

Exhibit 33

LETTERS OF SUPPORT

Letters of Support Received

| <u>Last Name</u> | <u>First Name</u> | <u>Position/Title</u> | <u>Organization</u> |
|---------------------------------------|-------------------|--|--|
| <u>Business & Industry</u> | | | |
| Aiello | Joseph B. | President | J.B.A. Automotive |
| Brunnett | John | President | Gant Brunnett, Architects, Inc. |
| Greene | Linda | Executive Director | The BWI Business Partnership, Inc. |
| Hannon | Robert L. | President/CEO | Anne Arundel Economic Development Corporation |
| Murray | Kirkland J. | President/CEO | Anne Arundel Workforce Development Corporation, Inc. |
| Schmidt | Frances | CEO | Northern Anne Arundel County Chamber of Commerce |
| Voith | Garry H. | VP, Corp. Marketing & Communications | The Baltimore Life Companies |
| <u>Community Service</u> | | | |
| Medley | Sherry D. | Executive Director | Hands of Hope, Inc. |
| Menendez | Sheryl | Executive Director | Restoration Community Development Corporation |
| Moeller | Barbara | President | Glen Burnie Improvement Association |
| Morris | Newth | Organization Executive | Severna Park Community Center |
| <u>Education</u> | | | |
| Bixler | Cari | Asst. Dir., TEACH Institute & Parenting Ctr. | Anne Arundel Community College |
| <u>Government--County</u> | | | |
| Anderson | Mark A. | Commissioner | Commissioners of Queen Anne's County |
| Anthony | Rick | Director | Anne Arundel County Dept. of Recreation and Parks |
| Brown | Pamela M. | Executive Director | Anne Arundel County Partnership for Children, Youth and Families |
| Buckey | Robert Charles | Commissioner | Commissioners of Queen Anne's County |
| Chan | Jinlene | Health Officer | Anne Arundel County Dept. of Health |
| Ciotola, Jr., M.D. | Joseph | Health Officer | Queen Anne's County Dept. of Health |
| Comfort | Paul W. | Commissioner | Commissioners of Queen Anne's County |
| Duval-Harvey, Ph.D. | Jacquelyn | Interim Commissioner of Health | City of Baltimore |
| Glassman | Barry | County Executive | Harford County |
| Jordan | Pamela A. | Dir., Dept. of Aging & Disabilities | Anne Arundel County Dept. of Aging & Disabilities |

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| <u>Last Name</u> | <u>First Name</u> | <u>Position/Title</u> | <u>Organization</u> |
|------------------|-------------------|--|--|
| Kittleman | Allan H. | County Executive | Howard County |
| Moran | James J. | President | Commissioners of Queen Anne's County |
| Peters | Yevola S. | Special Asst. for Minority Affairs & Human Relations | Anne Arundel County Community & Constituent Services, Off. Of the County Executive |
| Rossman, M.D. | Maura J. | Health Officer | Howard Count Health Department |
| Schuh | Steven R. | County Executive | Anne Arundel County |
| Wilson | Stephen | Commissioner | Commissioners of Queen Anne's County |

Government--State

| | | | |
|------------|--------------|----------|-----------------------------|
| Beidle | Pamela G. | Delegate | Maryland House of Delegates |
| Carey | Ned | Delegate | Maryland House of Delegates |
| Chang | Mark S. | Delegate | Maryland House of Delegates |
| Kipke | Nicholaus R. | Delegate | Maryland General Assembly |
| Reilly | Edward R. | Senator | Maryland State Senate |
| Simonaire | Bryan W. | Senator | Maryland General Assembly |
| Simonaire | Meagan | Delegate | Maryland General Assembly |
| Sophocleus | Theodore J | Delegate | Maryland House of Delegates |
| Vitale | Cathleen M. | Delegate | Maryland House of Delegates |

Health

(UMMS Affiliates)

| | | | |
|-------------------|-------------|-----------------------------------|--|
| Benjamin, M.D. | Marshall E. | Chair, Dept. of Surgical Services | UM Baltimore Washington Medical Center |
| Cespedes, M.D. | R. Duane | | UMMS Shore Regional Health |
| Chrencik | Robert A. | President/CEO | University of Maryland Medical System |
| Condit, D.O. | John D. | | Chesapeake Cardiology at Shore Health |
| Cunanan-Bush | Marianne | Medical Director | UM Baltimore Washington Medical Center |
| Donohue, MS, CRNP | Dawn | | Shore Convenient Care of Denton |
| Foley, M.D. | John P. | | UMMS Shore Regional Health |
| Fritz, M.D. | Richard H. | | UM Shore Regional Medical Center at Easton |
| Gammie | James S. | Chief, Cardiac Surgery | University of Maryland School of Medicine |
| Griffith, M.D. | Bartley P. | Professor | UM School of Medicine, Dept. of Surgery |
| Hanna, M.D. | S. Robert | | Chesapeake Cardiology at Shore Health |
| Helmly, M.D. | Bruce R. | | Chesapeake Cardiology at Shore Health |
| Knud-Hansen, M.D. | John | | UMMS Shore Regional Health |

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|------------------|-------------------|------------------------------------|--|
| Kurtom | Khalid H. | Clinical Assistant Professor | University of Maryland Shore Regional Health |
| Langfitt, M.D. | Mark | | Shore Pediatrics |
| Linder | Larry | Senior VP/CMO | UM Baltimore Washington Medical Center |
| Lubeski | Thomas | Med. Dir., Wound Care Center | UMMS Shore Regional Health |
| Momeni, M.D. | Bahador | | UM Baltimore Washington Medical Center |
| Parry, D.O. | Christopher | | UMMS Shore Regional Health |
| Prendergast | Kathleen | Medical Director | UM Center for Diabetes & Endocrinology |
| Rajagopalan | Sanjay | Div. Head, Cardiovascular Med. | UM School of Medicine, Dept. of Medicine |
| Rajasingh, M.D. | M. Christadoss | | Chesapeake Cardiology at Shore Health |
| Reece | E. Albert | VP, Medical Affairs | University of Maryland School of Medicine |
| Remo, M.D. | Benjamin F. | | Chesapeake Cardiology at Shore Health |
| Rivest | Jeffrey A. | President/CEO | University of Maryland Medical Center |
| Runz, D.O. | Christopher L. | | UMMS Shore Regional Health |
| Schneider, M.D. | Timothy J. | | UMMS Shore Regional Health |
| Shanahan, D.O. | Timothy J. | Medical Director | Chesapeake Cardiology at Shore Health |
| Vibhakar, MD | Neel | Chair, Dept. of Emergency Medicine | UM Baltimore Washington Medical Center |
| Womeldorf | Marc A. | Director of Rehabilitation | UM Baltimore Washington Medical Center |

Health

(General)

| | | | |
|--------------|-------------|-------------------------|--|
| Aiello, M.D. | David | | The Heart Center of Northern Anne Arundel County, P.A. |
| Badro, M.D. | Bassim | | Arundel Heart Associates, P.A. |
| Badro, M.D. | Nabil | | Board certified surgeon |
| Bassi, M.D. | Ashwani K. | | Cardiovascular Diagnostic Center, PA |
| Buntz | Donal P. | CEO | Maryland Primary Care Physicians |
| Doh, M.D. | Sang C. | | |
| Doyle, M.D. | Kevin | | The Heart Center of Northern Anne Arundel County, P.A. |
| Gao, M.D. | Patricia G. | | |
| Izzi | Stephan R. | President | Arundel Medical Group, Inc. |
| Larison | Richard L. | Chief Executive Officer | Chase Brexton Health Care |
| Mickler | Adrienne | Executive Director | Anne Arundel County Mental Health Agency, Inc. |
| Miller, M.D. | Kelly | | The Heart Center of Northern Anne Arundel County, P.A. |

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|-------------------|-------------------|-----------------------|--|
| Mukherjee, M.D. | Ratnakar | | Arundel Heart Associates, P.A. |
| Negi, M.D. | Mohit | | Baltimore Washington Adult & Senior Care |
| Ochaney, M.D. | Mahesh | | |
| Okun, M.D. | Marc | | The Heart Center of Northern Anne Arundel County, P.A. |
| Penafiel, M.D. | Jay | | The Heart Center of Northern Anne Arundel County, P.A. |
| Ramirez, M.D. | Jorge | | Arundel Heart Associates, P.A. |
| Roy, M.D. | Debajit | | Arundel Heart Associates, P.A. |
| Sharma, M.D. | Susheel K. | | Maryland Heart Associates, LLC |
| Yoon, M.D. | Samuel | | The Heart Center of Northern Anne Arundel County, P.A. |
| Young-Hyman, M.D. | Paul | | Arundel Heart Associates, P.A. |
| Zohlman, M.D. | Andrew | | The Heart Center of Northern Anne Arundel County, P.A. |

Individual

| | | |
|--------------|-------------|---|
| Buckley | Arthur C. | BWMC cardiovascular rehabilitation outpatient |
| Burrell | John W. | 7965 Frances Ln, Pasadena MD 21122 |
| Calender | Harry A. | BWMC cardiovascular rehabilitation outpatient |
| DeAngioletti | Mario | BWMC cardiovascular rehabilitation outpatient |
| Evans | Timothy C. | BWMC cardiovascular rehabilitation outpatient |
| Fagg | Nancy L. | BWMC cardiovascular rehabilitation outpatient |
| Gapyn | John T. | BWMC cardiovascular rehabilitation outpatient |
| Gremple | Donald L. | BWMC cardiovascular rehabilitation outpatient |
| Grempler | Lois | BWMC cardiovascular rehabilitation outpatient |
| Holmes | Ralph K. | BWMC heart attack patient |
| Jory | Doris Ann | BWMC cardiovascular rehabilitation outpatient |
| Kushinsky | Janet | BWMC cardiovascular rehabilitation outpatient |
| Lily | Joyce | BWMC cardiovascular rehabilitation outpatient |
| Martin | Wayne D. | BWMC cardiovascular rehabilitation outpatient |
| Parker | Ethel M. | BWMC cardiovascular rehabilitation outpatient |
| Polk | Carl | BWMC cardiovascular rehabilitation outpatient |
| Sauer | Jerold A. | BWMC cardiovascular rehabilitation outpatient |
| Stricker | Barbara | BWMC cardiovascular rehabilitation outpatient |
| Thriff | Margaret M. | BWMC cardiovascular rehabilitation outpatient |
| Vohs | Michael | BWMC cardiovascular rehabilitation outpatient |
| Zuger | Douglas J. | BWMC cardiovascular rehabilitation outpatient |

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| <u>Last Name</u> | <u>First Name</u> | <u>Position/Title</u> | <u>Organization</u> |
|-------------------------|-------------------|-----------------------|--|
| <u>Religious</u> | | | |
| Menendez | Sheryl | Senior Pastor | Light of the World Family Ministries |
| Thomas, Sr. | Larry Lee | Pastor | Empowering Believers Church of the Apostolic Faith |
| Torres | Jose A. | Bishop | Heritage Community Church |
| Watson, Jr. | Rev. Herbert W. | Pastor | St. Mark United Methodist Church |

LETTERS OF SUPPORT
— BUSINESS & INDUSTRY —

JOSEPH B. AIELLO
President
J.B.A. Automotive
7327 Ritchie Highway
Glen Burnie, Maryland 21061
(410) 766-6300

January 13, 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 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.

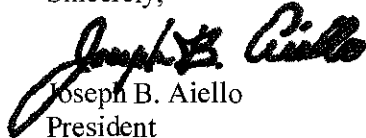
I have been a local businessman for forty years in northern Anne Arundel County and have watched the hospital expand to provide complex medical services to the surrounding area. I have supported the hospital with gifts of well over a million dollars and continue to do so now and will in the future and have encouraged others to do the same. UM BWMC needs a comprehensive cardiac surgery center so that the folks in the surrounding area will no longer need to go to Baltimore or D.C. to receive this life saving care. UM BWMC is located and has easy access by major routes from all directions. I fully hope and support that UM BWMC will become a cardiac surgery center.

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,



Joseph B. Aiello
President



January 19, 2015

University of Maryland - Baltimore Washington Medical Center
301 Hospital Drive
Glen Burnie, Maryland 21061

Attn: Karen Olscamp, President and Chief Executive Officer

Re: University of Maryland-Baltimore Washington Medical Center
Certificate of Need- Cardiac Surgery Program

Dear Ms. Olscamp;

I am writing to you to express my fervent support for the development of an open heart cardiac surgery program at the University of Maryland- Baltimore Washington Medical Center. I understand that the proposed cardiac surgery, research, and training program will serve patients throughout Maryland as well as those in our immediate community. As a middle-aged man with a family history of heart failure, I am keenly aware of the benefits that this comprehensive program will provide, especially in consideration of the research and teaching collaboration that is planned with the University of Maryland Medical Center, and the University of Maryland, School of Medicine.

The consequences resulting from the lack of quality cardiac surgery within our community became immediately apparent to me recently when one of my younger employees suffered a heart related event that sent him to the emergency room. He lives within a few minutes of UM-BWMC, however he had to be transported into Baltimore for the services needed. His wife and 4-children spent considerable time during this stressful period, negotiating the logistics of having him in a facility that required an hour of travel time so that they could comfort him while he underwent a bank of diagnostic testing.

In today's healthcare environment, the most important aspect of the delivery of services is building patient trust. As a long time resident of the northern Anne Arundel County community, I have witnessed the transformation of the prior 'North Arundel Hospital' into a high quality healthcare provider with an outstanding reputation. This was achieved through strong leadership, and the creation of partnerships like those being proposed between UM-BWMC, UM-SOM and UMMC as part of the CON application. In order to sustain and broaden the current level of trust held by the community, UM-BWMC needs to continue to implement the best technology and resources available to cardiac patients.

In addition to the patient services that this new program will bring to the community, I am encouraged to know that the Cardiac Surgery Program will incorporate research and teaching components. I see this as an opportunity for our community to benefit from the possibility that these future healthcare professionals will find homes in our neighborhoods, and become permanent residents.

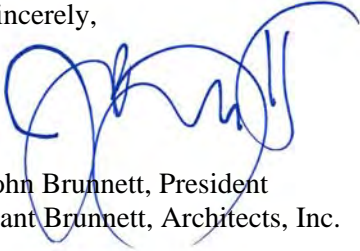
At the core of the long term strategy for the success of the hospital is the need to provide high quality services that patients can trust. It is essential that UM-BWMC continue to build upon the successful programs they have cultivated over time, and the proposed Cardiac Surgery Program is a critical next step in that mission.

gant • brunnett
ARCHITECTS

I strongly support the development of a comprehensive, community based Cardiac Surgery Program at the University of Maryland- Baltimore Washington Medical Center, and I urge the Maryland Health Care Commission to approve the Certificate of Need application.

Please don't hesitate to contact me if I can be of further assistance in support of the Program.

Sincerely,

A handwritten signature in blue ink, appearing to read 'John Brunnett', with a large, stylized flourish extending from the end of the signature.

John Brunnett, President
Gant Brunnett, Architects, Inc.



The BWI BUSINESS PARTNERSHIP Inc.

An Economic & Transportation Management Association



Gene Condon

Vice President/General Manager, Arundel Mills, A Simon Company
Chairman

Linda Greene

Executive Director

January 5, 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 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 agree that 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.

As other aspects of advanced medical care have been brought into the UMBWMC setting, patients have benefitted from access to the highest quality of care, in a teaching environment, yet close to the community support that they depend on. We believe this will be the case with the addition of open heart surgery in conjunction with the University of Maryland programs.

UM BWMC has successfully provided and added to its coronary services over the years, 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. This translates to patients being sent to doctors and facilities less familiar with their history, and further away from home and support systems which can be critical to successful outcomes and recovery. The availability of cardiac surgery at UM BWMC would be extremely beneficial to patients and their families as they will receive care combining the clinical expertise and quality of UMMC cardiac surgeons and the community setting of UM BWMC. We believe that the availability of comprehensive, seamless, high-quality care at UM BWMC will also increase patient satisfaction.

I understand the program will be accomplished with new services and facilities, including 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.

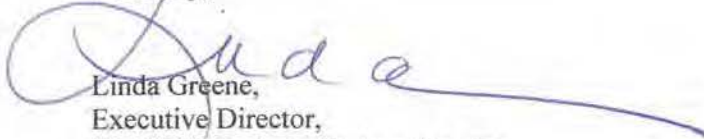
If this program is approved, I am also very pleased that patients will additionally have access to participate in clinical trials at UM BWMC, and benefit as well from a strong teaching component, with cardiac surgery residents and fellows participating in patient care. UM BWMC has had success serving 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 both keenly aware of, and supportive of UM BWMC's outreach efforts throughout the community it serves. Their broad program has expanded access to medical care for underserved residents, increased public awareness about prevention and wellness, and provided opportunities for early detection. Both personally and professionally, I have experienced and been made aware of the positive impact this outreach has had on the community and individuals.

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,



Linda Greene,
Executive Director,
The BWI Business Partnership, Inc.



December 30, 2014

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

Dear Ms. Olscamp:

On behalf of Anne Arundel Economic Development Corporation (AAEDC), please accept this endorsement of 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, while also reducing health disparities among minority, low-income and other disadvantaged populations.

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.

AAEDC supports UM BWMC's outreach efforts, which have expanded access for underserved residents, improved public knowledge about prevention, and provided opportunities for early detection.

As it works to promote economic development in the region, AAEDC recognizes that quality medical services contribute to overall economic vitality. Furthermore, convenient access to medical care significantly adds to the quality of life for residents, and programs that provide treatment close to home are highly desirable.

With continued growth in the Baltimore-Washington corridor and increasing demand for health care that meets the needs of a diverse population, AAEDC appreciates the commitment of UM BWMC to community based efforts like the Healthy Anne Arundel Coalition that address critical health issues, particularly for minority and low-income populations.

AAEDC strongly encourages the Maryland Health Care Commission to grant approval of UM BWMC's CON application to establish a comprehensive community-based cardiac surgery program.

Regards,

A handwritten signature in black ink, appearing to read "Robert L. Hannon".

Robert L. Hannon
President/CEO

January 5, 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 coronary intervention (PCI) since 2001 and elective PCI since 2009. However, the current lack of comprehensive cardiac surgery program at UM BWMC means critically ill patients need to be sent elsewhere for a higher level of 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.

As a recent patient at the BWMC with cardiac related issues, I personally support and understand the importance of having not only continuity of care specific to cardiac surgery but also patient safety as it relates to major cardiac surgical intervention. This program will significantly increase patient satisfaction and better surgical outcomes and decrease issues related to patient quality and safety especially patient "hand-off" risks, infection control and ultimately length of stay.

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 fellow participating in patient care. UM BWMC has had success serving as a clinical rotation site for other UM SOM programs, such as interventional cardiology and vascular surgery. I believe 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 "Kirkland J. Murray", followed by a long horizontal line extending to the right.

Kirkland J. Murray, President & CEO
Anne Arundel Workforce Development Corporation, Inc.



December 29, 2014

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 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.

Our Chamber of Commerce works with businesses every day to make Northern Anne Arundel County a better place to live and work. We strongly believe that having a high-level community-based cardiac surgery program at UM BWMC will improve the lives of our business owners, their employees, their families, and everyone in the community.

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 cursive script, reading "Frances Schmidt".

Frances Schmidt, CEO



Garry H. Voith, CLU, LLIF
Vice President
Corporate Marketing & Communications

January 15, 2015

Karen Olscamp
President and Chief Executive Officer
University of Maryland Baltimore Washington Medical Center

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 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.

I have been a resident of Anne Arundel County most of my life. The citizens of our county, and residents of other adjoining counties expect, and require the level of cardiac care that will be a by product of this expansion. This program will also help UM BWMC in their community outreach program. This will allow medical center professionals do a better job of making residents aware of how to stay well, and hopefully avoid more costly and acute hospital care.

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,

Garry H. Voith

The Baltimore Life Insurance Company

10075 Red Run Boulevard • Owings Mills, Maryland 21117-4871

Tel: (410) 581-6670 / (800) 628-5433, ext. 6670 • Fax: (410) 581-6602 • garry.voith@baltlife.com • www.baltlife.com

LETTERS OF SUPPORT
— COMMUNITY SERVICE —

Hands of Hope, Inc.

January 27, 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:

On behalf of Hands of Hope, Inc. I 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, while also reducing health disparities among minority, low-income and other disadvantaged populations.

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.

As a community serving organization in the county Hands of Hope provides education and training related to vascular health, obesity prevention, nutrition and physical activity to individuals and families. Our clients would be at a disadvantage if care were not local in proximity to their current networks of care. This proposed type of center would enhance the access to our clients who are generally underserved and their families in a most beneficial way.

We are 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.

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,

Sherry D. Medley,

Sherry D. Medley,
Executive Director

Restoration Community Development Corporation

Sheryl Menendez, Executive Director



(410)-760-1044 - 302 Crain Highway, Glen Burnie, MD 21061 - www.restore-a-community.com

January 20, 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:

On behalf of Restoration Community Development, I 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, while also reducing health disparities among minority, low-income and other disadvantaged populations.

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.

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.

Restoration Community Development Corporation, has worked with UM BWMC for the past 10 years as the Anne Arundel County MOTA Representative (Minority Outreach Technical Assistance). Providing the communities throughout the Anne Arundel County area making it possible for all citizens in this region to receive the important health information for the appropriate assistance that is needed for the health disparities and that we refer them to UM BWMC for this care. We at Restoration Community Development Corporation will continue working in partnership with UM BWMC to get the message out into the communities to obtain the best initiatives related to cardiovascular disease and related topics (e.g. obesity, diabetes, vascular health, nutrition, physical activity) and outreach to minority, low-income and disadvantaged populations.

Light of the World Family Ministries, strongly encourages the Maryland Health Care Commission to grant approval of UM BWMC's CON application to establish a comprehensive community-based cardiac surgery program.

Sincerely,

Sheryl Menendez, Senior Pastor



The Glen Burnie Improvement Association, Inc.
Sponsor of The Big Glen Burnie Carnival

January 27, 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:

On behalf of the Glen Burnie Improvement Association, I write to express our full support for UM BWMC's Certificate of Need application to develop an open-heart cardiac surgery program in conjunction with the University of Maryland School of Medicine and the University of Maryland Medical Center. 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 current lack of a comprehensive cardiac surgery program at UM BWMC means critically ill patients are sent elsewhere for a higher level of 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.

We are strong supporters of UM BWMC's outreach efforts, which have expanded access and treatment to our community residents, improved public knowledge about prevention and provided opportunities for early detection.

Since the opening of North Arundel Hospital in 1965, the Glen Burnie Improvement Association has donated over \$135,000 towards programs and the completion of key projects that directly benefit local residents. The development of an open-heart cardiac surgery program at BWMC will allow our all of neighbors to receive quality care within their community.

I strongly 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,

Barbara Moeller
President

19 Crain Highway South • Glen Burnie, Maryland 21061
410-766-6760 Phone 410-766-6818 Fax www.gbia.org



Severna Park Community Center

December 30, 2014

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

Dear Ms. Olscamp:

On behalf of Severna Park Community Center, I 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, while also reducing health disparities among minority, low-income and other disadvantaged populations.

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 of 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.

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 Severna Park Community Center is a partner with UM BWMC in the proactive effort to promote healthy life styles and preventative care through the Heartbeat for Health program along with other cooperative efforts.

I strongly 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,



Newth Morris

Organization Executive

LETTERS OF SUPPORT

— EDUCATION —



Anne Arundel Community College

101 College Parkway Arnold, Maryland 21012-1895 410-777-AACC (2222)

January 2, 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:

On behalf of the Parenting Center at Anne Arundel Community College, I 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, while also reducing health disparities among minority, low-income and other disadvantaged populations.

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.

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.

In April of 2014, BWMC and the Parenting Center at Anne Arundel Community College partnered to provide a four-part educational series on addressing the obesity epidemic. The series, which was offered free of charge to interested community members, included a screening of HBO's Weight of the Nation documentary, a lecture and group discussion led by Dr. Amy Allen-Chabot, Professor of nutrition and biology at AACC and a healthy meal. The program was such a success that we will be replicating it this coming April at Freetown Elementary School in Glen Burnie.

I strongly 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 blue ink that reads "Cari Bixler".

Cari Bixler
Assistant Director, TEACH Institute and Parenting Center
Anne Arundel Community College

LETTERS OF SUPPORT
— GOVERNMENT / COUNTY —



Steven R. Schuh, County Executive
Rick Anthony, Director

December 31, 2014

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

Dear Ms. Olscamp:

On behalf of the Anne Arundel County Department of Recreation and Parks, I write to express our full support for UM BWMC's Certificate of Need (CON) application to develop and 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, while also reducing health disparities among minority, low-income and other disadvantaged populations.

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.

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.

I strongly 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 blue ink, appearing to read 'Rick Anthony', with a stylized flourish at the end.

Rick Anthony
Director



January 2, 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:

On behalf of the Anne Arundel County Partnership for Children, Youth and Families, I 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, while also reducing health disparities among minority, low-income and other disadvantaged populations.

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.

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. We currently work with UM BWMC on a variety of programming related to low income residents in the areas of obesity prevention, nutrition, case management and reduction in hospital readmissions. As a community partner, UM BWMC is a strong force for underserved residents in terms of access and outreach.

Anne Arundel Co. Partnership for Children, Youth & Families

Pamela M. Brown, Ph.D., Executive Director

1 Harry S. Truman Parkway, Suite 103 ♦ Annapolis, MD 21401 ♦ Ph: 410-222-7423 ♦ Fax: 410-222-7674

www.aacounty.org/Partnership/index.cfm



Anne Arundel County Partnership
for Children, Youth & Families

I strongly 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,

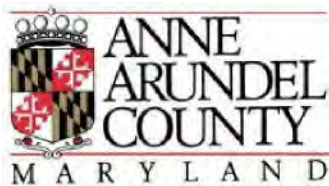
Pamela M. Brown, Ph.D.
Executive Director
Anne Arundel Partnership for Children, Youth and Families

Anne Arundel Co. Partnership for Children, Youth & Families

Pamela M. Brown, Ph.D., Executive Director

1 Harry S. Truman Parkway, Suite 103 ♦ Annapolis, MD 21401 ♦ Ph: 410-222-7423 ♦ Fax: 410-222-7674

www.aacounty.org/Partnership/index.cfm



Department of Health
J. Howard Beard Health Services Building
3 Harry S. Truman Parkway
Annapolis, Maryland 21401
Phone: 410-222-7375 Fax: 410-222-4436
Maryland Relay (TTY): 1-800-735-2258
www.aahealth.org

Jinlene Chan, M.D., M.P.H.
Health Officer

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

Dear Ms. Olscamp:

On behalf of the Anne Arundel County Department of Health I 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 quality care and patient satisfaction for patients in our community and throughout Maryland, while also reducing health disparities among minority, low-income and other disadvantaged populations.

The current lack of a comprehensive cardiac surgery program in this area of the county 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 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.

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 Department of Health has long partnered with the UM-BWMC to address the health needs of our community. They have provided insightful leadership for the Healthy Anne Arundel Coalition and have been active in the work towards addressing obesity prevention and chronic disease management, especially among minority and low-income populations. In addition, they have partnered with us by providing 1) community classes for tobacco cessation, 2) leadership participation in the Obesity Prevention work group including the development of an action plan and sponsoring farmers markets, and 3) participation in the Community Health Needs Assessment work group which provided the foundation for developing and implementing strategies to improve the health status of Anne Arundel County residents.

I strongly 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 read "Jinlene Chan", with a stylized flourish at the end.

Jinlene Chan, M.D., M.P.H.
Health Officer



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

January 7, 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 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 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



An Equal
Opportunity
Employer



Karen Olscamp
Page 2
January 7, 2015

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 six 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, 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, 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. 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 blue ink, appearing to read "Joseph Ciotola, Jr.", is written over the word "Sincerely,".

Joseph Ciotola, Jr., M.D.
Health Officer

CITY OF BALTIMORE

STEPHANIE RAWLINGS-BLAKE, Mayor



HEALTH DEPARTMENT

Jacquelyn Duval-Harvey, PhD
Interim Commissioner of Health
1001 E. Fayette Street
Baltimore, Maryland 21202

January 13, 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:

The Baltimore City Health Department is pleased to support the University of Maryland Baltimore Washington Medical Center's (UM BWMC) Certificate of Need 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 provided emergent percutaneous coronary intervention since 2001 and elective PCI since 2009. However, the lack of a comprehensive cardiac surgery program means critically ill patients must 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 would receive care that combines the clinical expertise and quality of UMMC cardiac surgeons and the community setting of UM BWMC. Patients can 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.

We understand that the proposed program will offer comprehensive cardiac services, including diagnostic testing, a Maryland Institute for Emergency Medical Services Systems-designated Cardiac Interventional Center with two procedure rooms and a six-bed prep/recovery area, two state-of-the-art 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, 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. We are also 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. The research and teaching collaboration can only grow stronger with the establishment of a comprehensive community-based cardiac surgery program. Lastly, we support 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. We encourage the Maryland Health Care Commission to approve UM BWMC's Certificate of Need application to establish a comprehensive community-based cardiac surgery program.

Sincerely,



Jacquelyn Duval-Harvey, Ph.D.
Interim Commissioner of Health

BARRY GLASSMAN
HARFORD COUNTY EXECUTIVE



BILLY BONIFACE
DIRECTOR OF ADMINISTRATION

January 6, 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 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.

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

410.638.3000 | 410.879.2000 | TTY Maryland Relay 711 | www.harfordcountymd.gov

220 South Main Street, Bel Air, Maryland 21014

THIS DOCUMENT IS AVAILABLE IN ALTERNATIVE FORMAT UPON REQUEST

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 blue ink, appearing to read 'Barry Glassman', with a stylized flourish extending to the right.

Barry Glassman
County Executive



Department of Aging and Disabilities

Pamela A. Jordan

2666 Riva Road, Suite 400

Annapolis, Maryland 21401

410-222-4464

<http://www.aacounty.org/Aging>

County Executive Steven R. Schuh

December 29, 2014

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

Dear Ms. Olscamp:

On the behalf of the Anne Arundel County Department of Aging and Disabilities, I 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 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 the access to care, quality of care and patients satisfaction for patients in our community and throughout Maryland, while also reducing health disparities among minority, low-income and other disadvantaged populations.

UM BWMC has successfully provided emergent percutaneous coronary intervention (PCI) since 2001 and elective PCI since 2009. However, the current lack of comprehensive cardiac surgery program at the UM BWMC means critically ill patients need to be sent elsewhere for higher levels of 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.

We are strong supporters of UM BWMC's outreach efforts, which have expanded access for underserved residents, improve public knowledge about prevention, and provided opportunities for early detection.

The Anne Arundel County Department of Aging and Disabilities is grateful for the partnership between our agency and University of Maryland Baltimore Washing Medical Center. The partnership supports the Department's mission to help all county residents remain in the community of their choice where they can live with dignity in a safe and healthy environment. Together, we have been able to bring resources and awareness to county residents on conditions that contribute to cardiovascular disease such as obesity, diabetes, and nutrition. Having an open heart cardiac surgery program in the community where patients can be close to home and all of their support systems is vital to our mission.

I strongly 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,

Pamela A. Jordan
Director



HOWARD COUNTY OFFICE OF COUNTY EXECUTIVE

3430 Court House Drive ■ Ellicott City, Maryland 21043 ■ 410-313-2013

Allan H. Kittleman
Howard County Executive
akittleman@howardcountymd.gov

www.howardcountymd.gov
FAX 410-313-3051
TDD 410-313-2323

January 7, 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 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). This proposal ensures that our residents will receive vital quality health care where they need it and when they need it. It's an important step forward that will guarantee best possible medical outcomes.

UM BWMC reports significant cardiac-related traffic from Eastern Howard County. The lack of a comprehensive cardiac surgery program at UM BWMC means critically ill patients need to be sent to unfamiliar and distant facilities for higher-level care.

The proposed cardiac surgery, research, and training program at UM BWMC means that patients and their families will benefit from the combination of clinical expertise and quality of UMMC cardiac surgeons with the hospital's community setting. Plus, patients remaining closer to family, friends, community supports and other resources to help them thrive after invasive cardiac surgery improves both patient satisfaction and comfort.

UM BWMC's proposed program offers significant medical benefits, most notably:

- 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, and
- A critical care post-operative care unit with specially-trained staff.

This proposal further helps keep medical innovation, education and outreach in our own backyard for future Maryland generations. If approved, I am excited about the possibilities for:

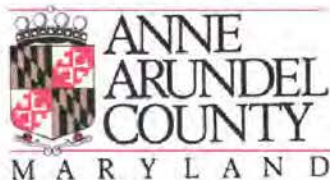
- Patients gaining access to clinical trials at UM BWMC combining the best of clinical expertise and innovative research in a community setting,
- The program's strong teaching component that builds on UM BWMC's history of success serving as a clinical rotation site for other UM SOM programs, and
- Outreach efforts to underserved residents that encourage improved public knowledge about prevention and opportunities for early detection

Maryland is blessed with a strong medical community. The UM BWMC, UM SOM and UMMC partnership helps 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 blue ink, appearing to read "Allan H. Kittleman". The signature is fluid and cursive, with a long horizontal stroke at the end.

Allan H. Kittleman
Howard County Executive



County Executive Steven R. Schuh

Office of Human Relations & Minority Affairs
44 Calvert Street, Suite 330, Annapolis, MD 21401
Phone: 410-222-1220 Fax: 410-222-1198

January 5, 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:

In my role as Special Assistant to Anne Arundel County Executive for Minority Affairs and Human Relations, 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 cause improved access to care, quality of care, and patient satisfaction for patients in our community and throughout Maryland, while also reducing health disparities among minority, low-income and other disadvantaged populations.

Although UM BWMC has successfully provided emergent percutaneous coronary intervention (PCI) since 2001 and elective PCI since 2009, 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 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. This will allow patients 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.

It has been my pleasure to serve with UM BWMC's representative as a Steering Committee member of the Healthy Anne Arundel Coalition since its inception in 2011, representing Anne Arundel County Executive's Office. I am a strong supporter of UM BWMC's outreach efforts, which have expanded access for underserved residents, improved public knowledge about prevention, provided opportunities for early detection, and provided leadership in the Coalition's priority areas of Obesity Reduction and Prevention and the Prevention and Management of Behavioral Health Disorders.

I strongly 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 blue ink, reading "Yevola S. Peters".

Yevola S. Peters
Special Assistant to County Executive Steven R. Schuh



Queen Anne's County

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

County Commissioners:

James J. Moran, At Large

Paul Comfort, District 1

Stephen Wilson, District 2

Robert Charles Buckey, District 3

Mark A. Anderson, District 4

County Administrator: Gregg A. Todd

Executive Assistant to County Commissioners: Margie A. Houck

County Attorney: Patrick Thompson, Esquire

January 6, 2015

Ms. 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 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.

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.

We 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, we are 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, we are 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. We believe the successful research and teaching

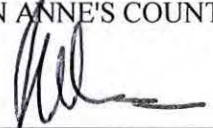


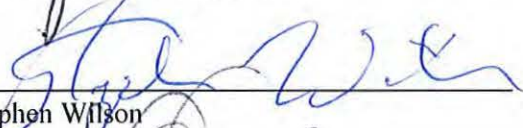
collaboration can only grow stronger with the establishment of a comprehensive community-based cardiac surgery program at UM BWMC. Lastly, we are a strong supporter of UM BWMC's outreach efforts, which have expanded access for underserved residents, improved public knowledge about prevention, and provided opportunities for early detection.

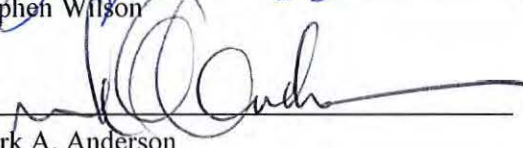
The UM BWMC, UM SOM and UMMC partnership will bring the most advanced cardiac surgery options and life-saving research to more patients than ever in Maryland. We encourage the Maryland Health Care Commission to grant approval of UM BWMC's Certificate of Need application to establish a comprehensive community-based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

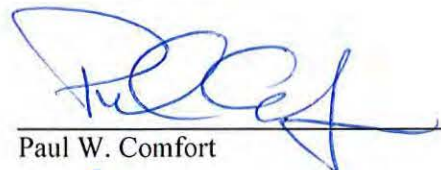
Sincerely,

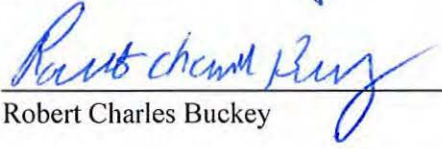
THE COUNTY COMMISSIONERS OF
QUEEN ANNE'S COUNTY



James J. Moran, President

Stephen Wilson

Mark A. Anderson

Paul W. Comfort

Robert Charles Buckey

Maura J. Rossman, MD, Health Officer

January 6, 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 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.

Howard County residents will benefit from the availability of a benefit from a local, comprehensive, community-based cardiac surgery program. 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 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. 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

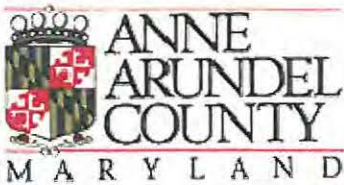
supporter of UM BWMC's outreach efforts, which have expanded access for underserved residents, improved public knowledge about prevention, and provided opportunities for early detection.

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 "Maura J. Rossman MD". The signature is fluid and cursive, with the letters "Maura" and "Rossman" being more legible than the "J." and "MD".

Maura J. Rossman, MD
Health Officer
Howard County Health Department



County Executive Steven R. Schuh
P.O. Box 2700, Annapolis, MD 21404
(410) 222-1821

December 30, 2014

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

Dear Ms. Olscamp:

I am writing to support University of Maryland Baltimore Washington Medical Center's application for a Certificate of Need to develop an open heart cardiac surgery program. That will be operated in conjunction with the University of Maryland Medical Center and the University of Maryland School of Medicine.

Baltimore Washington Medical Center, true to its mission to provide the highest quality of services to the communities it serves, has been an integral part of our community since 1965. The Emergency Department alone provides services to more than 100,000 patients every year. In 2014, BWMC has been the recipient of numerous awards, including the 2014 Delmarva Foundation Excellence Award for Quality Improvement, Mission: Lifeline® Gold Plus Receiving Quality Achievement Award and "Top Performer" status by the the Maryland Patient Safety Center. I believe that this local, comprehensive, community-based cardiac surgery program will benefit the residents of our County.

I strongly support BWMC's efforts to provide these critical cardiac services for patients in Glen Burnie and surrounding communities. Thank you for your consideration of this request.

Sincerely,

A handwritten signature in blue ink, appearing to read "Steven R. Schuh", written in a cursive style.

Steven R. Schuh
County Executive

LETTERS OF SUPPORT

— GOVERNMENT / STATE —

PAMELA G. BEIDLE
Legislative District 32
Anne Arundel County



The Maryland House of Delegates
6 Bladen Street, Room 161
Annapolis, Maryland 21401
410-841-3370 • 301-858-3370
800-492-7122 Ext. 3370
Fax 410-841-3347 • 301-858-3347
Pamela.Beidle@house.state.md.us

Environmental Matters Committee

Subcommittees

Environment

Housing and Real Property

The Maryland House of Delegates

ANNAPOLIS, MARYLAND 21401

January 5, 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 would like to take this opportunity 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 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 of 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.

BWMC is in the heart of my district, it the hospital of first choice for the majority of my constituents and is source of employment for many others. The residents of my district will truly benefit from a local, comprehensive, community-based cardiac surgery program at 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

interventional cardiology and vascular surgery. I believe 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 cursive script that reads "Pamela G. Beidle".

Pamela G. Beidle
State Delegate



THE MARYLAND HOUSE OF DELEGATES
ANNAPOLIS, MARYLAND 21401

January 19, 2015

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

UMBWC has been serving Northern Anne Arundel County and beyond for nearly half a century. Granting the CON application with UM SOM and UMMC will create a partnership that will continue to meet the medical needs of our community and expand on the comfortable atmosphere for patients by allowing their medical needs to be met in their community hospital.

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

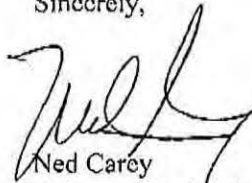
Ms. Karen Olscamp
January 19, 2015
Page Two

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 interventional cardiology and vascular surgery. I believe 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 "Ned Carey", is written over a horizontal line.

Ned Carey
Delegate, Legislative District 31A

MARK S. CHANG
Legislative District 32
Anne Arundel County

Appropriations Committee

Subcommittees
Oversight Committee on Personnel
Public Safety and Administration



The Maryland House of Delegates
6 Bladen Street, Room 160
Annapolis, Maryland 21401
410-841-3511 • 301-858-3511
800-492-7122 Ext. 3511
Fax 410-841-3580 • 301-858-3580
Mark.Chang@house.state.md.us

THE MARYLAND HOUSE OF DELEGATES
ANNAPOLIS, MARYLAND 21401

February 2, 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 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.

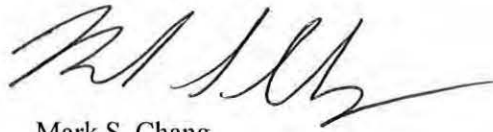
With the current rise in medical expenses to the public, it makes sense that our community should be able to access quality care. Patients assume the cost and risk of transportation to other facilities. By providing a comprehensive cardiac program to our local community, lifesaving procedures can be performed in a timely manner that can save not only lives but decrease health care cost to our patients.

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 'Mark S. Chang', with a long horizontal flourish extending to the right.

Mark S. Chang
State Delegate
District 32



THE MARYLAND GENERAL ASSEMBLY
LEGISLATIVE DISTRICT 31
ANNE ARUNDEL COUNTY

January 27, 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, the District 31 Delegation, are writing 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.

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.

While UM BWMC has been a well-known and outstanding hospital throughout the community, having this program would allow constituents to continue care at their "home" hospital by opening the door to a whole new level of surgical procedure. Patients would feel more at ease undergoing a major surgery at a hospital with which they are familiar and is a part of the community.

We 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, we are 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, we are 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. We 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, 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.

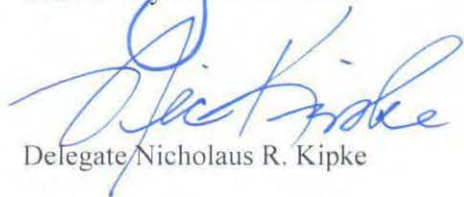
The UM BWMC, UM SOM and UMMC partnership will bring the most advanced cardiac surgery options and life-saving research to more patients than ever in Maryland. We encourage the Maryland Health Care Commission to grant approval of UM BWMC's Certificate of Need application to establish a comprehensive community-based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

Thank you for your time and consideration.

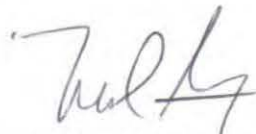
Sincerely,



Senator Bryan W. Simonaire



Delegate Nicholas R. Kipke



Delegate Ned Carey



Delegate Meagan Simonaire

EDWARD R. REILLY
33rd Legislative District
Anne Arundel County

Education, Health, and
Environmental Affairs Committee



James Senate Office Building
11 Bladen Street, Room 321
Annapolis, Maryland 21401
410-841-3568 • 301-858-3568
800-492-7122 Ext. 3568
Fax 410-841-3067
Edward.Reilly@senate.state.md.us

THE SENATE OF MARYLAND
ANNAPOLIS, MARYLAND 21401

December 30, 2014

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 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.

Adding further importance to a complete cardiac surgery program at UM BWMC, is the local accessibility to Cardiac Rehab and all follow up care for the patients. I believe that local accessibility to ones doctors will, in all likelihood, increase the patient's compliance with follow-up treatments and services.

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

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 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 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 "Edward R. Reilly". The signature is fluid and cursive, with a long, sweeping underline that extends below the printed name.

Edward R. Reilly
Senator, Anne Arundel County
Maryland State Senate

THEODORE J. SOPHOCLEUS
Legislative District 32
Anne Arundel County
Appropriations Committee



Annapolis Office
The Maryland House of Delegates
6 Bladen Street, Room 162
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Fax 410-841-3235 • 301-858-3235
Ted.Sophocleus@house.state.md.us

The Maryland House of Delegates

ANNAPOLIS, MARYLAND 21401

December 29, 2014

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 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.

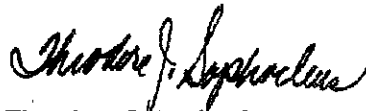
I strongly support this program and believe that patients and constituents will benefit from a local, comprehensive, community-based cardiac surgery program.

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 interventional cardiology and vascular surgery. I believe 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 resident, 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,



Theodore J. Sophocleus
Delegate

CATHLEEN M. VITALE
Legislative District 33A
Anne Arundel County

Environmental Matters
Committee



The Maryland House of Delegates

ANNAPOLIS, MARYLAND 21401

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The Maryland House of Delegates
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410-841-3510 • 301-858-3510
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Cathy.Vitale@house.state.md.us

Home Office
410-544-4937

January 5, 2015

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

Dear Ms. Olscamp,

I was pleased to learn of UM BWMC's plan 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 North County alone, there is much need.

The current lack of comprehensive cardiac surgery program at UM BWMC means critically ill patients need to be sent elsewhere for a higher level care. 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.

We have an aging population in the County. I firmly believe that part of recovery includes the ability for family and caregivers to have access during recovery to their loved ones. This can only be achieved if our resources are within our community.

Additionally, as the spouse of an emergency care responder, I know how critical care for heart patients can be from the time they arrive at the hospital. Removing the need to relocate them makes sense and allows immediate appropriate and long term care without unnecessarily relocating them.

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 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 interventional cardiology and vascular surgery. I believe 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 program that has been established is an amazing example of their desire to grow while still being our "community hospital".

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 surgery program.

Sincerely,

A handwritten signature in cursive script, appearing to read "Cathleen M. Vitale".

Cathleen M. Vitale

LETTERS OF SUPPORT

— HEALTH CARE —

(UMMS Affiliates)

February 9, 2015

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

Dear Karen,

I am writing this letter to express my full support for the UM BWMC's Certificate of Need (CON) application to develop and open an open heart surgery program here at UM BWMC in conjunction with the University of Maryland School of Medicine (UM SOM). As the Chief of Surgery and Vascular Surgery here, I know that this cardiac surgery program combined with the research opportunities and the trainees that will be part of the program will greatly improve access to care, quality of care and patient satisfaction for all of our patients in the surrounding community and throughout Maryland.

As you know, UM BWMC family of physicians is quite proud that we were part of the emergent percutaneous coronary (PCI) program since 2001 and an elective PCI program since 2009. While these programs have demonstrated some of the best results in the state, the lack of a comprehensive cardiac surgery program at UM BWMC means that critically ill patients need to be sent elsewhere when they need a higher level of care. I know personally that patients and families are often confused and disenchanted when they are referred far away or to some unfamiliar place to have their surgery. The availability of having open heart surgery here at UM BWMC would be extremely beneficial to the patients and their families as they would then be able to have the expertise of a University of Maryland heart surgeon right here in their own community setting. When patients are able to have their care in their own community both they and their families are extremely thankful. The availability of having a comprehensive seamless and high quality program here at UM BWMC will greatly improve patient satisfaction.

As Chief of Vascular Surgery, I know that having an already established, regionally known Vascular Center here at UM BWMC would greatly enhance and support a cardiac surgery program. All four of the vascular surgeons that are part of the Vascular Center here already have clinical appointments at UM SOM. They have all worked at the University of Maryland Medical Center and have supported the cardiac surgery program at the Medical Center as members of the Division of Vascular Surgery. Having that knowledge, support, expertise and relationship with all of the heart surgeons and vascular surgeons at the University of Maryland Medical Center makes the expansion here at UM BWMC a seamless transition. In fact, this same transition has already occurred within the University of Maryland System while revamping the cardiac programs at St. Joe's and PG County hospitals. Moreover, my colleagues and I here at the Vascular Center have worked personally with the cardiac surgeons involved with those expansions.

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 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, improved public knowledge about prevention, and provided opportunities for early detection.

As Chief of Surgery and Chief of Vascular Surgery, I know that we have the infrastructure, the expertise and supporting programs to make a cardiac surgery program here at UM BWMC one of the most successful in the State. 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 read "Marshall E. Benjamin". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Marshall E. Benjamin, MD
Associate Professor of Surgery
University of Maryland School of Medicine
Director, Maryland Vascular Center
Chairman, Vascular Surgery
Chairman, Department of Surgical Services
UM Baltimore Washington Medical Center

MEB/lmd

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 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 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.

In conjunction with the excellent vascular surgical support we come to know and trust from Dr. Marshal Benjamin's group, I would feel more confident in referring or recommending cardiac patients to the same high quality institution with that potential to develop a robust cardiovascular service outside of the main UMMS campus.

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,



R. Duane Ccspedes, M.D.
Attending Urologist
Shore Medical Group
UMMS Shore Regional Health



250 W. Pratt Street
24th Floor
Baltimore, Maryland 21201-6829
www.umms.org

CORPORATE OFFICE

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 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 collaboration with the University of Maryland Medical Center (UMMC) and the University of Maryland School of Medicine (UM SOM). The ability to develop one cardiac surgery program in three UMMS facilities across Maryland will improve access to care, quality of care, cost efficiencies and patient satisfaction for patients in the Baltimore/Washington area and throughout the State. We have had great success creating similar models in other clinical services, including the University of Maryland Cancer Network and the University of Maryland Center for Diabetes and Endocrinology.

The partnership and sharing of resources between UMMC and 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 UM SOM faculty cardiac surgeons in the community setting of UM BWMC. Patients will be able to stay closer to home where they have easier access to family, friends, community support systems and other resources to help aid in their recovery after invasive cardiac surgery. The availability of comprehensive, seamless, high-quality care at UM BWMC will also increase patient satisfaction and in the long-term reduce the cost of providing cardiac care services. By shifting lower acuity cardiac surgery cases to our community hospital settings, we will be able to achieve lower costs, better utilization of high cost resources and improve patient satisfaction.

If UM BWMC is granted approval to develop a cardiac surgery program, patients would have access to participate in some of the innovative clinical trials sponsored by the UM SOM and UMMC. This would allow cardiac surgery patients to combine clinical expertise and innovative research in a community setting. Through our partnership with the UM SOM, cardiac surgery residents and fellows will participate in UM BWMC's program as well. 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 our successful research and teaching collaboration can only grow stronger with the establishment of a comprehensive community-based cardiac surgery program at UM BWMC.

The System-wide partnership among UM BWMC, UMMC and UM SOM and UM SJMC 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,

Robert A. Chrencik
President and Chief Executive Officer



January 27, 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 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 28, 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.

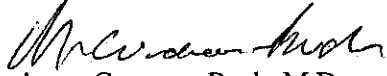
UM BWMC has successfully provided emergent percutaneous coronary intervention (PCI) since 2001 and elective PCI since 2009. However, the current lack of a comprehensive cardiac surgery program at UM BWMC means critically ill patients need to be sent elsewhere for a higher level care. Often, these referrals 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.

I have been a Hospitalist with the Inpatient Team since July 2015 and came from a different system. I do feel the need for this program in the communities that we serve. I often have patients that prefer this hospital over tertiary care centers because of the quality of care that they get here. I also have been involved in academic programs and research programs in a community hospital setting and I know it can be done. It would be very exciting to grow as an Academic/Research center and at the same be able to provide better patient care.

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 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, 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 CON application to establish a comprehensive community-based cardiac surgery program.

Sincerely,

A handwritten signature in black ink, appearing to read "Marianne Cunanan-Bush".

Marianne Cunanan-Bush, M.D
Medical director- Inpatient team
UM-BWMC



UNIVERSITY of MARYLAND
SHORE REGIONAL HEALTH

Shore Convenient Care
Dawn Donohue, CRNP

836 S 5th Avenue
Denton, MD 21629

410-479-5905 | 410-479-5901 FAX

January 23, 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 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.

Many of our patients from the Eastern Shore currently utilize services at the Annapolis campus of 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,



Dawn Donohue, MS, CRNP
Shore Convenient Care of Denton
836 S. 5th Avenue
Denton, MD 21629
410-479-5905 Phone
410-479-5901 Fax

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 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.

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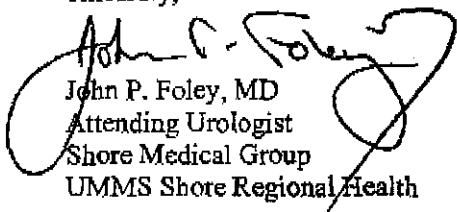
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In conjunction with the excellent vascular surgical support we come to know and trust from Dr. Marshal Benjamin's group, I would feel more confident in referring or recommending cardiac patients to the same high quality institution with that potential to develop a robust cardiovascular service outside of the main UMMS campus.

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Sincerely,



John P. Foley, MD
Attending Urologist
Shore Medical Group
UMMS Shore Regional Health

Kumar, Jen

From: Richard Fritz <rfritz@shorehealth.org>
Sent: Monday, January 26, 2015 9:42 AM
To: Kumar, Jen
Subject: cardiac surgery at UMBWMC

Richard H. Fritz, M.D.
University of Maryland Shore Regional Medical Center at Easton
219 S. Washington St.
Easton, MD. 21601

January 26, 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.

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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.

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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,

Richard H. Fritz, M.D.
Attending Physician,
University of Maryland Shore Regional Medical Center at Easton

Date: January 21, 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:

As Chief of the Division of Cardiac Surgery and on behalf of my colleagues and cardiac surgical team at the University of Maryland Medical Center 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. I am pleased that the University of Maryland School of Medicine (UM SOM) and the University of Maryland Medical Center (UMMC) is working with UMBWMC in our efforts to provide high quality specialized cardiac care in the region. With this collaboration, our surgeons will be able to continue our mission and partner with our Anne Arundel County referring physicians to offer the most effective treatment plans while keeping patients in the community. The BWMC location will provide our research programs and our residents an additional location to gain experience in the community setting. The proposed application and approved CON to UM BWMC will improve access to care, quality of care, and patient satisfaction for patients in our community and throughout Maryland.

UMMC and UM BWMC has successfully collaborated to provided emergent and elective percutaneous coronary intervention (PCI) and with the approved CON will be able to provide our comprehensive cardiac surgery program in the community setting so our patients will not have to travel far from their homes and family members. Our collaboration will not only increase patient satisfaction but provide our residents with an additional training site and provide an increased access to the SOM for our physician colleagues.

The University of Maryland Division of Cardiac Surgery runs a highly sought-after 6-year integrated cardiothoracic surgery training program. We anticipate that the cardiac surgery residents will greatly benefit from a dedicated rotation at the proposed BWMC cardiac surgery program. The Division also has a nationally recognized Clinical Research Unit (CRU) that is actively enrolling patients in over 40 prospective clinical trials. We anticipate extending enrollment in these and future key trials to the BWMC site - this will afford access to the latest in research-based protocols to the BWMC patient community and will enhance enrollment for the CRU.

The collaboration with cardiac services is one of several service lines pioneering new models of care through integration that will deliver the highest quality of services regionally with intense focus on individualized patient care and patient satisfaction. Our program will center on the correct care at the correct location. The University of Maryland is a leader in many cardiac services



in the state and has dedicated our mission and goals to providing care for the citizens in the state of Maryland with the highest quality of care that is back by bench to bedside research, state of the art equipment and highly trained physicians. Our multidisciplinary programs are designed to work with our community affiliates. Expanding our surgical program to UMBWMC will facilitate our mission and expand our focus.

I am confident the cardiac surgery program at UM BWMC will be as successful as other collaborations such as orthopaedics, urology, family medicine and vascular surgery. Our collaborations have the potential to strengthen our program with the expansion of research and teaching of our residents in a community-based program. A partnership with UMSOM, UMMC and UMBWMC will provide critical lifesaving research and cardiac surgery to more patients in Maryland than ever.

Sincerely,

A handwritten signature in black ink, appearing to be 'JSG' or similar, written in a cursive style.

James S. Gammie



UNIVERSITY of MARYLAND
SCHOOL OF MEDICINE

Bartley P. Griffith, MD
Professor, Department of Surgery
University of Maryland School of Medicine
110 S. Paca Street, 7th 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

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.

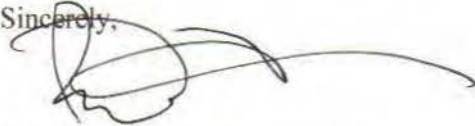
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Sincerely,

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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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, reading "Bruce R. Helmly". The signature is fluid and cursive, with the first name "Bruce" being the most prominent.

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

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:

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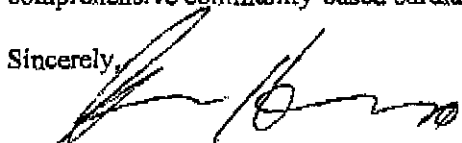
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Sincerely,



John Knud-Hansen, M.D.
Attending Urologist
Shore Medical Group
UMMS Shore Regional Health

Jan 23, 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.

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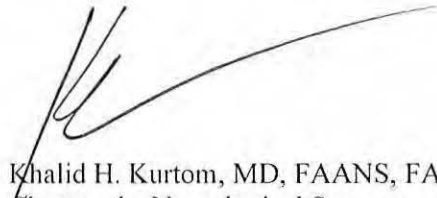
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I understand UM BWMC's proposed program will offer comprehensive cardiac services, including diagnostic testing, a Maryland Institute for Emergency Medical Services Systems (MIEMSS)-designated Cardiac Interventional Center with two procedure rooms 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 'Khalid H. Kurtom', with a long, sweeping horizontal stroke extending to the right.

Khalid H. Kurtom, MD, FAANS, FACS
Chesapeake Neurological Surgery
University of Maryland Shore Regional Health
Clinical Assistant Professor
Department of Neurosurgery
University of Maryland School of Medicine

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 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.

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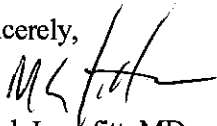
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The UM BWMC, UM SOM and UMMC partnership will bring the most advanced cardiac surgery options and life-saving research to more patients than ever in Maryland. I encourage the Maryland Health Care Commission to grant approval of UM BWMC's Certificate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

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Langfitt', written over the word 'Sincerely,'.

Mark Langfitt, MD
Shore Pediatrics
Easton, MD 21601



BALTIMORE WASHINGTON
MEDICAL CENTER

UNIVERSITY OF MARYLAND
MEDICAL SYSTEM

301 Hospital Drive
Glen Burnie, Maryland 21061
mybwmc.org

January 12, 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 in full support of 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 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.

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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 cursive script that reads "Larry Linder, MD". The signature is written in dark ink and is positioned above the printed name.

Larry Linder, M.D.,FACEP, FAAEM
Senior V.P. and C.M.O.

Kumar, Jen

From: Thomas Lubeski <tlubeski@shorehealth.org>
Sent: Friday, January 23, 2015 1:46 PM
To: Kumar, Jen
Subject: Document1
Attachments: Doc1.docx

Thomas Lubeski DO, FACOS, WCC
UMMS Shore Regional Hospital, Wound Care Center
503A Dutchman's Lane
Easton, MD 21601

January 23, 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.

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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,

Thomas Lubeski DO, FACOS, WCC
Medical Director
UMMS Shore Regional Hospital
Wound Care Center

January 7, 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.

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As a primary care provider, I have witnessed the immense anxiety that patients have to endure when they are informed of the need for a heart bypass. This anxiety is multiplied when the patients are transferred to another medical center for the procedure, far from their physicians including the cardiologists who are closely familiar with the patient. The long term relationship between the patients and their families with the local physicians is an important factor in the long term outcome and over all patient experience. The transfer of the patients to another hospital also delays the treatment as the new team needs to become familiar with the patient and the added steps also increase the risk of information omission and complications.

Additionally, UMBWMC's location makes it a prime candidate for this program in Ann Arundel County. With the fast growth of the western county, UMBWMC has provided access to care to many of our residents who moved to our county. Furthermore, access to UMBWMC is easier for residents of Howard County, PG County and Eastern Maryland compared to centers in Baltimore.

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 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, improved public knowledge about prevention, and provided opportunities for early detection.

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Sincerely,



Bahador Momeni, MD, MBA

Director, Out Patient Primary Care Practices

UM Baltimore Washington Medical Center

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 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.

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In conjunction with the excellent vascular surgical support we come to know and trust from Dr. Marshal Benjamin's group, I would feel more confident in referring or recommending cardiac patients to the same high quality institution with that potential to develop a robust cardiovascular service outside of the main UMMS campus.

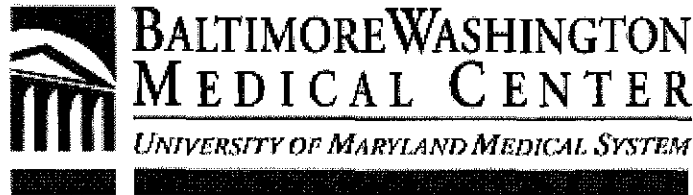
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Sincerely,



Christopher Parry, D.O.
Attending Urologist
Shore Medical Group
UMMS Shore Regional Health



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.

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Cardiovascular disease is the leading cause of death among our patients with diabetes. While for non-diabetic patients, PCI has outstanding outcomes, this is not the case for our diabetic patients. In patients with diabetes and CAD, evidence has shown that there is benefit of coronary artery bypass graft surgery (CABG) over PCI with stenting. A recent trial published in 2012 (FREEDOM trial) demonstrated that there was a lower combined rate of all-cause death, myocardial infarction and stroke in those patients who underwent CABG compared to those who underwent stenting with drug eluting stents. The most recent professional guidelines in 2014 from the American College of Cardiologists, American Heart Association (among others) recommends CABG over PCI in our diabetic population with multivessel coronary disease. Clearly, a cardiac surgical center at our institution would have a profound impact on our diabetic population.



**BALTIMORE WASHINGTON
MEDICAL CENTER**
UNIVERSITY OF MARYLAND MEDICAL SYSTEM

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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,

Kathleen Prendergast, M.D.

Medical Director

University of Maryland Center for Diabetes and Endocrinology

Affiliate at Baltimore Washington Medical Center

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 read 'Sanjay', is written over a horizontal line.

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



January 27, 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.

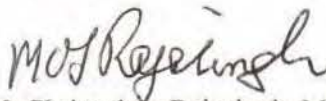
UM BWMC has successfully provided emergent percutaneous coronary intervention (PCI) since 2001 and elective PCI since 2009. However, the current lack of a comprehensive cardiac surgery program at UM BWMC means critically ill patients need to be sent elsewhere for a higher level care. Often, these referrals 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 black ink, appearing to read "M. Christadoss Rajasingh".

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



UNIVERSITY of MARYLAND
SCHOOL OF MEDICINE

January 12, 2015

Karen Olscamp

President and Chief Executive Officer

University of Maryland Baltimore Washington Medical Center

301 Hospital Drive

Glen Burnie, MD 21061

E. ALBERT REECE, MD, PhD, MBA

Vice President for Medical Affairs, University of Maryland
John Z. and Akiko K. Bowers Distinguished Professor and
Dean, University of Maryland School of Medicine

655 West Baltimore Street, 14-029

Baltimore, MD 21201-1509

410 706 7410 | 410 706 0235 FAX

deanmed@som.umaryland.edu

www.medschool.umaryland.edu

Dear Ms. Olscamp,

I am writing to express my full support for the University of Maryland Baltimore Washington Medical Center's (BWMC) 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.

The School of Medicine will benefit from the proposed BWMC program in a number of ways. The SOM Division of Cardiac Surgery runs a highly sought-after 6-year integrated cardiothoracic surgery training program. We anticipate that the cardiac surgery residents will greatly benefit from a dedicated rotation at the proposed BWMC cardiac surgery training program. The Division also has a nationally recognized Clinical Research Unit (CRU) that is actively enrolling patients in over 40 prospective clinical trials. We anticipate extending enrollment in these and future key trials to the BWMC site - this will afford access to the latest in research-based protocols to the BWMC patient community and will enhance enrollment for the CRU.

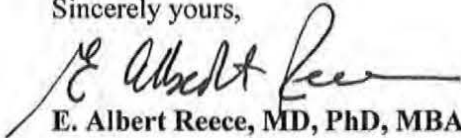
UM BWMC's proposed program will offer comprehensive cardiac services, including diagnostic testing, a Maryland Institute for Emergency Medical Services Systems (MIEMSS)-designated Cardiac Interventional Center with two procedure rooms and a 6 bed prep/recovery area, two state-of-the-art and fully-equipped 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 yours,

A handwritten signature in black ink, appearing to read "E. Albert Reece", with a long horizontal flourish extending to the right.

E. Albert Reece, MD, PhD, MBA

*Vice President for Medical Affairs, University of Maryland
John Z. and Akiko K. Bowers Distinguished Professor and
Dean, University of Maryland School of Medicine*



January 27, 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.

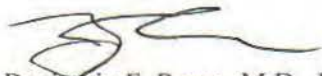
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UM SOM already has an established cardiac surgery clinic in Queenstown, Maryland. If UM BWMC were to have a cardiac surgery program it would allow these patients to travel to a closer hospital for the same high quality care that they are currently 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 black ink, appearing to read 'B. Remo', with a stylized flourish extending to the right.

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



Jeffrey A. Rivest
President and CEO

22 South Greene Street
Baltimore, Maryland 21201

January 6, 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 collaboration with the University of Maryland Medical Center (UMMC) and the University of Maryland School of Medicine (UM SOM). 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, cost efficiencies and patient satisfaction for patients in the Baltimore/Washington area and throughout Maryland.

UMMC intends to partner closely and share our resources and expertise to support the expansion and availability of our University of Maryland cardiac surgery services at UM BWMC. This 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 in 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 and in the long-term reduce the cost of providing cardiac care services. By shifting lower acuity cardiac surgery cases to our community hospital setting, we should be able to achieve lower cost, better utilization of high cost resources and improve patient satisfaction.

The 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. UMMC has worked collaborative with UM BWMC to plan this new service from staffing training through sharing our outstanding quality program. If UM BWMC is granted approval to develop a cardiac surgery program, patients would have access to participate in some of the innovative clinical trials sponsored by UM SOM and UMMC. This would allow cardiac surgery patients to combine clinical expertise and innovative research in a community setting. I anticipate that UMMC's cardiac surgery residents and fellows will participate in UM BWMC's program as well. 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 our 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, UMMC and UM SOM 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 in collaboration with UMMC an CON to establish a comprehensive community-based cardiac surgery program.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeffrey A. Rivest".

Jeffrey A. Rivest, MS, FACHE

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 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 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.

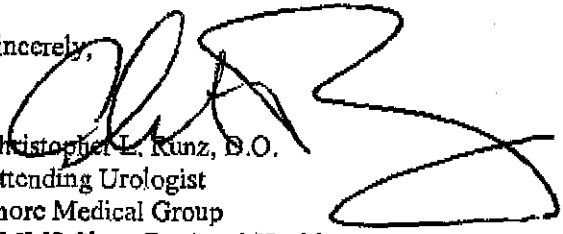
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In conjunction with the excellent vascular surgical support we come to know and trust from Dr. Marshal Benjamin's group, I would feel more confident in referring or recommending cardiac patients to the same high quality institution with that potential to develop a robust cardiovascular service outside of the main UMMS campus.

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,



Christopher L. Runz, D.O.
Attending Urologist
Shore Medical Group
UMMS Shore Regional Health

Kumar, Jen

From: Timothy Schneider <tschneider@shorehealth.org>
Sent: Monday, January 26, 2015 8:57 AM
To: Kumar, Jen
Subject: CON Letter for Cardiac Surgery at UMBWMC
Attachments: CON for UMBWMC Cardiac Surgery Letter.doc



29466 Pintail Drive Suite 3/ Easton, MD 21601

January 26, 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.

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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,

Timothy J. Schneider, MD, FACS
Otolaryngology/Head & Neck Surgery
tschneider@shorehealth.org
410.820.9119
410.820.9554 fax



29466 Pintail Drive Suite 3/ Easton, MD 21601



January 23, 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.

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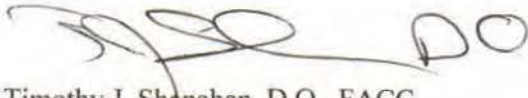
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management services, a cardiac rehabilitation program and other services. If this program is approved, I am excited that patients will have access to participate in clinical trials at UM BWMC. Thus, the program will allow cardiac surgery patients to 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 'Timothy J. Shanahan', followed by a large, stylized 'DO'.

Timothy J. Shanahan, D.O., FACC

Medical Director, Chesapeake Cardiology at Shore Regional Health

Seated Physician Board Member, University of Maryland Community Medical Group/UM-CMG

January 8th, 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.

With over 100,000 emergency department visits per year, the UM BWMC ED is the second busiest in the entire state. And given those volumes, the number of cardiac related patient visits is also quite high. 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. As tertiary care facilities continue to be challenged with accepting transfer from outside hospitals, providing services such as cardiac surgery locally is vitally important to the safety and efficiency of both the patients requiring the surgery and the other patients that need to be seen. Treating cardiac surgery patients at UM BWMC would allow our patients' families to be easily accessible and engaged, provide them definitive care sooner, and expedite the process such that all 100,000 patients in our ED benefit from being able to be seen sooner.

Furthermore, as a community where the patient's personal cardiologist is often fully involved with the care of their patients in the hospital, allowing a patient to stay at UM BWMC will permit the physicians who know them best to continue to care for them. This continuity of care has been consistently proven to improve outcomes for patients.

And finally, the ED at UM BWMC is considered a 'best practice' within the University of Maryland Medical System and with that comes the expectation that our ED is here to serve the patients of our community. The ED strives to remain off any ambulance alerts such that patients are confident that they will be sent to their local hospital where their physicians and records are easily accessible. This also demonstrates the strong relationship the ED has with the county's EMS system. Having EMS be able to come to the closest community hospital allows them to get back out to the community to care for others as soon as possible.

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 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, 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 CON application to establish a comprehensive community-based cardiac surgery program.

Sincerely,



Neel Vibhakar, MD FACEP
Chairman
Department of Emergency Medicine
University of Maryland Baltimore Washington Medical Center
O: 410-787-4270
nvibhakar@bwmc.umms.org

January 12, 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 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.

By having an open heart cardiac surgery program at UM-BWMC, the likelihood of patient compliance/attendance in Outpatient Cardiac Rehabilitation also improves. Outpatient Cardiac Rehabilitation, besides the proven clinical benefits, often results in improved patient social & community engagement and quality of life. Studies have shown that those who have high levels of social engagement also access acute medical services less often than others. Consequently, open heart surgery followed by Outpatient Cardiac Rehabilitation at UM-BWMC can be important components of an overall population health strategy that also reduces costs.

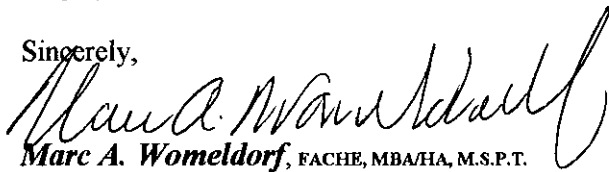
UM-BWMC's Outpatient Cardiopulmonary Rehabilitation Department staff has the credentials, experience and desire to participate in a more seamless continuum of care afforded by locally provided open heart surgery. The American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR) accredited Department celebrates its' 30th year of operation in 2015. And two of our four full-time staff members were also staff at our Cardiac Rehabilitation Program's inception. I cannot think of a better opportunity for postoperative open heart patients to reach their highest level of function than to work with our team.

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 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, 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 CON application to establish a comprehensive community-based cardiac surgery program.

Sincerely,



Marc A. Womeldorf, FACHE, MBA/HA, M.S.P.T.

Director of Rehabilitation, UM Baltimore Washington Medical Center

"Helping patients and their families to help themselves."

301 Hospital Drive Glen Burnie, MD 21061

Telephone: 410-787-4430

Fax: 410-595-1983

mwomeldorf@bwmc.umms.org

LETTERS OF SUPPORT

— HEALTH CARE —

(General)

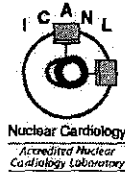
Arundel Heart Associates, P.A.
Board Certified in Cardiology and Internal Medicine

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.

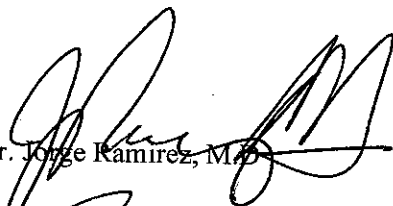
As a world-renowned academic medical center, UMMC historically has offered patients access to clinical trials and groundbreaking treatment options. We are excited that the proposed cardiac surgery program will give our patients the opportunity to participate in these clinical trials at UM BWMC. Thus, 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.

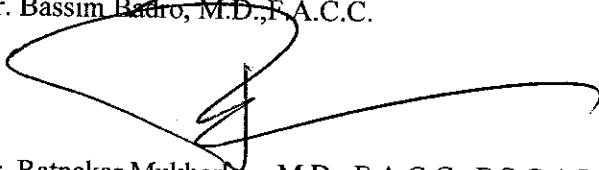
Sincerely,



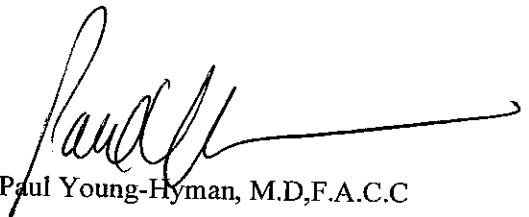
Dr. Jorge Ramirez, M.D.



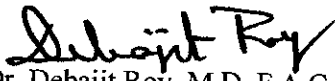
Dr. Bassim Badro, M.D., F.A.C.C.



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



Nabil Badro MD
Board Certified Surgeon

January 29, 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 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 of 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.

My patients as well as their families will benefit by having a Cardiac Surgery Facility in our community in Glen Burnie. It will also be beneficial for me for continuity of care and follow up on my patients after their cardiac surgery. It will benefit me to have my patients at a hospital that is closer to my office and one that I currently already have privileges.

I understand UM BWMC's proposed program will offer comprehensive cardiac services, including diagnostic testing, a Maryland Institute for Emergency Medical Services System (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 research trials at UM BWMC. Thus, the program will allow cardiac surgery patient 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.



Nabil Badro MD
Board Certified Surgeon

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 CON application to establish a comprehensive community-based cardiac surgery program.

Sincerely,

A handwritten signature in black ink, appearing to read "Nabil Badro".

Nabil Badro, MD FACS



CARDIOVASCULAR DIAGNOSTIC CENTER, PA

ASHWANI K. BASSI, M.D., F.A.C.C.
INVASIVE & INTERVENTIONAL CARDIOVASCULAR MEDICINE

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:

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 2013, our practice cared for 5000+ patients who live in the Glen Burnie area. The attached schedule identifies the number of patients we referred for cardiac surgery and percutaneous coronary intervention (PCI) in calendar year 2013 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,


Ashwani K Bassi, MD

January 13, 2015

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

Dear Karen:

We write to express our enthusiastic 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). We believe 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.

As you know Maryland Primary Care Physicians (MPCP) is a group practice of physicians and credentialed staff, including family doctors, internists, and cardiologists who provide comprehensive care at ten offices across central Maryland, including our Eastern Shore office in Queen Anne's County. Our 70 board-certified providers enjoy an excellent reputation in the community, and while our group just celebrated its 19th year in practice, many of our practices have been serving our communities for over 30 years. Our patients place their trust in our coordination of their care, which often includes referring them to the best available resources to meet their specialized care needs.

In calendar year 2014, our practice cared for 136,000 patients who live in the Central Maryland area. Of that total, our providers referred over 7500, or 6% of those patients to cardiologists. Having additional cardiac surgery services available at UM BWMC, conveniently located near the center of our service area, obviates the need to send seriously ill patients very far for the care they require. 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.

We are extremely pleased to be aligned 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. Since that time we have referred thousands of patients to UM BWMC 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.

Maryland Primary Care Physicians views the UM BWMC, UM SOM and UMMC partnership as a great opportunity to bring the most advanced cardiac surgery options and life-

Karen Olscamp
Page 2
January 13, 2015

saving research to more patients than ever, and we encourage the Maryland Health Care Commission to grant approval of UM BWMC's CON application for a comprehensive community-based cardiac surgery program.

Please feel free to contact me at any time if you require any additional information.

Once again, MPCP wholeheartedly endorses UM BWMC's CON application for a comprehensive community-based cardiac surgery program.

Sincerely,

A handwritten signature in blue ink, appearing to read 'D. Buntz', with a long horizontal flourish extending to the right.

Donald P. Buntz, CEO

SANG C. DOH, M.D., P.A.
1600 Cain Highway, Suite 504
Glen Burnie, MD 21061
Tel. 410-760-6623

January 7, 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.

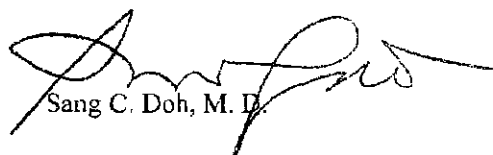
UM BWMC has successfully provided emergent percutaneous coronary intervention (PCI) since 2001 and elective PCI since 2009. However, the current lack of a comprehensive cardiac surgery program at UM BWMC means critically ill patients need to be sent elsewhere for a higher level care. Often, these referrals 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.

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 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, 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 CON application to establish a comprehensive community-based cardiac surgery program.

Sincerely,

A handwritten signature in black ink, appearing to read 'Sang C. Doh', written over the printed name.

Sang C. Doh, M. D.



Patricia G. Gao, M.D., LLC

Board Certified Internal Medicine

203 Hospital Drive – Suite 210 – Glen Burnie, MD 21061
410-760-7333 – Fax 410-760-7553

January 6, 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 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.

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 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, 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 CON application to establish a comprehensive community-based cardiac surgery program.

Sincerely,

Dr. Patricia G. Gao

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
University of Maryland Baltimore Washington Medical Center
301 Hospital Drive
Glen Burnie, MD 21061

Dear Ms. Olscamp:

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.

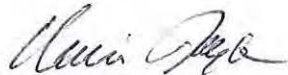
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The UM BWMC, UM SOM and UMMC partnership will bring the most advanced cardiac surgery options and life-saving research to more patients than ever. We encourage the Maryland Health Care Commission to grant approval of UM BWMC's CON application for a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

Sincerely,



Marc Okun M.D



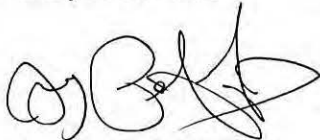
Kevin Doyle M.D



Kelly Miller M.D



Samuel Yoon M.D



Jay Penafiel M.D



David Aiello M.D



Andrew Zohlman M.D

UMMC

| Referring Phys. Name | | FY2013Q1 Total | | | | | | | | | | | | FY2013Q2 Total | | | | | | | | | | | | FY2013Q3 Total | | | | | | | | | | | | FY2013Q4 Total | | | | | | | | | | | | FY2013 Totals | | | | | | | | | | | | FY2014Q1 Total | | | | | | | | | | | | FY2014Q2 Total | | | | | | | | | | | | FY2014Q3 Total | | | | | | | | | | | | FY2014Q4 Total | | | | | | | | | | | | FY2014 Totals | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | | Jul-12 | Aug-12 | Sep-12 | Oct-12 | Nov-12 | Dec-12 | Jan-13 | Feb-13 | Mar-13 | Apr-13 | May-13 | Jun-13 | Jul-13 | Aug-13 | Sep-13 | Oct-13 | Nov-13 | Dec-13 | Jan-14 | Feb-14 | Mar-14 | Apr-14 | May-14 | Jun-14 | Jul-14 | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 | Jun-15 | Jul-15 | Aug-15 | Sep-15 | Oct-15 | Nov-15 | Dec-15 | Jan-16 | Feb-16 | Mar-16 | Apr-16 | May-16 | Jun-16 | Jul-16 | Aug-16 | Sep-16 | Oct-16 | Nov-16 | Dec-16 | Jan-17 | Feb-17 | Mar-17 | Apr-17 | May-17 | Jun-17 | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 | Jan-20 | Feb-20 | Mar-20 | Apr-20 | May-20 | Jun-20 | Jul-20 | Aug-20 | Sep-20 | Oct-20 | Nov-20 | Dec-20 | Jan-21 | Feb-21 | Mar-21 | Apr-21 | May-21 | Jun-21 | Jul-21 | Aug-21 | Sep-21 | Oct-21 | Nov-21 | Dec-21 | Jan-22 | Feb-22 | Mar-22 | Apr-22 | May-22 | Jun-22 | Jul-22 | Aug-22 | Sep-22 | Oct-22 | Nov-22 | Dec-22 | Jan-23 | Feb-23 | Mar-23 | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 | Jan-24 | Feb-24 | Mar-24 | Apr-24 | May-24 | Jun-24 | Jul-24 | Aug-24 | Sep-24 | Oct-24 | Nov-24 | Dec-24 | Jan-25 | Feb-25 | Mar-25 | Apr-25 | May-25 | Jun-25 | Jul-25 | Aug-25 | Sep-25 | Oct-25 | Nov-25 | Dec-25 | Jan-26 | Feb-26 | Mar-26 | Apr-26 | May-26 | Jun-26 | Jul-26 | Aug-26 | Sep-26 | Oct-26 | Nov-26 | Dec-26 | Jan-27 | Feb-27 | Mar-27 | Apr-27 | May-27 | Jun-27 | Jul-27 | Aug-27 | Sep-27 | Oct-27 | Nov-27 | Dec-27 | Jan-28 | Feb-28 | Mar-28 | Apr-28 | May-28 | Jun-28 | Jul-28 | Aug-28 | Sep-28 | Oct-28 | Nov-28 | Dec-28 | Jan-29 | Feb-29 | Mar-29 | Apr-29 | May-29 | Jun-29 | Jul-29 | Aug-29 | Sep-29 | Oct-29 | Nov-29 | Dec-29 | Jan-30 | Feb-30 | Mar-30 | Apr-30 | May-30 | Jun-30 | Jul-30 | Aug-30 | Sep-30 | Oct-30 | Nov-30 | Dec-30 | Jan-31 | Feb-31 | Mar-31 | Apr-31 | May-31 | Jun-31 | Jul-31 | Aug-31 | Sep-31 | Oct-31 | Nov-31 | Dec-31 | Jan-32 | Feb-32 | Mar-32 | Apr-32 | May-32 | Jun-32 | Jul-32 | Aug-32 | Sep-32 | Oct-32 | Nov-32 | Dec-32 | Jan-33 | Feb-33 | Mar-33 | Apr-33 | May-33 | Jun-33 | Jul-33 | Aug-33 | Sep-33 | Oct-33 | Nov-33 | Dec-33 | Jan-34 | Feb-34 | Mar-34 | Apr-34 | May-34 | Jun-34 | Jul-34 | Aug-34 | Sep-34 | Oct-34 | Nov-34 | Dec-34 | Jan-35 | Feb-35 | Mar-35 | Apr-35 | May-35 | Jun-35 | Jul-35 | Aug-35 | Sep-35 | Oct-35 | Nov-35 | Dec-35 | Jan-36 | Feb-36 | Mar-36 | Apr-36 | May-36 | Jun-36 | Jul-36 | Aug-36 | Sep-36 | Oct-36 | Nov-36 | Dec-36 | Jan-37 | Feb-37 | Mar-37 | Apr-37 | May-37 | Jun-37 | Jul-37 | Aug-37 | Sep-37 | Oct-37 | Nov-37 | Dec-37 | Jan-38 | Feb-38 | Mar-38 | Apr-38 | May-38 | Jun-38 | Jul-38 | Aug-38 | Sep-38 | Oct-38 | Nov-38 | Dec-38 | Jan-39 | Feb-39 | Mar-39 | Apr-39 | May-39 | Jun-39 | Jul-39 | Aug-39 | Sep-39 | Oct-39 | Nov-39 | Dec-39 | Jan-40 | Feb-40 | Mar-40 | Apr-40 | May-40 | Jun-40 | Jul-40 | Aug-40 | Sep-40 | Oct-40 | Nov-40 | Dec-40 | Jan-41 | Feb-41 | Mar-41 | Apr-41 | May-41 | Jun-41 | Jul-41 | Aug-41 | Sep-41 | Oct-41 | Nov-41 | Dec-41 | Jan-42 | Feb-42 | Mar-42 | Apr-42 | May-42 | Jun-42 | Jul-42 | Aug-42 | Sep-42 | Oct-42 | Nov-42 | Dec-42 | Jan-43 | Feb-43 | Mar-43 | Apr-43 | May-43 | Jun-43 | Jul-43 | Aug-43 | Sep-43 | Oct-43 | Nov-43 | Dec-43 | Jan-44 | Feb-44 | Mar-44 | Apr-44 | May-44 | Jun-44 | Jul-44 | Aug-44 | Sep-44 | Oct-44 | Nov-44 | Dec-44 | Jan-45 | Feb-45 | Mar-45 | Apr-45 | May-45 | Jun-45 | Jul-45 | Aug-45 | Sep-45 | Oct-45 | Nov-45 | Dec-45 | Jan-46 | Feb-46 | Mar-46 | Apr-46 | May-46 | Jun-46 | Jul-46 | Aug-46 | Sep-46 | Oct-46 | Nov-46 | Dec-46 | Jan-47 | Feb-47 | Mar-47 | Apr-47 | May-47 | Jun-47 | Jul-47 | Aug-47 | Sep-47 | Oct-47 | Nov-47 | Dec-47 | Jan-48 | Feb-48 | Mar-48 | Apr-48 | May-48 | Jun-48 | Jul-48 | Aug-48 | Sep-48 | Oct-48 | Nov-48 | Dec-48 | Jan-49 | Feb-49 | Mar-49 | Apr-49 | May-49 | Jun-49 | Jul-49 | Aug-49 | Sep-49 | Oct-49 | Nov-49 | Dec-49 | Jan-50 | Feb-50 | Mar-50 | Apr-50 | May-50 | Jun-50 | Jul-50 | Aug-50 | Sep-50 | Oct-50 | Nov-50 | Dec-50 | Jan-51 | Feb-51 | Mar-51 | Apr-51 | May-51 | Jun-51 | Jul-51 | Aug-51 | Sep-51 | Oct-51 | Nov-51 | Dec-51 | Jan-52 | Feb-52 | Mar-52 | Apr-52 | May-52 | Jun-52 | Jul-52 | Aug-52 | Sep-52 | Oct-52 | Nov-52 | Dec-52 | Jan-53 | Feb-53 | Mar-53 | Apr-53 | May-53 | Jun-53 | Jul-53 | Aug-53 | Sep-53 | Oct-53 | Nov-53 | Dec-53 | Jan-54 | Feb-54 | Mar-54 | Apr-54 | May-54 | Jun-54 | Jul-54 | Aug-54 | Sep-54 | Oct-54 | Nov-54 | Dec-54 | Jan-55 | Feb-55 | Mar-55 | Apr-55 | May-55 | Jun-55 | Jul-55 | Aug-55 | Sep-55 | Oct-55 | Nov-55 | Dec-55 | Jan-56 | Feb-56 | Mar-56 | Apr-56 | May-56 | Jun-56 | Jul-56 | Aug-56 | Sep-56 | Oct-56 | Nov-56 | Dec-56 | Jan-57 | Feb-57 | Mar-57 | Apr-57 | May-57 | Jun-57 | Jul-57 | Aug-57 | Sep-57 | Oct-57 | Nov-57 | Dec-57 | Jan-58 | Feb-58 | Mar-58 | Apr-58 | May-58 | Jun-58 | Jul-58 | Aug-58 | Sep-58 | Oct-58 | Nov-58 | Dec-58 | Jan-59 | Feb-59 | Mar-59 | Apr-59 | May-59 | Jun-59 | Jul-59 | Aug-59 | Sep-59 | Oct-59 | Nov-59 | Dec-59 | Jan-60 | Feb-60 | Mar-60 | Apr-60 | May-60 | Jun-60 | Jul-60 | Aug-60 | Sep-60 | Oct-60 | Nov-60 | Dec-60 | Jan-61 | Feb-61 | Mar-61 | Apr-61 | May-61 | Jun-61 | Jul-61 | Aug-61 | Sep-61 | Oct-61 | Nov-61 | Dec-61 | Jan-62 | Feb-62 | Mar-62 | Apr-62 | May-62 | Jun-62 | Jul-62 | Aug-62 | Sep-62 | Oct-62 | Nov-62 | Dec-62 | Jan-63 | Feb-63 | Mar-63 | Apr-63 | May-63 | Jun-63 | Jul-63 | Aug-63 | Sep-63 | Oct-63 | Nov-63 | Dec-63 | Jan-64 | Feb-64 | Mar-64 | Apr-64 | May-64 | Jun-64 | Jul-64 | Aug-64 | Sep-64 | Oct-64 | Nov-64 | Dec-64 | Jan-65 | Feb-65 | Mar-65 | Apr-65 | May-65 | Jun-65 | Jul-65 | Aug-65 | Sep-65 | Oct-65 | Nov-65 | Dec-65 | Jan-66 | Feb-66 | Mar-66 | Apr-66 | May-66 | Jun-66 | Jul-66 | Aug-66 | Sep-66 | Oct-66 | Nov-66 | Dec-66 | Jan-67 | Feb-67 | Mar-67 | Apr-67 | May-67 | Jun-67 | Jul-67 | Aug-67 | Sep-67 | Oct-67 | Nov-67 | Dec-67 | Jan-68 | Feb-68 | Mar-68 | Apr-68 | May-68 | Jun-68 | Jul-68 | Aug-68 | Sep-68 | Oct-68 | Nov-68 | Dec-68 | Jan-69 | Feb-69 | Mar-69 | Apr-69 | May-69 | Jun-69 | Jul-69 | Aug-69 | Sep-69 | Oct-69 | Nov-69 | Dec-69 | Jan-70 | Feb-70 | Mar-70 | Apr-70 | May-70 | Jun-70 | Jul-70 | Aug-70 | Sep-70 | Oct-70 | Nov-70 | Dec-70 | Jan-71 | Feb-71 | Mar-71 | Apr-71 | May-71 | Jun-71 | Jul-71 | Aug-71 | Sep-71 | Oct-71 | Nov-71 | Dec-71 | Jan-72 | Feb-72 | Mar-72 | Apr-72 | May-72 | Jun-72 | Jul-72 | Aug-72 | Sep-72 | Oct-72 | Nov-72 | Dec-72 | Jan-73 | Feb-73 | Mar-73 | Apr-73 | May-73 | Jun-73 | Jul-73 | Aug-73 | Sep-73 | Oct-73 | Nov-73 | Dec-73 | Jan-74 | Feb-74 | Mar-74 | Apr-74 | May-74 | Jun-74 | Jul-74 | Aug-74 | Sep-74 | Oct-74 | Nov-74 | Dec-74 | Jan-75 | Feb-75 | Mar-75 | Apr-75 | May-75 | Jun-75 | Jul-75 | Aug-75 | Sep-75 | Oct-75 | Nov-75 | Dec-75 | Jan-76 | Feb-76 | Mar-76 | Apr-76 | May-76 | Jun-76 | Jul-76 | Aug-76 | Sep-76 | Oct-76 | Nov-76 | Dec-76 | Jan-77 | Feb-77 | Mar-77 | Apr-77 | May-77 | Jun-77 | Jul-77 | Aug-77 | Sep-77 | Oct-77 | Nov-77 | Dec-77 | Jan-78 | Feb-78 | Mar-78 | Apr-78 | May-78 | Jun-78 | Jul-78 | Aug-78 | Sep-78 | Oct-78 | Nov-78 | Dec-78 | Jan-79 | Feb-79 | Mar-79 | Apr-79 | May-79 | Jun-79 | Jul-79 | Aug-79 | Sep-79 | Oct-79 | Nov-79 | Dec-79 | Jan-80 | Feb-80 | Mar-80 | Apr-80 | May-80 | Jun-80 | Jul-80 | Aug-80 | Sep-80 | Oct-80 | Nov-80 | Dec-80 | Jan-81 | Feb-81 | Mar-81 | Apr-81 | May-81 | Jun-81 | Jul-81 | Aug-81 | Sep-81 | Oct-81 | Nov-81 | Dec-81 | Jan-82 | Feb-82 | Mar-82 | Apr-82 | May-82 | Jun-82 | Jul-82 | Aug-82 | Sep-82 | Oct-82 | Nov-82 | Dec-82 | Jan-83 | Feb-83 | Mar-83 | Apr-83 | May-83 | Jun-83 | Jul-83 | Aug-83 | Sep-83 | Oct-83 | Nov-83 | Dec-83 | Jan-84 | Feb-84 | Mar-84 | Apr-84 | May-84 | Jun-84 | Jul-84 | Aug-84 | Sep-84 | Oct-84 | Nov-84 | Dec-84 | Jan-85 | Feb-85 | Mar-85 | Apr-85 | May-85 | Jun-85 | Jul-85 | Aug-85 | Sep-85 | Oct-85 | Nov-85 | Dec-85 | Jan-86 | Feb-86 | Mar-86 | Apr-86 | May-86 | Jun-86 | Jul-86 | Aug-86 | Sep-86 | Oct-86 | Nov-86 | Dec-86 | Jan-87 | Feb-87 | Mar-87 | Apr-87 | May-87 | Jun-87 | Jul-87 | Aug-87 | Sep-87 | Oct-87 | Nov-87 | Dec-87 | Jan-88 | Feb-88 | Mar-88 | Apr-88 | May-88 | Jun-88 | Jul-88 | Aug-88 | Sep-88 | Oct-88 | Nov-88 | Dec-88 | Jan-89 | Feb-89 | Mar-89 | Apr-89 | May-89 | Jun-89 | Jul-89 | Aug-89 | Sep-89 | Oct-89 | Nov-89 | Dec-89 | Jan-90 | Feb-90 | Mar-90 | Apr-90 | May-90 | Jun-90 | Jul-90 | Aug-90 | Sep-90 | Oct-90 | Nov-90 | Dec-90 | Jan-91 | Feb-91 | Mar-91 | Apr-91 | May-91 | Jun-91 | Jul-91 | Aug-91 | Sep-91 | Oct-91 | Nov-91 | Dec-91 | Jan-92 | Feb-92 | Mar-92 | Apr-92 | May-92 | Jun-92 | Jul-92 | Aug-92 | Sep-92 | Oct-92 | Nov-92 | Dec-92 | Jan-93 | Feb-93 | Mar-93 | Apr-93 | May-93 | Jun-93 | Jul-93 | Aug-93 | Sep-93 | Oct-93 | Nov-93 | Dec-93 | Jan-94 | Feb-94 | Mar-94 | Apr-94 | May-94 | Jun-94 | Jul-94 | Aug-94 | Sep-94 | Oct-94 | Nov-94 | Dec-94 | Jan-95 | Feb-95 | Mar-95 | Apr-95 | May-95 | Jun-95 | Jul-95 | Aug-95 | Sep-95 | Oct-95 | Nov-95 | Dec-95 | Jan-96 | Feb-96 | Mar-96 | Apr-96 | May-96 | Jun-96 | Jul-96 | Aug-96 | Sep-96 | Oct-96 | Nov-96 | Dec-96 | Jan-97 | Feb-97 | Mar-97 | Apr-97 | May-97 | Jun-97 | Jul-97 | Aug-97 | Sep-97 | Oct-97 | Nov-97 | Dec-97 | Jan-98 | Feb-98 | Mar-98 | Apr-98 | May-98 | Jun-98 | Jul-98 | Aug-98 | Sep-98 | Oct-98 | Nov-98 | Dec-98 | Jan-99 | Feb-99 | Mar-99 | Apr-99 | May-99 | Jun-99 | Jul-99 | Aug-99 | Sep-99 | Oct-99 | Nov-99 | Dec-99 | Jan-00 | Feb-00 | Mar-00 | Apr-00 | May-00 | Jun-00 | Jul-00 | Aug-00 | Sep-00 | Oct-00 | Nov-00 | Dec-00 | Jan-01 | Feb-01 | Mar-01 | Apr-01 | May-01 | Jun-01 | Jul-01 | Aug-01 | Sep-01 | Oct-01 | Nov-01 | Dec-01 | Jan-02 | Feb-02 | Mar-02 | Apr-02 | May-02 | Jun-02 | Jul-02 | Aug-02 | Sep-02 | Oct-02 | Nov-02 | Dec-02 | Jan-03 | Feb-03 | Mar-03 | Apr-03 | May-03 | Jun-03 | Jul-03 | Aug-03 | Sep-03 | Oct-03 | Nov-03 | Dec-03 | Jan-04 | Feb-04 | Mar-04 | Apr-04 | May-04 | Jun-04 | Jul-04 | Aug-04 | Sep-04 | Oct-04 | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 | Jul-05 | Aug-05 | Sep-05 | Oct-05 | Nov-05 | Dec-05 | Jan-06 | Feb-06 | Mar-06 | Apr-06 | May-06 | Jun-06 | Jul-06 | Aug-06 | Sep-06 | Oct-06 | Nov-06 | Dec-06 | Jan-07 | Feb-07 | Mar-07 | Apr-07 | May-07 | Jun-07 | Jul-07 | Aug-07 | Sep-07 | Oct-07 | Nov-07 | Dec-07 | Jan-08 | Feb-08 | Mar-08 | Apr-08 | May-08 | Jun-08 | Jul-08 | Aug-08 | Sep-08 | Oct-08 | Nov-08 | Dec-08 | Jan-09 | Feb-09 | Mar-09 | Apr-09 | May-09 | Jun-09 | Jul-09 | Aug-09 | Sep-09 | Oct-09 | Nov-09 | Dec-09 | Jan-10 | Feb-10 | Mar-10 | Apr-10 | May-10 | Jun-10 | Jul-10 | Aug-10 | Sep-10 | Oct-10 | Nov-10 | Dec-10 | Jan-11 | Feb-11 | Mar-11 | Apr-11 | May-11 | Jun-11 | Jul-11 | Aug-11 | Sep-11 | Oct-11 | Nov-11 | Dec-11 | Jan-12 | Feb-12 | Mar-12 | Apr-12 | May-12 | Jun-12 | Jul-12 | Aug-12 | Sep-12 | Oct-12 | Nov-12 | Dec-12 | Jan-13 | Feb-13 | Mar-13 | Apr-13 | May-13 | Jun-13 | Jul-13 | Aug-13 | Sep-13 | Oct-13 | Nov-13 | Dec-13 | Jan-14 | Feb-14 | Mar-14 | Apr-14 | May-14 | Jun-14 | Jul-14 | Aug-14 | Sep-14 | Oct-14 | Nov-14 | Dec-14 | Jan-15 | Feb-15 | Mar-15 | Apr-15 | May-15 | Jun-15 | Jul-15 | Aug-15 | Sep-15 | Oct-15 | Nov-15 | Dec-15 | Jan-16 | Feb-16 | Mar-16 | Apr-16 | May-16 | Jun-16 | Jul-16 | Aug-16 | Sep-16 | Oct-16 | Nov-16 | Dec-16 | Jan-17 | Feb-17 | Mar-17 | Apr-17 | May-17 | Jun-17 | Jul-17 | Aug-17 | Sep-17 | Oct-17 | Nov-17 | Dec-17 | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 | Jan-19 | Feb-19 | Mar-19 | Apr-19 | May-19 | Jun-19 | Jul-19 | Aug-19 | Sep-19 | Oct-19 | Nov-19 | Dec-19 | Jan-20 | Feb-20 | Mar-20 | Apr-20 | May-20 | Jun-20 | Jul-20 | Aug-20 | Sep-20 | Oct-20 | Nov-20 | Dec-20 | Jan-21 | Feb-21 | Mar-21 | Apr-21 | May-21 | Jun-21 | Jul-21 | Aug-21 | Sep-21 | Oct-21 | Nov-21 | Dec-21 | Jan-22 | Feb-22 | Mar-22 | Apr-22 | May-22 | Jun-22 | Jul-22 | Aug-22 | Sep-22 | Oct-22 | Nov-22 | Dec-22 | Jan-23 | Feb-23 | Mar-23 | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 | Jan-24 | Feb-24 | Mar-24 | Apr-24 | May-24 | Jun-24 | Jul-24 | Aug-24 | Sep-24 | Oct-24 | Nov-24 | Dec-24 | Jan-25 | Feb-25 | Mar-25 |

R. Rastogi, M.D., P.A.
General Medicine
And Pediatrics

S. Izzi, M.D., FFAFP
Family Practice

R. Alegado, M.D., P.A.
Orthopedic Surgery

Harjit Bajaj, M.D.
Neurology

Walter Lockhart, M.D.
OB-GYN

Anil Chopra, M.D.
General Medicine
Internal Medicine

Darlyn Cange, D.P.M.
Podiatry

D. Fishbein, M.D.
Gastroenterology

Y. Markan, M.D.
Hematology/Medical Oncology

Ashwin Nanavati, M.D.
General Surgery

Rohini Adhikarla, M.D.
Nephrology

P. Young-Hyman, M.D.
Cardiology

Brian K. Dragan, D.C.
Physical Therapy & Chiropractic

Anand Dhandu, M.D.
Urology

Stephan Izzi, M.D., FFAFP
President, Arundel Medical Group, Inc.
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 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. Although rare, the time required to transport patients with severe cardiac morbidity to a facility that offers a surgery program may severely undermine optimal outcomes.

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 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, 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 CON application to establish a comprehensive community-based cardiac surgery program.

Sincerely,


Stephan R. Izzi, M.D. FFAFP
President, Arundel Medical Group, Inc.

SI/jr

Arundel Medical Building 7575 Ritchie Highway Glen Burnie, Maryland 21061
Phone (410) 766-1444 Fax (410) 766-9453



Chase Brexton Health Care
Because everyone's health matters.

February 11, 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:

On behalf of Chase Brexton Health Care, I 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, while also reducing health disparities among minority, low-income and other disadvantaged populations.

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.

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. This is especially important to the population that we serve in Anne Arundel County. Our two organizations have forged a strong partnership that is improving the access to care in our area. The proposed program will enhance that effort.

I strongly 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,

Richard L. Larison
Chief Executive Officer

Anne Arundel County Mental Health Agency, Inc

PO Box 6675, MS 3230
1 Truman Parkway, Suite 101
Annapolis, MD 21401

Adrienne Mickler, CPA, MS, Executive Director
Frank Sullivan, LCSW-C, Executive Director, Emeritus

*Sponsor of Anne Arundel County's
information website: www.networkofcare.org*

Web Site: www.aamentalhealth.org
Email: mhaaac@aol.com
Phone: 410-222-7858
Fax: 410-222-7881

January 22, 2015

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

Dear Ms. Olscamp:

On behalf of Anne Arundel County Mental Health Agency, Inc. (AACMHA) I 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, while also reducing health disparities among minority, low-income and other disadvantaged populations.

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.

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.

As many of our behavioral health consumers also have comorbid medical conditions, this partnership with UM BWMC's medical staff has been invaluable. This is the only hospital in the county that can serve psychiatric patients experiencing medical conditions on an inpatient basis.

AACMHA works in very close collaboration with UM BWMC's ER staff to get appointments for uninsured patients who need to be seen quickly. Currently, designated AACMHA staff work with the UM BWMC Psychiatric Unit staff in planning for discharge and in expediting with the Omni House Program a rapid intake and follow through for continued psychiatric and rehabilitation services.

Board of Directors

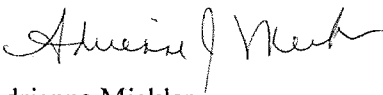
Lynn Krause; Chairman; Janet Owens, Board Emeritus; Pam Brown; Jinlene Chan; Kevin Davis, Rodney Davis;
Michael Irwin; Phillip Livingstone; Michael Maher; Phyllis Marshall; Rosalie Mallonee; Sheryl Menendez;
Kathy Miller, Yevola Peters, Livia Pazourek; Sheryl Sparer

We support the concept of UM BWMC's Bridge Program which addresses intermediate psychiatric care not only for patients who have been diagnosed with mental illness, but for patients who are suffering emotionally from recent surgeries.

This alliance has been critical in sustaining the positive outcomes the Agency has experienced. Because of these and other innovative practices and our collaboration with UM BWMC, we are able to serve our citizens in the most effective and appropriate setting as quickly as possible.

I strongly 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,



Adrienne Mickler
Executive Director

Board of Directors

Lynn Krause; Chairman; Janet Owens, Board Emeritus; Pam Brown; Jinlene Chan; Kevin Davis, Rodney Davis;
Michael Irwin; Phillip Livingstone ; Michael Maher; Phyllis Marshall; Rosalie Mallonee; Sheryl Menendez;
Kathy Miller, Yevola Peters, Livia Pazourek; Sheryl Sparer



1/20/15

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.

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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 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, 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 CON application to establish a comprehensive community-based cardiac surgery program.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Negi'.

Mohit Negi, MD
Baltimore Washington Adult & Senior Care
6001 Veterans Hwy Ste 200
Millersville, MD 21108
410-553-8092

MAHESH S. OCHANNEY, M.D.

INTERNAL MEDICINE

325 Hospital Drive, Suite 208

Glen Burnie, Maryland 21061

Phone 410-768-4700

Fax 410-768-4460

January 26, 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 of 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.

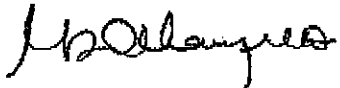
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Sincerely,



Mahesh Ochaney, MD

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.

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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 BWMC 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 BWMC | 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

| | | | | | | | | | | | | | |
|----------|---------------------------------------|------------------------|------------------------|--------------------------|-----------------------------|---------------------------------------|------------------------|-------------------------|----------------|--------------------|-----------------|-------------------|------------------------|
| Supplier | University of Maryland Medical Center | Johns Hopkins Hospital | Johns Hopkins Hospital | UM-Howard Medical Center | Anna Aronson Medical Center | University of Maryland Medical Center | Johns Hopkins Hospital | Union Memorial Hospital | Sinai Hospital | St. Agnes Hospital | Laurel Regional | Southern Maryland | Freestanding Cath Labs |
|----------|---------------------------------------|------------------------|------------------------|--------------------------|-----------------------------|---------------------------------------|------------------------|-------------------------|----------------|--------------------|-----------------|-------------------|------------------------|

| | | | | | | | | | | |
|----------------------------------|----|---|---|---|--|---|-----|---|---|---|
| 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 (preferred), faxed to 410-787-4846, or mailed.

LETTERS OF SUPPORT

— INDIVIDUALS —

Date: 01/07/15

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

Dear Ms. Olscamp:

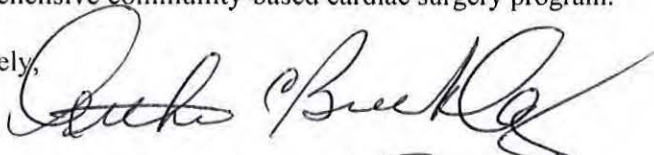
I write to express my full support for UM BWMC's Certificate of Need (CON) application to develop an open heart cardiac surgery program in conjunction with the University of Maryland School of Medicine (UM SOM) and the University of Maryland Medical Center (UMMC). The proposed cardiac surgery, research, 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 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 know first-hand the benefits of receiving cardiac care closer to home. I am currently being treated for outpatient cardiovascular rehabilitation at UM BWMC. I would very much like for UM BWMC to be able to offer a cardiac surgery program. It is comforting to know that if I ever need a higher level of care that I will be able to remain close to home and in a comfortable setting while still being able to receive outstanding care from UMMC cardiac surgeons.

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,



Printed Name:

Arthur C. Buckley

January 14, 2015

Ms. 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.

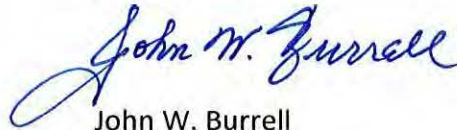
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I had to undergo quadruple by-pass heart surgery in September, 2010, at the University of Maryland Hospital in Baltimore City. I was extremely grateful for the expertise of my surgeon and the excellent quality care and compassion I received from everyone involved. The only downside was the long trips my family and friends had to make to visit me in an unfamiliar and confusing area (Baltimore City) and the associated parking difficulties. Having a facility at UM BWMC would be a much greater convenience should I ever need cardiac surgery or any other form of cardiac care in the future. Also, having been a four year participant in the cardiac rehab program offered at UM BWMC has benefited me significantly. My cardiac Doctor continues to encourage me to stay with that program. Had the program only been available at the University of Maryland Hospital in Baltimore City, I would not have participated.

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,



John W. Burrell

7965 Frances LN

Pasadena, MD 21122

Telephone: 410-255-5325

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 send this letter in support of your submission of a "Certificate of Need" so you can develop an open heart cardiac surgery program at UM BWMC. A county with the population size of Anne Arundel should have a hospital that can perform heart operations.

I am currently an out patient at the cardiovascular rehab. Center at UM BWMC and have been since August, 2013. On July 11, 2013 I had by-pass surgery (5) at the University of Maryland Medical Center after being transferred from BWMC, by ambulance, that same day. My family felt grateful the day of my emergency that BWMC immediately diagnosed my needs and made a speedy transfer to UMMC. From previous operations I understand how busy UMMC can be.

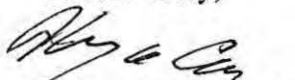
That Thursday (July 11) I remember my wife coming into my room where they were preparing me for transfer and being told that I had a "pump" assisting my heart. That was basically the last time I remember seeing or talking to my wife until July 15. Which brings me to why, personally, I support UM BWMC's request

During the period of time I was in UMMC (July 11-17) my wife made the trip to Baltimore each day. Not comfortable with driving in Baltimore she would drive to Glen Burnie and take the light rail. This made some tough days even tougher. (As an aside, this was my third operation at UMMC in a year. The first Kath had to travel when the car race was taking place and the second when the Raven's parade was going on.) Not having to be transferred from BWMC to UMMC would be a blessing for a family.

It is my understanding that this partnership would include the high class services that I received at both hospitals. I thank both hospitals for what they have done for me and the caring they have shown. An example would be when my heart operation ended Dr. Bradley Taylor came to see my wife (about 8:30 pm). Realizing she was alone, he personally escorted her to my room.

I hope this letter will be of support to your "Certificate of Need".

Yours Truly;


Harry A. Calender

Date: Jan 7, 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 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.

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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,

Printed Name: MARIO DE ANGIOLETTI

January 14, 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 the University of Maryland Baltimore Washington Medical Center Certificate of Need (CON) application to develop an open heart cardiac surgery program. It is my understanding that this program would be in conjunction with University of Maryland School of Medicine and University of Maryland Medical Center.

I have had surgeries and procedures at UM BWMC and UMMC, I know the benefits of being closer to home, not only to myself but to my family.


Knowing that I could be closer to home and receiving the expert care that I needed as a cardiac bypass patient would prove less stressful on all of us.

I am currently in the Outpatient Cardiovascular Rehabilitation program at UM BWMC. I am a Pasadena Resident and I know the convenience of being closer to home and receiving quality care.

I believe that the UM BWMC, UM SOM and UMMC partnership will provide more Maryland patients with the most advanced cardiac surgery options and life saving research.

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,


TIMOTHY C. EVANS

Date: 1/9/15

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 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.

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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,

Nancy L Fagg

Printed Name: NANCY L FAGG

Date: 1/8/15

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.

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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,

Printed Name: John T. Hays

Date:

1/7/2015
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.

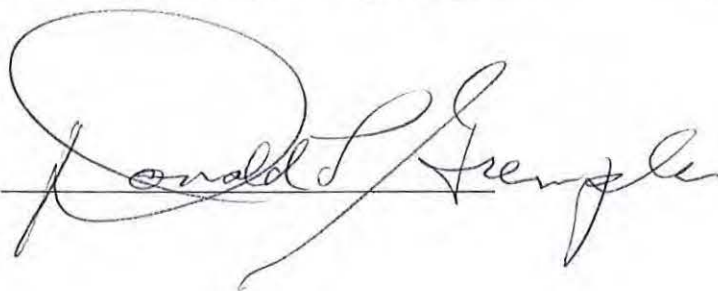
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The UM BWMC, UM SOM and UMMC partnership will bring the most advanced cardiac surgery options and life-saving research to more patients than ever in Maryland. I encourage the Maryland Health Care Commission to grant approval of UM BWMC's Certificate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

Sincerely,

Printed Name:



Date: 1-7-2015

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.

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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,

Printed Name: LOIS GREMPER

January 12, 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 of 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.

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I know first-hand the benefits of receiving cardiac care closer to home. I am currently being treated for outpatient cardiovascular rehabilitation at UM BWMC. I would very much like for UM BWMC to be able to offer a cardiac surgery program. It is comforting to know that if I ever need a higher level of care that I will be able to remain close to home and in a comfortable setting while still being able to receive outstanding care from UMMC cardiac surgeons.

In May, 2012, I had a heart attack and went to the ER at BWMC where I received immediate and professional care from the courteous staff. Dr. A. K. Bassi, my cardiologist, sent me to UMMC for catheterization, other studies and a stent. I appreciate the professional and courteous care from Dr Bassi and all other doctors and nurses at UMMC, Cardiac Care Unit.

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,

Ralph K. Holmes

Date:

11/7/2015

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.

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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,

Printed Name:

Doris Ann Jory

Date: 01/07/15

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.

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Sincerely,

Printed Name: _____

Janet Hershendy

Date: 02/09/15

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.

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Sincerely,

Printed Name: *Fraser Lilly*

Date: 1/15/2015

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.

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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,



Printed Name: WAYNE D. MARTIN

Date:

1/21/15

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.

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Sincerely,

Printed Name:

Ethel M. Parker

Date: 17 JAN 15

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

Dear Ms. Olscamp:

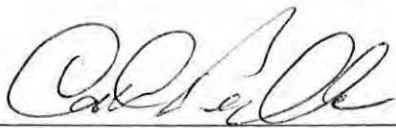
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Sincerely,

Printed Name: 

Date: Jan. 21, 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:

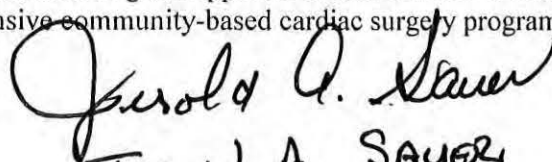
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Sincerely,


JEROLD A. SAUER

Printed Name: _____

Date: January 7, 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 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 know first-hand the benefits of receiving cardiac care closer to home. I am currently being treated for outpatient cardiovascular rehabilitation at UM BWMC. I would very much like for UM BWMC to be able to offer a cardiac surgery program. It is comforting to know that if I ever need a higher level of care that I will be able to remain close to home and in a comfortable setting while still being able to receive outstanding care from UMMC cardiac surgeons.

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,

Printed Name: Barbara Stricker
Barbara Stricker

UM BWMC Cardiac Surgery Letter of Support Template - to be returned to Jen Kumar at jkumar@bwmc.umms.org (preferred), faxed to 410-787-4846, or mailed. Highlighting indicates information to be personalized. Please remove highlighting before submitting your letter.

Date

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.

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Please elaborate on your support for the proposed cardiac surgery program at UM BWMC. If you had a cardiac surgery at UMMC your letter can explain the high quality of care provided by UMMC surgeons, while also explaining how you would have preferred to have the surgery at UM BWMC, your local hospital of choice. If you had a cardiac catheterization procedure at UM BWMC you can speak about the strength of our existing interventional cardiology program. Note: This paragraph will not be included in the generic LOS for cardiac rehab patients who do not wish to personalize their letter)

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,


Name

P.S. I was rushed to BWMC with a heart attack. I was soon then transferred to John Hopkins for Triple By-Pass. If BWMC had a Cardiac Surgery program, I could have had my surgery here at BWMC which is much more convenient.

Date: 1-8-15

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.

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Sincerely,



Printed Name: MICHAEL VOHS

1/8/2015

Date: 1-7-15

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

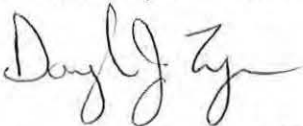
Dear Ms. Olscamp:

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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.

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Sincerely, 

Printed Name: DOUGLAS J. ZUGER

LETTERS OF SUPPORT

— RELIGIOUS —

Light Of The World Family Ministries

Sheryl Menendez, Senior Pastor 93rd Avenue Southwest, Glen Burnie, MD 21061



January 20, 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:

On behalf of Light of the World Family Ministries, I 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, while also reducing health disparities among minority, low-income and other disadvantaged populations.

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.

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.

Light of the World Family Ministries, has been in partnership over the last 10 years with, UM BWMC working diligently providing to our Faith Based Communities the important message concerning getting checked for these health issues that face our young and elderly, throughout the Anne Arundel County Communities. We at Light of the World Family Ministries will continue working in partnership with UM BWMC to get this message out to all of our communities that they may, obtain the best initiatives related to cardiovascular disease and related topics (e.g. obesity, diabetes, vascular health, nutrition, physical activity) and outreach to minority, low-income and disadvantaged populations.

Light of the World Family Ministries, strongly encourages the Maryland Health Care Commission to grant approval of UM BWMC's CON application to establish a comprehensive community-based cardiac surgery program.

Sincerely,
Sheryl Menendez, Senior Pastor



Empowering Believers Church of the Apostolic Faith

*7566 East Howard Road * Glen Burnie, MD 21060*

*410-761-9272 * Ebcafl@aol.com*

Apostle Larry Lee Thomas, Sr. – Pastor * Dr. Gayle Tyler Wilson – Assistant Pastor

January 21, 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:

On behalf of Empowering Believers Church of the Apostolic Faith, I 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, while also reducing health disparities among minority, low-income and other disadvantaged populations.

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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 Empowering Believers Church has a long relationship with UM BWMC. We have been involved in many of the outreach campaign especially those to the underserved and the minority community. We have been engaged with hospitals, holding many dialog sessions on how to

improve relationships between the minority communities as well as to build trust and talk about the disparities. Our conversation has been very beneficial as we have progressed down through the years. I have served on many boards to improve community health. I was on the Cancer Advisory Review Board for many years. In 2001 I created The Smoke Free Holy Ground Initiative that collaborates with a network of 300 churches, many of them from Anne Arundel County. We have an annual health fair that promotes Faith and Health. In 2014 we partnered with the million hearts initiative whose primary purpose is to get 100 congregations signed up to promote cardiovascular information and educate their congregations about the danger of heart disease.

We are in full support to have UM BWMC's Certificate of Need (CON) application, as we will not have to travel to other counties or even other states to get the services that this initiative will provide for Anne Arundel County and the community at large. As a Clergy and Pastor it will benefit us as well and better serve our parishioners.

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

If you need further information please feel free to contact us. Thank you

Sincerely,

Larry Lee Thomas, Sr.

Apostle Larry Lee Thomas, Sr. - Pastor
Smoke Free Holy Ground, Spokesperson



HERITAGE
COMMUNITY CHURCH

January 26, 2015

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

Dear Ms. Olscamp:

On behalf of Heritage Community Church, I 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, while also reducing health disparities among minority, low-income and other disadvantaged populations.

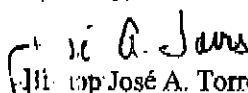
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We are strong supporters of UM BWMC's outreach efforts, which have expanded access for underserved residents, improved public knowledge about prevention, and provided opportunities for early detection.

The UM BWMC Cardiac Surgery will be an incredible asset to reach the minority and underserved residents of our community. By bringing this new heart cardiac program closer to those in need, many more individuals will be better served. We have an excellent working relationship with BWMC. Every year we host an annual Health Festival for more than 700 people and the professionals of BWMC are always well represented at this event. BWMC brings a plethora of information on obesity prevention, good eating habits, vascular health nutrition, physical activity and more. This valuable information in the Spanish language reaches our Hispanic population, bringing the professional and patient closer together.

I strongly 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,


Jose A. Torres

HERITAGE COMMUNITY CHURCH

Quarterfield Road | Severn, MD 21144 | p. 410.531.8500 | w. heritage-cc.org | e. info@heritagecc.net

"A community of Christians devoted to nurturing love for Jehovah God, love for self, and love for others." Mt. 22:34-40



St. Mark United Methodist Church
1440 Dorsey Rd.
Hanover, Maryland 21076-1429
410-859-5352

January 22, 2015

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

Rev. Herbert W. Watson, Jr.
Pastor

Min. Michael R. Simms
Rev. Charles Proctor
Ministerial Staff

Rochelle Watson
Administrative Assistant

Renee Loudermill
Ron Davis
Lay Leaders

Renee Loudermill
Church Council
Chairperson

Theodore Mack
Treasurer

Barbara Hall
Financial Secretary

John Hawkins, Jr.
Finance
Chairperson

Erika Gordon
Staff/Parish Relations
Chairperson

Denard Hebron
Trustee Board
Chairperson

Regi McClurkin
Director of Music

Fax:
410-859-8357
Email:
StMark21076@aol.com

Dear Ms. Olscamp:

On behalf of St. Mark United Methodist Church, I 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, while also reducing health disparities among minority, low-income and other disadvantaged populations.

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Sincerely,


Rev. Herbert W. Watson, Jr.
Pastor