Center, will make the hospital more accessible to most residents of the Mid-Shore Region.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore Region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of the Mid-Shore Region.

The acute health care needs of the residents of the Mid-Shore Region are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore Region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need Application.

Sincerely,

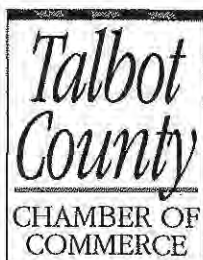


W.W. "Buck" Duncan

*President*

Mid-Shore Community Foundation

102 E. DOVER STREET, EASTON, MD 21601 / (410) 820-8175 / MSCF.ORG



Easton Plaza, Suite 53 • 101 Marlboro Avenue • Post Office Box 1366 • Easton, Maryland 21601-1366  
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VISIT THE CHAMBER ONLINE: [WWW.TALBOTCHAMBER.ORG](http://WWW.TALBOTCHAMBER.ORG)

August 18, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As the Chairman of the Talbot County Chamber of Commerce Board of Directors, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. The Talbot County Chamber of Commerce is pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of the five counties of the Mid-Shore.

The acute health care needs of the residents of the Mid-Shore are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in black ink, appearing to read "Rich Trippe".

Richard "Rich" Trippe  
Chairman of the Board



September 6, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. I am pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot County and beyond.

The acute health care needs of the residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in blue ink, appearing to read "Talli Oxnam", with a long horizontal flourish extending to the right.

Talli Oxnam  
Senior Vice President, Wye Financial & Trust

ANDY HARRIS, M.D.

FIRST DISTRICT, MARYLAND

COMMITTEE ON APPROPRIATIONS

SUBCOMMITTEES

AGRICULTURE, RURAL DEVELOPMENT,  
FOOD AND DRUG ADMINISTRATION

HOMELAND SECURITY

LABOR, HEALTH AND HUMAN SERVICES,  
EDUCATION



Congress of the United States

House of Representatives

Washington, DC 20515

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WASHINGTON, D.C. 20515  
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BEL AIR, MARYLAND 21014  
PHONE 410.588.5670

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SALISBURY, MARYLAND 21801  
PHONE 443.944.8824

100 OLDE POINT VILLAGE, SUITE 101  
CHESTER, MARYLAND 21519  
PHONE 410.643.5425

WWW.HARRIS.HOUSE.GOV

August 3, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton

Dear Mr. Steffen:

I write in support of the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve our local residents.

The acute health care needs of the area residents are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital. I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

I believe this application has significant merit, and would appreciate your full consideration, consistent with existing guidelines and policies, to it. If I can provide any additional information or be of further assistance on this or other matters of interest or concern, please let me know.

Sincerely,

Andy Harris, M.D.  
Member of Congress

APH/hld



SHEREE SAMPLE-HUGHES  
*Legislative District 37A*  
Dorchester and Wicomico Counties

Health and Government  
Operations Committee



The Maryland House of Delegates  
6 Bladen Street, Room 221  
Annapolis, Maryland 21401  
410-841-3427 • 301-858-3427  
800-492-7122 Ext. 3427  
Fax 410-841-3780 • 301-858-3780  
Sheree.Sample.Hughes@house.state.md.us

THE MARYLAND HOUSE OF DELEGATES  
ANNAPOLIS, MARYLAND 21401

August 3, 2016

Ben Steffen, Executive Director  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, Maryland 21215-2299

RE: Certificate of Need Application for University of Maryland Shore Medical Center at Easton

Dear Mr. Steffen:

I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of the University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because the University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region.

The proposed project demonstrates the University of Maryland Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary health care services. I applaud the initiatives UM Shore Regional Health has undertaken to serve these residents.

The acute health care needs of these residents are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region in addition to making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve University of Maryland Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in cursive script that reads "Sheree Sample-Hughes" followed by a small "CR" monogram.

Sheree Sample-Hughes  
Delegate, District 37A

# COUNTY COMMISSIONERS *of* CAROLINE COUNTY, MARYLAND

DANIEL J. FRANKLIN  
VICE PRESIDENT

SARA B. VISINTAINER  
CHIEF OF STAFF

WILBUR LEVENGOOD, JR.  
PRESIDENT

KEN DECKER  
COUNTY ADMINISTRATOR

LARRY C. PORTER  
COMMISSIONER

HEATHER L. PRICE  
COUNTY ATTORNEY

August 9, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

RE: Certificate of Need Application for University of Maryland Shore  
Medical Center at Easton

Dear Mr. Steffen:

The County Commissioners of Caroline County wish to express our strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. The Commissioners pleased with the proposed location, which is a significant improvement over the current downtown location, where narrow, congested streets impede access – particularly for our emergency medical services.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. The Commissioners applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Caroline County. Over the past several years, our partners at UM Shore Regional Health have done much to increase the strength of the "spokes" of its service to Mid-Shore residents. This is especially true in Caroline County, where UM Shore Regional Health has expanded the availability of diagnostic services, increased rehabilitation and family practice availability, and made convenient and urgent care available for the first time in the county's history. Furthermore, UM Shore Regional Health has demonstrated its commitment to providing more services locally in Caroline County where appropriate with plans to construct a new Medical Pavilion in Denton.

Despite the excellent work done by UM Shore Regional Health to strengthen the spokes, a strong hub is needed in order to fully meet the health care needs of the residents of Caroline County, and the entire Mid-Shore. Those acute health care needs are best served with a state-of-the-art facility.

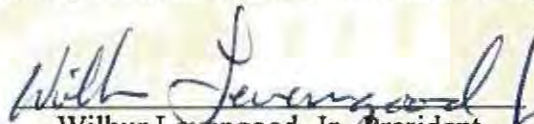


The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

As the only county in the state without a hospital or stand-alone emergency room, Caroline County has a unique perspective on the need for a new hospital. The Commissioners feel strongly that the modified Certificate of Need application submitted by UM Shore Regional Health demonstrates a thoughtful understanding of the region's long-term health needs and provides a solid plan to address them. Therefore, we respectfully request that application be approved by the Maryland Health Care Commission.

Sincerely,

County Commissioners of Caroline County

  
Wilbur Levengood, Jr., President

  
Daniel J. Franklin, Vice President

  
Larry C. Porter, Commissioner



*Queen  
Anne's  
County*

**County Commissioners:**

James J. Moran, At Large  
Jack N. Wilson, District 1  
Stephen Wilson, District 2  
Robert Charles Buckey, District 3  
Mark A. Anderson, District 4

**THE COUNTY COMMISSIONERS OF  
QUEEN ANNE'S COUNTY**

The Liberty Building  
107 North Liberty Street  
Centreville, MD 21617

Telephone: (410) 758-4098

Fax: (410) 758-1170

e-mail: [QACCommissioners&Administrator@qac.org](mailto:QACCommissioners&Administrator@qac.org)

County Administrator: Gregg A. Todd

Executive Assistant to County Commissioners: Margie A. Houck

County Attorney: Patrick Thompson, Esquire

August 16, 2016

Mr. Ben Steffen, Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: *Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

We are writing to express our strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton. Our support is specific to the relocation of the hospital and independent of any other plans, needs or intentions of Shore Health concerning local healthcare.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. We applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Queen Anne's County.

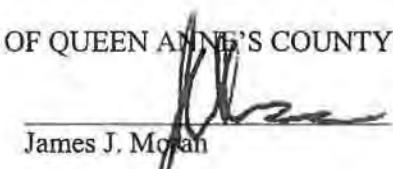
The acute health care needs of the residents of Queen Anne's County are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

We respectfully request that the MHCC approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

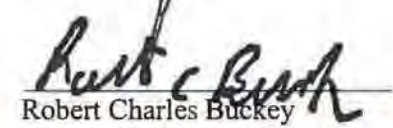
THE COUNTY COMMISSIONERS OF QUEEN ANNE'S COUNTY

  
Mark A. Anderson, District 4

  
James J. Moran

  
Jack N. Wilson

  
Stephen Wilson

  
Robert Charles Buckey

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## COUNTY COUNCIL OF TALBOT COUNTY

COURT HOUSE  
11 N. WASHINGTON STREET  
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PHONE: 410-770-8001  
FAX: 410-770-8007  
TTY: 410-822-8735  
[www.talbotcountymd.gov](http://www.talbotcountymd.gov)

COREY W. PACK, President  
JENNIFER L. WILLIAMS, Vice President

DIRCK K. BARTLETT  
CHUCK F. CALLAHAN  
LAURA E. PRICE

August 9, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Avenue  
Baltimore, MD 21215-2299

**RE: Certificate of Need Application for University of Maryland Shore Medical Center at Easton**

Dear Mr. Steffen:

On behalf of the Talbot County Council, I am pleased to strongly support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of the residents of the five Mid-Shore counties of Caroline, Dorchester, Kent, Queen Anne's and Talbot. The proposed location for the replacement hospital on Route 50, near the Talbot County Community Center, will make the hospital more accessible to most residents of the Mid-Shore region. As you may remember, Talbot County partnered with Shore Health System on the proposed location for the new medical center which we believe best serves residents not only of Talbot County, but of the surrounding counties as well.

The proposed project demonstrates University of Maryland Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensures residents' access to necessary services. The Council applauds the initiatives the University of Maryland Shore Regional Health has undertaken to serve the residents of Talbot County.

**Mr. Ben Steffen**  
**August 9, 2016**  
**Page 2**

A new state-of-the-art replacement hospital will not only best serve the acute health care needs of the residents of Talbot County and help address the growing demands of our aging population, it will be easier for residents of the entire service area to access the hospital and will improve the ability to recruit physicians to the Mid-Shore region.

Therefore, the Council respectfully requests the Maryland Health Care Commission approve the modified Certificate of Need application submitted by the University of Maryland Shore Regional Health.

Thank you.

Sincerely,

COUNTY COUNCIL OF TALBOT COUNTY

A handwritten signature in black ink, appearing to read 'CWP', followed by a horizontal line.

Corey W. Pack  
President

CWP/jkm

Cc: Ken Kozel, MBA, FACHE, President and Chief Executive Officer



## TOWN OF EASTON

P.O. Box 520  
Easton, Maryland 21601  
410.822.2525, fax: 410.820.8016  
[www.town-eastonmd.com](http://www.town-eastonmd.com)

August 2, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a Member of the Easton Town Council, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. I am pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Caroline, Dorchester, Kent, Queen Anne's and Talbot Counties.

The acute health care needs of the residents of Caroline, Dorchester, Kent, Queen Anne's and Talbot Counties are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

Alan I. Silverstein, IOM  
Easton Town Council Member Ward I



# *Town of Denton*

*4 N. Second Street*

*Denton, Maryland 21629*

*Phone (410)-479-2050*

*Fax (410)-479-3534*

Mayor  
Abigail W. McNinch

Council  
Robert L. Clendaniel  
Lester L. Branson  
Dennis D. Porter  
Dallas Lister

August 10, 2016

Mr. Ben Steffen, Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: Certificate of Need Application for  
University of Maryland Shore Medical  
Center at Easton

Dear Mr. Steffen:

On behalf of the Denton Town Council, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. Denton is pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Denton and Caroline County.

The acute health care needs of the residents of Denton and Caroline County are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to



the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

We respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in black ink, appearing to read 'Abigail', followed by a long horizontal line.

Abigail W. McNinch  
Mayor



## Town of Easton

14 S. HARRISON STREET, EASTON, MARYLAND 21601

410-822-2525

bobwilley@town-eastonmd.com

ROBERT C. WILLEY  
MAYOR

August 2, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for  
University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As Mayor of the Town of Easton, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. The town of Easton is pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Easton.

The acute health care needs of the residents of Easton are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in black ink that reads "Robert C. Willey".

Robert C. Willey, Mayor



August 24, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As the Executive Director of Integrace at Bayleigh Chase, a life plan community in Talbot County, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

Andrea Lev, LNHA  
Executive Director



# CAROLINE COUNTY DEPARTMENT OF EMERGENCY SERVICES

LARRY C. PORTER  
COMMISSIONER

COUNTY COMMISSIONERS  
WILBUR LEVENGOD, JR.  
PRESIDENT

DANIEL J. FRANKLIN  
VICE-PRESIDENT

KEN DECKER, COUNTY ADMINISTRATOR  
BRYAN C. EBLING, DIRECTOR

August 11, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

RE: Certificate of Need Application for University of Maryland Shore  
Medical Center at Easton

Dear Mr. Steffen:

The Caroline County Department of Emergency Services wish to express our strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. The Caroline County Department of Emergency Services is pleased with the proposed location, which is a significant improvement over the current downtown location, where narrow, congested streets impede access.

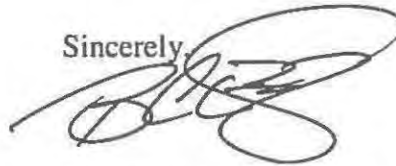
The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. Caroline County Emergency Services applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Caroline County. Over the past several years, our partners at UM Shore Regional Health have done much to increase the strength of the "spokes" of its service to Mid-Shore residents. This is especially true in Caroline County, where UM Shore Regional Health has expanded the availability of diagnostic services, increased rehabilitation and family practice availability, and made convenient and urgent care available for the first time in the county's history. Furthermore, UM Shore Regional Health has demonstrated its commitment to providing more services locally in Caroline County.

Despite the excellent work done by UM Shore Regional Health to strengthen the spokes, a strong hub is needed in order to fully meet the health care needs of the residents of Caroline County, and the entire Mid-Shore. Those acute health care needs are best served with a state-of-the-art facility.

The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

As the only county in the state without a hospital or stand-alone department, Caroline County has a unique perspective on the need for a new hospital. Caroline County Emergency Services feel strongly that the modified Certificate of Need application submitted by UM Shore Regional Health demonstrates a thoughtful understanding of the region's long-term health needs and provides a solid plan to address them. Therefore, we respectfully request that application be approved by the Maryland Health Care Commission.

Sincerely,

A handwritten signature in black ink, appearing to read 'B. Ebling', with a large, stylized flourish extending from the end.

Bryan C. Ebling, AAS, CEM, NRP  
Director

# CAROLINE COUNTY DEPARTMENT OF EMERGENCY SERVICES

LARRY C. PORTER  
COMMISSIONER

COUNTY COMMISSIONERS  
WILBUR LEVENGOD, JR.  
PRESIDENT

DANIEL J. FRANKLIN  
VICE-PRESIDENT

KEN DECKER, COUNTY ADMINISTRATOR  
BRYAN C. EBLING, DIRECTOR

August 11, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

RE: Certificate of Need Application for University of Maryland Shore  
Medical Center at Easton

Dear Mr. Steffen:

As the EMS Medical Director for Caroline County, Maryland I wish to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. We are pleased with the proposed location, which is a significant improvement over the current downtown location, where narrow, congested streets impede access.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Caroline County. Over the past several years, our partners at UM Shore Regional Health have done much to increase the strength of the "spokes" of its service to Mid-Shore residents. This is especially true in Caroline County, where UM Shore Regional Health has expanded the availability of diagnostic services, increased rehabilitation and family practice availability, and made convenient and urgent care available for the first time in the county's history. Furthermore, UM Shore Regional Health has demonstrated its commitment to providing more services locally in Caroline County.

Despite the excellent work done by UM Shore Regional Health to strengthen the spokes, a strong hub is needed in order to fully meet the health care needs of the residents of Caroline County, and the entire Mid-Shore. Those acute health care needs are best served with a state-of-the-art facility.

The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

As the only county in the state without a hospital or stand-alone department, Caroline County has a unique perspective on the need for a new hospital. I feel strongly that the modified Certificate of Need application submitted by UM Shore Regional Health demonstrates a thoughtful understanding of the region's long-term health needs and provides a solid plan to address them. Therefore, I respectfully request that application be approved by the Maryland Health Care Commission.

Sincerely,

A handwritten signature in black ink, reading "Jon R. Krohmer, MD". The signature is fluid and cursive, with the "MD" written in a smaller, more formal script at the end.

Jon R. Krohmer, MD  
EMS Medical Director





# *The Caroline County Health Department*

*A State Agency Serving the People of Caroline County*

Health Officer, Leland Spencer, M.D.

Deputy, Attilio J. Zarrella, Th.D

August 2, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

On behalf of the Caroline County Health Department, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

Leland D. Spencer, M.D.



August 24, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: *Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

On behalf of Caroline Nursing and Rehabilitation Center, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the-art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

  
Lisa Havelow, RN, NHA



August 2, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave.  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

On behalf of Choptank Community Health System, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the-art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

Joseph M. Sheehan  
President and CEO  
Choptank Community Health System, Inc.



August 04, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of rural health care delivery on the eastern shore and the Executive Director of Compass Regional Hospice, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.



Mr. Ben Steffen  
August 4, 2016  
Page 2

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

A handwritten signature in cursive script, reading "Heather A. Guerieri".

Heather A. Guerieri RN, MSN, CHPN  
Executive Director of Compass Regional Hospice



# Dorchester County Department of Health

*"Working for Healthier People"*

3 Cedar Street  
Cambridge, MD 21613

[www.dorchesterhealth.org](http://www.dorchesterhealth.org)

Tel# (410) 228-3223  
FAX# (410) 228-9319

Roger L. Harrell, MHA, Health Officer

August 8, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

***Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton***

Dear Mr. Steffen:

I am writing to support the modified Certificate of Need (CON) application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland (UM) Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

As Health Officer I am pleased to offer my full support and urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

If you have any questions, please do not hesitate to contact me.

Sincerely,

  
Roger L. Harrell, MHA  
Health Officer





## *Eastern Shore Area Health Education Center*

---

814 Chesapeake Drive  
Cambridge, Maryland 21613  
Tel: (410) 221-2600  
Fax: (410) 221-2605  
[www.esahec.org](http://www.esahec.org)

August 10, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

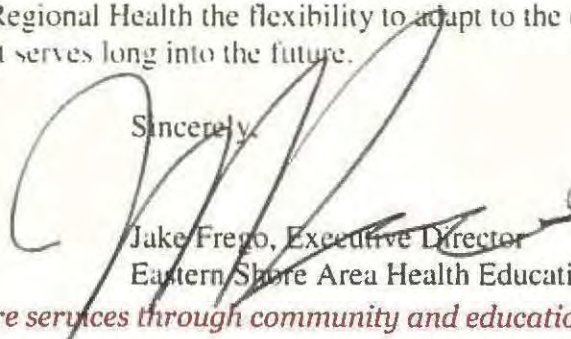
On behalf of the Eastern Shore Area Health Education Center, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the-art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,



Jake Frego, Executive Director  
Eastern Shore Area Health Education Center

*Improving health care services through community and educational partnerships.*





August 16, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As the Core Service Agency for the Mid Shore Region, Mid-Shore Mental Health Systems, Inc. enthusiastically supports the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space, which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

A handwritten signature in blue ink that reads "Holly R. Ireland, LCSW-C". The signature is fluid and cursive.

Holly R. Ireland, LCSW-C  
Executive Director



## Department of Health Queen Anne's County

206 N. Commerce Street, Centreville, MD 21617-1049  
Tel: 410-758-0720 • 410-778-0993 • Fax: 410-758-2838

**Joseph A. Ciotola, M.D.**

Health Officer

August 1, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton

Dear Mr. Steffen:

As Health Officer of Queen Anne's County Department of Health, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc., for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the-art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

Joseph A. Ciotola, Jr., MD  
Health Officer







Queen Anne's County Department of Emergency Services  
EMS • Communications • Emergency Management • Fire Marshal

100 Communications Drive • Centreville, Maryland 21617  
Phone 410.758.4500 • Fax 410.758.2086



August 5, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Dear Mr. Steffen:

As the Director of the Queen Anne's County Department of Emergency Services, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities. Furthermore, Queen Anne's and Caroline counties are the only two counties within the State of Maryland that do not have a primary hospital within their boundaries making this request extremely critical to their residents.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and emergency service providers ultimately reducing our critical turnaround times. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Respectfully,

A handwritten signature in black ink, appearing to read "Scott A. Haas".

Scott A. Haas  
Director



**Talbot County**  
**Department of Emergency Services**  
605 Port Street  
Easton, Maryland 21601  
410-770-8160 FAX: 410-770-8145

August 1, 20016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton

Dear Mr. Steffen,

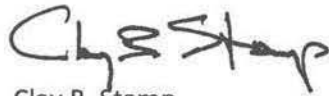
Talbot County Emergency Services enthusiastically supports the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Clay B. Stamp". The signature is stylized, with the first name "Clay" written in a cursive-like font, followed by "B." and "Stamp".

Clay B. Stamp



# TALBOT COUNTY HEALTH DEPARTMENT

---

FREDIA WADLEY, MD

HEALTH OFFICER

August 16, 2016

100 S. HANSON STREET  
EASTON, MARYLAND 21601

PHONE: (410) 819-5600

FAX: (410) 819-5690

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: *Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

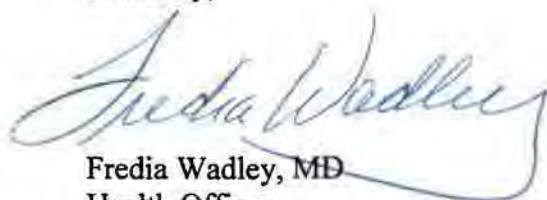
On behalf of the Talbot County Health Department, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc., for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,



Fredia Wadley, MD  
Health Officer

August 4, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: *Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of Talbot County and Executive Director of Talbot Hospice, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities. Our community is growing and a new hospital facility will enhance the services offered by the hospital and it is imperative our health care services are aligned with this growth.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed hospital will improve accessibility to the community. Recruitment of health care providers in this area is essential to the continued delivery of high quality health services on the Eastern Shore. The new hospital will offer private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,



Vivian M. Dodge, MBA, BSN, RN  
Executive Director, Talbot Hospice

August 18, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: *Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of the board of directors and foundation board, on behalf of Shore Health System, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Charles T. Capute", written in a cursive style.

Charles T. Capute



August 15, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: *Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of UM community Medical Group- Pediatrics in Cambridge am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region

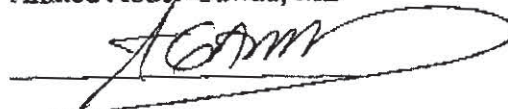
The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Dorchester county

The acute health care needs of the residents of Dorchester county are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

Ahmed Abdel-Gawad, MD

A handwritten signature in black ink, appearing to read 'AGAWAD', is written over a horizontal line.



UNIVERSITY of MARYLAND  
COMMUNITY MEDICAL GROUP

WOMEN'S HEALTH

508 Idlewild Ave, Ste. 3/4  
Easton, MD 21601  
410-820-4888 | 410-822-7149 FAX

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of / on behalf of Community Medical Group, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. Community Medical Group is pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot, Dorchester, Kent, Queen Anne and Caroline Counties.

The acute health care needs of the residents of above listed are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

Aisha Siddiqui, M.D.

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: *Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of University of Maryland Community Medical Group, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. I am pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot, Caroline, Queen Anne's, Dorchester and Kent Counties.

The acute health care needs of the residents of Talbot, Caroline, Queen Anne's, Dorchester and Kent Counties are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,



Dr. Anna Ahn  
University of Maryland Community Medical Group





UNIVERSITY of MARYLAND  
COMMUNITY MEDICAL GROUP

WOMEN'S HEALTH

508 Idlewild Ave, Ste. 3/4  
Easton, MD 21601  
410-820-4888 | 410-822-7149 FAX

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of / on behalf of Community Medical Group, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. Community Medical Group is pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot, Dorchester, Kent, Queen Anne and Caroline Counties.

The acute health care needs of the residents of above listed are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

Barbara Keirns, M.D.

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: *Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of / on behalf of University of Maryland, Community Medical Group, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. I am pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of this community.

The acute health care needs of the residents of this community are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in dark ink, appearing to read "Brittany J. Krautheim", with a long, sweeping horizontal line extending to the right.

Brittany J. Krautheim, CNM, WHNP-BC

September 12, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: ***Certificate of Need Application for University of Maryland Shore Medical Center at Easton***

Dear Mr. Steffen:

As a member University of Maryland Community Medical Group, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

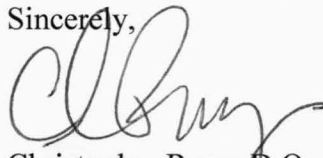
The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. We are pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of the surrounding counties.

The acute health care needs of the residents within the surrounding areas are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,



Christopher Runz, D.O.  
Physician  
UMMS Shore Region Urology  
490 Cadmus Lane  
Easton, Maryland 21601



**September 14, 2016**

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of The University of Maryland Community Medical Group, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

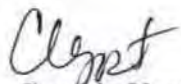
The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. I am pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Dorchester County.

The acute health care needs of the residents of Dorchester County are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

  
Cynthia Yost



UNIVERSITY of MARYLAND  
COMMUNITY MEDICAL GROUP

PEDIATRICS

Mark Langfitt, MD  
Richard Fritz, MD  
Maria Maguire, MD  
Marilyn Gall, CRNP  
Ellen Spurry Christ, CRNP  
500 Cadmus Lane, Suite 210  
Easton, Md. 21601  
Phone: 410-822-8550

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: *Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of UM Community Medical Group - Pediatrics, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. I am very pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot, Caroline, Queen Anne's, Dorchester, and Kent counties.

The acute health care needs of the residents of these counties are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in black ink, appearing to read "Ellen Spurry Christ". The signature is fluid and cursive, with the last name "Christ" being more prominent.

Ellen Spurry Christ, CPNP



**September 13, 2016**

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of University of Maryland Community Medical Group, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. I am pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot, Caroline, Queen Anne's, Dorchester and Kent Counties.

The acute health care needs of the residents of Talbot, Caroline, Queen Anne's, Dorchester and Kent Counties are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,



Dr. Funlola Famuyiwa  
University of Maryland Community Medical Group

**September 13, 2016**

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of University of Maryland Community Medical Group, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

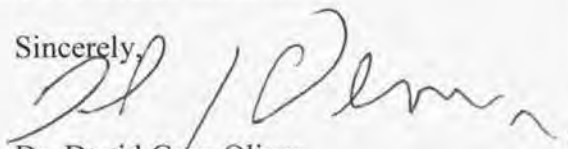
The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. I am pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot, Caroline, Queen Anne's, Dorchester and Kent Counties.

The acute health care needs of the residents of Talbot, Caroline, Queen Anne's, Dorchester and Kent Counties are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,



Dr. David Greg Oliver  
University of Maryland Community Medical Group

**August 12, 2016**

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of / on behalf of UMCMG Neurosurgery, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of our area.

The acute health care needs of these residents are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

Jessica Lizer  
Scheduling Secretary  
UMCMG SHS Neurosurgery



September 12, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member University of Maryland Community Medical Group, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

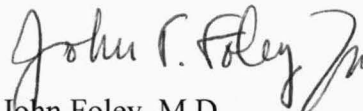
The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. We are pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of the surrounding counties.

The acute health care needs of the residents within the surrounding areas are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,



John Foley, M.D.  
Physician  
UMMS Shore Region Urology  
490 Cadmus Lane  
Easton, Maryland 21601

September 12, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: ***Certificate of Need Application for University of Maryland Shore Medical Center at Easton***

Dear Mr. Steffen:

As a member University of Maryland Community Medical Group, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

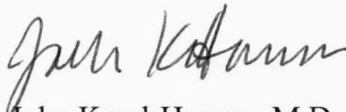
The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. We are pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of the surrounding counties.

The acute health care needs of the residents within the surrounding areas are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,



John Knud-Hansen, M.D.  
Physician  
UMMS Shore Region Urology  
490 Cadmus Lane  
Easton, Maryland 21601

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

University of Maryland Community Medical Group Primary Care of Denton, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

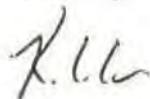
The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Caroline County.

The acute health care needs of the residents of Caroline County are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in black ink, appearing to read 'K. Cook', written in a cursive style.

Katherine Cook, MD



**September 14, 2016**

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of The University of Maryland Community Medical Group, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

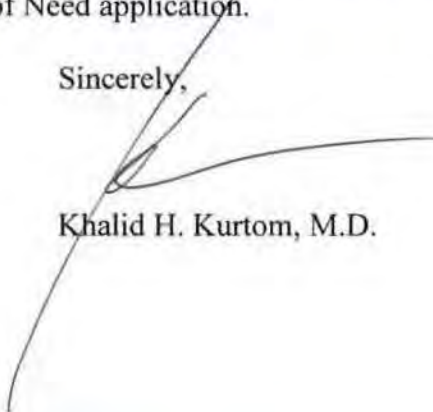
The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. I am pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot County.

The acute health care needs of the residents of Talbot County are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,



Khalid H. Kurtom, M.D.

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

University of Maryland Community Medical Group Primary Care of Denton, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Caroline County.

The acute health care needs of the residents of Caroline County are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,



Kim Herman, MD



UNIVERSITY of MARYLAND  
COMMUNITY MEDICAL GROUP

PEDIATRICS

Mark Langfitt, MD  
Richard Fritz, MD  
Maria Maguire, MD  
Marilyn Gall, CRNP  
Ellen Spurry Christ, CRNP  
500 Cadmus Lane, Suite 210  
Easton, Md. 21601  
Phone: 410-822-8550

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of UM Community Medical Group - Pediatrics, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. I am very pleased with the proposed location.

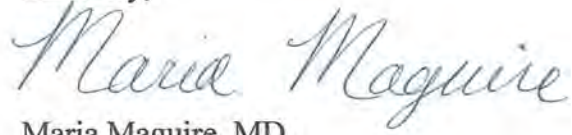
The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot, Caroline, Queen Anne's, Dorchester, and Kent counties.

The acute health care needs of the residents of these counties are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.



I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in cursive script that reads "Maria Maguire". The signature is written in dark ink and is positioned above the printed name.

Maria Maguire, MD



UNIVERSITY of MARYLAND  
COMMUNITY MEDICAL GROUP

PEDIATRICS

Mark Langfitt, MD  
Richard Fritz, MD  
Maria Maguire, MD  
Marilyn Gall, CRNP  
Ellen Spurry Christ, CRNP  
500 Cadmus Lane, Suite 210  
Easton, Md. 21601  
Phone: 410-822-8550

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of UM Community Medical Group - Pediatrics, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. I am very pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot, Caroline, Queen Anne's, Dorchester, and Kent counties.

The acute health care needs of the residents of these counties are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in cursive script that reads "Marilyn J. Gall, CRNP". The signature is written in black ink and is positioned above the printed name.

Marilyn Gall, CRNP



**September 13, 2016**

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of University of Maryland Community Medical Group, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. I am pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot, Caroline, Queen Anne's, Dorchester and Kent Counties.

The acute health care needs of the residents of Talbot, Caroline, Queen Anne's, Dorchester and Kent Counties are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,



Dr. Peyman Otmishi  
University of Maryland Community Medical Group

R. Bruce Helmly, MD, FACC  
UM Community Medical Group – Cardiology  
UM Shore Medical Pavilion at Easton  
500 Cadmus Lane, Suite 207  
Easton, MD 21601

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*


Dear Mr. Steffen:

As a member of the University of Maryland Community Medical Group and a member of the UM Shore Regional Health Medical Executive Committee, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,  
  
R. Bruce Helmly, MD, FACC



UNIVERSITY of MARYLAND  
COMMUNITY MEDICAL GROUP

PEDIATRICS

Mark Langfitt, MD  
Richard Fritz, MD  
Maria Maguire, MD  
Marilyn Gall, CRNP  
Ellen Spurry Christ, CRNP  
500 Cadmus Lane, Suite 210  
Easton, Md. 21601  
Phone: 410-822-8550

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of UM Community Medical Group - Pediatrics, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. I am very pleased with the proposed location.

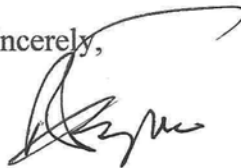
The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot, Caroline, Queen Anne's, Dorchester, and Kent counties.

The acute health care needs of the residents of these counties are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.



I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in black ink, appearing to read 'R Fritz', with a large, sweeping flourish extending from the top right.

Richard Fritz, MD

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

University of Maryland Community Medical Group Primary Care of Denton, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

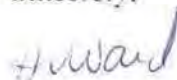
The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Caroline County.

The acute health care needs of the residents of Caroline County are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,



Shirley Seward, CRNP

September 8, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: *Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a local cardiologist, medical director of UCMCMG, and local citizen, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. When balancing our local patient needs, system needs, as well as physician needs the proposed location to me does a good job balancing all of these factors.

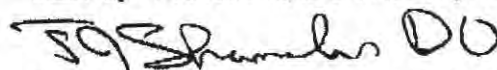
The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of the Shore.

The acute health care needs of the residents of the Shore are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

Timothy J. Shanahan, DO FAACP, AOBIM, CCDS



Shore Regional Medical Director, UCMCMG



Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

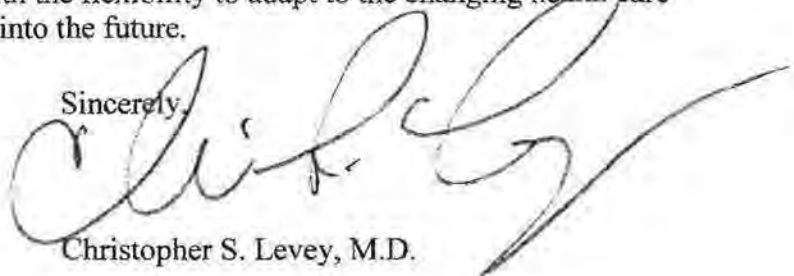
As Chair of the Radiology Department and 15 year member of the medical staff I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Chris Levey", with a long, sweeping horizontal line extending to the right.

Christopher S. Levey, M.D.

# INTERNAL MEDICINE ASSOCIATES

HELEN A. NOBLE, M.D., F.A.C.P.  
MICHAEL E. PEIMER, M.D.

122 SPEER ROAD, SUITE# 5  
CHESTERTOWN, MD 21620  
410-778-0200  
FAX: 410-778-6647

August 3, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: *Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen,

As a member of the Shore Regional Health System medical staff and Chief of Medicine at Shore Regional Health at Chestertown, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,



Michael E. Peimer, MD

Caryn F. Calka, PA-C  
The Orthopedic Center  
510 Idlewild Avenue, Suite 200  
Easton, MD 21601

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

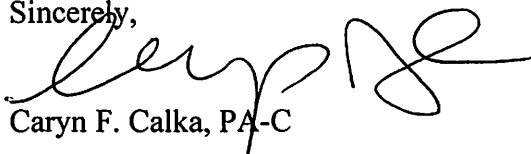
As a member of the University of Maryland Shore Regional Health medical staff, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,



Caryn F. Calka, PA-C



James W. Palumbo, MD  
The Orthopedic Center  
510 Idlewild Avenue, Suite 200  
Easton, MD 21601

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of the University of Maryland Shore Regional Health medical staff, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

  
James W. Palumbo, MD

Jason J. Jancosko, DO  
The Orthopedic Center  
510 Idlewild Avenue, Suite 200  
Easton, MD 21601

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:


As a member of the University of Maryland Shore Regional Health medical staff, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the-art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

  
Jason J. Jancosko, DO



September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton

Dear Mr. Steffen:

As a member of the medical staff of Shore Regional Health, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of our Mid-Shore region.

The acute health care needs of the residents of our surrounding counties are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in dark ink, appearing to read "Jeffrey L. Ukens".

Jeffrey L. Ukens, M.D.



Karen J. Luethy, PA-C  
The Orthopedic Center  
510 Idlewild Avenue, Suite 200  
Easton, MD 21601

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of the University of Maryland Shore Regional Health medical staff, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

Karen J. Luethy, PA-C



Richard J. Mason, MD  
The Orthopedic Center  
510 Idlewild Avenue, Suite 200  
Easton, MD 21601

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

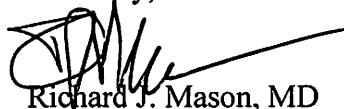
As a member of the University of Maryland Shore Regional Health medical staff, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,



Richard J. Mason, MD

Thomas E. Stauch, MD  
The Orthopedic Center  
510 Idlewild Avenue, Suite 200  
Easton, MD 21601

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of the University of Maryland Shore Regional Health medical staff, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,



Thomas E. Stauch, MD



September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton

Dear Mr. Steffen:

As a member of the medical staff of Shore Regional Health, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of our Mid-Shore region.

The acute health care needs of the residents of our surrounding counties are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in black ink, appearing to read "Valerie E. Goodman". The signature is fluid and cursive, with a large loop at the end.

Valerie E. Goodman, D.O.



William L. Montague, Jr., MD  
The Orthopedic Center  
510 Idlewild Avenue, Suite 200  
Easton, MD 21601

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

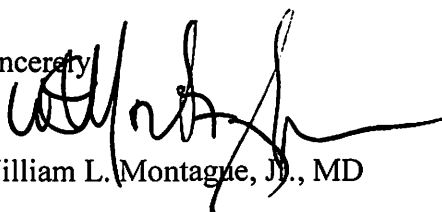
As a member of the University of Maryland Shore Regional Health medical staff, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,



William L. Montague, Jr., MD

September 13, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

Re: *Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As Director of Cardiac Electrophysiology at University of Maryland Shore Medical Center at Easton, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. As we grow Electrophysiology services on the Eastern Shore, I am very pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the great residents of Maryland's Eastern Shore.

The acute health care needs of the residents of Maryland's Eastern Shore are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,



Dr. Benjamin F. Remo

Director of Cardiac Electrophysiology  
University of Maryland Shore Medical Center at Easton

Jane Wang, MD  
Acting Emergency Medicine Medical Director  
University of Maryland Shore Regional Health  
219 S. Washington Street  
Easton, MD 21601

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As Acting Emergency Medicine Medical Director for UM Shore Regional Health and a member of the Medical Executive Committee, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

Jane Wang, MD



Myron J. Szczukowski, Jr., MD  
The Orthopedic Center  
510 Idlewild Avenue, Suite 200  
Easton, MD 21601

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As Chief of Staff for University of Maryland Shore Regional Health, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

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I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

A handwritten signature in black ink, appearing to read 'Myron J. Szczukowski, Jr.', with a long horizontal line extending to the right.

Myron Szczukowski, Jr., MD



Brendon C. Paltoo, MD  
105 Aurora Street  
Cambridge, MD 21613

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of the University of Maryland Shore Regional Health medical staff and a member of the Medical Executive Committee, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

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I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,



Brendon Paltoo, MD

Duane R. Cespedes, MD  
University of Maryland Community Medical Group – Urology  
UM Shore Medical Pavilion at Easton  
490 Cadmus Lane, Suite 104  
Easton, MD 21601

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of the University of Maryland Community Medical Group and a member of the UM Shore Regional Health Medical Executive Committee, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

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I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,  
  
Duane R. Cespedes, MD

Mark S. Langfitt, MD, FAAP  
University of Maryland Community Medical Group – Pediatrics  
500 Cadmus Lane, Suite 210  
Easton, MD 21601

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

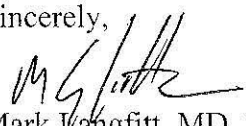
Dear Mr. Steffen:

As a member of the University of Maryland Community Medical Group and a member of the UM Shore Regional Health Medical Executive Committee, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

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I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,  
  
Mark Langfitt, MD, FAAP

Roberta J. Lilly, MD, MPH, FACS  
Clark Comprehensive Breast Center  
10 Martin Court  
Easton, MD 21601

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of the University of Maryland Shore Regional Health medical staff and a member of the Medical Executive Committee, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

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I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

  
Roberta J. Lilly, MD, MPH, FACS



Timothy J. Schneider, MD  
University of Maryland Community Medical Group  
UM Shore Medical Pavilion at Easton  
490 Cadmus Lane, Suite 101  
Easton, MD 21601

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a member of the University of Maryland Community Medical Group and a member of the UM Shore Regional Health Medical Executive Committee, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

  
Timothy J. Schneider, MD



August 4, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As President of the Memorial Hospital Auxiliary and a Shore Regional Health Board member, I enthusiastically support the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

UM Shore Medical Center at Easton serves the health care needs of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The replacement of the existing facility, which has an aging infrastructure and significant design limitations, is imperative to allow UM Shore Regional Health to continue meeting the health care needs of these communities.

The replacement hospital will greatly improve health care delivery in the Mid-Shore region. The proposed location near the Easton Airport will make the hospital more accessible to residents, hospital staff, and other health care providers. The new state-of-the art facility will also improve UM Shore Regional Health's ability to recruit and retain physicians in the Mid-Shore region, which is an ongoing challenge and essential to the continued delivery of high quality health services on the Eastern Shore. The new location also has significant design improvements, such as private rooms and other modern amenities that will improve quality of care, and adequate space which will resolve some of the issues with the existing hospital.

I urge the Maryland Health Care Commission to approve the modified Certificate of Need application. The replacement hospital will better meet the current needs of the population and will allow UM Shore Regional Health the flexibility to adapt to the changing health care needs of the communities it serves long into the future.

Sincerely,

Art Cecil, President  
Memorial Hospital Auxiliary

September 06, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a former patient of the University of Maryland Shore Medical Center at Easton, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. My family and I are pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot County and the Mid-Shore Region.

The acute health care needs of the residents of the Mid-Shore are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population in Talbot County and surrounding areas. A new replacement hospital will improve the ability to recruit physicians to the Mid-Shore region too, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in black ink that reads "Brenda M. Lee". The signature is fluid and cursive, with the first name "Brenda" being the most prominent part.

Brenda M. Lee  
29590 Galloway Run  
Easton, MD 21601

602 Winter Street  
Easton, MD 21601  
September 6, 2016

Mr. Ben Steffen  
Executive Director  
Maryland Health Care Commission  
4160 Patterson Ave  
Baltimore, MD 21215-2299

*Re: Certificate of Need Application for University of Maryland Shore Medical Center at Easton*

Dear Mr. Steffen:

As a Talbot County resident, I am writing to express my strong support for the modified Certificate of Need application submitted by Shore Health System, Inc. for the replacement and relocation of University of Maryland Shore Medical Center at Easton.

The plans for the replacement of the hospital are timely and necessary. The project is particularly important because University of Maryland Shore Medical Center at Easton serves the health care needs of residents of Caroline, Dorchester, Kent, Queen Anne's, and Talbot Counties. The proposed location on Route 50 near the Talbot County Community Center will make the hospital more accessible to most residents of the Mid-Shore region. We are pleased with the proposed location.

The proposed project demonstrates UM Shore Regional Health's commitment to improving health care delivery to the residents of the Mid-Shore region and ensuring residents' access to necessary services. I applaud the initiatives UM Shore Regional Health has undertaken to serve the residents of Talbot County.

The acute health care needs of the residents of Talbot County are best served with a state-of-the-art facility. The replacement hospital will help address the growing demands of our aging population and improve the ability to recruit physicians to the Mid-Shore region, while making it easier for residents of the entire service area to access the hospital.

I respectfully request that the Maryland Health Care Commission approve UM Shore Regional Health's modified Certificate of Need application.

Sincerely,

A handwritten signature in cursive script that reads "Sandra Bailey".

Sandy Bailey