

# **EXHIBIT 24**



UNIVERSITY of MARYLAND  
SCHOOL OF MEDICINE

Bartley P. Griffith, MD  
Professor, Department of Surgery  
University of Maryland School of Medicine  
110 S. Paca Street, 7<sup>th</sup> Floor  
Baltimore, MD 21201  
410- 328-5842 office  
410-328-2750 fax

February 18, 2015

Karen Olscamp  
President and Chief Executive Officer  
University of Maryland Baltimore Washington Medical Center  
301 Hospital Drive  
Glen Burnie, MD 21061

Dear Ms. Olscamp:

I write to express my full support for UM BWMC's Certificate of Need (CON) application to develop an open heart cardiac surgery program in conjunction with the University of Maryland School of Medicine (UM SOM) and the University of Maryland Medical Center (UMMC). The proposed cardiac surgery, research and training program at UM BWMC will improve access to care, quality of care, and patient satisfaction for patients in our community and throughout Maryland.

The UM SOM Division of Cardiac Surgery operates a clinic in the University of Maryland Shore Medical Pavilion at Queenstown. We are the cardiac surgery referral destination for Chesapeake Cardiology, who has practice locations in Easton, Cambridge, and Queenstown. In FY14 we received 57 cardiac surgery referrals from this group, with the surgeries being performed in Baltimore at UMMC. With the addition of a third University of Maryland Division of Cardiac Surgery location it will allow these patients to continue to have access to the world-class expertise of the surgeons within the UM SOM Division of Cardiac Surgery, but in a closer, more convenient location to their homes and community supports.

I am excited that the proposed cardiac surgery program will give our patients access to participate in some of the clinical trials at UM BWMC, allowing cardiac surgery patients the combination of clinical services and innovative research in a community setting. Also, I am pleased that UM BWMC's program will include a strong teaching component, with cardiac surgery residents and fellows participating in patient care.

The UM BWMC, UM SOM and UMMC partnership will bring the most advanced cardiac surgery options and life-saving research to more patients than ever. I encourage the Maryland Health Care Commission to grant approval of UM BWMC's CON application for a comprehensive community-based cardiac surgery program.

Sincerely,

Bartley P. Griffith, M.D.



DENTISTRY • LAW • MEDICINE • NURSING • PHARMACY • SOCIAL WORK • GRADUATE STUDIES

Davidge Hall is the historical symbol of the University of Maryland School of Medicine - America's oldest public medical school, founded in 1807.



January 27, 2015

Karen Olscamp  
President and Chief Executive Officer  
University of Maryland Baltimore Washington Medical Center  
301 Hospital Drive  
Glen Burnie, MD 21061

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UM BWMC has successfully provided emergent percutaneous coronary intervention (PCI) since 2001 and elective PCI since 2009. However, the current lack of a comprehensive cardiac surgery program at UM BWMC means critically ill patients need to be sent elsewhere for a higher level care. Often, these referrals are to hospitals that are unfamiliar to the patients and farther away from their home and support system. The availability of cardiac surgery at UM BWMC will be extremely beneficial to patients and their families as they will be able to receive care that combines the clinical expertise and quality of UMMC cardiac surgeons and the community setting of UM BWMC. Patients will be able to stay closer to home where they have easier access to family, friends, community supports and other resources to help them thrive after invasive cardiac surgery. The availability of comprehensive, seamless, high-quality care at UM BWMC will also increase patient satisfaction.

UM SOM already has an established cardiac surgery clinic in Queenstown, Maryland. If UM BWMC were to have a cardiac surgery program it would allow these patients to travel to a closer hospital for the same high quality care that they are currently receiving at UMMC. This model has had demonstrated success already with vascular surgery services. UM BWMC has provided vascular services at University of Maryland Shore Medical Center at Easton since October 2012 in response to community need. In this model, UM BWMC's existing Maryland Vascular Center expanded to an Easton location in order for patients to receive non-operative care and pre- and post-operative care on Maryland's Eastern Shore. Patients travel to UM BWMC's Glen Burnie campus for vascular surgery as needed. This allows patients the convenience and comfort of not having to travel across the Bay Bridge or to other parts of the state to receive the majority of their vascular health care services. UM BWMC has had excellent clinical outcomes and patient satisfaction with this model. Nearly 500 patients were served during the program's first two years and the annual number of patients seen is expected to continue to grow. UM BWMC, University of Maryland Shore Regional Health and the University of Maryland Medical Center have a demonstrated commitment to improving the health and well-being of Maryland's Eastern Shore residents. I am confident that UM BWMC will provide high quality cardiac care to our community as well and I support the opening of a cardiac surgery program at UM BWMC.

I understand UM BWMC's proposed program will offer comprehensive cardiac services, including diagnostic testing, a Maryland Institute for Emergency Medical Services Systems (MIEMSS)-designated Cardiac Interventional Center with two procedure rooms and a 6 bed prep/recovery area, two state-of-the-art and fully-equipped cardiac operating rooms, a critical care post-operative care unit with specially-trained staff, care management services, a cardiac rehabilitation program and other services. If this program is approved, I am excited that patients will have access to participate in clinical trials at UM BWMC. Thus, the program will allow cardiac surgery patients to combine clinical expertise and innovative research in a community setting. Also, I am pleased that UM BWMC's program will include a strong teaching component, with cardiac surgery residents and fellows participating in patient care. UM BWMC has had success serving as a clinical rotation site for other UM SOM programs, such as vascular surgery, urology, orthopedics, and family medicine. I believe the successful research and teaching collaboration can only grow stronger with the establishment of a comprehensive community-based cardiac surgery program at UM BWMC. Lastly, I am a strong supporter of UM BWMC's outreach efforts, which have expanded access for underserved residents, improved public knowledge about prevention, and provided opportunities for early detection.

The UM BWMC, UM SOM and UMMC partnership will bring the most advanced cardiac surgery options and life-saving research to more patients than ever in Maryland. I encourage the Maryland Health Care Commission to grant approval of UM BWMC's Certificate of Need application to establish a comprehensive community-based cardiac surgery program.

Sincerely,

A handwritten signature in dark ink, appearing to read "J. Condit", written in a cursive style.

John D. Condit, D.O., FACC

Chesapeake Cardiology at Shore Health





January 27, 2015

Karen Olscamp  
President and Chief Executive Officer  
University of Maryland Baltimore Washington Medical Center  
301 Hospital Drive  
Glen Burnie, MD 21061

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I understand UM BWMC's proposed program will offer comprehensive cardiac services, including diagnostic testing, a Maryland Institute for Emergency Medical Services Systems (MIEMSS)-designated Cardiac Interventional Center with two procedure rooms and a 6 bed prep/recovery area, two state-of-the-art and fully-equipped cardiac operating rooms, a critical care post-operative care unit with specially-trained staff, care management services, a cardiac rehabilitation program and other services. If this program is approved, I am excited that patients will have access to participate in clinical trials at UM BWMC. Thus, the program will allow cardiac surgery patients to combine clinical expertise and innovative research in a community setting. Also, I am pleased that UM BWMC's program will include a strong teaching component, with cardiac surgery residents and fellows participating in patient care. UM BWMC has had success serving as a clinical rotation site for other UM SOM programs, such as vascular surgery, urology, orthopedics, and family medicine. I believe the successful research and teaching collaboration can only grow stronger with the establishment of a comprehensive community-based cardiac surgery program at UM BWMC. Lastly, I am a strong supporter of UM BWMC's outreach efforts, which have expanded access for underserved residents, improved public knowledge about prevention, and provided opportunities for early detection.

The UM BWMC, UM SOM and UMMC partnership will bring the most advanced cardiac surgery options and life-saving research to more patients than ever in Maryland. I encourage the Maryland Health Care Commission to grant approval of UM BWMC's Certificate of Need application to establish a comprehensive community-based cardiac surgery program.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Robert Hanna', with a long, sweeping horizontal line extending to the right.

S. Robert Hanna, M.D., FACC  
Chesapeake Cardiology at Shore Health





January 27, 2015

Karen Olscamp  
President and Chief Executive Officer  
University of Maryland Baltimore Washington Medical Center  
301 Hospital Drive  
Glen Burnie, MD 21061

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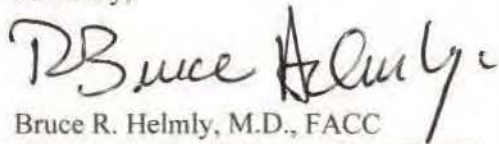
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Sincerely,

A handwritten signature in black ink that reads "Bruce R. Helmly". The signature is written in a cursive, flowing style.

Bruce R. Helmly, M.D., FACC  
Chesapeake Cardiology at Shore Health  
Chief, Shore Regional Health Medical Executive Committee





January 27, 2015

Karen Olscamp  
President and Chief Executive Officer  
University of Maryland Baltimore Washington Medical Center  
301 Hospital Drive  
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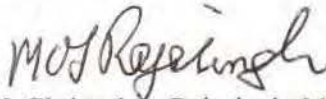
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Sincerely,

A handwritten signature in black ink, appearing to read "M. Christadoss Rajasingh".

M. Christadoss Rajasingh, M.D., FACC  
Chesapeake Cardiology at Shore Health





January 27, 2015

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President and Chief Executive Officer  
University of Maryland Baltimore Washington Medical Center  
301 Hospital Drive  
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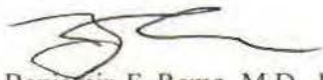
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Sincerely,



Benjamin F. Remo, M.D., FACC  
Cardiologist and Electrophysiologist  
Chesapeake Cardiology at Shore Health

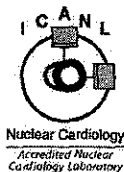
**Arundel Heart Associates, P.A.**  
*Board Certified in Cardiology and Internal Medicine*

Bassim Badro, M.D., F.A.C.C.  
Ratnakar Mukherjee, M.D., F.A.C.C.,  
F.S.C.A.I.

Jorge M. Ramirez, M.D.

Debajit Roy, M.D., F.A.C.C.  
Paul Young-Hyman, M.D., F.A.C.C.

7845 Oakwood Road, Suite 106  
Glen Burnie, MD 21061-4256  
410-768-0919 / 410-760-5100  
Fax 410-760-5932



Fax 410-760-5932

January 9, 2015

Karen Olscamp  
President and Chief Executive Officer  
University of Maryland Baltimore Washington Medical Center  
301 Hospital Drive  
Glen Burnie, MD 21061

Dear Ms. Olscamp:

We are writing this letter to express our full support for UM BWMC's Certificate of Need (CON) application to develop an open heart cardiac surgery program in conjunction with the University of Maryland School of Medicine (UM SOM) and the University of Maryland Medical Center (UMMC). The proposed cardiac surgery, research and training program at UM BWMC will improve access to care, quality of care, and patient satisfaction for patients in our community.

In calendar year 2013, our practice cared for over 11,000 patients who live in the Glen Burnie area. During a 12 month period we have referred a total of 61 patients to UMMC for bypass surgery. In addition we estimate an additional 10 patients were sent to the other open heart programs in the area. We foresee that these patients would be staying at UM BWMC for open heart surgery. Our experience with performing elective angioplasty has shown us that patients have a very strong preference to stay in their own community. Having these services available at UM BWMC obviates the need to send critically ill patients elsewhere. The ability to refer patients to UM BWMC's proposed cardiac surgery program will be extremely beneficial to patients and their families as they will be able to receive care that combines the clinical expertise of UM SOM cardiac surgeons and the community setting of UM BWMC. Patients will be able to stay closer to home where they have easier access to family, friends, community supports and other resources to help them thrive after having cardiac surgery.

We are extremely pleased with the productive relationship between Arundel Heart Associates and UMMC which began in 2000 when UM BWMC became part of the University of Maryland Medical System and we embarked on the CPORT project to bring primary and elective angioplasty to our hospital. Since then Arundel Heart Associates has built a strong relationship with cardiac surgery at UMMC/UM SOM and we are very pleased with the care our patients receive. We have developed strong professional relationships with the cardiac surgeons whom we refer our patients to and often consult with them.

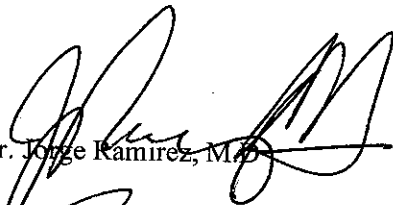
As a world-renowned academic medical center, UMMC historically has offered patients access to clinical trials and groundbreaking treatment options. We are excited that the proposed cardiac surgery program will give our patients the opportunity to participate in these clinical trials at UM BWMC. Thus, the program will allow cardiac surgery to combine clinical services and innovative research in a community setting. Also, we are pleased that UM BWMC's program will include a strong teaching component, with cardiac surgery residents and fellows participating in patient care. We have had great success with UM BWMC serving as a clinical rotation site for other UM SOM programs, such as vascular surgery, urology, orthopedics, and family medicine. Lastly, we are strong supporters of UM BWMC's outreach efforts,

which have expanded access for underserved residents, improved public knowledge about prevention, and provided opportunities for early detection of cardiovascular disease .

Arundel Heart Associates has served this community for over twenty years. We have had the great satisfaction of participating in the growth of UM BWMC cardiology services. Each time we have advanced cardiovascular services the community has benefited, lives have been saved and the health of the population has improved. We strongly believe that bringing cardiac surgery to our hospital will be a major step forward, by bringing the most advanced surgical care and research to the community.

We encourage the Maryland Health Care Commission to grant approval of UM BWMC's CON application for a comprehensive community-based cardiac surgery program.

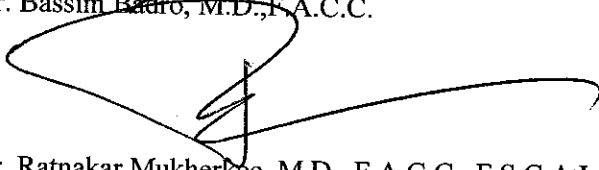
Sincerely,



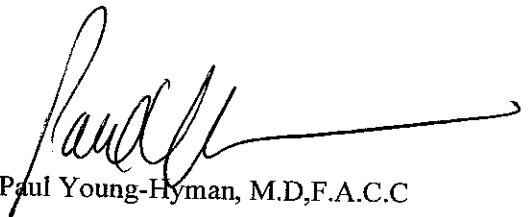
Dr. Jorge Ramirez, M.D.



Dr. Bassim Badro, M.D., F.A.C.C.



Dr. Ratnakar Mukherjee, M.D., F.A.C.C., F.S.C.A.I., R.P.V.I



Dr. Paul Young-Hyman, M.D., F.A.C.C



Dr. Debajit Roy, M.D., F.A.C.C



Marc Okun, M.D., F.A.C.C.  
Kevin Doyle, M.D., F.A.C.C.  
David B. Aiello, M.D., F.A.C.C.  
Jay B. Penafiel, M.D., F.A.C.C.  
Samuel Yoon, M.D.  
Kelly L. Miller, M.D.  
Andrew Zohman, M.D.

**THE HEART CENTER**  
*of*  
**NORTHERN ANNE ARUNDEL COUNTY, P.A.**

1417 Madison Park Drive  
Glen Burnie, MD 21061

Phone (410) 768-6600

Fax (410) 768-3132

January 10, 2015

Karen Olscamp  
President and Chief Executive Officer  
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We write to express our full support for UM BWMC's Certificate of Need (CON) application to develop an open heart cardiac surgery program in conjunction with the University of Maryland School of Medicine (UM SOM) and the University of Maryland Medical Center (UMMC). The proposed cardiac surgery, research and training program at UM BWMC will improve access to care, quality of care, and patient satisfaction for patients in our community and throughout Maryland.

In calendar year 2014, our practice cared for 15,000 patients who live in the northern Anne Arundel County area. The attached schedule identifies the number of patients we referred for cardiac surgery and percutaneous coronary intervention (PCI) in calendar year 2014 and where those services were provided. Our practice's anticipated referrals to UM BWMC for cardiac surgery and PCI are noted on this schedule as well. Having these services available at UM BWMC obviates the need to send critically ill patients elsewhere. The ability to refer patients to UM BWMC's proposed cardiac surgery program will be extremely beneficial to patients and their families as they will be able to receive care that combines the clinical expertise of UM SOM cardiac surgeons and the community setting of UM BWMC. Patients will be able to stay closer to home where they have easier access to family, friends, community supports and other resources to help them thrive after having invasive cardiac surgery.

We are extremely pleased with the productive relationship between UM BWMC and UMMC which began in 2000 when UM BWMC became part of the University of Maryland Medical System. We have referred numerous patients to UMMC and have been very pleased with their outcomes, as have our patients. However, many of these patients would have preferred to have their surgery at UM BWMC and their pre- and post-operative care in their local community.

As a world-renowned academic medical center, UMMC historically has offered our patients access to clinical trials and groundbreaking treatment options. We are excited that the proposed cardiac surgery program will give our patients access to participate in some of these clinical trials at UM BWMC. Thus, the program will allow cardiac surgery patients to combine clinical services and innovative research in a community setting. Also, we are pleased that UM BWMC's program will include a strong teaching component, with cardiac surgery residents and fellows participating in patient care. We have had great success with UM BWMC serving as a clinical rotation site for other UM SOM programs, such as vascular surgery, urology, orthopedics, and family medicine. Lastly, we are strong supporters of UM BWMC's outreach efforts, which have expanded access for underserved residents, improved public knowledge about prevention, and provided opportunities for early detection.

The UM BWMC, UM SOM and UMMC partnership will bring the most advanced cardiac surgery options and life-saving research to more patients than ever. We encourage the Maryland Health Care Commission to grant approval of UM BWMC's CON application for a comprehensive community-based cardiac surgery program.

Sincerely,



Marc Okun M.D



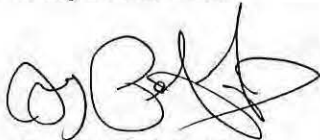
Kevin Doyle M.D



Kelly Miller M.D



Samuel Yoon M.D



Jay Penafiel M.D



David Aiello M.D



Andrew Zohlman M.D

UMMC Cases by Referring Cardiology Group

UMMC

Referring Phys. Name		Jul-12				Aug-12				Sep-12				FY2013Q1 Total				Oct-12				Nov-12				Dec-12				FY2013Q2 Total				Jan-13				Feb-13				Mar-13				FY2013Q3 Total				Apr-13				May-13				Jun-13				FY2013Q4 Total				FY2013 Totals				Jul-13				Aug-13				Sep-13				FY2013Q1 Total				Oct-13				Nov-13				Dec-13				FY2013Q2 Total				Jan-14				Feb-14				Mar-14				FY2014Q3 Total				Apr-14				May-14				Jun-14				FY2014Q4 Total				FY2014 Totals																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																			





UNIVERSITY of MARYLAND

**Sanjay Rajagopalan, MBBS, FACC, FAHA**

Melvin Sharoky, MD Professor in Medicine and Division Head

Division of Cardiovascular Medicine

Department of Medicine

110 S. Paca Street, 7<sup>th</sup> Floor

Baltimore, MD 21201

410 328 4716 | 410 328 8527 FAX

*srajagopalan@medicine.umaryland.edu*

January 22, 2015

Karen Olscamp  
President and Chief Executive Officer  
University of Maryland Baltimore Washington Medical Center  
301 Hospital Drive  
Glen Burnie, MD 21061

Dear Ms. Olscamp:

I am writing to express my full support for UM BWMC's Certificate of Need (CON) application to develop an open heart cardiac surgery program in conjunction with the University of Maryland School of Medicine (UM SOM) and the University of Maryland Medical Center (UMMC). I welcome the opportunity to express my support for the proposed cardiac surgery, research and training program. Awarding this CON to UM BWMC will improve access to care, quality of care, and patient satisfaction for patients in our community and throughout Maryland.

UM BWMC has successfully provided emergent percutaneous coronary intervention (PCI) since 2001 and elective PCI since 2009. However, the current lack of a comprehensive cardiac surgery program at UM BWMC means critically ill patients need to be sent elsewhere for a higher level care, to a hospital that is most likely unfamiliar and farther away from their home and support system. The availability of cardiac surgery at UM BWMC will be extremely beneficial to patients and their families as they will be able to receive care that combines the clinical expertise and quality of UMMC cardiac surgeons and the community setting of UM BWMC. Patients will be able to stay closer to home where they have easier access to family, friends, community supports and other resources to help them thrive after invasive cardiac surgery. The availability of comprehensive, seamless, high-quality care at UM BWMC will also increase patient satisfaction.

I feel the need for the open heart cardiac surgery program in conjunction with the University of Maryland School of Medicine and the Medical Center is very beneficial to the practice and our patients in Cardiovascular Medicine. The program will jointly work with our practice and our patients directly for better improved, quality care within the UM BWMC setting.

UM BWMC's proposed program will offer comprehensive cardiac services, including diagnostic testing, a Maryland Institute for Emergency Medical Services Systems (MIEMSS)-designated Cardiac Interventional Center with two procedure rooms and a 6 bed prep/recovery area, two state-of-the-art and fully-equipped cardiac operating rooms, a critical care post-operative care unit with specially-trained staff, care management services, a cardiac rehabilitation program and other services. I am excited that if UM BWMC is granted approval to develop a cardiac surgery program, patients would have access to participate in some of these trials at UM BWMC. This would allow cardiac surgery patients to combine clinical expertise and innovative research in a community setting. I anticipate that UM BWMC's program will include a strong teaching component, with cardiac surgery residents and fellows participating in patient care. UM BWMC has had success serving as a clinical rotation site for other UM SOM programs, such as orthopaedics, urology, family medicine and vascular surgery. I believe that the successful research and teaching collaboration can only grow stronger with the establishment of a comprehensive community-based cardiac surgery program at UM BWMC.

The UM BWMC, UM SOM and UMMC partnership will bring the most advanced cardiac surgery options and life-saving research to more patients than ever in Maryland. I encourage the Maryland Health Care Commission to award UM BWMC a CON to establish a comprehensive community-based cardiac surgery program.

Sincerely,

A handwritten signature in black ink, reading "Sanjay Rajagopalan". The signature is fluid and cursive, with the first name "Sanjay" and last name "Rajagopalan" clearly distinguishable.

Sanjay Rajagopalan, MBBS, FACC, FAHA  
Division Head, Cardiovascular Medicine and  
Melvin Sharoky, MD Professor in Medicine  
University of Maryland, Baltimore



UNIVERSITY of MARYLAND  
FACULTY PHYSICIANS, INC.

Faculty Practices of the  
University of Maryland School of Medicine

*Division of Cardiovascular Medicine  
Department of Medicine*

110 South Paca Street, 7th Floor  
Baltimore, MD 21201  
410 328 4040 | 410 328 8788 | 410 328 7877

February 18, 2015

Karen Olscamp  
President and Chief Executive Officer  
University of Maryland Baltimore Washington Medical Center  
301 Hospital Drive  
Glen Burnie, MD 21061

Dear Karen:

In follow up to the letter of support you received from me on behalf of the UM SOM Division of Cardiovascular Medicine, I'd like to also acknowledge that my department referred over 200 patients for cardiac surgery in fiscal year 2014. With the addition of a third University of Maryland Division of Cardiac Surgery location it will allow the patients that we see from Anne Arundel County to continue to have access to the world-class expertise of the surgeons within the UM SOM Division of Cardiac Surgery, but in a closer, more convenient location to their homes and community supports.

I'd like to reiterate that the UM BWMC, UM SOM and UMMC partnership will bring the most advanced cardiac surgery options and life-saving research to more patients than ever in Maryland. I encourage the Maryland Health Care Commission to grant approval of UM BWMC's CON application to establish a comprehensive community-based cardiac surgery program.

Sincerely,

A handwritten signature in black ink, appearing to be 'SR', with a long horizontal stroke extending to the right.

Sanjay Rajagopalan, MBBS, FACC, FAHA  
Melvin Sharoky, MD in Professor in Medicine  
Division Head and Professor in Cardiovascular Medicine  
University of Maryland, Baltimore



**MARYLAND HEART ASSOCIATES, LLC**

1401 Madison Park Drive  
Glen Burnie, Maryland 21061  
410-761-8007 Fax 410-766-8677

Susheel K. Sharma, M.D.      Salman M. Malik, M.D.      Crystal V. Walker

January 9, 2015

Karen Olscamp

President and Chief Executive Officer

University of Maryland Baltimore Washington Medical Center

301 Hospital Drive

Glen Burnie, MD 21061

Dear Ms. Olscamp,

I write to express my full support for UM BWMC's certificate of Need (CON) application to develop an open heart cardiac surgery program in conjunction with the University Of Maryland School Of Medicine (UM SOM) and the University of Maryland Medical center (UMMC). The proposed cardiac surgery, research, and training program at UM BWMC will improve access to care, quality of care, and patient satisfaction for patients in our community and throughout Maryland.

UM BWMC has successfully provided emergent percutaneous intervention (PCI) since 2001 and elective PCI since 2009. However, the current lack of a comprehensive cardiac surgery program at UM BWMC means critically ill patients need to be sent elsewhere for a higher level of care. Often, these referral are to that are unfamiliar to the patients and farther away from their home and support system. The availability of cardiac surgery at UM BWMC will be extremely beneficial to patients and their families as they will be able to receive care that combines the clinical expertise and quality of UMMC cardiac surgeons and the community setting of UM BWMC. Patient will be able to stay closer to home where they have easier access to family, friends, community supports and other resources to help them thrive after invasive cardiac surgery. The availability of comprehensive, seamless, high -quality care at UM BWMC will also increase patient satisfaction.

I understand UM BWMC's proposed program will offer comprehensive cardiac services, including diagnostic testing, a Maryland Institute for Emergency Medical services Systems (MIEMSS)- designated Cardiac Interventional Center with two procedure rooms and a 6 bed prep/recovery area, two state of the art and fully equipped cardiac operating rooms, a critical care post-operative care unit with specially-trained staff, care management services, a cardiac rehabilitation program and other services. If this program is approved, I am excited that patient will have access to participate in research trials at UM BWMC. Thus, the program will allow cardiac surgery patients to combine clinical expertise and innovative research in a community setting. Also, I am pleased that UM BWMC's program will include a strong teaching component, with cardiac surgery residents and fellows participating in patient care. UM BWMC has had success serving as a clinical rotation site for other UM SOM programs, such as vascular surgery, urology, orthopedics and family medicine. I believe the successful research and teaching collaboration can only grow stronger with the establishment of a comprehensive community-based cardiac surgery program at UM BWMC. Lastly, I am a strong supporter of UM BWMC's outreach efforts, which have expanded access for underserved residents, improves public knowledge about prevention, and provided opportunities for early detection.

The UM BWMC, UM SOM and UMMC partnership will bring the most advanced cardiac surgery options and life savings research to more patients than ever in Maryland. I encourage the Maryland Health Care Commission to grant approval of UM BWMC's CON application to establish a comprehensive community-based cardiac surgery program.

Sincerely,



Susheel K. Sharma M.D. F.A.C.C

## Survey of Cardiologists

**CY 2014 Volumes**

### Referrals to

### UM BYMC DHS/PCI Program

Physician Name  
(Please Print)

Susheel K-Sharma

**Instructions: Please review your patient records and enter the specific number of patients you referred for Open Heart Surgery (OHS), Percutaneous Coronary Intervention (PCI), or Cardiac Catheterization, as well as the number of patients you will refer to UM BWHC.**

	Washington Hospital Center	Washington Adventist Hospital	Prince George's Hosp. Ctr.	University of Maryland Med. Center	Johns Hopkins Hospital	Union Memorial Hospital	Sinal Hospital	Other Maryland Hospitals	Other Non-MD Hospitals
CY 2014									
Referrals to Transfer to UM BWHC	0	0	0	5	1	35	0	0	0

	UM BWMC	Anne Arundel Medical Center	Washington Hospital Center	Washington Adventist Hospital	Prince George's Hosp. Ctr.	University of Maryland Med. Center	Johns Hopkins Hospital	Union Memorial Hospital	Sinal Hospital	St. Agnes Hospital	Other Maryland Hospitals	Other Non-MD Hospitals
CY 2014												
Referrals to Transfer to UM BWMC	05	0	0	0	0	5	0	60	0	0	0	0

## Cardiac Caths

## Cardiac Caths

Anchor	University of Maryland Medical Center	Johns Hopkins Hospital	Johns Hopkins Hospital	UM-Howard Medical Center	Anna Aron Medical Center	University of Maryland Medical Center	Johns Hopkins Hospital	Union Memorial Hospital	Sinal Hospital	St. Agnes Hospital	Laurel Regional	Southern Maryland	Freestanding Cath Labs
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CY 2014										
Referrals to Transfer to UM BWMC	10	0	0	5		1	150	0	0	0

Continued Below

	Suburban	Holy Cross	Shady Grove Adventist	Washington Hospital Center	Georgetown	George Washington	Washington Adventist	Prince George's Hosp. Ctr.	Other Maryland Hospitals	Other Non-MD Hospitals
CY 2014										
Referrals to Transfer to UM BWMC										

Please return this survey, along with your letter of support, by Friday, January 10, 2015 to Your letter can be e-mailed to [lkumar@bwmc.umms.org](mailto:lkumar@bwmc.umms.org) (preferred), faxed to 410-787-4846, or mailed.