



**CARE BRAVELY**

2401 W. Belvedere Avenue • Baltimore, MD • 21215

**VIA EMAIL**

April 14, 2020

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

Mr. Kevin McDonald  
Chief, Certificate of Need Division  
Center for Health Care Facilities Planning & Development  
Maryland Health Care Commission  
4160 Patterson Ave.  
Baltimore, MD 21215

RE: Emergency Certificate of Need Application  
LifeBridge Health, Inc. – Northwest Hospital Center, Inc.

Dear Mr. Steffen and Mr. McDonald:

Pursuant to COMAR 10.24.10.20, I write to seek an Emergency Certificate of Need (“CON”) for projects at Northwest Hospital Center, Inc. (“Northwest Hospital”), located at 5401 Old Court Rd, Randallstown, MD 21133, that will expand LifeBridge Health, Inc.’s (“LifeBridge”) capacity to accommodate the expected surge in hospital admissions and urgent need for additional hospital inpatient beds related to the COVID-19 pandemic.

To address the national state of emergency declared by the President and the United States Department of Health and Human Services, as well as the state of emergency and catastrophic health emergency declared by Governor Hogan on March 5<sup>th</sup>, LifeBridge Health is seeking approval to renovate and equip existing space at Northwest Hospital.

The various projects involve remodeling and/or equipping existing space to effectively manage patients requiring treatment for, or pending a diagnosis of COVID-19, as well as accommodate non-COVID-19 admissions (See Exhibit 1). The added capacity maximizes Northwest Hospital’s ability to handle a potential surge of COVID-19 patients, while ensuring safe, specialized care for patients with other acute illnesses who require admission or observation.

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Collectively, the projects will provide an additional 105 temporary beds and cost an estimated \$217,500. Two of the three Phase One projects have already been completed, with Phases Two, Three and Four able to be operationalized as needed, within three to seven days.

This Emergency CON, in combination with the additional 20 beds approved through the Emergency CON process by Ben Steffen on March 25<sup>th</sup> and subsequently approved by the MHCC on April 4<sup>th</sup>, aligns our temporary inpatient bed needs with our surge plan (all four phases). Our surge plan was developed in collaboration with the State of Maryland and Jenson Partners surge planners and submitted to the State of Maryland on April 6<sup>th</sup>. Our plan has also been shared with Baltimore County.

As outlined in Mr. Steffen's memo, dated March 17<sup>th</sup>, Northwest Hospital's surge plan will undoubtedly help address both the state's urgent need for an estimated "additional 500 inpatient beds" and provide a swift, timely response to the extraordinary "hazards to employees and patients" COVID19 poses.

As the unprecedented, catastrophic impact of this pandemic continues to rapidly effect the health and safety of our patients, staff, providers and every person throughout the state and country, we respectfully ask you act upon this request as soon as possible.

If you require additional information, please contact me at 410-274-3122.

We thank you for your consideration and expeditious response.

Sincerely,



Teresa A. Fletcher  
Assistant Vice President,  
Business Development

Cc: via email

Neil Meltzer, President, LifeBridge Health, Inc.  
David Krajewski, CFO, LifeBridge Health, Inc.  
Craig Carmichael, President, Northwest Hospital  
Robert Neall, Secretary of Health  
Patricia Tomsko Nay, M.D., Executive Director, OHCQ  
Katie Wunderlich, Executive Director, Maryland Health Services Cost Review Commission  
Suellen Wideman, Senior Assistant Attorney General, Maryland Health Care Commission  
Paul Parker, Director, MHCC, Center for Health Care Facilities Planning and Development  
Ruby Potter, Health Facilities Coordination Officer, MHCC

**EXHIBIT 1**

**LIFEBRIDGE HEALTH  
 NORTHWEST HOSPITAL**

10-Apr-20

PROJECT LOCATION	DESCRIPTION	CURRENT IP BEDS	ADDED BEDS	BED TYPE - LEVEL OF CARE	ESTIMATED COST	OPEN	PHASE
3A/3B	CONVERT TO NEGATIVE PRESSURE AND ADD MONITORING TO 8 BEDS FOR COVID PATIENTS	40	0	MED-SURG/ICU MONITORED	\$14,000	4/10/2020	Phase 1
ED Tent & ED TRIAGE	CONVERT TENT TO NEGATIVE PRESSURE TO TRIAGE AND SCREEN COVID PATIENTS, MODIFY INTERIOR OF ED TO ISOLATE COVID AND PUI PATIENTS	0	0	EMERGENCY DEPARTMENT	\$79,000	3/30/2020	Phase 1
ICU	CONVERT TO NEGATIVE PRESSURE FOR COVID PATIENTS (9 Rooms)	16	0	ICU	\$70,000	4/15/2020	Phase 1
IMC	CONVERT TO NEGATIVE PRESSURE	11	0	IMC/CCU/ICU	\$2,000	4/5/2020	Phase 1
TENT - PROVIDED BY MEMA	TO BE LOCATED OUTSIDE THE HOSPITAL, ON CAMPUS, FULLY OUTFITTED TO TREAT COVID PATIENTS	0	10	INTERMEDIATE CARE	\$20,000	UPON DELIVERY & ASSEMBLY	Phase 1
4A - INPATIENT OVERFLOW	EXISTING SPACE	10	2	MED-SURG	\$500	3 DAYS	Phase 2
CARDIAC CATH	EXISTING SPACE, USING EXISTING STRETCHERS	0	4	MED-SURG/ICU OVERFLOW MONITORED	\$0	3 DAYS	Phase 2
PACU	EXISTING SPACE, USING EXISTING STRETCHERS	0	17	MED-SURG/ICU MONITORED	\$0	3 DAYS	Phase 2
PRE-OP	EXISTING SPACE, USING EXISTING STRETCHERS	0	4	MED-SURG	\$0	3 DAYS	Phase 2
4A GYM 1	EXISTING SPACE, ADDING STRETCHERS	0	10	MED-SURG	\$5,000	7 DAYS	Phase 3
4A GYM 2	EXISTING SPACE, ADDING STRETCHERS	0	10	MED-SURG	\$5,000	7 DAYS	Phase 3
INFUSION CENTER	EXISTING SPACE. ADDING STRETCHERS	0	12	MED-SURG	\$6,000	7 DAYS	Phase 3
ORTHOPEDIC OFFICE	EXISTING SPACE, ADDING STRETCHERS	0	7	MED-SURG	\$3,500	7 DAYS	Phase 3
Wound Care	EXISTING SPACE, ADDING STRETCHERS	0	14	MED-SURG	\$5,000	7 DAYS	Phase 3
ASC	EXISTING SPACE, ADDING STRETCHERS	0	10	MED-SURG/ICU MONITORED	\$5,000	7 DAYS	Phase 4
ASC	EXISTING SPACE, ADDING STRETCHERS	0	5	MED-SURG	\$2,500	7 DAYS	Phase 4
<b>TOTAL</b>			<b>105</b>		<b>\$217,500</b>		

\* UNLESS OTHERWISE NOTED, MED -SURG BEDS ARE NOT MONITORED