

EXHIBIT 31

Cardiology NAHS has established a *Cardiology Center of Excellence* at North Arundel Hospital with a 12-bed Coronary Care Unit, 72 telemetry beds, an active Cardiac Catheterization Laboratory, a Cardioversion Room and a Cardiopulmonary Rehabilitation Program. In addition, the Emergency Department ("ED") Staff is exceptionally well-trained and appropriately cardiac oriented. A new "state of the art" ED renovation/expansion will open in June of 1999 that will continue to elevate the level of emergency cardiac care available at the Hospital. NAHS is interested in exploring the possibility of developing an angioplasty and open heart capability in conjunction with a partner. The expectation is that cardiologists would be able to treat an increased level of severity of cardiac cases at NAHS and still be able to refer to a well-known tertiary provider when appropriate.

A goal of North Arundel Health System in developing the partnership is to reduce the number of insurance plan carve-outs and increase the volume of patients receiving premier cardiac care in a timely manner.

In addition to building on current service line capabilities, NAHS would seriously consider participation in a Regional Heart Institute. A cardiac program aligned with a partner's "cardiology team" could offer clinical and programmatic services at NAHS, extending brand identity and building a relationship with more patients.

NAHS has:

- Center of Excellence
- Treatments using highly refined clinical pathways
- Cardiac Catheterization Laboratory
- 12 bed Coronary Care Unit
- 72 telemetry beds
- Cardioversion Room
- Cardiopulmonary Rehabilitation Program
- Highly trained cardiac staff
- Clinically strong Emergency Department Staff
- "State of the Art" ED opening in June
- High cardiac patient volume
- "PALS" host and participant

NAHS seeks:

- To explore the capability to perform angioplasty and open heart surgery at North Arundel Hospital
- To gain assistance in funding recruitment of a cardiologist for higher complexity cases
- To expand the scope of minimally invasive cardiac procedures
- To elevate the clinical capabilities at North Arundel Hospital
- To build a second cath lab if volume necessitates
- To recruit additional clinical staff (including an interventional radiologist)
- To develop a clinical/programmatic link to tertiary provider for cardiology services
- To gain access to clinical trials

Expected outcome:

- Reduced number of insurance plan carve-outs
- Increased patient volume