

ANNE ARUNDEL MEDICAL CENTER * MARYLAND
 PROPOSAL TO CHANGE THE * HEALTH CARE COMMISSION
 TYPE AND SCOPE OF *
 HEALTH CARE SERVICES OFFERED * DOCKET NO.: 15-02-2360
 TO INCLUDE CARDIAC SURGERY *
 * * * * *

**AFFIDAVIT OF VICTORIA BAYLESS IN SUPPORT OF
 ANNE ARUNDEL MEDICAL CENTER
RESPONSE TO INTERESTED PARTY COMMENTS**

I, Victoria Bayless, being over 18 years of age and competent to testify as to the matters set forth herein, state as follows:

1. I am the President and Chief Executive Officer of Anne Arundel Medical Center (“AAMC”).
2. In March 2007, AAMC entered into a strategic alliance with Johns Hopkins Medicine (“JHM”), bringing together one of the fastest growing regional health systems with one of the world’s most respected academic medical centers. Our aim was to develop joint clinical programs and satellite health care centers, thereby expanding access to care, and to collaborate on health care reform and population health. The two institutions renewed their affiliation in 2012 after many successful ventures.
3. On February 20, 2015, AAMC entered into a Licensing and Program Agreement (the “Agreement”) with JHM. A redacted copy of the Agreement is attached hereto as Exhibit 24. The purpose of the Agreement is to bring a high quality, reasonable cost cardiac surgery program to AAMC to meet the goals of the Triple Aim: improving patient experience; improving the health of the population; and reducing per capita costs.

4. The Agreement was a natural outgrowth of the parties' original affiliation and was forged by two converging programs: (1) the interventional Cardiac Patient Outcomes Research Team ("CPORT"), which brought together AAMC's cardiac leaders with those at JHM, particularly Dr. Tom Aversano, who today serves on AAMC's clinical development team; and (2) the Commission's Cardiac Advisory Group, whose work on the State Health Plan strengthened AAMC's relationship with JHM's cardiologists and cardiac surgeons.

5. Under the Agreement, the cardiac surgery program at AAMC will be operated in collaboration with the cardiac surgery program at The Johns Hopkins Hospital ("JHH"). JHM will provide at least two full-time cardiac surgeons who will be dedicated to providing cardiac surgery services at AAMC at least 90% of the time, and one or more additional surgeons who will be available to assist in providing coverage. JHM will also provide perfusionists.

6. The Agreement shows that AAMC has ownership of the Program and oversight over its operations, with clear lines of accountability and authority. JHM, in turn, will provide its expertise and the expertise of its clinicians to the Program. The Agreement ensures high quality cardiac surgery care by granting oversight of clinical operations of the program to a Chief of Cardiac Surgery provided by JHH, and by tasking JHH with assisting AAMC in developing clinical protocols, training program staff, participating in quality assurance, and assisting in the development of systems for managing clinical data.

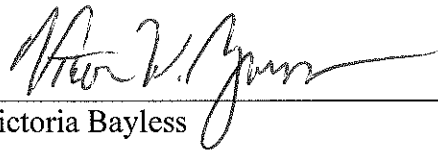
7. AAMC values JHM's sharing of resources and the expertise of its clinicians.

8. AAMC and JHM are committed to a long-term collaboration. The Agreement has a twenty year term, which begins on February 20, 2015, and automatically renews for two additional ten-year terms unless terminated by one of the parties.

9. AAMC looks forward to starting a new chapter in its partnership with JHM and has every confidence that the new cardiac surgery program at AAMC will be a success.

I SOLEMNLY DECLARE UNDER THE PENALTIES OF PERJURY AND UPON PERSONAL KNOWLEDGE THAT THE FOREGOING AFFIDAVIT IS TRUE AND CORRECT.

Executed on August 35, 2015 in Anne Arundel County, Maryland


Victoria Bayless